

Continuous Quality Improvement



Introduction

As part of continuous quality improvement at Anago, a systematic approach was adopted by the leadership team to assess services to make improvements on a priority basis. Increasing the culture of employee safety was deemed as one of the two priority initiatives for 2017/2018 year(s).

Development and approval of the Quality Improvement Initiative and Cycle – In December 2016, the Anago Leadership Team approved the plan to proceed with the initiative to increase the focus on employee safety in the workplace as evidenced by a 3% reduction of injuries in the workplace by April 1, 2018.

Quality Improvement Initiative: Increase the Culture of Employee Safety at Anago

Definitions

1. Anago's workplace – defined as the workplace both on property and off property in the community within the scope of work at Anago
2. Culture - the beliefs, customs, practices, and social behavior practised within Anago
3. Safety – protection from, or not being exposed to, the risk of harm or injury, increased feelings of personal well being

Anago's approach to this specific quality improvement initiative is based on the following principles:

1. **Person Focused** - This plan is focussed on employees meeting or exceeding needs and expectations of a safe workplace.
2. **Health and Wellness** - Anago's services are characterized by a commitment to promoting and preserving wellness.
3. **Employee Empowerment** - Increasing the culture of safety involves all employees at all levels of the organization in improving quality and safety in the work environment(s).
4. **Leadership Involvement** - Strong leadership, direction and support of quality improvement activities by the governing body and Executive Director are key to performance improvement. This involvement of organizational leadership assures that quality improvement initiatives are consistent with the strategic plan; specifically the strategic priority of Service Excellence.
5. **Data Informed Practice** - This plan involves a feedback loop, using data to inform practice and measure results. See Appendix A,B, and C
6. **Statistical Tools** - For continuous improvement of safety in the workplace, tools and methods used that foster knowledge and understanding include; training, analysis of incidents, meetings, annual workplace violence assessments and annual root cause report.



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7. **Continuous Improvement** - Processes must be continually reviewed and improved. Small incremental changes do make an impact. Through collaboration at the Agency Joint Health and Safety Committee, opportunities for improvement will be discussed, implemented and analyzed for impact on the work environment(s).

Target for 2017-2018

Reduce the number of workplace injuries. There were 30 injuries reported in the 2015/2016 Annual Analysis of Incidents. Anago's target is to reduce the number of injuries by 3% by end of fiscal year in 2018. This quality improvement initiative directly relates to Anago's Service Excellence strategic priority (2017 to 2020 Strategic Plan)

Target Justification

Annual Analysis of Incidents for 2015-2016 indicated a total of 30 incidents

1. 44% - (13 incidents) were categorized as "Struck by/Contact with/Burn
2. 30% - (9 incidents) were categorized as Assault
3. 13% (4 incidents) were categorized as Fall/Slip/Trip
4. 3% - (1 incident) Overexertion-Client
5. 3% - (1 incident) Repetition
6. 7% - (2 incidents) Motor Vehicle Accident

Annual Analysis of Root Cause of Incidents for the Top three Categories 2015-2016

Root Cause Analysis: A root cause analysis is a systematic process for identifying the most basic factors/causes that underlie the top three categories of highest incidence:

1. 23% of the incidents were related to aggressive/reactive behaviour
2. 19.5% of the incidents were related to aggressive behaviour with no known cause

*Both categories of Aggressive behaviour combined accounts for **42.25%** of the incidents*

3. 19.25% of the incidents were related to recreational activities

Annual Analysis of the Results of Incidents (TYPE) - Top three Categories 2015-2016

1. 39% of the top three Incident Types resulted in a First Aid Claim
2. 30% of the top three Incident Types resulted in a Health Care Claim
3. 27% of the top three incident Types resulted in a Hazardous Situation (No injury)
4. 3.98% of the top three Incident Types resulted in a Lost Time Claim

Anago used sector comparators to establish the criteria of a 3% reduction in workplace injuries. Measurable objectives for improving the safety related to the top three categories will be used.



