

VENTA CARE CENTRE'S STRATEGIC PLAN 2018-2022

History

Venta Care Centre is a 148-bed private long-term care facility that went through its first accreditation survey in 1986 based on the vision of the owners who wished to ensure that their organization measured against established standards. Venta Care Centre continued with Accreditation Canada surveys until 2003 when they found themselves consumed in a rebuilding and expansion project. In 2009, Venta Care Centre rejoined the Accreditation program and until today continue to be a nationally accredited facility.

Venta Care Centre has positioned itself as a leading provider of Long-Term Care and Assisted Housing Services, making a difference in the quality of life of our aging population. Venta Care Centre provides highly qualified staff, who are passionate about their work and volunteers who make Venta Care Centre their choice to support. We are openly transparent and accountable to residents, families, caregivers, community agencies, and to the citizens of the community we serve.

Venta Care Centre's achievements and successes in this reporting period has positioned us as a leading provider of programs and services in the provision of resident-centered care.

Purpose of this Document

This Strategic Plan provides the framework for Venta Care Centre's annual operating plans for 2018-2022. The plans been developed by utilizing a front-line approach. Each department within the organization met and went through a SWOT analysis process that allowed the facility to identify its strengths, weaknesses, opportunities, and threats. Based on this analysis as well as an internal review, Venta Care Centre has identified the following strategic areas for 2018-2022:

- ❖ Quality Care and Safety
- ❖ Communication
- ❖ Staff Engagement and Participation
- ❖ Resident Centered Care
- ❖ Infection Control

OUR MISSION

To Provide Family Focused Care with Respect and Dignity



OUR VISION

To Provide Innovative, Holistic, Responsive Long Term Care Services in Partnership with Residents and Families

OUR VALUES

V.E.N.T.A

- V**isionary: Integrating creative and innovative ideas into work-based routines
- E**xcellence: Providing care with evidence based practice
- N**urturing: Fostering healthy relationships between Residents, Families and Staff
- T**ransparency: Providing timely communication with integrity
- A**ccountability: Maintaining responsibility and answering to one's own action

STRATEGIC GOALS	OBJECTIVES	ANNUAL OPERATIONAL PLAN							
		2018-2019 February 1, 2018 to January 31, 2019		2019-2020 February 1, 2019 to January 31, 2020		2020-2021 February 1, 2020 to January 31, 2021		2021-2022 February 1, 2021 to January 31, 2022	
		INITIATIVES	OUTCOME MEASURES / TARGETS	INITIATIVES	OUTCOME MEASURES / TARGETS	INITIATIVES	OUTCOME MEASURES / TARGETS	INITIATIVES	OUTCOME MEASURES / TARGETS
STRATEGIC AREA: Quality Care and Safety									
<i>To ensure safety for resident's and staff in the provision of resident-focused care</i>	1. To improve the resident safety plan and initiatives that focuses on quality and safety indicators for reducing risk, preventing harm, and promoting optimal resident safety	a-19) Utilization of the Falling Apple Program, statistical tracking and falls analysis to reduce the number of falls sustained by resident population	Reduce the number of falls from previous year's target / measure by 5% through monitoring, preventative measures, and timely interventions	a-20) Continued use of statistical tracking and falls analysis to minimize number of falls sustained by resident population	Sustain level of falls from previous year's target/ measure through monitoring, preventative measures, and timely interventions Dependent on resident population reduce falls by 5% from previous years target	a-21) Continued use of statistical tracking and falls analysis to minimize number of falls sustained by resident population	Sustain level of falls from previous year's target/ measure through monitoring, preventative measures, and timely interventions Dependent on resident population maintain number of falls from previous years target	a-22) Continued use of statistical tracking and falls analysis to minimize number of falls sustained by resident population	Sustain level of falls from previous year's target/ measure through monitoring, preventative measures, and timely interventions Dependent on resident population maintain number of falls from previous years target
		b-19) Establish a systematic process / policy that utilizes supportive interventions and interdisciplinary team involvement to minimize mechanical restraint use (following AHS Restraint as a Last Resort guidelines)	Maintain resident mechanical restraint use facility-wide to less than 10%	b-20) Following facility Restraint as a Last Resort policy / process, minimize mechanical restraint use in the facility	Maintain resident mechanical restraint use facility-wide to less than 10%	b-21) Following facility Restraint as a Last Resort policy / process, minimize mechanical restraint use in the facility	Maintain resident mechanical restraint use facility-wide to less than 10%	b-22) Following facility Restraint as a Last Resort policy / process, minimize mechanical restraint use in the facility	Maintain resident mechanical restraint use facility-wide to less than 10%
		c-19) Continue regular review process (via monthly Chemical Restraint Review meetings) to ensure pharmacological restraints are being used appropriately	Ensure facility-wide pharmacological restraint use sits at or below the Regional average for this period	c-20) Continue regular review process (via monthly Chemical Restraint Review meetings) to ensure pharmacological restraints are being used appropriately	Ensure facility-wide pharmacological restraint use sits at or below the Regional average	c-21) Continue regular review process (via monthly Chemical Restraint Review meetings) to ensure pharmacological restraints are being used appropriately	Ensure facility-wide pharmacological restraint use sits at or below the Regional average	c-22) Continue regular review process (via monthly Chemical Restraint Review meetings) to ensure pharmacological restraints are being used appropriately	Ensure facility-wide pharmacological restraint use sits at or below the Regional average
				d-20) Promote Medication Compression by implementing strategies to appropriately deprescribe / compress medications used	Appropriately deprescribe residents on nine (9) or more medications by 15%	d-21) Continue to promote Medication Compression by implementing strategies to appropriately deprescribe / compress medications used	Appropriately deprescribe residents on nine (9) or more medications by 15% from previous years target	d-22) Continue to promote Medication Compression by implementing strategies to appropriately deprescribe / compress medications used	Maintain previous years target levels

