

2015 RHA CEO Long-Term Care Facility Visits

Since spring 2013, CEOs of Regional Health Authorities (RHAs) have been conducting annual tours of long-term care facilities across the province. The goal of these annual tours is to find out what's working well, what can be improved, and how the funds accessed by health regions under the Urgent Issues Action Fund (UIAF) have benefitted long-term care residents in Saskatchewan.

The Urgent Issues Action Fund was created in October 2013 to provide \$10.04 million to address priority issues identified by health regions stemming from CEO tours of long-term care facilities. A further \$3.8 million was committed for on-going pressures in 2014/15 and beyond.

Health region CEOs conducted tours of long-term care facilities in 2015. The following pages offer additional information about the CEO findings, by health region.

To access the results of the 2013, 2014 and 2015 Health Region CEO long-term care tours, visit <http://www.saskatchewan.ca/government/government-structure/ministries/health/other-reports/ceo-visits-to-long-term-care-facilities>.

2015 CEO Long-Term Care Tour Summary: Athabasca

What is working well:	Issues:
<ul style="list-style-type: none"> • Meals <ul style="list-style-type: none"> ○ Portion size good • Bath schedules • Facility is clean • Outdoor deck and gazebo 	<ul style="list-style-type: none"> • Meals <ul style="list-style-type: none"> ○ Meat/fish ○ Traditional foods ○ Snack and tea availability • Long distance phone calls
Proposed Actions:	
<ul style="list-style-type: none"> • A phone call schedule was proposed to allow for one long distance phone call per week. • The Continuing Care Aide will lead an exercise session three times a week in the morning. 	
Urgent Issues Action Fund	
<ul style="list-style-type: none"> • Items/actions funded to date include: Fall prevention sensors; alternating pressure mattresses; mechanical lifts and slings; electrical upgrades to link the tub room to the back up generator. 	

2015 CEO Long-Term Care Tour Summary:

Cypress Health Region

What is working well:	Issues:
<ul style="list-style-type: none"> • Resident Centered Care: <ul style="list-style-type: none"> ○ Flexible breakfasts and sleeping times ○ Asking resident preferences and following them ○ Families feel welcome • Generally meals are good • Quality of Care: <ul style="list-style-type: none"> ○ Residents look well cared for and happy ○ Good toileting, wound care, skin protocols and med reviews • Increased number of activities, inclusion of residents in day to day activities (e.g. meal prep) • Facilities are clean, well maintained, with improvements that have allowed for more freedom (e.g. outdoor patios) and up to date equipment • Care of personal items • Resident and Family Council meetings 	<ul style="list-style-type: none"> • Recreational programming: <ul style="list-style-type: none"> ○ Frequency ○ One on one activities ○ Appropriate activities for all residents ○ Community involvement • Resident Centered Care: <ul style="list-style-type: none"> ○ Acknowledging individuality ○ Smoking policy ○ No Grace at meal times • Communication <ul style="list-style-type: none"> ○ Residents and families being kept informed, especially about the move to the new facility ○ Lack of knowledge about gerontology/Long Term Care ○ Building signage • Infrastructure issues/internet access • Inadequate staffing levels/issues with staff coverage • Some staff attitudes towards residents • Menu quality/selection <ul style="list-style-type: none"> ○ Nutritional value prepackaged foods ○ Quality of soup ○ variety • Quality of care: <ul style="list-style-type: none"> ○ Daily audits of care tool ○ Consistency of care and wait times ○ Nail care ○ Pain management • Laundry items going missing, even if labelled
Proposed Actions:	
<ul style="list-style-type: none"> • A Rapid Process Improvement Workshop (an improvement workshop to analyze a common, complex process with a goal of creating a more reliable, efficient, patient-driven process) was held on Individualized activities; now audits will be conducted on an ongoing basis to monitor individual small group activities and ensure one on one activities are occurring. • Purposeful Rounding project is set to begin implementation in January 2016. 	

- Reviews of Assessment Placement Committee process are occurring, as are reviews of the resident handbook. Revised handbooks will be distributed to new and existing families upon completion.
- New facilities are being planned, which will address infrastructure needs and will contain individual showers in each room to allow for more flexible bathing schedules.

Urgent Issues Action Fund

- Items/actions funded to date include: hiring a temporary Recreation Coordinator position and temporary Long-Term Care Facilitator position; dementia walk virtual program provided to staff; staff training in models of care; capital upgrades in Herbert, Shaunavon, Ponteix and Eastend; and improved staffing levels in Maple Creek, Leader and Shaunavon.

