

Quality Improvement Plan (QIP)

# Narrative for Health Care Organizations in Ontario

April 2, 2024

## OVERVIEW

### Overview

Extendicare Burloak is a 144 long-term care home located in Burlington, Ontario.

### 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 CARF, 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:

#### 1. Falls prevention – 15%

- Burloak initiates the Falls Risk Screen and Falls Risk Assessment for every resident upon moving in and change in status. Universal falls precautions including bed alarms, chair alarms, fall mats, hip protectors scheduled toileting plan are initiated upon the resident need. Environmental risk assessments are completed upon admission and ongoing basis to ensure a safe and uncluttered environment with adequate lighting and supportive mobility devices. Activity programs are designed specifically to meet the needs of residents at high risk for falls. Care community continue to monitor for appropriate footwear & loose clothing, medication reviews completed as need.

#### 2. Inappropriate Use of Antipsychotics – 17.3%

Burloak's responsive behaviour team works in collaboration with the pharmacist, attending physician and care community to review the use of antipsychotic without a diagnosis. The Behaviour Support Ontario (BSO) team works closely with residents to develop appropriate nonpharmacological interventions and monitor for effectiveness. The responsive behaviour team conducts weekly rounds to observe the success of the intervention. Monthly meetings are scheduled with the committee to discuss success and challenges. The care team works in collaboration with the attending physician and interdisciplinary team to ensure that all the symptoms contributing to responsive behaviours are captured in a timely manner for appropriate for treatment and diagnosis.

#### 3. Restraint Reduction – 2.5%

- Our Approach – Burloak strives for 0 use of restraints within the

home. This is accomplished through education of our staff, families and residents about the risk of restraints. When noted concerns are raised regarding safety, i.e. falls, we look to utilize alternate measures to mitigate risk and assist with safe transfers. Risk associated with restraints are discussed with residents/families before initiating restraints.

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

- Burloak's Skin and Wound lead and the interdisciplinary team works in partnership for early identification of skin concerns and finding the root cause, ongoing education regarding weekly assessments, appropriate classification of the wound and monitoring the effectiveness of interventions. The DOC, program lead, and skin and wound champion review monthly skin and wound indicators and quarterly at the Professional Advisory Committee and Resident Quality Committee meeting. The assessment process ensures correct product selection is used to promote healing.

### 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 and Attending Physicians 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.

#### Extendicare Burloak Home Specific Partnerships:

The success of this QIP requires collaboration with multiple partners, including Halton Home & Community Care Partners, Behavioural Supports Ontario, Halton Physio geriatric Outreach Team, Antipsychotic Task Force, Ontario Association Resident Councils, Ontario Long Term Care Association, research partners, and vendors such as Medical Mart, 3M, and MediSystem pharmacy, Joseph Brant hospital, other sectors.

The success of this QIP requires collaboration with our community partners and stake holders that meet on a quarterly basis to review the quality indicators to collaborate and develop strategies and areas for opportunities. The committee has resulted in the development of strong working relationships with key outcomes of timely and appropriate admissions into our long-term care home, discharge of patients from the acute care settings into our long-term care home with the appropriate resources to support transitional care of high-risk situations and the reduction of ED visits.

Burloak's BSO lead, and front-line staff, attend annual education and workshop training sponsored by the Regional BSO, supporting our enhanced working knowledge of pharmacological and non-pharmacological interventions to decrease the use of antipsychotics for residents without diagnosis.

Burloak works closely with our Resident Council and Family Council to receive timely feedback around our successes of the home and the areas of opportunity. They are key to ensuring we know the

needs of our residents and that our interventions are effective.

## 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

## 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: Resident: September 11, 2023, to October 31, 2023; Family: September 11, 2023, to

October 31, 2023

Resident: Would you recommend this home? Result: 88.50%

- Top three areas for improvement from survey

If I need help right away, I can get it. Result 61.50%

I am satisfied with the variety of food and beverage options.

