

Provincial Advisory Committee

Public Meeting Minutes – January 29, 2020



O N T A R I O
CLRI

Centres for Learning,
Research & Innovation
in Long-Term Care

PROVINCIAL ADVISORY COMMITTEE: PUBLIC MEETING MINUTES – JANUARY 29, 2020

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WELCOME, ATTENDANCE AND ADDITIONS TO AGENDA

- No conflicts of interests were declared.
- Minutes from November 2019 meeting are approved.

CLRI 2020 EDUCATION INITIATIVES – SAMPLE PROFILE

EXCELLENCE IN RESIDENT CENTERED CARE (ERCC) - RIA

This education program is for personal support workers (PSW) and team members to build practical skills using a person-centered approach. It includes 15 modules (e.g., hydration, skin integrity, self-care). ERCC was developed by Conestoga College and the Schlegel-UW Research Institute for Aging. ERCC has been delivered for the last three years with additional funding from the government.

Delivery model

ERCC is delivered using a train-the-trainer model. Long-term care (LTC) homes send PSWs to an in-person training session; once they have completed the training they are then eligible to be trainers for other PSWs and team members in other roles, within their LTC home.

- Approximately 1,100 PSWs have become certified ERCC trainers across 303 LTC homes in Ontario.
- Approximately 12,000 PSWs have been trained since 2017.
- Tuition and backfill has been provided since 2017 thanks to funding.

COMMUNICATION AT END-OF-LIFE (CEOL) – BRUYÈRE

This program allows PSWs and other team members to understand psycho-social needs of residents and improve communications for better end-of-life care. It was developed in collaboration with Algonquin college. The CEoL program also received additional funding from the government.

Delivery model

CEoL is a blended learning program delivered using a train-the-trainer model (i.e., online, in- person, eLearning).

- Approximately 250 CEoL trainers were certified (including Directors Of Care, educators, and registered staff) in 129 LTC homes in 2018. 250 CEoL trainers were certified from 130 homes this past year.

- Approximately 913 PSWs and other team members have been trained since 2018.
- Tuition and wage support funding has been provided since 2018.

TEAM ESSENTIALS: LEADING PRACTICES FOR LTC - BAYCREST

A learning to performance program for teams within LTC homes, including PSWs, nurses, health professions, support staff* and leaders. The learning content was tailored to fit the needs of the workforce and LTC teams. Backfill is provided via the Ontario CLRI at Baycrest (without additional funding). The Team Essentials program is run by in-house educators from Ontario CLRI at Baycrest.

Delivery model

How the Team Essentials program is being offered has changed and new min-sessions and e-learning modules are being trialed. The Ontario CLRI now offers leadership coaching along with the program, which has been very successful. We partnered with George Brown college to embed the Team Essentials program into their [online certificate](#), which is set to launch in September, to enable distance learning and access across the province.

- Since 2012 there have been more than 3000 staff and students trained in Team Essentials from 31 homes and 7 schools.

WEBINARS

The Ontario CLRI has seen the uptake and interest in webinars increase in the last two years. It is one of the ways the Ontario CLRI can be responsive to immediate needs and interests shared with them from the sector.

Many of the webinars are hosted in partnership with other organizations, researchers, and people with lived experience. Webinars have polls to promote audience engagement and include a takeaway piece, such as a hardcopy of a guidebook that supports the topic of the webinar.

Webinars are typically one hour and are free to participants. They are recorded and archived as resources available on the Ontario CLRI website.

Topic areas to date

- Supporting Diversity
- Food and Nutrition
- Social Models of Care

- Power of Peer Support
- Planning and Operations
- Educator Capacity Building
- Mental Health
- Behaviour Support

EDUCATION & TRAINING DISCUSSION

A few facts about learning:

- Within 24 hours people tend to forget the new knowledge they have learned.
- Knowledge and skill retention are improved by:
 - interactive educational methods
 - experiential learning (e.g., practice, feedback, reflection, repetition)
 - spaced education
 - reinforcement
 - sleep

If you treat the intervention as “the” solution you will only get 15% percent of uptake. If you incorporate leadership and follow-up after the training, you can get upwards of 85% of new learners to sustain learned behaviours. This is important because the Ontario CLRI aims to support practice change.

