

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

March 2, 2020

OVERVIEW

West Park Long Term Care Centre ("LTCC") is a 200 bed facility located on the West Park Healthcare Centre campus in Toronto, Ontario. Working in partnership with Extendicare Assist, West Park LTCC uses Extendicare's Quality Framework to achieve success in all aspects of quality, including quality of care, quality of life, safety, regulatory compliance, employee engagement, as well as resident and family satisfaction.

The goal of the 2020/21 QIP is to continue to improve our performance and contribute to an integrated healthcare system. We will continue to reach out to and engage all staff in quality initiatives, enhance our leadership capacity and create a culture that is caring, responsive and resident-centered, ensuring high quality of care is achieved.

Toronto remains a multicultural hub with the highest percentage of immigrants in Canada. One-third of Toronto's immigrants arrived in Canada within the last 10 years. 140+ languages and dialects are spoken in Toronto, and the immigration population continues to increase. The fastest-growing age group in the City is seniors.

What is also unique about Toronto is it is home to world class physicians, hospitals, and health research institutes; these assets and strengths can be leveraged to improve the health of its population. Toronto Central LHIN has the highest concentration of health services in Canada, with a multitude of provisions and care offerings; we continue to strengthen the partnership to meet the needs within the community we serve.

Within the LTCC the population consists of the following age groups:

Males in Home: 56

Females in Home: 141

Average age of Male is 81

Average age of Female is 83

Top diagnosis' continues to be predominantly dementia, arthritis and heart disease.

The LTCC is aligned with the West Park Healthcare Centre through strategic initiatives to promote a high quality resident centered care and experience. This includes meaningful family and resident engagement; achieving the highest level of Accreditation through to 2020 by Accreditation Canada, having achieved exemplary standing. Our focus and priorities include an inter disciplinary approach to integrated care. This will be accomplished through exploring collaborative opportunities on the West Park Campus and striving to reduce transfers out to acute care services.

Extendicare's Vision

To be the best Senior Care provider of senior care and services in Canada

Extendicare's Quality Framework outlines the ways in which our home is supported to achieve success in all aspects of quality with a focus on quality of life, safety, compliance, and resident satisfaction. Extendicare's homes in Ontario are responsible for driving their quality improvement plan and work closely with specific consultant

leads that support homes in their quality initiatives. Our strategic direction and the initiatives that support it also closely align with Accreditation Canada standards and meet the requirements of our LSAA.

Equity

While the residents are culturally diverse and multilingual; so too is the staff of the home. This fact assists us to "match" residents and staff to be able to translate the multitude of needs and provide a forum for informed decision making, while continuing to provide the best care to the residents within the community.

The home continues to operate a short stay respite bed to the members of our community who require a compassionate break from caregiving due to a variety of reasons.

The LTCC has a secure unit that has undertaken the Montessori program to help offset responsive behaviors and give the residents more engaging activities throughout the day and evening. The Home continues to implement and support the DementAbility Certification program, which adopts the Montessori approach and provides an environment that is more conducive and therapeutic to those residents who exhibit behaviors.

DESCRIBE YOUR ORGANIZATION'S GREATEST QI ACHIEVEMENT FROM THE PAST YEAR

In 2019 the West Park LTCC was awarded the Extencicare Excellence Award in reducing three Quality Improvement indicators: Antipsychotic without a diagnosis, reduction of Worsened Stage 2-4 Pressure Ulcer and reduction of Has Fallen.

Additionally West Park is proud to have achieved the Health Quality Ontario benchmark in the following indicators:

- Falls (13.76%)
- Restraints (2.13%)
- Pain (2.65%)
- Antipsychotic Use without Diagnosis (9.21%)

The Home has continues to invest in training and education with the nursing staff to provide in-depth education on the prevention of skin breakdown. Included in the training was turning and repositioning tips, 3M in-services, and an in-house RISE program.

The wound care champions complete resident wound care assessments on a weekly basis, schedule education, and provide 1:1 coaching as required. Consistent audits continue to take place which raises the awareness for the direct care staff. The Extencicare skin and wound policy was also implemented, which contributed to the success of the skin and wound target being achieved.

The inter-disciplinary approach continues to be valuable when implementing and gathering data for all programs, as well as open and transparent discussions with families.

The indicator for antipsychotic use has been on a downward trend, which is directly attributed to changes made by the medical staff, which includes weekly visits from a geriatric psychiatrist. The

Medical Director is working with the physicians and clinical staff of the home to conduct a medication review of those residents who are on antipsychotic medications, but may not have a need to.

