

Let's Make Healthy
Change Happen.



Quality Improvement Plan (QIP) Narrative for Health Care Organizations in Ontario



4/1/2024



OVERVIEW

The Wexford Residence Inc. is a vibrant senior's residence in Scarborough that combines independent apartments, long-term care and a seniors' Community Centre. Established in 1978 and incorporated in 1995, The Wexford is owned and operated by a charitable non-profit corporation with a Board of Directors. The Wexford has received numerous awards for care and service since its inception.

The Wexford Residence enjoys a well-deserved reputation in the community for providing a caring and compassionate home-like environment in which seniors experience a quality of life that is highly conducive to their health and well-being.

Our Vision:

A strong presence in our community and a preferred seniors' residence celebrated for our progressive and quality services.

Our Mission:

We are the home that love built -- where people live and work in a diverse community of caring and companionship.

Our Values:

- E** Empowering each of us
- X** Exceptional caring
- C** Committing to our shared goals
- E** Expecting our best performance
- L** Learning and leading together
- S** Sensitive to the uniqueness of each person

More information on the Wexford can be found at <https://thewexford.org/about-us/>.

Access and Flow

Wexford remains committed to improving resident-centred care by enhancing its relationships with its community partners, Home and Community Care Support service teams, Scarborough Ontario Health Teams (SOHT), and business partners. This ensures that timely external support is accessible to our residents across the organization at the home level. In addition, The Wexford Residence collaborates with external stakeholders to provide the best experiences for our residents and families.

Examples of this include:

- Geriatric Mental Health Outreach Team GMOT
- Central East BSO
- NPSTAT and NLOT Programs through Scarborough Health Network
- Long-Term Care RAO Best Practice Program



This will be accomplished by continuing to build on The Wexfords best-practice approach of regular reviews of health-related quality indicators and conducting an internal analysis of supporting data to substantiate that our residents are receiving the care they require within the organization when they require it. At The Wexford, interdisciplinary team members meet monthly at our Interdisciplinary Quality Committee Meeting. During this meeting, all quality indicators are reviewed in detail, along with a comprehensive review of each resident who triggers lower scores in each domain, and specific measures are put in place to improve the resident experience.

Wexford is committed to strengthening its internal data review process in 2024/25 by ensuring that Point Click Care is fully utilized to track hospital transfers. This change also enables the team to review data monthly during quality meetings. This change will validate and evaluate whether the internal-external resources, such as the Nurse Practitioner-Led Outreach Team (NLOT) and GMOT, are being efficiently utilized to prevent unnecessary ED transfers of our residents.

Additionally, to improve access to resident care needs and wishes through data collection, we will transition from point-of-care documentation kiosks to iPads for Personal Support Workers (PSWs) in each resident's home area. Better utilization of electronic-MAR documentation will improve how care is being documented, and other apps, such as the I-Translator being available at the bedside, will improve care for residents facing language barriers, enabling them to communicate easily and quickly to receive the assistance they require.

As part of Wexford's efforts to improve residents' and families' experience of care, Wexford has a palliative care program that is part of our 2024 RNAO's BPSO initiative. In this program, residents and families are offered access to education and resources that ensure that they are treated with dignity and respect towards the end of their lives. The residents are given access to symptom relief treatments in their own space in long-term care instead of being transferred to an acute care hospital. Providing palliation in the nursing home offers that home-like environment (the right place), where loved ones can visit to spend time with their loved ones on a 24-hour basis with no restrictions on visiting hours.

Our palliative team starts palliative conversations and education with families in collaboration with physicians and nurse practitioners, which can reduce the number of futile emergency room visits. By offering palliative care, The Wexford provides residents and families' access to care at the right place (the nursing home, which is the resident's home) and at the right time (towards the end of life).



Equity and Indigenous Health

The Wexford is rooted in a densely populated, multicultural, prosperous community. The Home has many residents with varying lived experiences, ethnic backgrounds, and interdenominational and spiritual values with which they may identify.

As a Best Practice Spotlight Origination through the Registered Nurses Association of Ontario, in 2024/25, a group of key staff will be trained in “Cultural Humility in Palliative Care” (CLRI) as part of our palliative program. These courses will explore and reinforce the importance of cultural humility in delivering palliative care to our diverse residents. They will be rolled out through in-services to our front-line staff.

