

Southbridge Interim Quality Report 2022

For Queensway LTC

July 2022

We are pleased to provide an Interim Quality Report for 2022.

Our Quality Commitment

At Queensway, our Continuous Quality Improvement Program is built on evidence-based best practices. We follow a standardized quality program allowing for the sharing of learnings across our network of homes and provider-led quality teams. We work with hospitals and other health system partners to provide access to a full suite of timely, medical, psychosocial, and recreational services, so that our residents can live life to the fullest.

Southbridge Mission, “To provide quality care and services through innovation and excellence” is all about promoting quality of life for our residents with performance continuously measured, improved, and publicly shared.

Our Approach

Our quality program at Queensway encompasses all that we do to meet our mission and quality of care and safety goals. From quality assurance activities and audits, including participation in Accreditation Canada’s standards and surveys, to the proactive analysis of safety trends and quality improvement opportunities we do through our weekly Quality of Care calls, quality and resident experience are top of mind.

Our Indicators

For 2022, Queensway’s quality improvement plan is focused on the reduction of falls, worsening pressure injuries, restraints, worsened pain and use of antipsychotics. Our targets for 2022 were set at best practice levels, in each case, better than CIHI average.

2022 Quality Indicator Targets

Quality Indicator	2022 Target
<i>Falls</i>	
Owned and Managed Homes	< 15.0%
	All homes
<i>Daily Restraints</i>	
Owned and Managed Homes	< 2.5%
	All homes
<i>Antipsychotics without a diagnosis of psychosis</i>	
Owned and Managed Homes	< 17.3%
	All homes
<i>Worsened Pressure Ulcers</i>	
Owned and Managed Homes	< 2.0%
	All homes
<i>Worsened Pain</i>	
Owned and Managed Homes	<7.5%
	All homes

Achieving Results

Quality program initiatives are implemented across all Southbridge homes by the home’s interdisciplinary team under the coaching and guidance of our quality consultants through what we call Quality Enhancement Teams. Quality Enhancement Teams provide:

- Evidence-based best practice toolkits
- Leadership with lean quality improvement initiatives
- Support with PDSAs
- Coaching for team members on care practices
- Project oversight
- Reporting for all quality improvement

Examples of quality initiatives that we are implementing include:

Reduction of Falls	Reduction of Worsening Pressure Injuries	Reduction in Use of Antipsychotics	Reduction of Restraints	Reduction of Worsened Pain
<p>Risk mitigation strategies including scheduled toileting plans individualized for the resident</p> <p>A safe and uncluttered resident environment with adequate lighting and supportive mobility devices</p> <p>Falls prevention toolkit implementation including post-fall huddles</p> <p>appropriate footwear</p>	<p>Working in partnership with Medline to enhance our assessment process and ensure proper product selection for pressure injuries.</p> <p>Hydration Audits with accompanying plans to mitigate dehydration and its impact on skin health.</p> <p>Education of new skin and wound care advanced practice nurses</p>	<p>Behaviour Support Ontario (BSO) Leads ensure assessments are current for each resident, providing the interdisciplinary team accurate and timely information to determine an appropriate reduction plan.</p> <p>Engagement of Pharmacy team to provide recommendations to prescribers, based on scores and assessments, on safe reduction of antipsychotics for a resident</p>	<p>Implementation of Southbridge’s Least Restraint policy</p> <p>Utilization of alternatives to restraints</p> <p>Partnering with regional health authorities to create restraint reduction plans upon admission</p>	<p>Implementation of the pain & palliative policy</p> <p>Education to all employees</p> <p>Partnering with Ontario Health Teams to assess pain & symptom management consultants and involvement of the homes, professional advisory and pain & Bpalliative committee</p> <p>Accessing the nurse practitioner stat program</p>

Emerging from the Pandemic

The COVID-19 pandemic has been a tragedy on a global scale, and for those with a loved one in long-term care, a distressing personal experience. The separation and worry have been extremely difficult.

