

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

April 28, 2023



OVERVIEW

West Park Long-Term Care Centre ("LTCC") is a 200-bed facility located on the West Park Healthcare Centre Campus in Toronto, Ontario. The LTCC is operated and managed by Extencicare (Canada) Inc. The Continuous Quality Improvement Program is built on evidence-based best practices, and created by Extencicare. West Park LTCC follows the standardized quality program allowing for the sharing of learnings across the network of homes and provider-led quality teams, so that all homes can regularly benefit from collective expertise. We work with local hospitals and other health system partners to provide access to a full suite of timely, medical, psychosocial, and recreational services, so that our residents are supported with comprehensive clinical care and services promoting well-being.

Governance and Accountability

Governance over quality care and safety extends from home-level Continuous Quality Improvement Committees, up to Extencicare's Regional Leadership Team, and to the Hospital's Executive Leadership and the Hospital's Board of Directors, where regular reports are provided to a dedicated governance Committee. Quality indicators and targets are set through comprehensive analysis of home performance, CIHI benchmarks, and emerging evidence-based literature around best practices in seniors' health. Through discussion with team members across the organization and Resident and Family Councils, the indicators and targets are reviewed and approved by the hospital's Executive and Board.

Quarterly quality and safety results are shared throughout the organization, and with residents and families through Resident and

Family Councils, whose input is incorporated into our quality improvement plans. Team members receive coaching and training to more fully engage with quality improvement initiatives within their homes.

Our Approach

Our quality program at West Park LTCC encompasses all that we do to meet our mission of quality of care and resident safety goals. From ongoing quality assurance activities and audits including adherence to Accreditation Canada's standards and participation in their regular surveys, and the proactive analysis of safety trends, quality and resident experience are the primary focus of our teams.

Our Indicators

In 2023, our quality improvement plan is focused on the following core metrics:

- Reducing avoidable emergency department transfers
- Improving resident experience: "Overall, I am satisfied with communication from home leadership"
- Reducing the number of residents not living with psychosis who were given antipsychotic medications; and,
- Reducing falls

Driven by our organization-wide commitment to clinical excellence, we have set our performance targets for 2023 at best practice levels, with the intentional objective to work to exceed the Canadian Institute of Health Information's (CIHI) annually reported national averages for long-term care homes across the country.

REFLECTIONS SINCE YOUR LAST QIP SUBMISSION

Achieving Results

Quality program initiatives are implemented across all Extencicare homes by the home's interdisciplinary team under the coaching and guidance of central quality consultants through Quality Enhancement Teams.

Quality Enhancement Teams provide:

- Evidence-based best practice toolkits
- Leadership with lean quality improvement initiatives
- Regular coaching for team members on care practices
- Project oversight
- Reporting for all quality improvement

Specifically, in the reduction of Avoidable Emergency Department Transfers:

- ED transfers were discussed during meetings to look & analyze trends
- LTCC continued working on PreviewED and LTC+ program with Humber River Hospital
- All residents who had a high Fracture Rating Sore are reviewed by the falls team
- Successfully recruited full time nurse practitioner in April 2022

Reduction of Falls:

- Root cause analysis of falls in each home to identify and implement targeted risk mitigation strategies
- Falls prevention toolkit implementation including post-fall huddle
- Safe and uncluttered environment with adequate lighting and supportive mobility devices

Reduction in Use of Antipsychotics

- We engage pharmacy teams to provide recommendations to

prescribers, based on scores and assessments, on safe reduction of antipsychotics for a resident.

- Behavioural Supports Ontario (BSO) leads ensure assessments are current for each resident, providing the interdisciplinary team with accurate and timely information to determine an appropriate reduction plan.
- Using Medication Safety Technology (MST), we leverage new physician prescribing and review practices to sustain results.

Residents who responded positively to the statement, "I can express my opinion without fear of consequences".

- All residents/POA's participated in the "All About Me" program which shares who the resident was and life story prior to living at West Park. Information was posted outside residents room so staff could see and get to know residents better
- 5 residents were nominated for the Senior of the Year award which gave them an opportunity to share their life story and accomplishments. This was a peer voted award for all visitors and staff to learn about the residents
- West Park ran one special meal day a month with resident and/or family's recipes

Residents who responded positively to the statement, "What number would you use to rate how well the staff listen to you".

