

Long-Term Care Task Force on Resident Care and Safety



Strengthening Leadership, Knowledge
and Quality to Improve Care and Safety
of Residents in Long-Term Care Homes

Third Progress Report
*on An Action Plan to Address Abuse
and Neglect in Long-Term Care Homes*

October 2013 – October 2014



Overview

Strengthening Leadership, Knowledge and Quality to Improve Care and Safety in Long-Term Care Homes is the third progress report for the Ontario Long-Term Care Task Force on Resident Care and Safety (Task Force), highlighting significant achievements and firsts over the last year as we continue to implement our *Action Plan to Address Abuse and Neglect in Long-Term Care Homes (Action Plan)*.

The Task Force was established in November 2011 in response to media reports of incidents of abuse and neglect in long-term care (LTC) homes and the potential underreporting of these incidents. It has broad representation from across the sector, including LTC provider associations, nurses, physicians, personal support workers, advocates, unions, as well as resident and family representatives. For further background please refer to Appendix A titled About the Task Force.

The Task Force released two previous progress reports in January 2013 and September 2013. In this third report, we highlight key achievements and activities over the last year that illustrate significant strides forward in areas identified by the Task Force as top priorities for 2013-2014: strengthening leadership, transferring knowledge and improving quality. These achievements demonstrate our collective commitment to promote a culture of safety and quality in the delivery of care to Ontario's 77,000 LTC residents.

This report begins with a presentation of two major initiatives that strengthened leadership and knowledge transfer among health-care professionals responsible for delivering and overseeing care: a brand new best practice guideline for registered nurses; and the first complete curriculum for medical directors. Next, we report on major new educational events, workshops and interactive training sessions that provided administrators and managers with essential knowledge on managing challenging behaviours and the importance of engaging the collective voice of residents. We then highlight significant progress in the area of strengthening residents' voices in quality improvement processes and highlight the development of key questions for resident experience indicators for residents' surveys and

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Overview ...continued

Quality Improvement Plans (QIPs), as well as presentations to Resident Quality Inspection (RQI) inspectors to build understanding about the importance of residents' input. Finally, we highlight new webinars, fact sheets and online information resources to help families understand RQIs and learn about trends and areas of non-compliance from analyses of inspection reports of the Ministry of Health and Long-Term Care (MOHLTC).

In addition to the highlights of the Task Force's work over the last year, we are pleased to report on initiatives implemented by the MOHLTC, which continue to improve transparency and accountability for resident care and safety.

This report also includes a summary of additional leadership and educational events, resources, and programs developed and implemented by Task Force members that illustrate the significant breadth and depth of collaboration taking place to transform resident care. Please refer to Appendix B titled Additional Task Force Initiatives and Events.

Collectively, the activities of the Task Force and the MOHLTC are generating significant momentum to strengthen leadership, knowledge and quality in order to improve the safety and care of residents in Ontario's LTC homes. At the end of its three-year mandate in 2015, the Task Force will release a final report to detail activities and achievements against all actions set out in the *Action Plan*.



Long-term care sector achievements

Strengthening knowledge and leadership among health-care professionals

The needs of residents living in LTC homes are becoming more complex and specialized. When we asked in surveys what changes needed to occur to help prevent abuse and neglect, respondents identified more training as the number one need. Over the last year, Task Force members implemented a wide variety of initiatives to improve knowledge, strengthen leadership, and facilitate knowledge transfer and skills development among health-care professionals responsible for delivering and overseeing care. Below, we highlight two accomplishments of note in this area: a new best practice guideline for registered nurses and a new curriculum for medical directors working in LTC. Additional initiatives are noted in Appendix B.

In July 2014, the Registered Nurses' Association of Ontario (RNAO) published the first edition of the clinical best practice guideline *Preventing and Addressing Abuse and Neglect of Older Adults: Person-Centred, Collaborative, System-Wide Approaches*. The guideline was based on a systematic review of the literature and developed by an expert panel of nurses and other professionals from across Canada. It presents a comprehensive, evidence-based approach to the prevention of abuse and neglect in older adults through providing practice direction for nurses and other health-care professionals related to recognizing, preventing, and managing situations of abuse and neglect and ensuring that policies and organizational structures are in place to support best practices. In addition, the guideline provides recommendations that support the legal requirement for annual education on recognizing and preventing abuse for all staff working with older persons, securing appropriate staffing, and providing proper supervision and monitoring of staff who work with older adults. It also includes a set of structure, process and outcome indicators from system, organization, provider, client and financial perspectives. These indicators can be used by organizations to monitor and evaluate the implementation and impact of the guideline. Employers and their staff have welcomed this guideline and are developing best practice champions, implementing the recommendations and working to evaluate the impact of the new guidelines on patients and residents. The guideline has been endorsed by Canadian

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Long-term care sector achievements ...continued

Association of Gerontology, Canadian Geriatrics Society, Canadian Network for Prevention of Elder Abuse, Canadian Nurses Association, Canadian Patient Safety Institute, International Network for the Prevention of Elder Abuse and National Institute for the Care of the Elderly.

