

Quality Improvement Report

Apotex, Jewish Home for the Aged

Timeframe: Year End Quality Report 2022-2023

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The Apotex, Jewish Home for the Aged, is a 472-bed faith-based long-term care facility at Baycrest that provides a range of residential and specialized programs to meet each resident's needs and preferences. Over 70% of our residents have dementia, 45% are fully dependent in their activities of daily living such as walking, transferring, dressing and eating and though very complex, live twice as long in the Apotex compared to the Ontario average. This statistic demonstrates the commitment of our staff, physicians and volunteers to provide an exceptional resident care experience.

Quality Improvement Priorities

As we do each year, we set out a number of important improvement priorities to the care and services across the home. A number of factors guide the selection of these improvement initiatives, such as feedback from residents and families through formal surveys, complaints/compliments and feedback, our historical and current performance, legislative requirements, accreditation standards and geriatric best practices.

Resident and family surveying is an incredibly significant input into guiding our improvement work. We survey our residents about their quality of life and perceptions living in the home throughout the year and receive responses from between 100-110 residents on an annual basis. We also survey our families in November/December of each year and receive over 100 completed surveys. Both the resident and family quality of life surveys are internationally validated tools (interRAI) and provide us with benchmarks to help direct our improvement targets. The results of the surveys were shared with resident council on January 17, 2023 and with family advisory council on May 8, 2023. Results are also included on our website and posted across the home for residents, families, visitors and staff to review.

Based on the above noted factors, the Apotex Quality Committee, which includes representatives from resident and family councils, helps to identify and recommend the priority areas for quality improvement across the home. With input routinely gathered from both resident and family councils, the home then develops its formal Quality Improvement Plan for the upcoming year. Over the last year, the Apotex directed its improvement efforts to address resident quality of life through two main improvement goals: the first, to improve resident choice and autonomy about bedtimes and second, to provide residents with more opportunities to participate in religious programs that have meaning to them. This selective approach helped us to remain focused and generate a collective alignment on achieving these improvement goals. We are incredibly proud to have implemented all planned change ideas from our 2022/23 QIP resulting in notable improvements in both goals (see Table 1 in Appendix A).

Improve resident choice and autonomy

Unlike other domains of quality of life, residents told us that they do not feel they make their own decision about when to go to bed. Over the course of the year, we worked hard to improve resident decision-making and autonomy in this important area, collecting and updating resident bedtime preferences. We also know, based on feedback from residents and families, that we can offer residents more to do in the evenings and so in response, we introduced new evening activities throughout the home. With the team-based effort, we exceeded our target with 77% of residents responding positively that they decide when to go to bed by the end of the calendar year.

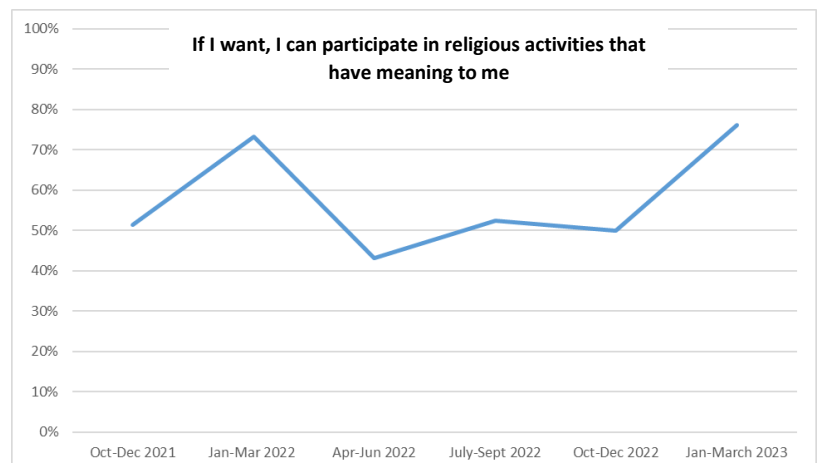
Provide more opportunities for residents to participate in religious programming that has meaning to them

Through survey feedback as well as discussions at resident and family councils, we heard that residents need and want more variety in the type of religious programs offered. We acknowledge the diversity in our resident population and with this, our goal over the last year was to ensure our cultural and religious programming meet the needs of a more diverse resident population while maintaining the cultural integrity as a Jewish faith-based home.

