

Document 2: Long-Term Care Consolidated Workplan

Source:

- **CP** -Compliance Plans • **EF**- Engagement Feedback • **IR** - Independent Review • **AG** - Auditor General

Progress:

- **C** - Completed • **IP** - In Progress • **NS** - Not started

1. Staffing

Training	Source	Progress
In-person training: <ul style="list-style-type: none"> 2018 training plan includes additional face-to-face training and testing 	CP / EF	C
2017 Prevention of Abuse Training: <ul style="list-style-type: none"> Annual mandatory training reviewed/updated to include scenario-based case studies 100% of staff received in-person prevention of abuse training and were tested to verify comprehension 	CP / EF	C
Abuse awareness: <ul style="list-style-type: none"> 2018 Annual Abuse Awareness week is scheduled in each Home 	CP	C
Visual aids: <ul style="list-style-type: none"> Visual reminder posters and quick reference cards with the slogan “See something? Hear something? Say something.” developed and disseminated 	CP / AG	C
Supervision training: <ul style="list-style-type: none"> Registered staff received training on supervisory roles and responsibilities Personal support workers (PSW) received training reinforcing expectations Registered staff received training on Critical Conversations 	CP / EF	C
Review orientation program: <ul style="list-style-type: none"> Match new staff with PSW champions for orientation Retrain existing staff as required Conduct testing following orientation 	CP / EF	IP
2018 Prevention of abuse training: <ul style="list-style-type: none"> Expand orientation and training that outlines information that must be included when reporting incidents to supervisors and managers 	EF / AG	IP
Dementia training: <ul style="list-style-type: none"> Certify staff as Gentle Persuasive Approach Trainers to support staff training and family education Develop/deliver training on Montessori techniques 	EF / IR	IP
Peer-to-Peer Training: <ul style="list-style-type: none"> Review opportunities to introduce peer-to-peer education 	IR	IP
On-call manager training: <ul style="list-style-type: none"> Develop/deliver on-call Manager training re: reporting incidents of abuse 	AG	NS
Effective communication: <ul style="list-style-type: none"> Develop training for staff on effective communication and relationship building with residents, families and colleagues 	EF / IR	NS
PSW Certificate Course: <ul style="list-style-type: none"> Explore partnership opportunities to establish a Personal Support Worker certificate course 	IR	NS

Long-Term Care Consolidated Work Plan

1. Staffing		
Recruitment & Staffing		
<p>HR screening process:</p> <ul style="list-style-type: none"> Develop/implement new hiring tools based on required behaviors, attitude, language and skills for direct care positions Incorporate written tests and requirements for direct care positions 	EF / IR	IP
<p>Staffing ratios:</p> <ul style="list-style-type: none"> Review recommendations from the independent third party review: increasing PSWs and registered staff and the creation of new positions, including nurse practice manager, quality and risk manager, human resources manager, admissions coordinator and staff development resource Review management structure Conduct industry review of management job descriptions and identify opportunities for improvement Review recommendation to convert short shifts to full shifts Develop a strategic plan to implement actionable changes, with approval of Council as required 	CP / EF AG / IR	IP
<p>Dementia unit suitability:</p> <ul style="list-style-type: none"> Look for opportunities to develop a specific designation for PSWs on dementia units Review opportunities for staff to voluntarily declare their interest in working on dementia units 	IR	NS
<p>Staff rotation:</p> <ul style="list-style-type: none"> Complete an industry review to determine best practices relating to PSW unit assignments 	IR	NS
<p>Temporary transfers:</p> <ul style="list-style-type: none"> Review recommendation to stop temporary transfers between homes, including PSWs and management 	IR	NS
Employee Recognition and Healthy Workplace		
<p>Service area strategy:</p> <ul style="list-style-type: none"> Enhance employee recognition, focusing on how staff want to be recognized and mechanisms for residents and families to recognize staff Create a work plan to promote a safe and healthy work environment Engage Organizational Development to conduct an environmental scan and implement strategies Introduce a peer support network 	EF / IR	IP

