

2015 ONPHA Conference & Trade Show



Session 301: Ahead of the curve in quality improvement

Presented by Brigitte Witkowski, Mainstay Housing

Saturday, October 17, 2015
8:30 - 10:00 AM




Objectives for the workshop

- To share the context, process and lessons learned in Mainstay Housing's *Quality Journey*
- To generate discussion and feedback



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What does
“quality service”
mean to you?
How do you
know?
What do you
hope to learn?

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ECFAA 2010 Requirements

- Establish a **quality committee**, which would report to the board on quality-related issues
- Develop an annual **quality improvement plan** and make the plan available to the public
- Ensure that **executive compensation** is linked to achievement of the performance improvement targets set out in the annual quality plan
- Carry out **patient surveys**
- Carry out **employee surveys**
- Produce a **declaration of values** after consultation with the public

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ECFAA Quality dimensions defined

- **Safe:** People should not be harmed by the care that is intended to help them. **(Don't hurt me!)**
- **Effective:** The best science and evidence should be used to make sure the care we give is the best, most appropriate possible. **(Heal me!)**
- **Accessible:** Individuals in need should get appropriate care in the most appropriate setting. We should keep trying to reduce waits and delays **(Don't ,make me wait!)**
- **Tenant-centered:** Tenant centered care respects the individuality, ethnicity, dignity, privacy and information needs of each tenant. Tenants should be in control of their own care. **(Be nice to me!)**
- **Integrated:** Service agencies should partner to coordinate service delivery so tenants receive seamless service delivery. **(Make my journey seamless!)**

(The health system should set clear quality objectives for all health service providers. The objectives should be aligned at the provincial, regional and local levels and each service delivery organization should have to track them for accountability.)



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Raising the bar on governance



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Lenses to Address 'ECFAA'



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Our core business: housing and support



“What does it mean to ensure or improve quality in a housing and support agency...that owns and/or rents the housing & provides key support informed by harm reduction + recovery principles + community development and has formal partnerships with external agencies?”

Mainstay Discussion Paper 2012 to the Board of Directors/Senior Staff



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Our service model & outcomes

OBJECTIVE 1: To promote housing choice, recovery and community belonging for tenants with mental health and complex needs.

OUTCOME: Recovery is promoted through Support in Housing Approach	Tenant members choose Support in Housing Approach	Tenant members maintain security of tenure	Tenant members are motivated and make informed decisions about their wellbeing and recovery	Tenant members are in recovery
OUTCOME: Community Belonging (citizenship) is promoted through Support in Housing Approach	participate as individual tenants	participate in Mainstay groups and programs	participate collectively for good of tenant community and in leadership roles	be active citizens in housing and community

OBJECTIVE 2: To collaborate, advocate and take action to ensure the development, preservation and maintenance of supportive housing for people with mental health and complex needs.

OUTCOME: Recovery is promoted through Support in Housing Approach	Mainstay demonstrates excellence in Support in Housing Approach	Mainstay engages and collaborates with stakeholders and partners regarding choice in housing	Key partners understand the Support in Housing Approach and commit to it as a part of the housing choice	Support in Housing Approach is celebrated as integral to housing choice in Toronto
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Our Strategic Plan

Strategic Goal #1

Enhancing the relevance, quality, and impact of our services

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Quality and Performance

The Board has the ultimate responsibility for quality and safety

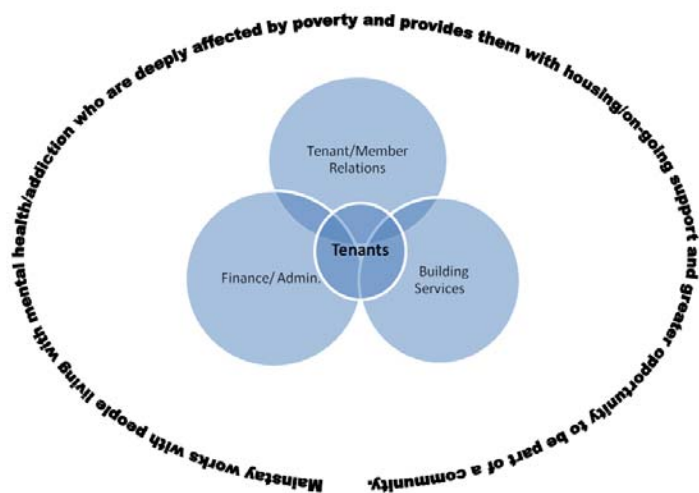
- The board leads by, working with senior management to:
 - Define quality
 - Develop framework for quality and safety
 - Identify board indicators to monitor
 - Ensure that the quality plan flows from the strategic plan
 - Develop its monitoring mechanisms and processes
 - Be actively involved in committee and board agenda design around quality
 - Embrace quality and become quality literate
 - Ensure appropriate resources are allocated to implement the Plan