Ontario Long Term Care Physicians (OLTCP) developed and implemented the first complete curriculum for medical directors currently working in LTC and for physicians who plan to take on the role in the future. Building on the LTC Physicians' Quality Improvement course developed by OLTCP in partnership with Health Quality Ontario (HQO) in 2013 for medical directors, attending physicians, pharmacists, and nurse practitioners working in LTC, two brand new blocks of courses were added in 2014 to comprise a complete curriculum for medical directors. For the more than 120 OLTCP members who participated, this new curriculum provided a significant opportunity to focus on strengthening knowledge, stimulate discussion and encourage sharing of problems and solutions. The topics covered included: providing assistance and supervision of medical staff involved in difficult situations of abuse and neglect; dealing effectively with families; managing risk to prevent abuse; understanding legislation related to safety, risk management, consent and abuse; and reviewing critical incident reports. OLTCP plans to offer the curriculum twice a year on an ongoing basis.

Advancing the development of skilled administrators and managers

In the *Action Plan*, we identified that as more residents are presenting with challenging behaviours, there is a growing need to help administrators and managers identify high-risk behaviours, learn practical strategies and approaches to maintain the safety of all residents and engage residents in strategies to improve care. Over the last year, we made substantial progress to address these needs by implementing a significant number of programs, events and workshops focused on strengthening leadership and advancing the skills of administrators and managers in these areas. We are pleased to highlight a few of these new initiatives below and others can be found in Appendix B.

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Long-term care sector achievements ...continued

In 2014, more than 2,300 LTC staff, students and researchers attended educational events held by the Ontario Long Term Care Association (OLTCA) that addressed issues related to resident safety. Two events of note were: the Applied Research and Education Day in February 2014, which featured presentations by Ontario and international researchers on managing behavioural symptoms of dementia and mental illness; and the Together We Care Annual Convention in April 2014, where a panel of leading LTC experts discussed ways to build and sustain public confidence by proactively preventing adverse situations, handling negative incidents externally and internally and managing the impact.

The Ontario Association of Non-Profit Homes and Services for Seniors (OANHSS) implemented a new, full-day interactive workshop called BSO and Beyond: Resident Aggression in various cities across the province to provide CEOs and administrators, senior managers, department heads and human resources staff with practical strategies and approaches for handling challenging resident behaviours and maintaining the safety of all residents. These sessions included presentations by residents who brought a unique and important perspective to these discussions.

Recognizing the importance of engaging residents to better understand their needs and improve care, the Ontario Association of Residents' Councils (OARC) developed and successfully piloted an innovative education strategy to increase the awareness and full scope of influence of Residents' Councils through relationship building programs with administrators. At the new two-day workshops called Togetherness Training, administrators, staff assistants to Residents' Councils and presidents of Residents' Councils from 10 homes participated actively in training exercises. Teams worked together to understand each team member's rights, roles and responsibilities with respect to Residents' Council, learn about new OARC tools and resources, and increase their knowledge about how each piece of legislation can be translated into action in the home. Importantly, participants began building their own support network of peers within their area. OARC plans to offer Togetherness Training workshops to more homes in the coming year.



Engaging residents in quality improvement

Residents' voices are essential to help inform quality improvements in LTC homes. Over the last year, we have made substantial progress to ensure the collective voices of residents are playing a role to inform QIPs and the RQI process.

An important recent legislative change is the introduction of the mandatory requirement for all LTC homes to submit a QIP to HQO by April 2015 and annually thereafter. We congratulate the more than 90 LTC homes submitting QIPs on a voluntary basis in 2014-2015. QIPs provide essential detail about how LTC homes are working to improve resident care, how they are collaborating with other providers and organizations in the health-care sector, and how they are making progress against targets in priority areas of care, including: falls; pressure ulcers; restraints; incontinence; emergency department visits and resident experience.

