



Baycrest Health Sciences

Accredited with Exemplary Standing

Baycrest Health Sciences has gone beyond the requirements of the Qmentum accreditation program and demonstrates excellence in quality improvement.

Baycrest Health Sciences is participating in the Accreditation Canada Qmentum accreditation program. Qmentum helps organizations strengthen their quality improvement efforts by identifying what they are doing well and where improvements are needed.

Organizations that become accredited with Accreditation Canada do so as a mark of pride and as a way to create a strong and sustainable culture of quality and safety.

Accreditation Canada commends **Baycrest Health Sciences** for its ongoing work to integrate accreditation into its operations to improve the quality and safety of its programs and services.

Baycrest Health Sciences (2022)

Since its beginning in 1918, Baycrest has evolved into a global leader in aging and brain health. Baycrest provides nearly 1,200 older adults per day with a continuum of care that includes a 262-bed complex continuing care hospital with an acute care unit, outpatient clinics, wellness programs and residential facilities, including a 472-bed long-term care facility, a 192-bed assisted living facility and a 120-suite independent living facility. Fully affiliated with the University of Toronto, Baycrest's integrated 22-acre campus combines a research institute in cognitive neuroscience, dedicated centres focused on mitigating the impact of age-related disorders, and global knowledge exchange.

Accreditation Canada

We are independent, not-for-profit, and 100 percent Canadian. For more than 55 years, we have set national standards and shared leading practices from around the globe so we can continue to raise the bar for health quality.

As the leader in Canadian health care accreditation, we accredit more than 1,100 health care and social services organizations in Canada and around the world.

Accreditation Canada is accredited by the International Society for Quality in Health Care (ISQua) www.isqua.org, a tangible demonstration that our programs meet international standards.

Find out more about what we do at www.accreditation.ca.

Demonstrating a commitment to quality and safety

Accreditation is an ongoing process of evaluating and recognizing a program or service as meeting established standards. It is a powerful tool for quality improvement. As a roadmap to quality, Accreditation Canada's Qmentum accreditation program provides evidence-informed standards, tools, resources, and guidance to health care and social services organizations on their journey to excellence.

As part of the program, most organizations conduct an extensive self-assessment to determine the extent to which they are meeting the Accreditation Canada standards and make changes to areas that need improvement. Every four years, Accreditation Canada surveyors, who are health care professionals from accredited organizations, visit the organization and conduct an on-site survey. After the survey, an accreditation decision is issued and the ongoing cycle of assessment and improvement continues.

This Executive Summary highlights some of the key achievements, strengths, and opportunities for improvement that were identified during the on-site survey at the organization. Detailed results are found in the organization's Accreditation Report.

On-site survey dates

November 21, 2022 to November 23, 2022

Locations surveyed

- **1 location** was assessed by the surveyor team during the on-site survey. Locations and sites visited were identified by considering risk factors such as the complexity of the organization, the scope of services at various sites, high or low volume sites, patient flow, geographical location, issues or concerns that may have arisen during the accreditation cycle, and results from previous on-site surveys. As a rule, sites that were not surveyed during one accreditation cycle become priorities for survey in the next.
- All sites and services are deemed **Accredited with Exemplary Standing** as of the date of this report.

See **Appendix A** for a list of the locations that were surveyed.

Standards used in the assessment

- **5 sets of standards** were used in the assessment.

Summary of surveyor team observations

These surveyor observations appear in both the Executive Summary and the Accreditation Report.

During the on-site survey, the surveyor team undertook a number of activities to determine the extent to which the organization met the accreditation program requirements. They observed the care that was provided; talked to staff, clients, families and others; reviewed documents and files; and recorded the results.

This process, known as a tracer, helped the surveyors follow a client's path through the organization. It gives them a clear picture of how service is delivered at any given point in the process.

The following is a summary of the surveyor team's overall observations.

Baycrest chose to engage in a sequential accreditation survey approach with the first stage occurring in January 2021. The second visit occurred in November 2021 and this report reflects the surveyors' assessments from November 21-23, 2022. The focus for this final visit was the Apotex long-term care home. It must be noted that COVID-19 is still a pandemic and the entire Baycrest family of healthcare organizations/business units is commended for their continued focus on the mission and vision for the future of healthcare for seniors and implementing quality care and innovations. In addition, not only did their quality improvement activities, and research and innovative firsts in healthcare continue during this long pandemic, but Baycrest, and in particular the Apotex, never lost sight of the impact the various infection prevention and control mandates have had on their staff and physicians, residents, caregivers, and family members.

