

Quality and Innovation Awards 2014

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INTRODUCTION

In April 2009, the Board of Directors of the Ontario Long Term Care Association (OLTCA) announced the launch of a Quality Award to profile members that are doing exemplary work in the areas of safety and quality of care, system integration and resident, family and staff satisfaction. The goals of the Program are threefold:

- To celebrate excellence in long term care.
- To inspire leadership for quality at all levels.
- To promote quality improvement, innovation and collaboration.

The awards component of the Program builds on similar initiatives, in other sectors/jurisdictions and is aligned with accreditation requirements, Health Quality Ontario indicators and Excellence Canada (formerly the National Quality Institute) criteria.

What's New This Year?

Based on recommendations from applicants and the review panel, we have:

- Added two new categories: Culture Change Home of the Year and Best New LTC Product or Service of the Year
- Refined the requirements for QI Innovation of the Year and OLTCA Workplace of the Year.
- Simplified the submission content and process for all award categories.

As before, all awards are heavily weighted towards outcomes. Those wishing to be considered for any award, including the OLTCA/Excellence Canada Home of the Year Award, must show mastery of quality improvement tools and techniques, and evidence of effectiveness of exemplary performance.

Award Categories¹

OLTCA believes that quality is a purposeful activity, requiring vision, leadership, teamwork, knowledge, creativity, and sustained action. The QI Recognition Program¹ focuses on the interplay of people, processes and products with awards in 6 categories.

About OLTCA

OLTCA is Canada's largest long term care association, representing more than 440 charitable, not-for-profit, private, and municipal long term care homes that are funded and regulated by the Ontario Ministry of Health and Long-Term Care. OLTCA members provide care, accommodation, and services to almost 70,000 residents every year

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¹ Award categories, criteria and submission requirements are subject to change based on an annual review process and input from the Awards Adjudication Panel.

1. **QI Team of the Year** – Awarded to one or more teams affiliated with an OLTCa member home that achieves significant improvements in quality as measured by the Health Quality Ontario or evidence-based, qualitative or quantitative indicators from other independent sources.
2. **QI Innovation of the Year** – Awarded to one or more creative, unique or new idea or initiative developed, launched or implemented by an OLTCa member home or affiliate member that results in significant improvements to quality of care, quality of worklife or health system integration or sustainability.
3. **Best New LTC Product or Service of the Year** – Awarded to a new or significantly improved product or service developed or launched by an OLTCa commercial member and judged by OLTCa active members as most likely to have a positive impact on long term care if more widely adopted.
4. **OLTCa Workplace of the Year** – Awarded to one or more OLTCa members (active, commercial or affiliate) that excels in physical, environmental and occupational health and safety, promotion of health and wellness among staff and volunteers and development of a culture of learning and quality improvement.
5. **OLTCa Culture Change Home of the Year** – Awarded to one or more OLTCa member homes, nominated and selected by current residents, for their efforts and success in creating a home-like environment, enhancing quality of life and honouring resident voice and choice.
6. **OLTCa/Excellence Canada Long Term Care Home of the Year** – Awarded to one or more OLTCa member homes that provides evidence of sustained exemplary performance in five key domains (Leadership, Engagement, Process Innovation, Supplier/Partner Focus and Resident Experience & Quality of Care) based on criteria consistent with Residents' First and Excellence Canada's Canada Awards for Excellence Quality Framework.

This document provides highlights of each of these awards.

Adjudication

The OLTCa Quality Awards are designed to inspire long term care leaders and staff, promote the sharing of best practices, and provide residents, funders, media and the public with important information about our members' commitment to quality.

Adjudication of nominations and submissions will be carried out by an independent panel of distinguished individuals with expertise in quality improvement, research, compliance, business development, awards adjudication and LTC resident and family advocacy.

The panel is chaired by OLTCa's CEO. The role of the Chair, a non-voting position, will be to facilitate discussion and ensure a smooth review process. Panel deliberations will be confidential, with award decisions made by consensus where possible.

OLTCa members will also be directly involved in the awards selection process for the first time this year by voting for the best new product or service award that addresses an unmet need or important problem in long term care.

The awards will be presented at the annual OLTC Quality and Innovation Conference held on June 5th at the Sheraton Centre Toronto Hotel.

