

Best Practices in Long-Term Care

Working together towards excellence in resident care.

Long-Term Care Best Practices Initiative: New Team! New Beginning!

By **Josephine Santos, RN, MN**

Project Manager, LTC Best Practices Initiative

March 31, 2008 marked the end of a 3-year pilot of the Long-Term Care Best Practices Initiative funded by the Ministry of Health and Long-Term Care's Nursing Secretariat.

As of April 1, 2008, the Registered Nurses' Association of Ontario (RNAO) has assumed the management of the initiative under the funding of the Ministry of Health and Long-Term Care's Performance Improvement and Compliance (PIC) Branch.

Since then, the initiative has gone through some changes. Some of the Long-Term Care Best Practice Coordinators (LTC BPCs) from the pilot phase have moved on in their careers. Their contributions and their efforts in raising awareness about the initiative in the long-term care sector have paved the way for the new Best Practice Coordinators.

In this phase of the initiative, some of the changes that have taken place include the hiring of the following staff: a project manager to oversee the initiative; an administrative assistant to provide support for the initiative; and new LTC BPCs to assist LTC homes in implementing best practices and enhancing the quality of care of residents. Currently, all regions have a LTC BPC who is based at a LTC host home. In each region a LTC host home has entered a contract with RNAO to host a LTC BPC. A list of LTC regional breakdown, LTC BPCs and host homes is provided on page 6.

While there have been some changes to structure of the team, our unwavering

commitment to the long-term care homes and our ongoing support for staff who strive to provide excellent resident care and outcomes remain unchanged. The Long-Term Care Best Practices Initiative team invites you to join us in embarking on a journey to best practice implementation.



Meet the Coordinators!

Long-Term Care Best Practice Coordinators (L-R): Natalie Warner, Heather Woodbeck, Janet Evans, Beverly Ann Faubert, Gina De Souza, Rahim Charania and Maryanne D'Arpino

Getting Started and Establishing Partnerships

By **Josephine Santos, RN, MN**

Project Manager, LTC Best Practices Initiative

The Provincial Advisory committee was established to provide strategic advice to the initiative at a provincial level. Membership on the committee includes representatives from the following stakeholder groups: Registered Nurses' Association of Ontario (RNAO), Registered Practical Nurses' Association of Ontario (RPNAO), Ontario Association of Non-Profit Homes and Services for Seniors (OANHSS), Ontario Long-Term Care Association (OLTCA), Ministry of Health and Long-Term Care (Performance Improvement and Compliance Branch and Nursing Secretariat), Regional Geriatric Program of Ontario (RGP), Seniors Health Research Transfer Network (SHRTN), Ontario Health Quality Council (OHQC), and Ontario Seniors' Secretariat.

Some of the key activities of the initiative for 2008 to 2009 include:

- ❖ conducting a brief survey to gain a provincial perspective on the uptake of best practices in the LTC sector;
- ❖ establishing regional networking forums such as Communities of Practice to support uptake of BPGs;
- ❖ providing ongoing consultation with RAI-MDS (Resident Assessment Instrument - Minimum Data Set) and non-RAI-MDS LTC homes in order to develop a common approach to implementation;
- ❖ linking and integrating the initiative with RAI-MDS and with other performance improvement initiatives;
- ❖ liaising with the RNAO Champions program to deliver LTC specific champions workshop including booster sessions on sustainability and mentorship; and,
- ❖ participating in evaluation/research opportunities focusing on impact of best practices on resident care outcomes.

Highlights of the Provincial Survey

*By Josephine Santos, RN, MN
Project Manager, LTC Best Practices Initiative*

Between the months of August and September 2008, a provincial survey was conducted to determine the current uptake of best practice guidelines (BPG) in the long-term care sector. The results of the survey will be used to assist the LTC Best Practice Coordinators in developing strategies to support the LTC homes in BPG implementation.

Of the 619 LTC homes in Ontario, 236 participated in the survey with a response rate of 38%. About 73.3% of the respondents indicated that they have implemented or are currently implementing a BPG. The top 10 commonly implemented BPGs are: Falls, Continence, Pressure Ulcers (Assessment and Management and Risk Assessment and Prevention); Pain; Constipation; Infection Control; Delirium, Dementia and Depression; Oral Care, Client Centred Care; and Foot Ulcers.