		e-19) Promote and maintain a standardized Resident Safety Incident Management System and reporting structure to ensure staff feel comfortable reporting incidents, errors, hazards and near misses	100% of staff educated on the incident investigation process	e-20) Promote and maintain a standardized Resident Safety Incident Management System and reporting structure to ensure staff feel safe in reporting incidents, errors, hazards and near misses	100% staff complete general orientation module reviewing incident management guidelines	e-21) Promote and maintain a standardized Resident Safety Incident Management System and reporting structure to ensure staff feel safe in reporting incidents, errors, hazards and near misses	100% staff complete general orientation module reviewing incident management guidelines	e-22) Promote and maintain a standardized Resident Safety Incident Management System and reporting structure to ensure staff feel safe in reporting incidents, errors, hazards and near misses	- 100% staff complete general orientation module reviewing incident management guidelines - Canadian Patient Safety Culture Survey Tool results indicate a positive indicator for the reporting of resident safety incidents and follow through
		f-19) Improve health care staff training on resident safe handling techniques on lifts and transfers	- Update orientation training on safe handling for new health care staff - 100% new health care aides provided with hands on training on safe lifts and transfers by the Occupational Therapy Department and HCA Assistant Managers	f-20) Continue to ensure new health care staff provided hands on training on safe lifts and transfers utilizing new training technique	100% new health care aides provided with hands on training on safe lifts and transfers by the Occupational Therapy Department and HCA Assistant Managers	f-21) Continue to ensure new health care staff provided hands on training on safe lifts and transfers utilizing new training technique	100% new health care aides provided with hands on training on safe lifts and transfers by the Occupational Therapy Department and HCA Assistant Managers	f-22) Continue to ensure new health care staff provided hands on training on safe lifts and transfers utilizing new training technique	100% new health care aides provided with hands on training on safe lifts and transfers by the Occupational Therapy Department and HCA Assistant Managers
		g-19) Automate staff documentation tools to facilitate accurate/concise documentation on resident population by RN's and LPN's	Research and determine which Electronic Medication Administration Record (eMAR) system will be utilized	g-20) Automate staff documentation tools to facilitate accurate/concise documentation on resident population	Implement PointClickCare eMAR system (by November 2019)	g-21) Automate staff documentation tools to facilitate accurate/concise documentation on resident population by Health Care Aides (HCA's)	- Develop HCA contingency documentation as part of Pandemic Plan - Research HCA PointClickCare electronic documentation system	g-22) Automate staff documentation tools to facilitate accurate/concise documentation on resident population by HCA's	Implement Point of Care – HCA electronic documentation system (by July 2021)
	2. Ensure safe work practices for staff safety and injury reduction	a-19) Promote facility safety and injury reduction	- 100% of staff reviewed and provided input on Hazard Identification and Assessments - 100% of staff provided education on new OH&S Legislation including the three rights of all workers - 100% of staff provided education on new hazardous medication handling procedures for staff safety - Quarterly formal workplace safety inspections	a-20) Continue to promote facility safety and injury reduction	- 100% of staff reviewed and provided input on Hazard Identification and Assessments - Revise OH&S staff online module - 100% of staff complete all safety modules online - Quarterly formal workplace safety inspections	a-21) Continue to promote facility safety and injury reduction	- 100% of staff reviewed and provided input on Hazard Identification and Assessments - 100% of staff complete all safety modules online - Quarterly formal workplace safety inspections	a-22) Continue to promote facility safety and injury reduction	- 100% of staff reviewed and provided input on Hazard Identification and Assessments - 100% of staff complete all safety modules online - Quarterly formal workplace safety inspections