Benefits of Applying

We encourage all OLTC Active, Commercial and Affiliate members to consider applying for a Quality Award. The benefits are many:

- All who apply will receive valuable feedback
- Those already involved in quality improvement work will have an opportunity to reflect on their accomplishments and share lessons learned
- Those new to QI will be motivated to improve their practice or processes
- The best among us will see our hard work publicly recognized and celebrated
- And our residents, and those who care for them, will reap the rewards associated with improved quality of care and quality of work life

Awards will be handed out at a special recognition gala event. Award recipients will receive complementary registration to the OLTC Quality & Innovation Conference and a cash award as follows:

- \$1,000 – QI Team of the Year
- \$1,000 – Quality Workplace of the Year
- \$1,000 – QI Innovation of the Year
- \$2,000 – Culture Change Home of the Year
- \$2,000 – QI Home of the Year

The winner of the Best New LTC Product or Service of the Year will receive a complementary booth at the Quality & Innovation Conference and additional opportunities to showcase their winning product or service throughout the year.

OLTC will also work with award-recipients to implement a comprehensive communications plan to promote the winners and share their success stories including:

- Presentations at OLTC and community events
- Stories in Long Term Care Magazine and On the Radar
- Profiles in community and mainstream media where appropriate
- Recognition on OLTC and partner websites.

HOW TO SUBMIT AN APPLICATION

1. Click the “**Create New**” button at the bottom of this page
2. Choose the award you would like to submit a nomination for and complete the application form.
3. Fill out all of the required fields (**marked with a red asterisk**) and upload the necessary supporting files (up to 5). Click “**Next**” if there are multiple tabs.
4. Click “**Save**” when your submission is complete.
5. Once saved, click “**Submit & Review**”. You may review your submission one last time.
6. Once reviewed, click the “**Finalize**” button. This will complete your submission.
7. You will receive an email confirming you have completed your submission. There will be an edit submission link in that email should you need to make edits.
8. You may check your submission and make edits
 - Use the link provided in the confirmation email.
 - Click the edit button under my submissions for the submission you wish to edit and click “**Edit Submission**” and update any information or upload additional files.
 - Click “**Save**”, “**Save & Review**” and “**Finalize**” when finished.

To submit a nomination for more than one award, after finalizing your first submission, go to "My Submissions" on the top left side of the page, and click on "Quality Award Submission" button to start a new submission.

Please go to: <http://precis2.preciscentral.com/Link.aspx?ID=718C7CD0C20745B3>, and start by creating an account.

TIPS FOR SUCCESS

- ✓ Review award eligibility, criteria and submission requirements carefully.
- ✓ Involve key stakeholders early on, particularly the resident council and family council.
- ✓ Gather relevant data and supporting materials to document your successes.
- ✓ Compile meaningful testimonials and well-crafted letters of support from residents, families and other key stakeholders that clearly describe why your nomination deserves the award.
- ✓ Think about the information needs of the adjudication panel and prioritize your key messages. What concrete changes or results did you achieve? What can others learn from your experience?
- ✓ Ensure the data and information are consistent, up-to-date and accurate. Be sure to include trend data if available.
- ✓ Include key documents to support your case but beware of information overload. Panelists will want to ensure your submission is well-supported but they do not want to wade through tons of material to find what they need.
- ✓ Edit for length, readability and results or evidence of effectiveness.
- ✓ Get an outsider to review your submission against the criteria and ensure all requirements are met.
- ✓ Contact OLTCA if you have questions or would like staff to preview your application to ensure all submission requirements and criteria are addressed.

All documents and files submitted for the Quality Awards will become the property of OLTCA. No submitted information will be published without permission of the nominee and/or the individual who submitted the nomination

Submission Deadline extended to : May 9, 2014 at 12:00 noon

Receipt of submissions will be acknowledged via email upon submission. If you do not receive an acknowledgement, please contact us.

All award recipients will be notified **by May 21, 2014.**

Awards are open to OLTCA members only. If you are not currently a member but wish to apply for an award, please visit www.oltca.com for more information on categories and benefits of membership.

Important Dates

Extended to: May 9, 2014	Deadline for Submissions
May 12 , 2014	QI Award Panel Reviews
May 12, 2014	OLTCA Active Members Vote for Best New LTC Product or Service
May 21, 2014	Award Recipients Notified
June 5, 2014	OLTCA Quality & Innovation Forum Awards Gala Sheraton Centre Toronto Hotel, 123 Queen St W, Toronto, ON M5H 2M9

For more information please contact:

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905-470-8995**

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OLTCA QUALITY AWARDS 2014 NOMINATION FORM

Nomination involves (*check all that apply*)

- ☐ OLTCA Active Member _____
- ☐ OLTCA Affiliate Member _____
- ☐ OLTCA Commercial Member _____

If you are not currently an OLTCA Member but are interested in applying for an award, please contact Michelle Gradini, mgradini@oltca.com.