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Change Management – getting grounded: Culture: Tenant member centered services



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Change Management – getting grounded: Culture: Learning & Measurement Organization

- **Learning organization** where:
 - Staff feel safe to admit to error/failure
 - Error/failure is usually a system issue and opportunity for learning, not blame/shame
 - Processes for disclosure, apology, incident analysis to identify root cause

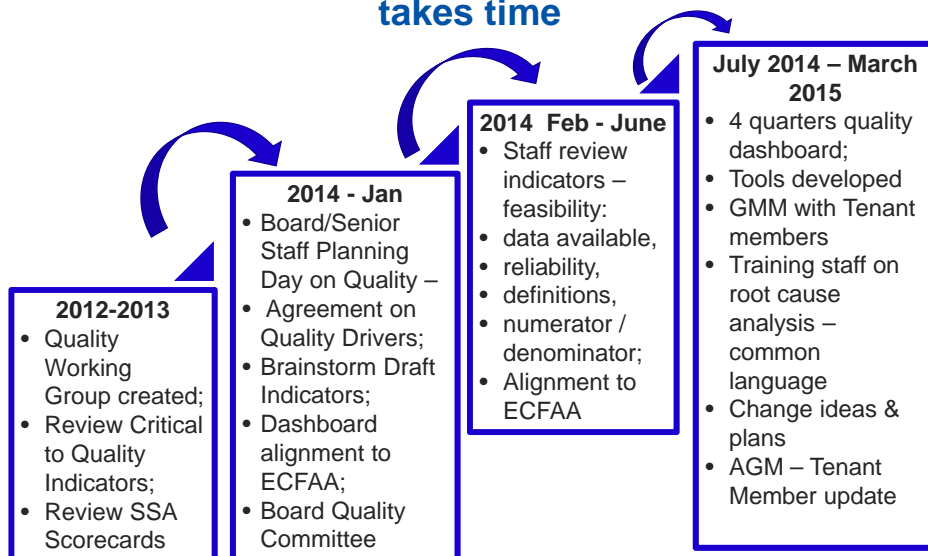
- **Organizational transparency** of information:
 - Transparent internal measurement & transparent systems for accountability that staff buy-into



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Change Management – getting grounded: it takes time



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Mainstay's First Quality Indicators

Dimension	Indicator
Safe	Critical Incidents
	% Tenants at Risk due to Hoarding
Effective	# New Level 1 & 2 WRAP certifications
	% Tenants Participating in Internal Programs
	% Evicted of Those Served a Notice
	Average Cleanliness Score (%)
	Average Time to Complete Work Orders
	Number of Pest Control Work Orders
	% Tenants on Track to Meet Service Goals



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Mainstay's First Quality Indicators

Dimension	Indicator
Access	Average Vacancy Response Time
	% Acceptances
	# Move-ins
	Average Time from Referral to Move-in (lease signed)
Tenant-Centred	% Repeat Work Orders
	% Clients who Refuse an Offer



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Mainstay's First Quality Indicators

Dimension	Indicator
Integrated	% Offers Declined by Mainstay
	Average Case Manager Response Time within 24 hours to serious issues call
	Emergency Department Visits for Tenants with high unmet needs (Pilot)
	% of Tenants with high unmet needs (Pilot) Linked to Primary Care



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Mainstay's Quality Dashboard

Dimension	Indicator	Baseline	Annual Target	2013/14 Q1	2013/14 Q2	2013/14 Q3	2013/14 Q4	2013/14 Actual
Safe	# Critical Incidents			Red	Green			
	% Tenants at risk due to hoarding			Yellow	Red			
Integrated	% Offers Declined by Mainstay (The Access Point)			Yellow	Green			
	Average Case Manager Response Time to serious calls within 24 hours			Green	Red			
	ED Visits for Tenants with high unmet needs			Green	Red			
	% of Tenants with high unmet needs Linked to Primary Care			Green	Yellow			

Setting Indicator Targets

- Based on:
 - Organization’s own experience
 - Other organizations in the top 10th percentile
 - Best in class
 - Theoretical best (e.g. “0 defects”)
 - “Half life” – 50% increases/decreases over a few years
 - Benchmarks in literature

