

## **Overview**

Vision '74 Inc. is a Christian, non-profit, charitable organization dedicated to providing exceptional care and services to individuals in the community. With 146 designated Long Term Care beds, a 36-bed Retirement Home, which includes a Transitional Care Program, and a 36-unit independent apartment complex, Vision '74 Inc. has established itself as a forward-thinking organization with a commitment to integrity, dignity, and respect for all. Our values of innovation, compassion, and humour shape our approach to care, and with over 340 dedicated staff members, we strive to uphold the highest standards of excellence in everything we do. Governed by a Board of Directors deeply rooted in principles of charity, community support, equity, and trust Vision 74 Inc. has achieved remarkable success in recruiting and maintaining staffing levels despite global shortages in the healthcare sector. One notable strategy has been the recruitment and retention of international students. We have been providing housing and employment opportunities to 12 students annually. This initiative not only addresses staffing challenges but also promotes cultural diversity within the organization, enriching the workplace environment. By providing employment and housing to international students. These students bring fresh perspectives and contribute to the organization's mission of compassionate care delivery. Our paramount focus at Vision '74 Inc. is resident care and safety. Through rigorous quality improvement initiatives, we continually strive to enhance the quality of care provided to our residents. Our Operational Plan for 2023-2024 revolves around "Getting back to the basics of Quality Care," emphasizing the importance of streamlining routines to ensure staff have the time and resources needed to provide optimal care. As a result, we are conducting regular resident care huddles, with a keen focus on equipping our staff with the knowledge, skills, and time necessary to deliver exceptional resident centered care.

## **Access and Flow**

Recognizing the importance of seamless access to long-term care, Vision '74 Inc. has implemented a resident centered admission process aimed at reducing delays and ensuring a welcoming experience for residents and their families. Recognizing the importance of seamless admissions, Vision 74 Inc. has implemented a resident-centered admission process, removed barriers and reduced delays. This initiative has resulted in supporting 78 resident admissions in 2023, exceeding half of the resident population, while ensuring a smooth transition for new residents and their families. With the support of a full-time Nurse Practitioner, we prioritize goals of care conversations upon admission, minimizing unnecessary emergency department visits and enhancing resident well-being. Additionally, partnerships with external behavioral support teams and research initiatives further reinforce our commitment to comprehensive resident care and help reduce unnecessary Emergency Department visits. Vision 74 Inc. has collaborated with PIECES Canada, a leading organization specializing in dementia care and behavioral support, on a research project focused on virtual care planning. The project aims to explore the efficacy of virtual care planning tools in improving resident outcomes and streamlining care processes. Through the PIECES research project, Vision 74 Inc. has integrated virtual care planning platforms into its existing care management systems. These platforms facilitate remote collaboration among healthcare professionals, caregivers, and family members, enabling real-time communication and coordination of care plans.

## **Equity and Indigenous Health**

In 2024, Vision '74 Inc. aims to establish a Health and Wellness Team to expand policies on Equity, Diversity, and Antiracism within our organization. This initiative underscores our dedication to supporting mental health and wellness for both residents and staff. To ensure culturally sensitive care, our palliative care team provides education on cultural diversity at end-of-life, while ongoing training initiatives and language support tools promote inclusivity and understanding. Vision 74 Inc. supports resident cultural diversity by providing staff and residents with communication cards and access to translation devices. This initiative ensures effective communication and enhances the overall experience for residents from diverse backgrounds. Vision 74 Inc. is dedicated to fostering a culture of equity, diversity, and inclusion within its organization, recognizing the importance of addressing systemic barriers and promoting cultural competence among staff members. As part of its commitment to advancing equity and indigenous health, Vision 74 Inc. has identified Equity, Diversity, and Antiracism training as a key goal for staff in 2024. Vision 74 Inc. has prioritized Equity, Diversity, and Antiracism training as a core component of its staff development initiatives. The training aims to enhance staff members' understanding of systemic inequalities, unconscious biases, and culturally sensitive care practices.