2015 CEO Long-Term Care Tour Summary: Five Hills Health Region

What is working well:	Issues:
<ul style="list-style-type: none"> • Quality of care <ul style="list-style-type: none"> ○ Pleased with care being received ○ Doctor is regularly interacting with patients/families/staff • Communication <ul style="list-style-type: none"> ○ Daily Visual Management, Huddles and 5s activities are providing improvement ○ Family message boards have been created ○ Resident Family Council works well and provides chance for issues such as food to be discussed • Recreational programming <ul style="list-style-type: none"> ○ Well attended ○ Variety of activities ○ Outdoor spaces and activities are available ○ Activity worker is providing more one on one attention • Resident centred care <ul style="list-style-type: none"> ○ There is staff, resident and family familiarity ○ Flexible breakfast • Dietary purchases have improved experiences • Satisfied with the facility environment 	<ul style="list-style-type: none"> • Communication <ul style="list-style-type: none"> ○ Staff need more clarification on certain procedures and policies ○ Staff would like to see more of a leadership presence ○ Better communication of information for families and clients just entering Long Term Care ○ More opportunities/improvements for 5s, Daily Visual Management, visibility walls • Infrastructure/equipment <ul style="list-style-type: none"> ○ Require more track lifts ○ Preventative maintenance on facilities is an issue ○ Buildings have some maintenance issues that need to be addressed ○ Private space at a premium • Staffing levels <ul style="list-style-type: none"> ○ Difficult to recruit and retain staff in rural areas ○ Demands on staff are challenging, especially during peak times and outbreaks • Food temperature needs to be monitored • Missing laundry a problem • Would like to see activities designed for younger residents • Access to wound care supplies challenging
Proposed Actions:	
<ul style="list-style-type: none"> • Continue to train staff and track training in Professional Assault Response Training/Gentle Persuasive Approaches principles (to deal more effectively with aggressive behaviours) and TLR (Transferring, Lifting and Repositioning) training. • Use capital funds to purchase more low beds and lifts. 	

- Work to improve Daily Visual Management with staff and provide more opportunities for staff to communicate ideas. Ideas that have been suggested are now being implemented and LEAN events are being held.
- Have facility management work closely with Human Resources to provide support for recruiting staff to rural facilities.
- Purposeful Rounding will be implemented over the course of the next three years. The roll out plan is currently being finalized.
- Nutritional assessments of all residents admitted to Long Term Care will be monitored on an ongoing basis.

Urgent Issues Action Fund

- Items/actions funded to date include: Eleven bathtubs replaced; 5 track lifts with scales have been installed.

2015 CEO Long-Term Care Tour Summary: Heartland Health Region

What is working well:	Issues:
<ul style="list-style-type: none"> • Menu selection/quality <ul style="list-style-type: none"> ○ Meals have improved, and new, well trained staff make them appealing ○ BBQs were appreciated ○ Generally happy with the food • Resident Centred Care: <ul style="list-style-type: none"> ○ Home like environment ○ With respect to new facilities, the moves were handled well, with smooth transitions and community involvement ○ Family feel welcome/respected ○ Appreciate that input is listened to and concerns are addressed • Infrastructure/equipment <ul style="list-style-type: none"> ○ Clean, well kept, safe ○ Housekeeping excellent ○ Appreciate new pressure reduction mattresses and blanket warmer • Quality of Care <ul style="list-style-type: none"> ○ Occupational Therapy and Physical Therapy are excellent ○ Increased physician support is appreciated ○ Generally feel good quality of care • Recreation programming <ul style="list-style-type: none"> ○ Good recreational programming ○ Lots of variety and very enjoyable ○ Appreciate that there are outdoor activities • Staff work well with each other and residents • Staff like Heartland Link (health region newsletter) and families feel well informed 	<ul style="list-style-type: none"> • Recreational programming <ul style="list-style-type: none"> ○ More school children visits ○ More outdoor activities ○ Increased frequency on evenings and weekends • Menu selection/quality <ul style="list-style-type: none"> ○ Sometimes food is bland ○ Would like more fresh fruit, ethnic foods and better accommodation of individual tastes ○ Outside food policy • Staffing levels <ul style="list-style-type: none"> ○ Concerns not enough staff, especially for heavy care needs ○ Difficulty keeping staff consistent ○ Would like to see a head nurse • Infrastructure/equipment <ul style="list-style-type: none"> ○ Aging equipment ○ Concern about adapting to new facility design (e.g. echoing spaces, sightlines for supervision) ○ Confusing signage ○ Lights on policy ○ Heaving or broken sidewalks, handicap parking ○ Noise levels • Concerns with laundry • Safety and privacy concerns with wandering/aggressive residents • No regular care conferences

