

RNAO Best Practices: Evidence Booster

Tilbury Manor Nursing Home Implements Best Practice Guidelines to Improve Resident Care and Create a Healthy Work Environment

Background

As public reporting of quality indicators became a greater focus in the long-term care sector, long-term care home (LTCH) leaders and staff sought new ways to improve resident outcomes.

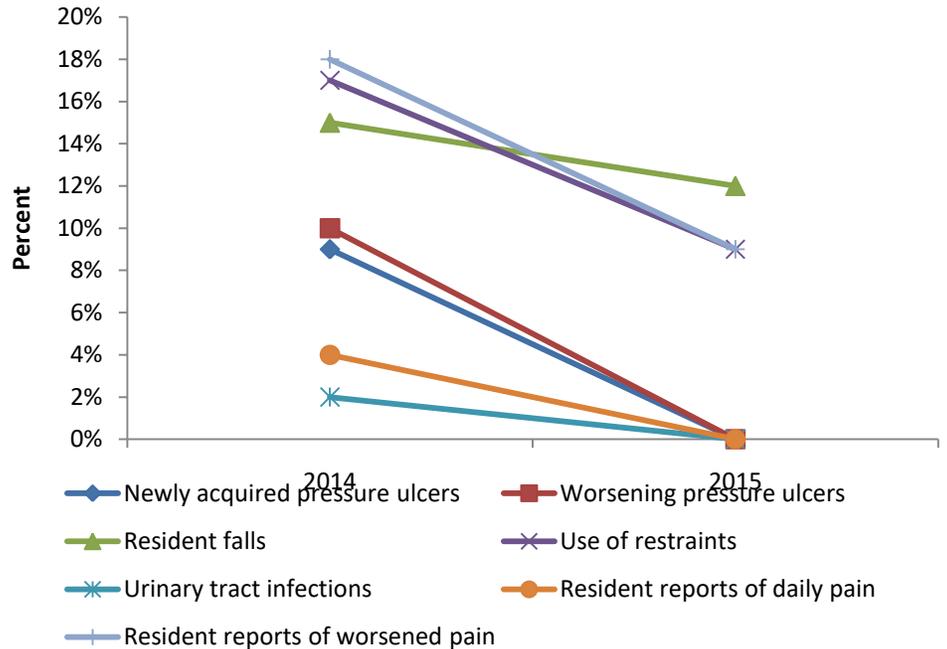
Tilbury Manor is a 75-resident LTCH in the Erie St. Clair Local Health Integration Network (LHIN), Ontario, Canada. Sara Le, Director of Care (DOC) began her role with aspirations of enhancing resident quality of life, family experience and staff work-life balance and experience. She was supported by RNAO's long-term care best practice co-ordinator (LTC BPC), Beverly Faubert.

The interprofessional team used gap analysis tools to review current practices in relation to the best practice guideline (BPG) recommendations and create action plans to improve outcomes. Existing policies, resident care practices and documentation were reviewed to determine the extent to which screening, assessment and re-assessment tools aligned with best practices.

Since November 2014, Tilbury Manor has implemented practice changes based on the recommendations within 12 RNAO BPGs:

- *Assessment and Management of Pain (2013)*
- *Assessment and Management of Stage I to IV Pressure Ulcers (2007)*
- *Caregiving Strategies and Screening for Older Adults with Delirium, Dementia and Depression (2010) – published as two separate BPGs*
- *End-of-Life Care During the Last Days and Hours (2011)*
- *Oral Health: Nursing Assessment and Interventions (2008)*
- *Person-and Family-Centred Care (2015)*
- *Prevention of Constipation in the Older Adult Population (2011)*
- *Prevention of Falls and Falls Injuries in the Older Adult (2011)*
- *Promoting Continence Using Prompted Voiding (2011)*
- *Promoting Safety: Alternative Approaches to the Use of Restraints (2012)*
- *Risk Assessment and Prevention of Pressure Ulcers (2011)*

Figure 1: Impact of 12 BPGs Implemented in LTC Home



(Source: Tilbury Manor RAI-MDS quality indicators Nov. 2014 to June 2015)

Impact: Implementation of 12 RNAO BPGs improved resident outcomes for seven Resident Assessment Instrument-Minimum Data Set (RAI-MDS) quality indicators.