Pain, falls prevention and management, client centred care, pressure ulcers and continence care are the top resident concerns identified by the LTC homes across the province. To address these provincial concerns, the LTC BPCs will compile a compendium of existing best practice resources for regulated and unregulated LTC home staff. They will also provide consultation including education sessions on guideline implementation.

The New Motto of Long-Term Care is: *Learning to Share*

*By Maryanne D'Arpino RN, BScN
Long-Term Care Best Practice Coordinator,
Toronto Region*

Congratulations to the Toronto Communities of Practice (CoP) on celebrating their first anniversary! For the Registered Nurses, Registered Practical Nurses, Directors of Care, Assistant Directors of Care, Clinical Educators, Nurse Consultants, Nurse Managers, Best Practice Champions and the Long-Term Care Best Practice Coordinator who belong to the group, sharing information and ideas around the table has become a common culture.

Our CoP is one of the largest and we are proud of the group's diversity, richness and collective experience and expertise in long-term care (LTC). Our goal is to improve resident care through the implementation of evidence-based best practices in LTC homes. Our fundamental guiding principles - raising awareness, engagement, capacity development, BPG implementation, integration, and evaluation - are based on the Ontario Circle of Care Model. We have been working on the implementation of various BPG topics which include: Falls Prevention; Pain; Dementia, Delirium,

Depression (3D's); and, Pressure Ulcers.

Our CoP initiatives have contributed to the successful uptake of BPGs within our own homes and in the greater long-term care community. Within the CoP, positive results have been achieved by working collaboratively on guideline implementation and sharing strategies, processes, resources and evaluation tools. Examples of resources used and developed by the Toronto CoP can be found at: <http://rgp.toronto.on.ca/node/133>). We were pleased to discover that the excitement of evidence-based practice had spread beyond our CoP, when three homes who are members of the CoP shared their stories of best practice implementation at a recent RNAO Champions Workshop. Our efforts have also been recognized outside of our sector. In September, one home in the Toronto CoP received a prestigious award "Award of Excellence", at the 2008 Public Sector Quality Fair. The home was being honored for the uptake of the BPG on 3Ds (Dementia, Delirium, Depression).

If you and your home share our vision for improving resident care through evidence-based best practices, we invite you to join the Toronto Communities of Practice.



The Toronto Communities of Practice with Josephine Santos, Project Manager (third from right, front row) and Citlali Singh, Project Assistant (far left, front row).

The Summer Institute 2008 Learning Experience

By Gina De Souza, RN, BScN
Long-Term Care Best Practice
Coordinator, Central South Region

During her opening remarks to Summer Institute participants, Irmajean Bajnok, Director of RNAO International Affairs and Best Practice Guidelines (IABPG) Programs, stated that the Summer Institute is a place to bring clinical 'hot' topics. She explained that during the week participants gain the foundational concepts of best practice implementation needed to develop an action plan. Sounds like a large and overwhelming order until you are riveted by her exceptional and engaging presentation skills. 'Will the implementation process ever seem less daunting?' and 'Where do we begin?' are the questions on most of the participants' minds.

We learned about some of the tools used in BPG implementation and put them to use. Our guest presenters shared their case studies in a comfortable setting which invited dialogue and fostered mentoring. I have since used tools such as the stakeholder analysis to determine which group members support an implementation project and which ones have the influence to move the project forward.

The positive energy in each of the sessions was contagious as we connected the dots between research, evidence based nursing and quality client outcomes. A trade fair type session gave us a chance to connect one-on-one with representatives from organizations that had implemented best practices. Returning Coordinators Josephine Santos and Heather Woodbeck staffed a booth for the Long-Term Care Best Practices Initiative and shared their experience and resources that had been developed in the pilot phase of the project.

The interactive nature of the week enabled us to build new professional relationships and provided an opportunity for those who have lead BPG

implementation projects in their practice settings to share challenges and innovations. The week did not end with the usual 'check in' to see what we had learned; instead participants demonstrated their acquired knowledge using talents not often seen in the health-care setting. Such diversity! This led one participant to claim she felt "20 years younger" as a result of being re-energized by her participation in the foundational focus stream's curriculum.

