

Quality Improvement Spotlight Report

Apotex, Jewish Home for the Aged

Timeframe: Year End Quality Report 2023-24
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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.

Quality Improvement Priorities

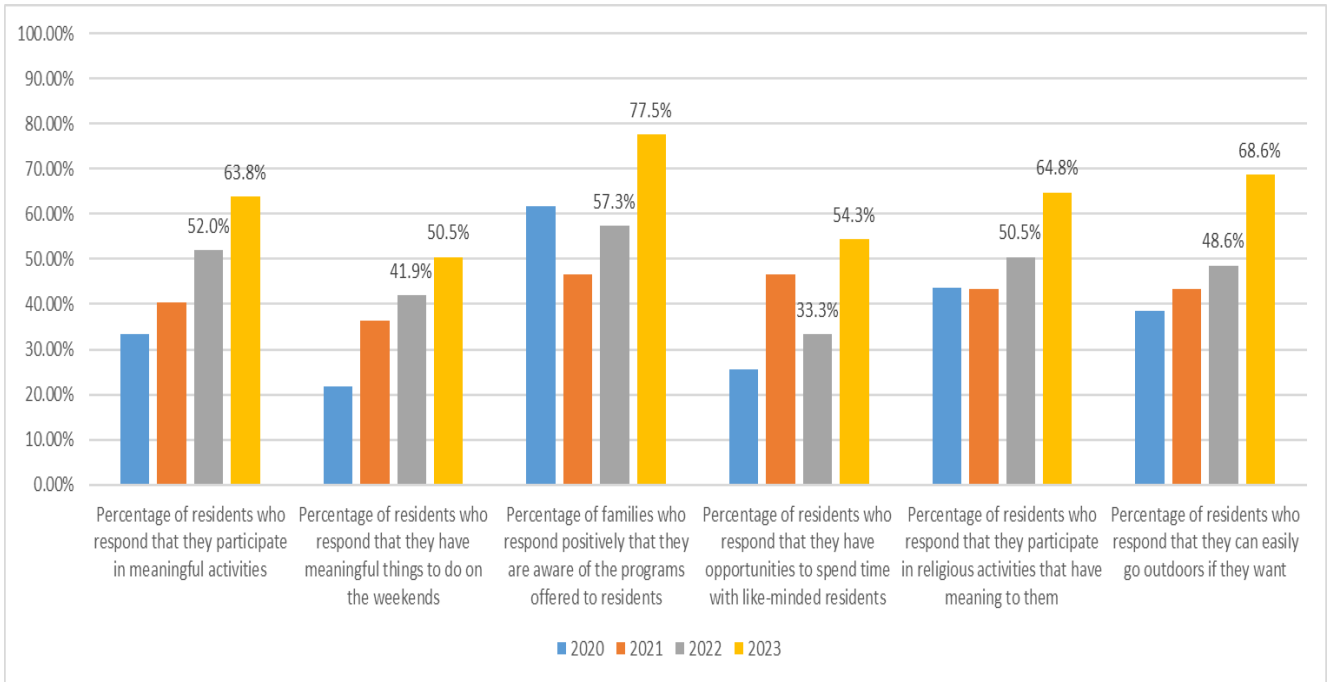
Annually, we identify several important improvement priorities to the care and services across the home. A number of factors guide the selection of these improvement initiatives, such as feedback from residents and families through formal surveys, complaints/compliments and feedback, our historical and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

Resident and family surveying is an incredibly significant input that guides our improvement work. We survey our residents about their quality of life and perceptions living in the home continuously throughout the year and receive responses from between 100-110 residents on an annual basis. We also survey our families in 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 advisory council on February 27, 2024 and with family advisory council on February 12, 2024. 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 helps to identify and recommend the priority areas for quality improvement across the home. With input routinely gathered from both resident and family advisory councils, the home then develops its formal Quality Improvement Plan for the upcoming year. Throughout the 2023/24 year, the Apotex directed its improvement efforts to address resident quality of life, specifically to improve recreation program offerings so that more residents feel they are participating in meaningful activities.