Practice Change

Program teams, led by nurses, were established to promote practice changes and improve resident outcomes. Each leader was responsible for training and education, implementing practice changes, and evaluating their effectiveness. Results of chart audits, nursing care reviews, and RAI-MDS scores were monitored and regularly reported to the DOC to promote continuity and ensure sustainability of practice changes. Within one reporting cycle (fiscal quarter), the RAI-MDS indicators showed improvements.

"We initially started by reaching out to our LTC BPC for ideas on how to use best practices to improve pain management and documentation. This initial request led to a discussion about strategies to improve nursing services. To identify the areas of resident care that required improvement, we completed a gap analysis that compared best practice recommendations with current practices and determined which BPG recommendations the home had met, partially met, and had not met" (Stated by Sara Le, DOC).

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Tilbury Manor Staff (left to right): Kerri Taylor RPN, Megan Drummond RPN, Deborah Robert RN, Colette Berg RN, Cheryl Labonte-McFeggan RN, Sara Le RN Director of Resident Care (DOC), and Jovanna Klassen RPN

Healthy Work Environment Implementation Strategies

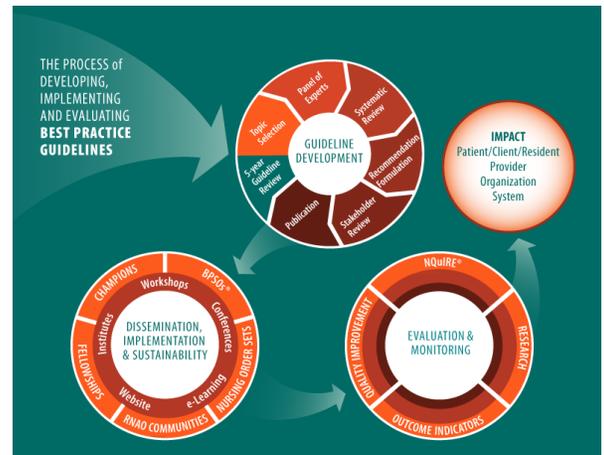
A number of measures were also taken to improve the work environment. The LTC BPC provided coaching and support to enhance the leadership skills of nurses, who were facilitators throughout these changes. Healthy work environment (HWE) topics were selected for strategic planning sessions based on the home's needs. These topics involved nurses identifying challenges that prevented them from implementing HWE best practices and approaches to improve the confidence of point-of-care leaders. Several recommendations were implemented from the following HWE BPGs: *Collaborative Practice Among Nursing Teams (2006)*, *Developing and Sustaining Interprofessional Health Care (2013)*, *Developing and Sustaining Nursing Leadership (2012)*, *Managing and Mitigating Conflict in Health-care Teams (2012)*, and *Professionalism in Nursing (2007)*.

Sara and the LTC BPC continue to disseminate the implementation strategies that were used at Tilbury Manor with other LTCHs within their region. The home has planned an annual practice review using the RNAO gap analysis tools to monitor the sustainability of their improvements and to achieve the legislated requirements for annual program evaluation. A program manual consisting of the completed gap analysis tools, related action plans, monitoring data, and the annual evaluation was created to provide the evidence that supports the mandatory requirements for program development and evaluation.

Impact: This analysis demonstrates improvements in staff work-life balance and staff experience following the implementation of five RNAO healthy work environment best practice guidelines.

RNAO launched the BPG Program in 1999⁴ with funding from the Ministry of Health and Long-Term Care in Ontario, Canada. The 53 evidence-based BPGs developed to date are transforming nursing care and interprofessional work environments in all sectors in health systems worldwide. Best Practice Spotlight Organization® (BPSO®) are health-care and academic organizations that implement and evaluate these BPGs. Currently, there are 105 BPSOs across Canada and around the globe, representing more than 500 implementation sites.

The LTC Best Practices program's mission is to enhance the quality of care for residents in long-term care homes and create a culture of evidence-based practice by encouraging staff in LTC homes to use RNAO's best practice guidelines.



References

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To learn more about RNAO's Long-Term Care Best Practices Program, please visit RNAO.ca/LTC. This work is funded by the Ontario Ministry of Health and Long-Term Care. All work produced by the Registered Nurses' Association of Ontario is editorially independent from its funding source. Contact Information: LTCBPP@RNAO.ca