## **Patient/client/resident experience**

At Vision '74 Inc., we place significant importance on the feedback and experiences of our residents and their families. Through client satisfaction questionnaires, resident interviews, and advisory committees, we actively seek input to continuously improve our services. Our commitment to transparency is evident through initiatives such as newsletters, Vision website which provides a direct link to connect with our administrator, and through resident/family councils, fostering open communication and collaboration. To ensure residents' voices are heard, Vision 74 Inc. has initiated a project where residents are directly interviewed to capture their thoughts on care, safety, and quality. This resident-centered approach empowers residents to actively participate in shaping their care environment and enhances overall satisfaction. Vision 74 Inc. administers client satisfaction surveys to residents and their families regularly to gather feedback on their experiences and perceptions of care. Surveys are distributed and efforts are made to ensure accessibility for all residents, including those with limited mobility or cognitive impairments. Completed surveys are collected by the administrative team for analysis. Vision 74 Inc. has established a dedicated, full-time, social work team. Our Social Workers and social support workers offer counseling, advocacy, and resource referrals to residents facing challenges such as adjusting to long-term care, coping with illness, or navigating financial concerns. By addressing residents' psychosocial needs, the social work team enhances overall well-being and quality of life. Vision 74 Inc.'s social work team engages with community organizations and resources to enhance residents' access to services and support networks. The Social Work Team collaborates with local agencies, religious institutions, and volunteer groups to organize social events, educational workshops, and recreational activities for residents, promoting socialization and community integration.

## **Provider experience**

We recognize that our staff are our greatest asset, and as such, we prioritize creating a supportive and rewarding workplace culture. Through various incentives, recognition programs, and opportunities for professional growth, we strive to optimize staff engagement

and retention. Our commitment to ongoing education and training ensures that our employees are equipped with the skills and resources needed to excel in their roles. Vision 74 Inc. implements staff appreciation and incentive programs, and monthly themed events to recognize and reward staff for their dedication and hard work. Additionally, the organization prioritizes ongoing education and peer-to-peer training to ensure staff are equipped with the necessary skills and knowledge. Vision 74 Inc. recognizes the importance of prioritizing staff well-being and fostering a supportive work environment. In addition to offering incentives, recognition programs, and ongoing training opportunities, the organization has implemented initiatives to promote physical health and wellness among its staff. Understanding the significance of physical fitness in maintaining overall well-being and reducing stress, Vision 74 Inc. has established a dedicated staff workout area within its

premises. This area is equipped with exercise equipment, such as treadmills, stationary bikes, and weights, providing staff with convenient access to exercise facilities before, during, or after their shifts. Vision 74 Inc. employs a multifaceted approach to recruitment, leveraging various strategies to reach a diverse pool of candidates to fulfill staffing needs. Some of the key recruitment initiatives include International Student Program Partnerships. Recognizing the global shortage of healthcare professionals, Vision 74 Inc. has established partnerships with educational institutions, such as Lambton College, to recruit international students seeking employment opportunities in the healthcare sector. Through these partnerships, Vision 74 Inc. offers housing and employment opportunities to international students, providing them with valuable hands-on experience while addressing staffing gaps within the organization. Grow Your Own Programs: Vision 74 Inc. invests in the professional development and career advancement of its existing staff members through "Grow Your Own" programs. These programs provide educational and training opportunities for frontline staff to acquire new skills, advance their careers, and transition into leadership roles within the organization. By nurturing internal talent, Vision 74 Inc. not only retains dedicated employees but also fosters a culture of loyalty and long-term commitment. To attract candidates from diverse backgrounds and underrepresented communities, Vision 74 Inc. participates in initiatives such as Destination Canada. These initiatives provide pathways for newcomers to Canada and individuals from marginalized populations to pursue careers in healthcare, offering training, mentorship, and employment opportunities within the organization. Targeted Recruitment Campaigns: Vision 74 Inc. utilizes targeted recruitment campaigns to reach specific demographics or geographic areas where there may be shortages of healthcare professionals. These campaigns leverage online platforms, social media channels, job fairs, and community outreach events to raise awareness of employment opportunities at Vision 74 Inc. and attract qualified candidates.

