

VENTA CARE CENTRE'S STRATEGIC PLAN 2015-2018

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 2015-2018. 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 2015-2018:

- ❖ 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					
		2015-2016		2016-2017		2017-2018	
		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-16) Reinitiate a Falls Injury Prevention program that reduces the number of injuries sustained from falls.	The Recruitment of an OT lead and other human resources to re-initiate Falls Injury Prevention program in accordance with best practice standards.	a-17) Implementation of a full comprehensive Falls Injury Prevention program that reduces the number of injuries sustained from falls.	- Established Falls Injury Prevention Program - Reduce the rate of major and minor fall related injuries by 10%	a-18) Continue to develop a Falls Injury Prevention program that encompasses the interdisciplinary team and staff approach, to reduce the number of injuries sustained from falls.	- Maintain or reduce the rate of fall related injuries from previous year's target/measure through preventative measure and interventions - Redesigned Falls Prevention program/ committee.
		b-16) Improve participation in safe resident handling training on lifts and transfers	- 100% direct care staff trained in the Continuing Care Safety Association (CCSA) 'Safe Resident Handling' (with lifts/transfers) & 'Musculoskeletal Injury Training' course - Develop continued improvement in safety training through hands-on education within Venta Care Centre.	b-17) Improve safe resident lifts and transfer process, emphasizing the importance of safe resident handling through education, hands-on training and policy development in compliance with Alberta Health Services Continuing Care Health Services Standards (CCHSS).	- 100% staff participation rate in hands-on training on safe resident handling, lifts and transfers. - Revised Lifts and Transfers policy and procedure. - Achieve compliance with applicable CCHS safety standards	b-18) To maintain safe lifts/transfer process, and safe resident handling through education and hands-on training.	- 100% staff participation rate in education in safe resident handling techniques - Maintain staff awareness of the importance of safe resident handling. - Achieve compliance with applicable CCHS safety standards.

		c-16) Ensure a consistent and standard resident safety incident management system and reporting structure that utilizes CCSA training and Venta Care Centre's internal reporting structure.	100% staff trained in CCSA 'Hazard Identification' and 'Incident Reporting' course.	c-17) Promote an incident management system and reporting structure where staff feel safe to report errors, hazards and near misses through communications, education and committee meetings	Canadian Patient Safety Culture Survey Tool results indicate a positive indicator for the reporting of resident safety incidents and follow through	c-18) Develop a tracking/ monitoring tool to effectively measure resident safety incidents for trending and analysis	Completion and evaluation of an effective resident safety incident monitoring tool
2. Ensure safe work practices for staff safety and injury reduction		a-16) Promote an injury reduction program utilizing one of our partners in care – CCSA.	100% staff trained in CCSA 'Manual Materials Handling' course.	a-17) Continue to review Hazard Assessments to promote safe work practices for injury reduction.	100% staff reviewed and provided input on Hazard Assessments.	a-18) Continue to review Hazard Assessments that promote safe work practices for injury reduction.	Maintain target measures identified in 2016/2017
		b-16) Promote a healthy and safe work environment by continuing to participate in the Partnership in Injury Reduction Program (PIR).	Maintain Certificate of Recognition (COR) through internal and external audits and achieve 90% or greater.	b-17) Promote a healthy and safe work environment by continuing to participate in the Partnership in Injury Reduction Program (PIR).	Maintain Certificate of Recognition (COR) through internal and external audits and achieve 90% or greater.	b-18) Promote a healthy and safe work environment by continuing to participate in the Partnership in Injury Reduction Program (PIR).	Maintain Certificate of Recognition (COR) through internal and external audits and achieve 90% or greater.
		c-16) Promote a violence-free environment utilizing a coordinated approach to preventing workplace violence.	Education developed on Workplace Violence. Staff compliance on completion of module.	c-17) Promote a violence-free environment utilizing a coordinated approach to preventing workplace violence.	Continue to ensure staff compliance with online module on Workplace Violence - Promote a safe environment for staff to report any incidents of workplace violence.	c-18) Promote a violence-free environment utilizing a coordinated approach to preventing workplace violence.	- Revised policy and process / reporting structure. communicated to all staff. - Develop a tracking system to monitor cases of workplace violence by type, for trending and analysis.

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-16) Implement and communicate an improved resident / family complaints / concerns process	- Development of a tracking system to monitor all reported concerns and complaints by residents/ families for trending and analysis - Update / communicate Concerns / Complaints Policy and Procedure.	a-17) Increase awareness of complaints/ concerns process through a variety of media/ forums, which includes the General Information Booklet, Resident/ Family Information sessions, and Venta Care Centre's (VCC) website.	Concerns/ complaints process outlined in General Information Booklet, relayed during facility tours, discussed during Resident/ Family Information sessions and communicated on VCC's website.	a-18) Maintain awareness of complaints/ concerns process through a variety of media/ forums	- Achieve positive rating on 'Family Satisfaction Survey' related to awareness and concerns/ complaints process - Facility policies and procedures made available at the resident/ family's request.
		b-16) Identify new opportunities to promote open dialogue/ feedback between the care team and resident's / family	- Developed new communication initiatives through interdisciplinary team collaboration. - Achieve a more open Care Conference structure/format for family dialogue, feedback and input in Care Plan development.	b-17) Improve format and notification process of Resident Council committee meetings	Resident Council committee minutes and attendance	b-18) Improve opportunities to achieve a more person-centred approach to care through family engagement	- Development of family information events to promote open dialogue and feedback for better resident health outcomes and the provision of care 'with' the resident/family versus 'to' or 'for' them. - Continued family engagement in Care Planning.
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-16) Encourage participation, engagement and feedback from staff during regular committee meetings.	- Committee meeting minutes, attendance records - Informal feedback from staff on changes/ concerns.	a-17) Provide staff appreciation/ recognition events that acknowledge and recognize the staff's ongoing contributions to resident and family centered care.	Achieve a positive Worklife Pulse response to survey questions related to recognition for good work.	a-18) Provide staff appreciation/ recognition events that acknowledge and recognize the staff's ongoing contributions to resident and family centered care.	Achieve a positive Worklife Pulse response to survey questions related to recognition for good work .

