The Pressure is Off: A Hospital- Wide Prevention Plan

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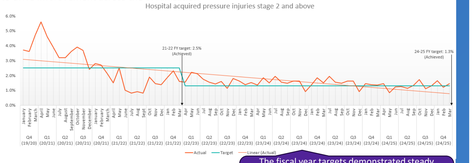
Pressure Injury Quality Aim

Mackenzie Health embarked on its *Zero Harm* journey in 2019 with a strong commitment to building a collaborative approach to patient safety. As part of this work, a **Quality Aim structure** was developed to drive improvement across the organization

Hospital-acquired pressure injuries (HAPIs) are a serious patient safety concern, contributing to increased morbidity, mortality, and healthcare costs. Since 2019, Mackenzie Health has set a clear goal: **achieve zero HAPI Stage II and above in all inpatient populations**.

To support this aim, a dedicated **Quality Aim Group** was established—bringing together an interdisciplinary team of nurse educators, professional practice leaders, patient care managers, directors, quality specialists, and frontline staff. This group provides ongoing oversight of pressure injury (PI) prevention and management strategies across the organization, ensuring a unified effort towards zero harm.



The fiscal year targets demonstrated steady improvement, with 2.5% achieved in FY 2021–22, 1.3% pending for FYs 2022–23 and 2023–24, 1.3% achieved in FY 2024–25.

Monthly Meeting Structure

- Review the Agenda
- Co-Chairs to reinforce Quality Aim objective and the meeting objectives
- Co-Chairs to provide an update on the monthly Hospital performance for HAPI
- Working Group leads to present updates on the change ideas
- Quality Lead to facilitate the meeting

Quality Aim Structure

- Selection of change ideas and development of Drivers Diagram
- Selection and appointment of working group members and leads
- Conduct weekly or bi-weekly meetings with working group members and quality lead for the selected changes ideas
- Present monthly updates to the Quality Aim co-chairs on the status of change ideas
- Establish process, outcome measures and targets
- Assign accountability and operationalize oversight of working groups
- Socialize (Awareness-Knowledge-Application)
- Monitor and evaluate (year 1 deliverables of Quality Plan)

Governance

Report Out: Hospital Quality Committee
Frequency: Quarterly (3x)
Presenters: Co-Chairs of PI Q Aim

PI Quality Aim Meeting with Co-Chairs
Frequency: Monthly
Facilitators: Co-Chairs + Quality leads
Presenters: Leads of working group

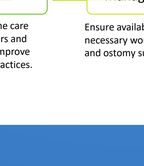
Working group members
Frequency: Weekly / Biweekly
Presenters: Working group lead + Quality Lead

PRIMARY DRIVERS	SECONDARY DRIVERS
GOVERNANCE & ACCOUNTABILITY	*Pressure Injury Quality Aim Committee*
	Program/Unit Accountability
MONITORING DATA	*Access Data*
	Reporting
CLINICAL PRACTICE	*Assessment*
	Nutrition
	Mobility
	Incontinence
	Documentation
	Interdisciplinary Care Team
ENVIRONMENT AND EQUIPMENT	*Mattresses/Surfaces*
	Other Equipment
EDUCATION & TRAINING	*Staff*
	Patient & Family Education

Working Groups

Using criteria to prioritize our drivers

Based on the primary drivers we have identified, vote which drivers should be prioritized based on:



VOTE USING THE RED STICKIES OR MARKERS PROVIDED.

The primary and secondary drivers were identified through a comprehensive literature review and detailed data analysis to better understand the underlying factors influencing performance outcomes. Following this, each driver was further examined to assess its relative impact and alignment with organizational priorities.

A structured prioritization exercise was then conducted to determine which areas would yield the greatest improvement opportunities.

Based on this analysis, the working groups were established to focus efforts on the most critical change initiatives. Each group has been assigned a specific area of focus, ensuring a coordinated and targeted approach to achieving the overall objectives.

Below is a detailed breakdown of the working groups and their corresponding change initiatives.