To inform the cultural, spiritual, and religious program offerings, we conducted a comprehensive needs assessment and collected feedback from 68 residents/caregivers. The primary themes that emerged included fostering a cultural atmosphere, sustaining one’s religious identity and increased access to a spiritual care provider. As a Jewish faith-based home, we find ourselves in a unique position with approximately 25% of residents living here who identify with a faith other than Judaism. It behooves us therefore, to understand and deliver programming and services that meet all of the cultural, religious and spiritual needs of our residents. Based on the results of the needs assessment, a major focus of our work last year was to improve the Shabbat experience for our Jewish residents and we are proud to have introduced a number of changes and new programs including improvements to the Shabbat Friday night meal service, new welcoming Shabbat programs, and re-introduction of our Community Shabbat. Residents also expressed the importance of delivering multi-faith programs and after a two-year hiatus due to COVID-19 restrictions, we also were pleased to have re-introduced a number of these programs last year such as a Christmas party and art making and a museum on wheels program that focused on the theme of Light during Chanukah, Christmas and Kwanza.

Access to a spiritual care provider is another important area of work and in response the spiritual care department introduced a number of new programs and educational offerings to residents throughout the home.

Although we did not meet our target on this indicator by the end of December 2022, we surpassed our target by the end of March with 77% of residents



responding positively that they participate in religious activities that have meaning to them. We will continue to address this critically important area in next year's improvement plan.

For next fiscal year (2023-24), we identified a number of important improvement priorities for inclusion in our Quality Improvement Plan. A summary poster is displayed across all Apotex neighborhoods.



Improve Resident Social Life Despite the introduction of new recreational, cultural and spiritual programming, residents and families tell us that we can be doing more to deliver meaningful activities. Our goal is to ensure that the programs we co-design with residents matter to residents and are meeting their needs every day.

Appropriate Prescribing Antipsychotic medications, often used to manage

symptoms of psychosis, are also commonly and appropriately prescribed for seniors living in long-term care to manage severe behavioural and psychological symptoms of dementia. These residents may not have a diagnosis of psychosis and so the use of antipsychotic medication in this population can be considered “potentially inappropriate”. Our goal over the next year through our QIP is to ensure that antipsychotic medications are being used for the right symptoms, at the right dose and only for as long as needed.

In addition to the selection of improvement priorities on our Quality Improvement Plan, the home's clinical programs also adopt a comprehensive approach to identifying improvement opportunities and change ideas for the coming year through a review of performance data, feedback from residents/families, and chart reviews. These improvement opportunities are discussed at each respective program committee and status presented at the Quality Committee meeting.

How we monitor and measure progress

We monitor our progress in meeting our quality improvement targets and change ideas through our performance scorecard and specific quarterly progress reports, which are shared at the Apotex Quality Committee meetings. We are also part of an international consortium, the Seniors Quality Leap Initiative, which meets regularly to review and benchmark performance and progress on resident quality of care and quality of life.

Improvement teams within the Apotex meet regularly to action the planned change ideas. A year-end progress report is posted on our website at the end of each fiscal year and used to inform next year's focus areas for improvement. A summary is posted on the units and in staff lounges and we share progress with Resident and Family Advisory Councils. For our clinical programs, teams meet monthly or quarterly to monitor performance on key performance indicators and change ideas.

More formal progress reports including indicator and audit results are shared every quarter with the quality improvement committee and managers are encouraged to share the results with the staff. The Apotex also relies heavily on the results from our resident and family quality of life surveys to monitor and measure changes and improvements.

Accreditation

The Apotex participates in the Accreditation process through Accreditation Canada’s Qmentum program, which is another formal way we demonstrate our commitment to quality and monitor our progress and outcomes. Following a comprehensive self-assessment and external peer-review survey in November, Baycrest attained Accreditation with Exemplary Standing in November 2022 and the Apotex met all 155 standards including high priority required organizational practices. Teams were celebrated for their tremendous effort and contributions to resident care and safety.



