

## 2024/25 Continuous Quality Improvement Initiative Report

### Community Demographics

Community Name: Villa Santa Maria Community

Street Address: 5400 Street West

Phone Number: 905-856-7200

Quality Lead: Lora Monaco, Executive Director

### 2023-24 Quality Improvement Initiative Reflection

In 2023/24, Villa Santa Maria Community chose to focus on antipsychotic usage without a diagnosis of psychosis and resident and family satisfaction for its CQI initiatives.

Villa Santa Maria Community set a 0.05% reduction target for antipsychotic usage without a diagnosis to achieve a performance of 22.67% on this indicator, from 23.86%. Villa Santa Maria Community's current performance on this indicator is 26.16%. A summary of the change ideas and their results is available in table 1.

Villa Santa Maria Community aimed to maintain their performance for resident satisfaction at 83%. Villa Santa Maria aimed to improve family satisfaction to 84%; this was an 11% improvement from 72%. Sienna Senior Living implemented a new, innovative survey format on a new platform to measure resident and family satisfaction in 2023. Villa Santa Maria Community achieved a combined Net Promoter Score (NPS) of 25 for Resident and Family Satisfaction. A summary of the action plan and its results for resident and family satisfaction can be found in table 1.

### 2024-25 Priority Areas for Quality Improvement

Sienna Senior Living Communities use our Ontario Health Quality Improvement Plans (QIPs) to prioritize our improvement projects and this year Villa Santa Maria Community quality committee has chosen Resident and Family Satisfaction (see table 2) Emergency Department Transfers (table 3) and Antipsychotic Usage for its CQI initiatives (see table 4). In addition to the QIP, Villa Santa Maria Community uses the internal operational plan to help prioritize and plan improvements for key indicators.

Sienna Senior Living strives to continuously monitor and improve resident and family satisfaction and staff engagement year over year. In response to feedback, specific action plans are developed and shared with residents, families, and staff. Villa Santa

Maria Community completed the annual resident and family satisfaction surveys from September 13 - 27, 2023. Villa Santa Maria Community achieved an NPS of -7% for resident satisfaction and an NPS of 46% for family satisfaction. The results were shared with our resident council on May 10, 2024, family council on May 7, 2024 and team members through town halls May 2, 2024. Feedback from the resident, family, and team member stakeholders was used to develop strategies to improve overall resident and family satisfaction.

Additionally, Villa Santa Maria Community annual Operational Planning Day was held on March 21, 2024 and included residents, team members, and the management team. During Operational Planning, resident and family satisfaction results and other clinical indicators were shared and feedback from stakeholders was sought in the development of improvement strategies.

### Resident and Family Satisfaction Survey

Sienna Senior Living's innovative resident and family satisfaction survey improves our ability to incorporate feedback into our day-to-day culture. We've worked with experts to create surveys that are more accessible for people living in long-term care. Resident and Family councils from each Sienna Senior Living Community were consulted and involved in the creation of the new survey. They are shorter, intended to occur more frequently, and designed to capture a true picture of your experience and what you define as important. The survey results include an overall Net Promoter Score (NPS) that identifies residents' and families' perceptions of our community and how people feel their needs are being met as well as a text analysis that highlights what people have focussed on and how we can meet their needs.

## Policies, Procedures and Protocols That Guide Continuous Quality Improvement

### Quality Improvement Policy, Planning, Monitoring, and Reporting

Sienna Senior Living has a robust Quality & Risk Management Manual that guides our communities through continuous quality improvement activities with a focus on enhancing resident care and achieving positive resident outcomes. The Quality Committee identifies improvement opportunities and sets improvement objectives for the year by considering input from annual program evaluations, operating plan development, review of performance and outcomes using provincial and local data sources, and review of priority indicators released from Ontario Health, and the results of the resident and family satisfaction surveys.

### Continuous Quality Improvement Committee

The Quality Committee oversees all aspects of our continuous quality improvement initiatives and identifies change ideas that will be tested and implemented in collaboration with the interdisciplinary team. CQI initiatives use Plan-Do-Study-Act (PDSA) cycles (rapid implementation, evaluation, and implementation cycles) in line with the Model for Improvement. The Continuous Quality Improvement Committee meets at a routine frequency to monitor key indicators and elicits feedback from key stakeholders including residents and families. Selected change ideas are based on best practices used across Sienna, which are

informed by research and literature. Through regular meetings and data review, the organization can confirm whether the changes resulted in improvement and adjust if and where required.

### Accreditation

In the fall of 2022, Sienna Senior Living communities participated in an external quality review for Accreditation. The accreditation process involves self-assessments of quality practices, engagement of our residents, families, and other stakeholders, and an on-site assessment conducted by peer surveyors. Sienna Senior Living was successful in receiving the highest-level award of a 3-year Accreditation from the Commission on Accreditation of Rehabilitation Facilities (CARF).

### Sharing and Reporting

A copy of this Continuous Quality Improvement Initiative Report and the QIP, including the progress report from the 2023/24 QIP, and the work plan for 2024/25, was shared with the Resident Council on June 14, 2024, and Family Council on May 7, 2024. This was shared with team members on June 11 & 20, 2024, during Resident Safety Meeting through town halls and meetings with team members and it is posted in the homes. As part of our quarterly reporting schedule, the committee will continually review progress and share updates and outcomes with residents, families, and staff via existing council and team meetings.