Increase Capacity
- Increase capacity of clinical educators, wound care nurses, and bedside nurses as it pertains to pressure injury prevention and care

Mattress Replacement
- Implemented a mattress replacement strategy to tag the condition of the mattresses

Linen Standardization
- Transitioned all ED and inpatient care unit areas from reusable to disposable under pads

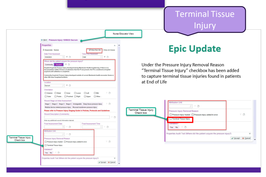
EPIC optimization
- Create detailed pressure injury documentation to capture accurate patient assessment and interventions

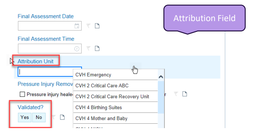
Patient and Family Engagement
- Patient and family engagement in pressure injury prevention strategies

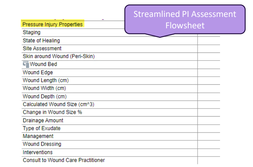
HAPI Prevention in ICU
- Reduce the number of HAPI occurrences within Critical Care program

Change Initiatives Implementation

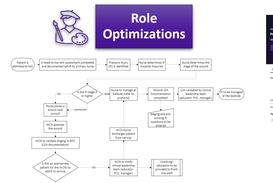
EPIC Optimizations







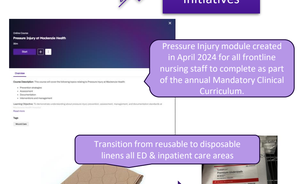
Role Optimizations



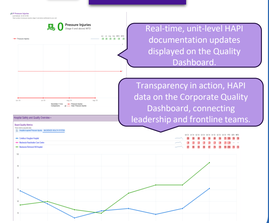
Training frontline nursing staff to become WCC within their units

- ✓ *Reinforce and promote the basic principles of wound care*
- ✓ *Support nursing staff in prevention and care of patients with pressure*
- ✓ *Identify wound care trends, support education and collaborate on improvements with educators and WSCs*
- ✓ *Utilize unit huddles to provide wound care education*
- ✓ *Attend quarterly education sessions to receive updates and share key learnings*
- ✓ *Celebrate team success by providing positive feedback to team members*

Corporate Initiatives



Monitoring & Compliance

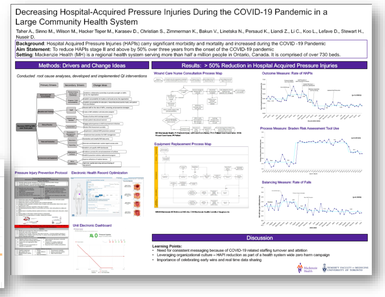


Key Successes & Achievements

- ✓ Poster presentation on Pressure Injury prevention was accepted and presented at the Institute for Healthcare Improvement (IHI) Conference in Orlando in December 2023.
- ✓ Published research article "Decreasing Hospital-acquired Pressure Injuries During the COVID-19 Pandemic: A 5-step Quality Improvement Approach" in the *Journal of Patient Safety* in January 2025.
- ✓ Collaborated with vendors, physicians, and professional practice leaders to coordinate and facilitate five Wound Care Education Workshops since March 2024. Education has reached over 300 nurses.
- ✓ Participated in and successfully led the International PI Prevalence Survey across all three sites post-pandemic in March 2025, with active involvement from Wound Care Champions (WCC).


ORIGINAL ARTICLE

Decreasing Hospital-acquired Pressure Injuries During the COVID-19 Pandemic: A 5-step Quality Improvement Approach


Decreasing Hospital-Acquired Pressure Injuries During the COVID-19 Pandemic in a Large Community Health System

Tahar A., Sevo M., Wilson M., Hacker Taper M., Karasev D., Christian S., Zimmerman K., Bakun V., Linetska N., Persaud K., Liand Z., Li C., Koo L., Lafave D., Stewart H., Naseri D.

