

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

March 28, 2024



OVERVIEW

Macassa Lodge is one of two long-term care homes owned and operated by the City of Hamilton. The home has 270 beds and will undergo a redevelopment project beginning in 2024 whereby 44 beds will be redeveloped, and 20 new beds will be added. Upon completion in 2025, Macassa Lodge will be home to 290 residents, making it the second largest long-term care home in Hamilton.

The Mission Statement for Macassa Lodge is to provide person-centred long-term care that promotes well-being and creates opportunities to maximize the quality of life for our residents. In 2024-25, our quality improvement plan (QIP) will focus on the following four areas, as recommended by Ontario Health:

- 1) Access and Flow - Reduce Avoidable Emergency Department Transfers
- 2) Equity – Provide a Safe and Inclusive Environment
- 3) Experience – Improve Resident and Family Experience
- 4) Safe and Effective – Reduce Falls and Reduce Utilization of Antipsychotic Medication without a Diagnosis of Psychosis

A full record of action taken to improve the home, including outcome measures, are reviewed each month by the Quality Committee, and posted in the home for all residents, families, and staff to review.

When planning our annual quality improvement plan and targets, a great deal of consideration is given to create an informed plan that reflects the needs of our residents, the current long-term care environment in Ontario, internal/ external (community) resources as well as corporate strategic priorities. Targets set in the QIP

demonstrate our commitment to achieving positive outcomes through the use of accurate data. A number of sources were referenced when seeking input and advice during the planning stage. These include, but are not limited to:

- Quality Improvement Committee's – Regular and Extended
- Professional Health Advisory Committee
- Resident and Family Councils
- Annual resident and family satisfaction surveys
- Formal/ informal discussions
- Trends identified through reported complaints and "Tell Us How We Are Doing" forms
- Ontario Health recommendations
- QIP Quorum (Navigator)
- CIHI Performance Indicators, LTC Comparators, and Provincial Benchmarks
- Annual Program Evaluations

ACCESS AND FLOW

Macassa Lodge currently has 270 beds and will be undergoing a redevelopment project beginning in 2024. During the course of the B-wing redevelopment project, 44 existing beds will be redeveloped, and 20 new beds will be added. Upon completion in 2025, Macassa Lodge will be home to 290 residents, making it the second largest long-term care home in Hamilton. The addition of 24 new LTC beds in the Hamilton community will improve patient flow and access to long-term care services for the 494 people on Macassa Lodge's wait list.

Macassa Lodge prides itself on maximizing community partnerships across care sectors to avoid unnecessary emergency department transfers and provide care in the right place at the right time.

Avoidable Emergency Department transfers was an area of focus on Macassa Lodge's 2023-24 quality improvement plan which further demonstrates our commitment to improving care and service delivery through utilizing new models of care. Macassa Lodge partnered with the Hamilton Paramedic Services (HPS) to participate in the Hamilton Mobile Integrated LTC program. The goal of this initiative is to provide advanced interventions or proactive mitigation of health concerns in the home and support vulnerable long-term care residents by bringing care to the individual.

Macassa Lodge also partnered with Hamilton Health Sciences in 2023-24 to participate in the LTC Cares Emergency Department avoidance initiative. This program is designed to create improved access to hospital level acute care resources for long-term care residents from their home, ultimately enhancing care for residents while reducing unnecessary transfers to the Emergency Department.

Both the LTC Cares and Hamilton Mobile Integrated LTC initiatives have been carried over and are included in the 2024-25 quality improvement plan as a monitoring measure.

Macassa Lodge has planned two new improvement initiatives to avoid unnecessary transfers to the Emergency Department in 2024-25. These include:

- 1) Nurse Practitioner led reviews of avoidable Emergency Department transfers during unit huddles
- 2) Implementation of the Prevention of Error Based Transfers (PoET) project

EQUITY AND INDIGENOUS HEALTH

Macassa Lodge has several strategies in place to help recognize, understand, and reduce disparities related to health outcomes, access, and diverse populations in our community of long-term care residents such as Indigenous Peoples, Black, racialized, and 2SLGBTQIA+ communities, Francophone, and high-priority populations. Some requirements/strategies have been in place for some time. For example, annual Code of Conduct review and sign off, and “It Starts With You” corporate policy/training. Other strategies are new and are included as improvement initiatives on our 2024-25 quality improvement plan.

A Cultural Competency Plan is currently in place and reviewed and revised annually as necessary. The plan addresses the needs of residents, employees, and other stakeholders, and includes strategies which focus on potential areas of disparities. Below is a list of potential areas of disparities and some initiatives currently in place at Macassa Lodge to address them.