The Ontario CLRI is optimistic that this year we will reach 400 homes who have trained team members in the Excellence in Resident-Centred Care (ERCC) program, via the PSW Education Fund for Long-Term Care.

The Ontario CLRI plans to explore the following questions in order to surpass reaching the threshold of 300 homes:

- Are the same 300 homes participating each year?
- What are the characteristics of the homes that are not participating?
- Are LTC home organizations running their own programs and therefore not participating in wider sector training?
- What education structures are reflected in the sector (for example, by home, region, or organization?)

WHAT NEEDS TO BE REFLECTED IN ONTARIO CLRI EDUCATION TO SUPPORT THE CHANGING NEEDS OF RESIDENTS?

Some homes struggle to balance obligations between mandated topics and topics they see the need for. They have been very active in CLRI initiatives however face the challenge of how to translate this involvement. They have had to embrace the online piece but recognize that it is not the only or best way people learn.

There is a need to reflect or acknowledge the challenge of time and backfill. The Train-the-Trainer model seems to be successful but still a small number of staff are trained overall.

One of the challenges of reaching out with education is structural issues related to sector; the fact is that homes do not have specific staff to send out to get trained. These structural problems will not go away by adding on additional topics.

None of the webinars offered by the Ontario CLRI touch on the 31 topics mandated by the government. The topics covered by the Ontario CLRI are much broader and more relevant to the needs of the sector.

WHAT OTHER EDUCATIONAL TOPICS WOULD YOU PRIORITIZE FOR LTC LEADERS AND TEAM MEMBERS?

The use and value of volunteers, not only formal but informal volunteer members, is being increasingly recognized. The opportunity exists to make Ontario CLRI webinars available or even tailored to training volunteers and family care partners.

Ontario CLRI has done some work in this area related to secondary school engagement. We have made some [basic instructional videos](#) for student volunteers to watch to support LTC homes and schools to prepare students for volunteering or placement. There are opportunities to expand this.

Ontario CLRI has collaborated with Family Councils Ontario (FCO) before for webinars and we could collaborate further.

It should be recognized that in most homes 20-30% of residents are cognitively able and aware. This group could be included in training as part of the solutions in the homes. Inviting residents openly and assertively to be part of the education opportunities in the home is very important.

The sector has developed expertise in working with responsive behaviours but there is a gap in addressing residents' mental health. For example, bi-polar disorder or other

psychiatric disorders. We are experts in dementia but not in mental health and this is something we have to address with the potential increase of psychogeriatric issues.

- The Ontario CLRI at Baycrest is starting a [series of webinars on mental health](#); three webinars are coming up in February and March that came out of a needs assessment the Ontario CLRI conducted. They plan to continue this work and are open to ideas for other educational formats to offer this education.

There is a need for medication management education to ensure residents are provided with their medications in a safe way once pharmacy services are cut.

- The Ontario CLRI at Bruyère is taking a de-prescribing approach with a broad range of stakeholders to support residents and the possibility of improving reducing medications. They have done a number of webinars and whiteboard videos which are available on the [deprescribing website](#).

There is an opportunity to look at the clinical staff and what the role of the Ontario CLRI is in reaching clinical staff.

- The Ontario CLRI does feel we serve the broader team even if they were not featured in the programs we highlighted today. The entire inter-professional team is of interest to the Ontario CLRI. We also have some programs for physicians and nurse practitioners. We have partnered with Ontario Long Term Care Clinicians (OLTCC) to develop a blended program for their medical director's course. This population is also reached through the Grimard's and Deprescribing initiatives.

