

Let's Make Healthy  
Change Happen.



# Quality Improvement Plan (QIP) Narrative for Health Care Organizations in Ontario

## Radiant Care

**General Operations**  
**March 2019**

This document is intended to provide health care organizations in Ontario with guidance as to how they can develop a Quality Improvement Plan. While much effort and care has gone into preparing this document, this document should not be relied on as legal advice and organizations should consult with their legal, governance and other relevant advisors as appropriate in preparing their quality improvement plans. Furthermore, organizations are free to design their own public quality improvement plans using alternative formats and contents, provided that they submit a version of their quality improvement plan to Health Quality Ontario (if required) in the format described herein.

[ontario.ca/excellentcare](http://ontario.ca/excellentcare)

## Overview of Our Organization's Quality Improvement Plan

### Overview

The objectives we focus on in our QIP are aimed at improving client experience, particularly related to increasing fully staffed shifts, increasing volunteer satisfaction with their workload, increasing Pleasant Manor tenant satisfaction with contact with staff, and increasing Tabor Manor tenant satisfaction with the exterior of buildings and grounds, common areas, and laundry areas. We chose these objectives to respond to feedback from volunteers and tenants that identified these as areas of lower satisfaction on the 2018 Pleasant Manor Volunteer Satisfaction Survey, Tabor Manor Volunteer Satisfaction Survey, Pleasant Manor Tenant Satisfaction Survey, and Tabor Manor Tenant Satisfaction Survey.

As a response to our Employee Engagement Survey and as part of our ongoing commitment to our employees, we are continuing to pursue our Wildly Important Goal (WIG), which focuses on fully staffing our scheduled shifts, as this is an issue that affects every employee and will improve the experience of our employees, residents, and tenants. This is also a major issue affecting all homes in our sector, and we believe something needs to change. This year, we are cascading our sub-WIG (increasing appreciation of staff) down to involve all front line employees. We learned through feedback from employees that they would like us to focus on the coworker to coworker relationship. In response, we have changed our focus from appreciation by management to appreciation by coworkers, and have reflected this by changing our ongoing HappyOrNot measurement question to "I felt appreciated by my coworkers today," and by implementing the following 3 employee performance goals (lead measures) that employees report back on at WIG sessions:

1. Always discussing issues with coworkers, rather than speaking behind their backs.
2. Always completing my work to ensure the next shift starts fresh, or communicating what I was unable to finish.
3. Saying "Thank You" to coworkers.

Our QIP aligns with the quality objectives of our organization's strategic plan, and with our Multi-Sector Service Accountability Agreement (M-SAA). Further, our QIP aligns with provincial and regional strategies of client-centred care, as well as Seniors Strategy in the province. It is integrated with Health Quality Ontario's (HQO) and the Local Health Integration Network's (LHIN) health services plan that focuses on client experience.

### Describe your Organization's Greatest Quality Improvement Achievement from the Past Year

To help us achieve our WIG, we have begun engaging front line employees in our WIG, and we have made numerous changes to our recruitment process to decrease the time it takes to fill open lines. We plan to continue to work on this WIG throughout 2019.

At Pleasant Manor, we focused on improving communication with volunteers. We did not achieve our goal but, despite a supervisory staff change, we have made significant progress in connecting with volunteers and solidifying an accurate volunteer list. For our tenant population, we focused on improving satisfaction with the exterior of the buildings and grounds. We did not achieve our goal but in the past year, we have increased training on groundskeeping and we are learning which areas are causing the most dissatisfaction so we can focus on improving these.

At Tabor Manor, we surpassed our goal of improving communication with volunteers, with a 6% increase in volunteers feeling satisfied with communication from the home. This QIP also enabled us to solidify an accurate volunteer list. For our tenant population, we surpassed our goal of improving the common areas of apartment and wellness suite buildings by 19%!

### Patient/Client/Resident Partnering & Relations

Upon receiving the results of our Tenant Satisfaction Survey, Volunteer Satisfaction Survey, and Employee Engagement Survey, staff identify an area for improvement and create an action plan. We then report back to the Tenant Council, volunteers, and staff, respectively, to let them know how we plan to improve in the identified area.

### Workplace Violence Prevention

A first step in identifying what action steps to develop to monitor, reduce, and prevent workplace violence, is to know what, if anything, is occurring. As such, our annual anonymous Employee Engagement Survey seeks to uncover whether or not discrimination and harassment exist within the home, and, if so, to what extent. Based on survey results, our organization is able to respond accordingly. In addition, all employees are required to read our Workplace Violence and Harassment Prevention Policy and Program annually to stay informed about our organization's commitment, responsibilities, and response to ensure a violence and harassment-free workplace.

