



# LONG-TERM CARE CONTINUOUS QUALITY IMPROVEMENT

MID-YEAR REPORT

2022-2023



## Purpose

This report provides a foundational summary of the quality improvement activities for The Regional Municipality of York's long-term care homes in 2022-2023. It includes an overview of ongoing commitment to quality in our municipal structure, key objectives in our quality improvement framework, planning and priority setting processes, reflections on recent achievements and future commitments. This document is required by Ontario Regulation 246/22, s.116, under the *Fixing Long-Term Care Act*, 2021.

## Background

### York Region operates two long-term care homes

York Region offers a range of programs and services to more than 1.2 million residents and many visitors, including operating two long-term care homes. Maple Health Centre is a 100-bed long-term care home located in the City of Vaughan. Newmarket Health Centre is a 132-bed long-term care home located in the Town of Newmarket. Both homes serve resident populations with complex conditions, functional limitations and diverse medical needs. The homes offer a variety of bed types including short stay (respite) and convalescent care. More than 650 staff work in the homes and provide care based on assessed needs.

### As part of a regional municipality, the homes' Continuous Quality Improvement (CQI) Plan sits within a broader framework of strategic plans

All programs and services offered by York Region are guided by the Region's corporate vision statement, "At York Region, we envision strong, caring, safe communities through our mission of working together to serve our thriving communities – today and tomorrow by relying on our values of Integrity, Commitment, Accountability, Respect and Excellence."

The Region's [2019 to 2023 Strategic Plan: From Vision to Results](#), provides an action plan with specific, measurable, achievable and time-based objectives for the Region's priorities with the current term of Council.



Each of the priority areas is divided into objectives, activities and performance measures all of which are monitored and reported to Council to ensure accountability.

Similarly, Departments have their own plans outlining priorities to support the Regional objectives. The Community and Health Services' department is guided by the 2019 to 2023 Integrated Human Services Plan with specific objectives, actions, milestones and target results:



Branches within Community and Health Services have aligned objectives, activities and performance measures to promote common goals. Paramedic and Seniors Services Branch, which operates the Region's two long-term care homes, develops annual Roadmaps to integrate our collective work with regional and department plans. York Region's long-term care homes' operational work plans are aligned to the corporate and departmental plans and results are reported through progress reports, milestone scorecards, dashboards and employee performance results.



# Guiding Principles for our CQI Plans

**We aim to deliver the highest quality of care for our residents every day**

Everyone plays a role in quality. We are committed to delivering the best outcomes across all six dimensions of quality care.

**Figure 1: Six Dimensions of Quality Care.**



Adapted from Committee on Quality of Health Care in America. *Crossing the Quality Chasm, A New Health System for the 21<sup>st</sup> Century*. Washington, DC: National Academy press. 2001 and commonly referenced by Ontario Health and the Institute of Healthcare Improvement.

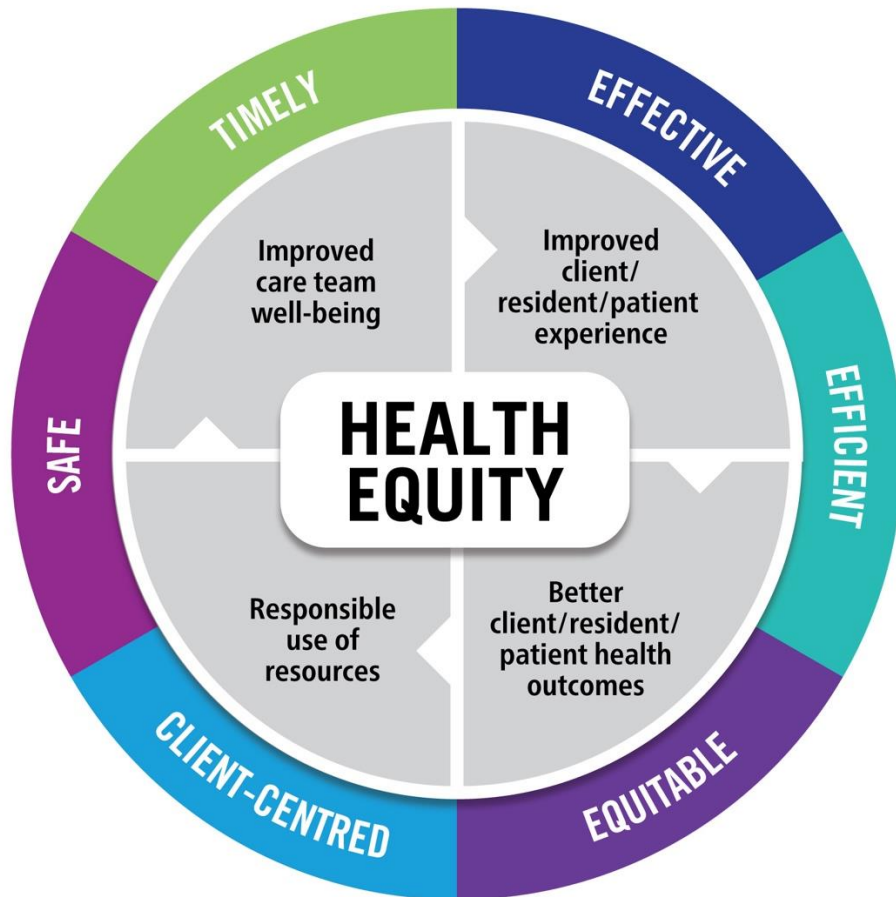
The six dimensions of quality care shown in Figure 1 reflect the four priority areas shown in Figure 2 below:

