

Resident Safety at Shannex



Resident Safety Plan

Updated April 2023

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Overview

Resident safety is a priority for our organization and is one of our four Guiding Principles: Being Compassionate, Honest, Professional and **Safe**. The resident safety plan is aligned with our **mission, vision and values** and it reflects what we know is important to our residents, their families and our team members; high quality, safe care.

The resident safety plan is also aligned with the **2023-2028 Shannex Strategic Plan** and in fact, is reflected in one of our **key strategic directions; Resident Wellbeing**. The wellbeing of our residents encompasses all aspects of their lives. Wellbeing includes physical, social, intellectual, professional, spiritual and emotional dimensions so that residents are living their best lives with us. It also means residents are safe in their environment and in the care and service we provide.

We will elevate the voice of the resident; we will treat them with respect, protect their dignity, see them, hear them and continually improve upon our delivery of resident-directed care and service.

The 2023-2026 Resident Safety Plan was developed using many sources.

- Our annual interRAI **Resident Quality of Life** survey tool results captured the voice of our residents and their perspectives on safety at Shannex
- Family members provide input through our annual interRAI **Family Quality of Life** tool.
- The 2022 **Resident Safety Culture survey** results

The 2023-2024 Shannex **Quality Improvement Plan** and our **Resident and Family Advisory Panel** were also critical sources of input.

Our Mission, Vision, Values and Strategic Directions



Objectives of Resident Safety Plan

1. Deliver high quality, safe care at all times
2. Promote a culture of resident safety
3. Engage team members and residents in safe practices at work at all levels of the organization
4. Build processes that improve our capacity to identify and address resident safety issues
5. Educate team members, residents and caregivers about the Resident Safety plan and initiatives aimed at improving resident safety and preventing harm

Internal Mechanisms to Drive Resident Safety

While all resident safety concerns are addressed by our team, there are some more prevalent in our resident populations and we have made these a permanent part of our Resident Safety Plan.

Table 1: Internal Mechanisms to Support Resident Safety

Resident Safety Concerns	Safety Programs, Annual Staff Education, Family Education and Material, Safety Initiatives	Audits & Measurements
Falls	Falls Prevention and Management Program PACE Training Fall Prevention Education	Falls ratio % residents who fell in last 30 days
Medication errors	Medication Management Program Independent Double Check of High-Alert Medications Medication Reconciliation Brochure	Medication pass audit Medication room audit, Medication admin record audit Medication error ratio
Restraints	Least Restraint Program	Restraint Use %
Pain		% residents experiencing pain, % experiencing worsened pain
Infections	Hand Hygiene Personal Protective Equipment Inservice & Donning and Doffing of PPE Infection Control Brochure for Residents and Families	Hand hygiene audit Outbreak Audit (during outbreak) Respiratory, enteric, skin & wound, urinary tract infections, outbreaks
Pressure injuries	Skin and Wound Program Wound Care Modules 1-8 (varies per discipline)	Pressure wound prevalence, New stage 2-4 wounds, Worsened stage 2-4 wounds
Responsive behaviors	Gentle Persuasive Approach (GPA) Strategy Understanding and Managing Responsive Behaviours Gentle Persuasive Approach (starting 2022)	Antipsychotic usage, resident safety incidents (elopement, aggression)
Depression and Suicide	Suicide Assessment and Prevention policy	Worsened depressive mood

	Suicide Assessment and Prevention for Older Adults Brochure	
Choking, Allergies	Choking Prevention Inservice	Resident safety incidents
Building/ environment Safety	Emergency Preparedness Plan Emergency Plan Inservice Fire Safety Inservice (General and Site Specific)	Fire drills and emergency planning exercises Supervisor site safety inspections Preventative maintenance, inspections on safety equipment
Other	Routine Practices Inservice Zero Tolerance of Resident Abuse Resident, Visitor and Volunteer Safety Brochure PPCA Brochure & Fact Sheet (NS) Body Mechanics Inservice	Routine practices audit Physical functioning: improved and worsened

Safety Education Plan

Annually, all Shannex team members at every level, complete mandatory education sessions around resident safety and their responsibilities. Additional resident safety courses are provided based on quality reviews, updates to standards or new initiatives. All Shannex team member education is provided either in-person or through an online, accessible platform called Shannex Connects. Employees receive required education during orientation and “just in time” based on quality priorities.

