



TRAVERSE
INDEPENDENCE

QUALITY MANAGEMENT PLAN

APRIL 2018

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INTRODUCTION

The delivery of quality services to those we serve has been a Traverse Independence priority over the past many years. As the organization has grown and expanded this is one value and principle that has been constant.

In order to drive the quest for quality forward, the board of directors have consistently had the expectation of quality service delivery in their strategic plan. It is the board’s responsibility to lead the organization forward through the mission, vision, values and strategic plan, and quality has always been front and centre. Keeping in mind that the board’s strategic plan has a number of priority objectives within it, the first one has a strong focus on quality: *Provide a recognized service that supports quality care and client safety.* (See excerpt from the board’s strategic plan below.)

The Board’s Strategic Plan Priorities

QUALITY & SAFETY ¹	OUTCOMES	ENGAGEMENT
Provide a recognized service that supports quality care and client/staff safety.	Demonstrate and communicate our commitment to achieving key client and system outcomes.	Create opportunities for engagement with key stakeholders.
Achieve accreditation, implement a quality management system, ensure service is based upon best practices, implement client safety plan, ensure all staff and client safety policies are reviewed annually.	Active contributions on local and provincial system committees, collect data to support funding requests.	Develop virtual and face to face systems for engagement, use surveys to collect data, use information for quality improvement.

As an organization, we are fully committed to a culture where quality client care is integrated into our daily services, thus ensuring our services are provided in an effective and competent manner. The board fosters and supports a culture of client and staff safety and regularly receives reports and updates on measures related to safety such as data on WSIB, lost time claims, accidents and injuries, client falls, medication errors and reconciliation, infection prevention and control and other such data.

We currently serve clients with an acquired brain injury and with a physical disability across four business units in Waterloo-Wellington. Quality management is necessary to ensure all services are designed and rendered to meet the current and emerging quality needs of clients, their families, employees, and members of our broader community.

¹ Use the Client Safety Plan as a resource along with the H&S Policies and Procedures

SCOPE

This document applies to all programs of Traverse Independence.

THE QUALITY PLAN STRATEGIC PRIORITIES

The quality plan was developed to support the first priority of the board’s strategic plan, which is safety and quality. Three areas of focus have been selected to do this, with goals in each area.

KEEP THE CLIENTS AND STAFF SAFE	ACHIEVE THE BEST RESULTS	PERSON CENTRED CARE
<ul style="list-style-type: none"> • Improve food-handling practices. • Improve client record keeping. • Reduce incidents of client injury related to falls. • Safety is part of the role of clients, employees, and families. • Ensure all client and staff health and safety policies are reviewed annually. 	<ul style="list-style-type: none"> • The ethics framework is utilized across the organization. • Incident reports will be used for quality improvement and risk management. • The emergency preparedness plan is implemented at all sites and locations. 	<ul style="list-style-type: none"> • Clients and families will be engaged and involved at all levels of the organization. • Key documents will be made public by posting on the website. • Mission, vision and values will be vetted through key stakeholders on a regular basis. • Membership on the board of directors will be extended to those with lived experience, caregivers or families.

RESPONSIBILITY

Quality management is the responsibility of the governors, employees, clients, and caregivers/family. The managers and front line employees play a part in the quality, reliability, and safety of the programs and services provided to our clients. The board of directors ultimately holds the responsibility for the implementation of the quality plan.

It is up to management to ensure that quality systems are designed, implemented, monitored, and evaluated on an ongoing basis and that the board of directors has the background information they require to support the quality plan.

REPORTING

Following is a critical path, which provides the goals, objectives, and measurable outcomes for the quality system along with who is responsible for achieving the measures.

Using a scorecard, the results of the goals and objectives will be measured quarterly with results provided not only to the board of directors, but to employees, clients, caregivers and the public.

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STRATEGIC PRIORITY	GOAL	OBJECTIVES	OUTCOMES	LEAD	TIMELINE	INDICATORS
KEEP THE CLIENTS AND STAFF SAFE	Improve food-handling practices.	Identify employee positions that are responsible for food handling.	Ensure safe food handling is a requirement in position description.	Client Safety Committee	September 2018	60% of all employees who require Safe Food Handling training will obtain it.
		Revise the training policy to include safe food handling practices	The client safety committee will identify best practices in food handling.	Client Safety Committee	April 2018 and ongoing	100% of recommendations of Client Safety Committee regarding safe food handling will be implemented.
		Ensure staff comply with safe food handling practices	Open and transparent data about food handling practices will be available to all key stakeholders.	Client Safety Committee	July 2018 and quarterly	100% of staff will comply with identified safe food handling practices
	Improve client record keeping.	All employees will have access to GoldCare, the client data management system.	Fully integrated client data management system will be available to all employees.	Andrea Vlasata, Jessica Bates	March 2018	100% of employees are trained on using new system.
		All information is collected in a consistent manner and integrated with client records.	Client safety data including falls, incidents, and medication errors will be logged electronically into client file.	Andrea Vlasata, Jessica Bates	March 2018	100% of the client safety data including falls, incidents and medication errors will be entered into Goldcare client file system.
	Reduce incidents of	All client falls information will be	Client falls data will be used to	Jessica Bates	March 2018	100% of the client falls data will be entered