		b-19) Ensure a healthy and safe work environment by continuing to participate in the Partnership in Injury Reduction Program (PIR)	Maintain Certificate of Recognition (COR) and achieve 90% or greater on audits	b-20) Ensure a healthy and safe work environment by continuing to participate in the Partnership in Injury Reduction Program (PIR).	Maintain Certificate of Recognition (COR) and achieve 90% or greater on audits.	b-21) Ensure a healthy and safe work environment by continuing to participate in the Partnership in Injury Reduction Program (PIR)	Maintain Certificate of Recognition (COR) and achieve 90% or greater on audits	b-21) Ensure a healthy and safe work environment by continuing to participate in the Partnership in Injury Reduction Program (PIR)	Maintain Certificate of Recognition (COR) and achieve 90% or greater on audits
		c-19) Promote a violence-free environment utilizing a coordinated approach to preventing workplace violence	- 100% staff complete online module on Workplace Violence and Harassment - Update Facility Health and Safety policy and procedure on workplace Violence and Harassment	c-20) Continue to promote a violence-free environment utilizing a coordinated approach to preventing workplace violence	- 100% staff complete online module on Workplace Violence and Harassment	c-21) Continue to promote a violence-free environment utilizing a coordinated approach to preventing workplace violence	- 100% staff complete online module on Workplace Violence and Harassment	c-22) Continue to promote a violence-free environment utilizing a coordinated approach to preventing workplace violence	- 100% staff complete online module on Workplace Violence and Harassment

STRATEGIC AREA: Communication

<i>Facilitate resident and family engagement in the participation of facility life</i>	Empower a communication model that encourages open feedback	a-19) Ensure awareness of resident/ family complaints/ concerns process through a variety of media/ forums (newsletters, website, verbal correspondence, etc.)	Achieve positive rating on 'Family Satisfaction Survey' related to awareness and concerns/ complaints process	a-20) Ensure awareness of resident/ family complaints/ concerns process through a variety of media/ forums (newsletters, website, verbal correspondence, etc.)	Achieve positive rating on 'Family Satisfaction Survey' related to awareness and concerns/ complaints process	a-21) Ensure awareness of resident/ family complaints/ concerns process through a variety of media/ forums (newsletters, website, verbal correspondence, etc.)	Achieve positive rating on 'Family Satisfaction Survey' related to awareness and concerns/ complaints process	a-22) Ensure awareness of resident/ family complaints/ concerns process through a variety of media/ forums (newsletters, website, verbal correspondence, etc.)	Achieve positive rating on 'Family Satisfaction Survey' related to awareness and concerns/ complaints process
		b-19) Encourage person-centered approach to care by promoting open dialogue between the care team and resident's / families	Improve resident and family collaboration in facility policy and program development, professional education, and delivery of care by incorporating standing agenda items to Resident/ Family Council meetings	b-20) Continue to promote a person-centered approach to care by maintaining open dialogue between the care team and resident's / families	- Hold a Family Information Night to engage all resident's and their families in facility processes and activities - Establish a system to check in with the resident / families of new admissions - Continue resident and family engagement in Resident Council meetings	b-21) Continue to promote a person-centered approach to care by maintaining open dialogue between the care team and resident's / families	- Develop electronic Resident / Family Newsletters posted on VCC's website to communicate updates and promote dialogue - Maintain check-in system with resident and families of new admissions	b-22) Continue to promote a person-centered approach to care by maintaining open dialogue between the care team and resident's / families	- Continue resident and family engagement in Resident Council meetings - Maintain check-in system with resident and families of new admissions - Maintain electronic Resident / Family Newsletter communication system