- Improved resident experience
- Better resident outcomes
- Responsible use of resources
- Improved care team well-being

These priority areas guide our work, with clear links to Regional, departmental, branch, and program ambitions, goals, and priorities.

**Figure 2: Priority Areas for CQI aligned with Quality Dimensions**

The six dimensions of quality are interwoven with the four priority areas for CQI and both place health equity as a central feature. The most impactful, engaging and motivating improvement activities fit with all four priority areas and multiple dimensions, supporting selection of improvement activities.



Adapted from Sikka R, Morath JM, Leape L. The Quadruple Aim: care, health, cost and meaning in work. *BMJ Quality & Safety* 2015;24:608-610 and commonly referenced by Ontario Health and Institute of Healthcare Improvement.

## Our CQI Journey

York Region's Maple Health Centre and Newmarket Health Centre have a long-standing history of CQI

We are proud of our teams' dedication to improvement using the four priority areas and six dimensions in selecting meaningful objectives for quality improvement. We consistently participate in:

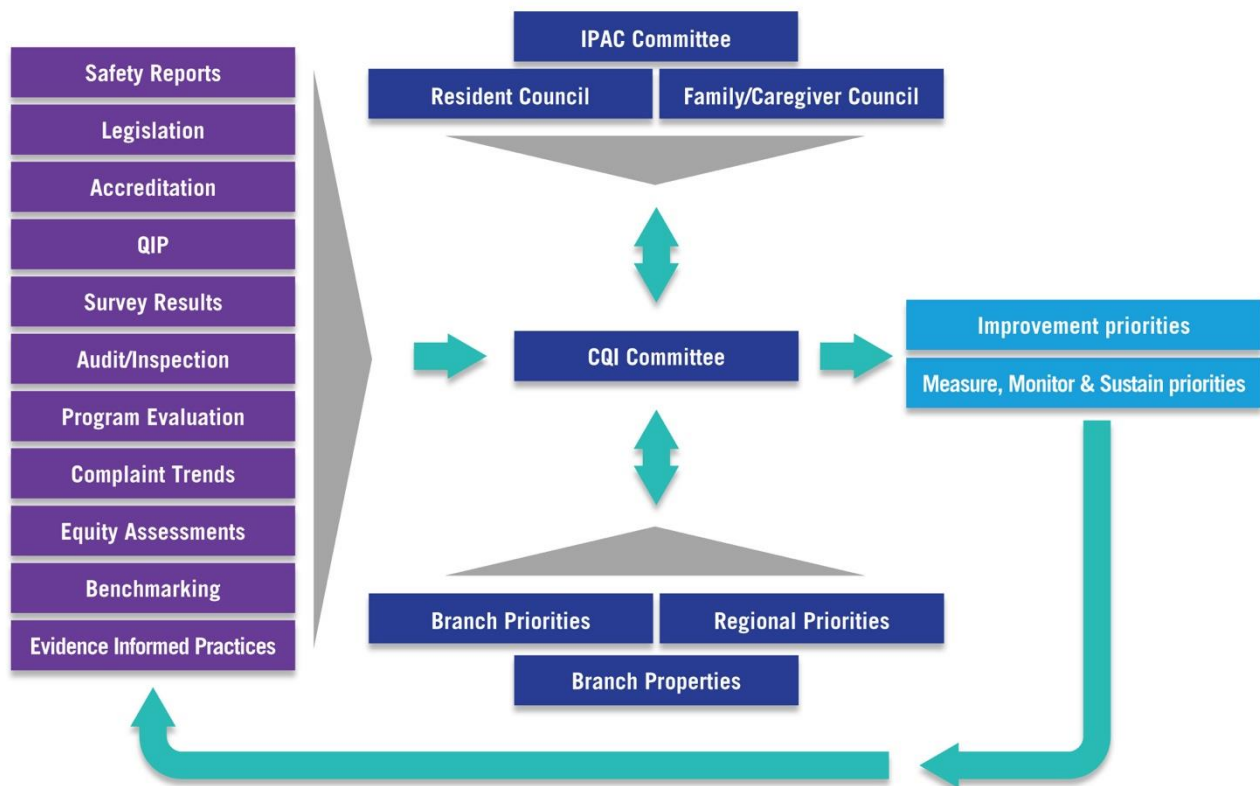
- Annual Quality Improvement Planning with setting incremental performance improvement targets associated with change plans, process, and outcome measures
- Annual Program Evaluations that contain annual improvement targets and activities and milestones to achieve the targets
- Annual resident, family and caregiver experience surveys that inform future plans with targeted improvements

