

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

March 19, 2024

OVERVIEW

Extendicare Falconbridge is a 186 bed long-term care home located in Sudbury Ontario. On March 24th 2024 Extendicare Falconbridge Residents and Team members moved into their new home. Our new home, Extendicare Countryside is located in the south end of Sudbury and will be home to 256 Residents by July 1st 2024.

Our Mission

Extendicare is a leading seniors' health care organization serving the needs of Canadians for more than 50 years. Across our organization, our dedicated team members are united by our mission of helping people live better.

Improving Care, Every Day

At Extendicare, improving the quality of care we provide to our residents and their families guides all we do. We are committed to continuous improvement, and on an ongoing basis, we seek new ways to evolve our practices and strengthen our services.

We are focused on a national, multi-year plan to improve the care we provide across every home we operate, and in every community we serve. Read more in our Improving Care Plan.

Quality Improvement

Extendicare's Quality Framework outlines the ways in which our home is supported to achieve success in all aspects of quality with a focus on quality of life, safety, compliance, and resident satisfaction. Extendicare's homes in Ontario are responsible for

driving their quality improvement plan. We work closely with dedicated, regional clinical consultants who provide ongoing support to homes in our home's quality initiatives. Our strategic direction and the initiatives that support the plan also meet or exceed standards set by Accreditation Canada, and meet the requirements of our LSAA.

Our home's Continuous Quality Improvement (CQI) Committee uses the CQI Framework in alignment with Extendicare's enterprise-wide strategic quality priorities to identify priority areas for quality improvement in our home, make recommendations, monitor and measure progress, identify and implement adjustments, and communicate improvement outcomes for the current and following year. Results are shared with residents, families, team members and external partners to support our priorities, targets and activities.

On an organization-wide basis, Extendicare measures and monitors our quality initiatives using data accuracy and quality indicator score cards. Home-level quality reports are circulated monthly and reviewed by homes and regional teams, to help monitor progress and drive meaningful conversation at each home's continuous quality committee meetings. Performance monitoring is a key part of driving our performance and includes but is not limited to the following:

Monitoring key quality indicators

Internal audits

External audits

Program evaluations

Resident Satisfaction Survey results

Active priority areas for quality improvement in our home are:

Falls prevention – 15%

Our Approach – Mitigating risk in the home is key to decreasing falls and injuries in our home. Risk mitigation strategies include the completion of environmental risk assessments at the time of a fall as well as quarterly to decrease clutter and ensure a safe environment. Restorative nursing and rehabilitation programs to assist with strengthening, mobility, and ambulation. Our falling leaf program assists to identify residents who are at a higher risk for falls. Toileting plans, rest periods, and activity programs are individualized and based on Resident's individualized needs. Interdisciplinary medication reviews are completed at minimum on a quarterly basis and changes are made to high-risk medications as appropriate.

2. Inappropriate Use of Antipsychotics – 17.3%

Our Approach - Engagement of Behavior Supports Ontario leads to complete regular comprehensive reviews of medications inclusive of the pharmacy team to provide recommendations to prescribers for safe reduction of antipsychotics, as well as providing educational materials to staff regarding the importance of minimizing use in conjunction with non-pharmaceutical approaches.

Restraint Reduction – 2.5%

Our Approach – Implementation of Extendicare’s Least Restraint policy, utilization of alternatives to restraints, discussions with families/residents about risks of restraint use and available alternatives.

4. Worsened Stage 2-4 Pressure Injury – 2%

Our Approach – Our Home, in partnership with our vendors, provides an enhanced Skin & Wound Prevention program that includes an assessment process that ensures correct product selection to promote healing, education of new advanced practice skin and wound care nurses, implementation of turning clocks, review of bed surfaces and repositioning devices. The Home has implemented a new assessment tool that measures the moisture in the heels and sacrum (scans moisture under the skin) to identify potential pressure ulcers before they develop, and interventions are put in place to prevent the ulcer from developing. Enhanced tracking of pressure injuries has assisted the home to identify potential new or worsening pressure ulcers in a timelier manner. The home has introduced a new wound therapy that infuses oxygen into the wound to promote oxygenation at the wound base, decrease pain, decrease the risk for infection and increases wound healing time. The home has 2 Skin Wellness Associate Nurses (SWAN) leading the Skin and Wound Program as well as overseeing the use of the new assessment tools and therapies.