In our *Action Plan*, we identified that reporting on residence experience was inconsistent across the province. To help LTC homes measure resident experience in a more standardized format, four Task Force member organizations, OLTCA, OANHSS, OARC and Family Councils Program (FCP), collaborated with HQO and the MOHLTC to develop four key questions that reflect resident quality of life in areas that address what's most meaningful to residents. The four questions consist of two in the domain of overall satisfaction and two that address whether residents' voices are being heard. LTC homes can now use these questions in residents' surveys and QIPs, to measure the quality of care residents are receiving and to inform plans to make quality improvements in the future.

This past year, OARC worked with the MOHLTC to strengthen the collective voice of residents in the RQI process by presenting to inspectors at each of the MOHLTC's Service Area Offices on the importance of the resident interview and the Residents' Council interview process from a resident perspective. This significant initiative reinforced the importance of the collective voice of residents through their Residents' Councils and strengthened knowledge among inspectors about what matters most to residents about their own care and safety.

Empowering families through education

Families are often so busy focusing on the care of their loved ones that they may not understand their role, rights and responsibilities within the health care system, especially in light of the fact that there have been many recent changes in legislation. New tools developed by FCP are providing practical guidance to help families understand RQIs.

In 2013, the MOHLTC announced that every LTC home will have an RQI by the end of 2014 and annually thereafter. RQIs are proactive, comprehensive, unannounced inspections to check on LTC homes' compliance with Ontario's Long-Term Care Homes Act (LTCHA) and involve interviews, records and observations of randomly selected residents, members, staff, and residents' council and family council members.

FCP created a new webinar and online fact sheet called *Preparing for Your RQI*, to help families understand that an RQI is a proactive quality inspection rather than a reactive response to a complaint. The presentation prepares families for their role in an RQI by explaining what information is collected, how the reporting process works, and how the information is used to inform actions to address compliance.

Concerned Friends Of Ontario Citizens in Care Facilities (CF) continues to analyze every MOHLTC inspection report, and post information about trends and areas of non-compliance. This work provides helpful information to families of residents in LTC homes.



Ministry of Health and Long-Term Care achievements

The MOHLTC continues to support the work of the Task Force and make significant progress on the government-led actions identified in the *Action Plan*. There were several achievements of note over the last year in the areas of quality improvement, staff training and development, and increasing resident engagement.

Quality initiatives

The MOHLTC continues to hire more LTC home inspectors to help ensure that all homes receive RQIs by December 2014. RQIs are a significant change in the LTC sector to improve transparency and accountability for the care and safety of residents. As noted earlier, they are proactive, comprehensive, unannounced inspections to ensure LTC homes' compliance with the LTCHA.

Another initiative to help LTC homes focus on quality measures and targets is the introduction of the mandatory requirement for all LTC homes to submit a QIP to HQO starting in 2015. As detailed above, HQO collaborated with several Task Force member organizations to develop new resident experience indicators. Four key questions that measure resident experience in the most meaningful areas were developed and LTC homes can now use these questions in their residents' surveys and QIPs.

As detailed in the *Action Plan*, the MOHLTC committed to help LTC homes streamline reporting requirements to reduce administrative burden. Amendments in the last year to Ontario Regulation 79/10 have improved recruitment and retention of LTC home staff, and streamlined the admission and discharge requirements for specialized units.

Investments in staff training and development

The MOHLTC continues to invest in staff training and development to improve resident-centred care. In 2011-2012 and 2012-2013, the Ministry invested \$59M in the Behaviour Supports Ontario initiative to hire more than 600 health human resources, sustained through annualized funding of \$44M, to support residents with complex and challenging behaviours.

Additionally, the MOHLTC invested \$10.06M in 2013-2014 for direct care staff training and development focused on increased resident safety, prevention of abuse and neglect, and supporting the care of residents with complex and challenging behaviours. This investment builds on previous funding of \$10M in 2012-2013.

Through the Centres for Learning, Research and Innovation (CLRIs) initiative, the MOHLTC continues to support evidence-based training and education to develop leadership skills and competencies in the sector. Education and training opportunities available through the three CLRIs include courses in resident care, senior care, geriatrics and a Personal Support Worker certificate course for senior care, which will be available in 2015.

Increasing resident engagement

As part of the commitment to increase resident engagement in homes, the MOHLTC continues to provide ongoing funding to support OARC's outreach and educational activities. Over the last year, OARC hosted and produced a number of meetings, conference presentations, and workshops about promoting relationships, education and mutual support in LTC homes to strengthen Residents' Councils.

Conclusion

The achievements of the Task Force and the MOHLTC over the last year demonstrate our commitment as partners to transform the care and safety of residents in Ontario's LTC homes. By strengthening leadership, knowledge and quality, we continue to make significant progress on actions that most directly impact on residents' quality of life.