- Quarterly reviews of Canadian Institute of Health Information data trends for key long-term care home indicators and benchmarking against peers to inform improvement action plans
- Collaborative, inter-disciplinary Professional Advisory Committee (PAC) and working group structures to support data sharing, development of innovative ideas for improvements, monitoring progress and celebrating successes
- Accreditation cycles requiring evidence of the commitment to continually improve services and encourage feedback through the Commission on Accreditation of Rehabilitation Facilities (CARF)
- Partnering with peer organizations to identify, understand, design, deliver on quality improvement initiatives designed for local transformation of care (for instance, Behavioural Supports Ontario, Public Health, Infection Prevention and Control Hubs)

**Collaboration is key to monitoring performance indicators and trends and identifying quality improvement priorities**

In April 2022, The Ministry of Long-Term Care enacted legislative and regulatory changes intended to transform the organization and delivery of care in long-term care homes across Ontario. York Region’s Maple Health Centre and Newmarket Health Centre have formed a committee and working groups to respond to and integrate these changes as one, coordinated team.

**Figure 3: Process to Determine CQI Priorities for each Long-Term Care Home**



The homes have processes in place to measure quality through monitoring performance indicators and analysing trends seen in dashboards and scorecards. These tools help to identify areas that need more focussed attention and help to measure impact when changes are introduced.

## Strengthening our CQI Program with a Renewed Focus and Additional Resources

### The homes have achieved several CQI successes between April and June 2022

Since the introduction of the new legislation, we have continued to build upon our culture of continuous improvement at Maple Health Centre and Newmarket Health Centre. The achievements listed below position the Homes to make progress on the four priority areas:

- Expanded our CQI and Compliance team of change and improvement professionals, to support and guide high priority initiatives to improve quality, safety and systems in Paramedic and Seniors Services
- Engaged a broad range of stakeholders in preparation to launch a re-imagined CQI Framework. This framework will include tools and resources to define and design improvement initiatives, pilot test of small changes, implement improvement projects, monitor data, sustain improvements, and deliver engaging and motivating educational modules
- Built on existing partnerships with Infection Prevention and Control (IPAC) Hub Teams out of local hospitals to fortify the IPAC program within the homes.
- Recruited and oriented IPAC practitioners for both homes
- Compared actual performance with desired targets and prioritized opportunities for improvement. A project plan is underway
- Reinvigorated our IPAC Committee and developed terms of reference, work plans, dashboards and scorecards

The CQI team works closely with communications staff to celebrate successes, share opportunities for improvement and highlight improvement initiatives are highlighted internally and externally.