This sharing was followed by Heather McConnell, Associate Director,

leading the group to a Zen-like outdoor location where we had some moments of final reflection and made personal and public commitments to implementing best practices.

The Summer Institute was an exceptional professional development opportunity where I was able to meet other professionals from the Long-Term Care sector. The building of this network will be invaluable as we continue to work together to increase the uptake of evidence based nursing recommendations in long-term care homes across Ontario and focus on achieving excellence in resident care.



Interactive learning activity at the BPG Summer Institute

Improving Continence Care (IC3) Update

By Heather Woodbeck, RN, HBScN, MHSA
Long-Term Care Best Practice
Coordinator, North West Region and Co-lead, IC3

The long-term care homes in the Improving Continence Care (IC3) Community of Practice from Ottawa, Kingston, Thunder Bay and Fort Frances are making concrete progress. By restructuring how their continence products are used, the team from one home has been able to save enough money to hire an additional personal support worker. Another home's team has implemented prompted voiding in a big way. They are now regularly toileting

42% of their residents. Their RAI/MDS statistics show some added benefits – a decrease in constipation, laxative use and urinary tract infections.

The eleven LTC homes involved in the IC3 project have all been able to make positive changes using the Rapid Cycle Method of Improvement. This approach involves setting a clear aim and measuring tools, then using successive Plan/Do/Study/Act (PDSA) cycles to take baby steps toward the improvement goal.

The IC3 project is funded by the Seniors Health Research Transfer Network.

Champions at Vision Nursing Home are truly champions!

By Beverly Ann Faubert, RN, BScN
Long-Term Care Best Practice Coordinator,
South West Region

Dana Horton and Cheryl Beauvais are two Best Practice Guideline (BPG) Champions at Vision Nursing Home, a 110 bed nursing home in Sarnia. However, they have successfully implemented 12 of the 37 BPGs and are currently working on implementing the BPGs for pain and falls and the healthy work environment guidelines.

They enlisted the support of the LTC Best Practice Coordinator as they revised their falls policy. She provided resources from across the province and informed them of websites, LTC partners, information sharing and resources that would simplify their work.

For example, a community of practice in Windsor implemented the Falls BPG and readily shared their work allowing for a gap analysis of what best practice initiatives were missing in their policies.

The action plan for implementation included: creation of information packages about fall risks for families, information boards throughout the home and a monthly newsletter informing everyone about BPG updates.

When they analyzed the recommendation of prescribing vitamin D and calcium, they identified cost to families and lack of physician support as barriers. The BPG Champions overcame these barriers by consulting with the home's dietitian and pharmacist who provided research and a cost analysis of alternative forms of calcium.

Dana and Cheryl attended the Healthy Work Environments Summer Institute and gained new insight on capacity building. They plan to increase staff buy-in by enlisting registered and non-registered staff to participate in the Champion workshop in November, thus increasing the number of best practice champions in the home.

In summary, they credit their success to "supportive management who ensures a dedicated day each month for BPG implementation, the RNAO BPG Coordinator's mentorship and provision of resources and their ability of keep education interesting and fun."



Champions Dana Horton and Cheryl Beauvais proudly presented the BPGs they are currently implementing at Vision Nursing Home.

Elder People Deserve the Best

By Rahim Charania RN, BScN, CHCA
Long-Term Care Best Practice Coordinator,
Central West Region

The key to excellence in elder care is continued dedication to promoting healthy aging, evidence-based practice and public policy changes which impact on the broader social determinants of health.

From September 24 to 26, 2008, the Registered Nurses' Association of Ontario (RNAO), in collaboration with the Alzheimer's Society and the Regional Geriatric Program of Ontario, hosted the 7th International Elder Care Conference. During this dynamic international forum, delegates explored needs related to infrastructure, systems and processes and shared ideas for challenging the status quo

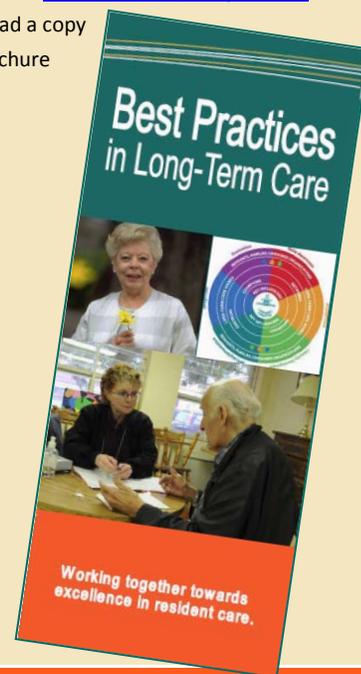
while providing the tools needed to advance elder health and elder care within their communities.