STRATEGIC AREA: Staff Engagement and Participation

<i>To foster a respectful, positive, vibrant, and accountable work environment for all employees</i>	1. Maintaining a positive relationship between employee and employer	a-19) Encourage participation, engagement and feedback from staff while recognizing hard work	- Committee meeting minutes, attendance records - Staff communication / newsletters and bulletins - Hold regular Staff Recognition events	a-20) Continue to encourage participation, engagement and feedback from staff while recognizing hard work	- Committee meeting minutes, attendance records - Staff communication / newsletters and bulletins - Hold regular Staff Recognition events	a-21) Continue to encourage participation, engagement and feedback from staff while recognizing hard work	- Committee meeting minutes, attendance records - Staff communication / newsletters and bulletins - Hold regular Staff Recognition events	a-22) Continue to encourage participation, engagement and feedback from staff while recognizing hard work	- Committee meeting minutes, attendance records - Staff communication / newsletters and bulletins - Hold regular Staff Recognition events - Achieve a positive Worklife Pulse response to survey questions related to recognition for good work
		b-19) Sustain a positive working relationship with the AUPE / UNA	- Grievances (with positive outcomes) limited to less than five (5)	b-20) Sustain a positive working relationship with the AUPE / UNA	- Grievances (with positive outcomes) limited to less than five (5)	b-20) Sustain a positive working relationship with the AUPE / UNA	- Grievances (with positive outcomes) limited to less than five (5)	b-22) Sustain a positive working relationship with the AUPE / UNA	- Grievances (with positive outcomes) limited to less than five (5)
	2. Support the professional and personal growth of staff to enhance performance in the delivery of safe care	a-19) Facilitate staff professional development onsite and offsite opportunities and advancements	- Development of HCA leadership positions - Develop comprehensive HCA orientation process for new hires - Maintain comprehensive annual online education portal for all staff	a-20) Facilitate staff professional development onsite and offsite opportunities and advancements	- Achieve 100% compliance under Staff Training in Alberta Health Services Continuing Care Health Services Audit - Develop comprehensive RN/LPN orientation process for new hires - Maintain comprehensive annual online education portal for all staff	a-21) Facilitate staff professional development onsite and offsite opportunities and advancements	- Maintain comprehensive annual online education portal for all staff - HCA Leadership advancement in medication administration certification	a-22) Facilitate staff professional development onsite and offsite opportunities and advancements	- Achieve a positive Worklife Pulse response to survey questions related to personal growth - Implementation of Point of Care system for HCA documentation - Maintain comprehensive annual online education portal for all staff

