

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

April 9, 2025



OVERVIEW

Macassa Lodge is one of two long-term care homes owned and operated by the City of Hamilton. The home has 270 beds and is undergoing a redevelopment project that began in November 2024 whereby 44 beds will be redeveloped, and 20 new beds will be added. Upon anticipated completion in 2026, Macassa Lodge will be home to 290 residents, making it the second largest long-term care home in Hamilton.

The Mission Statement for Macassa Lodge is to provide person-centred long-term care that promotes well-being and creates opportunities to maximize the quality of life for our residents. In 2025-26, our quality improvement plan (QIP) will focus on the following four areas, as recommended by Ontario Health:

- 1) Access and Flow - Reduce Avoidable Emergency Department Transfers
- 2) Equity – Provide a Safe and Inclusive Environment
- 3) Experience – Improve Resident and Family Experience
- 4) Safe and Effective – Reduce Falls and Reduce Utilization of Antipsychotic Medication without a Diagnosis of Psychosis

In addition, we will also focus on:

- 5) Safe and Effective - Reduce Worsening Stage 2-4 Wounds
- 6) Safe and Effective - Reduce Worsening Behaviours

A full record of action taken to improve the home, including outcome measures, are reviewed each month by the Quality Committee, and posted in the home for all residents, families, and staff to review.

When developing our annual quality improvement plan and targets,

a great deal of consideration is given to create an informed plan that reflects the needs of our residents, the current long-term care environment in Ontario, internal/ external (community) resources as well as corporate strategic priorities. Targets set in the QIP demonstrate our commitment to achieving positive outcomes through the use of accurate data. A number of sources were referenced when seeking input and advice during the planning stage. These include, but are not limited to:

- Quality Improvement Committees – Regular and Extended
- Professional Health Advisory Committee
- Resident and Family Councils
- Annual resident and family satisfaction surveys
- Formal/ informal discussions
- Trends identified through reported complaints and “Tell Us How We Are Doing” forms
- Ontario Health recommendations
- QIP Quorum (Navigator)
- CIHI Performance Indicators, LTC Comparators, and Provincial Benchmarks
- Annual Program Evaluations

ACCESS AND FLOW

Macassa Lodge currently has 270 beds and as of November 2024 has begun a redevelopment project. During the course of the B-wing redevelopment project, 44 existing beds will be redeveloped, and 20 new beds will be added. Upon completion in 2026, Macassa Lodge will be home to 290 residents, making it the second largest long-term care home in Hamilton. The addition of 20 new LTC beds in the Hamilton community will improve patient flow and access to long-term care services.

Macassa Lodge prides itself on maximizing community partnerships

across care sectors to avoid unnecessary emergency department transfers and provide care in the right place at the right time. Avoidable Emergency Department transfers was an area of focus on Macassa Lodge’s 2024-25 quality improvement plan which further demonstrates our commitment to improving care and service delivery through utilizing new models of care. Macassa Lodge continues to partner with the Hamilton Paramedic Services (HPS) to participate in the Hamilton Mobile Integrated Health LTC program. The goal of this initiative is to provide advanced interventions or proactive mitigation of health concerns in the home and support vulnerable long-term care residents by bringing care to the individual.

Macassa Lodge also partnered with Hamilton Health Sciences to participate in the LTC Cares Emergency Department avoidance initiative. This program is designed to create improved access to hospital level acute care resources for long-term care residents from their home, ultimately enhancing care for residents while reducing unnecessary transfers to the Emergency Department. Both the LTC Cares and Hamilton Mobile Integrated Health – LTC initiatives will continue to be important resources utilized to meet the needs of our residents.

In 2024-25 Macassa Lodge Implemented the Prevention of Error-based Transfers (PoET) project to avoid unnecessary transfers to the Emergency Department. This included adoption and implementation of the PoET Individualized Summary for new admissions and those residents deemed to be at end of life. The goal for 2025-26 is to fully embed the PoET project at Macassa Lodge by educating and promoting PoET to residents, families, Substitute Decision Makers, Power of Attorneys, clinicians, and community partners. Additionally, an Individualized Summary will be completed for all existing residents.

EQUITY AND INDIGENOUS HEALTH

Macassa Lodge has several strategies in place to help recognize, understand, and reduce disparities related to health outcomes, access, and diverse populations in our community of long-term care residents such as Indigenous Peoples, Black, racialized, and 2SLGBTQIA+ communities, Francophone, and high-priority populations. Some requirements/strategies have been in place for some time. For example, annual Code of Conduct review and sign off, “It Starts With You” and RZone corporate policies/training. Other strategies are new and are included as improvement initiatives on our 2025-26 quality improvement plan.