ACCESS AND FLOW

Extendicare is committed to working closely with our community partners including our regional Home and Community Care Support

Services team, hospitals and business partners to ensure safe and effective care of residents across the organization and at the local home level. We do this through ongoing relationship building and partnerships with health system partners such as local long-term care homes, regional IPAC hubs, Ontario Health teams and various regulatory authorities. In addition, our partnerships extend to our Medical Advisor, Attending Physician and on-call group as we work to improve medication management, clinical care and reduce unnecessary ED visits. We strive for excellence through our focus on quality and safety and opportunities with our partners to participate in research.

Our Home collaborates with Health Force Ontario by utilizing their initiatives to assist in recruiting and retaining Registered Staff and Personal Support Workers by offering various incentives to join our Homes’ team. Initiatives used include the CCPN (Community Commitment Program for Nurses) program, the SPEP (Supervised Practice experience partnership) program, the RNIP (Rural and Northern Immigration Pilot) program and the PREP LTC (Preceptor Resource and Education Program in LTC) program. With the collaboration of Health Force Ontario, the home has had success in 2023 by utilizing these initiatives.

Our Home partners with OARC (Ontario Association of Resident’s Council) and utilizes their resources to provide a quality Resident Council, to provide education to the residents, staff, and families and to provide tools and resources to conduct quality Resident Council meetings for our residents. This partnership allows our residents to have a strong voice and provides the tools to express this clearly.

Our Home values being a strong learning facility that collaborates with many educational institutions, such as local elementary schools for intergenerational programs, high schools for coop experience, and colleges and universities for preceptorships. We have a partnership with our local college for students to complete their practical portion of their course at our Home. Our staff assist the college by providing preceptors in the Home to provide this education to their students. The Home has had success in this partnership as it allows the students to experience work in LTC and gives the Home the opportunity to hire motivated students who have demonstrated the desire and work ethics required to work in LTC. We partner with other colleges and universities when required not only for Nursing but also for Programs, Dietary and Restorative Care.

Our Home's partnership with Public Health Ontario and our local Health Unit is strong, notably during the COVID-19 pandemic in delivering and providing education and recommendations through the rapid changes that LTC experienced during this time. There was support to prepare for the pandemic, to provide education during the pandemic and to keep the Home well informed of the status of pandemic. There is also a strong collaboration between our IPAC Manager and our local Health Unit representatives in managing our vaccine program, our outbreaks, our infections overall and is a member of our Infection Prevention and Control (IPAC) committee and Professional Advisory Committee (PAC).

Our Home is working in collaboration with Behavioral Supports Ontario, ISMP Canada and Medisystems pharmacy to minimize antipsychotic use, as well as reduce medication incidents.

We work closely with our local Hospital, Emergency Department Outreach Services (EDOS) and Home and Community Support Services to reduce hospital transfers and admissions.

We collaborate with Medline, Medisystem, Medigas, 3M, Arjo, Handi-Care and Prevail to ensure high quality products are provided and utilized effectively with on-going education.

EQUITY AND INDIGENOUS HEALTH

Extendicare is committed to incorporating an equity lens into all our quality improvement initiatives. We offer materials in several languages, and our focus on QI initiatives to improve care includes vulnerable populations.

Each home develops a cultural competency and diversity plan that addresses how it will respond to the diversity of its stakeholders as well as how the knowledge, skills, and behaviors will enable personnel to work effectively cross culturally by understanding, appreciating, and respecting differences and similarities in beliefs, values, and practices within and between cultures. For example, we have many homes with strong French, Chinese, East Asian and Italian communities.

