

THE QUALITY ADVANTAGE

BUILDING ON OUR CULTURE OF EXCELLENT CARE

Case Study

You are on the Board of a mid-large size community agency that provides an Adult Day Program and in-home support to frail seniors in the community, where the aim is to support people in their homes, and prevent, wherever possible, transition to an institution.

You have just received the Board package for an upcoming Board meeting. Among other topics on the Agenda are:

1. Discussion and decision about the projected budget deficit
2. Discussion on a serious incident that a client sustained within the past two months while a participant in the Adult Day Program

Discussion and Decision about the Projected Budget Deficit

- In the organization's MSAA, the Ministry and LHIN are clear about the need for the organization to achieve a balanced budget at year end;
- The Senior Leadership team has proposed that the part-time Quality Improvement Manager be let go, and that the Data Analyst's hours be reduced, among other measures, in order to balance the books – this is being driven by the Senior Leader in charge of Finance;
- There are utilization indicators in the organization's MSAA Agreement, but to date, few if any, relate to quality outcomes for clients;
- While the sector has not yet been mandated to develop and implement a Quality Plan under ECFAA, the Board is aware that community agencies will be required to do at some time in the future;
- A couple of years ago, the organization was in the media because a client was angry about a reduction in service provision;
- At the time of the media issue, the organization did some benchmarking and became aware that it was performing below the peer average on Clients' Satisfaction with Services – that is when the organization hired the Quality Improvement Manager; subsequent benchmarking has demonstrated that several projects undertaken to improve service delivery have improved the organization's performance on Client Satisfaction relative to its peers.
- The organization went through Accreditation last year and the Board became aware that there is considerable opportunity for improving the organization's culture, including the level of staff engagement and ensuring that the staff feels safe to raise quality issues.

Questions:

- 1. As a Board member, what information would you expect to be in the package and/or presented at the meeting to assist you in having a productive discussion and helping you to make an informed decision about how to balance the budget?**
- 2. Do you agree with the option recommended by Management? If not, why not? What other options might you consider?**

Discussion on the Serious Safety Incident

- Six weeks prior the meeting, a client attending the organization's Adult Day Program was walking between rooms in the facility, assisted by a cane for mobility. The individual was an 88 year old, frail woman with early cognitive challenges, significant arthritic and respiratory issues, and severe osteoporosis. She was talking to someone with her head turned to the side while she was walking forward, and she did not notice the plastic caution sign on the floor indicating that the area had just been washed. She slipped and fell, fractured her hip, and is no longer able to ambulate with a cane or walker. She is now confined to a wheel chair.

Questions:

- **As a Board member, would this type of information typically be shared at your Board meetings?**
- **If you were at this Board meeting, what questions, if any, would you ask?**