Since the last survey, the Baycrest organization completed the restructuring that was announced and previewed with the surveyors in November 2021. The Board of Directors supported these business unit changes so that the leadership can focus on the corporation's priorities more effectively and strategically. This bold and creative move allows the foundational and historical aspects of the Baycrest legacy to transform healthcare into the future. The current strategic plan will continue beyond its 2023 target date with the intention of each business unit developing its own strategic plan—with these plans aligning to the overall mission of Baycrest. The Apotex is commended for providing medical, nursing, and allied staff with academic opportunities to learn in an environment that supports best practices in senior care.

The Apotex and Baycrest Hospital share the same governance structure and senior executive team. The Apotex long-term care home (Apotex) is a 472-bed faith-based long term care home with six floors and was built in 2000. Approximately 550 staff are employed, and the majority are unregulated personal support workers. The centre Winter Garden courtyard is surrounded by the various units on all four sides allowing residents to experience the concerts that take place in this space. COVID-19 restrictions impacted the cultural and music celebrations over the last several years, but activities are beginning to normalize with concerts and other religious offerings being planned.

The Apotex provides specialized care for seniors with a variety of complex physical needs, mental health diagnoses, and cognitive impairments. Many of the improvements and designs of the various Apotex neighbourhoods have been informed by residents, families, caregivers, staff and physicians.

The Apotex team has been incorporating resident and family centred care principles into their care practices for many years. Their journey continues to include policy development and design, committee involvement, and Board activities. The Baycrest/Apotex leadership team is commended for implementing this recommendation from the previous sequential visit.

The Resident and Family Advisory Councils report a very positive relationship with the leadership teams. In particular, the Executive Director is very visible and engages well with residents and families. Many examples of input they have provided into care practices and overall processes at the Apotex were shared during the accreditation meeting. There has been a concerted effort to provide residents and families with more input into decision-making. They stated that the care residents receive is second to none. While the Apotex has reported that the care they provide is exemplary with residents living 2.5 times longer than the Ontario LTC average, there continues to be a focus on the quality of life of its residents. Staff are compassionate, supportive, and listen to their concerns and address needs. There is opportunity to continue to respond to the resident survey results and follow through on making residents' daily activities less controlled to create a more home-like environment. This is evident in the strategic priorities that are driving quality improvements throughout the Apotex: getting back to learning more about who the resident is (their personal story) and encouraging more fundamental Jewish-based activities. Taking advantage of learning more about the residents' life stories and hobbies is encouraged.

The Apotex has a significant number of accomplishments for which they should be extremely proud. This LTC home benefits from the combined leadership and resources that the Baycrest hospital enjoys leading to outstanding outcomes for its residents. The impressive suite of recreational activities offered to its residents creates a non-institutional feel for its residents. Staff are proud to work at the Apotex and report that the residents are one of the many reasons for their workplace satisfaction. The leaders are encouraged to continue to be creative with their health human resources planning because one magic wand wish many staff identified was that the staffing issues could be resolved. The Apotex is not alone in this challenge, however, there are many positive reasons to work at the Apotex so highlighting your strengths when recruiting initiatives are occurring is encouraged.

During the on-site survey, one surveyor was privileged to participate in the music concert that was held in the Winter Garden. COVID-19 restrictions limited the number of people who could attend on the ground level, but many other residents and families were able to watch the concert from the units above. Some residents were dancing and clearly enjoying the normalness of this activity. What an unbelievable experience.









On behalf of the accreditation team, thank you for inviting us into your wonderful organization and we thank the staff for being so open, honest and committed to quality. It was a pleasure to meet the Apotex team.

Overview: Quality dimensions results

Accreditation Canada uses eight dimensions that all play a part in providing safe, high quality health care.

These dimensions are the basis for the standards, and each criteria in the standards is tied to one of the quality dimensions.