### Staff well-being is a priority of the CQI program

A healthy and resilient workforce is essential for maintaining a robust CQI culture. In alignment with our priority area for improved care team well-being, we have cascaded the successes from York Region's Corporate Diversity and Inclusion Committee and the [Inclusion Charter for York Region](#), with the Paramedic and Seniors Services Branch launching an Equity, Diversity and Inclusion (EDI) Committee on October 21, 2021, that includes staff members from our long-term care homes. The homes are committed to creating a welcoming and inclusive environment that recognizes and celebrates all dimensions of diversity among those we serve and our teams. Learning about each other is foundational to our commitment to inclusion. In the spirit of continued learning and celebrating diversity, the EDI committee held a series of workshops to define their role and responsibility, raise awareness and develop a path forward. This work has been successful in creating awareness of EDI and developing allies to strengthen the EDI culture within our long-term care homes.

We would be remiss if did not acknowledge the teams in our long-term care homes and their response to the COVID-19 pandemic. The safety and well-being of our residents, staff, families and essential caregivers is paramount. The sixth wave presented a unique circumstance with most residents

vaccinated (97% at both Maple Health Centre and Newmarket Health Centre) and staff protected with vaccines and personal protective equipment. We adjusted protective measures to maintain a safe environment for our residents and staff while supporting physical, emotional, cognitive and spiritual engagement. Community transmission was significant, and this was particularly impactful for our staff members. We are thankful for the entire team's cooperation and dedication to providing stable and predictable care in a challenging time.

## Looking Ahead: Priorities for June 2022-March 2023

York Region is committed to a variety of continuous quality improvement initiatives to continue supporting and building a culture of quality and safety in the homes, including, but not limited to:

- Setting specific objectives for each of the four priority areas against which progress can be measured
- Launching the Paramedic and Seniors Services CQI Framework and corresponding educational modules to support shared mental models, common language, and standardized tools to engaging teams in quality improvement initiatives
- Refreshing our performance measures dashboard as we initiate the CQI Committee. The new dashboard will be designed to be easily interpreted by a variety of stakeholders involved in our CQI Committee while uncovering data driven performance insights
- Preparing to participate in a reaccreditation survey in May 2023 with self-evaluations of our practices. The on-site survey in an accreditation process is the culmination of quality improvement activity against international standards designed to ensure greater satisfaction for stakeholders, improved organizational efficiency, and optimal outcomes
- Each home has developed a [Quality Improvement Plan](#) for 2022 which was submitted to Ontario Health in June 2022:
  - Maple Health Centre has developed specific change plans within their Quality Improvement Plan to effectively monitor and manage pain experienced by our residents and reduce urinary tract infections among residents
  - Newmarket Health Centre has developed specific change plans within their Quality Improvement Plan to effectively monitor and manage pain experienced by our residents and reduce the use of antipsychotic medications in residents who do not have a relevant diagnosis

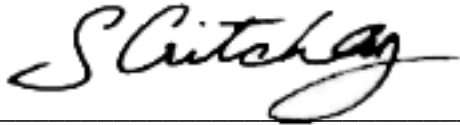
The actions listed above will help to strengthen the homes' culture of quality and safety, in alignment with York Region's vision for strong, caring and safe communities, and corporate and departmental priorities for healthy communities.



## CONCLUSION

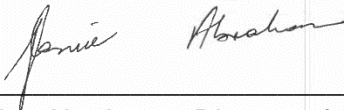
York Region's long-term care homes maintain their commitment to continuous quality improvement with renewed enthusiasm in 2022. This mid-year report provides an opportunity to share our quality improvement objectives, reflect on the achievements and successes in the first few months of 2022 and highlight our commitments for the next few months. We look forward to sharing annual reports on CQI.

Sincerely,



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Sandy Critchley, Program Manager, Continuous Quality Improvement and Compliance, Paramedic and Seniors Services (CQI Program Lead)



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Janice Abrahams, Director of Care, Maple Health Centre



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Sandeep Brar, Director of Care, Newmarket Health Centre



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Donna Lee, Administrator, Maple Health Centre



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Christine Murad, Administrator, Newmarket Health Centre



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Julie Casaert, Director, Seniors Services