IS THERE AN APPETITE FOR MODERNIZING MANDATORY EDUCATION?

It is time to evaluate what the value of this mandatory list of topics is. Is there an opportunity to streamline these legislated topics? It is time to rethink how can we successfully continue to provide opportunities for skill improvements and core competency development for team members while making sure the topics are relevant, not just legislated.

The legislated training is annual training. To repeat these trainings with team members that have been working in LTC a long time is a missed opportunity to engage them in a relevant way.

If education is not meaningful – if learners cannot draw a straight line between the training and their practice – then team members taking mandatory education will not change residents' lived experiences.

Self-care is coming to the forefront as important for team members. When they are continually experiencing loss of the residents they care for, it has a detrimental effect on team members' ability to work well and maintain their mental health.

COMMUNICATIONS

We want to give an update on who we are reaching.

NEWSLETTER

The Ontario CLRI monthly newsletter consists of featured events, a profile of a resource, and a partner event/resource profile. The audience for this newsletter includes: LTC home leaders, team members, college students, etc.

The newsletter has reached approximately 2,200 subscribers, and a 40% open-rate.

PARTNERSHIP SUCCESS

We do partner with various organizations to share our information.

Partner Channels

- AdvantAge Ontario Action Update (monthly)
- OLTCA e-newsletter (bi-weekly)
- Itchomes.net (bi-weekly)
- Family Councils Ontario (monthly)
- OARC (on occasion)
- Ontario Personal Support Worker Association (OPSWA) (on occasion)
- SHKN Linkages (monthly, on occasion)

WEBSITE AND SOCIAL MEDIA

Our new website is an improvement on the old website. This is reflected in reaching:

- 2,600 visits to website per month
- Approximately 1,500 new visitors per month
- Top referrals by Facebook, Twitter, Schlegel-UW Research Institute for Aging, Itchomes.net, OPSWA, PSW Fund, SHRKN, Bruyère, and LinkedIn
- Top cities: Toronto, Ottawa, Hamilton, Ashburn, Kitchener, Quebec, Mississauga
- The Ontario CLRI's social media platforms have reached the following numbers:
- 603 followers on Twitter
- 226 followers on Facebook

- 111 followers on LinkedIn

CONFERENCE PRESENCE

The Ontario CLRI has coordinated their team and resources to support our conference presence. We are outgrowing the size of one booth due to high levels of engagement. We have booked a double booth for the AdvantAge Ontario conference.

Key Conferences

- OLTCA This is LTC
- AdvantAge Ontario Annual General Meeting
- Ontario Personal Support Workers Association (OPSWA) conference
- Family Councils' Ontario
- Walk with Me

Thank you to our partners for helping us to be so engaged at these conferences.

Are there any other conferences we should consider?

- Ontario Long-Term Care Clinicians Annual Conference
- Education days by large and medium chains
- Events through nursing associations

MY COMMITTEE COMMUNICATION PLATFORM

The Ontario CLRI will trial this particular platform to work better with the Provincial Advisory Committee (PAC).

My Committee will allow the PAC to:

- Set meetings, track meeting statistics, and handle RSVPs.
- Assign each other tasks from action items discussed at PAC meetings.
- Have a central space for all minutes, agendas, and documents to be housed.
- Communicate less by e-mail and have more opportunities to engage.

ONTARIO CLRI PROGRAM EVALUATION

Evaluation is implicated in several Ontario CLRI Impact statements - both in terms of evaluating initiatives and focusing on program evaluation. As part of leading practices of project design and implementation, the Ontario CLRI teams have been committed to reflecting on and evaluating each initiative as appropriate.

Impact statement four states that the Ontario CLRI is an accountable, effective and sustainable resource. This builds on history: the Ontario CLRI teams participated in the external evaluation commissioned by the Ontario Ministry of Health and Long-Term Care in 2015-17. Since 2018, for the coordinated Ontario CLRI Program, program evaluation has been both supporting and guiding coordination among the three teams.