Policies and Approaches that guide Quality Improvement

The Apotex Quality Improvement Program adopts a continuous quality improvement (CQI) approach to improve the care and service provided to the residents who live here. Using LEAN and other quality tools such as plan-do-study-act (PDSA), impact/effort matrices, root cause analysis, we engage our point of care staff who are the experts on improving care processes and services. There are also several policies that help to guide our improvement work including:

- Apotex Quality Policy
- Apotex Resident Safety Incident Management Framework Policy
- Apotex Handling of Complaints

Improvements across the Apotex

A summary of the actions taken to improve quality across the home is provided below. Residents and families and the associated councils are informed about these initiatives and changes in a variety of ways including at council meetings, postings/flyers across the home, newsletters and email updates, as necessary.

Recreation and Social Services

The recreation and social service team has been able to introduce a number of changes and improvements as a result of staffing enhancements including the resumption of evening and weekend recreation beginning in January 2022 and an overall increase in the recreation staffing complement by 41% (6 full time equivalents - FTE) throughout 2022/23 as well as adding 0.4FTE social work through the allied funding provided by the Ministry of Long Term Care.

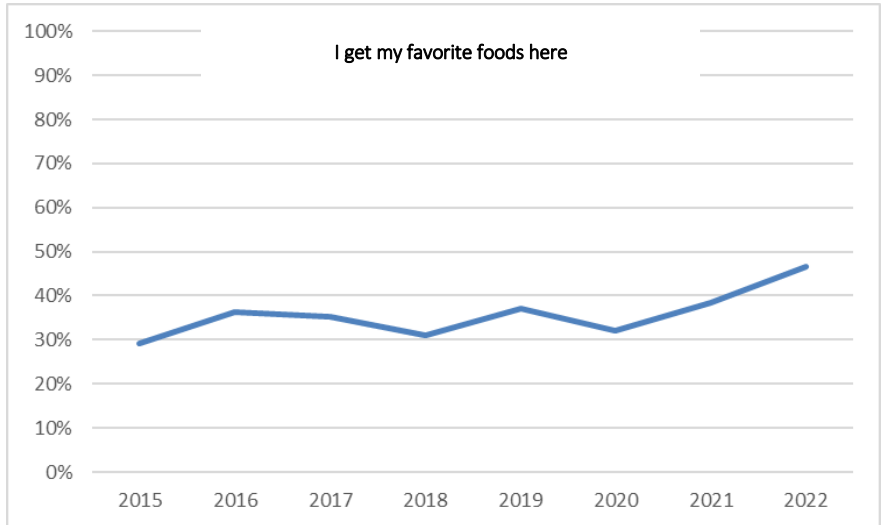
With updates to Ministry COVID restrictions, the outing policy was updated in July 2022 and resident community outings resumed in the summer 2022. 33 outings took place in between May and October 2022 with over 100 residents attending outings to places like the Toronto Zoo, Museum of contemporary art, Art Gallery of Ontario, St. Lawrence Market. Apotex wide special events also resumed, including an onsite farm in June 2022, summer fun fair in September 2022, Winter Wonderland in January 2023 and the resumption of Community Shabbat in the Fall 2022. Based on feedback from residents, we introduced conservative Jewish high-holiday services in September 2022 in addition to reform and orthodox services, which we have always offered. An on-site optometry clinic, serviced by Eyecare Express was introduced into the Apotex and two optometry clinics held for residents in November and December 2022. Resident council also suggested that we set up a “tuck shop cart” so that residents can purchase more affordable snacks and sundry items. The cart has been rotating through the home twice a week since January 2023. In-person tours for prospective admissions resumed November 2022 and now held monthly in addition to a virtual tour option. In-person concerts resumed in the fall 2022 with weekend concerts resuming winter 2023 and community drumming circles introduced in January 2023. In-person memorial services resumed January 2023 and now held quarterly. Finally, in response to families expressing that they are not made aware of program offerings and with more consistency as a result of the lifting of restrictions, recreation calendars were made available on the Baycrest website beginning in March 2023.



Food Services

For the first time in many years we have also seen an improvement in satisfaction in the quality of the food with specific improvements noted in residents expressing that they get their favorite foods and that the menu has more variety. This is a result of seeking resident input through the food committee and including resident recipes as part of the menu rotation.