Resident, Family and Team Member Experience Framework

The resident’s experience of care is a cornerstone of how Shannex approaches the provision of safe care. We aim to incorporate the voice of the resident by including residents or their family members in our committees and improvement teams. Resident partnership is important through all stages of work, from planning through to evaluation. Shannex is committed to seeking feedback from residents, family members/caregivers, and team members that contributes to a culture of exceptional resident, family and team member experiences. Shannex’s leadership team views observations, compliments, personal experiences, complaints and/or concerns from residents, families/caregivers and visitors, as valued sources of information regarding the perception of the resident environment, and the quality of the services and care provided.

Ongoing Resident Safety Initiatives

We ensure a culture of safety through ongoing quality, innovation and strategic initiatives that encourage and support our team members. These programs and activities include:

Team orientation Team huddles and team talk Shift reports Daily and weekly Team Talks Leadership Safety Walks Lean Six Sigma training program	Shannex Insights Lab Purposeful Rounding Physician Rounds with Staff Clinical education- scheduled, just in time Drug and equipment recall management
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Recognizing Team Members for Practices that Support Resident Safety

Caught You Being Safe

The Caught You Being Safe program encourages team members to nominate colleagues when they are seen performing practices that promote resident or team member safety. Successful nominees receive awards and their nomination is shared across the organization for recognition of their success in living our Being Safe guiding principle.

Clinical Innovation Awards

As part of our annual Employee Excellence Awards, a special award category rewards team members who explore and implement new practices or improvements that improve resident safety and quality of care. Residents and family members have the opportunity to nominate team members based on their experiences, providing valuable input into the improvements that matter the most to them.

Internal Structures to Support Resident Safety

Operating Performance and Quality Review (OPQR) Teams

At each leadership level in Shannex, from our LTC homes to our Executive Leadership Team and Board, our Operating Performance and Quality Review program facilitates accountability for resident safety, quality of care and quality of life. These Quality Review teams meet to review resident safety related indicators and issues, and inform the development of our annual Quality Improvement Plan. Meeting frequencies vary but happen at least quarterly and at our Senior Operating Leadership level, occur monthly to ensure timely decisions are made to protect the quality of care we provide.

Site-Level Interdisciplinary Team Members

Our interdisciplinary team includes: Nursing, Dietitian, Recreation, Restorative, Physio, Occupational therapists, Physician/Nurse Practitioner, Pharmacist. Each member of the interdisciplinary team is accountable to contribute to risk management prevention and mitigation.

Embedded Quality Improvement Professionals

We know our front line team members are the heart of quality care and resident safety. That's why we've prioritized arming them with the best tools to impact that work in a positive way. For several years, we have trained members across our organization, at all levels, in our standardized quality improvement methodology. These team members are quality improvement champions in their home, helping lead important quality improvement work and share results with their team members.

Senior Leadership Team

The Shannex Senior Leadership Team are stewards of quality and resident safety across the organization. This responsibility has been delegated to them by our Board. In addition to holding monthly OPQR meetings to review resident safety indicators, the Senior Leadership Team receives resident safety data throughout the month with automated reports. This ensures our senior leaders are informed about resident safety issues quickly, supporting their deep commitment to safe, quality care.

Ethics Committee

The Ethics Committee ensures that ethical issues are considered through the Shannex Ethics Framework. Shannex may engage external ethics experts to promote reflective practice, examine ethical principles, advise regarding policies and procedures and provide guidance on ethically challenging situations. Residents and their family members are consulted and included in the work of the Ethics Committee to ensure the perspective of the resident is captured.