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When the Analysis of Incidents report was reviewed at the Agency Joint Health and Safety Committee meeting in October of 2016, it was assessed that safety was a priority. At the Leadership Team meeting, it was determined that increasing the culture of safety was an area for improvement in Anago's environment.

Anago will address improving the safety of its work environments for employees which translates into a safe environment for all individuals. Each Quarter, monitoring and assessment of workplace injuries will be completed at the sites and with the Agency Joint Health and Safety Committee. Reporting of the analysis will be communicated to the Executive Director and the Governing Body.

Planned Improvement Initiatives (Change Ideas)

On January 10, 2017, at the quarterly Agency Joint Health and Safety Committee (JHSC) meeting, the analysis of incidents was reviewed. The committee studied the data provided and identified that injuries in 2015/2016 most often occurred as a result of aggression by individuals receiving service, followed by the second most common; injuries resulting from staff participating in recreational activities with individuals receiving service. The committee discussed addressing the high risk areas and created recommendations that were to be reviewed with teams across all sites with the goal of reducing injuries across the organization.

JHSC recommendations

1. Initiate mindful discussions at site team meetings about specific ways to reduce injuries. Add as a monthly standing item on the team meeting agendas.
2. Refresh and increase skills. Practice Prevention and Management of Aggressive Behaviour and Crisis Prevention and Intervention skills as an addition to the annual training sessions.
3. Conduct Brainstorming sessions - continued discussion to occur regarding the risk of injury during recreational activities with individuals receiving service and employees to determine new strategies for safe engagement in activities.
4. Facilitate conversations regarding discussions with individuals receiving service about speed and timing of recreational activities with an increased focus on skills and drills vs. a competitively focused game; slowing down the speed of the game.

Measures and Indicators

1. Team Meeting Discussions - Discussion and planning once per month at site team meetings to review strategies particular to the site which will heighten awareness of safe work practices.
2. Health and Wellness Meetings – The Health and Wellness Committee will increase their educational focus related to physical health and fitness as it relates to things like proper stretching techniques, the importance of good physical fitness that will support



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employees to complete the physical aspects of the job, appropriate warm up exercises to complete prior to recreational activities. Each meeting will give consideration to what further information can be provided to employees to support this initiative. Information blasts will be sent to all employees following health and wellness meetings to support knowledge transfer.

3. Evidence of Training - There are times that physical intervention is required to manage high risk behaviours of individuals receiving service, which at times results in injury to employees. As a preventative measure, all Anago direct care employees are trained in either PMAB or CPI, which teaches skills in de-escalation techniques as well as how to physically intervene. Team meeting minutes will demonstrate practice of Prevention and Management of Aggressive Behaviour and Crisis Intervention techniques minimally on a monthly basis, as a method of maintaining/increasing de-escalation and physical intervention skills.

Additionally, because Anago programs focus on a relationship based, therapeutic approach, it has resulted in less use of physical restraints than in the past. While this is regarded as positive and in line with utilizing the least intrusive measures to manage, there are resulting effects. Employees are not as versed in doing physical interventions and/or may enter into a restraint with 'cold' muscles and less confidence in their abilities to perform the restraint successfully. Part of the additional training/education to be provided to employees is information about the difference in being/feeling an injury versus having sore muscles, which are to be expected. Another preventative measure is the identification and communication of triggers to an individual's acting out behaviours, in shift changes, team meetings and behaviour and individual plans in order to outline the best methods of intervention/support.

4. Demonstrated changes in focus - Recreational activities are shifted to teaching and building skills of individuals receiving service rather than on competition. Employees should ensure that warm up; stretching and skill building are being taught.
5. Reminders to Individuals - Ensure individuals in service are reminded of the need to participate safely.
6. Evidence of reduced speed - similar to the principles of PMAB training; employees should participate at $\frac{1}{4}$ speed; not engage in a competitive game the same as they might with their own peers at home.
7. Evaluation of personal abilities – Employees participate in self– evaluation of their fitness level, medical history and history of injury, in determining whether they should participate and at what level.
8. Involvement of Health and Wellness Committee - the Health and Wellness Committee will send out monthly health related information and support teams by doing activities such as researching how to do proper stretching and warm-ups, personal fitness, etc., to share with employees.
9. Evidence of reporting to the board of directors on a regular basis.