Brief description of the Organization (*mission, location, size, clients, services, expertise, honours or awards*)

Award Category (*If applying for multiple awards please complete a nomination form for each*)

- ☐ QI Team of the Year
- ☐ QI Innovation of the Year
- ☐ Best New LTC Product or Service Award
- ☐ OLTCA Workplace of the Year
- ☐ OLTCA Culture Change Home of the Year
- ☐ OLTCA/Excellence Canada Long Term Care Home of the Year

Name of Team/Innovation/Product/Workplace/Home Nominated for An Award (*This is the information that will appear on the Award and promotional materials*)

Person to Contact for More Information on Submission Content (This is the person who could address detailed questions from OLTCA staff or the Awards Panel)

Name _____

Title _____

Tel _____ Fax _____ Email _____

Nominated by (*check one*)

- ☐ Current LTCH Resident
- ☐ Residents' Council
- ☐ Staff/Board Member(s)
- ☐ Other

Lead Person Responsible for the Nomination (*if different from above*)

Name _____

Title _____

Tel _____ Fax _____ Email _____

1. OLTCA Quality Improvement Team of the Year

Overview

Quality improvement is a team effort. This award recognizes a long term care home team that achieves significant improvements in quality as measured by the Health Quality Ontario, or other evidence-based, quantitative or qualitative indicators (e.g., pressure ulcers, falls, resident satisfaction).

Eligibility

Task force, committee, work group, collaborative, process improvement team or other group affiliated with an OLTCA member home. Teams must be composed of a minimum of 3 members although not all need to be employees of the home. Teams may self-nominate. Submissions related to a variety of quality improvement initiatives undertaken within the past five years are welcome.

Nominees are requested to fill out the form below and submit along with supporting documentation signed by the Home's Administrator.

- A. Brief description of the Team, the quality improvement initiative and key accomplishments (for promotional purposes)
- B. Tell us why your team deserves this award (please refer to criteria)
 - 1. Description of the problem or issue addressed and its relevance to long term care or significance to your home **(Not more than 250 words)**
 - 2. Description of activities undertaken, and tools or methods used by the team, including the degree of member and stakeholder engagement in project development or implementation **(Not more than 250 words)**
 - 3. Summary of results to date, including qualitative and/or quantitative outcomes **(Not more than 250 words)**
 - 4. Observations on the impact of the initiative or sustainability of the results **(Not more than 250 words)**
 - 5. Team learnings and recommendations for other homes implementing similar initiatives **(Not more than 250 words)**
- C. Supporting Documentation (In addition to the Nomination Form, you may upload up to 5 documents that will support your submission)

<i>Document Name</i>	<i>Description of Content</i>
1.	
2.	
3.	
4.	
5.	
6. <i>Signed Nomination Form</i>	<i>Required</i>

Criteria

Submissions will be evaluated based on the following criteria:

1. Importance of Problem(s) Addressed
2. Team & Stakeholder Engagement
3. Demonstrated Use of Quality Improvement Methods & Tools
4. Significant & Externally Verifiable Outcomes
5. Sustainability of Results
6. Project Replicability/Learnings

Please review your submission for clarity, comprehensiveness and adherence to criteria and submission requirements. Incomplete or late submissions will not be reviewed.

For more information on quality improvement methods and tools, please visit www.ohqc.ca, www.nqi.ca or www.asq.org

Quality improvement is data-driven. For more information on elements of a good indicator, please see Building a Data Quality Management Framework for Ontario (MOHLTC, 2006) or the CIHI Data Quality Framework (2005).

At minimum, three year trend data should be provided. Some improvement initiatives may have started within the past year or two. Performance data reflecting progress to date is acceptable.

2. OLTC Quality Improvement Innovation of the Year

Overview

According to the Conference Board of Canada, innovation is “a process through which economic or social value is extracted from knowledge through the generation, development, and implementation of ideas to produce new or significantly improved products, processes, and services.” Innovation is not the same as invention; much innovation is incremental, not radical or disruptive. This award recognizes innovations that are contributing to the evidence base for long term care or show promise of significant improvements to care organization and delivery, or health system integration.

Eligibility

Creative, new or unique initiatives, models or practices developed or implemented by an OLTC member home, or affiliate member will be considered for this award.

Nominees are requested to fill out the form below and submit along with supporting documentation signed by the Home's Administrator.