Proposed Actions:
<ul style="list-style-type: none"> • Continue to address ongoing needs for train and refresher training in Gentle Persuasion Approaches. • A multi-disciplinary group has been established and they will continue to work on developing Long Term Care Standard Order Sets and Protocols to ensure quality of care throughout the region. The group has also teamed with Acute Care to share opportunities for collaboration. The protocols and order sets that have been developed will be reviewed. • A quality improvement project has been launched at Kindersley facility to look at the Continuing Care Aide hiring process, retention and recruitment, sick time and scheduling. • Local facility teams will review on an ongoing basis the possibilities for changes in day to day routines to maximize staff time. • Ongoing local reviews of the menu and food, and monthly teleconferences are held with head cooks to discuss concerns and review menus. • A survey is being conducted to determine what facilities have what equipment and how this equipment is used. • Recreation workers are to determine the activities and programs that maximize the season, by reviewing calendars with client/families. All facilities will have access to the services of a Recreation Therapist, with the plan that smaller facilities will share with larger ones. The region has changed the job description to require a Recreation Therapy Certification. • Consultations with regional Operations Coordinators are ongoing to explore options to address facility infrastructure issues.
Urgent Issues Action Fund
<ul style="list-style-type: none"> • Items/actions funded to date include: purchase of electric beds, wheelchair cushions, pressure support mattresses and sit/stand lifts; staff training in Gentle Persuasive Approaches.

2015 CEO Long-Term Care Tour Summary: Keewatin Yatthé Health Region

What is working well:	Issues:
<ul style="list-style-type: none"> • Quality of care <ul style="list-style-type: none"> ○ High standard of care ○ Good response time • Recreation/activities <ul style="list-style-type: none"> ○ Quality of activities ○ Student visits • Feel safe, comfortable environment • Food is good 	<ul style="list-style-type: none"> • Recreation/activities <ul style="list-style-type: none"> ○ Variety ○ Community visits • Quantity and consistency of food • Spiritual care • Physician access
Proposed Actions:	
<ul style="list-style-type: none"> • Create an inventory of recreational resources/materials currently available, and identify gaps in resources/materials that could be addressed. There is a meeting scheduled to discuss with the recreation worker. • Have the facility manager, the dietician and the dietary workers meet to discuss the issue of food and consult with residents. A meeting is to be scheduled by the Executive Director of Finance and Infrastructure. • Will engage in ongoing discussions with the Priest in the region to see about increasing his visits. • Working to be more attentive of wait times, and plans to engage in discussions with the physician to consider increasing the number of visits. • There are plans to do a satisfaction survey with the residents, employees, physicians and recreation worker at three and six months to measure the results of any actions taken and if necessary, make corrections. 	
Urgent Issues Action Fund	
<ul style="list-style-type: none"> • Items/actions funded to date include: vital signs machine and stethoscope; construction of gazebo at LaLoche. 	

2015 CEO Long-Term Care Tour Summary: Kelsey Trail Health Region

What is working well:	Issues:
<ul style="list-style-type: none"> • Recreational programming <ul style="list-style-type: none"> ○ Enjoyable ○ Appreciate youth volunteers • Resident centred care <ul style="list-style-type: none"> ○ Nice frames for resident pictures on door ○ Concerns addressed ○ Therapy dog appreciated • Infrastructure/equipment <ul style="list-style-type: none"> ○ New wheelchairs are nice ○ Facility is clean, good housekeeping • Food <ul style="list-style-type: none"> ○ Excellent, and personal preferences are taken into consideration • Quality of care <ul style="list-style-type: none"> ○ Enjoy bathing twice a week • Communication <ul style="list-style-type: none"> ○ Daily Visual Management working well ○ Good overall • Residents generally very happy with the care they receive 	<ul style="list-style-type: none"> • Resident centred care <ul style="list-style-type: none"> ○ Those facilities that did not receive new frames for their pictures would like one • Menu selection/quality <ul style="list-style-type: none"> ○ Wait times for meals • Infrastructure/equipment <ul style="list-style-type: none"> ○ Would like adjustable beds, more track lifts ○ Facilities require maintenance ○ Would like better ground maintenance ○ Some facilities have clutter • Quality of care <ul style="list-style-type: none"> ○ Better foot care ○ Concern about frequency of medical reviews • Recreational programming <ul style="list-style-type: none"> ○ Greater outdoor access ○ More activities • Missing laundry • Staff scheduling
Proposed Actions:	
<ul style="list-style-type: none"> • Purposeful Rounding has been implemented in all facilities and there are plans to provide formal education on the project shortly. • Enhancement of weekend recreation programming. • Continuing to work with Cumberland College to offer Continuing Care Aide courses, and are planning to run one in Tisdale. • An examination of the flow of resident care (Value Stream Mapping) has been scheduled for each Long Term Care facility. • Ongoing review of Materials Management concern forms. 	
Urgent Issues Action Fund	