The RNAO Best Practice Coordinators had the opportunity to share evidence-based research with nurses, seniors, advocates, provincial policy makers, nurse researchers, and long-term care directors and administrators.

This event showcased innovations, successes and strategies that support nurses and stakeholders in their quest to provide quality health care for elder persons. We look forward to encouraging innovations, applying technology and improving efficiencies through new and improved models of care as we anticipate the 8th International Elder Care Conference that's taking place on October 6-8, 2009.

Now Available!

It is with great excitement that the Registered Nurses' Association of Ontario shares the Long-Term Care Best Practices Initiative with you! Visit our website at www.RNAO.ca/bestpractices to download a copy of our brochure today!



Oral Care in the East

By Janet Evans, RN, BScN
Long-Term Care Best
Practice Coordinator,
East Region

Bonnechere Manor in Renfrew was the site for an oral care blitz on October 1, 2008. Oral care best practices were chosen for implementation by the Manor after nursing staff attended a Champions workshop. I was greeted by the best practice champion of the facility. She had done the initial groundwork regarding existing tools and policies currently existing at the Manor. I had the opportunity to review this material, and provide relevant feedback to support their endeavors.

There were six “train the trainer” sessions held throughout the day. A number of staff from different disciplines attended. The goal of the day was collaborative, by promoting the importance of oral care in the long-term care setting across all disciplines.

The presentation began with a review of what oral care consists of and identification of common terminology. Attendees were engaged during the presentations through interactive questioning, myth identification, and practical examples that attendees identified.

Evidence-based recommendations were identified, and applications of these practices were tied to the nursing process. The presentation concluded with a discussion of various commonly seen oral care issues like denture care and dry mouth.

The day finished with a discussion about future oral care plans. The plans include changing toothbrushes every 3 months when the RAI-MDS quarterlies are completed, assessment of each resident’s oral health through the integration of a paper assessment tool (found at <http://www.rnpc.ca/best/subjects/oral.cfm>), and the creation of a reference manual for each unit.



Quality Worklife, Quality Health Care Collaborative

By Natalie Warner, RN, MN, BFA
Long-Term Care Best Practice Coordinator,
Central East Region

Funded by the MOHLTC, 17 participants from long term care homes around Ontario attended the RNAO’s Healthy Work Environments (HWE) Summer Institute in August to learn more about implementing workplace best practices in their homes. These participants have formed the first healthy work environment Community of Practice which holds monthly teleconferences to support one another and share ideas.

While most of the examples of workplace implementation at the Institute came from the acute care sector, one participating organization is flipping that standard by working first within their long term care sector and then moving their HWE experience into their ambulatory/emergency care and community services. That organization is Haliburton Highlands Health Services (HHHS) who held a meeting that included front line staff, the week after the Institute to begin implementing the *Collaborative Practice Among Nursing Teams* guideline in their two long-term care homes. Undaunted by pioneering a healthy work environment guideline in long-term care, the group has decided to work on the Falls Prevention clinical

guideline simultaneously. Their choice of this guideline reflects staff interest in reviewing a topic covered in that guideline - the use of restraints. The recommendations included in the healthy work environment guidelines are directed at individual’s organization and the system. By applying these recommendations to the development of practice involving falls prevention and restraint strategies, the group is exploring how they currently work together and refining the ways collaborative practice recommendations can be implemented to improve the work environment.



A fundamental way to better health care is through healthier workplaces. It is unacceptable to work in, receive care in, govern, manage or fund unhealthy health care workplaces.



The participants from the Long-Term Care sector during the Healthy Work Environments Summer Institute in August 2008.

Who are the LTC Best Practice Coordinators?