- We provided interactive classroom setting education to frontline staff directed at residents' rights, therapeutic communication, customer service & empathy
- Residents Council was engaged to voice as "Resident Representative's" were selected to help make their voice heard if they don't want to express themselves at the council or to staff

- All residents were given the opportunity to attend their Admission and/or Annual Care Conference virtually if unable to attend in person

PATIENT/CLIENT/RESIDENT ENGAGEMENT AND PARTNERING

We know we are stronger when we work in partnership with those we care for, along with their families and our team members. Partnering with residents and families improves quality: it enhances safety, informs people-centred care reflecting each residents' individual needs, improves coordination of care, supports equity, leads to better health outcomes, informs effective and appropriate care decisions, and improves our own operational efficiency. With this in mind, we put considerable effort into regularly and actively engaging residents and families for their insights and feedback, provide channels for open dialogue, and share ongoing progress through regular updates, collaborative face-to-face meetings, townhall sessions and experience surveys. Our ongoing goal is to continue to build on our existing approaches to resident and family engagement and continue to evolve our approaches to resident and family Partnership.

Over the last year, West Park took several steps to further our efforts:

- West Park continues utilizing Motitech bikes where residents virtually bike anywhere in the world. Our residents also participated in the "Road Worlds for Seniors International Event" with each resident getting an award and special medal.
- In collaboration with residents and families, many trips/outings occurring in 2022
- Residents and Family Council were engaged to ask them about

our hiring process and provide us with questions to ask potential candidates

- Residents Council began monthly "staff shout-outs" to recognize exemplary staff in the home with the minutes posted in the home for staff to see
- Interactive Resident Abby boards were installed on all units where residents can play games, listen to music, drive vehicles and more
- Completed a current state assessment of resident and family engagement, laying the groundwork for a multi-year resident and family engagement strategy.
- Assessed communications to residents and families, organization-wide, with the goal of identifying opportunities for improvement and enhancement consistently throughout the year ahead.
- Conducted extensive consultations with residents, family members and team members to enhance our annual resident and family satisfaction surveys. As a result, the survey has been streamlined, uses updated language that is most meaningful to residents and families and is grounded in a more standardized survey methodology.

At the LTC Home we engage residents, families and team members in a variety of ways, including via each home's Family Council, Residents' Council, virtual townhall meetings, in-person family meetings and monthly email updates.

PROVIDER EXPERIENCE

Prioritizing Safety, Wellness and Support for Our Team Members
Employee Wellness and Support

We expanded our employee services to meet their needs. During the pandemic, we offered unlimited paid time off for any

team member who was required to quarantine or self-isolate following COVID exposure. Home-level educational and counselling sessions have been offered to further support our team members in managing mental health through the pandemic. Our Employee and Family Assistance program is available to support our team members and their families around the clock, every day of the year. This program provides team members and their families with confidential and flexible supports, whether related to emotional well-being, managing relationships and family situations, dealing with workplace challenges, financial guidance, or other personal needs.

Through LifeWorks, a new wellness app provided to all team members, easy-to-access education, well-being programs and resources are available to support both physical and mental health.

Prioritizing Team Growth and Workforce Development

Extendicare team members are well-equipped with the tools they need is a key pillar of our Improving Care plan. This includes training and development to build the leadership and technical skills needed to best serve residents.

The Leadership Academy is a comprehensive development program that provides leaders with the opportunity to build critical operational, clinical and leadership skills.

Extendicare hosts West Park senior leadership annually at the National Conference. Recent topics highlighted include managing organizational change and health sector transformation. In addition to receiving training on specific leadership expectations and learning about key corporate initiatives, participants are able to connect with colleagues and build skills and knowledge as change leaders. Extendicare's National Leaders Orientation is a multi-day

training for all new long-term care administrators, executive directors, directors of care and new head office team members. Opportunities for further clinical and leadership education are provided for team members, through the Clinical Education program throughout the course of their roles.

WORKPLACE VIOLENCE PREVENTION

Protecting the physical and mental health and safety of our team members remains a priority and is carefully considered by our Health and Safety team, who provides direct supports to team members. and

In 2023, workplace violence prevention policy and incident management education will undergo program enhancements for launch in 2024

PATIENT SAFETY

Our Quality and Safety Program
Data-Driven Quality Improvement

At West Park LTCC, we see quality assurance and quality improvement on a spectrum within our quality and safety program. We leverage quality improvement tools and techniques to shift to a truly proactive view of quality care, rather than the reactive approaches historic to the sector, based on compliance alone. We have implemented enhanced quality and safety data reporting to monitor progress on our quality initiatives, enabling us to refine interventions to achieve results.

Quality Assurance through Accreditation
Accreditation is an independent process of assessing health care and social services organizations against standards of excellence to

identify what is being done well and what needs to be improved. We are now into our next survey cycle, following Accreditation Canada's new Qmentum Long-Term Care Program which involves survey activities on an annual basis rather than once every four years.