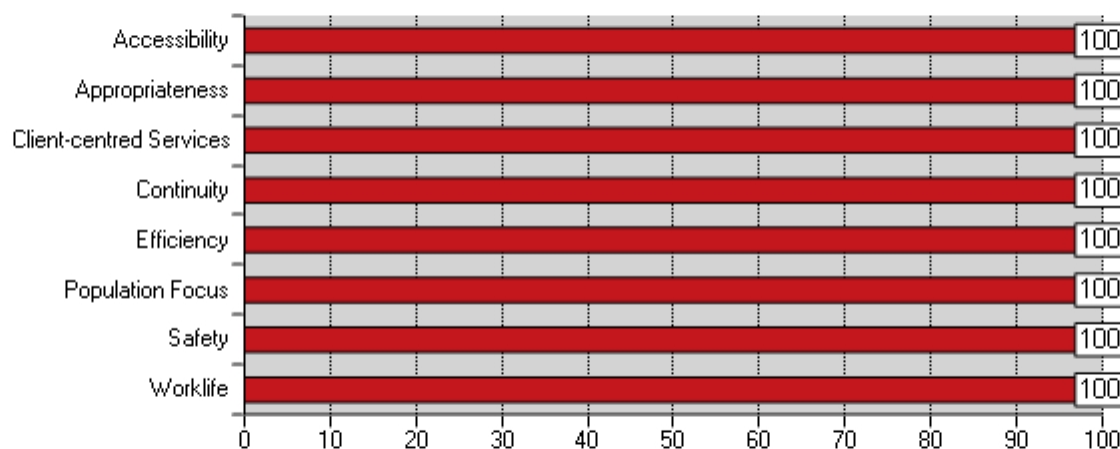
The quality dimensions are:

	Accessibility:	Give me timely and equitable services
	Appropriateness:	Do the right thing to achieve the best results
	Client-centred Services:	Partner with me and my family in our care
	Continuity:	Coordinate my care across the continuum
	Efficiency:	Make the best use of resources
	Population Focus:	Work with my community to anticipate and meet our needs
	Safety:	Keep me safe
	Worklife:	Take care of those who take care of me

Taken together, the dimensions create a picture of what a high quality health care program or service “looks like.” It is easy to access, focused on the client or patient, safe, efficient, effective, coordinated, reflective of community needs, and supportive of wellness and worklife balance.

This chart shows the percentage of criteria that the organization met for each quality dimension.

Quality Dimensions: Percentage of criteria met



Overview: Standards results

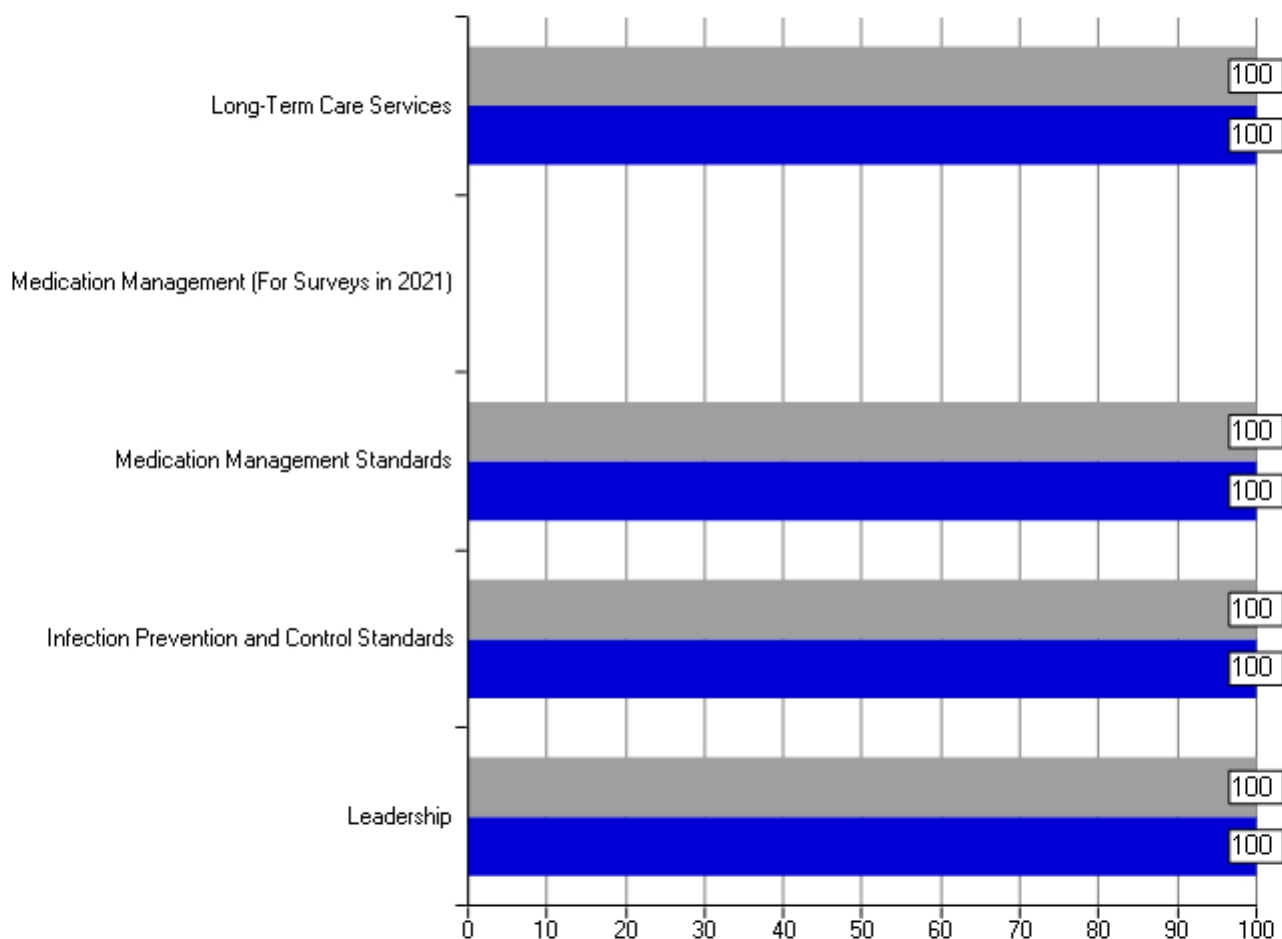
All of the standards make a difference to health care quality and safety. A set of standards includes criteria and guidelines that show what is necessary to provide high quality care and service.

