



THE BESS AND MOE GREENBERG FAMILY

Hillel Lodge

LONG-TERM CARE HOME OF OTTAWA

Quality Improvement Plan

Narrative for Health Care Organizations in Ontario

Revised Version

April 9, 2024

OVERVIEW

About The Bess and Moe Greenberg Family – Hillel Lodge Long-Term Care Home of Ottawa

The Bess and Moe Greenberg Family - Hillel Lodge Long-Term Care Home of Ottawa is a 121 bed Jewish faith-based home supported by a team of over 200 dedicated staff members. It is built on a Jewish Community Campus, providing unique opportunities for residents to attend programming outside of the home, intergenerational programming with children and youth, and overall collaboration with the Jewish community. This includes collaboration with the Hillel Lodge LTC Foundation, which is housed within the long-term care home.

Hillel Lodge's mission is to provide compassionate long-term care that empowers residents to lead full and engaged lives in a welcoming Jewish environment. We do this by living our vision, which is to continually strive to be at the forefront of person-centred long-term care. All decision making and quality initiatives are driven by resident needs, and include input from our valuable stakeholders, including residents and families.

We are guided by our values:

- Collaboration and Teamwork - working together toward a common goal
- Excellence and Innovation - Finding ways to do things better
- Dignity and Respect - Treating others as others want to be treated
- Compassion and Caring - Showing kindness and empathy toward others
- Integrity and Accountability - Taking responsibility for our actions and following through on our commitments

Quality Improvement Model at Hillel Lodge

The concept of quality improvement has been embedded within Hillel Lodge's leadership team for many years. Over the last year, we were able to further our commitment to quality by designating a full-time position to the quality program. While we continued to work on quality improvement collectively, the full-time lead was able to implement our newly adopted Extencicare policies. The addition of Extencicare's audits and reviews to our quality program has allowed for a streamlined approach to assessing our programs and practices, and has amplified our quality improvement program.

While Hillel Lodge's leadership team has an appreciation for quality improvement, we recognize quality is not one person's job, nor can it be siloed to management. Over the 2024/25 reporting period, we intend to expand personnel's understanding of quality improvement by rolling out education to managers to deepen their knowledge of quality improvement and learning opportunities to the frontline staff that complement the work they are already doing. We strongly feel increasing everyone's knowledge of and comfort with quality improvement by formal training in quality improvement methodology, such as Six Sigma or Lean, is critical to furthering our quality improvement goal and subsequently, improving the resident experience.

Reflections about Last Year's Quality Improvement Plan

Our 2023/24 Quality Improvement plan prioritized reducing potentially avoidable emergency department visits, improving the resident experience, and ensuring recreation and spiritual programming reflect diversity of residents. We had great success with improving the resident experience and spiritual programming, but continue to address potentially avoidable emergency department visits. As outlined below, all three 2023/24 priorities will be built on this year, using the knowledge we have gained and with new goals set to take each of these priorities forward.

Quality Improvement Advisory Committee (additional section)

The Quality Improvement Advisory Committee is responsible for reviewing quality indicators and quality improvement initiatives at Hillel Lodge. The committee is made up of internal and external stakeholders, including representatives from resident and family council. Over the course of the 2024/25 reporting cycle, we hope to increase the active engagement of this committee in quality improvement at Hillel Lodge, by developing Terms of Reference better aligned with our intention for this committee, and providing the committee an opportunity to hold change idea owners accountable to delivering on plans, including areas identified in resident and family surveys as needing improvement.

ACCESS AND FLOW

One area of focus in our 2023/24 quality improvement plan was to reduce the number of potentially avoidable emergency department (ED) transfers because we had one of the highest emergency department transfer rates in the Champlain LHIN at the beginning of the reporting cycle. We are proud of the person-centred initiatives we have implemented to improve the resident experience and quality of care. Our priority change idea was to address a lack of goals of care discussions between physicians and residents and/or POAs. We had great success in this initiative, but found it did not impact the number of avoidable ED visits we had.

We look forward to using our 2024/25 QIP to reassess what is impacting our ED visits and implement new change ideas that we believe will have a positive impact on limiting ED transfers. Upon reflecting on our strengths and opportunities for improvement, we intend to increase communication renewing efforts to put the residents' stories and goals of care priorities at the centre of our work, and being data driven in analyzing the root causes for our high number of ED transfers.

EQUITY AND INDIGENOUS HEALTH

Resident Care and Diversity

The Bess and Moe Greenberg Family - Hillel Lodge Long-Term Care Home of Ottawa exists to provide culturally appropriate care for the Jewish community. Hillel Lodge is one of only three homes in the province that is designated to meet the dietary, cultural, and religious needs of the Jewish community.