## **Safety**

The safety of our residents and staff is paramount. Through proactive risk management practices, regular workplace inspections, and continuous training initiatives, we maintain a safe and secure environment for all. Collaboration with external partners and ongoing communication with stakeholders further reinforce our commitment to resident safety and well-being. Following any incident, Vision 74 Inc. conducts debriefing sessions with staff to analyze root causes, identify areas for improvement, and assign action items, if applicable. In the event of an adverse incident or near miss, Vision 74 Inc. initiates a structured debriefing process involving relevant staff members, supervisors, and stakeholders. The debriefing session serves as a forum for open discussion, reflection, and learning, with the goal of preventing future occurrences and improving safety protocols. This approach fosters a culture of learning

and continuous improvement, enhancing safety and mitigating risks. **Risk Management Incident Tracking:** Vision 74 Inc.'s Joint Occupational Health and Safety Team has implemented a comprehensive system for tracking risk management incidents. This system allows for the timely identification of trends and outliers, enabling the organization to proactively address potential safety hazards and prevent future incidents. **Quarterly Health and Safety Meetings:** The Joint Occupational Health and Safety Team meets quarterly to review resident safety incidents, assign and review audits, and identify areas for improvement. These meetings serve as a forum for interdisciplinary collaboration, allowing stakeholders to share insights, discuss challenges, and develop action plans to enhance safety protocols. **Monthly Workplace Inspections:** To ensure compliance with safety regulations and standards, the Joint Occupational Health and Safety Team conducts monthly workplace inspections. Frontline staff members who serve on the Joint Occupational Health and Safety Team participate in these inspections, actively identifying potential hazards and making recommendations for corrective actions. **Life Enhancement Team for Nursing Rehab:** Vision 74 Inc. has established a Life Enhancement Team dedicated to nursing rehabilitation and workplace safety. This team provides education and training to frontline staff on safe lifting and transfer practices, reducing the risk of workplace-related injuries and promoting a culture of safety. **Collaboration with Family Council:** The Joint Occupational Health and Safety Team collaborate with the Family Council to improve communication and transparency regarding safety initiatives and incident management. By engaging with family members, the team ensures that residents and their families are kept informed and involved in decision-making processes related to safety. **Promotion of Employee Assistance Programs (EAP):** Vision 74 Inc.'s Joint Occupational Health and Safety Team actively promotes the organization's Employee Assistance Program (EAP) to support staff members' mental health and well-being. By raising awareness of available resources and encouraging utilization, the team helps staff members access confidential counseling and support services when needed. **Training in Responsive Behaviors Management:** The Joint Occupational Health and Safety Team prioritizes staff education in strategies to reduce responsive behaviors among residents. This includes offering training in the Gentle Persuasive Approach (GPA) to frontline staff, with the goal of equipping all staff members with the skills and knowledge to effectively manage challenging behaviors in a compassionate and dignified manner.

### **Population Health Approach**

Vision '74 Inc. actively collaborates with community partners and healthcare organizations to enhance population health initiatives. Our efforts to improve communication and information sharing between healthcare providers and residents are evident through initiatives such as LTC eConnect and Project Amplifi. Through collaboration with Ontario Health Teams, Vision's Administrator and Nurse Practitioner were involved on conversations to ensure access to specialized care and services for example: Remdesivir infusion therapy for Covid-19 could be provided to residents in LTC through the creation of an IV infusion team therefore enhancing the overall health and well-being of our residents, without having to be transferred to hospital for treatment. At Vision '74 Inc., our commitment to quality, care, and innovation drives everything we do. Through our comprehensive quality improvement framework and dedication to resident-centered care, we strive to uphold the highest standards of excellence and make a positive impact on the lives of those we serve. With a focus on continuous improvement and collaboration, we look forward to further enhancing the quality of care and services provided at Vision '74 Inc.