The dining experience has also been enhanced with over 700 music routines programmed in all dining areas over the summer 2022. MealSuite, a new software system was implemented in March 2023 to improve resident safety by providing real time diet information and updates on texture changes and allergies from the Point Click Care electronic medical record directly to the server, and eliminates the previous manual process which



was prone to risk of errors. Added benefits include the ability to forecast food requirements and reduce food waste while ensuring there are no food shortages.

Clinical Programs

As per the requirements of the *Fixing Long Term Care Act*, all licensees must ensure that interdisciplinary programs are developed and implemented in the home. Below is a summary of these required programs:

As part of the **Falls Prevention and Management Program**, each long term care manager leads a multidisciplinary monthly falls meetings to review every fall from the previous month as well as review the interventions and plan of care in collaboration with the resident and/or substitute decision maker (SDM). Through this monthly collaboration, our falls rate has decreased to the lowest rate in 2022.

The **Skin and Wound Program** is also responsible for reviewing a series of reports including the completion of weekly skin and wound assessments, quarterly Minimum Data Set (MDS) data reports as well as residents whose pressure ulcer risk scale is 3 or greater. In November 2022, the Skin and Wound Care policy was updated and in January 2023, the Skin and Wound Care assessment in Point Click Care was updated so that if a wound is selected as an initial assessment or deteriorated wound, there is now a forcing function to for a referral to a Registered Dietitian.

With respect to our **Continence and Bowel Management Program**, there has been a lot of work with TENA, the home's incontinent product vendor to provide in-service sessions in March 2023 to all staff across all shifts. The sessions focused on best practices relating to the right product selection, sizing, application, absorbency, peri-care, toileting schedule to maintain or improve the residents' level of continence and the importance of sleep for the individualization of resident care needs. In addition, the **Pain and End of Life Program** has also introduced new education for staff. In January 2023, we received funding for 14 staff members (including Social Worker, RNs, RPNs, PSWs and Therapeutic Recreationist) to attend a full-day workshop presented by Bruyere titled All-In Palliative Care Training.

The **Responsive Behaviors** Program also introduced a number of enhancements including in October 2022 implementing a new Responsive Behaviors Assessment tool in Point Click Care which is more aligned with the RAI-MDS assessment and language for behavioral expressions. 100% of full-time Registered Staff were provided education on the tool and how to adequately complete it for each resident identified with an Aggressive Behavior Scale score of 3 or greater.

Other clinical improvements

As part of the interdisciplinary medication management system, there were a number of improvements including: in June 2022 introducing an alert to prescribers when there is a change in resident swallowing abilities which would necessitate crushing medications; updating prednisone order templates in July 2022 to prompt prescribers to order blood glucose monitoring; and also in July and in collaboration with our pharmacy provider, Medisystem Pharmacy, a process was developed to enhance timely delivery of non-ODB covered medications.

Physiotherapy and Occupational Therapy services are provided through Lifemark. Whereas previously, occupational therapy assessed new admissions for mobility screening by referral only, starting in Q1 of 2022/23, occupational therapy assesses all admissions for mobility screening. This was in response to the closure of the Assistive Technology Clinic at Baycrest. Physiotherapy also completes an assessment for all residents who use bed rails as a personal assistive service device (PASD) and occupational therapy completes a quarterly assessment for residents using lap trays or seat belts as a PASD.

Housekeeping and Laundry

In response to the increased volume of clothes sent to the laundry during the pandemic and feedback from residents that the laundry was not being returned in a timely way and/or items missing, the team implemented a process review and improvement initiative to enhance service and turn-around time. Enhancements to the laundry service include:

- a. Modifying the washing machine settings to improve efficiency without compromising the quality of our laundry services;
- b. Purchasing additional linen delivery carts and assigning more staff members to deliver clothes, ensuring timely and efficient delivery;
- c. Conducting information awareness sessions with the Resident Council and clinical staff through the Apotex management team, to address the issue of missing clothes. This was mainly due to the failure to send clothes for labeling and mistakenly packing soiled clothes into the wrong plastic bags. Additionally, the environmental services team has offered to label clothes before admission to ensure that residents wear labeled clothes on their first day of stay.