- Items/actions funded to date include: staff training in Gentle Persuasive Approaches; new lifts, bathtubs and slings; and enhanced weekend programming.

2015 CEO Long-Term Care Tour Summary: Mamawetan Churchill River Health Region

What is working well:	Issues:
<ul style="list-style-type: none"> • Recreation/activities <ul style="list-style-type: none"> ○ Increased frequency to seven days a week ○ Outdoor access for residents and families • Quality of Care <ul style="list-style-type: none"> ○ Multidisciplinary teams to address resident difficulties (e.g. falls, weight loss, medication issues) ○ Review of processes to ensure necessary documents and assessments are prepared prior to admission ○ Increased physician services • Good interactions with residents, staff and visitors. • Occupational Therapy performs equipment assessments and regular check-ups, and is working on preventative contracts and maintenance follow ups. • Each resident has an evacuation plan that has been communicated to the resident and to families. • Dietician is monitoring what residents eat and is setting up meal plans for each resident. • 5s projects 	<ul style="list-style-type: none"> • Recreation quality could be improved for some residents based on their needs. • Needs to be more formalization and updating of certain aspects of the emergency preparedness plan. • Ongoing work with Daily Visual Management to ensure staff involvement and daily utilization.
Urgent Issues Action Fund	
<ul style="list-style-type: none"> • Items/actions funded to date include: offering traditional foods as much as possible, especially on special occasions. 	

2015 CEO Long-Term Care Tour Summary: Prairie North Health Region

What is working well:	Issues:
<ul style="list-style-type: none"> • Recreational Programming <ul style="list-style-type: none"> ○ Increased recreation hours ○ Variety of enjoyable activities ○ Regular religious services ○ Life stories are being completed to ensure meaningful activities are included in care plans ○ Community is involved (e.g. volunteers, school children visits) • Resident centered care: <ul style="list-style-type: none"> ○ Concerns are addressed promptly ○ Home-like atmosphere, including decorating for special occasions, displaying heritage items and resident picture displays ○ Clean, calm and comfortable environment • Infrastructure/equipment <ul style="list-style-type: none"> ○ Many system enhancements ○ Installation of VOIP (Voice Over Internet Protocol – a means to provide voice communications over the internet) and WIFI ○ Repairs to windows, roofs, etc. ○ New equipment, such as track lifts, installed • Quality of care <ul style="list-style-type: none"> ○ Occupational Therapy and Physical Therapy visiting weekly ○ Multidisciplinary teams 	<ul style="list-style-type: none"> • Multiple infrastructure and equipment deficiencies, in particular nurse call systems, shared rooms, ceiling track lifts, and cosmetic fixes • Loss of laundry items • Not enough variety in the menu • Inadequate staffing levels • Access to Occupational Therapy and Physical Therapy • Physician attendance at Resident Council Meetings • Lack of doors/security to prevent wandering residents access to other resident's rooms • Would like to see more meaningful interactions with staff • Smoking areas for residents need to be addressed to make more comfortable

