



2017 RHA CEO Long-Term Care Facility Visits

Since spring 2013, CEOs of Regional Health Authorities (RHAs) have been conducting annual tours of long-term care facilities across the province. The goal of these annual tours is to find out what's working well, what can be improved, and how the funds accessed by health regions under the Urgent Issues Action Fund (UIAF) have benefitted long-term care residents in Saskatchewan.

The Urgent Issues Action Fund was created in October 2013 to provide \$10.04 million to address priority issues identified by health regions stemming from CEO tours of long-term care facilities. A further \$3.8 million was committed for on-going pressures in 2014/15 and beyond.

Health region CEOs conducted tours of long-term care facilities in 2016. The following pages offer additional information about the CEO findings, by health region.

To access the results of the 2013, 2014, 2015, 2016 and 2017 Health Region CEO long-term care tours, visit <http://www.saskatchewan.ca/government/government-structure/ministries/health/other-reports/ceo-visits-to-long-term-care-facilities>.

2017 CEO Long-Term Care Tour Summary: Athabasca Health Authority

What is working well:	Issues:
<ul style="list-style-type: none">Residents are satisfied with purposeful interactions.	<ul style="list-style-type: none">Residents and families are asking for more activities for residents.Staff compliance in following new dietary menu.
Proposed Actions:	
<ul style="list-style-type: none">Work on providing one-on-one activities with residents (small facility).Continued meetings with dietary staff to encourage compliance with new menu.	

2017 CEO Long-Term Care Tour Summary: Cypress Health Region

What is working well:	Issues:
<ul style="list-style-type: none">• Residents are generally satisfied with staff and the care that is provided.• Region is responsive in addressing concerns.• Several facilities have had recent upgrades to their outdoor/patio areas.• Resident and Family Council meetings.• Improvement projects and replication.	<ul style="list-style-type: none">• Some minor infrastructure deficiencies at some facilities (outdoor areas; kitchen/dining areas).• Some facilities experiencing difficulties with their nurse call system.• Some concerns about staffing levels.
Proposed Actions:	
<ul style="list-style-type: none">• Work with local communities to fundraise for specific improvement efforts.• Consistent messaging regarding alcohol consumption at facilities.• Continue to keep family and residents involved in discussions around care (medication reviews; living at risk).	

2017 CEO Long-Term Care Tour Summary: Five Hills Health Region

What is working well:	Issues:
<ul style="list-style-type: none"> • Improvement initiatives. • Activities are varied, extensive and individualized. • Online training for staff. • Community involvement. 	<ul style="list-style-type: none"> • Enhance activity programming. • Recruitment and retention of staff at smaller, rural facilities. • Addressing required maintenance repairs. • Capital planning for aging facilities. • Some capital infrastructure issues. • Managing responsive behaviours.
Proposed Actions:	
<ul style="list-style-type: none"> • Regional improvement work to implement/sustain Purposeful Interactions. • Explore regional approach to activity management and planning. • Explore regional strategies to address rural recruitment and retention. • Spreading successful initiatives, such as the resident hydration project. • Explore opportunities for educational sessions for staff. • Continue to work with Resident Family Councils to ensure meetings have a resident-centred focus. 	

2017 CEO Long-Term Care Tour Summary: Heartland Health Region

What is working well:	Issues:
<ul style="list-style-type: none"> • Quality improvement projects. • Several facilities are trialing new staffing mix/models. • New outdoor recreation/garden areas. • Menu and food quality. • Daily Visual Management. • Resident and Family Council meetings well attended. 	<ul style="list-style-type: none"> • Weekend activities. • Residents asking for specific foods/preparation of foods that may not meet Food Safety Regulations. • Wandering residents. • Staffing levels.
Proposed Actions:	
<ul style="list-style-type: none"> • Continue Resident and Family Council meetings. • Continue with regional and provincial initiative rollouts (falls prevention, purposeful rounding, quality indicator reporting, etc). • Continue to explore options for staffing mix/models. • Explore activity/therapeutic recreation options with less dependency on volunteers. • Review Food Safety Regulations to determine if there are options to meet both the regulations and client preferences. • Review “happy hour” policies and procedures to address liability concerns. • Invite nursing and dietary staff to future meetings to discuss concerns. 	