### Contact Information

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### Sign-off

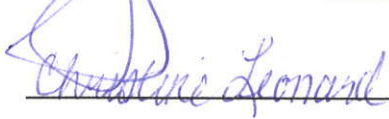
I have reviewed and approved our organization's Quality Improvement Plan



Glen Unruh, Board Chair



Tim Siemens, Chief Executive Officer, Quality Council Chair, General Operations Quality Committee Chair



Christine Leonard, Radiant Care Pleasant Manor Director, General Operations Quality Committee

# Radiant Care

## 2019 – 2020 Quality Improvement Plan – General Operations

AIM		MEASURE				CHANGE				
Quality Dimension	Objective	Measure/ Indicator	Current Performance	Target Performance	Target Justification	Planned Improvement Initiatives (change ideas)	Methods	Process Measures	Target for Process Measures	Comments
Client Centered	<b>Radiant Care Employees</b>	# of staffed shifts	44,903 staffed shifts	46,280 staffed shifts	To provide the best care possible, we require our full staffing complement	To increase our percentage rating by 3% of “I feel appreciated at work today”, from 82% to 85%, by May 31, 2019.				
	Fully staff funded shifts from 44,903 to 46,280 by May 31, 2019					<p>Instill a culture of synergistic teamwork through the creation of a competitive recruitment process to ensure all lines are filled within 30 days of being vacated, by May 31, 2019.</p> <p>Integrate Relational Excellence and core-values into the onboarding process to create a relational foundation with the objective to increase employee retention rate by 5% by April 30, 2019.</p>				

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Quality Dimension	Objective	Measure/ Indicator	Current Performance	Target Performance	Target Justification	Planned Improvement Initiatives (change ideas)	Methods	Process Measures	Target for Process Measures	Comments
	<b>Radiant Care Pleasant Manor Volunteers</b>  Increase volunteer satisfaction with their workload by October 31, 2019.	% of positive (very satisfied and satisfied) responses to the following question on the Volunteer Satisfaction Survey: "There was not enough work to keep me busy."	78% (7 of 9) positive responses	80% positive responses	To match best performance in other categories on Volunteer Satisfaction Survey	Acquaint volunteers with new Volunteer Coordinator(s)  Offer volunteers opportunities to engage in roles that are most meaningful to them          We will survey 8 volunteers partway through the year to gauge progress in this area.	Introduce new Coordinator(s) and outline responsibilities at Volunteer Appreciation events  Hold a volunteer meeting to 1) share ideas of new and expanded volunteer opportunities and 2) request feedback from volunteers <ul style="list-style-type: none"> <li>• Orienting new residents/tenants to the home when they move in</li> <li>• Montessori stager/engager</li> <li>• Actively dying visitor</li> <li>• Clothing labeler</li> </ul> Volunteer Coordinator will check in with volunteers to ensure volunteers are well-matched to their role.  Admissions/Volunteer Coordinator will call select volunteers to check in and ask a 1 question survey ("There is not enough work to keep me busy.") with rating scale to 10 volunteers by July 1.	Introductions occurred  Meeting held          Volunteers contacted  % of positive responses	Introductions occurred by end of April 2019  Meeting held by June 15, 2019          50% of volunteers contacted by October 31, 2019  75% positive responses on June survey	

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Quality Dimension	Objective	Measure/ Indicator	Current Performance	Target Performance	Target Justification	Planned Improvement Initiatives (change ideas)	Methods	Process Measures	Target for Process Measures	Comments
	<b>Radiant Care Tabor Manor Volunteers</b>  Increase volunteer satisfaction with their workload by October 31, 2019.	% of positive (very satisfied and satisfied) responses to the following question on the Volunteer Satisfaction Survey: "There was not enough work to keep me busy."	72% (13 of 18) positive responses	75% positive responses	To match best performance in other categories on Volunteer Satisfaction Survey	Acquaint volunteers with new Volunteer Coordinator(s)  Offer volunteers opportunities to engage in roles that are most meaningful to them          Establish more tasks for front desk volunteers to perform, if desired	Introduce new Coordinator(s) and outline responsibilities at Volunteer Appreciation events  Hold a volunteer meeting to 1) share ideas of new and expanded volunteer opportunities and 2) request feedback from volunteers <ul style="list-style-type: none"> <li>• Orienting new residents/tenants to the home when they move in</li> <li>• Montessori stager/engager</li> <li>• Actively dying visitor</li> <li>• Clothing labeler</li> </ul> Volunteer Coordinator will check in with volunteers to ensure volunteers are well-matched to their role.  Create a list of tasks that volunteers could do & equip desk to facilitate these tasks <ul style="list-style-type: none"> <li>• Preparing welcome bags</li> <li>• Laminating</li> <li>• Organizing kits</li> </ul>	Introductions occurred  Meeting held        Volunteers contacted  List created and desk equipped	Introductions occurred by end of April 2019  Meeting held by June 15, 2019       50% of volunteers contacted by October 31, 2019  List created and desk equipped by June 15, 2019	

