

CONTINUOUS QUALITY IMPROVEMENT ANNUAL REPORT

April 1, 2024 to March 31, 2025

OVERVIEW

Foyer Richelieu Welland continues to be dedicated to continuous quality improvement and improving our resident experience. Our foundational goal is to promote our residents to live and belong with wellness and joy, to immerse them in the French culture and Catholic faith and to provide person centered, holistic care to all who live here. We continue to focus on risk reduction in areas such as falls, worsening behaviors, infection prevention and control, social isolation and unplanned weight loss. Our team exceeded our improvement goals in areas related to worsening behaviors, falls, infection prevention and social isolation. Our team approach allowed our staff, residents and families to participate in change ideas, the creation of change management plans and to evaluate our quality improvement initiatives. Our team is proud that 87% of our residents and families would strongly recommend Foyer Richelieu to others and that 100% of our residents felt they can express their opinions without fear of consequence. Foyer Richelieu remains committed to protecting our residents and continuing to cultivate our core values of respect, mutual aid and inclusion. Our quality improvement focuses for 2025 will continue to be driven in the areas of risk reduction, resident satisfaction and inclusion providing high-quality, person-centered care while emphasizing wellness, culture, and faith.

Foyer Richelieu Welland remains committed to supporting our acute care and community care partners. Our team continues to work in collaboration with these care partners to develop strategies to avoid unnecessary ED transfers and hospitalizations for our residents. Our team carefully considers safe alternatives to transfer by accessing our primary care physician and nurse practitioner prior to ED transfers. In-home diagnostic options continue to be explored when appropriate. Our team, in consultation with our primary care physician, carefully monitors chronic health conditions and infections with the goal of maintaining stability. Foyer Richelieu has implemented chronic disease management strategies such as medication compliance initiatives, frequent monitoring of resident's health status, regular assessment by our primary care physician, regular physical activities, restorative care program and nutrition monitoring. Our care team strives to improve and co-ordinate in home health care services in an effort to avoid delays in care and the need for ED transfers. Our registered health care professionals are encouraged to practice within the full scope of their roles in an effort to provide in home care. Support services within the home ensure timely vacant room turn over and immediate notification of bed vacancies to reduce the burden in acute care related to patients waiting for an alternate level of care. Our homes wait list is reviewed weekly and applicants are accepted to our wait list to avoid any delays when a bed becomes available.

Foyer Richelieu Welland remains committed to providing equitable care for the Francophone community and beyond. Our core values of respect, mutual aid and inclusion drive daily decision

making. Our new employee orientation program provides culturally competent training for staff. The annual educational program reflects our commitment to equity, diversity, inclusion and antiracism. Our organizational policies reflect and respect the Residents Bill of Rights. Foyer Richelieu Welland strives to assist all residents to achieve their highest level of health. All residents have equal access to allied health services.

A restorative care program is also available to all. In collaboration with our primary care physician and Nurse practitioner, staff assist residents to access barrier free community health services to improve their health outcomes. Culturally specific and faith-based holidays are recognised and celebrated. Daily religious services are incorporated into care routines. Traditional food items are part of our menu rotation. Our annual resident satisfaction survey collects data related to age, race and religion and is used to steer quality improvement initiatives, re-assess the diversity of recreational programs and drive positive change within the home.

Foyer Richelieu Welland has an active resident council that meets monthly and drives quality initiatives. All annual quality improvement initiatives are approved by resident council and the Board of Directors. Residents participate in food committee meetings, the selection of incontinent products, decisions pertaining to infection prevention and control measures and recreational programs. All audit information is communicated to resident council. Our annual satisfaction survey has a comment section where resident can offer additional information related to improvement suggestions. Questions are phrased to ensure a climate of mutual respect and empathy. Improvements are introduced based on resident feedback. The leadership team supports resident's council and works in collaboration with them to make improvements within the home. Improvement initiatives related to resident experience focus on things that bring the residents enjoyment such as meal taste, French entertainment and the improvement of French language abilities in staff. Health care providers and those within the circle of care are educated on providing resident focused care and making resident focused decisions. The resident is central in all decisions. Staff incorporate resident values, beliefs and culture in care planning and care delivery. Resident social connections are promoted and respected through a supportive visitation policy and virtual care program.