- A. Brief description of the innovation and its benefits (for promotional purposes)
- B. Tell us why your innovation deserves this award (please refer to criteria)
 - 1. Extent to which innovation addresses emerging or under recognized need and is unique, new or 'innovative' **(Not more than 250 words)**
 - 2. Process used to develop or test the innovation including user engagement **(Not more than 250 words)**
 - 3. Early results or documented impact on resident experience, family satisfaction, quality or efficiency of care, worklife and safety, system integration or other outcomes **(Not more than 250 words)**
 - 4. Potential for knowledge transfer, including lessons learned to date, recommendations for improvement or further testing, and potential impact of widespread adoption **(Not more than 250 words)**
- C. Supporting Documentation (In addition to the Nomination Form, you may upload up to 5 documents that will support your submission)

<i>Document Name</i>	<i>Description of Content</i>
1.	
2.	
3.	
4.	
5.	
6. <i>Signed Nomination Form</i>	<i>Required</i>

Criteria

Submissions will be evaluated based upon:

1. Significance of Innovation
2. Innovation Development & Implementation Process
3. Early Results or Documented Impact
4. Potential for Knowledge Transfer

Please review your submission for clarity, comprehensiveness and adherence to criteria and submission requirements. Incomplete or late submissions will not be reviewed.

3. Best New LTC Product or Service Award

Overview

An aspect of health care innovation that is often overlooked is the contribution of vendors and commercial providers. Finding better ways to deliver value based on an in-depth understanding of client needs, internal capacity and the external environment is key to sector sustainability. The Best New LTC Product or Service Award recognizes a new or significantly improved product or service developed or launched by an OLTCA commercial member and judged by staff, residents and families of long term care homes as most likely to have a positive impact on the sector if more widely adopted.

Eligibility

Products or services developed or launched in Canada or the long term care sector by an OLTCA Commercial Member as of the application deadline will be considered for this award.

- A. Brief description of the product or service and the need or problem it addresses (for promotional purposes)
- B. Tell us why your product or service deserves this award (please refer to criteria)
 - 1. Extent to which it is new or significantly improved, and relevance or usefulness to long term care (**Not more than 250 words**)
 - 2. Value proposition including how unique features and benefits and costs of adoption or use (**Not more than 250 words**)
 - 3. Potential for diffusion or commercialization, including discussion of regulatory, operational or other barriers and proposed solutions (**Not more than 250 words**)
- C. Supporting Documentation (In addition to the Nomination Form, you may upload up to 5 documents that will support your submission)

<i>Document Name</i>	<i>Description of Content</i>
1.	
2.	
3.	
4.	
5.	
6. <i>Signed Nomination Form</i>	<i>Required</i>

Criteria

Submissions will be evaluated based upon:

1. Extent to which product or service is 'new' or significantly improved
2. Value Proposition
3. Potential for Widespread Diffusion or Commercialization

Please review your submission for clarity, comprehensiveness and adherence to criteria and submission requirements. Incomplete or late submissions will not be reviewed.

4. OLTCA Workplace of the Year

Overview

Successful quality improvement relies on people. Consistent with the Quality Worklife Quality Healthcare Collaborative's definition of a quality healthcare workplace, the OLTCA Workplace(s) of the Year award recognizes one or more OLTCA members that takes a strategic and comprehensive approach to creating the physical, cultural, psychosocial and work design conditions that maximize the health and wellbeing of staff, particularly frontline care providers, and contribute to quality outcomes and exceptional organization performance.

Eligibility

Active, Commercial and Affiliate Members of OLTCA are eligible to apply.

- A. Brief description of your workplace, exemplary practices and impact on employee engagement, health and safety, quality and other outcomes (for promotional purposes)
- B. Tell us why your workplace deserves this award (please refer to criteria)
 - 1. Senior leadership involvement and investments in workplace health and safety, learning and growth, or workplace change initiatives that address identified staff/care team needs or priorities (**Not more than 250 words**)
 - 2. Efforts to engage and empower care teams and the impact of these initiatives on safety, recruitment and retention, turnover, satisfaction, complaints and grievances and other measures of organizational health **Not more than 250 words**)
 - 3. Efforts to nurture a culture of safety and quality improvement and documented impacts on interprofessional collaboration, productivity, cost, and care outcomes (**Not more than 250 words**)
 - 4. Initiatives to foster a 'psychologically healthy workplace' including investments in employee growth and development, celebration of achievements, and creation of a 'just culture' (**Not more than 250 words**)
 - 5. Potential of your workplace initiatives to inspire others, including discussion of challenges, learnings and success factors (**Not more than 250 words**)
- C. Supporting Documentation (In addition to the Nomination Form, you may upload up to 5 documents that will support your submission)