The LTCC has formalized an internal BSO(Behavior Support Operations) team and are working collaboratively to identify how to manage responsive behaviors with non-pharmacological interventions. In the latter part of the year many staff participated in the DementiAbility training which will enable staff to spend more time with residents, and work towards identifying the triggers for specific behaviors, and offer meaningful activities that engage the residents which may support a reduction in medication use.

COLLABORATION AND INTEGRATION

The partnership with West Park Healthcare Centre has expanded to include services of a geriatrician, geriatric psychiatrist, expertise of the Ethicist, Chaplaincy, as well as an endocrinologist to support the medical team in achieving better quality outcomes for our residents.

We will continue to utilize the Nurse Lead Outreach Team and the services of a Nurse Practitioner, who visits on a weekly basis, the enteral stoma nurse who provides knowledge both for wound care and advance practice nursing procedures. These consultants have been a valuable resource and are instrumental in providing front line education to the staff.

We have also accessed the Pain and Palliative Care Network in several complex resident situations which averted avoidable ED visits and gave our families a higher degree of comfort with the palliative care plan. In 2018 WP LTCC was awarded funding through Bruyere, to adapt the CEOL (Communication in End of Life) methodologies as it relates to pain and palliative care, this toolbox included training to 30+ front line staff with tools, resources and best practice approaches for providing holistic pain and palliative support to residents and families.

Access to the Right Level of Care - Addressing ALC Issues

The short stay respite bed can be used at times to assist with the transition from hospital to discharge with community care.

Working in collaboration with the interdisciplinary team at West Park Healthcare Centre we have the ability to facilitate resident admissions that have a higher degree of acuity. Further we can provide access to rehab services whereby residents can be admitted to the LTCC and access services at the Centre with the ultimate goal of being discharged back to the community.

Engagement of Clinicians, Leadership & Staff

This year we will strengthen the Antipsychotic program and focus on renewed strategies for minimizing use. The LTCC has collaborated with CAMH in a dementia study to identify opportunities to minimize medication, where a diagnosis isn't existent, along with the Montessori program, and the DementAbility program, our approach is a holistic one.

The LTCC has been actively engaged in culture change programs that are focused on meaningful, compassionate, and individualized resident centred care, and we will continue to seek opportunities in ensuring the resident continues to be at the core of the care offered on a daily basis.

Through our active partnership with West Park Healthcare Centre we will continue to collaborate on the provision of care that clinically supports each resident. This includes accessing the Geriatrician, Specialized Rehab, Psychiatry, Ethicist, Research and Evaluation department and x-ray/lab.

ED visits continue to be tracked and evaluated to establish internal protocols such as monitoring change in conditions, and timely interventions to reduce avoidable ED visits. The home will undertake rolling out "My Wishes Program" which will focus on Advance Care Directives with the resident's wishes at the core of the decision making process, and align to the pain and palliative initiatives.

Resident, Patient, Client Engagement

The LTCC has worked with the residents and families, and can act as a mediator for enhanced engagement. This includes invitations to quality and culture meetings and having teaching forums at each Family and Resident Council.

This year there are several capital projects that we are undertaking in which we will invite residents and family members to participate in. We continue to explore an initiative to have a resident welcoming committee to help create friendships early in the

admission process, and to help residents form friendships and contacts leading the process to be more conducive to a 'home like' environment.

The LTCC successfully implemented POC (Point of Care) in 2019 which has enabled more time spent with residents, and less time documenting.

Throughout the accreditation process we were challenged to continually seek ways to incorporate our residents in decision making at all levels. We continue to seek out new ways to keep our residents and family members involved in the operations, wherever possible.

The Resident and Family Councils continue to provide an engaging forum for families to network and provide input on improving care, and building lasting friendships.

PATIENT/CLIENT/RESIDENT PARTNERING AND RELATIONS

Extendicare's mission is "Helping People Live Better" and we accomplish this by engaging our residents and families. We promote transparency with residents and families by requesting their participation in various activities such as quality improvement projects, annual resident satisfaction surveys which we use to gauge our quality improvement measures, various committees, and

resident and family councils. We actively share Ministry inspection reports, quarterly indicator results, Accreditation survey results and concerns and successes in the home. On an individual basis, we involve residents and/or families by discussing their unique needs, preferences and concerns and then building their plan of care based on these discussions. We also involve our residents and families in our home social activities to promote a sense of belonging for our residents and to provide opportunities for social interaction between our residents and their families. In addition, Extendicare has a larger Resident Experience committee consisting of residents from across a variety of homes that meet regularly to give residents a larger voice in our organization.