**QIP 2024 Action Plan**

Measure/Indicators	Current	Target	List 4 Change Ideas /Planned Improvement Initiatives	Methods	Process Measures	Target for Process Measures
<b>Access and Flow</b>						
Number of ED visits for modified list of ambulatory care–sensitive conditions* per 100 long-term care residents.	9.48	9.00  <b>Improve by 5.06%</b>	1. Capture advanced care planning conversations in the electronic health record.	<ol style="list-style-type: none"> <li>1 Continue to initiate the palliative approach to care conversation on admission through Admission Nursing Assessment by the admitting nurse.</li> <li>2 A Pocket of Excellence team will continue to meet focusing on goals of care conversations. The team will review best practice initiatives on goals of care/my wishes questions and develop an assessment to capture conversations on goals of care.</li> <li>3 Quality improvement coordinator will design a documentation system in the Point Click Care environment with feedback from the Pocket of Excellence team (subcommittee of palliative care team) to capture resident wishes/goals of care conversations by June 30, 2024.</li> <li>4 7-10 days after admission the NP will complete a goal of care/my wishes conversation and document discussion in Goals of care assessment.</li> <li>5 All RN's to be educated and complete in absence of the NP.</li> <li>6 Goals of care conversation/documentation will occur after admission, annually, and with a significant change.</li> </ol>	<p>Q2, Q3 track new admissions admitted after July 1, 2024.</p> <p>Q2, Q3 track # of Goals of Care conversation documented in their electronic health record.</p>	Goals of Care Comprehensive Assessment will help identify resident’s wishes/goals of care. Reducing the number of ED visits. Unnecessary ED visits will improve from 9.48 to 9.00 an improvement by 5.06%.

Measure/Indicators	Current	Target	List 4 Change Ideas /Planned Improvement Initiatives	Methods	Process Measures	Target for Process Measures
				<p>7 Goals of Care Assessments in PCC will be designed based on type of conversations i.e. admission, annual, significant change.</p> <p>8 Create a Goals of Care progress note to capture any conversations which occur outside the pre-determined assessment periods to assist Physicians, Nurse Practitioners and RNs with ease of review in electronic health records.</p> <p>9 Provide education to staff on the new processes, through team huddles.</p> <p>10 Nurse Manger/DOC to update and revise policies.</p> <p>11 100% of new admissions admitted after July 1, 2024, will have a Goals of Care conversation documented in their electronic health record by December 31, 2024.</p>		
			<p>2. To develop and provide education for staff, residents, and families on preventing emergency department visits.</p>	<p>1. The Nurse Practitioner and Palliative Team will create and provide education to staff through team huddles on the unit.</p> <p>2. Track staff attendance at education huddles and reported on by QIC by September 1, 2024.</p> <p>3. Nurse Practitioner and Palliative Team will create and provide education to residents at a resident council meeting.</p>	<ul style="list-style-type: none"> <li>Q2 50 frontline staff will have received education on the benefits and approaches to preventing emergency department visits by September 1st, 2024.</li> <li>Q2 20 residents will have received education on the benefits and approaches to preventing emergency department</li> </ul>	<p>Education will to be developed and provided by September 1, 2024, to frontline staff residents and families regarding the benefits and approaches to preventing</p>

Measure/Indicators	Current	Target	List 4 Change Ideas /Planned Improvement Initiatives	Methods	Process Measures	Target for Process Measures
				<ol style="list-style-type: none"> <li>4. Track the number of residents attending the meeting in the meeting minutes.</li> <li>5. By September 1, 2024, the Nurse Practitioner and Palliative Team will create and provide education to family members at a family council.</li> <li>6. Track the number of family members in attendance on Family Council meeting minutes or family education session by September 1, 2024.</li> <li>7. The Nurse Practitioner and Palliative Team will create a pamphlet on the benefits and approaches to preventing ED visits in LTC by December 2024.</li> <li>8. PAC team to identify where the pamphlet is kept and handed out.</li> </ol>	<p>visits by September 1st, 2024.</p> <ul style="list-style-type: none"> <li>• Q2 10 family members will have received education on the benefits and approaches to preventing emergency department visits by September 1st, 2024.</li> <li>• Q3 Pamphlets will be available and located in the admission and annual care conference room for staff, residents, and family for ongoing education.</li> </ul>	<p>emergency department visits evidence by an improvement in the number of ED visits from 9.48 to 9.00 by December 31, 2024</p>
			<ol style="list-style-type: none"> <li>3. Implement resident specific care huddles when a resident is transitioning to end of life.</li> </ol>	<ol style="list-style-type: none"> <li>1. Ensure the Palliative Performance Scale (PPS) is completed quarterly and with a significant change in health status by RPN's.</li> <li>2. Update the PPS assessment identifying that any resident with a score of 20% or less is deemed to be end of life.</li> <li>3. Any resident who has a PPS score of 20% or less will have a resident care huddle completed by the Charge RN</li> <li>4. Run a report to ensure all residents have had a PPS completed.</li> <li>5. Initiate PPS for any residents who have not had a PPS completed.</li> </ol>	<p>Q2, Q3-100% of residents with a PPS score of 20% or less after June 30, 2024, will have a resident care huddle completed to review client specific strategies at end-of-life care.</p>	<p>The Palliative Performance Scale will be used to determine residents who are nearing or at End of Life and aid in ensuring care wishes are followed. Resulting in better communication with residents and families</p>