Over the last year, the feedback we received helped us improve our activity offerings, outing locations, menu items and furniture selection. For example, Resident Advisory Council (RAC) input contributed to prioritizing equipment purchases and residents participated in the working group to help select our new vendor for our lifts. RAC was also instrumental in contributing their lived experiences to the ongoing person-centred care, responsive behavior and cognitive impairment training sessions delivered to staff throughout the home. Residents and families, both through councils and individually, also contribute to discussions related to spiritual and cultural programming and on the food committee, contributed to a new recipe for chicken soup which the residents now thoroughly enjoy. A breakfast club was recently introduced as well over the last year based directly on resident feedback. We also worked very hard to respond to feedback from family advisory council that they are not always kept informed about programs offered throughout the home and introduced a few new strategies to make this information readily available. Compared to 2022 when just over 50% of families responded that they are aware of programs offered to residents, over 77% of families responded favorably to this question in 2023.

Our notable improvements based on responses from the Quality of Life Surveys are reflected in the graph below:



The Resident Bill of Rights outlined in the *Fixing Long Term Care Act, 2021* state that “every resident has the right to form friendships and relationships and to participate in the life of the long-term care home.” Forming friendships and social connections is important to a resident’s optimal quality of life. Feedback from our residents and families tells us that we can be doing more to provide residents with the opportunity to connect with other residents. Therefore, over the next year, the Apotex will continue to prioritize improvements for resident quality of life, and more specifically to **enhance resident social relationships throughout the home.**

Additional improvement goals over the coming year include:

Ensuring appropriate antipsychotic 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. In addition, antipsychotic medications are frequently prescribed to hospitalized seniors as well as those living in the community. These seniors may not have a diagnosis of psychosis and so the use of antipsychotic medication in this population can be considered “potentially inappropriate”. Over the last year, our physicians and inter-professional staff including nursing, social work, recreation and behavior supports worked together to reduce the rate of prescribing potentially inappropriate antipsychotics by over 23%. This class of medication cannot be abruptly discontinued, great strides have been made to titrate and significantly reduce prescribing for newly admitted residents as well. Our goal this year is to build on this momentum and to ensure that antipsychotic medications are being used for the right symptoms, at the right dose and only for as long as needed.

Reducing potentially preventable visits from the Apotex to the emergency department

Although our rate of potentially preventable emergency department rate is lower than the Toronto region and the Province of Ontario, we know that a visit to the emergency department (ED) can cause additional healthcare risks, breakdowns in care coordination, and undue anxiety for residents and their families. We are steadfast in our goal to work with our residents, families, caregivers and staff to ensure any potentially preventable ED visits are avoided. Our goal is to maximize the use of clinical supports such as Nurse-Led Outreach Teams from our local hospitals and enhanced palliative care supports within the home.

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 and at the Board 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.