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Quality Dimension	Objective	Measure/ Indicator	Current Performance	Target Performance	Target Justification	Planned Improvement Initiatives (change ideas)	Methods	Process Measures	Target for Process Measures	Comments
						We will survey 8 volunteers partway through the year to gauge progress in this area.	Admissions/Volunteer Coordinator will call select volunteers to check in and ask a 1 question survey ("There is enough work to keep me busy.") with rating scale to 10 volunteers by July 1.	% of positive responses	75% positive responses on June survey	

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Quality Dimension	Objective	Measure/ Indicator	Current Performance	Target Performance	Target Justification	Planned Improvement Initiatives (change ideas)	Methods	Process Measures	Target for Process Measures	Comments
						<p>We will survey tenants throughout the year to gauge progress in this area and take action based on feedback provided.</p>	<p>In each monthly newsletter, we will feature one Supervisory staff member so tenants can get to know our team and who is responsible for what.</p> <p>Supportive Housing Assistant Coordinator will call one tenant each week in follow up to an issue they reported, to survey them on a rating scale:  Were you satisfied with...  (a) The time it took for staff to respond,  (b) The help provided by staff, and  (c) How well staff dealt with your question or request?</p> <p>Supportive Housing Assistant Coordinator will immediately send the results of each survey electronically to the Supervisory team for review and follow up.</p>	<p>Each Supervisor/ Senior Manager will be featured once</p> <p># of times/ week</p> <p>% of positive responses</p>	<p>Each featured once between March 1 &amp; November 1</p> <p>1 time/week</p> <p>Average of 90% positive responses between March 1 and June 30</p> <p>Average 91% positive responses between July 1 and October 31</p>	

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	<b>Radiant Care Tabor Manor Tenants</b>  Increase tenant satisfaction with exterior of buildings and grounds, common areas, and laundry areas by October 31, 2019.	% of positive (very satisfied and satisfied) responses to the following questions on the Tenant Satisfaction Survey: “Are you satisfied with the... (a) Exterior of buildings and grounds, (b) Inside common areas, and (c) Laundry areas?”	87% (104 of 119) positive responses	90% positive responses	To match best performance in other categories on Tenant Satisfaction Survey	<p>Maintenance Supervisor will review the machines and furnishings in the laundry room and create a replacement plan, as needed.</p> <p>Make grounds more presentable.</p> <p>Update common areas in Mapleview and Evergreen to look consistent, organized, and contemporary</p>	<p>Review work orders on machines in each building and compare to determine need for replacement.</p> <p>Get quotes on new machines, if needed.</p> <p>Replace machines and furnishings, if needed.</p> <p>Refinish benches and put them out.</p> <p>Replace urns with a style that will not fall over.</p> <p>Clear brush and tidy grounds.</p> <p>Update 1 Tabor Drive entrance garden.</p> <p>Paint doors and door frames a consistent and contemporary colour.</p> <p>Replace carpet on first floor of Mapleview and first floor and basement of Evergreen.</p>	<p>Work orders reviewed</p> <p>Quotes requested</p> <p>Machines and furnishings replaced</p> <p>Benches refinished and in use</p> <p>Urn replaced</p> <p>Grounds clear and tidied</p> <p>Garden updated</p> <p>Painting completed</p> <p>Flooring installed</p>	<p>Work orders reviewed by March 15, 2019</p> <p>Quotes requested by March 30, 2019</p> <p>Machines and furnishings replaced by June 30, 2019</p> <p>Benches refinished and in use by May 15, 2019</p> <p>Urns replaced by May 15, 2019</p> <p>Grounds clear and tidied by July 1, 2019</p> <p>Garden updated by June 1, 2019</p> <p>Painting completed by May 31, 2019</p> <p>Flooring installed by June 15, 2019</p>	

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Quality Dimension	Objective	Measure/ Indicator	Current Performance	Target Performance	Target Justification	Planned Improvement Initiatives (change ideas)	Methods	Process Measures	Target for Process Measures	Comments
						<p>We will survey 15 tenants partway through the year to gauge progress in this area.</p>	<p>Establish and install a consistent expression of suite numbering, room labelling, and interior wayfinding.</p> <p>Replace metal handrails on first floor of Mapleview with solid maple handrails.</p> <p>Replace dated and miscellaneous artwork on first floors with consistent and contemporary artwork.</p> <p>Distribute a 3 question survey (Are you satisfied with the... (a) Exterior of buildings and grounds, (b) Inside common areas, and (c) Laundry areas?") with rating scale to 15 tenants by June 1.</p>	<p>Signage installed</p> <p>Handrails installed</p> <p>Artwork hung</p> <p>% of positive responses</p>	<p>Signage installed by September 30, 2019</p> <p>Handrails installed by May 31, 2019</p> <p>Artwork hung by September 30, 2019</p> <p>88% positive responses on June survey</p>	