<ul style="list-style-type: none"> ○ Medication reviews • Communication <ul style="list-style-type: none"> ○ Resident Family Councils have good attendance ○ Department heads visit and discuss visibility walls, Quality Indicators, falls and hygiene at meetings ○ Approachable management 	
Proposed Actions:	
<ul style="list-style-type: none"> • A schedule for painting and maintenance of resident rooms is being developed regionally. • Ongoing discussions at the regional and provincial level regarding the state of infrastructure and funding for equipment to meet safety and infection prevention needs. • Prioritize certain renovation projects, such as the tub room at River Heights and the nurse call systems and are developing region weight standards for ceiling lifts. • Discuss provincially with other facilities how to better manage laundry. • Track physician visits on visibility walls and have results reported back to the Medical Advisory Committee. • Audit calls made to families regarding care and discuss at family conferences. • Determine a regional approach to security of resident rooms. • Quantify the need for rehabilitation services and arrange a meeting with the Director for Rehabilitation Services and conducting a regional review of Therapy Services with strategic planning for evaluation of existing services and potentials for enhancement. • Follow up on initiatives already discussed/moving forward to ensure they are being implemented. • Maintenance of the grounds monitored through the VP of Finance and Operations. • Request feedback at Resident Council meeting regarding staff sitting away from the Residents during quiet time. 	
Urgent Issues Action Fund	
<ul style="list-style-type: none"> • Items/actions funded to date include: staff training in Gentle Persuasive Approaches; purchase of equipment, such as mattresses, slings, and fall prevention alarms; and capital improvements. 	

2015 CEO Long-Term Care Tour Summary: Prince Albert Parkland Health Region

What is working well:	Issues:
<ul style="list-style-type: none"> • Resident centered care <ul style="list-style-type: none"> ○ Residents enjoy the pets that they have or that visit ○ Updates have created a home like atmosphere ○ Spiritual care is provided ○ Community is involved ○ Special services like hairdresser is appreciated • Menu selection/quality <ul style="list-style-type: none"> ○ Notice more fruit on menu ○ Menu changes have generally been well received ○ Personal preferences are followed ○ Once a week, a resident gets to choose a special meal • Recreational programming <ul style="list-style-type: none"> ○ Frequency and variety is good ○ Enjoy visits from children ○ Transit van in some facilities is appreciated ○ Additional recreation worker was added ○ Outdoor space is utilized • Infrastructure/equipment <ul style="list-style-type: none"> ○ Facility upgrades are appreciated ○ Clean and well kept ○ Laundry services work well • Quality of care <ul style="list-style-type: none"> ○ Nursing services are good ○ Staff are interested in residents 	<ul style="list-style-type: none"> • Resident Centered care <ul style="list-style-type: none"> ○ Keeping pets in an area separate from those who don't care for them ○ A more inviting front of building • Menu quality/selection <ul style="list-style-type: none"> ○ More variety ○ Better portions • Infrastructure/facility <ul style="list-style-type: none"> ○ Maintenance issues, such as air conditioning • Recreational programming <ul style="list-style-type: none"> ○ More activities, different entertainers, local talent ○ Accessible transit ○ More consistency with youth volunteers and school visits • Quality of care <ul style="list-style-type: none"> ○ Sometimes care is rushed ○ Would like a podiatrist ○ Better access to hydration ○ More baths ○ Palliative care beds • Communication <ul style="list-style-type: none"> ○ Better signage ○ More information could be gathered on a resident during the admission process • Better care of personal items • Less staff turnover or vacancies • Better parking
Proposed Actions:	
<ul style="list-style-type: none"> • Continue active expansion of Eden across all facilities. • Ongoing review of menus to address resident needs. 	

- Exploration of weekend activities in absence of recreation worker to be discussed.
- Invest in on the job training for Continuing Care Aides, contract nurses for Registered Nursing positions wherever possible and attend recruitment events and opportunities.
- Work with maintenance services and volunteers to create a more appealing front of building and utilize provincial infrastructure funding to address air conditioning issues.
- Review of parking situation by Chief Property Management Officer.
- Reestablishment of signage planned.

Urgent Issues Action Fund

- Items/actions funded to date include: Eden Alternative training for staff; training in First Nations language and culture for staff; installation of ceiling lifts and other lifting equipment.