Result 55.80%

I am satisfied with the variety of spiritual care services. Result 41.7%

- Family: Would you recommend this home? Result: 79.60%

- Top three areas for improvement from survey

I am satisfied with the quality of maintenance of the physical building and outdoor spaces. Result 66.70%

The care residents receive is improving. Result 57.00%

Laundry Services are improving. Result 45.60%

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

Residents: 1). The home will work with corporate leadership for capital funding approval based on priorities. 2). Continued engagement with Residents' council to promote the sharing of ideas and getting involved in Quality initiatives in the home. Provide direction to all stakeholders to the quality Board to access meeting minutes for Residents' Family, Food and Quality Council. Post Professional Advisory Committee meeting calendar. 3). Actively recruit all vacant positions, review daily staffing compliments during risk meetings. Continued management daily walkabout to observe resident care. Ongoing staff education on Residents' Bill of Rights, Utilizing the role of Personal Support Aides (PSA's) for non-care task

support. Ongoing volunteer recruitment and retention for the Dining Assistance Program.

Family:1). The home will work with corporate leadership for capital funding approval based on priorities. 2). Continued engagement with Family council to promote the sharing of ideas and getting involved in Quality initiatives in the home. Provide directions to all stakeholders to the Quality Board to access meeting minutes for Residents' Family, Food and Quality Councils. Post Professional Advisory Committee meeting calendar. 3). Resident/SDM engagement in development of the resident care plan. Full multidisciplinary team participation in move in assessments, admission annual and situational care conferences. Offer education sessions for residents, families and substitute decision makers to provide opportunities to learn about disease processes. Multidisciplinary Team (Medical Director), Nurse Practitioner, Pharmacist, Program Leads and Community Partners) to lead education to residents and staff.

- Role of Resident and Family Councils and CQI Committee in determining actions taken with survey results:

Shared ideas, discussed and get input from Councils and Committee member's feedback.

- How are results communicated to the residents & families, Resident & Family Council, and staff: Town Hall meeting with staff on February 7, 2023

Hand delivered copy to Resident Council on February 6, 2023, and attend in person Resident Council meeting on March 6, 2023. Family Council via email on February 6, 2023, and in person Family council Meeting February 22, 2023.

- Date copy of the report was provided to Resident and Family

councils: February 22, 2024.

## PROVIDER EXPERIENCE

Burloak 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.

## SAFETY

Despite the best efforts of healthcare professionals, adverse events sometimes happen in healthcare settings. Adverse events can be devastating for patients 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 Burloak has many individuals who are living with dementia, with one resident home area designated for residents with advanced dementia with associated responsive behaviours. With the pathway of the BSO referral program, Burloak care community along with our Chief Medical Advisor, Attending Physician, Nurse Practitioner have developed strong clinical relationship with our community resources. Staff and family members have the opportunity to learn from the BSO team the non-pharmacological approach and interventions for residents impacted by responsive behaviour expression.

Over the past twenty-two years, the Burloak demographic has dramatically changed from predominantly white Anglo Saxon to a multi-cultural clientele. The home has had to learn the culture and traditions of these various groups, including customs and practices around food, care, death, and MAID. Burloak embraces the corporate culture of “helping people live better,” and specialized medical services.

Burloak's cultural competency and diversity plan addresses how it will respond to the diversity of its stakeholders- as well as how the knowledge, skills and behaviour will enable personnel to work effectively.

The predominate culture is Canadian with residents originating from Italy, Croatia, Czech Republic, Netherlands, Serbia, Spain, Greece, France, Germany, Sri Lanka, Ukraine, Poland, and Portugal. Our team is diverse which includes staff from India, Africa, Caribbean, European, and Croatia. Currently no residents and staff are known to identify with the indigenous culture.

**CONTACT INFORMATION/DESIGNATED LEAD**

Executive Director/Administrator:

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**OTHER****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 **April 1, 2024**

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**Anne. D'Ambrosio**, Board Chair / Licensee or delegate

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**Sharon Bailey**, Administrator /Executive Director

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**Roselin Roselin**, Quality Committee Chair or delegate

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Other leadership as appropriate

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