We have taken a pragmatic and utility-focused approach to program evaluation; we collect data and insights that:

- drive Strategic Program Planning
- feed into reporting to the Ministry
- report value to the sector

This is implemented through an Evaluation Working Group, that is lead centrally and with representation from each of the three teams. The group is given guidance from the Steering Committee, reports quarterly to the Ministry, and gives periodic updates to and receives guidance from the PAC.

EVALUATION PROGRESS HIGHLIGHTS

Just like the other working groups, the Evaluation Working Group has been busy in the past 12 months or so. Evaluation impacts many activities of the Ontario CLRI's work.

- We finalized a program evaluation framework that pulls together the work of all three host organizations for the Ontario CLRI. This has been guiding our work related to tool development, data collection and analysis.
- As a first step, we tackled something that we all wanted to do in a consistent fashion: capturing the experience of and feedback from various learning events. We developed evaluation tools that Ontario CLRI projects can adapt to their needs. We now have a standardized participant survey and an automated reporting system that has been used for events related to the Living Classroom, PSW Fund, CEoL Fund, Food Service Worker Day, and webinars.
- We also automated the data analysis as much as possible, which led to simpler reporting of results from each event and enabled geospatial reporting.
- We identified existing relevant data sources.
- We developed initiative-specific evaluation plans to feed into overall reporting, for example, Living classroom; Diversity and inclusion; Food Service Worker Day; PSW Fund; CEoL Fund.

REVIEW OF 2020 PLAN FOR FEEDBACK

All this evaluation work will continue to feed into the Ontario CLRI's regular reporting and is leveraged for knowledge sharing and communications.

We will also continue to build out and integrate standardized data collection tools (e.g., an interview protocol) and align initiatives' evaluation plans to the framework. We are also improving evaluability by improving data systems.

The following surveys are being developed to be shared with the sector this year:

- The PSW Learning Preferences Survey has been updated since discussions at the September PAC meeting:
 - Draft was shared with OPSWA, AdvantAge Ontario, and OARC.
 - Final themes: What motivates PSWs to attend learning opportunities; device preferences; where, how, how long PSWs prefer to learn; who they prefer to learn with; preferred language(s) for learning; barriers to learning; topics/skills needed in education; acceptability of current learning system; current learning practices; demographics; follow-up for any past Ontario CLRI participations.
 - Cognitive interviewing with PSWs to be completed now.
 - Survey to be run in February/March and analyzed.
- Elements of Sector Survey (under development)
 - will collect data regarding: Demographics, Sector needs, Ontario CLRI reach and engagement, Change in the sector, Ontario CLRI influence, Acceptability of Ontario CLRI, Reputation of Ontario CLRI.
 - This survey is to run later this calendar year.

We will continue to ensure that everything we do aligns with the overall program evaluation framework.

We will continue to respond to inquiries from the sector stakeholders who are developing surveys to help align (prevent duplication as much as possible), provide our expertise and explore how their findings could advance the Ontario CLRI's evaluation goals.

In the past 12 months, we also pulled together a strong Ontario CLRI working group that brings diverse evaluation-related expertise together, so to ensure that this capacity remains relevant and up-to-date, we'll explore learning opportunities for building our own capacity as needed.

Are there opportunities to collaborate with PAC member organizations for coordination, data sharing or knowledge mobilization?

It would really be an advantage to work together and share data and share HOW the survey was done. This would help homes – especially around insights on the impact of education. Can the response to education be embedded on the reporting? This would also help families understand the breadth of education team members are required to do, and therefore strengthen their confidence in the system.

- We ran a project with Centre for Aging and Brain Health Innovation (CABHI) funding that supported the roll-out of a peer-support based program in homes. We developed a simple program (implementation and assessment tool) that homes could use to assess their own program implementation experience, and whether they were implementing the intervention effectively.