2015 CEO Long-Term Care Tour Summary: Regina Qu'Appelle Health Region

What is working well:	Issues:
<ul style="list-style-type: none"> • Resident centered care <ul style="list-style-type: none"> ○ Home like, positive environment in facilities ○ Relaxed breakfasts ○ Families are welcome and involved ○ Community is involved, with volunteers ○ Involved in decision making ○ Purposeful hourly rounding • Quality of care <ul style="list-style-type: none"> ○ Lots of support for medication reviews, fall prevention initiatives and fewer restraints ○ Daily care audits to improve consistency ○ Increased primary health services • Infrastructure/equipment <ul style="list-style-type: none"> ○ Open spaces in many facilities ○ Well-kept and clean ○ Many with private, spacious rooms ○ New track lifts and slings ○ Lots of accessible outdoor spaces • Menu selection/quality <ul style="list-style-type: none"> ○ Good quality food ○ Many improvements to menus ○ More choice • Recreational programming <ul style="list-style-type: none"> ○ Designed around resident need ○ Increased activities, on evenings and weekends now as well ○ Families invited to activities • Communication <ul style="list-style-type: none"> ○ Daily Visual Management, visibility walls and huddles are 	<ul style="list-style-type: none"> • Menu selection/quality <ul style="list-style-type: none"> ○ Still more work to be done on enhancing choice, variety and individual preferences • Infrastructure/equipment <ul style="list-style-type: none"> ○ Aging buildings with many maintenance requirements; both major issues, such as the need to replace floors and roofs, and minor issues like dated furniture, are a concern ○ Physical layouts of buildings are a challenge ○ More secure outdoor spaces ○ Wanderguard system needed in some facilities • Quality of care <ul style="list-style-type: none"> ○ More staff trained in Gentle Persuasive Approaches ○ Better use of beds to meet needs ○ Integration of Quality Indicators in care planning ○ Need better access to Occupational Therapy and Physical Therapy, and physician services ○ Frequency of baths ○ Managing complex care needs and challenging behaviours ○ Lift protocols • Staffing <ul style="list-style-type: none"> ○ Staff workloads at peak times ○ Recruitment and retention of staff • Recreational programming <ul style="list-style-type: none"> ○ More on evenings and weekends ○ More integrated activities

<ul style="list-style-type: none"> working well <ul style="list-style-type: none"> ○ Calendar is visible ○ Good signage ○ Whiteboards in use • Residents happy with staff and the interactions they have together 	<ul style="list-style-type: none"> ○ Activities for younger people in Long Term Care • Communication <ul style="list-style-type: none"> ○ Better use of whiteboards ○ More Daily Visual Management, Value Stream Mapping, and 5s activities • Resident centered care <ul style="list-style-type: none"> ○ Some facilities don't yet have purposeful hourly rounding ○ Smoking policy
Proposed Actions:	
<ul style="list-style-type: none"> • Ensure facility replacement needs are noted for the Ministry. • Utilize region processes for identifying urgent needs for repair and replacement. • Working on a needs assessment and gap analysis and targeted funding from the Ministry will be used to address issues discovered during the process. • Ensure that staffing levels are such that facilities are able to meet Special Care Home Guidelines, by working with the Ministry and other regions to understand and implement the guidelines and engaging in regular teleconferences to address common approaches. • Provide all facility managers with copy of CEO Tours reports and ask that they respond to concerns where identified; a Continuous Quality Improvement Committee for Long Term Care has been established and will be responsible for overseeing improvements. • Ongoing planning of specialized dementia unit. • Purposeful rounding implemented in all facilities. • Continued utilization of LEAN techniques and principles to engage in front line staff in problem identification and solving. • Continued monitoring of quality indicators on visibility walls. 	
Urgent Issues Action Fund	
<ul style="list-style-type: none"> • Items/actions funded to date include: staff training for Gentle Persuasive Approaches; implementation of Purposeful Rounding; temporary staffing of a Food Service manager; and purchase food services equipment, whiteboards and laundry carts. 	

2015 CEO Long-Term Care Tour Summary: Saskatoon Health Region

What is working well:	Issues:
<ul style="list-style-type: none"> • Facility maintenance/equipment <ul style="list-style-type: none"> ○ Appreciate upgrades and additional equipment received at some facilities ○ Well kept, clean facilities • Resident centred care <ul style="list-style-type: none"> ○ Relaxed breakfasts ○ Home like atmosphere in which “neighbours care for neighbours” ○ Eden philosophy appreciated ○ Couple suites ○ Strong culture/faith ○ Private rooms and accessible outdoor spaces ○ Palliative/Family room • Communication <ul style="list-style-type: none"> ○ Daily Visual Management ○ Huddles working well ○ Residents are contributing at meetings • Quality of care <ul style="list-style-type: none"> ○ Attention to safety hazards ○ Establishing multidisciplinary teams ○ Generally families are very satisfied with quality of care • Staff <ul style="list-style-type: none"> ○ Demonstrate teamwork ○ Engaged ○ Where extra staff has been added, it has been appreciated • Menu <ul style="list-style-type: none"> ○ Food is awesome ○ Home cooked ○ BBQs appreciated ○ Fresh fruit enjoyed • Recreation 	<ul style="list-style-type: none"> • Facility maintenance/equipment <ul style="list-style-type: none"> ○ Inadequate inventory of lifts and low beds ○ Aging infrastructure in many facilities ○ Outdated nurse call systems that frequently break down ○ Outdated or malfunctioning wanderguard systems ○ Rooms are too small ○ Tub room ventilation and size • Quality of Care <ul style="list-style-type: none"> ○ Untimely care delivery ○ Infrequent bathing schedules ○ Lack of access to rehab therapies, other medical professionals ○ Medication reviews infrequent ○ Not enough time to do admission assessments ○ Difficulty meeting needs of complex care residents and increased acuity of many residents ○ Culture of care/levels of integration with attached acute facilities • Resident centred care <ul style="list-style-type: none"> ○ Resident-directed bed times ○ Lack of privacy ○ Home like atmosphere lacking ○ Moving process for new residents difficult • Communication <ul style="list-style-type: none"> ○ Between residents/staff ○ Amongst staff, particularly at shift change ○ Senior admin not on site so difficult to communicate with them