Some criteria—specifically those related to safety, ethics, risk management, or quality improvement—are considered high priority and carry more weight in determining the accreditation decision.

This chart shows the percentage of high priority criteria and the percentage of all criteria that the organization met in each set of standards.

Standards: Percentage of criteria met

■ High priority criteria met
 ■ Total criteria met



Overview: Required Organizational Practices results

Accreditation Canada defines a Required Organizational Practice (ROP) as an essential practice that must be in place for client safety and to minimize risk. ROPs are part of the standards. Each one has detailed tests for compliance that the organization must meet if it is to meet the ROP.

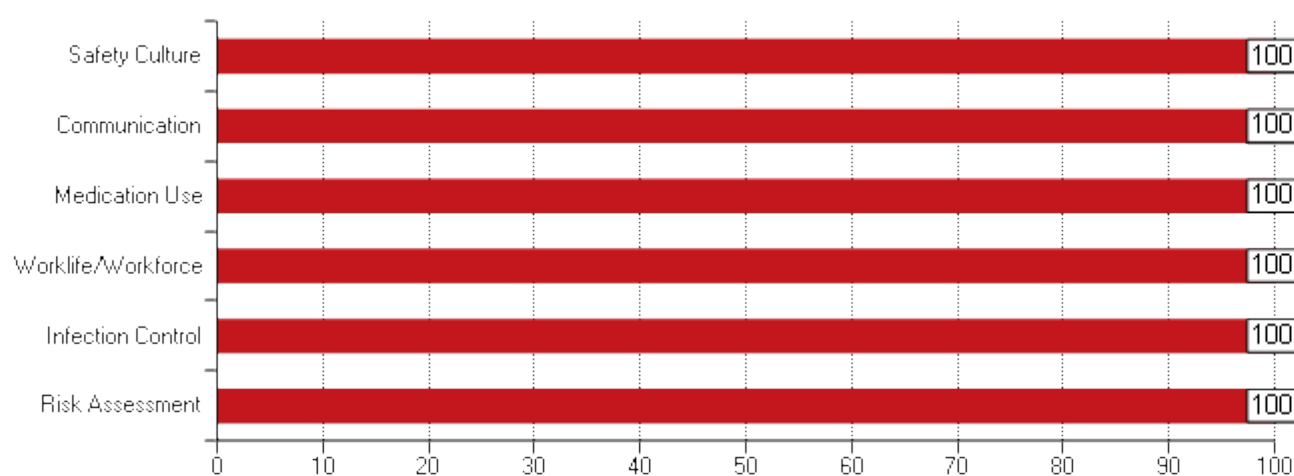
ROPs are always high priority and it is difficult to achieve accreditation without meeting most of the applicable ROPs. To highlight the importance of the ROPs and their role in promoting quality and safety, Accreditation Canada produces the Canadian Health Accreditation Report each year. It analyzes how select ROPs are being met across the country.