Measure/Indicators	Current	Target	List 4 Change Ideas /Planned Improvement Initiatives	Methods	Process Measures	Target for Process Measures
				6. Palliative team to create an end-of-life checklist by July 1, 2024, to implement to ensure goals of care wishes are implemented when resident scores 20% or less on PPS		reducing the number of ED visits from 9.48 to 9.00 by December 31, 2024
			4. Review and implement interventions to reduce injuries because of falls for residents who are considered "frequent fallers"	<ol style="list-style-type: none"> <li>1. Collaborate with the Falls Team. Review residents who are experiencing frequent falls.</li> <li>2. Ensure interventions are implemented to reduce the risk for injury i.e. hip protectors, hi-lo bed, fall mat,</li> <li>3. Refer to PT program or nursing rehab balancing program,</li> <li>4. Refer to MD review need for Prolia.</li> </ol>	Monthly track # number of times a resident was sent to ER because of an injury from a fall.	0 residents will be sent to the ER because of an injury from a fall.



Equity						
Percentage of staff (executive-level, management, or all) who have completed relevant equity, diversity, inclusion, and anti-racism education	NTR	100%	1. Equity, diversity, inclusion, and anti-racism education for all staff at Vision Nursing Home.	<ol style="list-style-type: none"> <li>1. Ensure all staff are enrolled in the Micro-credentialling education course on Equity, Diversity, inclusion, and anti-racism.</li> <li>2. Ensure newly hired staff take the micro credentialling education course on Equity, Diversity, Inclusion, and anti-racism education.</li> <li>3. Use the portal to run reports, and track completion of the course.</li> </ol>	100% of staff members will have taken the course Equity, Diversity, inclusion, and anti-racism. Q2,Q3.	100% of staff members at Vision Nursing Home will have completed the Equity, Diversity, inclusion, and anti-racism by December 31, 2024.
			2.Provide education on Cultural customs surrounding End of Life care.	<ol style="list-style-type: none"> <li>1. Palliative Care team Champion to develop information on cultural customs at End of Life</li> <li>2. Present to frontlines staff using Education Huddle process.</li> <li>3. Provide Education in communication binders to PSW and Registered Staff.</li> <li>4. Create assessment to assist in identifying when and what cultural customs to implement based on resident specific wishes.</li> </ol>	100/340 staff members received education on Cultural Customs at End-of-Life. Q2, Q3.	29.5% of frontline staff will have received education on Cultural Customs at End of Life bringing further awareness to diversity in our resident population.
			3.Create a Health and Wellness Team	<ol style="list-style-type: none"> <li>1. Create Terms of Reference for the Team. Including focus around Equity, diversity, inclusions, and anti-racism.</li> <li>2. Create a meeting schedule for the team.</li> <li>3. Recruit team members to join the team</li> </ol>	The Health and Wellness team will be fully functioning by September 30, 2024.	2 Meetings will take place in 2024 for the Health and Wellness team.
			4.Train the trainers in Person Centered Culture Education	<ol style="list-style-type: none"> <li>1. Identify 10 PSW staff who excel at their job and recruit them to become trainers.</li> </ol>	15 trainers who assist with orientations shift will be trained in Person	30 staff champions will have received the Person-Centered