We plan to release a final report in early 2015 to detail our activities and achievements against all actions set out in the *Action Plan*. Finally, we look forward to continuing the significant momentum our collective efforts are achieving to improve the lives of LTC residents.



About the Task Force

The Task Force conducted work from January to April 2012 to gain an understanding of the factors that contribute to incidents of abuse or neglect, and to develop an action plan to help prevent these incidents, support a zero tolerance of abuse policy, continue to advance a culture of openness and transparency, and restore public confidence that residents receive high quality care and are treated with dignity and respect.

Our work included comprehensive surveys with almost 2,000 individuals and groups, targeted interviews with subject matter experts and practitioners, visits to LTC homes and an extensive review of data from the MOHLTC and background information. This research provided a clear picture of what makes a LTC home a place where residents feel safe, respected and well cared for. In May 2012, we released the *Action Plan*, which summarized our findings, set out our deliberations and detailed 18 multi-faceted actions to improve care and safety of residents. The sector was responsible for championing eleven actions and six required leadership by the MOHLTC.

A Steering Committee was established to provide oversight for implementation of the plan as required by the last action, and to publicly report on progress over the identified three-year timeframe. Five organizations comprise the Steering Committee as follows: OARC, FCP, CF, OANHSS and OLTCA. Further information about the Task Force including previous reports is available at www.longtermcaretaskforce.ca.

Long-Term Care Task Force on Resident Care and Safety Members

Concerned Friends of Ontario Citizens in Care Facilities (CF)
Elder Abuse Ontario (formerly The Ontario Network for the Prevention of Elder Abuse (ONPEA))
Family Councils' Program (FCP)
Family Member Representative
Ontario Association of Non-Profit Homes and Services for Seniors (OANHSS)
Ontario Association of Residents' Councils (OARC)
Ontario Long Term Care Association (OLTCA)
Ontario Long Term Care Physicians (OLTCP)
Ontario Nurses' Association (ONA)
Personal Support Network of Ontario (PSNO)
Registered Nurses' Association of Ontario (RNAO)
Registered Practical Nurses Association of Ontario (RPNAO)
Resident Representative
Service Employees International Union (SEIU)

Publications:

Update: Delivering on the Action Plan to Address Abuse and Neglect in Long-Term Care Homes (September 2013)

Progress Report: Delivering on the Action Plan to Address Abuse and Neglect in Long-Term Care Homes (January 2013)

An Action Plan to Address Abuse and Neglect in Long-Term Care Homes (May 2012)

To access and download documents or for more information about the Task Force, please visit www.longtermcaretaskforce.ca.

Additional Task Force Initiatives and Events

Over the last year, Task Force members have been busy implementing a wide variety of events, workshops and conferences to strengthen leadership, knowledge and education. These examples illustrate the breadth and depth of the work that has been taking place across the province:

- In February 2014, OLTCA launched its on-line Learning Academy and Coaching Corner to provide member homes with one stop access to best practices, guidelines, expert presentations and tools to support ongoing professional development and performance improvement.
- In March 2014, at the inaugural conference Walk with Me: Changing the Culture of Aging in Canada, OARC facilitated a 90-minute session that included a panel presentation by residents on the value for each home to invest in the effectiveness of its Residents' Council. The residents conveyed the important role of Residents' Councils in representing the collective voice of all residents in homes including those living with dementia.
- In March and October 2014, OANHSS ran a six-day Administrator Leadership Program focusing on core competencies for effective leadership. The twice-annual program has been running for several years with modules on resident-centred care, building strong staff and management relations. For the first time, in 2014 the program included additional presentations by OARC and FCP to ensure that all new administrators learn about the highly beneficial support and assistance these organizations provide to homes, residents and families, and the expectation that person-centred care must include residents' and families voices.

- In September 2014, the Registered Practical Nurses Association of Ontario (RPNAO) collaborated with the Alzheimer’s Society of Ontario to provide a professional development workshop on understanding dementia and addressing responsive behaviours at RPNAO’s annual conference in September 2014.
- In November 2014, at Elder Abuse Ontario’s regional conference, the focus was on risk, resilience and creating effective pathways for elder abuse interventions. The conference provided education on legal issues, accountability for reporting, new best practice guidelines, and new intervention tools and models for those working in LTC.
- Throughout the year, FCP promoted abuse decision tree videos in e-bulletins. The videos, developed in 2012, are based on the MOHLTC’s presentation ‘Abuse Decision Trees: Licensee Reporting of Abuse and Neglect’ and provide a useful resource for families to learn the steps LTC homes will take to identify actual situations of abuse or neglect and homes’ responsibilities when they occur.