ROPs are categorized into six safety areas, each with its own goal:

- **Safety culture:** Create a culture of safety within the organization
- **Communication:** Improve the effectiveness and coordination of communication among care and service providers and with the recipients of care and service across the continuum
- **Medication use:** Ensure the safe use of high-risk medications
- **Worklife/workforce:** Create a worklife and physical environment that supports the safe delivery of care and service
- **Infection control:** Reduce the risk of health care-associated infections and their impact across the continuum of care/service
- **Risk assessment:** Identify safety risks inherent in the client population

See **Appendix B** for a list of the ROPs in each goal area.

ROP Goal Areas: Percentage of tests for compliance met



The quality improvement journey

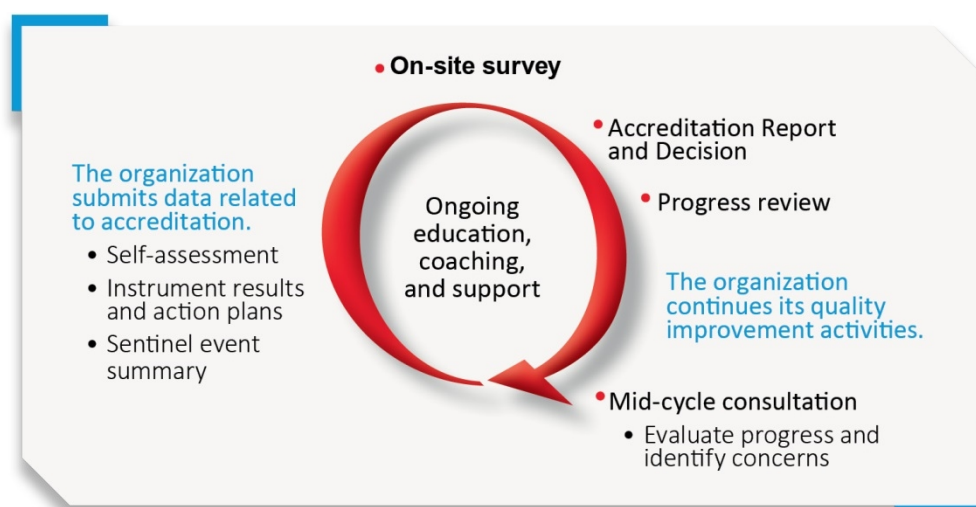
The Qmentum accreditation program is a four-year cycle of assessment and improvement, where organizations work to meet the standards and raise the quality of their services. Qmentum helps them assess all aspects of their operations, from board and leadership, to care and services, to infrastructure.

The program identifies and rewards quality and innovation. The time and resources an organization invests in accreditation pay off in terms of better care, safer clients, and stronger teamwork.

Accreditation also helps organizations be more efficient and gives them structured methods to report on their activities and what they are doing to improve quality.

In the end, all Canadians benefit from safer and higher quality health services as a result of the commitment that so many organizations across the country have made to the accreditation process.

Qmentum: A four-year cycle of quality improvement



As **Baycrest Health Sciences** continues its quality improvement journey, it will conduct an in-depth review of the accreditation results and findings. Then a new cycle of improvement will begin as it incorporates any outstanding issues into its overall quality improvement plan, further strengthening its efforts to build a robust and widespread culture of quality and safety within its walls.

Appendix A: Locations surveyed

- 1 Baycrest Health Sciences

Appendix B

Required Organizational Practices

Safety Culture

- Patient safety incident disclosure
 - Patient safety incident management
 - Patient safety quarterly reports
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Communication

- Client Identification
 - Information transfer at care transitions
 - Medication reconciliation as a strategic priority
 - Medication reconciliation at care transitions
 - The “Do Not Use” list of abbreviations
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Medication Use

- Antimicrobial Stewardship
 - High-Alert Medications
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Worklife/Workforce

- Patient safety plan
 - Patient safety: education and training
 - Workplace Violence Prevention
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Infection Control

- Hand-Hygiene Compliance
 - Hand-Hygiene Education and Training
 - Infection Rates
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Risk Assessment

- Falls Prevention Strategy
 - Pressure Ulcer Prevention
 - Suicide Prevention
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