

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

March 20, 2024

OVERVIEW

Partners Community Health (PCH) is an independent, not-for-profit charitable organization focused on delivering healthcare services to the people living in Mississauga and West Toronto. In November 2023, PCH opened two long-term care homes, Wellbrook Place East, which has 320 beds, and Wellbrook Place West, which has 312 beds. Both homes operate under individual licenses.

To ensure that the residents and families at Wellbrook Place West receive holistic care, PCH developed a Philosophy of Care that emphasizes a relationship-focused and social model of care. This approach tailors services to each individual's needs, both clinically and socially, within the comfort of their home in the long-term care facility. PCH's Philosophy of Care was validated through stakeholder engagement sessions that included residents, families, and seniors from the community.

PCH's Quality Improvement Plan for 2024 aims to enhance the quality of care services provided to residents, boost their safety and satisfaction, and make optimal use of resources within their long-term care homes. The plan has four key components: Access and Flow, Equity, Experience, and Safety.

Wellbrook Place West specializes in clinical complex care, including a specialized Behaviour Support Unit to meet the needs of the Community and supporting Mental Health components. Wellbrook Place West will continue to work in collaboration with stakeholders to elevate the clinical services and access to specialized care and services to ensure all residents receive the care they require in the comfort of their own home.

ACCESS AND FLOW

PCH is committed to removing any obstacles that could hinder seniors' access to long-term care and specialized services. PCH collaborates closely with acute care partners to ensure that specialized care is available within the long-term care homes (LTCHs). This collaboration reduces unnecessary transfers to hospitals and enhances the quality of care experience of the residents. PCH is committed to our quality initiatives that support access and flow through the implementation and use of (1) Preview ED, (2) connecting specialists through virtual technology, and (3) providing seven-day-a-week physician coverage, including physicians with a range of specialties.

EQUITY AND INDIGENOUS HEALTH

PCH has established an Equity, Diversity, Inclusion, and Anti-Racism (EDIAR) strategy to promote EDIAR in all aspects of the organization. The goal of PCH's EDIAR strategy is to ensure fair care delivery and a workforce that is diverse and inclusive. PCH has identified five focus areas related to the strategy.

1. **Data Collection and Analysis:** We collect and analyze comprehensive data to measure and monitor equity within and across the organization. This helps us address any identified inequities.
2. **Team Engagement:** We believe that everyone in our community has a role to play in contributing and shaping equity, diversity, inclusion, and anti-racism work. We welcome feedback and input to inform our work.
3. **Program Planning:** We take a comprehensive, holistic approach to understanding how care is received by diverse communities and groups through our programs and services. We also identify opportunities for specialized external partnerships to enhance health equity.
4. **Education and Training:** We design and deliver an education and training program to ensure that everyone at every level of our organization has the skills, knowledge, and tools to create positive, inclusive, equitable experiences with each other and our clients, residents, and community.
5. **Structural Framework:** We use an approach to guide, enable, and sustain an organizational culture focused on equity, diversity, inclusion, and anti-racism. This helps us contribute to better outcomes for residents, families, and providers within the health system.

PATIENT/CLIENT/RESIDENT EXPERIENCE

PCH is dedicated to ensuring resident and family satisfaction. To achieve this, PCH conducts regular satisfaction surveys and encourages feedback from the residents' council and family council.

PCH has also introduced a "share your experience" program. This program provides a safe environment for families, residents, and caregivers to share their experiences and provide feedback. The program is easily accessible in all resident home areas.

The outcome of the surveys will drive quality improvement and future strategic planning for PCH.

PCH has launched Belonging @ PCH which focuses on embracing and promoting a unified culture that touches all parts of the organization, from staff engagement to resident care.

PROVIDER EXPERIENCE

PCH is committed to ensuring workforce stability and retention by implementing the following initiatives: (1) conducting group interviews and making on-the-spot employment offers, (2) engaging front-line staff, leaders and physicians in quality improvement (QI) efforts through the formation of a QI committee.

SAFETY

PCH has established a Quality Improvement Committee. The committee is responsible for collecting, tracking, and evaluating quality indicators to enhance the quality of life and experiences of residents.

PCH is committed to creating a safe environment for all community members, especially for vulnerable residents. To achieve this, we conduct regular audits, walkthroughs, risk management meetings, clinical rounding, and continuous education and training on best practices and evidence-based initiatives.