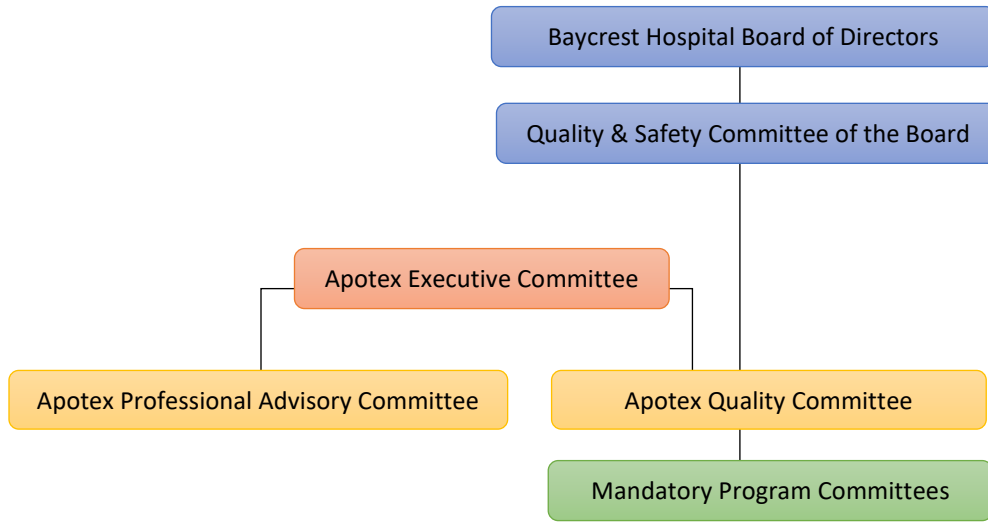
Improvement teams within the Apotex meet regularly to action the planned change ideas. A year-end progress report is posted on our website at the end of each fiscal year and used to inform next year's focus areas for improvement. A summary is posted on the units and in staff lounges and we share progress 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.

Policies, Approaches and Structures 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

The Apotex also has a number of committees that are accountable for quality oversight, foresight and planning.



Improvements across the Apotex

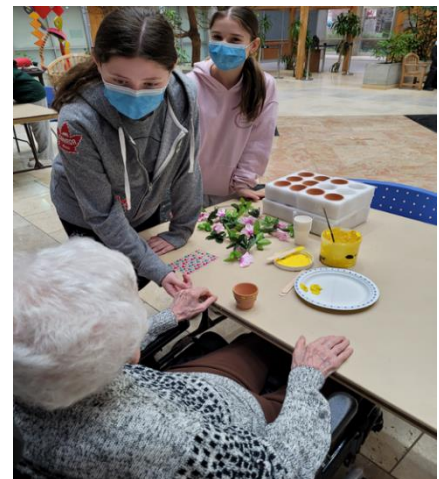
A summary of the actions taken to improve quality across the home is provided below. Residents and families and the associated councils are informed about these initiatives and changes in a variety of ways including at council meetings, postings/flyers across the home, newsletters and email updates, as necessary. Annual evaluations are presented at the Quality and/or Professional Advisory Committees and these reports include the names of all persons who participated in the evaluations.



Recreation and Social Services

Over the past year, the recreation and social work teams introduced ongoing enhancements to their programs and services. The following is a summary of these improvements, which were highlighted at Family and Resident councils at their February meetings:

- Introduced new recreation software, ActivityPro into the home. With this software, our team can develop programs, calendars and better capture attendance and resident engagement.
- Introduced scent therapy and an associated policy for therapeutic intervention for individual resident use



- Added new social groups throughout the home such as community drumming, new admission social groups, Russian and Hebrew groups, and a breakfast club
- Expansion of virtual reality and immersive, interactive games through [Obie](#) and [Tovertafel](#) projectors, designed to encourage social interaction and physical movement among residents
- Cultural, religious and spiritual programs based on resident preferences
- Initiated a social support group called Life and Legacy led by our social work team and students
- Through a generous donation, renovated and upgraded our balconies with new furniture, plants and décor. Over the summer months, many of our leaders volunteered their time through an initiative called Project “Get Outside” (Project GO) to help residents go outside.
- Therapeutic drumming: all staff received training and are now providing programming
- New sensory cart introduced
- Added 1FTE social work
- New programs such as our Digital Gallery and PRIDE programs
- Expanded intergenerational programs with local schools and day care