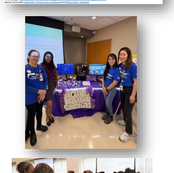
Background Hospital Acquired Pressure Injuries (HAPIs) carry significant mortality and mortality and increased during the COVID -19 Pandemic
Aim Statement To reduce HAPI Stage II and above in all inpatient populations by 50% over three years from 2019 to 2022
Setting Mackenzie Health (MH) is a regional health system with more than half a million patients in Ontario, Canada. It is comprised of over 730 beds.

Methods, Drivers and Change Ideas

Results - > 50% Reduction in Hospital Acquired Pressure Injuries

Discussion

MACKENZIE HEALTH PREVALENCE – BENCHMARK COMPARISON

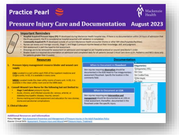

Mackenzie Health
Memo

Date: March 21, 2025
To: Management Team; All Nurses
From: Mary-Agnes Wilson, EVP, Chief Operating Officer & Chief Nurse Executive
CC: Raman Rai, Program Director, Medicine & Zeeshan Ahmed, Director, Quality and Risk Management

Mackenzie Health participates in the International Pressure Ulcer/Injury Prevalence Survey

Wound Care Champions in Action

Recruited and trained 100 nurses to become WCC since the establishment of the WCC program in October 2024. Since then, four quarterly WCC workshops were held. The following are the key initiatives led by WCC in their respective patient care areas:


Practice Pearl
Pressure Injury Care and Documentation August 2023

Assessment & Documentation
Promote thorough skin assessments on admission and ongoing documentation.

Early Intervention
Encourage timely wound care consults and accurate incident reporting.

Education & Support
Provide peer-to-peer education and bedside teaching on wound care best practices.

Collaboration
Wound with the care team, educators and managers to improve wound care practices.

Resource Management
Ensure availability of necessary wound care and ostomy supplies.

Staff Engagement
Share awareness through daily discussions, survey feedback and ongoing initiatives.

Equity

Transform the Mackenzie Health patient experience of care by:
- Including the patient and family voice in all what we do
- Achieving effective communication and information sharing with patients and families
- Increasing patient partners engagement across the organization

PRESSURE INJURY CHANGE IDEA PROJECT PLANS AND MEASURES

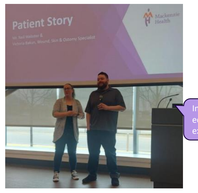
INCREASING CAPACITY PROJECT PLAN

Leader	Patient Partner	
CHANGE IDEA(S)	1. Include PI prevention information in MyCare Software 2. Engage patient partners in PI improvement initiatives	Overall Project Status
MEASURES	1. % of patients who are complaint with watching the PI 2. % of MyCare iPads that have the PI video uploaded – 1 C4 Surgery Aqua & MVH 3. No. of patient partners engaged in PI QA	
TARGET MEASURES	1. 50% of patients who are complaint with watching the PI 2. 100% of MyCare iPads that have the PI video uploaded – 1 C4 Surgery Aqua & MVH 3. 1 patient partner engaged in PI QA	
TARGET DEADLINE		

STATUS LEGEND: COMPLETE | ON TRACK | MINOR DELAY | MAJOR DELAY | ON HOLD

Engage patient partners in working groups:
- Hosted a planning day with patient partners and created engagement and participation plans within various working groups.

Created a PI education video in collaboration with patient partners for all inpatient care areas



Invited a recovered patient to an education event to share about their experience

Lessons Learned

Early Recruitment Challenges
- Initial WCC engagement varied across units

Multi-Platform Outreach
- Utilized meetings, huddles, education sessions, emails, and posters to increase awareness and participation

Shared Learning Tools
- Developed a **central tracker** to document all WCC initiatives
- Created a **group email** to enhance communication and collaboration
- Shared relevant resources and tip sheets in a centralized, easy to access location

Empowering WCCs
- Provided opportunities for WCCs to **lead education sessions** and share best practices

Focused Improvement
- Formed **targeted working groups** in areas with higher HAPI occurrences to drive unit-level improvements

Mackenzie Health