Through our QI committees, we ensure that all interventions and action plans are in place to address the safety needs of our residents.

POPULATION HEALTH APPROACH

PCH is a healthcare organization that specializes in providing care to residents. Wellbrook Place LTCH, located in Mississauga, has a 16-station dialysis clinic that caters to both Hemodialysis and Peritoneal Dialysis patients. This partnership is formed with Trillium Health Partners. The unique feature of the clinic is that patients can receive the care they need without leaving the LTCH. This eliminates the need for exhausting and lengthy transportation to and from appointments.

Wellbrook Place West is committed to providing specialized clinical services to its residents. To achieve this, PCH utilizes technology and provides onsite clinical services and point-of-care testing. This approach helps to prevent unnecessary transfer of residents to hospitals and service providers, making healthcare easily accessible and convenient for residents.

CONTACT INFORMATION/DESIGNATED LEAD

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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

Access and Flow

Measure - Dimension: Efficient

Indicator #1	Type	Unit / Population	Source / Period	Current Performance	Target	Target Justification	External Collaborators
Rate of ED visits for modified list of ambulatory care-sensitive conditions* per 100 long-term care residents.	O	Rate per 100 residents / LTC home residents	CIHI CCRS, CIHI NACRS / October 1st 2022 to September 30th 2023 (Q3 to the end of the following Q2)		20.83	Wellbrook Place West will continue to work with our teams and external partners to provide the best quality care for our residents. We are confident that there will be a decrease in ED visits with the current resources and community partnerships in place.	

Change Ideas

Change Idea #1 Educate LTC staff, residents and families about advanced directives specifically regarding ED transfer to ensure every resident has a documented advance care directive plan.

Methods	Process measures	Target for process measure	Comments
The clinical team led by Nurse practitioners will provide education to the staff on how to initiate advance care directive conversations to ensure every resident has a documented advance care directive.	Percentage of residents with a completed advance care directive plan that includes ED transfer discussion.	100% of residents will have a documented advance care directive with ED transfer discussion by March 31, 2025.	Advance care planning and advanced directives have been shown to decrease the rate of ED transfers for long-term care residents.

Change Idea #2 Enhance specialized palliative care knowledge and skills in the home, by creating a Palliative Care Program to decrease the number of palliative residents transfer to the ED.

Methods	Process measures	Target for process measure	Comments
Develop and establish a framework for a Palliative Care Program in the home, which includes staff education and rollout of the program.	Number of residents with an individualized care plan that includes a specific goal of care to determine eligibility to enroll in the Palliative Care Program.	100% of residents in the home will have a documented goal in the care plan. Less than 10% of residents in the Palliative Care Program would have a transfer to ED.	

Equity

Measure - Dimension: Equitable

Indicator #2	Type	Unit / Population	Source / Period	Current Performance	Target	Target Justification	External Collaborators
Percentage of staff (executive-level, management, or all) who have completed relevant equity, diversity, inclusion, and anti-racism education	O	% / Staff	Local data collection / Most recent consecutive 12-month period		75.00	Develop a strategy for building strong diversity, equity and inclusion, including through partnerships, and ensuring it is embedded into everything we do.	

Change Ideas

Change Idea #1 All staff across the organization including health service providers are expected to participate in an annual EID-AR education.

Methods	Process measures	Target for process measure	Comments
Implement an EID-AR educational module on the SURGE Learning platform to provide additional opportunities for education and awareness to all staff by July 2024.	Number of staff and board members that have completed EID-AR education module.	75% of all employees and Board members will complete training by March 2025.	

Change Idea #2 Equity, Inclusion, Diversity and Anti-Racism resources available to support equity planning and raising awareness within the Home.

Methods	Process measures	Target for process measure	Comments
Engagement and collaboration with the department leads to provide targeted education sessions to all staff. Increase awareness by providing access to resources, and tools to promote equity, diversity and inclusion in the Home.	Create and deliver, at a minimum two culturally specific programs during 2024. Department leads to provide education regarding EID-AR during orientation, and as needed to continuously promote diversity and equity into the operations of the Home.	75% of staff to have completed education courses by the end of March 2025.	