	2.Support the professional and personal growth of staff to enhance performance in the delivery of safe care	a-16) Facilitate staff professional development onsite and offsite opportunities and advancements.	- Broadened and enhanced online education modules and promote onsite professional development. - Track external staff education opportunities.	a-17) Facilitate professional development onsite and offsite opportunities and advancements through internal and external partners.	Recruitment of a Clinical Educator to provide opportunities for best practice professional development across all levels of the organization.	a-18) Facilitate professional development onsite and offsite opportunities and advancements.	- Improved education tracking process - Achieve 100% compliance under Staff Training in Alberta Health Services Continuing Care Health Services Audit.

STRATEGIC AREA: Infection Control

<i>Improve overall facility-wide knowledge and compliance with infection control processes</i>	1. Improve infection, prevention and control education, services and compliance	a-16) Continue to promote the ‘4 Moments of Hand Hygiene’ practice facility- wide	Improved hand hygiene percentages based on audits conducted annually and benchmarked year to year.	a-17) Continue to promote ‘4 Moments of Hand Hygiene’ practice facility- wide through new initiatives and discussions	- Staff involvement in ‘Clean your Hands Day’ – May 5th, 2017 - Improved hand hygiene percentages based on audits conducted annually and benchmarked year to year. - Develop a ‘Clean Your Hands’ activity board.	a-18) Continue to promote ‘4 Moments of Hand Hygiene’ practice facility- wide through new initiatives and reminders	- Improved hand hygiene percentages based on audits conducted annually and benchmarked year to year. - Hand hygiene memo’s - Discussion with resident’s/ families: Resident Council meeting minutes
		b-16) Improve Environmental Services department	Onboarding of new staff provided with comprehensive education and training	b-17) Improve Environmental Services department	Comprehensive room audits and tracking tools to measure and maintain compliance	b-18) Sustain an improved Environmental Services department	- Revised housekeeping policies & procedures - Improved audit tools.

		<p>c-16) Provision of education on infection prevention and control (IPC) best practice</p>	<ul style="list-style-type: none"> - Committee meeting minutes - Small group and 1-1 IPC education sessions - Memos to staff - Vaccine Campaign - Collaboration with AHS during outbreaks 	<p>c-17) Provision of education on infection prevention and control (IPC) best practice</p>	<ul style="list-style-type: none"> - Committee meeting minutes - Small group and 1-1 IPC education sessions - Memos to staff - Vaccine Campaign - Collaboration with AHS during outbreaks 	<p>c-18) Provision of education on infection prevention and control (IPC) best practice</p>	<ul style="list-style-type: none"> - Committee meeting minutes - Small group and 1-1 IPC education sessions - Memos to staff - Vaccine Campaign - Collaboration with AHS during outbreaks - Facility IPC policies and procedures available at the resident/ family's request.
		<p>d-16) Ensure staff / resident participation in Influenza vaccination program.</p>	<p>Achieve 90-100% compliance with overall vaccinations Information, correspondence sent out. Provide staff vaccine clinic on-site.</p>	<p>d-17) Ensure staff / resident participation in Influenza vaccination program.</p>	<ul style="list-style-type: none"> - Improve overall vaccination rates by 20% from previous years target/measure - Enhanced Influenza Vaccine Campaign. 	<p>d-18) Ensure staff / resident participation in Influenza vaccination program.</p>	<ul style="list-style-type: none"> - Improve vaccination rates by 20% from previous year's target/measure.
		<p>e-16) Encourage family participation in the Influenza vaccination program.</p>	<ul style="list-style-type: none"> - Influenza awareness campaign initiated - information provided to families Re: the importance of vaccinating and deter visitation if unwell. - Posters, letters, information provided in General Information Booklet and on VCC's website. 	<p>e-17) Encourage family participation in the Influenza vaccination program.</p>	<ul style="list-style-type: none"> - Maintain influenza awareness campaign initiated - information provided to families Re: the importance of vaccinating and deter visitation if unwell. - Posters, letters, information provided in General Information Booklet and on VCC's website. 	<p>e-18) Encourage family participation in the Influenza vaccination program.</p>	<ul style="list-style-type: none"> - Maintain influenza awareness campaign initiated - information provided to families Re: the importance of vaccinating and deter visitation if unwell. - Posters, letters, information provided in General Information Booklet and on VCC's website.

STRATEGIC AREA: Resident Centered Care

<p><i>To be a facility that delivers exemplary resident and family centred care and services</i></p>	<p>1. To provide responsive care in partnership with Residents and their families</p>	<p>a-16) Promote a Resident and Family Centered Care model that respects the needs, values, beliefs and preferences of all residents and their family members</p>	<p>- Positive informal Care Conference feedback - Building positive relationships between health care team and resident's / family</p>	<p>a-17) Promote a Resident and Family Centered Care model that respects the needs, values, beliefs and preferences of all residents and their family members</p>	<p>- Develop a Family Advisory meeting to engage residents/ families in care.</p>	<p>a-18) Develop and implement improved measures to identify family satisfaction with resident centered care model.</p>	<p>- Achieve positive response on Resident and Family Centered Care Model based on Family Survey Results - Achieve positive response Care Conference Feedback form response received.</p>
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