In developing a cultural competency and diversity plan, our organization looks at the diversity of its community, internal and external stakeholders and potential changes in demographics to be proactive in education, training and service delivery.

Extendicare Falconbridge works in collaboration with the N'Swagamok Native Friendship Centre to enhance the quality of life of Indigenous, Aboriginal and Metis people living in our home by promoting culture, language and well-being in a balanced way.

PATIENT/CLIENT/RESIDENT EXPERIENCE

Extendicare's mission is "Helping People Live Better" and we accomplish this by actively engaging our residents and families. We promote transparency with residents and families by requesting their feedback in various activities such as quality improvement projects, annual resident satisfaction surveys which we use to

gauge our quality improvement measures, various committees, resident and family councils and town hall meetings. Our ongoing goal is to incorporate feedback to continually improve quality of life and safety by ensuring the care each resident receives is reflective of their individual needs and wishes.

Our 2023 Resident and Family Experience Survey Results:

Date of Surveys: September 11-October 31st

Completed Surveys: Resident - 81.3% Family - 25%

Resident: Would you recommend this home? Result: 66.2 %

Top three areas for improvement from Resident survey:

I am satisfied with the variety of spiritual care serves -Result 28.3 %

I am satisfied with the timing and schedule of spiritual care services -Result 29.8 %

I am updated regularly about the changes in my home - Result 31.3%

Family: Would you recommend this home? - Result 57.1%

Top three areas for improvement from Family survey:

The resident has input into the recreation programs available – Result 37.5 %

I am satisfied with the quality of care from dietitians Result 39.0 %

I have opportunities to provide input on food and beverage options
– Result 43.9%

Key actions taken, as a result of survey outcomes for top 3 areas for resident satisfaction and family satisfaction:

- 1) Full Time Dietitian returned to work on November 1st, 2023. This will improve services by the Dietitian.
- 2) Creation of a monthly Program Calendar Club. Residents and Family members will be invited to join club meetings and provide input into the programs for the upcoming month.
- 3) Addition of spiritual care providers to address specific religious demographics. Catholic Services were reinitiated in the home in January 2024.

Role of Resident and Family Councils and CQI Committee in determining actions taken with survey results: Our results are presented at Resident Council and CQI Committee with input in the implementation of our action plan by providing suggestions and collaborating on the best approach to each item.

How are results communicated to the residents & families, Resident & Family Council and staff: Information was shared with Family Council on February 20th at the Monthly Resident Council meeting. Information was shared with Residents at the Monthly Resident Council meeting on February 22nd.

Copies of the report were provided to Resident and Family councils

during the monthly meetings on February 20th and 22nd.

PROVIDER EXPERIENCE

Extendicare Falconbridge is part of a large organization in which there are many opportunities to engage with staff and leadership in sharing quality improvement goals and commitments. This is achieved through bench marking, using experiences of other homes to share best practices, annual quality and strategic planning conferences and participation in the Ontario Long Term Care Association Quality Committee and annual quality forums. Our annual employee engagement survey provides an opportunity for team members to give their feedback on various issues such as staff satisfaction, innovation, and work environment.

In 2022 our organization entered into a partnership with Arjo Canada to study the outcomes of using Sub-epidermal Moisture Scanners (SEM) to assist with pressure injury preventions. The Provizio SEM scanner supports the identification of residents who are at a higher risk for developing pressure injuries to their heels and sacrum. Earlier detection or at risk residents provides opportunities to implement preventive measures sooner and prevent the development of a pressure injury. Extendicare Falconbridge was 1 of 5 Northern homes that was chosen to participate in the initial study. Following the completion of this successful study our organization made the decision to move forward with the implementation of SEM scanning in all of our homes. Extendicare Falconbridge began rolling out this new adjunct assessment in November 2023. Between Jan and November 2023 6 Residents on our 4th floor (1st floor to roll out the new program) acquired pressure injuries to either their heels or sacrum or both. Since the implementation of the SEM scanning

protocol there have not been any newly acquired pressure injuries to any of the 4th floor residents heels or sacrum. The home is preparing to roll out the program on our 2nd floor in April 2024. Our SWAN/Wound Care Champion, LTC Consultant and Arjo Implementation Specialist are working on a resource guide to support the implementation of the Provizio Project based on learning from our home and 2 Extendicare Homes in the North.

