



ACCREDITATION
CANADA

Virtual Assessment Report

Qmentum Long-Term Care™ Program

CHSLD Bayview

Assessment date(s): November 29, 2023

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About Accreditation Canada

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About the Virtual Assessment Report

The Organization identified in this Accreditation Report is participating in Accreditation Canada's Qmentum Long-Term Care™ accreditation program.

As part of this ongoing process of quality improvement, the organization participated in continuous quality improvement activities and assessments, including a virtual assessment on [DATE].

Information from the cycle assessments, as well as other data obtained from the Organization, was used to produce this Report. Accreditation Canada is reliant on the correctness and accuracy of the information provided by the Organization to plan and conduct the virtual assessment to produce this Report. It is the Organization's responsibility to promptly disclose any and all incidents to Accreditation Canada that could impact its accreditation decision for the Organization.

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Overview of the Virtual Assessment

The virtual assessment is conducted through a series of virtual (remote) meetings, facilitated by Accreditation Canada surveyor(s) to assess an organization's conformity against identified assessment criteria classified as “virtual” in QLTC Program Manual

During these meetings, the surveyor will interact with the leadership team, governing bodies, staff, residents and families, and community partners to gather evidence about the quality and safety of care and services in specific service areas.

The results of the virtual assessment contribute to the final accreditation award, determined upon the completion of Phase 4 and the onsite assessment.

Overall Summary

Leadership and governance meetings

CHSLD Bayview (Bayview) is a family-owned, privately operated long-term care home under contract with the Quebec Ministry of Health and Social Services. The new owners took over the business in 2019, caring for 128 residents and supporting 246 employees.

While there is no true “governing body” the owners, Director of Quality Programs and Resident Services, Director of Nursing and Director of Auxiliary Services make up the senior leadership team. This team is responsible for the management of the organization. The team members are relatively new in their positions, with this being their first accreditation experience. The senior leadership team is committed to providing safe, quality care for its residents. Resource allocations are such that any safety concerns are prioritized first and foremost.

Bayview is to be commended for embedding a culture of resident and family-centred care in the organization. There are residents and caregivers who serve as members of the home's operational committees, the Long-Term Care Quality Committee, and the Watchdog Committee. As well, residents participate on hiring committees of the ‘préposés à l'aide bénéficiaires (PAB's). Despite the home's recruitment efforts, the Residents and Family Engagement Focus Group reported that there is often insufficient staff on the weekends and some nights and evenings. Bayview is encouraged to continue to include residents and caregivers as active participants on operational committees/activities and quality improvement initiatives. In addition, the organization is encouraged to continue with its recruitment efforts and explore opportunities for meeting the staffing shortages by looking at job redesign.

The senior leadership team is to be congratulated for its focus on measurement, using a balanced scorecard to follow numerous indicators including those related to quality, safety, and use of resources. These indicators are reviewed quarterly. The team is encouraged to cascade the operational objectives to both the unit and individual level with aligned goals and objectives, tracking relevant indicators and comparing them to desired targets.

The quarterly indicator reports are shared with staff and residents who participate on committees where these are discussed. The reports are not shared at large with all staff and residents. It is recommended that Bayview shares these reports as well as other quality improvement initiatives at large and as appropriate. Consideration could be given to implementing quality boards and huddles on the resident care units.

The senior leadership team reported on the work they have done to improve the eating experience for the residents, which includes training staff on how to feed residents. It is suggested that this training, which is already done with the student volunteers, be reinforced.

Community Partners Focus Group

During the virtual assessment, six community partners were able to speak about their collaborations with Bayview. Partners came from academic programs responsible for coordinating student placements (volunteer hours or clinical courses) at the home, the person coordinating resident placements for the region, a volunteer, and the pharmacy partner. All reported on the excellent associations they have with the senior leadership team and all staff. The staff of Bayview are said to be responsive, to listen, and to communicate as needed. The volunteers reported how appreciated they felt by all the staff. The pharmacy partner said that their pharmacist, who is on-site at Bayview three days a week, is truly a member of the resident care team. Families and residents are reported to be happy with the care. Evidence of this is that there is a three-year waiting period to become a resident of the home. The organization is encouraged to continue to foster strong links with its community partners.

Resident and Family Engagement Focus Group

A total of seven residents and caregivers were met with during the virtual assessment. It is apparent how engaged and committed they are to Bayview, interested in having the opportunity to participate on more organizational committees and quality improvement initiatives. Residents and caregivers reported how participating on the hiring of PAB's makes them appreciate the human capital challenges being experienced in the health care sector. The organization is encouraged to continue to partner with residents in operational activities and quality improvement initiatives.

Both residents and caregivers state that they are happy with the services they receive. They expressed concern with the short staffing that occurs weekends and some nights and evenings. Despite this, residents and caregivers report that they still receive services, albeit at times having to wait more than usual. This is made possible by the commitment of the staff who are present doing their utmost to meet the needs of the residents.

Residents and caregivers stated that they receive required communication by email, verbally, or via notices that are posted. They are looking forward to having the newsletter, issued three times a year, reinstated. It has been delayed due to the departure of the editor.

Residents and caregivers reported that there is disclosure of incidents that occur, however, the resultant recommended actions and improvements were not always shared with them. Bayview is encouraged to include residents and caregivers in incident analysis and communicate any follow-up actions with the residents and their families.

There was an expressed desire to meet with members of the Executive Directorate; a process to put this in place could be considered.

Workforce Focus Group

Staff met with during this discussion were engaged and relayed how they take the initiative to improve the quality and safety of care of the residents. One example is the work done to prevent falls. The staff reported they felt comfortable reporting incidents. They stated that there is effective communication with the management team. Staff are implementing new practices, for example, routine mouth care as mandated by the Ministry. They have completed the training and once the program is implemented, staff will be able to conduct audits to ensure compliance to practice. It is recommended that audits are done with the introduction of new practices to ensure adherence.

Staff completed a simulation of code green with the evacuation of one unit which was informative. This simulation led to improvements that were implemented across Bayview. Code red drills are regularly done. The organization is encouraged to conduct drills of the other emergency codes.

Organization's progress on their Quality Improvement Action Plan (QIAP)

Bayview is progressing well with their QIAP; 20 of the 43 criteria identified by the home as requiring action are now met as of Oct 27, 2023. The organization is conducting hand hygiene audits. The results are not as favorable as the home would like, so they are planning to reinforce training. The senior leadership team conducts safety walks to address any safety issues that needs to be addressed. Incident reports are tracked, analyzed, and action plans are put in place. The organization is urged to include residents in the analysis and share the action plan with the staff and residents at large so that all can learn from the incidents.

Bayview is commended for conducting a resident satisfaction survey shortly after admission to address any issues that need attention. The resident satisfaction surveys are conducted annually, the results are analyzed, and action plans are put in place to address areas requiring improvements. In addition, the home contacts families and loved ones following the death of a resident to ask if they wish to share with them any suggestions for improvements. The organization is encouraged to continue with its quality initiatives and to continue to progress on their QIAP.

Key Opportunities and Areas of Excellence

Areas of Excellence

1. Resident and Family Centered Care
2. Culture of measurement and a balanced scorecard
3. Prospective risk assessment (e.g. code green and resultant action plan)

Areas of Opportunity

1. Continue to embed a culture of Resident and Family Centered Care
2. Cascade the operational objectives to the unit and individual level with aligned goals and objectives tracking relevant indicators
3. Continue progress on QIAP