

March 23, 2007

To: Community Development and Recreation Committee

From: Advisory Committee on Homes for the Aged

Subject: Carefree Lodge Accreditation Results

Recommendation:

The Advisory Committee on Homes for the Aged recommended to the Community Development and Recreation Committee that:

- 1. the report (March 8, 2007) from the General Manager, Homes for the Aged be referred to the Community Development and Recreation Committee for their information; and**
- 2. management, staff and volunteers at Carefree Lodge be congratulated on this exceptional achievement.**

Background:

The Advisory Committee on Homes for the Aged on March 23, 2007, considered a report (March 8, 2007) from the General Manager, Homes for the Aged, providing information on the accreditation results from the Canadian Council on Health Services Accreditation for Carefree Lodge.

Recommendation:

The General Manager, Homes for the Aged, recommends that:

- 1. this report be referred to the Community Development and Recreation Committee for their information; and**

2. management, staff and volunteers at Carefree Lodge be congratulated on this exceptional achievement.

City Clerk

Brad Bartlett/lv
Item 3

Sent to: Community Development and Recreation Committee
General Manager, Homes for the Aged

(Report dated March 8, 2007, addressed to the
Advisory Committee on Homes for the Aged
from the General Manager, Homes for the Aged)

Summary

The Canadian Council on Health Services Accreditation (CCHSA) is the national, non-profit, non-government, independent body that offers health organizations a voluntary, peer review process to assess quality by developing national standards and assessing compliance with those standards and sharing information from accreditation reviews and decisions. Their mandate is to promote excellence in health care and the efficient use of health care resources in health organizations throughout Canada. CCHSA has been Canada's leading quality organization for more than 45 years and is responsible for accrediting more than 3,500 health care facilities, programs and regions across every province and territory.

CCHSA's accreditation program is essentially comprised of: (a) establishing standards and criteria for excellence in care and service for all health sectors; (b) asking participating organizations to conduct a self-assessment based on those standards, as a means of promoting quality improvement; (c) conducting on-site peer surveys in which CCHSA representatives assess the organization's effectiveness and compliance with the national standards; (d) providing written reports of the survey team's observations and recommendations, to guide further improvements.

CCHSA has established standards to address all areas of a health organization's operation, including leadership and management, care and service delivery, environment, human resources and information management. The standards are written as goal statements. They are client-focused and are based on well-researched and valid dimensions of quality. There is a particular emphasis on quality management, ethical decision-making, the promotion of a culture of safety, the delivery of evidence-based care and service and the achievement of positive outcomes.

In 2006, CCHSA introduced a new concept of Required Organizational Practices (ROPs), which focus on requirements related to safety, in the areas of Culture, Communication, Medication Use, Worklife, Workforce and Infection Control. In addition to needing to meet standards in each of these areas, the ROPs require organizations to have completed a comprehensive prospective analysis related to one significant safety risk, as a condition of accreditation. CCHSA anticipated that since these were new requirements, most organizations would not fully comply, which would result in CCHSA issuing more recommendations related to safety. This assumption held true for many if not most surveys conducted by CCHSA in 2006.

Carefree Lodge was re-surveyed in the period November 29 – December 1, 2006. This survey resulted in no recommendations related to the standards and/or criteria. This survey also resulted in no recommendations related to the ROPs or the need for prospective analysis. Rather, the survey team complimented the Carefree Lodge team for its progressive and consistent achievement of the standards and for its full implementation of all of the requirements related to safety and prospective analysis. It is worthy of note that 214 out of 215 standards and criteria were assessed to be met at level 6 or 7 on the 7-point likert compliance scale (which denotes

above-average or excellent compliance); 1 out of 215 standards and criteria were assessed to be met at level 5 on the 7-point likert compliance scale (which denotes full, average compliance).

Last, CCHSA has a strong commitment to patient/resident safety as an essential element of the accreditation program and has reinforced that health services cannot be of high quality unless they are safe. Seventy-four (74%) percent of organizations surveyed receive at least one recommendation related to patient/resident safety. It is noteworthy that Carefree Lodge received no recommendations related to resident safety.

Recommendations

The General Manager, Homes for the Aged, recommends that:

1. this report be referred to Community Development and Recreation Committee for their information; and
2. management, staff and volunteers at Carefree Lodge be congratulated on this exceptional achievement.

Financial Impact

There are no financial implications arising out of this report. As a result of maintaining accreditation status, the Ministry of Health and Long-Term Care will continue to fund Carefree Lodge Acres at a slightly higher rate of subsidy (\$0.33 per resident per day), which will ensure the continuation of approximately \$15,300.00 in provincial funding annually. This funding has already been included in the home's 2007 operating budget submission.

Decision History

CCHSA surveys all participating health care organizations at a minimum of every three (3) years. If CCHSA confirms an award of full Accreditation, re-survey occurs approximately three (3) years later. Less than 48 percent of organizations receive full accreditation. If CCHSA confirms an award of Accreditation with Condition, then CCHSA requires interim visits and/or interim progress reports from the organization.

It is worthy of note that not only did Carefree Lodge receive full Accreditation with no recommendations in the 2006 survey visit, but when the home was surveyed in 2003, the home also received full Accreditation with no recommendations.