Below is the contact list of the LTC Best Practice Coordinators and their Host Homes.

LTC Region	LTC Best Practice Coordinator	Host Home
CENTRAL EAST REGION Covers: York, Durham, Northumberland, Kawartha Lakes, Peterborough, Haliburton, and Simcoe	Natalie Warner, RN, MN, BFA Mobile: (705) 768-8434 Phone: (905) 579-1777 ext. 235 Fax: (905) 579-3911 Email: nwarner@rnao.org	Hillsdale Estates 590 Oshawa Blvd. N. Oshawa, ON L1G 5T9
CENTRAL SOUTH Covers: Hamilton, Brant, Haldimand, Niagara, Norfolk	Gina De Souza, RN, BScN Mobile: (289) 407-9658 Phone: (519) 756-2920 Ext 233 Fax: (519) 756-7942 E-mail: ginad@rnao.org	John Noble Home 97 Mt Pleasant St Brantford, ON N3T 1T5
CENTRAL WEST Covers: Waterloo, Wellington-Dufferin, Halton & Peel including Mississauga & Brampton	Rahim Charania, RN, BScN, CHCA Mobile: (519) 520-7283 Direct: (905) 817-7074 Fax: (905) 812-1173 E-mail: rcharania@RNAO.org	Specialty Care Mississauga Road 4350 Mississauga Road Mississauga, ON L5M 7C8
EAST REGION Covers: Renfrew, Ottawa, Eastern Counties, Kingston, Frontenac, Lennox & Addington, Lanark, Leeds & Grenville, Hastings Prince Edward	Janet Evans, RN, BScN Mobile: (613) 864-0238 Direct: (613) 735-4693 ext. 213 Fax: (613) 735-8061 Email: janete@rnao.org	Miramichi Lodge 725 Pembroke St. West Pembroke, ON K8A 8S6
NORTH-EASTERN REGION Covers: Algoma, Cochrane, Manitoulin, Nippissing, Muskoka, Sudbury, Timiskaming, and Parry Sound	Heather Thompson, RN Mobile: (705) 206-3344 Direct: (705) 842-2840 ext. 232 Fax: (705) 842-2650 Email: hthompson@rnao.org	Algoma Manor 135 Dawson Street Thessalon, ON P0R 1L0
NORTH-WESTERN REGION Covers: Thunder Bay, Kenora, and Rainy River	Heather Woodbeck, RN, HBScN, MHSA Phone: (807)-768-4432 Fax: (807)-768-7793 Cell: (807) 621-1127 Email: woodbeck@tbh.net	St. Joseph's Care Group St. Joseph's Heritage 63 Carrie Street Thunder Bay ON P7A 4J2
SOUTH WEST REGION Covers: Grey-Bruce, Huron, Perth, Middlesex, Oxford, Elgin, Lambton, Kent, Essex	Beverly Ann Faubert, RN, BScN Mobile: (519) 401-8485 Phone: (519) 336-6551 ext. 207 Fax: (519) 336-5878 Email: bfaubert@rnao.org	Vision Nursing Home 229 Wellington Street Sarnia, ON N7T 1G9
TORONTO REGION Covers: North York, York, East York, Scarborough, Etobicoke, and Toronto	Maryanne D'Arpino, RN, BScN Phone: (416) 756-0066 ext. 8074 Mobile: (416) 807-0367 Fax: (416) 495-9738 Email: md'arpino@rnao.org	North York General Hospital Seniors' Health Centre 2 Buchan Court Toronto, Ontario M2J 5A3

Mark Your Calendars!

June 14-19, 2009

7th Annual Nursing Best Practice Guidelines Summer Institute

August 9-14, 2009

Creating Healthy Work Environments Summer Institute

October 6-8, 2009

8th International Elder Care Conference: Older People Deserve the Best: *The Journey of Transformational & Sustained Change*

December 2-4, 2009

5th International Conference on Evidenced-Based Practice: *Sharing Global Visions & Local Solutions.*

Welcome to the Team!



RNAO is delighted to introduce Heather Thompson as the new Best Practice Coordinator for Long-Term Care in the North East Region!

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Please send comments/inquiries to Citlali Singh (contact info as above).

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