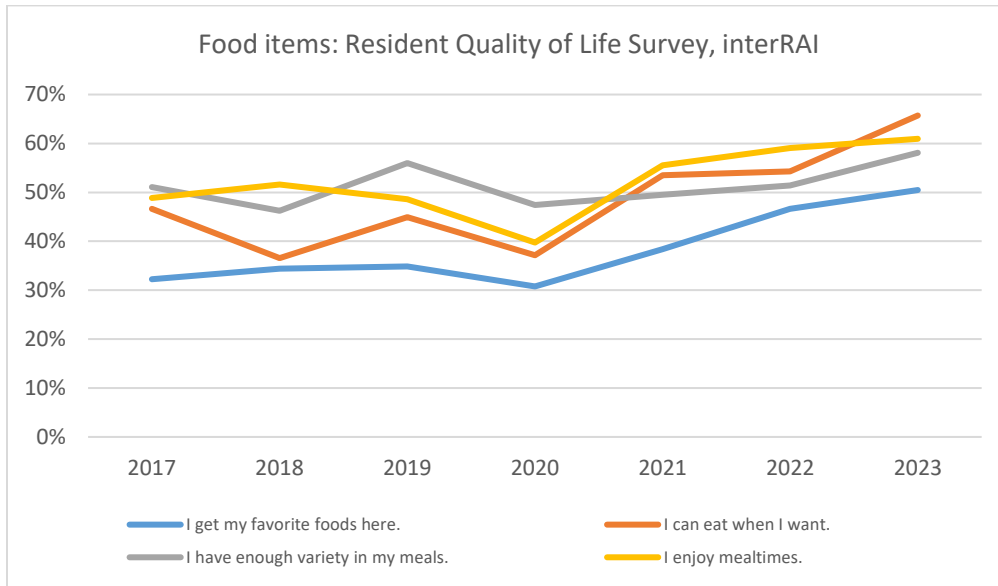
Food Services

There have been noted improvements on food-related questions from the resident quality of life survey, specifically more residents responding favorably that they get their favorite foods, have enough variety in their meals, can eat when they want and enjoy mealtimes. Feedback from resident and family councils as well as from the resident food committee contribute to ongoing enhancements to the menus. Some of the key improvements in 2023 included:

- Renovation to five pantries
- New dining room furniture introduced on one of the neighborhoods with the help from generous donors
- Food service staff received education on pleasurable dining to enhance food presentation
- Food waste reduced by at least 72 plates per day by switching to electronic show plates
- A breakfast club was introduced in collaboration with recreation to allow residents the opportunity to dine outside their normal dining room and times and enjoy fresh scrambled eggs, pancakes/waffles and fresh berries
- Improving the quality of the main entrée by switching to one vegetable choice



Notable improvements on food related items from the resident survey are reflected below:



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. Program Leads routinely present updates to Resident and Family Councils for feedback and focused areas of improvement. Residents and Families are integral to our improvement initiatives with representation on different Home committees. Below is a summary of these required programs:

Falls Prevention and Management Program

In 2023, a greater focus was placed on monitoring the application of falls prevention equipment. An inventory list was completed for all falls prevention equipment in the home. Additionally, a working group was established in August 2023 to expand and enhance on staff knowledge and ability in minimizing client falls from unsafe transfers. The goals of the working group are to review current training and education material, review/revise standard operating procedures (SOP), clarifying staff roles and to create a process map for resident transfers, lifts, repositioning. With the continued focus on quality improvement and staff effort, the Apotex falls rate continues to improve and remains well below the Ontario Provincial Average.

Responsive Behaviors Management Program

The Responsive Behaviors Management Program was successful in adding the support of The Advanced Practice Leader (APL) for Responsive Behaviors. The APL has since performed a learning needs assessment that identified four key opportunities for capacity building for point of care staff. Training was provided in the areas of person-centred care, cognitive impairment and the link between speculated contributors and care provider response when managing responsive behaviours. The APL has also introduced the PIECES Practitioner Consultation, a systematic team approach to enhancing plans of care and to add to the suite of behaviour assessment alternatives

available to the Apotex. Furthermore, the Apotex was successful in recruiting an additional Behavior Supports Ontario Lead to support the Transitional Behaviour Support Unit and the entire home.