A lot of education is delivered, but what is being measured? There is a need to make sure when we are evaluating, we are evaluating relevant outcomes. It is difficult to capture long-term outcomes in any kind of program evaluation. The Ontario CLRI program evaluation framework will be helpful to capture the program and its immediate outcomes. It will also help to inform advocacy organizations to show where the best place to put investment is.

MEMBERS' ROUNDTABLE UPDATES

OLTCA is putting together a human resources taskforce. As part of taskforce members will be meeting to help OLTCA find out what is happening on the ground.

Family Councils Ontario is working with the Ontario Health Coalition on press release to raise awareness of Ontario Health Coalition's PSW report that was released just before Christmas.

AdvantAge Ontario annual convention is coming up.

Other opportunities: Starting to set up regional meetings in Ontario so there could be an opportunity to share some of the learnings happening here through those.

Council of Ontario Universities has a few working groups focused on priority topics – one is exploring gerontology competencies and how those are positioned within Universities. They are hoping to develop some practical tools by which those competencies can be measured that will be relevant to workplaces as well.

OLTCC Medical Directors' Course starts this week on Friday. There is capacity for 60 and the course is full for this round.

We have opened the call for our Ontario CLRI Summer Internship in Innovation and Aging. It is a six-week paid internship onsite at Baycrest in Toronto. Applications are due February 17. See details on the Ontario CLRI website.

HEALTH HUMAN RESOURCE CHALLENGES

As you may suspect, the Health and Human Resource (HHR) challenges are having an impact on homes and team members and their ability to take on educational initiatives offered by the Ontario CLRI. Back in October, we presented on some of the HHR work that the Ontario CLRI at RIA team has been engaged in and today we are going to continue that discussion.

WHAT HAVE WE LEARNED?

We have spent over a year engaged in this work and exploring where the Ontario CLRI might best support the sector in light of the HHR challenges.

Improved coordination of HHR initiatives across the province is needed.

- PSW/Team Member voice is rarely a part of the conversation.
- The Ontario Ministry of Health and Long-Term Care is releasing a strategy in July 2020.
- A retention focus may be more valuable than recruitment focus.

RECRUITMENT

Some of the major initiatives we are a part of include:

- Secondary Student and School Engagement
- Living Classroom
- Internships – At Baycrest, paid summer internships for an interprofessional mix of students that exposes them to gerontological care
- BScN Senior Nursing Student Placements
- Food Service Worker Days in LTC – Trying to expose food service students to the LTC sector
- Service Learning for Medical Students

Collaboration

One thing that we have identified is that there are a lot of activities happening across the province and we feel strongly that we should be leveraging each other's work. This sentiment is shared by others as well. We need to join forces to leverage each other's strengths and work to support LTC homes in addressing their HHR challenges.

HHR COLLABORATIVE

This is an informal group of provincial leaders, comprised of OARC, FCO, OLTCA, and AdvantAge Ontario.

The focus of this collaborative group is to answer the following questions:

- What are we individually doing to address HHR challenges in LTC?
- What is contributing to the challenges?
- What is in scope for us to work on individually and/or collectively?
- Are there opportunities for collaboration?

In a recent meeting we answered the question "What is contributing to the HHR challenges?" and came up with the following list of factors. This preliminary list will next be validated via design sprints with PSWs and other team members who work in LTC.

- Negative perception of LTC
- Roles not being set-up for success
- Supply, recruitment, and retention
- LTC industry growth and complexity
- Ineffective labour structure
- Government leadership
- The many faces of LTC (diversity, equity, inclusion)

ONTARIO CLRI: PSW DESIGN SPRINTS

Previous initiatives have lacked PSW representation. For this initiative, PSWs need to be at the table and empowered to contribute. When working with system leaders and PSWs, facilitators will need to be aware of existing power dynamics and ensure balanced participation. In response to this, we are hosting five, 2-day design sprints across Ontario to validate the priorities identified above and ensure PSW and team member input is included. Results will inform recruitment and retention strategies.