This includes ensuring religious observances are followed, adhering to kosher practices, such as separate kitchens to prepare meat and dairy, celebrating Jewish High Holidays in a culturally appropriate way, and respecting the Sabbath.

We recognize that Jewish residents practice their ethnocultural religion in different ways and are dedicated to offering diverse programs to meet all resident needs. In addition, there are many non-Jewish residents living at Hillel Lodge. We are committed to ensuring all residents receive culturally appropriate care, and completed the exercise of learning who lives at Hillel Lodge by prioritizing the completion of Life Story assessments of residents and a gap analysis as outlined on our 2023/24 quality improvement plan. This was a first step in ensuring we meet all religious and spiritual needs that we will be building on in our equity indicator for our 2024/25 plan.

Corporate Strategy

We want to ensure every resident, care partner, and staff member feels welcomed and included at Hillel Lodge. Corporately, we are increasing awareness of diversity, equity, and inclusion (DEI) through a formal program of inclusion and belonging. We have identified culture, age, gender, sexual orientation, spiritual beliefs, socioeconomic status, language, and race as areas to formalize our DEI program to ensure equity amongst all stakeholders. We have increased our diversity in hiring by including an DEI inclusion statement in job postings. For residents, we use the Resident Council as a tool to build community amongst residents and look forward to continuing this practice in the new reporting cycle.

Further to this, we are implementing DEI training for at leadership level for the 2024/25 quality improvement cycle. Building the knowledge, skills, and behaviors of the leadership team will increase their ability to work effectively cross culturally by understanding, appreciating, and respecting differences and similarities in beliefs, values, and practices within and between cultures.

Indigenous Health

Indigenous Health and diversity is built into our new hire orientation, ensuring all Hillel Lodge personnel receive training about Indigenous health. To respect and encourage the practices of Indigenous peoples we are able to meet the cultural practice of smudging in the home.

PATIENT/CLIENT/RESIDENT EXPERIENCE

Communications

The pandemic highlighted the importance of communications and regular stakeholder engagement and involvement. Our 2023/24 quality improvement plan shared our intention to develop a communications strategy spanning all Hillel Lodge communications. Since developing our 2023/24 quality improvement plan, we have taken the next step in this project by hiring a communications lead to implement our communication workplan and improve our communications with all stakeholder groups.

Resident/Family Surveys (revised section)

The updated resident survey was completed between November 15 and 27, 2023. The survey provided us with an increased understanding of our strengths and areas for development and opportunities to improve person-centred care. We have chosen two questions from the survey to focus on in our 2024/25 QIP. These questions include *staff respect what I like and dislike* and *I can express my opinion without fear of consequences*. The findings of the survey were shared with the resident council on February 20, 2024. At this meeting, residents identified the dining experience as an area for improvement. This is aligned with work already underway to improve mealtimes.

Our family survey was completed between February 13 and 26, 2024. The survey results were reviewed with the family council on March 4, 2024. The survey results were overall positive, and family council echoed this by expressing satisfaction in Hillel Lodge. Discussion with family council supported our established goal of improving communications. We intend to rollout a new family survey in August 2024 and by that time, hope respondents will experience improved communication through the recently hired communications lead and the implementation of our communication strategy. The family council will be engaged in the dissemination of the survey to increase participation.

Hillel Lodge Summit

Our 2023/24 quality improvement plan intended to bring together Hillel Lodge's Board of Directors, Leadership Team, residents, and families to review our strategic plans, quality accomplishments to date and to provide critical input into upcoming quality plans for the home. Unfortunately, due to low interest from residents and families and the need to cancel and reschedule the summit due to outbreaks, we were unable to fulfil this goal within the last reporting cycle. For the 2024/25 quality improvement cycle, we will be looking at alternate and creative ways to bring together all of the above stakeholder groups to contribute to quality improvement plans in the home. Despite our inability to host a summit, family members and residents are actively involved in quality at Hillel Lodge through committees, working groups, the Board, and councils. We are pleased with our ability to engage families and residents in quality improvement to enhance person-centred care.

PROVIDER EXPERIENCE

Like all other healthcare organizations, Hillel Lodge has struggled with the systemwide health human resources shortage. Our approach to mitigating this shortage continues to be by focusing on QIP. Reflecting on feedback from employees has led us to the understanding that team members want to be engaged and including in decision making. Over the last 12 months, Hillel Lodge has worked hard to create opportunities for employee engagement:

- The creation of a Workplace Inclusion and Belonging Committee, offering all employees the opportunity to share their priorities
- The rollout of an annual staff engagement survey, which provided a snapshot of strengths and opportunities
- Inclusion of employees on various committees and working groups
- Focus groups with employees to develop a rewards and recognition program

- A preceptor appreciation event, to formally recognize all nursing staff who support PSW, RPN, and RN students
- An Inclusion and Belonging Spirit Week, which includes a full week of team building exercises, relaxation activities for staff, such as massage therapy and yoga, and our EAP being on-site
- Onboarding check in interviews with new employees
- An exit interview of employees who have voluntarily resigned, to understand their perspective of Hillel Lodge and opportunities to improve the employee experience

We recognize the importance of breaking departmental siloes and are using the above engagement opportunities to celebrate each other and work together as an interdisciplinary team. Over the 2024/25 reporting cycle, we look forward to using change ideas within our QIP to further increase collaboration across departments.