A Cultural Competency Plan is currently in place and reviewed and revised annually as necessary. The plan addresses the needs of residents, employees, and other stakeholders, and includes strategies which focus on potential areas of disparities. Below is a list of potential areas of disparities and some initiatives currently in place at Macassa Lodge to address them.

Culture

- o Review of City of Hamilton Land Acknowledgement before meetings
- o List of staff languages updated annually and used to support residents experiencing language barriers and/or language diversity
- o Relationship with local Japanese community and a group of volunteers who offer Taisho, Japanese Buddhist service, and Tana Bata “Summer Festival” at our home
- o Recognition of Orange Shirt Day/National Day for Truth and Reconciliation

Age

- o City of Hamilton Harassment and Discrimination Policy
- o Adjustments to programs and services to support a younger population moving into long term care

Gender

- o Development of a framework for 2SLGBTQIA+ is embedded into the Lodges Strategic/Operational Plan
- o City of Hamilton Harassment and Discrimination policy
- o City of Hamilton Protocol for Gender Identity and Gender Expression
- o Extended Management Team education on “Gender Identity and Gender Expression”
- o International Women’s Day recognition

Sexual Orientation

- o Corporate Harassment and Discrimination policy
- o Review of Resident Bill of Rights at Resident/Family Council meetings
- o Recognition of Pride Month
- o Work is ongoing to develop a framework for 2SLGBTQIA+

Spiritual Beliefs

- o Services are available to support many denominations
- o Resources are available in the community and residents are supported to access them

Socioeconomic Status

- o Rate reduction available annually to those that qualify
- o Support is available from Social Workers for residents to apply for assistance to pay for health devices

Race

- o Black history month is recognized annually in February
- o Resident race is captured during admission. This information is available to People Leaders and front-line

staff for the purpose of building person-centred care plans based on resident needs, values, and preferences

- o Residents are welcome and encouraged to participate in services or customary ceremonies inside and outside of the home that meet racial, cultural, and spiritual needs and preferences

Strategies to further support providing a safe and inclusive environment, per Macassa Lodge's 2025-26 quality improvement plan include:

- People Leaders to complete Inclusion Diversity Equity Accessibility (IDEA) Module #2: Cultural Awareness in the Workplace
- Include IDEA as a standing agenda item on Integrated Quality Improvement Committee agenda
- Include IDEA as a standing agenda item on all team meetings
- Include IDEA related question on all interview tools
- Adopt components of Ontario Centres for Learning, Research and Innovation in Long Term Care (CLRI) Equity, Diversity, and Inclusion in Long Term Care Toolkit

The team is confident that improvement initiatives on the 2025-26 quality improvement plan will support a safe and inclusive environment at Macassa Lodge and have the potential to advance Equity and Indigenous Health in the future. We are always willing to course correct based on feedback from stakeholders if gaps are identified.

PATIENT/CLIENT/RESIDENT EXPERIENCE

Macassa Lodge prioritizes resident and family engagement and actively seeks advice regarding quality improvement, Resident and Family satisfaction, as well as other initiatives throughout the year. We use several mechanisms to help maximize opportunities for residents and family members to participate as they choose to. Examples of resident and family engagement strategies include, but are not limited to:

- a) Completion of annual resident/family satisfaction survey in June and July 2024
- b) Engagement and advice are sought regarding the annual Resident and Family satisfaction survey tool, annual roll out of the survey, outcome reports, and developing/prioritizing action items and timelines. 2024 satisfaction survey results were shared at monthly Resident and Family Council meetings, and the full survey report is posted in the home for all residents, families, and staff to review.
- c) Participation in development of the annual quality improvement plan initiatives and measures. A copy of the annual quality improvement plan is provided to the Resident and Family Council, is posted on the Home's website, and in the home.
- d) Completion of annual Food Service Survey including developing and prioritizing actions based on outcomes.
- e) Participation in monthly Resident and Family Council meetings to share progress reports on the quality improvement plan and action items related to the annual resident and family satisfaction survey.
- f) Active participation and decision making during the post-admission and annual care conference.

g) Completion of “How Are We Doing” forms to share compliments, concerns or complaints related to resident care,
 food and nutrition, clothing and laundry, safety, equipment and supplies, facility and grounds,
 Accessibility, and the Residents Bill of Rights

Macassa Lodge works in collaboration with a variety of City of Hamilton and Community partners when developing improvement initiatives to improve the quality of person centred care and services in our Home. Potential improvement initiatives are identified through the Quality Committee’s monitoring, review, with recommendations based on several sources of input or other reliable resources including:

- Quality Performance Indicators (CIHI)
- Resident/ Family Council
- Food Committee
- Annual Program Evaluations
- Incidents (Medication, Critical, and Emergency Codes)
- CARF Accreditation/ CARF QIP
- Ontario Health Quality Improvement Plan Indicator Matrix
- Inspection outcomes (Ministry of Long-Term Care, Ministry of Labour, Public Health)
- Long Term Care QIP Indicator – ED Avoidance
- City of Hamilton Corporate Partners (Human Resources, Privacy, Legal)
- Annual satisfaction surveys
- Complaints
- “How Are We Doing” reports

PROVIDER EXPERIENCE

Macassa Lodge has implemented a number of strategies to improve work culture, recruitment and retention, and a positive work environment for all employees. Some strategies are in partnership with our City of Hamilton business partners, while others are Lodge specific.