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STRATEGIC PRIORITY	GOAL	OBJECTIVES	OUTCOMES	LEAD	TIMELINE	INDICATORS	
	client injury related to falls.	logged into the GoldCare client record keeping system.	drive quality improvement across the organization.			into the client specific GoldCare system.	
		Using the falls prevention assessment tool all clients will be assessed for being at risk of falling	Assessment data will be used to identify when a proactive falls prevention program will be offered to individual clients.	Toby Harris, Jessica Bates	March 2018	100% of clients at risk of falling are offered an individualized falls prevention program	
	Safety is part of the role of clients, employees, and families.	Review all position descriptions and ensure that client safety is identified as a key responsibility.	Client safety will be part of the key responsibilities of the employees, clients and families	Toby Harris, Jessica Bates	March 2018	100% of the job descriptions will have client safety as a key responsibility.	
	Ensure all client and staff health and safety policies are reviewed annually.	All health and safety policies and service delivery polices relating to safety are reviewed annually.	The policies will be updated annually.	JOHSC, Employee Advisory Committee	March 2019	100% of the policies relating to staff and/or client safety are reviewed annually.	
	ACHIEVE THE BEST RESULTS	The ethics framework is utilized across the organization.	Training modules will be developed for staff and volunteers to ensure they understand the	Training module developed by March 2018.	Toby Harris, Jessica Bates	March 2018	100% of ethical reviews completed are reviewed by leadership
					Toby Harris, Jessica Bates	June 2018	100% of employees and volunteers will be trained on ethics.

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STRATEGIC PRIORITY	GOAL	OBJECTIVES	OUTCOMES	LEAD	TIMELINE	INDICATORS
		ethics framework and its application in day-to-day practice.		Jessica Bates	March 2018	100% of ethics reviews will be merged with client or employee files in the GoldCare system.
	Incident reports will be used for quality improvement and risk management using the risk management framework.	Incident data including the risk management information will be integrated into the GoldCare client and employee data system.	Incident reports will be trended with data being used to drive quality improvements.	Jessica Bates	April 2018	100 % of incident reports will be integrated into the GoldCare system with trending data generated.
		Near misses will be reported and monitored.	Near miss information will be used in quality improvement and risk management processes.	Jessica Bates	June 2018	100% of near misses will be logged into GoldCare.
	The emergency preparedness plan is implemented at all sites and locations.	Regular disaster drills will be held at all sites and programs.	Employees are prepared in the case of an emergency	Health and Safety Committee	June 2018	100% of the required drills as per the annual plan will be completed and logged into the system.
PERSON CENTRED CARE	Clients and families will be engaged and involved at all levels of the organization.	A variety of tools will be used to elicit feedback and promote engagement.	Clients and families will be engaged and involved in decision making at all levels of the organization	Toby Harris, Jessica Bates	March 2018 and ongoing	A 40% response rate is obtained on all requests for input and information from families and caregivers.

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STRATEGIC PRIORITY	GOAL	OBJECTIVES	OUTCOMES	LEAD	TIMELINE	INDICATORS
	Key documents will be made public by posting on website.	The quality, client safety, strategic and risk management plans will be publicly available	The quality goals, objectives, and outcomes will be transparent and available for all key stakeholders.	Toby Harris, Jessica Bates	June 2018	100% of the identified plans and scorecards will be posted on the website for public access.
	Mission, vision, values will be vetted through key stakeholders on a regular basis.	Key stakeholder engagement will provide input into the mission, vision and values.	Key stakeholders will be engaged and involved in the ongoing strategic directions of the organization.	Board	June 2018	A 40% response rate on requests for input related to the mission, vision and values is achieved
	Membership on the board of directors will be extended to those with lived experience, caregivers or families.	Competency matrix and policies highlight the pursuit of client and/or family members to join the board of directors.	All applicants to the board including family and clients will be considered.	Board	Ongoing	At least one board member will be a person with a disability or a caregiver of a person with a disability – a person with lived experience