Continence Care and Bowel Management Program

In 2023, residents in the Apotex were measured for correct sizing of their incontinent products. The residents' monthly profiles were updated and continued to be reviewed and revised as resident needs changed. Maintaining the correct size of incontinent products minimizes the risk of skin breakdown and improves continence care of our residents by minimizing leakage, enhancing comfort, and promoting dignity and cleanliness. In addition, the TENA Family, resident and staff evaluation surveys were formally rolled out to monitor satisfaction levels with incontinent products.

Pain and End of Life Management Program

The Pain and End of Life Program continues to utilize assessments such as RAI MDS and the Palliative and End of Life clinical support tool to ensure residents are appropriately identified and treated for pain management and end of life support. Additionally, Registered Staff were provided training through an educational in-service by our Pharmacy Consultant on Pain Management. The Pain and End of Life committee continues to monitor the completion rates for the Plan for Life Sustaining Treatment form which includes code status, goals of care and discussions on prognosis. Furthermore, the program was also successful in collaborating with the Spiritual Care Department in hosting memorial services for residents who passed away in 2023.

Skin and Wound Management Program

In 2023, The Skin and Wound Program monitored initial and deteriorated wounds to ensure that all residents received a Registered Dietitian referral. The Registered Dietitians reviewed all wounds and made appropriate recommendations regarding nutrition and hydration management to aid in the healing process and to prevent further deterioration in wounds. The Long Term Care Managers continue to conduct weekly clinical rounds in collaboration with the interdisciplinary team to review residents with active pressure injuries, ensure weekly skin and wound assessments are completed, plan of care is up to date, medication and wound dressing orders are present and residents with complex wounds are referred accordingly to the internal wound care specialist or are actively being managed by the MRP.

Other Clinical Improvements

In September 2023, the Apotex commenced a partnership with the Nurse-Led Outreach Team (NLOT) from Sunnybrook Hospital. The NLOT consists of specialized nurses dedicated to providing emergency mobile nursing services to residents of long-term care homes. Their goal is to enhance the comfort of our residents by delivering timely care without the need to leave their homes. This approach not only reduces risks associated with hospital visits but also optimizes the continuity of care. In collaboration with the interprofessional team and Sunnybrook Hospital's Nurse-Led Outreach Team (NLOT), an on-site IV medication pathway was developed and successfully launched in January 2024. The first phase introduced an IV Remdesivir pathway (antiviral COVID-19 medication), with a pathway to administer IV antibiotics and diuretics following shortly thereafter.

In November 2023, a Nurse Practitioner joined the interdisciplinary team in the Apotex. In partnership with the Apotex Physicians, the role of the Nurse Practitioner is to provide collaborative primary care to residents of Apotex, especially those experiencing a change in their condition. Working with the physicians, the aim of the role is to provide prompt access to comprehensive care and early intervention, potentially avoiding an Emergency Department visit and enhancing continuity of care.

Housekeeping, Laundry, Accommodations and Facilities

To maintain the quality of laundry service and meet increased demand, the team scheduled additional staff to help wash and fold resident clothing due to increased volume of personal clothes and extended the delivery of clean clothes to include Saturday.

Aramark is our contracted service provider for housekeeping services and over the last year, contributed to a number of home-wide improvements to maintain and enhance the cleanliness of the home. For example, Aramark staff supported building wide bed replacement project, maintained the cleanliness of the balconies and ensured all public spaces remain clean and clutter free. The Aramark team also ensured enhanced disinfection in all public areas following infection prevention and control (IPAC) policies and conducted joint inspections including glo-germ inspections and unit visual inspections to monitor cleaning standards. Based on the results from quality of life surveys, over 93% of families responded that this home has a clean and pleasant environment and 73% of residents responded that their room and bathroom is kept clean and tidy to their liking.