## 2023-24 Quality Improvement Initiatives

Table 1: Results of 2023/24 Quality Improvement Plan and Resident and Family Satisfaction Improvement Initiatives

Area of Focus	Previous Performance (2022/23)	Current Performance (2023/24)	Change Ideas	Date of Implementation	Outcomes/Impact
Percentage of LTC residents without psychosis who were given antipsychotic medication	23.86%	26.16%	Review all residents on antipsychotic medications quarterly.	Resident medications were reviewed quarterly throughout 2023.	All residents have undergone quarterly medication reviews, where appropriateness of antipsychotic use was considered.
			Improve the use of the Gentle Persuasive Approach at Villa Santa Maria by raining 40 team members.	Dates of the GPA in-services March 1, 29, 2024 May 3, 2024 July 14, 2024 Aug 17, 2024	61 Team Members were trained on GPA in 2023 & will continue in 2024 training for direct care providers. Team Members re-trained every two years.
			Increase collaboration with community partners by involving community partners in behaviours rounds once per month.	Dec 1, 2023, BSO mobile team referral process initiated	Community partners were involved in behaviour rounds at the end of 2023 to assist residents with responsive expressions management and interventions.

Area of Focus	Previous Performance (2022/23)	Current Performance (2023/24)	Change Ideas	Date of Implementation	Outcomes/Impact
Resident and Family Satisfaction	Resident Satisfaction: 87%  Family Satisfaction: 72%	Resident NPS: 46  Family NPS: -7	Woodbridge Vista held the annual “menufest” on June 28 to showcase new menu items and food choices for the residents and their families.	June 28, 2023	Residents provided positive feedback in regards the menufest. Few new items were added to the menu.
			Woodbridge Vista cooks will participate in education with Sienna Senior Living’s Executive Chef on enhancing culinary skills in June 2023.	Summer 2023 Chef Visit in training and enhancing culinary skills.	Cooks found that meeting Chef was very beneficiary, it really helped them to build their knowledge on cooking skills. Good changes were made to enhance the recipes.
			Woodbridge Vista will improve the advertisement of and communication about Special event meal selections	Monthly via calendar year. Posters were made for monthly themed meals and distributed on each home area communication board.	Residents were satisfied with the different posters made to special themed meals and provided positive feedback
			Circle of Care meeting agendas throughout 2023 will include discussion around keeping hallways	Monthly at Circle of Care Meetings with staff	Resident s quality of sleep improved.

Area of Focus	Previous Performance (2022/23)	Current Performance (2023/24)	Change Ideas	Date of Implementation	Outcomes/Impact
			quiet to promote a quiet sleep environment.		

### Planned Quality Improvement Initiatives for 2024-25

**Table 2: QIP Indicator: Resident and Family Satisfaction**

Villa Santa Maria Community aims to improve the combined Net Promoter Score for resident and family satisfaction from 25 to 26.

Change Ideas	Process Measure	Target for 2024/25
1) Villa Santa Maria will improve food quality to improve resident and family satisfaction. The cooks will aim to improve the menu to include cultural themes monthly and to introduce resident choice once per month.	Number of months with a cultural theme day and a resident choice meal incorporated on the menu.	Villa Santa Maria will hold 12 cultural theme days and 12 resident choice meals in 2024.
2) Villa Santa Maria will improve communication between team members, families and residents to improve overall resident and family satisfaction. Team members will participate in the CLRI training modules on dealing with families in distress in order to improve communication and empathy skills.	Percentage of team members who complete the CLRI Families in Distress education modules.	100% of clinical staff and leaders will complete the CLRI Families in Distress education modules by December 31, 2024.

**Table 3: QIP Indicator: Emergency Department Transfers**

Villa Santa Maria is aiming to improve the rate of unnecessary ED visits by 2.5% by September 30, 2024

<b>Change Ideas</b>	<b>Process Measure</b>	<b>Target for 2024/25</b>
1) Improve registered staff capacity and confidence by enhancing physical assessment skills	Number of staff who attend the Humber College physical assessment course.	Villa Santa Maria will send 3 registered staff to the Humber College physical assessment course by December 31, 2024.
2) Monthly tracking, trending, and analysis of ED transfer data.	Percentage of ED transfers reviewed monthly.	Villa Santa Maria aims to review 100% of ED transfers each month throughout 2024.
3) Retrain team members on the use of the SBAR tool.	Percentage of team members who attend sessions offered on the SBAR tool.	Villa Santa Maria will train 80% of registered team members on the SBAR tool by December 31, 2024.

**Table 4: QIP Indicator: Antipsychotic Usage**

Villa Santa Maria aims to improve the percentage of residents given antipsychotics without a diagnosis by 2.03% by September 30th, 2024.

<b>Change Ideas</b>	<b>Process Measure</b>	<b>Target for 2024/25</b>
1) Utilize antipsychotic tracking tools on admission to assess potential to reduce or discontinue antipsychotic medications.	Percentage of newly moved-in residents on antipsychotic medications who are assessed using the antipsychotic tracking tool.	100% of newly moved-in residents on antipsychotic medications will be assessed using the antipsychotic tracking tool.
2) Increase the number of team member utilizing the Gentle Persuasive Approach (GPA)	Number of team members train on GPA.	Santa Maria Villa will train 40 team members on GPA by December 31, 2024.