<i>Document Name</i>	<i>Description of Content</i>
1.	
2.	
3.	
4.	
5.	
6. Signed Nomination Form	Required

Criteria

Submissions will be evaluated based on the following criteria:

1. Leadership for Quality Workplace
2. Staff, Volunteer & Clinical Team Engagement
3. Culture of Quality & Safety
4. Learning and Celebration
5. Potential for Knowledge Transfer

Please review your submission for clarity, comprehensiveness and adherence to criteria and submission requirements. Incomplete or late submissions will not be reviewed.

For more information visit www.qwghc.ca

Clinical team includes all those individuals, internal or external to the organization, who contribute to the care plan and/or the quality of life of the resident.

For examples see <http://www.phwa.org>

5. OLTC Culture Change Home of the Year

Overview

The Long Term Care Homes Act, 2007 (LTCHA) is based on the fundamental principle that LTCHs are not just settings of care but homes, where residents have their physical, psychological, social, spiritual and cultural needs met and where they may live with dignity and in security, safety and comfort. This award recognizes extraordinary progress of one or more long term care homes in creating a home-like environment and promoting a relationship-centered culture that supports living life to the fullest and advances the Residents' Bill of Rights articulated in LTCHA.

Eligibility

Residents' Councils and current residents of OLTC member homes are eligible to nominate a home for this award. Eligible homes must demonstrate how they are supporting key culture change values including:

- Choice and self-determination
- Dignity and respect
- Nurturing body, mind and spirit
- Knowing and focusing on the person
- Living life
- Enabling, normalizing environments
- Close interdependent relationships
- Collaborative decision-making
- Flexibility in care and living

- A. Brief description of the home, its residents and its culture change journey (for promotional purposes)
- B. Development of submissions for this award should embody the principles of culture change. Please describe how residents were involved in the development of this submission, including the process used to engage those with cognitive, language or other barriers to participation. **(Not more than 250 words)**
- C. Tell us why your home deserves this award (please refer to criteria)
1. Extent to which the home's physical and social environment is life-affirming, creates a culture of caring and support and empowers staff to become resident-centered champions of change **(Not more than 250 words)**
 2. How the home works collaboratively with residents, families and their respective councils to identify and respond to needs and issues
 3. How the home promotes and honours residents' valued life patterns and choices related to care, services, accommodation, and everyday living **(Not more than 250 words)**
 4. How the home is advancing residents' rights and contributing to resident quality of life **(Not more than 250 words)**

- C. Supporting Documentation (In addition to the Nomination Form, you may upload up to 5 documents that will support your submission)

<i>Document Name</i>	<i>Description of Content</i>
1.	
2.	
3.	
4.	
5.	
6. <i>Signed Nomination Form</i>	<i>Required</i>

Criteria

Submissions will be evaluated based on the following criteria:

1. Creating a Home-Like Environment
2. Listening to Residents' Voices
3. Honouring Residents' Choices
4. Enhancing Quality of Life

Please review your submission for clarity, comprehensiveness and adherence to criteria and submission requirements. Incomplete or late submissions will not be reviewed.

Note: Development of submissions for this award should embody the principles of culture change. Staff may assist the residents to compile background information and produce the submission but the content must be developed collaboratively with, and approved by the residents