- R-Zone training (Respect for Others, Respect for Yourself and Responsibility for Your Actions)
- Talent Specialist to support the City of Hamilton’s Long-Term Care Division
- Access to resources through the City of Hamilton including Return to Work, Human Rights, and Labour Relations
- Close working partnership with CUPE and ONA Union representatives
- All City of Hamilton employees have access to Employee and Family Assistance Provider
- Access to Workplace Strategies for Mental Health and LifeSpeak
- City of Hamilton “Summer Splash” events for employees and family members
- Wellness committee
- Annual staff recognition day
- Staff appreciation events throughout the year
- Individual staff recognition from peers
- Compliments received from residents and families are shared with respective employee
- Increase in Registered Staff and PSW compliment to support 4 hours of care per resident per day, and to
 enhance overall care and services
- Recruitment for a Nurse Leader with an education focus
- Provide Gentle Persuasive Approach (GPA) training to all staff
- Annual Staff Survey – development of action plans to address concerns

- Opportunity for select staff (Registered and PSWs) to enroll in Wounds Canada education
- Annual visit from the Cancer Screening Bus – onsite access to three screening tests
- Corporate Staff Appreciation month
- Implementation of Vocantas automatic shift filling software in 2025

SAFETY

Macassa Lodge currently reviews incident data regularly, including medication incidents, critical incidents, and Codes. These are analyzed quarterly and annually, and integrated into improvement initiatives by the Quality Committee, Leadership Team, Nurse Leadership Team, Professional Health Advisory Committee, and program specific multi-disciplinary committees. Annual program evaluations look at incidents and occurrences in more detail, and improvements are embedded into department goals for the coming year to support quality improvement.

Macassa Lodge also reviews outcomes from inspections by the Ministry of Long-Term Care, Ministry of Labour, and Public Health. Action plans are developed to address all identified non-compliances. These are prioritized based on safety and risk, and are addressed by the prescribed due date, or within a reasonable timeframe where no due date exists. Wherever possible, identified non-compliances are rectified immediately while the inspector remains on site, and before the inspection has been completed.

Macassa Lodge participates in Commission on Accreditation of Rehabilitation Facilities (CARF) accreditation. The most recent on-site survey took place in August of 2023. Macassa Lodge has maintained our three-year accreditation award! Accreditation is a

voluntary program whereby a healthcare provider measures itself against international standards of care. Adhering to these standards help to ensure optimal quality of care and services that are safe, efficient, equitable, timely, patient centred and effective for all residents we serve.

The following plans are in place at Macassa Lodge. Elements of safety are embedded in each plan and are reviewed/ revised annually as necessary:

- Cultural Competency and Diversity Plan
- Risk Management Plan
- Long Term Care Division Emergency Response Plan
- Strategic/Operational Plan
- Accessibility Plan
- Information Technology Plan
- HQO Quality Improvement Plan
- CARF Quality Improvement Plan

In December 2024 a Workplace Violence Risk Assessment was completed for Macassa Lodge. The assessment covered Physical Environment, Policies, Programs, Measures and Procedures and resulted in identifying existing controls and opportunities/recommendations for additional controls.

Initiatives in our 2025-26 Quality Improvement Plan that aim to reducing resident behaviours include:

- 1) Gentle Persuasive Approach training (GPA)
- 2) Education of staff on updated Responsive Behaviour Policy
- 3) Implementing a resident related Violence Assessment Tool (VAT)

PALLIATIVE CARE

Macassa Lodge is committed to providing a peaceful, comfortable setting for palliative care. Over the last few years we have improved aspects of our Palliative Care program including:

- Supporting residents and their family/loved ones:

We have created a program to provide resources to family/loved ones as they travel beside our residents in the palliative journey. We upgraded care carts to contain food and beverages, music, memory notebooks, and ambiance lights. We provide cots in the rooms for families to rest without having to leave their loved one's bedside.

A Palliative Care brochure was developed in order to share information with families/ visitors about the palliative process, what to expect, and our commitment to the resident during the dying process. Information and opportunities were provided for Family and Resident education on topics such as Palliative Approach to Care and Advanced Care Planning. During the admission process, information is provided to residents, Power of Attorneys, and Substitute Decision Makers about PoET and advanced care planning, and they are encouraged to join available information/Q&A sessions.