These enhancements have helped to maintain the quality of laundry services and meet the increased demand, despite the challenges brought about by the pandemic.

Infection Control

Looking back at our third year into the COVID-19 pandemic, our infection prevention and control practices continue to adjust to the ever-changing policies and guidance around COVID-19. In addition, with the new COVID-19 bivalent vaccines being introduced in 2022 for long-term care settings, we continue to strive to provide education to residents and families to maintain a high uptake of bivalent vaccine administration. In 2022, 95% of residents received 4 doses of COVID-19 vaccination; 92% received 5 doses. Improvements were noted in hand hygiene compliance in 2022 with rates improving from 89-91% in 2021 to 91-96% in 2022.

Accommodations and Facilities

The Apotex received a total of 185 new bed systems (bed frame and mattresses) to replace older models that were in the Home. The new beds can be extended to be 42 inches and with a wider bed, the residents and their families feel more comfortable to remove bedrails, which can be considered a restraint in long term care. With these new bed systems, only those residents who require bedrails for activities of daily living would have bedrails as a personal supportive assistance device. In the past, with the older beds, it was not possible to remove the rails as the bed controls were on the rails. The new beds have separate remote controls, allowing us to remove the bedrails when deemed not necessary. The feedback from the residents has been very positive to date. They express feeling a greater sense of comfort, safety and security in these wider new bed.

Last summer, balconies off of the recreation rooms were not accessible to residents due to significant damage resulting from drainage issues. This impacted residents' access to the outdoors as reflected in our resident surveys. However, over the course of the year, substantive repair work occurred and the restoration work was completed in November 2022. New outdoor balcony furniture has been ordered thanks to a generous community donation and the residents are very much looking forward to using the balconies for the 2023 Spring-Fall season.

Innovation

Initially launched in 2021, virtual reality (VR) continues to be delivered to residents across the home as a new way to engage with them using a powerful immersive medium. VR has been used to allow residents to return to memorable places as reminiscence therapy, explore the world and have new experiences. In 2022, we delivered over 470 VR experiences to residents. In addition, the Transitional Behavioural Support Unit (3RF) has been granted CABHI SPARK funding so that VR can be formally explored as a non-pharmacological leisure intervention for clients with dementia-related responsive behaviors.

During the Hanukkah season, the Amazon Echo Dot dining room music program was leveraged to enable automatic playing of curated Hanukkah-relevant music and prayers. With Echo Dots located in each dining room, this allowed easy accessibility to culturally-specific and meaningful content for residents.

Finally, the Apotex had the opportunity to pilot a device called the Obie, a senior-friendly virtual games projector that encourages social interaction and physical movement, and cognitive stimulation. After a successful pilot in one of the neighborhoods, the Apotex was able to purchase the device across four other neighborhoods through generous donor funds, allowing the positive experience to scale to more residents in the home.



Staff wellness

In June 2022, we introduced the “Apotex Fun Squad”, a small group of dedicated staff who are on a mission to bring more fun into the home for point of care staff. Over the course of the year, teams participated in games and challenges including door decorating contests and dress up days and were treated with hot chocolate, cookies, fruit and ice cream.



Appendix A: Quality Improvement Plan 2022/23 Progress

Indicator	2021 Performance (Jan 1- Dec 31 2022)	2022/23 Target (Jan 1 – Dec 31 2023)	2022/23 Performance (Jan 1- Dec 31 2023)	Performance (April 1 2022- March 31 2023)	Summary of changes
% of residents who respond that they decide when to go to bed (% positive)	66%	70%	77%	77%	<ul style="list-style-type: none"> • Recreation evening schedule resumed in January 2022 • Collected resident bedtime preferences and updated documentation • Evening recreation program plan developed and spread throughout the home
% of residents who respond that they have opportunities to participate in religious activities that have meaning to me (% positive)	33%	56%	50.5%	55.8%	<ul style="list-style-type: none"> • Sought input from residents through several needs assessments including religious needs assessment, Shabbat Survey and post-religious survey • Resident input sought in advance of planning all religious programs • Weekday Mincha / prayer services resumed in June • Spiritual care led programming introduced throughout the home • Saturday Shabbat service (Orthodox) resumed in June • Community Shabbat resumed • Friday night dining room improvements