SAFETY

Patient Safety

Our Professional Advisory Committee monitors quality and reviews emergency department visits, critical incidents, medication errors, and falls, amongst other key indicators of patient safety. When we submitted our 2023/24 QIP, we shared that Hillel Lodge had established a formal patient safety program. While we continuously monitor all aspects of patient safety, we were unable to launch the formal program we had planned.

We have included a patient safety program within Hillel Lodge's 2024/25 quality improvement initiatives, which will allow us to firmly establish the program as we intended to do in 2023. Opportunities to develop a patient safety program include the establishment of Morbidity and Mortality rounds, improved medication error tracking, as well as the HQO QIP 2024/25 indicators of falls, antipsychotic use, and potentially avoidable emergency department visits.

Workplace Violence Prevention

Hillel Lodge recognizes the importance of addressing workplace violence and harassment. We have a detailed policy in place and intend to streamline the policy in 2024. Our expanded new hire orientation program allows us to complement new hires' reading of the policy with a robust in-person discussion. This discussion is an opportunity to increase staff awareness and engagement in preventing and recognizing workplace violence and harassment. In 2019, we completed a Workwell Audit and in 2023 we completed a Physical Conditions General Inspection. We will be furthering this workplace violence and harassment work by completing a full risk assessment in 2024.

Hillel Lodge also recognizes the importance of mental health and a training day for the leadership team in 2023 that focused on compassionate communication. In addition, we have an Employee Assistance Program, which gives all employees access to mental health counselling and provides Hillel Lodge with one day of inhouse counselling support each year, available to use if an event occurs that significantly

impacts staff. We look forward to furthering our commitment to mental health training and psychological safety in 2024.

POPULATION HEALTH APPROACH

Overview

Hillel Lodge values the health of residents, employees and other stakeholders and strives to reduce the burden that communicable illnesses can place on the population by activating stringent precautions and PPE requirements when there is a suspect case of a communicable illness within the home. We encourage vaccinations of residents and staff and offer on-site flu vaccines and covid vaccines to both groups.

Resident Population Health

Hillel Lodge adheres to the World Health Organization's definition of health as being a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity. Recognizing that good physical health includes prevention and goes beyond medical or physician care, Hillel Lodge ensures residents have access to paramedical, dental, and optometric services by assisting residents and families in applying for financial assistance and benefits that will allow them to access care they might otherwise be unable to afford. We strongly believe in the prevention of disease by ensuring eye health, dental care, and assistive devices including appropriate seating for skin integrity and braces. As the Canadian Dental Care Plan is rolled out, we intend to dedicate resources to ensuring all residents who are eligible for this benefit apply. This, in addition to other existing benefits, will result in nearly 100% of residents having the financial means to see a dentist.

Hillel Lodge is better equipped to support social wellness that we were a year ago by more than doubling the number of staff in our recreation department. Increasing the recreation team has allowed us to offer more programs, targeted to specific groups of residents, to ensure everyone has the opportunity to engage in social programs. Through the generosity of the Jewish Federation of Ottawa, we have been able to purchase the Java program, leading to an increase in socialization amongst residents of all cognitive abilities through the use of music and companionship. Our mental health programming is supported by external art and music therapists, who offer therapy to all residents, regardless of cognitive or physical limitations and disabilities.

Staff Population Health

Hillel Lodge supports physical, mental, and social well-being of employees through various means. Hillel Lodge offers all full-time employees an extended health benefits plan, ensuring employees and their dependents have access to dental care, optometric care, medications, and all other paramedical benefits as defined in our benefits package. Further to this, we have a generous occasional sick leave program, allowing staff to take the time off they require to regain their health. Our Employee Assistance

Program supports all realms of health as it includes mental health counselling, physical health and nutrition assistance, and financial and legal advice.

We believe our employees are our greatest asset and promote inclusion and belonging through events, weeklong spirit weeks, and a workplace inclusion and belonging committee, which allows employees to drive their own inclusion experience. Throughout 2024, we look forward to the development of a rewards and recognition program to further increase employee inclusion and social well-being.

CONTACT INFORMATION/DESIGNATED LEAD

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