Continuous Planning Improvement Cycle – Plan, Do, Check, Act

The Leadership Team will formally adopt the Plan, Do, Check, Act approach to continuous quality improvement. The teams will periodically assess information based on the indicators, taking action as evidenced through quality improvement indicators to solve problems and pursue opportunities to improve quality. Approaches and tools by the teams during this cycle will include:

1. **Brainstorming:** A tool used by teams to bring out the ideas of each individual and present them in an orderly fashion to the rest of the team. Essential to brainstorming is to provide an environment free of criticism. Team members generate issues and agree to “defer judgement” on the relative value of each idea. Brainstorming is used to generate a large number of ideas about issues to tackle, possible causes, approaches to use, or actions to take. The advantages of brainstorming are that it:
 - Encourages creativity
 - Rapidly produces a large number of ideas
 - Equalizes involvement by all team members
2. **Bench Marking:** A benchmark of a 3% reduction in injuries was used as a point of reference by which the plan can be measured, compared, and judged
3. **Root Cause Analysis:** A root cause analysis is a systematic process for identifying the most basic factors/causes that underlie variation in performance.

Desired Outcomes

Decreased number of overall injuries and an increased culture of health and wellness for all employees and individuals receiving service. Specifically:

- Reduce injury from aggressive behaviour, recreational activities and slips and falls by 3% by April 1, 2018.
- Increased staff confidence in performing physical interventions.
- Reduction of speed of execution and participation during recreational activities
- Increased personal awareness of past injuries when approaching potential crisis situations.

Data Source

1. Analysis of Incidents (Quarterly and Annually Reports)
2. Monthly inspections (Reports)
3. Quarterly inspections (Reports)
4. Team Meetings (Minutes)
5. Joint Health and Safety Committee Meetings (Minutes)
6. Leadership Team Meetings (Minutes)
7. Physical Environment Risk Assessment (Inspection Action Plan)
8. Employee feedback



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Reporting Period

1. January 2017 – The Quality Improvement initiative was launched at the Agency Joint Health and Safety Meeting. Reporting will occur quarterly at Joint Health and Safety Committee meetings and at Leadership meetings
2. April 2017 - JHSC meeting - analysis of incidents reviewed, review of the measures and indicators, preventative strategies actioned
3. July 2017 - JHSC meeting - analysis of incidents reviewed, review of the measures and indicators preventative strategies actioned
4. October 2017 JHSC meeting - analysis of incidents reviewed, review of the measures and Indicators, preventative strategies actioned
5. January 2018 JHSC meeting - analysis of incidents reviewed, review of the measures and Indicators, preventative strategies actioned
6. April 2018 JHSC meeting - analysis of incidents reviewed, review of the measures and indicators, preventative strategies actioned. Assessment of results, adjust priorities and goals for 2019/2020

Evaluation

In April 2018, an evaluation of the data collected will be summarized by Human Resources. The summary will be assessed by the Agency Joint Health and Safety Committee, Human Resources, the Leadership Team and the Executive Director. The results will be documented to include the adjusted priorities and goals for 2019/2020 as part of the continuous improvement cycle. The results will be rolled out to staff teams and rolled up to the Board with recommendations to achieve identified outcomes for 2019/2020. It is a shared responsibility by all employees and board members to increase the culture of safety at Anago. As part of the summary report next steps will identify how Anago will “hold the gains”. It will describe any implications of the quality improvement process for actions to be taken regarding systems or outcomes at the program level for the upcoming year

See Data Source attachments:

1. **Appendix A: Annual Analysis of Incidents for 2016**
2. **Appendix B: Annual total of Days Lost by Incident Type for 2016**
3. **Appendix C: Violence in the Workplace Survey Results – 2014**