STRATEGIC AREA: Infection Control

<i>Improve overall facility-wide knowledge and compliance with infection control processes</i>	Improve infection, prevention and control education, services, and compliance	a-19) Continue to promote the '4 Moments of Hand Hygiene' practice facility- wide	- Improved hand hygiene (greater than 75%) based on audits conducted annually and benchmarked year to year	a-20) Continue to promote '4 Moments of Hand Hygiene' practice facility- wide through new initiatives and discussions	- Improved hand hygiene (greater than 75%) based on audits conducted annually and benchmarked year to year	a-21) Continue to promote '4 Moments of Hand Hygiene' practice facility- wide through new initiatives and reminders	Improved hand hygiene (greater than 75%) based on audits conducted annually and benchmarked year to year	a-22) Continue to promote '4 Moments of Hand Hygiene' practice facility- wide through new initiatives and reminders	Improved hand hygiene (greater than 75%) based on audits conducted annually and benchmarked year to year
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		<p>b-19) Provision of education on infection prevention and control (IPC) best practice in collaboration with Alberta Health and Alberta Health Services</p>	<ul style="list-style-type: none"> - Committee meeting minutes - Annual Influenza Vaccine Campaign - Small / large IPC best practice education sessions - 100% of staff complete IPC education module(s) 	<p>b-20) Provision of education on infection prevention and control (IPC) best practice in collaboration with Alberta Health and Alberta Health Services</p>	<ul style="list-style-type: none"> - Committee meeting minutes - Annual Influenza Vaccine Campaign - Small / large IPC best practice education sessions - 100% of staff complete IPC education module(s) 	<p>b-21) Provision of education on infection prevention and control (IPC) best practice in collaboration with Alberta Health and Alberta Health Services</p>	<ul style="list-style-type: none"> - Committee meeting minutes - Regular unit huddles and facility-wide education sessions on IPC best practice standards – specific to COVID-19 / outbreak measures - Annual flu vaccine campaign - Resident COVID-19 vaccine campaign – achieve 100% compliance 	<p>b-22) Provision of education on infection prevention and control (IPC) best practice in collaboration with Alberta Health and Alberta Health Services</p>	<ul style="list-style-type: none"> - Committee meeting minutes - Regular unit huddles and facility-wide education sessions on IPC best practices – specific to COVID-19 / outbreak measures - Continue to hold annual flu vaccine campaign - Hold COVID-19 vaccine campaign
		<p>c-19) Ensure staff participation in Influenza Vaccination program</p>	<ul style="list-style-type: none"> - Achieve 90% compliance with influenza vaccine for staff - Maintain employee vaccine clinic on-site 	<p>c-20) Ensure staff / resident participation in Influenza vaccination program</p>	<ul style="list-style-type: none"> - Achieve 90% compliance with influenza vaccine for staff 	<p>c-21) Encourage staff participation in Influenza and COVID-19 vaccination program</p>	<ul style="list-style-type: none"> - Achieve 90% compliance with influenza vaccine for staff - Achieve 90% compliance with COVID-19 vaccinations 	<p>c-22) Encourage staff participation in Influenza and COVID-19 vaccination program</p>	<ul style="list-style-type: none"> - Achieve 90% compliance with influenza vaccine for staff - Achieve 90% compliance with COVID-19 vaccinations
		<p>d-19) Encourage family participation in the Influenza Vaccination program.</p>	<ul style="list-style-type: none"> - Continue to hold annual influenza awareness campaign 	<p>d-20) Encourage family participation in the Influenza Vaccination campaign</p>	<ul style="list-style-type: none"> - Continue to hold annual influenza awareness campaign 	<p>d-21) Encourage family participation in the Influenza Vaccination campaign</p>	<ul style="list-style-type: none"> - Continue to hold annual influenza awareness campaign 	<p>d-22) Encourage family participation in the Influenza Vaccination campaign</p>	<ul style="list-style-type: none"> - Continue to hold annual influenza awareness campaign

STRATEGIC AREA: Resident Centered Care

<p><i>To be a facility that delivers exemplary resident and family centred care and services</i></p>	<p>To provide responsive care in partnership with Residents and their families</p>	<p>a-19) Promote a Resident and Family Centered Care model that respects the needs, values, beliefs and preferences of all residents and their family members</p>	<ul style="list-style-type: none"> - Achieve positive Family Survey result on questions centered on responsive care - Interdisciplinary Care Conferences 	<p>a-20) Promote a Resident and Family Centered Care model that respects the needs, values, beliefs and preferences of all residents and their family members</p>	<ul style="list-style-type: none"> - Achieve positive Family Survey result on questions centered on responsive care - Interdisciplinary Care Conferences 	<p>a-21) Promote a Resident and Family Centered Care model that respects the needs, values, beliefs and preferences of all residents and their family members</p>	<ul style="list-style-type: none"> - Achieve positive Family Survey result on questions centered on responsive care - Maintain Interdisciplinary Care Conferences virtually during COVID-19 Pandemic 	<p>a-21) Promote a Resident and Family Centered Care model that respects the needs, values, beliefs and preferences of all residents and their family members</p>	<ul style="list-style-type: none"> - Achieve positive Family Survey result on questions centered on responsive care - Maintain Interdisciplinary Care Conferences virtually during COVID-19 Pandemic
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