The Apotex is undergoing a review of all the mechanical lifts in the home. Staff and residents recently participated in a vendor fair, evaluating several types of mechanical lifts and selecting one as their preferred choice. The home is implementing a phased approach to replacement of this equipment. Currently, 12 new Hoyer and 4 standing lifts have been purchased to date. With these new lifts and slings, both residents and staff will have access to equipment that better meets their needs. The new lifts have been introduced on our TBSU and staff feedback is very positive. The roll out plan will continue into 2024.

The TBSU also completed several renovations. There were two sensory tactile walls introduced on each end of the unit. These murals are bright in color to attract residents and are positioned at both an upper and lower level for residents to access whether they are using a wheelchair or ambulatory. These sensory walls are to provide engagement in residents that are wandering or experiencing sundowning. In addition, new heavier tables which provide for greater stability were installed on the unit. The tables further allow for residents to be seated with ease and to be engaged in activities whether it be eating or for leisure. There was also the removal of a section of the flooring that was replaced. This renovation created a more spacious environment for residents to ambulate as well as providing a greater opportunity for engagement and activity.

Additionally, the Facilities Department made significant upgrades and improvements to the Apotex including the upsizing to 2-inch drain lines to accommodate the resident washers on each floor, and addressed drainage issues to the serveries riser. In addition, a new set of resident washer and dryer

was purchased for the 3rd floor with standard requirements of industrial grade and accessibility. The new washer and dryers come with a pedestal that supports residents in wheelchairs to be able to do their own personal laundry thereby promoting independence. Purchasing industrial grade also means less expenses on repairs and less instances of the washer and dryer being unavailable to residents and caregivers, this is now included in the plan for all other 5 floors in the home. There were renovations to 2 neighborhoods on Apotex 3 in which the cabinets and countertops to the serveries were replaced. Furthermore, the progression of work continues for the upgraded Air Handling Unit system in which the control of air temperature will be filtered and regulated for greater indoor comfort.

Infection Control

In the fourth year since the start of the COVID-19 pandemic, the Apotex infection control team remains vigilant regarding pertinent, communicable illnesses such as COVID-19, Influenza, and RSV. We continue to stay updated on evolving IPAC guidance and best practices to prioritize the health of our clients and staff. For example, the infection control team implemented an auditing tool for the correct utilization of personal protective equipment by staff. This tool has been instrumental in monitoring proper PPE use, particularly during outbreaks. As added protection for clients, two new vaccines were introduced for eligible residents in the fall of 2023: the RSV vaccine, Arexvy, and the COVID-19 XBB vaccine. This initiative has extended into 2024, with ongoing education and efforts to ensure all eligible clients are up-to-date with these important vaccines. The Apotex infection control team is committed to ensuring that the home's policies and practices are in line with the latest infection control guidance, prioritizing the safety and well-being of our clients above all else.

Innovation

Virtual reality (VR) continues to be explored at the Apotex for various use cases. Notably, the TBSU received a CABHI Spark grant to investigate the use of VR as a non-pharmacological leisure intervention for residents with dementia-related responsive behaviors. Results have been positive, with a final report anticipated by summer 2024 but more importantly, the project team will be sharing the results and hope to scale the impact for residents as relevant across the home. Overall, the Apotex continues to be a leader in engaging residents with new, immersive experiences with this technology, and has delivered 2,408 VR experiences to date since starting in 2021.

The Apotex also participated in a Home Society Innovation Project competition powered by the Baycrest Innovation Office (BIO) to receive funding whereby a team was selected to bring an innovative idea to life. The TBSU received funding and BIO support and implemented a variety of technologies (e.g., interactive sensory wall tiles, smart gardens, etc.) to improve residents' quality of life.