For 2023, we have completed self-assessments and developed updates to our quality improvement action plans. Our next survey date is June 25 – 29, 2023, and preparations are well under way.

Safety Culture

Over the past year, we have introduced a number of strengthened quality and safety initiatives including comprehensive safety culture education for all team members.

We engaged a third-party service provider to manage a Whistleblower line for anyone to report concerns about our homes. In 2023, there is planned further leader education and coaching in incident analysis and management – for both resident safety and staff safety incidents. An immediate issue management escalation process is in place notifying senior leadership and head office responders to provide urgent support to home leaders.

Our Medication Safety Technology (MST) Project is focused on improving medication safety through several streams of work, including by directly targeting one of our core quality indicators, antipsychotic deprescribing.

Ongoing Focus on IPAC

An IPAC Lead provides daily oversight over proper IPAC practices throughout the home. IPAC Leads are supported by a central team of specialist IPAC consultants, who provide education, coaching and

best practice implementation support.

Extendicare completes comprehensive IPAC reviews of each home annually, with frequent audits, to ensure the sector-wide learnings from the pandemic remain entrenched in all home operations. The Pandemic Plan reflects the evolution of infection prevention in long-term care resulting from COVID-19's onset and is part of a more fulsome Emergency Preparedness program.

All key pandemic workstreams, such as staffing levels and PPE oversight, continue to be monitored centrally through the corporate COVID Operational Command Centre, which remains in effect to monitor and manage all outbreaks.

Infection prevention is also enforced through network-wide campaigns and team challenges. In October 2022, we encouraged team members to review and practice IPAC best practices during National Infection Control Week. Our team members actively participated by engaging in quizzes, games, and contests to make the learning process enjoyable and engaging.

Emergency Preparedness

To strengthen our emergency preparedness program, we have enhanced planning and preparedness training, to ensure we are best equipped for swift and comprehensive responses to any and all emergencies if and when they do occur. Interactive preparedness training, frequent drills, scenario-playing, and introduction of tools that are easy to use in an emergency, are all part of our efforts in ensuring the safety of all of our residents and team members.

HEALTH EQUITY

Extendicare uses a health equity and diversity equity and inclusion lens when developing programs and services.

Our programming honours the cultures and identities of our residents.

Pride celebrations are enjoyed during Pride month and celebratory events occur during Black History month. Diet offerings are tailored as much as possible to the requests of residents. Food choices that help a resident feel truly at home are an important part of honouring resident culture and dignity.

Advancing Palliative Care

A main goal of palliative care is to improve the quality of life for residents with advanced illnesses. End-of-life care is about meeting not only the medical needs of the individual, but also their psychological and spiritual needs. Our palliative care program addresses holistic end-of-life needs for our residents and their loved ones.

In partnership with Pallium Canada, Extendicare introduced comprehensive palliative care training education to all homes in Ontario. Interprofessional palliative care core teams within each home received their Learning Essential Approaches to Palliative Care (LEAP) Long-Term Care certification. All Extendicare physicians have also received their LEAP Physician training and certification. For 2023, online LEAP education has been made available to all team members – both registered and non-registered alike – alongside continued team-based in-person training. This year, we will also be facilitating access to Pallium's new Caregiver LEAP education to all resident family and friends in partnership and under the direction of our resident and family councils.

West Park's Nurse Practitioner has been focusing on advanced care

planning with resident and family which has made a profound difference in the care provided at our facility. When asked about this, Nadia stated that, "a palliative approach to care is a multidisciplinary team approach that recognizes the importance of the residents quality of life, over prolonging life, and acknowledges that death is a natural process in one's life journey". Nadia Greco, Nurse Practitioner.

CONTACT INFORMATION/DESIGNATED LEAD

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OTHER

Our Home's Continuous Quality Improvement Team
West Park has a Continuous Quality Improvement Committee comprised of interdisciplinary representatives that are the home's quality and safety culture champions. The membership of our committee reflects the diversity of our team members and the residents we serve.

The work of our Continuous Quality Improvement Committee is part of a broader system of Extencicare quality governance, as we work together, to Improve Care, Every Day.

SIGN-OFF

It is recommended that the following individuals review and sign-off on your organization's Quality Improvement Plan (where applicable):

I have reviewed and approved our organization's Quality Improvement Plan on **March 31, 2023**

Kimberly Marshall, Board Chair / Licensee or delegate

Matt Lamb, Administrator /Executive Director

Dee Patterson, Quality Committee Chair or delegate

Anne-Marie Malek, Other leadership as appropriate