6. OLTC/Excellence Canada Quality LTC Home of the Year

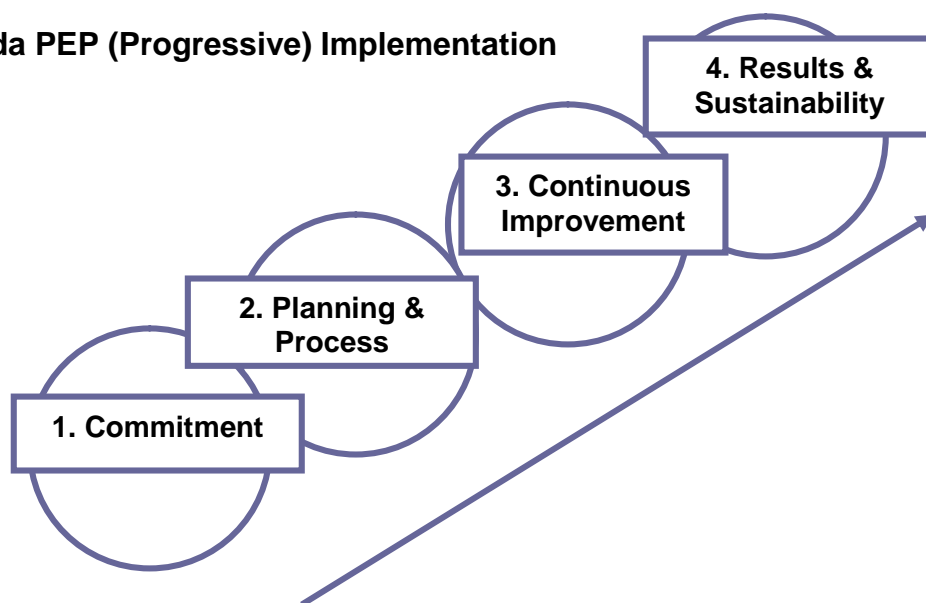
Overview

OLTCA has teamed up with Excellence Canada to recognize quality in long term care homes. The OLTCA/EC Quality Awards are based on the Canada Awards for Excellence (CAE) Quality Framework, a well-respected and widely used framework for continuous improvement used as a standard for quality management practice across Canada. The CAE Framework is based on 7 core principles:

1. Leadership through involvement
2. Primary focus on stakeholders
3. Prevention-based process management
4. Factual approach to decision making
5. Continuous learning and people engagement
6. Focus on continuous improvement and breakthrough thinking
7. Fulfillment of obligations to stakeholders and society

To help organizations implement the comprehensive CAE Quality Framework, Excellence Canada developed a popular four level implementation program called the PEP® (Progressive Excellence Program) Quality Criteria. PEP® provides a roadmap for organizations wishing to inject quality management practices into their operations in a practical and logical manner, while building on the good things already in place.

Excellence Canada PEP (Progressive) Implementation



The OLTCA Quality Awards build on accreditation requirements by combining Levels One and Two of the Excellence Canada PEP® Criteria, with an emphasis on planning, meeting resident needs, and process stability and improvement. OLTCA Quality Award recipients will be eligible for Excellence Canada PEP® Level 2 recognition (based on EC approval of the ongoing OLTCA Awards adjudication process). Linking the two award programs enables OLTCA member homes to continue their quality journey by applying for Excellence Canada PEP® Level 3 recognition, which normally takes about twelve to eighteen months to complete. Its focus is on continuous improvement of all elements within the OLTCA Criteria, as well as expanded work on leadership involvement, planning for improvement, work standards, societal issues, and employee wellness and well-being. Homes that successfully reach this level are eligible for the Canada Awards for Excellence Bronze/Silver designation.

Accredited homes are encouraged to use their accreditation self-assessment process or results to build their submission for this award.

Excellence Canada PEP® Level 4 recognizes sustained positive outcomes associated with a strategic quality management focus. Homes that achieve this recognition – along with others on the quality journey - are eligible for the Canada Awards for Excellence (Canada's national quality award), presented by the Governor General of Canada at a large Gala evening held in October of each year.

Eligibility

This award is open to long term care homes that:

- Are members of OLTCA
- Are in compliance with federal and provincial regulations
- Submit a nomination and background documentation and, if shortlisted, agree to participate in a verification process (see below).

A. Brief description of your home, its commitment to continuous quality improvement and outcomes to date (for promotional purposes)

B. Tell us why your home deserves this award (please refer to criteria for details on content to be addressed in each section below)

1. Leadership and planning **(Not more than 250 words)**

- The Home has a method to develop, communicate and reinforce (to all levels) a mission statement, reflecting the aim/purpose of the organization and its commitment to quality.
- The Home has a method to identify, prioritize and cascade/communicate (to all levels) quality improvement priorities and goals (e.g., a Quality Improvement Plan, either within a business plan or separate).
- The Home demonstrates an active commitment to zero tolerance for resident abuse and neglect, and workplace violence (e.g., focus on prevention, protection of victims and whistleblowers, timely and appropriate response in cases of suspected or confirmed abuse).
- The Home has a method to measure, monitor and report to key stakeholders (e.g., board/executive committees, family and residents' councils, care team members) on progress in relation to goals, past performance and external benchmarks.
- The Home has strategic approach to improving organizational performance in key domains including strong record of regulatory compliance (no serious violations, comprehensive review of root causes, prompt resolution of issues, ongoing preventing action), financial health (e.g. asset management, cost reduction/control, revenue management); care team and staff engagement; resident experience and quality of care, process management and stakeholder/supplier relations.