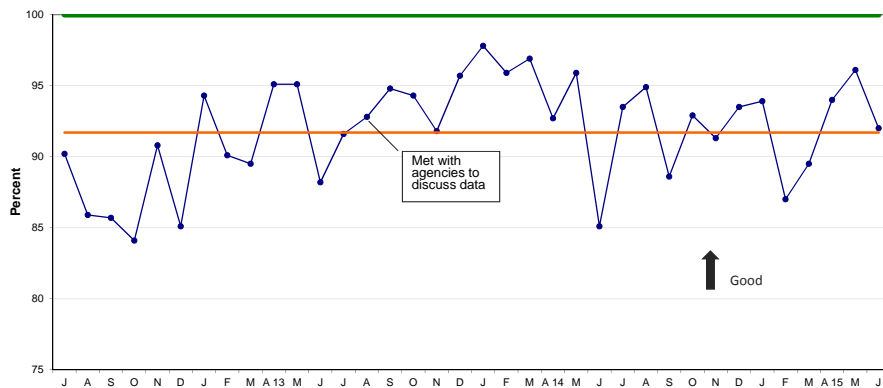
- Key is finding a balance between an inspirational “stretch goal” and ensuring staff are not demoralized by a target that is not within reach



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% Calls for Serious Issues that Case Managers Respond to Within 24 Hours

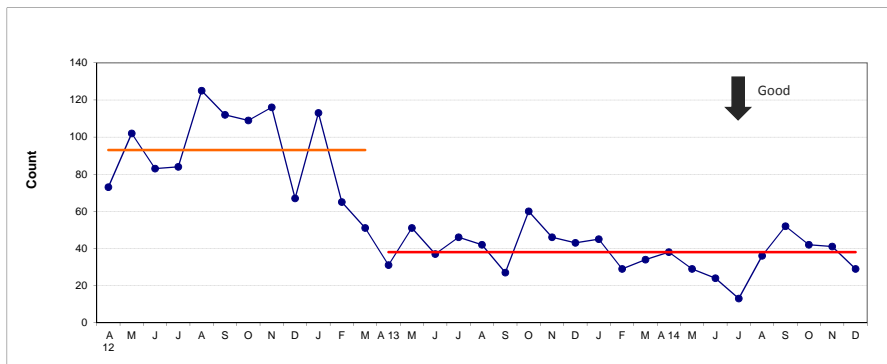


INTEGRATED

Indicator represents the # of case managers who respond to Mainstay’s Supportive Housing Worker calls within the jointly agreed upon standard of 24 hours or one business day to address serious tenancy support issues of the joint client/tenant.

There has been a fair amount of variation since 2013 and none of the data met the target of 100%. There is still a considerable gap between current and desired performance in response time. For Q1 2015/16, 7 support agencies achieved the target of 100% in response time, 6 agencies have reached response time in the 80% and 90% ranges and another in the 60% range. Effort is ongoing to work with the support agencies to reach the 100% target response time.

Tenant Member Generated Pest Control Work Orders



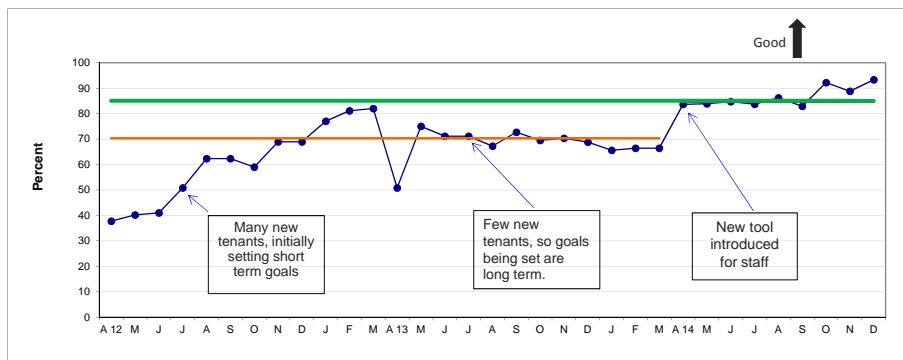
EFFECTIVE

Tenants submit work orders immediately on sighting a pest (cockroach, mouse, bed bug).

The number of pest control work orders generated by tenants has decreased significantly, with new tactics in BSD, TMS and engagement with external agencies, with the downward trend beginning around February 2013.

The data continue to fluctuate around the new median line, with no significant change up or down. A target for the year has not yet been established.