Our current strategic direction outlines Wexford's commitment to Equity, Diversity, and Inclusion. The process will begin with all staff members taking an introductory Equity, Diversity and Inclusion (EDI) course through our Surge Learning annual training. A committee then will be comprised of staff members with strong associations with diverse, and minority groups and/or lived experiences. The committee's intent is to support, and advocate for staff and resident initiatives (EDI), to ensure a sustainable culture of a more inclusive, more diverse, and more equitable Home.

Patient/Client/Resident Experience

For resident-specific engagements, The Wexford provides opportunities to empower our residents to understand their rights, share their experiences, and inspire them to communicate their opinions, and care satisfaction through “The Voice of the Resident” platform. Despite these opportunities, residents responding positively to “Staff listen to me” remained low in 2023/24.

This year, residents will continue to be encouraged to provide monthly feedback on their resident experiences within the home at the Residents’ Council meeting. In addition, residents who have recently moved into our Home will be invited to share their experiences since admission, at the quarterly Board Quality Council meetings. The shared feedback and any improvement opportunities will be communicated to staff during departmental meetings. Additional training in 2024/25 on customer service, communication, and active listening approaches will be provided through in-services. Furthermore, quality reports and program evaluation goals will be regularly shared with the Residents’ Council every quarter to keep our residents more involved in the quality improvement process of the Home.

Capable residents who participated in a satisfaction survey conducted in 2023/24 will be asked to participate in focus groups to provide feedback and recommendations based on the previous survey's results. Responses from these meetings will be reviewed to determine if other training opportunities are required for staff.



Provider Experience

The Wexford recognizes the efforts of its staff at all levels. The Home recognizes that even through challenging times, staff go to great lengths to meet the needs of their residents. Every effort has been made to ensure that communication amongst staff is up to date, as changes are happening rapidly.

The Wexford utilized external mental health resources to encourage conversations with the Employee Assistance Program (EAP). The Wexford Residence held monthly Joint Health and Safety Committee meetings and Quarterly Labour Management Meetings.

In addition, The Wexford provides annual online education through “Surge Learning,” monthly and on-the-spot in-services for any change or gap in programs and services that are identified or required.

The Wexford acknowledges staff and their work through employee recognition ceremonies and events throughout the calendar year.

Safety

The Wexford Residence is committed to providing the safest and highest-quality care possible. Each department is pivotal in ensuring resident safety. On a bi-weekly, monthly, and quarterly basis, various interdisciplinary team members meet to review residents’ outcomes scores and significant changes in residents’ quality indicators related to Responsive Behaviours and other resident safety-related indicators.

These rounds provide a mechanism for discussing quality of care issues in a multidisciplinary forum to improve care and enhance patient safety. The 2024/25 QIP will continue to focus on antipsychotic usage, and further reducing this indicator will be accomplished through the Interdisciplinary Quality Committee reviewing the percentage of residents on antipsychotics at the time of admission and the percentage of residents using antipsychotics monthly without a diagnosis.

Lastly, all safety incidents and near misses are reported in an Incident Reporting form for staff, visitors, and residents and submitted to the Health and Safety Committee, CEO, and HR Manager. The Incident Reporting Form is a tool for reporting all actual or potential incidents. It helps us identify and trend incidents, learn from our experiences, and prevent similar occurrences from happening in the future.

All data collected from rounding and incident reporting is reviewed and presented at various meetings, including Senior Leadership and the Board of Directors, and compared and evaluated in quarterly and annual reports. This year's action plan related to safety includes training 50% of both day and evening FTE staff in responsive behaviour techniques (GPA).



Population Health Approach

Wexford recognizes that it is located in a major city with residents, tenants, and families from different backgrounds and with different needs. As part of its effort to meet the needs of the population it serves, Wexford provides educational opportunities and brochures on different health conditions to families, friends, staff, tenants, volunteers, and anyone who enters the home.

This effort is to educate or at least start a conversation, whereby consumers of the in services and brochures can seek further resources to educate themselves on a certain subject that may affect their health. In addition, The Wexford is committed to working with both its external and internal stakeholders to continue to share approaches, standardize practices, and learn and improve upon best practices approaches to health conditions.

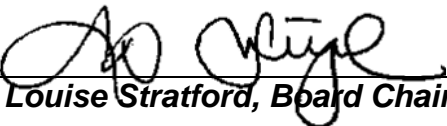
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Sign-off

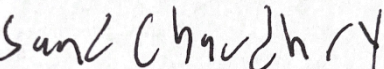
I have reviewed and approved our organization's Quality Improvement Plan.




Louise Stratford, Board Chair



Wayne Connelly, CEO



Chair CQI, Saad Chaudhry



DOC, Fida Al-Khatib