2. Care Team & Staff Engagement **(Not more than 250 words)**

- The Home has a Human Resource plan that supports the organization's goals and objectives, staff safety, and resident needs and preferences.
- The Home has methods to recruit and select the care team, staff and volunteers, and manage their performance.
- The Home has a method to encourage staff, volunteers and care team members (including families and providers outside the organization) to put forward suggestions and ideas on improvement, and be involved in process improvement activities.
- The Home has an effective interdisciplinary care planning process in place and methods to monitor its use and effectiveness.
- The Home has a training and communications plan for all levels (including staff and volunteer orientation) that reinforces quality improvement and promotes safe care.
- The Home has a method to measure and review care team, volunteer and staff satisfaction at all levels, and link feedback to improvement opportunities, and for celebrating key achievements.
- The Home has trend data* on Care Team, Volunteer and Staff satisfaction and morale as well as other indicators of engagement or productivity (e.g., turnover rates, absenteeism, grievances).

3. Process Innovation **(Not more than 250 words)**

- The Home has a method to map, measure and monitor key work processes** to ensure they are consistent, stable, cost-effective and sensitive to resident needs and preferences.
- The Home has a method to identify and analyze root causes of process problems, and a process for implementing and documenting process improvements/changes.
- The Home has a strategy in place to develop, test and diffuse process innovations.
- The Home has trend data* for achievements in process improvement (e.g., reduced errors or 'rework'; cost savings; time released to care).
- The Home has trend data* on compliance with key legislation (e.g., LTCHA, workplace health and safety, etc).

4. Supplier/Stakeholder Focus **(Not more than 250 words)**

- The Home actively seeks to strengthen relationships with internal stakeholders including unions, resident and family councils, etc.
- The Home has an effective method to select, manage and monitor and evaluate external suppliers & service providers (e.g., value-based selection criteria, appropriate contracts and reporting mechanisms, positive relationships, including effective dispute resolution/conflict management processes).

- The Home actively seeks to build positive and cooperative working relationships and nurture valued-added partnerships or collaborations with community organizations, including other long term care homes, hospitals, health networks or groups, etc.
- The Home has trend data* on number and outcomes of collaborations, projects and partnerships with researchers, educators, health care providers and others that have an impact on access, safety, quality, and other aspects of organizational or health system performance.

5. Resident Experience & Quality of Care **(Not more than 250 words)**

- The Home has a method to gather, analyze and evaluate current and future residents' needs (e.g., from direct discussion and interaction with residents and their families, and sector studies and publications).
- The Home has a method to measure and review residents' preferences, experience and quality of care and a track record of acting on feedback to improve frontline care, engage in culture change and celebrate key achievements.
- The Home promotes and adheres to the Residents' Bill of Rights enshrined in the Long Term Care Homes Act and has declared resident safety its number 1 priority.
- The Home has trend data* for: a) resident and family inquiries and complaints, b) reports of abuse and neglect, c) resident satisfaction/resident experience, and c) resident outcomes in at least 2 clinical areas, d) family satisfaction with care

NOTE: Three year trend data are required for all criteria. For improvement initiatives started within the past year or two, performance data reflecting progress to date is acceptable.

**Procedures are job specific, whereas processes are made up of sets of procedures that have to work together across various functions to get the most effective outcome.