% Tenants on Track to Meet Service Goals (Rent Supplement, Streets to Homes, Veterans Programs)

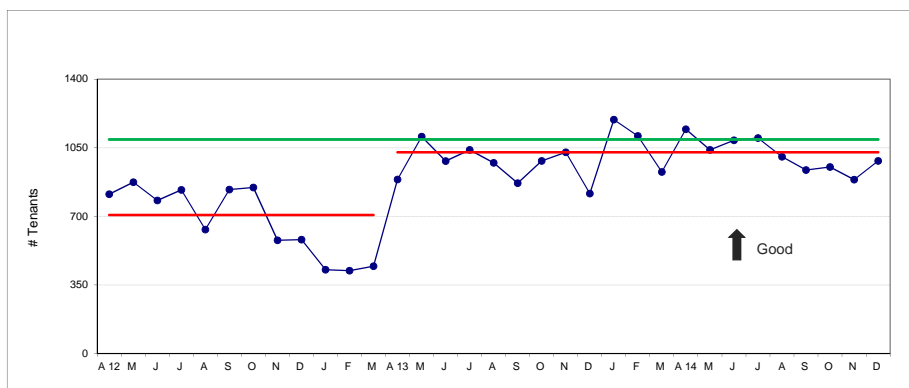


EFFECTIVE

The Ontario Common Assessment of Needs (OCAN) is a provincially mandated assessment tool. Tenant members work with Supportive Housing Workers to develop service goals for unmet needs identified in their OCAN. Indicator measures number of unique tenant members on track to meet their service goals. There are a total of 138 units within the 3 programs.

The % of tenants meeting service goals in the specified programs increased steadily during the 2012/13 fiscal year as there were a # of new tenants setting short term goals initially. Once this stabilized, the majority of tenants were setting long term goals. In April 2014 a new tool was introduced, requiring staff to focus on % of goals being met, which has resulted in improvement. Since May, a new level of performance has been achieved, which is statistically significant and at target. The last quarter demonstrates improvement that exceeds the target.

of Tenant Members Participating in Internal Programs (aggregate)



EFFECTIVE

The intent is to assign a unique identifier to each resident in order to include a better indicator - tenant members involved in one or more internal programs (Mainstay organized and tenant-initiated programs).

The current data include multiple attendances at different programs for the same individuals, so the number of unique tenants involved in programming is not known. The current data will continue to be displayed in parallel with collecting data for a new, better indicator.

In April 2013, management began setting specific targets with staff for tenant participation. With the exception of the last (Dec) data point, participation appears to have declined over the past 2 quarters. If the next quarter remains below the median line, this will reflect a statistically significant decrease.

Key questions for Board members to ask...

- How good are our services?
 - How do we **compare** to others like us?
 - **How much of a gap** is there between our current and desired performance?
 - **Why** does the gap exist and what is our plan to close the gap?
 - **How much variation** is there among our providers?

Dimension	Indicator	Baseline 2013/14	Target 2014/15	Actual 2014/15*	
Safe	# Critical Incidents	11	10	2	
	% Tenants at Risk for Hoarding (score 4+) of Those Scored (all identified units)	56%	40%	44%	
Effective	# New Level 1 & 2 WRAP certifications	N/A	27	33	
	# Tenant Member Attendance in Internal Programs	11,913	13,104	12,183	
	% Evictions Prevented as a Percentage of Notices	94%	96%	98%	▲
	Average Cleanliness Score (%)	65%	85%	87%**	★
	# Tenant Generated Pest Control Work Orders	491	TBD	348	
	% High Risk Tenants on Track to Meet Service Goals	68%	85%	89%	★
Access	% Applicant Acceptances	56%	N/A	48%	
	Average Business Days from Referral to Lease Signed	N/A	N/A	27	
Tenant-Member Centred	% Applicants who Refuse an Offer	N/A	N/A	41%	
Integrated	% Calls for Serious Issues that Case Managers Respond to Within 24 Hours	94.1	100%	92%	▲
	# ED Visits for Tenants At High Risk	20	TBD	38	★
	% of High Risk Tenants Linked to Primary Care	84%	90%	92%	



“ ... without data like these.....I see that we (Board) could be celebrating something that doesn't really represent significant change, or alternatively be driving staff crazy to explain a data point that doesn't truly represent change...”

Mainstay board member

We cannot define quality without the voice of the tenant

Direct Care – Partnership

- Direct involvement in service delivery (e.g. Tenant goals for service, involvement in decisions about service delivery, involvement in direct program delivery, involvement in eviction prevention)

Organizational Design & Governance – Involvement/Partnership

- Tenant stories relayed by 3rd Party or Tenant
- Tenant sit on Mainstay board and are members of board committees as board members
- Tenants are active participants of any Board committee or operational co-design or ad hoc or program working group making decisions about service delivery



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Indicators Under Development

- # tenant members participating in external programs
- # tenant members who have a positive overall experience
- % tenant members who feel involved in decision-making
- % tenant members who feel respected by staff
- % tenant members who feel they have a voice



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Your thoughts, questions....

If you are interested in our

- Quality Improvement Plan
- What does quality mean in housing and support?
Paper

Visit

www.mainstayhousing.ca

If you have further questions: bwitkowski@mainstayhousing.ca



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