Finally, the Apotex continues to pursue opportunities to enhance quality of life for residents with particular attention to addressing the need for spontaneous enrichment opportunities especially during evenings and weekends. The Apotex is currently participating in two additional projects using different solutions: 1) CABHI's Discover + Adopt program to explore the use of the INMU sensory music devices, and 2) the use of unique TV streaming boxes to provide easier access to senior-friendly content, such as Baycrest@Home's virtual social programs.

Other ongoing initiatives include the continued efforts to install Obie and Tovertafel virtual games projectors across the home to scale adoption and impact stemming from the successful pilot in 2022.

Staff wellness

Across the healthcare sector, the impact of inadequate health human resources has yet again become a focal point. Many efforts have gone into supporting more individuals to go into the personal support worker (PSW) programs that are fully funded by the government. In addition, there are grants being offered to healthcare workers who are looking to upgrade. Specifically, PSWs who are looking to become registered practical nurses (RPN), and also for RPNs who aspire to become registered nurses (RN). These challenging times have also spurred improvements to the Internationally Trained Nurse program by making it a seamless process for them to become licensed to practice in the province of Ontario. Despite these efforts to bring in additional health human resources, we continue to experience difficulty in attracting new talent mostly in part time and casual positions. This highlighted the need to focus on our current staff, in terms of our retention, engagement, and recognition efforts. Here are some objectives in progress:

1. Comprehensive review of employee engagement survey results. This included sharing and validating results with staff through transparent discussions about the survey questions and hosting staff town hall events across different shifts to provide opportunities for staff to be involved in developing actions to address the gaps noted in the employee engagement survey results.
2. Conducting weekly and/or monthly floor/department huddles to solicit input from team members.
3. Continued use of performance boards to highlight quality improvement initiatives and engage direct care staff in improvement activities.
4. Ongoing coordination and roll-out of morale-boosting activities throughout the home through the “Apotex Fun Squad”. Over the past year, we successfully hosted monthly Apotex-wide events such as neighbourhood decoration contests, scavenger hunts, Slushie tropical day, tea and cookies, and orange shirt day to name a few. This has been a good way for Apotex leaders to engage with staff in a relaxed atmosphere. Furthermore, we now have family council support for our Fun Squad events.

There are other opportunities being explored to improve workplace culture such as creating a new safety culture action plan, schedule optimization and attendance management as well as expanding social events for staff.

Next steps and future areas of focus

The Apotex is on a journey to change the culture of aging and deliver a more home-like and “Heimish” (Yiddish term for familiar, homey, cozy) environment. The Apotex, Jewish Home for the Aged, recognizes it must leverage innovation and quality improvement thinking to meet legislative requirements while creatively paving the way for change, both within the walls at 3560 Bathurst Street but also sector wide.

Appendix A: Progress in meeting 2023/24 Quality Improvement Plan Goals

Measure/Indicator	2022-23 Baseline Performance	2023/24 Target	2023/24 Performance	Summary of Changes
Percentage of residents who respond that they participate in meaningful activities*	52%	55.6%	63.8%	<ul style="list-style-type: none"> - ActivityPro software introduced - New part time positions added to support weekend programs - Improved calendars and promotion of programs on main floor of the campus - Enhanced religious and cultural programs - More social groups - “About Me” forms completed on admission - New balcony furniture and volunteers recruited to help bring residents outdoors - New outdoor programs - Additional outings
<i>Percentage of residents who respond that they have meaningful things to do on the weekends*</i>	41.9%	45%	50.5%	
<i>Percentage of families who respond positively that they are aware of the programs offered to residents</i>	57.3%	65%	77.5%	
<i>Percentage of residents who respond that they have opportunities to spend time with like-minded residents*</i>	33.3%	40%	54.3%	
<i>Percentage of residents who respond that they participate in religious activities that have meaning to them*</i>	50.5%	56%	64.8%	
<i>Percentage of residents who respond that they can easily go outdoors if they want*</i>	48.6%	55%	68.6%	
Percentage of residents without a psychosis who were given antipsychotic medication	25.1%	21.3%	19.1%	