Culture

- o Review of City of Hamilton Land Acknowledgement before meetings
- o List of staff languages updated annually and used to support residents experiencing language barriers and/or language diversity
- o Relationship with local Japanese community and a group of volunteers who offer Taisho, Japanese Buddhist service, and Tana Bata “Summer Festival” at our home

Age

- o City of Hamilton Harassment and Discrimination Policy
- o Adjustments to programs and services to support a younger

population moving into long term care

Gender

- o Development of a framework for 2SLGBTQIA+ is embedded into the Lodges Strategic/Operational Plan
- o City of Hamilton Harassment and Discrimination policy
- o City of Hamilton Protocol for Gender Identity and Gender Expression
- o International Women’s Day recognition

Sexual Orientation

- o Corporate Harassment and Discrimination policy
- o Review of Resident Bill of Rights at Resident/Family Council meetings
- o Recognition of Pride Month
- o Work is ongoing to develop a framework for 2SLGBTQIA+
- o Extended Management Team education on “Gender Identity and Gender Expression”

Spiritual Beliefs

- o Services are available to support many denominations
- o Resources are available in the community and residents are supported to access them

Socioeconomic Status

- o Rate reduction available annually to those that qualify
- o Support is available from Social Workers for residents to apply for assistance to pay for health devices

Race

- o Black history month is recognized annually in February

o Resident race is captured during admission. This information is available to People Leaders and front-line

staff for the purpose of building person-centred care plans based on resident needs, values, and preferences

o Residents are welcome and encouraged to participate in services or customary ceremonies inside and outside of

the home that meet racial, cultural, and spiritual needs and preferences

Strategies to further support providing a safe and inclusive environment, per Macassa Lodge's 2024-25 quality improvement plan include:

- Complete R-Zone training (Respect for Others, Respect for Yourself, and Responsibility for your Actions)
- Increase the number of ethnic themed menus offered
- Increase the number of recreation programs offered that focus on Inclusion, Diversity, Equity and Anti-racism
- Implement an Inclusion, Diversity, Equity and Anti-racism committee that includes residents
- Improve completion rate for demographic documentation when a new resident moves into the Lodge

The team is confident that improvement initiatives on the 2024-25 quality improvement plan will support a safe and inclusive environment at Macassa Lodge and have the potential to advance Equity and Indigenous Health in the future.

PATIENT/CLIENT/RESIDENT EXPERIENCE

Macassa Lodge prioritizes resident and family engagement and actively seeks advice regarding quality improvement, Resident and Family satisfaction, as well as other initiatives throughout the year.

We use several mechanisms to help maximize opportunities for residents and family members to participate as they choose to. Examples of resident and family engagement strategies include, but are not limited to:

- a) Completion of annual resident/family satisfaction survey in October and November 2023
- b) Engagement and advice is sought regarding the annual Resident and Family satisfaction survey tool, annual roll out of the survey, outcome reports, and developing/prioritizing action items and timelines. 2023 satisfaction survey results were shared at monthly Resident and Family Council meetings, and the full survey report is posted for all residents, families, and staff to review.
- c) Participation in development of the annual quality improvement plan initiatives and measures. A copy of the annual quality improvement plan is provided to the Resident and Family Council, is posted on the Home's website, and in the home.
- d) Completion of annual Food Service Survey including developing and prioritizing actions based on outcomes.
- e) Participation in monthly Resident and Family Council meetings to share progress reports on the quality improvement plan and action items related to the annual resident and family satisfaction survey.
- f) Active participation and decision making during the post-admission and annual care conference.
- g) Completion of "How Are We Doing" forms to share compliments, concerns or complaints related to resident care, food and nutrition, clothing and laundry, safety, equipment and supplies, facility and grounds, Accessibility, and the Residents Bill of Rights

Macassa Lodge works in collaboration with a variety of City of Hamilton and Community partners when developing improvement initiatives to improve the quality of person centred care and services in our Home. Potential improvement initiatives are identified through the Quality Committee's monitoring, review, and recommendations are based on several sources of input or other reliable resources including:

- Quality Performance Indicators (CIHI)
- Balanced Scorecard
- Resident/ Family Council
- Food Committee
- Annual Program Evaluations
- Incidents (Medication, Critical, and Emergency Codes)
- CARF Accreditation/ CARF QIP
- Ontario Health Quality Improvement Plan Indicator Matrix
- Inspection outcomes (Ministry of Long-Term Care, Ministry of Labour, Public Health)
- Long Term Care QIP Indicator – ED Avoidance
- Required feedback from City of Hamilton Healthy and Safe Communities Division, Privacy Division, and Legal Division
- Annual satisfaction surveys
- Complaints
- “ How Are We Doing” reports

PROVIDER EXPERIENCE

Macassa Lodge has implemented a number of strategies to improve work culture, recruitment and retention, and a positive work environment for all employees. Some strategies are in partnership

with our City of Hamilton business partners, while others are Lodge specific.