Organizational Health Services Team

Our corporate Health Services Team stays closely connected to the operations teams at the site level to help prevent and mitigate resident safety risks. Members of this team hold expertise in areas such as wound care, adult education, infection prevention and control, gerontology and.

Resource	Role
Clinical Practice Lead	<ul style="list-style-type: none">• Collaborates with site-level clinical leads on a monthly and quarterly basis to review clinical indicator data• Supports the sites with development and implementation of corrective action plans and quality improvement• Conducts clinical investigations in response to safety incidents if needed• Audits resident safety related practices
Education and Policy Advisor	<ul style="list-style-type: none">• Ensures all clinical policies and procedures are reflective of evidence-based current leading practices• Creates, coordinates, and evaluates resident safety related education
Skin and Wound Care Specialist	<ul style="list-style-type: none">• Collaborates with the site-level care providers on a monthly and quarterly basis to review wound and pressure injury indicator data• Consults as needed for complex skin and wound cases to provide subject matter expertise• Supports evidence-based, best practice policy and procedure development and education

Resident and Family Liaison

The voice of the resident and family is an important component to ensuring our Resident Safety Plan is functioning optimally and is comprehensive of their needs. All residents and families are provided with information on how to access our Resident and Family Liaison should they have any concerns they wish to voice. These concerns are forwarded to the applicable operational team and the Health Services Team to action.

Shannex Insights Lab and Business Intelligence teams

The Shannex Insights Lab was created to support our front line teams with using available data and analytics to inform the care of our residents. They use advanced analytics and data science methods to identify how to get the right data, to the right clinicians, at the right time, to improve safety and care. This team further supports the Health Services Team and operational teams in indicator analysis and corrective action planning.

Quality, Risk and Innovation Team

Our Quality, Risk and Innovation team at Shannex works to identify systemic quality risk areas in the organization, facilitate root cause analysis and implement and monitor the impact of

improvements. Successful tactics are then reviewed for potential application in our other homes or operating divisions. This team also provides support in our homes on quality improvement initiatives, organizes our research activities, supports student learning and academic partnerships in the organization.

External Structures to Support Resident Safety

Seniors Quality Leap Initiative

Shannex is a member of the Seniors Quality Leap Initiative (SQLI). This is a consortium of 15-20 leading long term care and seniors' living providers from Canada and the United States, several academic institutions, and other strategic partners. The SQLI aims to improve resident safety and well-being in long term care through benchmarking, best practice sharing, policy advocacy, research and quality improvement.

Canadian Health Information Institute (CIHI) Reporting

Shannex participates in a program to submit our collected administrative and clinical data to a national healthcare quality organization, CIHI. CIHI uses that data to produce several long term care-specific quality indicators that reflect resident safety and quality of care. Residents, family members and other members of the public may access that data for our Shannex homes to assess the quality and safety aspects of the home. These national benchmarks also inform the safety targets and initiatives set by the Shannex Senior Leadership Team.

External Mechanisms to Drive Resident Safety

Accreditation Canada's Required Organizational Practices (ROP) related to Resident Safety

For over 30 years, Shannex has participated in a voluntary external certification program through Accreditation Canada. Accreditation Canada is the largest surveyor of Long-Term Care organizations in Canada and defines several Required Organizational Practices (ROPs) and other standards that Shannex must regularly demonstrate compliance with.

Safety Culture	<ul style="list-style-type: none"> ▪ Accountability for quality is defined ▪ Resident safety incident disclosure processes ▪ Resident safety incident management ▪ Resident safety monthly and quarterly reports
Communication	<ul style="list-style-type: none"> ▪ Client identification- at least 2 identifiers before service ▪ The 'Do Not Use List' of abbreviations is used ▪ Information transfer at care transitions ▪ Medication reconciliation is done at care transitions
Medication Use	<ul style="list-style-type: none"> ▪ Heparin products are limited and evaluated for safety ▪ Comprehensive strategy to manage high-alert medications ▪ Infusion pump safety ▪ Narcotics are limited and evaluated for safety
Worklife/Workforce	<ul style="list-style-type: none"> ▪ Resident safety: education and training ▪ Resident safety plan is in place ▪ Workplace violence prevention
Infection Prevention and Control	<ul style="list-style-type: none"> ▪ Hand-hygiene compliance ▪ Hand-hygiene education and training ▪ Infection rates are tracked and analyzed