Active support and follow up are available with our Social Workers for both residents and families.

Referrals to the Pain Management Team (external resource) are made as the situation requires. For more complicated experiences, Interdisciplinary Situational Care Conferences are held for Residents/POA/SDM to connect with the whole team.

- Supporting Staff:

The Palliative Performance Scale was implemented into our policy and integrated with Point Click Care which provides data that helps to support decisions regarding interventions.

Educational opportunities for staff include competency-based training through annual Mandatory Training and offering access to sessions on Understanding and Implementing Inclusive Palliative Care, Palliative Care and the Essential Care Partner Relationship and Nutrition and Hydration Considerations in Palliative Care. Multiple staff, in all disciplines have attended and completed LEAP education.

The clinical care team has access to a Palliative Care Clinical Coach through Hamilton Family Health Team.

Initiatives included on our 2025-26 QIP that will provide data and support related to our commitment to high quality palliative care:

- 1) Focus on Prevention of Error-based Transfers (PoET) – providing education and information to residents and

their substitute decision makers through various marketing strategies.

- 2) Completing Individualized Summaries for new residents upon admission and current residents at the Annual Care

Conference to support advanced care planning

POPULATION HEALTH MANAGEMENT

Macassa Lodge works in close partnership with a number of community partners to provide a person-centred population health approach that promotes overall well-being, prevents progression of

disease, and helps residents to live well with their conditions. Some examples include but are not limited to:

- B-Wing re-development project
- Implementation of the Prevention of Error Based transfers (PoET) project
- Participation in the Person Centred Fracture Prevention Model in LTC (PREVENT) research pilot project
- Participate in LTC Cares program (improved access to acute level resources for long-term care residents in the home)
- Utilization of Hamilton Paramedics - Hamilton Mobile Integrated Health LTC program (provide advanced interventions or proactive mitigation of health concerns in the home)
- Participation in Ontario Seniors Dental Care Program Pilot (Hamilton Public Health) which involves bringing the Dental Care Bus to Macassa Lodge to provide free, routine dental services, including dentures, for low-income seniors living at the Lodge
- Pharmacy review to determine medication related risk for falls and recommendation of fracture prevention therapy
- Implementation and annual review of Cultural Competency and Diversity plan
- Implementation of infection prevention and control policies and best practices
- Implementation of the Fixing Long term care Homes Act, 2021 and Ontario Regulation 246/22
- Health teaching to residents and substitute decision maker based on individual needs, values and preferences upon admission and thereafter as needs change

- Participation in voluntary Commission on Accreditation of Rehabilitation Facilities (CARF) accreditation

Listed below are System and Community Partners that Macassa Lodge is fortunate to work in partnership with:

- Ontario Health atHome – Hamilton Niagara Haldimand Brant (HNHB)
- Hamilton Health Sciences (LTC Cares ED avoidance program)
- Hamilton Health Sciences (IPAC Hub)
- St. Joseph's Hospital
- Hamilton Family Health Team
- City of Hamilton Public Health
- City of Hamilton Paramedics and Fire Services
- City of Hamilton Healthy and Safe Communities Division
- Hamilton Police Services – Senior Support Officer
- Ministry of Long-Term Care
- Prevention of Error Based Transfers (PoET) team
- Geras Centre for Aging Research (PREVENT)
- Canadian Learning and Research Institute
- CareRx Pharmacy
- McMaster University
- Alzheimer Society (Psychogeriatric Resource Consultant)
- AdvantAge Ontario/ AdvantAge Ontario Region 2 Administrators Group
- Ontario Long Term Care Association (OLTCA)
- Healthcare Excellence Canada
- Commission on Accreditation of Rehabilitation Services (CARF)
- Behavioural Supports Ontario
- Therapeutic Recreation Ontario
- RNAO Best Practice Coordinators
- Psychogeriatrician

- Medical Director, Physicians and Nurse Practitioners
- TENA Continence Products
- Achieva Health (Occupational Therapy services)
- Prominent Health (Physiotherapy services)
- Greater Hamilton Health Network (GHHN)
- GHHN Long Term Care Advisory Committee

CONTACT INFORMATION/DESIGNATED LEAD

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SIGN-OFF

It is recommended that the following individuals review and sign-off on your organization's Quality Improvement Plan (where applicable):

I have reviewed and approved our organization's Quality Improvement Plan on
March 29, 2025

Holly Odoardi, Board Chair / Licensee or delegate

Jaimie Wright, Administrator /Executive Director

Jennifer Young, Quality Committee Chair or delegate

Other leadership as appropriate
