

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

March 29, 2023



**Ontario
Health**

OVERVIEW

Our quality program at Lakeside 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, to the proactive analysis of safety trends and quality improvement opportunities on weekly Quality of Care calls, quality and resident experience are our primary focus.

REFLECTIONS SINCE YOUR LAST QIP SUBMISSION

In 2022, our quality improvement initiative focused on the following core metrics:

- Falls
- Worsening pressure injuries from stage 2 to 4,
- Restraints use; and,
- Use of antipsychotics without a diagnosis of psychosis.

We have set our performance targets for this year at best practice levels, with the intentional objective to work and continue to exceed the Canadian Institute of Health Information's (CIHI) annually reported national averages for long-term care homes across the country.

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 resident-centered care reflective of 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, providing channels for open dialogue, and sharing ongoing progress through regular updates, collaborative face-to-face meetings, town hall 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.

At Lakeside we Engage families and residents including them to participate as active members on our hiring committees in collaboration with the leadership team. Our family advisors screen applicants for various positions, conduct interviews, and participate in the selection of successful candidates. By sharing power and decision-making over the hiring process, Lakeside encourages residents and their families to have a sense of inclusion and contribution to the success of daily operations and the team members who provide care at Lakeside to residents.

We continue to engage on a monthly basis with our Family and resident councils. Through these monthly meetings we are able to identify and address and ways on how to improve quality of care, various health issues, policy and or home level decisions resulting in a successful collaborative approach to best meet the needs of everyone at Lakeside.

PROVIDER EXPERIENCE

As the acute impacts of the pandemic continue to wane, our team continues to demonstrate their resiliency and ability to adapt frontline care delivery with compassion, and dedication on a daily basis. In response to the unprecedented and challenging demands resulting from the pandemic on our team members and their families, we expanded our employee services to meet their needs.

We provide Mental health support and its made available for our Lakeside team members.

We ensure that we are educating managers/supervisors on early warning signs of poor mental health, burn out and fatigue that may be evident from the challenges experienced during pandemic. We ensure that the leaders in the home are comfortable with our measures when offering them to team members to aid in the support of their well being.

At lakeside we encourage all staff to participate in the “Mindful Mondays” education program conducted by the social services worker.

WORKPLACE VIOLENCE PREVENTION

Protecting the physical and mental health, and safety of our team members remains a priority.

Lakeside promotes the awareness of and proactive approach to dealing with violence and harassment in the workplace, and therefore will take reasonable steps to identify potential sources of violence and harassment, and to eliminate or minimize these risks through the Workplace Violence Prevention Program.

At Lakeside we conduct monthly safety talks through staff huddles, and online education (Surge, Safety 24/7) to ensure that staff are educated bringing forward information on potential hazards, current policies and procedures to include any updates or revisions. We educate staff on how to report, communicate, investigate and document as needed to support the safety of everyone.

We additionally have the harassment/workplace violence posters visible to everyone visiting or working at Lakeside in the lobby to ensure they can review upon entry.

The JHSC at Lakeside holds regular committee meetings that include the review of the Workplace Violence Prevention Program and review any matters brought forward by the workers with the employer and participate in the investigations of all incidents recommending interventions

PATIENT SAFETY

Achieving results

Quality program initiatives are implemented by the home's interdisciplinary team who have access to central coaching and guidance of 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

Quality in action | initiative snapshot

Reduction of falls

- Root cause analysis of falls help us identify and implement targeted risk mitigation strategies.
- Falls prevention toolkit implementation including post-fall huddles ensures comprehensive solutions are put in place.
- A safe and uncluttered environment with adequate lighting and supportive mobility devices are a part of keeping residents safe while making sure the home feels like a comfortable 'home'.

Reduction of pressure injuries

- We are working to enhance the assessment process for pressure injuries and ensure proper product selection for skin and continence care.
- Our team conducts regular hydration and dietary audits with accompanying plans incorporating nutrition in our holistic skin health program.

Reduction in use of antipsychotics

- We engage our pharmacy team to provide recommendations to our prescribers, based on scores and assessments, on safe reduction of antipsychotics for residents without a diagnosis indicating the need for these medications.

- Using Medication Safety Technology (MST), we leverage new physician prescribing and review practices to sustain results.

Reduction of restraints

- Our Least Restraint policy entails:
- Utilization of alternatives to restraints
- Partnership with our regional health authorities to create restraint reduction plans upon admission

Our Quality and Safety Program

Data-driven quality improvement

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, driven by 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.

Safety culture

Over the past year we introduced a number of strengthened quality and safety initiatives including comprehensive safety culture education for all team members. In 2023, we will hold further leader education and coaching in incident analysis and management – for both resident safety and staff safety incidents.

Ongoing focus on Infection Prevention and Control

Our home IPAC Lead provides daily oversight over proper IPAC practices throughout the home. We have access to central specialist IPAC consultants, who provide education, coaching and best practice implementation support.

A comprehensive IPAC reviews is conducted annually, with frequent audits, to ensure the sector-wide learnings from the pandemic

remain entrenched in the home operations. Our 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 oversight of staffing levels and Personal Protective Equipment, continue to be monitored in addition to outbreak prevention and management. Our vaccination programs – for COVID boosters and influenza – is ongoing and enabled by data intelligence and weekly reporting. Our home participates in daily case and outbreak reporting for all infections – COVID and non-COVID – allowing rapid access to central support. In the 2022 flu season, influenza was expected to circulate more easily than previous years, where COVID-19 safety restrictions helped prevent the spread of pre-existing viruses. We ran a campaign “Get it, don’t spread it” to encourage uptake of the influenza vaccine among our residents and front-line workforce.

Emergency preparedness

We have strengthened our emergency preparedness program, with enhanced planning and preparedness training to ensure our team is best equipped for swift and comprehensive responses to any emergencies. Interactive preparedness training, frequent drills, scenario-playing, and introduction of new tools that are easy to use in an emergency, are all part of our efforts in ensuring the safety of our residents and team members.

Governance and accountability

Governance over quality care and safety extends from our home’s Continuous Quality Improvement Committees, up to our Board of Directors where regular reports are provided to a dedicated Quality

and Risk Committee.

Quarterly quality and safety results are shared with residents and families through our home's Resident and Family Council, whose input is incorporated into our quality improvement plans. Team members receive coaching and training to engage with quality improvement initiatives more fully within their homes.

HEALTH EQUITY

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

Our programming honors the cultures and identities of our residents.

At Lakeside we create events for staff and residents to learn from and share with one another different cultures from around the world with various experiences incorporating topics in a fun and interesting way promoting the importance of equity, diversity, and inclusion.

Lakeside provide access to educational opportunities, evidence-informed tools, resources and initiatives to the team members promoting the equity, diversity, and inclusion in the home

CONTACT INFORMATION/DESIGNATED LEAD

Rachel Muise

rachel.muise@extendicare.com

416-533-2828 ext.306

OTHER

Prioritizing team growth and workforce development
Ensuring our team members are well-equipped with the tools they need is a key element of our work. This includes training and development to build the leadership and technical skills needed to best serve residents.

Lakeside enrolls new employees and students into the ambassador program where they get partnered with mentor to learn about Lakeside's culture and processes during their onboarding phase

Lakeside orientates new leaders offering individual coaching from Extendicare specialists/consultants for their respective area

Lakeside offers organized group training initiatives with a focus on learning and enhancing their development. We look to providing opportunities to improve retention by offering staff to attend company learning events and shadowing opportunities with other member and partner homes.

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