Some examples

Resident and/or family representation on CQI committee.

Residents and Families are invited to participate in the QIP process.

Homes are seeking input and feedback from families and residents.

Residents & families participate in hiring process

Residents and families involved in research project.

Residents/families participate and contribute in strategic plan.

A family of resident attended the Join Liaison Committee of the board to express their personal experience at West park LTC. This highlights the voice of our client at the board level.

WORKPLACE VIOLENCE PREVENTION

Staff Safety & Workplace Violence

It is the policy of Extendicare that each level of management and all staff comply with Occupational Health and Safety legislation and

standards to provide a safe workplace. Extendicare promotes a safe workplace by:

- Enforcing the no-tolerance of abuse policy
- Ensuring the environment is safe/secure (parking lot, lighting, stairwells, reception etc.)
- Reviewing all incidents that have occurred
- Putting an action plan in place based on the risk assessment, where improvements are required
- Investigating all incidents in a fair and consistent manner
- Workplace harassment and bullying policy
- Workplace violence hazard assessment
- Safety Handbook
- 24/7 education/Dunk & Associates Safety Program
- Monthly quizzes
- Health & wellness information
- Concerns drop box in staff room
- Surveillance cameras outdoors

The home utilized best practice for WSIB which has resulted in NEER rebate.

The Home also continues to enhance the internal behavior support system by having a BSO Manager. We continue to have a Montessori approach and gradually implemented throughout the Home, techniques for a holistic approach to addressing behaviors, using an interdisciplinary approach the Programs team works closely with residents and families in addressing behaviors. With input from staff and residents, the goal of the Montessori approach is to focus on antipsychotic medication reduction and thus decrease workplace violence.

We have collaborated with the Baycrest BSO team where needed for those residents under 65 to continue to build a strong therapeutic relationship, as they work alongside our staff. This relationship also provides us with specialized resources for those residents who require more robust programs to assist the LTCC to manage those residents and maintain safety for the remaining residents and staff.

WP LTCC continue to partner with the healthcare centre to undertake the project through CAMH to reduce washout medication of residents.

ALTERNATE LEVEL OF CARE

West Park LTC is committed to working with health partners to support ALC initiatives in the regions we operate to ensure that patients have access to the right levels of care.

1. NLOT - Nurse Practitioners
2. Palliative Consultant
3. Responsive Behavior,(BSO)
4. Mobile X-Ray
5. External Dental Service provided in house
6. Chiropody services provided in house
7. Vendors who provide assisted mobility device services
8. Medi- gas, oxygen needs
9. E.T. Consultant.
10. Psychogeriatric nursing consultant, psychiatrist, behavior consultant
11. Lab work services
12. Occupational and Physiotherapy

VIRTUAL CARE

West Park is aiming to improve efficiency in service delivery by collaborating with Medical Pharmacy on accessibility to pharmacy resources and supports remotely. As of January 2020 an effort is made to facilitate meetings, education, reviews and consultations using web enabled video conferencing software.

CONTACT INFORMATION

West Park Long Term Care Centre
82 Buttonwood Avenue
Toronto, Ontario
M6M 2J5

Matt Lamb
Executive Director
p: 416-246-5232
f: 416-245-9563

OTHER

West Park Long Term Care Centre is part of a large organization in which there are many opportunities to engage with staff and leadership in sharing quality improvement goals and commitments. This is achieved through bench marking, using experiences of other homes to share best practices, annual quality and strategic planning conferences and participation in the Ontario Long Term Care Association Quality Committee and annual quality forums. Our annual employee engagement survey provided an opportunity for staff to provide their feedback on various issues such as staff satisfaction, innovation, and work environment.

Front line staff involved in committees.
Annual Regional DOC meetings.
QIP planning days with teams from each home.
DOC Mentorship program in Extendicare Assist
Admin/DOC orientation 2 day corporate orientation-
Annual Leadership conferences.
Annual menu planning conference.
Strategic Planning includes families, residents and community partners.

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 _____

Board Chair / Licensee or delegate

Administrator /Executive Director

Quality Committee Chair or delegate

Other leadership as appropriate