Issue Background

Carefree Lodge was surveyed November 29 – December 1, 2006 and the written report from CCHSA has been received, confirming an award of full Accreditation. The survey visit by the CCHSA survey team was preceded by intensive work by the home's staff to consistently meet the national standards, building them into day-to-day operations. The home also completed a

comprehensive self-assessment, identifying areas of strengths and areas for ongoing improvement, building these into the home's quality improvement plan.

During the survey visit, the CCHSA survey team met with three (3) Focus Groups, made up of: (i) residents and families; (ii) staff and volunteers; and (iii) community partners, to assess their satisfaction with the home. The survey team also met with staff Teams from Carefree Lodge, in the areas of: (i) resident care; (ii) leadership and partnerships; (iii) environment; (iv) human resources; and (v) information management to determine how well the home was meeting the national standards and how well the home was complying with the required organizational practices (ROPs) for safety.

The survey team also had access to and reviewed extensive documentation in the home, including printed material about the home, the strategic plan and other planning documents, written policies and procedures, monitoring systems, health care records (with individual consent), employee records (with individual consent), etc. in order to determine if an adequate infrastructure existed.

Comments

Focus Groups

Feedback from the three (3) Focus Groups interviewed during the Carefree Lodge survey visit was consistently positive. Comments included "this group of family members whose relationship with the home ranges from 1.5 to 10 years could not be more complimentary"; "any suggestions made are listened to and all concerns are addressed immediately"; "to describe the Lodge and its staff, families used words such as compassionate and caring"; "there is a sense or order about the place" and "staff are always happy, including the cleaning staff who will dance a jig to put a smile on someone's face". The only suggestion that families had was to provide improved direction to student volunteer.

The staff focus group was equally positive. Comments included "management goes out of their way to ensure that communication flows both ways"; "the administrator respects all of the staff and makes them feel valued"; and "strengths include teamwork, respect from management, good dispute resolution techniques, equality, honesty, a strong customer service, good union relations, open communication, open door policy, a strong JHSC, a good social committee, special people who work together, a welcoming and friendly atmosphere and a strong work ethic throughout the home". When asked for suggestions for improvement, staff commented that the building is older, but they recognized that the City is working at refurbishing it and that the parking lot needs expansion.

The community partners who attended the focus group stated that "the home is always good and everyone is really responsive"; "the home is quite different; people really seem to enjoy what they are doing" and "here the client comes first; staff are wonderful; the organization has always been responsive and ready to work with me". When asked about opportunities for improvement, key comments from community partners included that they would like residents to have better

windows, more space for private visiting and the feasibility of maintaining kosher meals for Jewish residents.

Teams

The long-term care team was highly commended for the excellence in resident care, the responsiveness to the diverse population (including multiple alliances with community groups to deliver collaborative models of care), the focus on health promotion, the successful use of the Gentlecare philosophy in dementia care and the comprehensive and accurate approach to assessment and care planning. The CCHSA survey team also favourably noted the focus on supporting and enabling resident choice, promoting cultural inclusiveness, the respect and inclusion of families as partners-in-care and the strong focus on residents' rights. All care and service delivery systems were assessed to be strong. The long-term care team was complimented for its focus on achieving a culture of safety and quality. The CCHSA survey team favourably noted the ongoing education related to dementia care, mental health, skin care, dysphasia, etc. The strength and compassion in palliative care was also noted, as were the in-home 'Celebration of Life' services.

The leadership and partnerships team was assessed to be high performing. The CCHSA survey team noted the broad and meaningful linkages and relationships with other organizations and the community, the well-developed processes for strategic planning and the development of mission, vision and values statements, the excellent framework and processes for ethics, risk management and quality improvement, the excellent financial management processes and controls and the achievement of positive outcomes.

The assessment of the environment team was equally strong. Comments from the CCHSA survey team included that the building is well-maintained and is inviting and homelike. They complimented both the "Tree-of-Life" recognizing donors and the volunteer recognition wall, noting that the approach is a nice tribute to donors and volunteers. The preventive maintenance program was noted favourably, as were the well-developed contingency plans and the very effective Joint Health and Safety Committee (JHSC). Infection prevention and control was noted to be a strength as was the comprehensive approach to fire safety.

The human resources team was noted to have a very well-developed HR plan, good communication, a comprehensive approach to orientation and staff education and a very strong volunteer program. The strong focus on and education related to safety was complimented.

Last, information management within the home was assessed to be very strong in relation to all of the standards, including interface with external organization, communication, statistical analysis, compliance with privacy requirements, ongoing improvement of information management systems and evidence-based decision making. The CCHSA survey team commended the development of a 'Balanced Scorecard', the education done related to 'Passion for Quality' and the strong work in protecting the confidentiality, security and integrity of data and information.

Although none of the teams received any recommendations, minor suggestions were made by the CCSHA survey team that have been incorporated into the home's quality improvement plan.

Carefree Lodge has achieved excellent status related to the accreditation program. Although all staff and volunteers contribute to an outstanding achievement such as this, the exceptional leadership of the previous Administrator, who retired at the end of 2006, is particularly recognized and appreciated by Toronto Homes for the Aged.

Contact

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