Long-Term Care Consolidated Work Plan

2. Quality Improvement

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Practice and Procedure Review	Source	Progress
Care planning: <ul style="list-style-type: none"> Best practices were combined to create a cohesive P&P on care planning 	CP	C
Supervision: <ul style="list-style-type: none"> Developed P&P for supervision of PSWs, including clear roles, responsibilities and accountabilities 	CP	C
Critical incidents and abuse: <ul style="list-style-type: none"> Review/revise P&P 750.56-Critical Incident System & 750.65-Abuse and Neglect for consistency, ease of reference, and adherence to the Long Term Care Homes Act and Regulation 	AG	IP
Medication: <ul style="list-style-type: none"> Review the medication P&Ps and work with the pharmacy provider to identify gaps and ensure current P&Ps are in accordance with Regulations Perform a full review of the medication log and audit requirements of the P&P on Government Pharmacy for non-prescription medications Review P&P related to Medication Disposal to ensure that correct procedures are in place for the disposal of non-controlled and over the counter medication 	AG	IP
Sector Best Practice Review		
Cultural diversity: <ul style="list-style-type: none"> Researched/summarized/disseminated best practices to support residents with dementia from various cultural backgrounds 	CP	C
De-escalation of behaviours: <ul style="list-style-type: none"> Consult with outreach team from the Royal Ottawa Hospital to identify best practices in de-escalation techniques for inappropriate sexual behaviours Review procedures/best practices and implement improvements 	AG	IP
Receipt of medications: <ul style="list-style-type: none"> Review best practices in the Long-Term Care sector related to verifying receipt of medication at point of delivery Develop/implement an action plan for improvements 	AG	NS
Medication administration: <ul style="list-style-type: none"> Explore best practices in the area of safeguarding medication and minimizing interruptions to nurses while they are administering medications 	AG	NS
Second identifier: <ul style="list-style-type: none"> Consult with our partners for sector best practices and implement an alternative form of identification for residents who are non-verbal 	AG	NS
Projects / Pilots		
Housekeeping: <ul style="list-style-type: none"> Review housekeeping processes to identify potential opportunities for improvements to our services within the current service delivery model 	EF	C
Complaint process: <ul style="list-style-type: none"> Complete a review of the complaint process and communicate identified improvements to residents, families, volunteers and staff 	EF	IP

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Meals: <ul style="list-style-type: none"> Review current processes and identify potential improvements 	EF	IP
Access to supplies: <ul style="list-style-type: none"> Review inventory practices to ensure supplies are organized and available at all times 	EF	IP
Process Updates		
Medication information: <ul style="list-style-type: none"> Develop a process with pharmacy provider for residents and family members to obtain information on medication 	EF	C
Medication deliveries: <ul style="list-style-type: none"> Update medication delivery procedures to ensure that medication is secured during transit in the Home 	AG	IP
Incident intake checklist: <ul style="list-style-type: none"> Develop a reference document with standardized intake questions to ensure on-call managers obtain consistent and complete information 	AG	IP
Process refreshers: <ul style="list-style-type: none"> Send a communication to registered staff outlining: <ul style="list-style-type: none"> requirements of the City's practice and procedure on the destruction and disposal of medication proper process for record keeping and form completion related to the emergency drug supply 	AG	NS
Medication destruction bins: <ul style="list-style-type: none"> In partnership with the third party contractor, develop and implement a sign-off process for medication destruction bins at time of pick-up Develop a procedure for designated staff to verify the bins used for storing of non-controlled drugs marked for "destruction and disposal" are sealed and properly disposed 	AG	NS
Governance / Oversight		
Leadership rounds: <ul style="list-style-type: none"> An enhanced Leadership Rounds schedule and checklist for managers has been developed and implemented for additional visibility oversight and access for staff to receive management support on all shifts 	CP	C
Audit tracking: <ul style="list-style-type: none"> Develop a template for managers to track the results of audits for trend analysis, corrective action and to inform decision-making 	AG	IP
Monitoring compliance: <ul style="list-style-type: none"> During rounds, Managers will verify nursing stations/medication carts are locked when unattended and the shift-to-shift report template is being used 	EF / AG	IP
Board of Directors: <ul style="list-style-type: none"> Review recommendation for a Board of Directors for Long-Term Care 	IR	NS
Ministry Funding: <ul style="list-style-type: none"> Look at opportunities to negotiate with MOHLTC for additional high-wage funding 	IR	NS