- R-Zone training (Respect for Others, Respect for Yourself and Responsibility for Your Actions)
- Dedicated Talent Specialist to support the City of Hamilton's Long-Term Care Division
- Access to resources through the City of Hamilton including Return to Work, Human Rights, and Labour Relations
- Close working partnership with CUPE and ONA Union representatives
- All City of Hamilton employees have access to Employee and Family Assistance Provider
- Access to Workplace Strategies for Mental Health and LifeSpeak and
- City of Hamilton “Summer Splash” events for employees and family members
- Wellness committee
- Annual staff recognition day
- Staff appreciation events throughout the year
- Weekly Thankful Thursdays
- Compliments received from residents and families are shared with respective employee
- Increase in Registered Staff and PSW compliment to support 4 hours of care per resident per day, and to enhance overall care and services
- Registered Nurses have returned to pre-pandemic scheduling
- Successful recruitment of dedicated Infection Prevention and Control Lead
- Implementation of Vocantas automatic shift filling software in 2024

SAFETY

Macassa Lodge currently reviews incident data regularly, including medication incidents, critical incidents, and Codes. These are analyzed quarterly and annually, and integrated into improvement initiatives by the Quality Committee, Leadership Team, Nurse Leadership Team, Professional Health Advisory Committee, and program specific multi-disciplinary committees. Annual program evaluations look at incidents and occurrences in more detail, and improvements are embedded into department goals for the coming year to support quality improvement.

Macassa Lodge also reviews outcomes from inspections by the Ministry of Long-Term Care, Ministry of Labour, and Public Health. Action plans are developed to address all identified non-compliances. These are prioritized based on safety and risk, and are addressed by the prescribed due date, or within a reasonable timeframe where no due date exists. Wherever possible, identified non-compliances are rectified immediately while the inspector remains on site, and before the inspection has been completed.

Macassa Lodge participates in Commission on Accreditation of Rehabilitation Facilities (CARF) accreditation. Accreditation is a voluntary program whereby a healthcare provider measures itself against international standards of care. Adhering to these standards help to ensure optimal quality of care and services that are safe, efficient, equitable, timely, patient centred and effective for all residents we serve.

The following plans are in place at Macassa Lodge. Elements of safety are embedded in each plan and are reviewed/ revised annually as necessary:

- Cultural Competency and Diversity

- Risk Management
- Strategic/Operational
- Accessibility
- Information Technology
- HQO Quality Improvement Plan
- CARF Quality Improvement Plan

POPULATION HEALTH APPROACH

Macassa Lodge works in close partnership with a number of community partners to provide a person-centred population health approach that promotes overall well-being, prevents (progression of) disease, and helps residents to live well with their conditions. Some examples include but are not limited to:

- B-Wing re-development project
- Implementation of the Prevention of Error Based transfers (PoET) project
- Participation in the Person Centred Fracture Prevention Model in LTC (PREVENT) research pilot project
- Participate in LTC Cares program (improved access to acute level resources for long-term care residents in the home)
- Participate in Hamilton Mobile Integrated LTC program (provide advanced interventions or proactive mitigation of health concerns in the home)
- Pharmacy review to determine medication related risk for falls and recommendation of fracture prevention therapy
- Implementation and annual review of Cultural Competency and Diversity plan
- Implementation of infection prevention and control policies and

best practices

- Implementation of the Fixing Long term care Homes Act, 2021 and Ontario Regulation 246/22
- Health teaching to residents and substitute decision maker based on individual needs, values and preferences upon admission and thereafter as needs change
- Participation in voluntary Commission on Accreditation of Rehabilitation Facilities (CARF) accreditation

Listed below are System and Community Partners that Macassa Lodge is fortunate to work in partnership with:

- Home and Community Care Support Services Hamilton
- Hamilton Health Sciences (LTC Cares ED avoidance program)
- City of Hamilton Public Health
- City of Hamilton Paramedics and Fire Services
- City of Hamilton Healthy and Safe Communities Division
- Hamilton Police Services – Senior Support Officer
- Ministry of Long-Term Care
- Prevention of Error Based Transfers (PoET) team
- Geras Centre for Aging Research
- Canadian Learning and Research Institute
- CareRx Pharmacy
- Hamilton Health Sciences
- McMaster University
- Alzhiemer Society (Psychogeriatric Resource Consultant)
- AdvantAge Ontario/ AdvantAge Ontario Region 2 Administrators Group
- Healthcare Excellence Canada
- Commission on Accreditation of Rehabilitation Services (CARF)
- Behavioural Supports Ontario
- Therapeutic Recreation Ontario

- RNAO Best Practice Coordinators
- Psychogeriatrician
- Medical Director, Physicians and Nurse Practitioners
- TENA Continence Products
- Achieva Health (Occupational Therapy services)
- Prominent Health (Physiotherapy services)

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 **March 28, 2024**

Holly Odoardi, Board Chair / Licensee or delegate

Lisa Phelps, Administrator /Executive Director

Jaimie Williams, Quality Committee Chair or delegate

Other leadership as appropriate