Risk assessment	<ul style="list-style-type: none"> ▪ Falls risk assessments and interventions are done ▪ Pressure ulcer risk assessments and interventions are done ▪ Interprofessional and collaborative skin and wound care ▪ Suicide prevention- assessment and monitoring
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Licensing Requirements and Standards

Shannex long-term care homes operate under provincial regulatory licensing directives (New Brunswick Department of Social Development, Nova Scotia Department of Seniors and Long Term Care) which place a strong focus on resident safety and risk management.

Internal Mechanisms and Systems to Monitor and Evaluate Resident Safety

Resident Safety Incident Management System

Shannex leverages an electronic, integrated incident management system to ensure any resident safety incidents are properly captured, evaluated, responded to and disclosed.

1. **Identifying Safety Incidents or Near Misses**
Resident safety concerns can be identified at the site level through individual resident assessment, review of incidents, resident and family communications, licensing and clinical audits and through employee feedback.
2. **Reporting Safety Incidents**
Resident safety incidents are reported using the incident reporting module on the resident’s electronic health record. This module provides easy access to reporting and permits the employee to easily document the incident, possible contributing factors, resident status, communication of the incident and corrective actions. Our policy CSV-05-09 Incident Reporting outlines our incident reporting expectations.
3. **Disclosing Safety Incidents**
Disclosure of resident safety incidents follows respective provincial requirements by our regulatory body and respects the resident and family rights to information. We value a transparent relationship and always inform the resident and/or their substitute decision maker if there is an incident related to resident safety. This disclosure also includes, as appropriate, actions we will take to prevent future safety incidents.
4. **Assessing Safety Incidents**
Analysis of incidents occurs on a weekly basis at the site level through Risk Management Meetings. Risk Management incorporates the interdisciplinary team in analysis and creation of corrective action plans. Further analysis of incidents occurs on a monthly and quarterly basis with support from the Health Services Team.

Weekly Risk Meetings

Our clinical teams hold weekly risk management meetings where they review and resident risks identified over the week and use an interdisciplinary focus to ensure appropriate risk mitigation strategies are in place. They also evaluate the effectiveness of strategies put in place in previous weeks to ensure they are effective. The types of risks that may be discussed at these

meetings include, but are not limited to: resident falls, wounds, elopement and responsive behaviours.

Evaluating the Resident Safety Plan

The Resident Safety Plan is evaluated on an annual basis by the Health Services Team with input from all stakeholders. Revisions are made as needed to meet leading evidence-based practices and to align with strategic plan objectives. In addition, we monitor key performance indicators that measure the outcomes of our various resident safety programs and initiatives. These are outlined in Table 1. Additional systems are in place to ensure resident safety is appropriately monitored and evaluated;

Benchmarking

To ensure we are holding our resident safety and quality outcomes to the highest standards, we leverage various sources to establish our benchmarks and targets. Initially, we consider our strategic priorities and goals, as well as our historical performance and trending. When available, we consider provincial and national averages that are published each year. We also leverage the benchmarking data provided for many comparable organizations, that is provided through our membership with Seniors Quality Leap Initiative. Lastly, we consider best practice guidelines, recent research and evidence or other reports that may inform expected outcomes across various quality areas.

Clinical Advisory Committee

Our organizational Clinical Advisory Committee is composed of several senior internal and external experts in clinical practice and quality management. Our Chief Operating Office chairs this committee and is joined by our corporate Medical Advisor, senior directors in clinical practice and quality, clinical leaders from our various operating divisions and an independent physician with clinical and administrative experience in care of the elderly. This committee meets at least quarterly to review, report and recommend to the Executive Leadership Team on all matters pertaining to the quality and safety of clinical services provided by Shannex.