<ol style="list-style-type: none"> <li>2. Identify 5 staff in other departments (2 from activities, 1 housekeeper, 1 dietary, 1 RPN) who excel at their job and recruit them to become trainers.</li> <li>3. 3 Resident Care Managers will be enrolled in Person Centered Culture Education.</li> <li>4. Enroll trainers in Person Centered Culture Education</li> <li>5. Enroll team members from the Health and Wellness Team as well as the Quality Care Team in person Centered Culture Education.</li> <li>6. Include Person Centered Culture Education into orientation shift education.</li> <li>7. Identify staff appreciation incentive for the Trainers.</li> </ol>	<p>Centered Culture. Q2,Q3</p> <p>5 Team members from the Health and Wellness Team will be trained in Person Centered Culture Education. Q2,Q3</p> <p>3 Resident Care Managers will be trained in Person Centered Culture training. Q2,Q3</p> <p>5 Team members from the Quality Care Team will be trained in Person Centered Culture training. Q2,Q3</p> <p>2 staff from Recreation department will be trained in Person Centered Culture Training. Q2,Q3.</p>	<p>Culture training by December 31, 2024.</p>
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Experience						
The percentage of residents responding positively with a rating of 5/5 when asked: "What number would you use to rate how well the staff listen to you?"	89.6%	95%	1. Create client centered Tip Sheets for all staff to use.	<ol style="list-style-type: none"> <li>1. Resident Care Manager to create tips sheet for 1 unit, identifying client centered care strategies the staff need to know.</li> <li>2. Huddle with staff to ensure the information on the tips sheets is useful.</li> <li>3. Resident Care Manager to ensure client centered care strategies are in the resident's plan of care.</li> <li>4. Resident Care Manager to huddle with staff when client centered needs change and update tips sheet.</li> <li>5. Roll out tip sheets to frontline staff.</li> <li>6. Roll out tip sheets to other units</li> </ol>	<p>All five units will have implemented resident care tip sheets by September 2024.</p> <p>Q2</p>	The % of residents responding with a rating of 5/5 when asked what number you would use to rate how well the staff listen to you will improve by 5% in relation to communicating client centered care strategies to all frontline staff.
			2. Resident Care Point of View Videos	<ol style="list-style-type: none"> <li>1. Develop questions to ask residents in relation to care and the various teams at Vision.</li> <li>2. Ask for residents' consent to video and share their answers with the various teams.</li> <li>3. Video the residents' responses</li> <li>4. Present the residents responses at team meetings.</li> <li>5. Add improvement ideas to the meeting minutes with actions.</li> </ol>	<p>Each team will interview 3 residents and present their responses at team meetings.</p> <p>Q2, Q3, Q4</p> <p>Resident interviews will be</p> <p>Included in 10 Team meetings in 2024 Q2, Q3, Q4</p>	The % of residents responding with a rating of 5/5 when asked what number you would use to rate how well the staff listen to you will improve by 5% in relation to listening to their point of view in relation to care.

		<p>3. Implementation of RCM and Resident Care Huddles</p>	<ol style="list-style-type: none"> <li>1. Assign Resident Care Managers to oversee certain home units.</li> <li>2. Resident Care Managers will attend resident care conferences to facilitate communication between resident and frontline staff.</li> <li>3. Resident Care managers will huddle with frontline staff to communicate resident care strategies to frontline staff.</li> <li>4. Track huddles and provide any education in a communication binder for all staff.</li> </ol>	<p>Track the number of Resident Care Huddles completed. Monthly tracking.</p> <p>Track the number of residents having more than 1 care huddle completed. Monthly tracking.</p>	<p>The % of residents responding with a rating of 5/5 when asked what number you would use to rate how well the staff listen to you will improve by 5% in relation to making the dining room experience more pleasurable.</p>
		<p>4. Focus on improving the dining experience with resident input.</p>	<ol style="list-style-type: none"> <li>1. Create a Pocket of Excellence team to review resident dining experiences.</li> <li>2. Review the checklist from CLRI in relation to providing education on ways to improve the dining experience.</li> <li>3. Provide education to frontline staff using huddles.</li> <li>4. Involve residents from each home unit and include them in planning a themed dining night.</li> <li>5. Create a survey to collect feedback on how the residents enjoyed the themed dining experience including if they would want to continue.</li> <li>6. Discuss ways to sustain the themed dining program on the unit.</li> </ol>	<ol style="list-style-type: none"> <li>1. To provide education to 100 staff members on the residents' dining experience. Q3,Q4</li> <li>2. Survey residents who can respond to questions to gather feedback on the success of a themed night. Q3,Q4.</li> </ol>	<p>The % of residents responding with a rating of 5/5 when asked what number you would use to rate how well the staff listen to you will improve by 5% in relation to making the dining room experience more pleasurable.</p>