<ul style="list-style-type: none"> ○ Appreciate and enjoy visits from school children ○ Outdoor activities ○ Variety ○ Increase in activities to evening and weekends 	<ul style="list-style-type: none"> ○ Residents not included in solution to concerns they have raised ● Menu variety ● Availability of evening and weekend activities ● Staff <ul style="list-style-type: none"> ○ Pride in work, teambuilding ○ Staffing levels, retention and recruitment, especially in rural facilities ○ Shorter shifts in some facilities have led to staff departures ○ Staff turnover difficult for other staff, residents (especially those with dementia)
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Proposed Actions:

- Implement an action plan to address Continuing Care Aide recruitment and retention, and working with partners, such as Duck Lake High School, to pilot dual-credit training programs to allow students to be hired right out of high school (Earn While you Learn program). The region is also looking to reduce the number of small part time positions by attaching permanent relief shifts to those positions where it makes sense.
- Work with individual facilities to implement staff submitted ideas or develop staff idea sheets.
- Implement Purposeful Rounding, prioritizing roll out to those facilities with the greatest identified concern regarding meaningful interactions.
- Explore with facilities options for additional activities in the evenings and on weekends.
- Satisfaction surveys of staff and of residents on various topics will be conducted.
- Provide capital funding and support for the purchase and installation of safety equipment and develop a plan to replace any beds that do not meet low bed criteria.
- Bath survey in Model Line Homes to look at bathing preferences, leading to the development of an implementation strategy to incorporate them into care plans.
- Conduct a review of the regional Long Term Care menu.
- Improve the use of visibility walls and offer “Coaching in a Box” sessions to address communication challenges.
- Work with individual homes to address concerns about insufficient call systems to ensure all residents have appropriate call devices.
- Work with the Region’s Community Services department to address access to Occupational Therapy/Physical Therapy.
- Develop a mentorship program for new managers, especially in rural settings.
- Provide education on tools to meet care demands.
- Implement ideas gathered through an improvement workshop on communication and

preparation for when a resident moves into Long Term Care.

- Trailing a shortened admission process for Long Term Care homes, with the aim to roll out to all homes after the trial period.

Urgent Issues Action Fund

- Items/actions funded to date include: 153 Ceiling Tracks, 66 Total Floor Lifts, 1 Bariatric Total Floor Lift, and 27 Sit to Stand Lifts.

2015 CEO Long-Term Care Tour Summary: Sun Country Health Region

What is working well:	Issues:
<ul style="list-style-type: none"> • Resident Centered Care: <ul style="list-style-type: none"> ○ Flexible schedules, relaxed breakfasts ○ Hairdresser comes ○ Home like environment ○ More frequent quality staff/resident interactions • Recreation programming: <ul style="list-style-type: none"> ○ The expansion of activities to the weekends has had a very positive impact on residents ○ Wide variety of activities, including gardening, walking challenges, special events ○ Community is involved, with school children visits, the baby clinic, and volunteers • Food is generally well liked <ul style="list-style-type: none"> ○ Enjoy the BBQs in the summer, and the different summer/winter menus ○ Many meals prepared in home, and the cooks are good • Maintenance and housekeeping do a great job of keeping things clean and tidy <ul style="list-style-type: none"> ○ Clean facilities ○ The new facility in the region is well designed • Staff are caring and engaged • Communication <ul style="list-style-type: none"> ○ Resident Family Councils are well attended and involved ○ Residents are involved in policy discussions, such as the pet policy or the procedure for when a resident passes away ○ White boards; Quality 	<ul style="list-style-type: none"> • Resident Centered Care: <ul style="list-style-type: none"> ○ More TV choices ○ More flexibility with getting up and with breakfast ○ Smoking areas for residents ○ Would like a locked drawer or locks on rooms to prevent items being taken by other residents • Meal quality/selection <ul style="list-style-type: none"> ○ More variety, fresh fruits, vegetables ○ Would like a review of the outside food policy ○ Need more gluten free options • Infrastructure/maintenance <ul style="list-style-type: none"> ○ Concerns about ground upkeep ○ Cosmetic improvements required ○ Rooms can be small ○ WIFI would be appreciated • Recreation programming: <ul style="list-style-type: none"> ○ More clergy visits ○ More local entertainment ○ Need walking slings so those that are more immobile can participate in walking challenges ○ Activities on Stat holidays • Quality of Care <ul style="list-style-type: none"> ○ Concerns about physician services ○ Need more Physical Therapy and Occupational Therapy ○ Need walking ○ Staff levels are a concern