WHAT SHOULD ONTARIO CLRI PRIORITIZE TO SUPPORT LTC DURING THIS PERIOD OF HHR CHALLENGES?

Design sprints with PSWs will be very important.

Ontario CLRI did connect with the OLTCA for the environmental scan that OLTCA is doing and together both efforts will complement each other nicely.

Families are worried about getting rid of 'red tape'. There is a fine balance between accountability and repetitive visits. We do need oversight, there are standards that need to be met but can we do it in a collaborative and friendly approach?

It's not about eliminating oversight but eliminating busy work and having a more just culture. There is a need to get the right 'red tape' in place.

- It is important in our language to talk about reducing not eliminating.

Another challenge is collecting data to help define or inform the HHR problem. There are various parties doing this but not collaborating, so there is an opportunity there to work together as well.

What needs to be reflected in Ontario CLRI education to support workforce recruitment and retention?

The comment that retention may be more important than recruitment was made, yet all the Ontario CLRI activities to date have been more on the recruitment side. So, we should consider as a program what kind of activities we can put in on the retention side.

- We consider our education initiatives as a whole to be supporting retention but we do want to have more initiatives to support retention and we anticipate that will come out of the data gathered from the PSW design sprints.

There is an opportunity here to connect with nurses to see what lessons were learned with survey of nurses. The College of Nurses of Ontario would be a good resource for looking at retention issues. We will have more success with HHR work if we integrate with other sectors.

BSCN PLACEMENTS

We all know that nursing student programs send students to LTC homes as their first placements and in that context students end up doing some PSW work and then never go back – they don't experience the full scope of work nurses in LTC do.

From 2013-2018 gerontology-intensive placement options were offered for 4th year BScN students who were in the Ottawa University and Algonquin College Collaborative Program. It was well received by homes and students while we ran it for three years.

This year we are reviewing preceptor models in LTC for senior nursing students' placements.

The goal is to develop tools for LTC homes to make placements successful to help attract and recruit nurses to LTC. We are working with St. Lawrence and Algonquin Colleges right now and we are keen to engage with other colleges and universities that are interested, such as through promoting the survey of placement coordinators. We are also consulting with various homes about their experiences hosting senior nursing students.

One of the attractive features of the placements is that the student nurse is in the LTC home for an extensive time, which can help the home assess if the nurse would be a good fit with a home.

BScN PLACEMENTS - OPPORTUNITIES

- Bridging partnerships between LTC homes and colleges and universities
- Partner with the Registered Nurses' Association of Ontario (RNAO) to promote opportunities and deliver placements
 - For example, a home has incorporated the Through Our Eyes program for the nurse placements and the RNAO supported both the home and the students in this project.

What do you think about our strategy to focus on supporting homes instead of colleges/universities, in delivering high quality placements?

There is value in reaching out across all LTC Homes who have experience with preceptor roles and also looking at what would make it successful as a preceptor program.

It may also alleviate some of the challenges in terms of location of the homes and transportation. Maybe that was a limitation in the first model.

Also, a good opportunity to change perceptions of nurses in seniors' care. This can have a lot of impact in supporting colleges in having students who are happy.

How do we engage with college and university placement coordinators?

Councils of Ontario Universities has offered to extend this question to the Ontario Interdisciplinary Council for Aging and Health (OICAH) group to see if there is any information that could be suggested or shared.

UPDATES ON MEMBERSHIP

- Welcome to new AdvantAge Ontario representative, Lynnette Katsivo
- Welcome to new LTC home representative, Ruth Macfarlane of Durham Christian homes.
- Welcome to new representative Heads of Health Sciences, Carolyn Triemstra of Niagara College.

NEXT STEPS

Next meeting: Bruyère on-site visit April 16, 2020 in Ottawa (Orleans). This meeting will be a combination of general discussion and some highlights that are happening in Eastern Ontario. We will be in touch with you to get your needs for travel.