Experience

Measure - Dimension: Patient-centred

Indicator #3	Type	Unit / Population	Source / Period	Current Performance	Target	Target Justification	External Collaborators
Percentage of residents responding positively to: "What number would you use to rate how well the staff listen to you?"	O	% / LTC home residents	In house data, NHCAHPS survey / Most recent consecutive 12-month period		60.00	Enhancing resident quality of life and satisfaction through the provision of resident centered care. We believe in creating an environment where everyone feels heard and work towards positive outcomes while promoting transparency and openness.	

Change Ideas

Change Idea #1 The home will implement a Let's Connect Program, to gather residents feedback related to care, services and experience in the Home.

Methods	Process measures	Target for process measure	Comments
ADOC will collect on a weekly basis the feedback cards received from families and residents and promote participation through weekly rounds on residents. The feedback will be analyzed, and the team will develop action plans.	Number of feedback cards received on a weekly basis that have a completed action plan.	90% of residents feedback cards have an implemented action plan within 30 days of feedback received.	

Change Idea #2 Promote the PCH Social Model of Care in enhancing the health and quality of life of our residents by developing an annual resident satisfaction survey.

Methods	Process measures	Target for process measure	Comments
The ED will lead and support the development and rollout of an annual Resident Satisfaction survey by December 2024. It is expected that all staff will promote and support the annual resident satisfaction survey.	# of completed responses to the resident satisfaction survey with a minimum of 50% of the residents participating in the survey.	60% of completed responses will indicate that residents feel that they are listened to by staff.	

Safety

Measure - Dimension: Safe

Indicator #4	Type	Unit / Population	Source / Period	Current Performance	Target	Target Justification	External Collaborators
Percentage of LTC home residents who fell in the 30 days leading up to their assessment	O	% / LTC home residents	CIHI CCRS / July 2023–September 2023 (Q2 2023/24), with rolling 4-quarter average		20.00	To increase resident safety in the home by implementing a Falls Prevention Program.	

Change Ideas

Change Idea #1 Implement Falls Prevention Program and frontline staff education on falls prevention strategies.

Methods	Process measures	Target for process measure	Comments
Create a falls prevention committee with term of references by July 2024 led by the Director of Care. Upon establishing the committee the team will collect, analyze, and review falls indicators at the Monthly Quality Committee meeting with the goal of identifying trends and establishing preventive interventions. The Falls Committee will also lead the education of frontline staff in falls prevention strategies.	number of fall incidents with a risk assessment that was reviewed and evaluated on a monthly basis by the fall prevention committee.	100% of residents identified as high-risk fallers will have an individualized care plan and interventions in place. 100% of falls incidents will be review and evaluated by the falls prevention committee every month.	

Change Idea #2 Implement weekly falls rounds for those residents identified as high risk for falls.

Methods	Process measures	Target for process measure	Comments
Falls lead and a falls champion will conduct bi-weekly rounding to visit all of the residents on the falls program. Falls lead will evaluate the effectiveness of current initiatives in place with the team on a biweekly basis. Develop inventory tracking tool or process to monitor supply of falls program supplies (including sensor alarms, hip protectors, SAKA pole, floor mats, non-skid socks, non skid strips) and audit inventory on a regular basis.	Number of bi-weekly rounding completed by the team. Number of supplies in use with residents enrolled on the falls prevention program.	10% reduction in falls by March 2025.	

Measure - Dimension: Safe

Indicator #5	Type	Unit / Population	Source / Period	Current Performance	Target	Target Justification	External Collaborators
Percentage of LTC residents without psychosis who were given antipsychotic medication in the 7 days preceding their resident assessment	O	% / LTC home residents	CIHI CCRS / July 2023–September 2023 (Q2 2023/24), with rolling 4-quarter average		21.00	Identify residents with antipsychotic medication without a diagnosis of psychosis and provide an interdisciplinary assessment and appropriate interventions to best meet the needs of the residents and improve quality of a life.	

Change Ideas

Change Idea #1 Review antipsychotic medication utilization on all new admissions and existing residents on a quarterly basis.

Methods	Process measures	Target for process measure	Comments
Admissions team will review each application prior to admission to identify residents with a use of antipsychotic medication without diagnosis and flag to the clinical team to address during the admission process. The clinical team will ensure that medication review for every resident is completed on a quarterly basis in collaboration with the physicians group.	number of new admissions where the Admission Coordinator identify residents on antipsychotic medication without diagnosis. Number of existing residents on antipsychotic medication without a diagnosis.	Decrease in the use of antipsychotic in residents without a diagnosis by 20% by end of March 2025.	