Improvement meeting results shared	
Proposed Actions:	
<ul style="list-style-type: none"> • Review menu concerns and address them as needed, as well as review the outside food policy. • Meet with Regional Directors and Food Services Supervisors. • Consider summer students to maintain grounds. • Address requests for privacy locks and keys. • Look at sites where scheduled activities may need to be flexed. 	
Urgent Issues Action Fund	
<ul style="list-style-type: none"> • Issues/actions funded to date include: staff training in Gentle Persuasive Approaches; new mattresses, sleep surfaces, and bath slings; food preparation equipment; and upgrading of nurse call systems at all three facilities. 	

2015 CEO Long-Term Care Tour Summary: Sunrise Health Region

What is working well:	Issues:
<ul style="list-style-type: none"> • Menu selection/quality <ul style="list-style-type: none"> ○ Individual requests accommodated ○ More variety and choice ○ Like the move to kitchen staff serving at tables ○ New plate warmers ○ Fresh fruit more available • Infrastructure/equipment <ul style="list-style-type: none"> ○ Clean ○ Well-kept grounds • Recreational programming <ul style="list-style-type: none"> ○ Enjoyable ○ Lots of variety • Resident centred care <ul style="list-style-type: none"> ○ New residents welcome ○ Rooms personalized ○ Can voice concerns and have them addressed ○ Treated like family ○ TV off during meals • Staff <ul style="list-style-type: none"> ○ Hardworking ○ Work as a team and are appreciated • Communication <ul style="list-style-type: none"> ○ Daily Visual Management is working ○ Name tags/white boards • Generally very happy with the quality of care provided 	<ul style="list-style-type: none"> • Resident centred care: <ul style="list-style-type: none"> ○ Including individual likes/wants in care plan and following them ○ Hardship to families for cost of Long Term Care ○ Noise levels • Menu selection/quality <ul style="list-style-type: none"> ○ Would like more choice ○ Less processed food ○ Food portions ○ Better meals for diabetics • Recreational programming <ul style="list-style-type: none"> ○ More activities on evenings and weekends ○ Increased outdoor access ○ More accessible transport • Infrastructure/equipment <ul style="list-style-type: none"> ○ Old facilities in need of updates ○ Would like WIFI ○ Better ground maintenance • Quality of Care <ul style="list-style-type: none"> ○ Dental care ○ Inconsistent following of care plans • Communication <ul style="list-style-type: none"> ○ More information for new residents ○ Consistency in name tags ○ Communication around how special equipment works • Concerns about moving laundry • Staff not always following policies
Proposed Actions:	
<ul style="list-style-type: none"> • Involve Operational Support Managers to address facility specific concerns over food choices and the process of course correction. • Update policies and procedures to ensure that inspections of slings and lifts are 	

conducted on a regular basis.

- Continue Gentle Persuasive Approaches training and the development of a regional understanding and approach to resident care.
- Continue referrals to The Geriatric Resource Intervention Team (GRIT), and utilize them to provide recommendations to assist with managing difficult behaviours.
- Add additional resources on a short term basis when required to meet care plans.
- Regularly monitor the wearing of name tags, and make compliance a metric in the Directors/Managers Management Performance Accountability Agreement.

Urgent Issues Action Fund

- Items/actions funded to date include: staff training in Gentle Persuasive Approaches; purchase and installation of ceiling track lifts; food preparation equipment; and the implementation of a Geriatric Response Intervention Team.