Extendicare Falconbridge has also been trialing Continuous Diffusion of Oxygen Therapy on pressure injuries, trauma induced injuries and vascular wounds. Working collaboratively with EO2 Concepts our home has had the opportunity to trial this new positive pressure therapy on 6 residents. CDO Therapy continuously diffuses pure oxygen into an oxygen-compromised wound to significantly accelerate wound healing while maintaining a moist wound healing environment, maintaining resident mobility and assists to effectively manage pain at the wound site. CDO is essentially moist wound therapy with the added benefit of a continuous supply of oxygen directly to the tissue. Outcomes to date have been very positive and residents, staff and attending physicians have voiced satisfaction with the outcomes of the therapy on the wounds.

SAFETY

Despite the best efforts of healthcare professionals, adverse events sometimes happen in healthcare settings. Adverse events can be devastating for Residents and healthcare providers who are part of or witness these events. When a resident experiences an unanticipated outcome or a medical error occurs, there is an expectation that the healthcare establishment will deal with the event openly and honestly and that the parties involved will accept

responsibility, express empathy, and work to prevent the event from happening in the future.

We document, track and trend resident Adverse Events so that we can apply lessons learned from these events and minimize the risk of them happening again. One of the most important aspects of good event management is creating a work environment where all employees, residents and their families feel they can speak up and report issues, concerns and even mistakes. Extendicare is committed to creating a “just” organization culture. This culture:

- Encourages openness and frankness in identifying and reporting Adverse Events

- Focuses on interdisciplinary learning and an organizational commitment to applying lessons learned.

- Fosters an environment that promotes safe behaviour choices.

- Supports disclosure where appropriate.

Incidents that provide an opportunity for improvement are shared with team members through town halls, daily huddles, and regular meetings/committees to increase awareness and seek feedback to understand root cause so that strategies put in place are effective. Practice alerts are sent out by the Corporate Quality and Risk team to all homes following a serious incident or near miss to ensure awareness and review of process.

POPULATION HEALTH APPROACH

Extendicare Falconbridge's population is mainly seniors over 80. Our oldest resident at this time is 105 years and our youngest is 38 years. Many of our residents' struggle with mental health needs and addictions and require additional resources. Although the most common diagnosis is Dementia that specialized equipment such as bariatric equipment and supplies to care for them using best practices.

Extendicare Countryside has a Memory Care Community where 32 Residents with moderate to severe Dementia will be able to live in a safe and secure environment. Team members working in this specialty area have completed education specific to working effectively with people living with cognitive loss such as the Gentle Persuasive Approach, Teepa Snow's Positive Approach to Care and the Dementiability Method.

In order to meet the special needs of our Residents we have developed partnerships with such organizations as The Behavioral Supports Ontario Integration Team, Seniors Mental Health, The Alzheimer's Society, The March of Dimes, The Ontario Brain Injury Association and the Oak Lodge Psychogeriatric Tertiary Program.

CONTACT INFORMATION/DESIGNATED LEAD

Quality Lead:

Erika Brisson Director of Care

T 705-566-7980 Ebrisson@extendicare.com

OTHER

Sign-off

Executive Director/Administrator: Tracy Lamirande

CQI Committee Chair: Tracy Lamirande

Quality Lead of home: Erika Brisson

Regional Director: Johanna Horne

Corporate Quality: Erin Coreno

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 15, 2024**

Johanna Horne, Board Chair / Licensee or delegate

Tracy Lamirande, Administrator /Executive Director

Erika Brisson, Quality Committee Chair or delegate

Other leadership as appropriate