2017 CEO Long-Term Care Tour Summary: Kelsey Trail Health Region

What is working well:	Issues:
<ul style="list-style-type: none"> • Meals and menu. • Improved outdoor spaces. • Excellent care provided by staff. • Communication between staff and residents. • Home care services and day care program that allow family members to stay at home as long as possible. 	<ul style="list-style-type: none"> • Transportation. • Some residents would like more activities. • First Available Bed policy. • Access to visiting specialists and therapies. • Staffing levels. • Fees for personal care products. • Some laundry issues (personal laundry is misplaced or lost).
Proposed Actions:	
<ul style="list-style-type: none"> • Regionalize staffing per bed ratio in long-term care nursing. • Standardize admission process across the region. • Review activities program to meet residents' abilities and needs. • Explore opportunities for increasing staff education. • Review outdoor spaces available for residents to increase opportunities for activities. 	

2017 CEO Long-Term Care Tour Summary: Keewatin Yatthe Health Region

What is working well:	Issues:
<ul style="list-style-type: none">• Clean environment.• Respectful staff.• Good care.• Activities.	<ul style="list-style-type: none">• Managing aggressive behaviours.• Staffing levels.• Preventative maintenance.• Menu and food temperatures.• Tub temperatures.
Proposed Actions:	
<ul style="list-style-type: none">• Developing effective care plan for residents with behavioural issues.• Review menu with dietary staff and management; use warmers to ensure food maintains correct temperature until it is served.• Continue with purposeful rounding.• Implement standard work on use of tub thermometer.• Provide staff training regarding Alzheimer's disease and other dementias.	

2017 CEO Long-Term Care Tour Summary: Mamawetan Churchill River Health Region

What is working well:	Issues:
<ul style="list-style-type: none">• Communication between staff and residents/families.• Improved menu.• Use of traditional foods.	<ul style="list-style-type: none">• Increased paperwork and assessments requiring professional staff time (less time for direct care).• Consistency in staffing.• Language barriers between staff and residents.
Proposed Actions:	
<ul style="list-style-type: none">• Continue to engage families and maintain positive communication.• Ensure appropriate training for staff regarding challenging behaviours.• Explore opportunities to provide Cree language training to staff.	

2017 CEO Long-Term Care Tour Summary: Prairie North Health Region

What is working well:	Issues:
<ul style="list-style-type: none"> • Family and Resident Council meetings well attended at most facilities. • Communication between staff and residents. • Capital upgrades and repairs. • Menu enhancements; incorporating resident's preferences. • Residents and families pleased with care provided at the facilities. • Responding to issues identified through surveys. • Increased staffing at some facilities. • Infection control/hand hygiene. • Purposeful interactions. • Recreation/activities/special events. • Improvement initiatives (falls prevention, infection control) beneficial in enhancing resident care. • Daily huddles promote problem solving and team work. • Outdoor areas. 	<ul style="list-style-type: none"> • Lack of WIFI at some facilities. • Wandering residents. • More equipment needed to help with the prevention of falls. • Irregular physician visits at some facilities. • Menu choices/presentation. • Access to therapies at some facilities. • Staff education to improve dementia care. • Maintenance and repair costs. • Aging infrastructure. • Staffing levels at some facilities.
Proposed Actions:	
<ul style="list-style-type: none"> • Sharing successful improvement initiatives amongst facilities. • Capital items identified and prioritized for purchase. • Continue to adjust menu to incorporate resident preferences/enhance presentation. • Create work standard around Resident Assisted Smoking. • Strategic planning sessions focused on long-term care. • Explore ways to expand First Nations programming. 	