At Southbridge, fighting COVID has been our biggest quality and safety priority throughout the pandemic. We invested in the expansion of our Infection Prevention and Control (IPAC) capacity by adding an epidemiologist, IPAC specialists/leads, IPAC tools, and best practice audits.

Full comprehensive IPAC reviews of each home have been completed to ensure all the learnings from the pandemic remain in place and in practice, including at Queensway. Our Pandemic Plan reflects our lessons learned and is part of a more fulsome Emergency Preparedness program. All key pandemic workstreams, such as staffing levels and Personal Protective Equipment (PPE) oversight, continue to be monitored centrally through our IPAC leads and specialists who are overseen by Dr. Jim Ayukekbong, VP, Infection Prevention and Control.

Improving Care, Every Day

At Southbridge, we are embracing this opportunity to lead change and build a better future for senior’s care. Our *Improving Care, Every Day* strategy is our new, multi-year national plan to improve care, every day, across every home we operate. We are focused on five key areas for improvement:

1. *Improve the quality of life for those we care for residents*
 - Increasing the number of full-time positions on our care teams by over 1,000.

- Eliminating multi-unit bedrooms, to improve privacy, IPAC response, and enhance quality of life.
2. *Support the success of our team*
 - Launching a peer-nominated Care Champion program open to all team members to celebrate their dedication and passion.
 - Exceeding government requirements around paid time off and sick leave.
 - Improving infection prevention and control, supporting team members in obtaining IPAC certification.
 3. *Engage residents and families as partners in care and organizational change*
 - Improving communication and engagement with residents and families.
 4. *Replace or upgrade older long-term care homes*
 - Replacing every older home in our network and upgrading or enhancing our homes regardless of age.
 5. *Increase transparency and accountability*
 - Accessing real-time information about your loved one's care environment.
 - Operating with increased openness and transparency

Our Quality and Safety Program

Improving the quality of life for those we care for is the foundational tenet of our *Improving Care, Everyday* strategy.

Over the past year at Southbridge, we have introduced a number of quality and safety initiatives: from comprehensive safety culture education for all team members, to enhanced quality and safety business intelligence reporting, to name a few. Our Medication Safety Technology (MST) Project is focused on improving medication safety through several streams of work, including one of our quality indicators, reducing antipsychotic deprescribing.

Senior operational and quality leaders attend a Quality of Care call, where critical incidents and regulatory inspection results are reviewed, for identification of system level quality improvement opportunities. These opportunities are implemented through our Quality Enhancement Teams, and other quality and safety initiatives.

At Southbridge, we see quality assurance and quality improvement on a spectrum within our quality and safety program and are leveraging quality improvement tools and techniques to shift to a truly proactive view of quality rather than a purely reactive one based on compliance alone.

Governance and Accountability

Accountability and transparency are part of our *Improving Care, Everyday* promise.

Governance over quality and safety extends from home-level Continuous Quality Committees to Southbridge's Quality and Risk Management Committee, up to the Leadership Team, and to the Board of Directors, where we report through a dedicated Quality and Risk Committee.

Quality indicators and targets are set through comprehensive analysis of home performance, CIHI benchmarks, and emerging evidence-based literature around best practices in senior's health. Through discussion with team members across the organization, and Resident and Family Councils, a proposal is reviewed and approved by Southbridge's executive and Board. Quality performance is part of the leadership incentive program.

Quarterly quality and safety results are shared throughout the organization, and with residents and families through Resident and Family Councils, whose inputs are incorporated into our quality improvement plans.

Team members receive coaching and training to more fully engage with quality improvement initiatives within their homes.

Our Home's Continuous Quality Improvement Team

Queensway has a Continuous Quality Improvement Committee comprised of interdisciplinary representatives that are the home's quality and safety culture champions. The membership of our committee reflects the diversity of our team members and the residents we serve.

The work of our Continuous Quality Improvement Committee is part of a broader system of Southbridge's quality governance, as we work together, *Improving Care, Every Day*.