Foyer Richelieu Welland engages staff and seeks their input and expertise daily. Staff from all departments participate in sub committees of our Professional Advisory Committee. Daily interdepartmental staff huddles allow for real time problem solving and accurate communication. Staff are welcomed to bring solutions and barriers forward that will drive positive change. Incentives, giveaways and spirit days keep staff morale stable. Celebrations honoring staff and departments are enjoyed by all staff and residents. The Human Resources department has hired additional personnel to assist in recruitment to keep staffing levels stable. Recruitment efforts are ongoing and incentive bonuses are offered to staff for referrals. Foyer Richelieu Welland has partnered with 2 educational institutions to offer a hands-on skills laboratory and living classroom

experiences for potential new recruits. Education grants are available to staff who want to expand their knowledge or upgrade their skill set. Mental health supports continue to be available for staff and a comprehensive Employee Assistance Program also exists. Foyer Richelieu Welland continues to promote a family environment and supports each staff member individually.

Foyer Richelieu Welland is committed to protecting all residents and staff from safety incidents. Our team meets weekly to review resident safety incidents such as falls, responsive behaviors and other risk management incidents. Interventions are discussed at a multidisciplinary level and implemented in a timely manner to prevent re-occurrence. Information related to resident risk areas is communicated at the twice daily interdisciplinary huddle so front-line staff are aware. Referrals are made to care partners if risk frequency levels have increased and present as a risk to others. Potential trends are quickly identified through monthly review of statistical information. Outcome measure scores for each resident are reviewed quarterly and any increases in risk levels trigger actions to reduce the risk to the resident. Critical incidents are reviewed immediately and a debrief meeting to discuss solutions and prevention is completed. Our Professional Advisory Committee meets quarterly and safety data and statistical data is reviewed and additional problem solving is completed. Medication safety incidents are reviewed quarterly. The home completes the ISMP self assessment annually. IPAC self assessments are completed quarterly and as needed. Fire drills are completed monthly to ensure staff is prepared for an emergency. Our Health and Safety Committee conducts monthly home inspections and meets quarterly to discuss staff injuries. All departments complete departmental specific auditing. There are policies in place and enforced related to zero tolerance for abuse and neglect as well as bullying and harassment.

Foyer Richelieu Welland has embraced a palliative philosophy to care starting at admission. Admission Palliative Performance scores are completed to establish a baseline for future decision making. Quarterly assessments are completed to determine decline. Advanced care planning decisions are discussed openly on admission and annually thereafter. Goals of care are reviewed quarterly and as needed to ensure resident needs and wishes are respected. Goals of care are always individualized and person centered. Foyer Richelieu Welland has a collaborative care partner in Hospice Niagara who assist in end of life planning and palliative pain management. Our spiritual care department visits palliative and end of life residents as per their wishes and provides spiritual support. Education for staff and volunteers related to palliative and end of life care takes place annually. Resources related to palliative care and end of life care are available to residents and families.

IDENTIFYING AREAS OF PRIORITY

Foyer Richelieu commits to the regular development and implementation of organizational and strategic plans that align with key financial, health human resources and resident priorities. This allows Foyer Richelieu to effectively clarify priorities, direct resources, monitor progress and act on results.

Foyer Richelieu conducts ongoing monitoring, analyzing and evaluation of the quality of care and services using key provincial quality indicators, internal audits, annual program evaluations, review of inspection reports, critical incidents investigation results, resident and family satisfaction surveys, resident and family council minutes and feedback forms, concern and complaint records and ongoing feedback from staff, residents and families. These tools are used to identify and determine areas of improvement priority. Monthly statistic review meetings identify potential deficiencies and allows for early risk identification and improvement planning.

Annually, Foyer Richelieu develops Quality Improvement Plans (QIP's) that includes key areas of focus that align with Provincial system priorities as well as internal areas of priority indentified. These are submitted to Health Quality Ontario. Maintaining focus on key indicators such as resident experience, avoidable ED visits and reducing antipsychotic use allows Foyer Richelieu to build on change ideas as well as sustain and spread improvements.

CONTINUOUS QUALITY IMPROVEMENT

Foyer Richelieu's quality initiatives are supported by the homes monitoring, measurement and accountability structures. Frontline staff, nurse leaders, department leaders and executive team rely on real data to drive the quality and risk management review processes. Review processes include but not limited to:

- Performance indicators tracked at the home and program level
- Priority indicators outlined in the Annual Quality Improvement Plans
- Quality and Safety Incident Reporting
- Satisfaction and Experience Survey and other Survey Results

In 2024-2025, Foyer Richelieu performed on par with the Ontario average in many of the indicators. Below average performance was noted in 2 of the performance indicators and strategies to improve performance have been implemented.