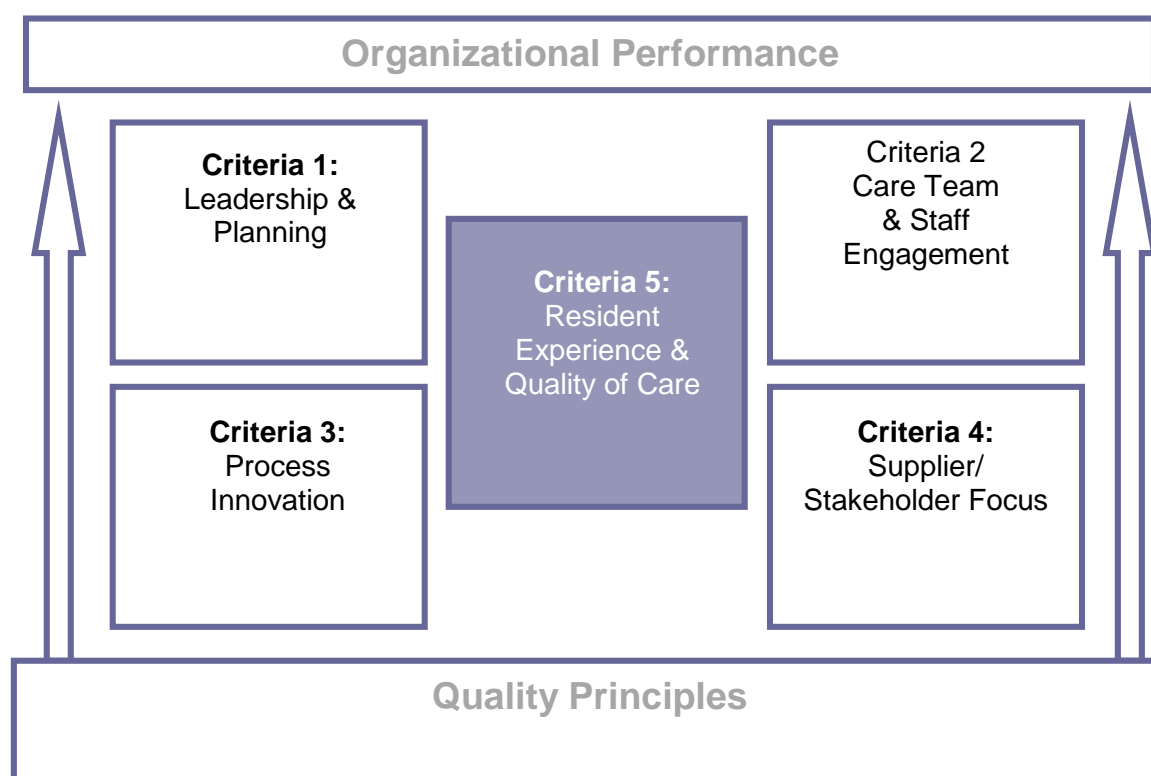
Overview	Interpretation
<p>Overview: Approaches have been discussed but not applied.</p>	<ul style="list-style-type: none"> • Activity is purely ad-hoc with no systematic approach being applied. • Low level of effectiveness. • The focus is mostly on correction as against the application of prevention techniques (such as applying improvement tools, data collection, process mapping, team involvement and procedure reviews). • Overall, very little implementation of criteria. • Results: No data provided but plan in place for data collection and review (process implementation needed)
<p>Overview: Approaches have been discussed and implemented, either in a pilot form or in a few key areas.</p>	<ul style="list-style-type: none"> • Activity is at a fairly early stage of implementation. • Good effectiveness; approaches applied systematically (not ad-hoc), albeit with limited implementation. • Key processes are understood and stable, and the approach being taken to improvement, in most key areas, is more focused on prevention (application of techniques for improvement to get to root causes of problems/issues) as against correction (or putting out fires). • Results: Limited trend data provided, with some progress noted (in the right direction)
<p>Overview: Approaches have been discussed and implemented in a systematic manner in all key areas.</p>	<ul style="list-style-type: none"> • Activity is systematic, based on good planning, and well implemented across the organization. • Very good effectiveness. • Key processes are understood, documented, stable, and reviewed for improvement in a systematic manner in all key areas. The key focus is on continuous improvement (application of techniques for improvement to get to root causes of problems/issues) with positive results being achieved (measured) in most key areas. • Results: Comprehensive trend data provided with recent positive outcomes/trends
<p>Overview: Approaches have been discussed and implemented in a systematic manner in all areas (including support areas), with evidence of refinement and with good sustained results.</p>	<ul style="list-style-type: none"> • Activity is systematic, based on good planning, and has been fully implemented, with high levels of understanding, in all key areas. • Very good effectiveness, with evidence of organizational culture change and positive outcomes emanating from extensive cross-functional involvement. • Key processes are fully understood, documented and reviewed for improvement in a systematic manner across all areas of the organization. The focus is on continuous improvement, and positive results are documented showing sustained improvements. • Results: Comprehensive trend data provided with positive trends/outcomes sustained over minimum of 3-5 years.

The shortlisted Home that in the opinion of the Adjudication Panel most clearly demonstrates exemplary performance will be recommended for the OLTC/Excellence Canada Quality LTC Home of the Year Award.

Criteria

Homes applying for this award will be assessed on the following 5 criteria: Leadership and Planning; Care Team and Staff; Process Innovation; Supplier/Stakeholder Focus and Resident Experience & Quality of Care.

OLTC/Excellence Canada Long Term Care Home Quality Awards



Please review your submission for clarity, comprehensiveness and adherence to criteria and submission requirements. Incomplete or late submissions will not be reviewed.