2017 CEO Long-Term Care Tour Summary: Prince Albert Parkland Health Region

What is working well:	Issues:
<ul style="list-style-type: none"> • Outdoor/recreation areas. • Excellent care provided by staff. • Activities/recreation/special events. • Lots of community involvement at many facilities. • Flexibility in menu/meal choices. • Maintenance issues addressed in prompt manner. 	<ul style="list-style-type: none"> • Menu choices/incorporating resident preferences. • Lack of transportation. • Increased access to therapies. • Staffing levels at some facilities. • Frequency of tub baths noted at one facility. • Some residents would like more recreational activities, particularly on weekends.
Proposed Actions:	
<ul style="list-style-type: none"> • Ensure residents/families are notified of medication changes. • Review staffing levels at a regional level. • Continue to share resident/family concerns/improvement ideas with the appropriate department (recreation, dietary, etc). • Continue with regular resident satisfaction surveys. • Explore opportunities to use volunteers for additional recreation activities. • Explore options for seniors' transportation (municipal governments, foundations, etc). 	

2017 CEO Long-Term Care Tour Summary: Regina Qu'Appelle Health Region

What is working well:	Issues:
<ul style="list-style-type: none"> • Outdoor spaces. • Falls prevention program. • Daily Visual Management. • Support from local communities/ volunteers. • Additional care and recreation staff hired in some facilities. • Great progress made on enhanced dining, relaxed breakfast and integrating choices. • Resident/family concerns addressed promptly. • Use of visibility wall to share information among staff and also residents/families. • Excellent care provided by staff. 	<ul style="list-style-type: none"> • Recruitment and retention of staff (nursing, cooks, lab techs, recreation; limited relief). • Limited access to quick response alternate level of care/assessment services. • Some residents would like more menu choices. • Limited access to recreation on the weekends. • Aging infrastructure. • Maintenance costs. • Access to therapies, particularly in rural areas. • Transportation. • Some residents have expressed concerns about the number of tub baths per week. • Staffing levels at some facilities.
Proposed Actions:	
<ul style="list-style-type: none"> • Review results of the Long-Term Care Resident and Family Experience Survey at each site. • Continue to work with Nutrition and Food Services staff to look at ways to enhance the dining experience. • Ensure quality indicators are posted in the visibility wall. Encourage teams to discuss results to guide opportunities for improvement. • Infection control practitioner and Public Health are assisting with strategies to manage outbreaks, where applicable. Infection control audits are not in place to try and mitigate outbreaks and their duration. • Regina Qu'Appelle Health Region approved additional care and recreation staff for several facilities. • Further work at some facilities to embed and sustain quality improvement initiatives. 	

2017 CEO Long-Term Care Tour Summary: Saskatoon Health Region

What is working well:	Issues:
<ul style="list-style-type: none"> • Strong sense of community within many homes. • Community and family involvement. • Relaxed breakfasts. • Purposeful Interactions. • Capital investments (additional lifts, beds, mattresses, Nurse Call Systems, etc). • Resident and Family Councils. • Community Paramedicine. • Outdoor spaces/gardens. • Daily staff huddles to share successes and discuss resident needs. • Visibility walls to track improvements. • Activities/outings. • Staff-generated improvement ideas are encouraged and considered. • Meals (quality and variety). • Earn While You Learn. 	<ul style="list-style-type: none"> • Access to therapies in some rural facilities. • Complexity of resident care continues to increase. • Maintenance issues with older facilities. • Documentation requirements, such as the Minimum Data Set (MDS) assessments and documentation, require staff time that could otherwise be spent with the residents. • Recruitment of staff, such as RNs, LPNs and cooks, particularly in rural facilities. • Access to WIFI in some facilities (to enhance ability for residents to communicate with families). • Need for expert palliative care resources and support to better meet the growing need to provide care to complex palliative care residents. • Capital improvements/upgrades are required at some facilities (such as Nurse Call Systems, more ceiling track lifts). • Security issues related to wandering residents.
Proposed Actions:	
<ul style="list-style-type: none"> • Quality and Safety Committee in Seniors' Health and Continuing Care has begun working on quality improvement initiatives that will improve the care and safety of residents and improve safety for staff. Current initiatives include the development of plans to manage and prevent pressure ulcers in residents, decrease the number of injurious resident falls, and decrease staff shoulder and back injuries. • Continue with Purposeful Interactions, including refreshers. • Explore opportunities for improved access to community day programs, where available. • Expand the Community Paramedicine initiative to allow residents to receive a higher level of care on-site. • Continue to explore opportunities across the health sector to improve management of patients and residents with infectious organisms with an overall goal of decreasing the need for isolation and outbreaks. • Continue to work on recruitment strategies for rural facilities. • Continue to monitor management restructuring to help ensure that community needs are 	