Quality Indicator	Ontario	FRW
Daily physical restraints	3.5%	0%
Stage 2-4 pressure ulcer	8.3%	5.4%
Falls in the past 30 days	18.0%	19.2%
Experiencing pain	6.1%	8.9%
Unexplained weight loss	10.5%	1.8%

At Foyer Richelieu, resident and family satisfaction surveys are completed annually. Achieving a high level of satisfaction among residents and families is a priority and the CQI committee uses this feedback to identify and support areas of improvement at the home. This year the questionnaire de satisfaction was completed in August.

- 87% of residents and families would recommend Foyer Richelieu to others

- 89% of residents feel that staff listened to them
- 100% of residents believe they can express their opinions without fear of consequence

The results of the annual questionnaire de satisfaction and additional feedback provided was communicated to Resident and Family Councils. Our active CQI team worked diligently throughout 2024 to achieve the following outcomes:

- Residents with a prevalence of little or no activity was reduced to 12.7% from 26.3%
- Reduced the hand hygiene failure rates from 17.5% to 10.7%
- Reduced the percentage of avoidable ED to 15.1% from 15.6%
- Maintained a zero percentage restraint rate
- Reduced the number of skin tears from 80 per year to 67.
- Continued to respond to all complaints within a 10 days period

There were many informal quality improvement activities that Foyer Richelieu initiated. There are as follows:

- Vaccine clinics were provided for volunteers, family members and community members.
- Resident council asked for coffee/tea to be served at the beginning of meal service so this adjustment was made to meal service
- Hand hygiene audits were revised to align with best practices and to increase number of audits completed and to reflect all departments.
- IPAC lead participated in resident committee meetings and provided education on hand hygiene, provided information regarding mask wearing (family/staff) during influenza season and had residents participate in decision making process.
- Electronic medication ordering system was implemented to reduce potential medication errors
- Foyer Richelieu was selected to be an early adopter home for the interRAI-LTCF documentation system
- Pet therapy program was expanded to 2 days per week
- Assessments were converted to electronic assessments to reduce environmental impact

DESCRIPTION OF PRIORITY AREAS FOR QUALITY IMPROVEMENT FOR 2024

Based on feedback, assessments and areas for continuous quality improvement, Foyer Richelieu will implement the following quality improvement initiatives in 2025.

- Ongoing review of CiHi's key quality indicators to ensure Foyer Richelieu is in alignment with provincial expectations
- Conduct audits and liaise with pharmacy to identify residents on antipsychotics and ensure diagnosis is in place and appropriate medications provided to the residents. Strategies to de-prescribe when appropriate will be utilized.

- Participate in annual review of programs including falls, pain management, pressure injuries, and to ensure program goals are met
- Develop a program to monitor and address changes in quarterly depression rating scores, aggressive behavior scores and participation scores. This would include actionable items based on score trends.
- Maintain a rate of 100% for all complaints being responded to within 10 days.
- Achieve a rate of 95% of residents responded positively to “Would you recommend this LTC to others”.
- Build an educational module on MAID.
- Maintain the percentage of residents who fell during in the 30 days preceding their resident assessment below 20%
- Maintain the hand hygiene failure rate at 10%
- Develop a suite of strategies to monitor and address increases in the quarterly Pressure Ulcer Risk Scoring.
- Reduce the drug utilization rate per resident from 13 medications per resident to 10 medications per resident.
- To maintain the percentage of unplanned weight loss at 5.5% by implementing resident specific care planning related to the etiology of the weight loss.
- To improve the resident meal taste satisfaction percentage from 62% to 68%
- Achieve a percentage of 95% of residents responding positively to “Would you recommend this LTC to others”
- Maintain the percentage of residents who fell during the 30 days preceding their resident assessment to below 20%
- Implement learning opportunities for staff to improve their French language skills

Designated Lead for the CQI Initiative

Jennifer Barbieri, Director of Care

Phone Number: 905-734-1400 ext. 225

Email: Jennifer.barbieri@foyerrichelieu.com