Long-Term Care Consolidated Work Plan

3. Infrastructure		
Information Technology	Source	Progress
Technology updates: <ul style="list-style-type: none"> Upgrade resident care information system to improve accuracy, timeliness, and quality of care plans 	EF	IP
Resident safety: <ul style="list-style-type: none"> Review feasibility of installing additional cameras in key areas to improve resident safety 	EF	IP
Medication rooms: <ul style="list-style-type: none"> Complete a risk/cost-benefit analysis related to installations of cameras in the medication rooms/government pharmacies to reduce risk of diversion 	AG	NS
Medication administration record: <ul style="list-style-type: none"> Implement the 2nd phase of the automated Resident Care Information System (Electronic Medication Administration Record) for verification of authorized staff administering medication and reduce the instances of incomplete records, may also be a secondary identifier for residents 	AG	NS
10 year plan: <ul style="list-style-type: none"> Work with IT to leverage technology opportunities to improve resident care and services over the next 10 years 	IR	NS
Capital Investment		
Capital plan: <ul style="list-style-type: none"> Refresh the 10-year Capital Plan to identify highest priority items based on current needs and available resources 	EF / IR	IP
Dementia units: <ul style="list-style-type: none"> Review design of dementia units and implement current best practices wherever possible 	IR	NS
Building design: <ul style="list-style-type: none"> Consider building design for new projects or upgrades to ensure that the design addresses the current needs of residents 	IR	NS

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4. Communication

	Source	Progress
Communication plan: <ul style="list-style-type: none"> Create an annual communication plan that identifies effective methods of communication with all stakeholders 	EF / IR	C
Communication topics: <ul style="list-style-type: none"> Provide newsletters and other communications to families on our services and processes, based on the stakeholder engagement feedback 	EF / IR	IP
Website update: <ul style="list-style-type: none"> Update Long-Term Care pages on ottawa.ca to provide additional information that stakeholders have requested 	EF / IR	IP
Feedback opportunities: <ul style="list-style-type: none"> Provide a feedback mechanism for residents and families to identify other communication needs and opportunities for stakeholder feedback 	EF	IP
Shift-to-shift report: <ul style="list-style-type: none"> Develop/implement standardized template for the verbal shift-to-shift report 	EF / IR	IP
Family education: <ul style="list-style-type: none"> Organize educational opportunities for families (i.e. dementia awareness) 	EF / IR	NS
Staff concerns: <ul style="list-style-type: none"> Communicate the existing corporate and Long-Term Care mechanisms for reporting/escalating staff issues and ensure communication is timely 	AG	NS

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5. Resident Care & Service Delivery		
Care Planning	Source	Progress
Kardex: <ul style="list-style-type: none"> A Kardex tool was developed with residents and families and posted for each resident as a quick reference for PSWs on the care plan 	CP	C
Family involvement: <ul style="list-style-type: none"> Families provide input in care planning to develop an understanding of residents' cultural needs such as language, religion, food preferences 	CP	C
Picture boards: <ul style="list-style-type: none"> Picture boards are created for residents with dementia to communicate their care needs, staff work with families to identify key words/phrases in the resident's language of choice 	CP	C
Bathing schedule: <ul style="list-style-type: none"> Review bathing schedule to assess opportunities to provide gender choice to residents and implement whenever possible 	EF	IP
Client Service		
Language capacity: <ul style="list-style-type: none"> Volunteers and staff have been surveyed to voluntarily indicate their language skills and determine their ability and willingness to support residents who speak languages other than English or French 	CP	C
Consistency of staff: <ul style="list-style-type: none"> Develop/implement a process for staffing coordinators/charge nurses to review rosters for opportunities to assign staffing resources for consistency 	EF	IP
PSW pilot: <ul style="list-style-type: none"> Implement a pilot project for 6 months with temporary full-time floater PSWs scheduled to support consistency of staff when regular staff are absent 	EF	IP
Volunteer recruitment: <ul style="list-style-type: none"> Identify opportunities to improve volunteer recruitment with a focus on supporting meals, shift change and innovative resident programs 	EF / IR	IP
Resident Mix		
Secure units: <ul style="list-style-type: none"> Review the number of secure units and staffing levels to ensure residents are safe and receive the required care 	IR	IP
Program descriptions: <ul style="list-style-type: none"> Develop unit-specific program descriptions outlining the care and services provided in consultation with staff, residents, families and volunteers 	IR	NS