being met (ie the management structure at several facilities has changed to include responsibility for Home Care in the area. This has improved the continuum of care for the community).

- For integrated facilities, explore opportunities to integrate acute care with long-term care in order to improve staff availability, streamline processes and achieve a higher level of care for residents.
- Explore opportunities to provide a more optimal setting for care of residents experiencing dementia.
- Examine current staffing model to address and support the increasing bariatric population and allow for bariatric residents to be cared for in their home community.
- Equipment needs of individual facilities will be prioritized along with equipment needs across all long-term care homes in the region.
- There are opportunities to improve processes related to posting and hiring, as well as staff scheduling, that would have a positive impact on facility operations and enhance resident care.

2017 CEO Long-Term Care Tour Summary: Sun Country Health Region

What is working well:	Issues:
<ul style="list-style-type: none"> • Activities/outings. • Music/entertainment. • Good staff/excellent care. • Meals/menu choices/options for special diets. • Outdoor areas/gardens/gazebos. • Community involvement. • Pub Nights, BBQs and family events. • Clean facilities/rooms. • Laundry/linens. 	<ul style="list-style-type: none"> • Some residents would like to see their preferences incorporated into the menu more; more fresh fruits and vegetables. • Some residents would like to see more activities and outings. • Some concerns with food temperatures. • Monthly comfort fee considered too high for quality of products received. • Better communication between management and residents at some facilities. • More exercise/access to therapies/more timely assessments. • Some facilities have limited or no access to transportation for outings. • Some issues with personal laundry going missing. • Challenges recruiting staff to rural facilities.
Proposed Actions:	
<ul style="list-style-type: none"> • Food/menu committees to ensure resident preferences are incorporated into meal planning. • Capital upgrades/improvements, as identified (such as uneven sidewalks). • Daily Visual Management boards to continue to promote quality measures at each site. • Continue to encourage opportunities for school and community involvement. 	

2017 CEO Long-Term Care Tour Summary: Sunrise Health Region

What is working well:	Issues:
<ul style="list-style-type: none"> • Daily Visual Management. • Active Resident and Family Councils. • Excellent care provided by staff. • Resident information consistently posted for staff to see. • Community involvement. • Capital upgrades/maintenance. • Activities/recreation. • Menu/alternate meal choices. • Outdoor spaces. • Excellent care provided by staff. • Quality improvement initiative to reduce restraint use. • Staff/management address concerns raised by residents/families. • Hand hygiene. 	<ul style="list-style-type: none"> • Some concerns with menu (accommodating specific diets, incorporating preferences). • Some concerns with laundry. • Staffing levels at some facilities. • Wandering residents. • Some staff routines are not resident-centred. • Accessibility to outdoor areas in some facilities (safety concerns). • Access to therapies. • Transportation. • Some residents would like to have more activities/recreation.
Proposed Actions:	
<ul style="list-style-type: none"> • Continue to conduct Resident and Family Council meetings and address concerns. • Incorporate infrastructure improvements into capital plans and identify those that are safety related. • Continue to improve menus and incorporate preferences. Dietary focus groups held regularly in some homes. • Schedule additional staff if workload is heavy (ie outbreak). 	