

Quality Improvement Plan (QIP)

# Narrative for Health Care Organizations in Ontario

April 2, 2024

## OVERVIEW

Extendicare Elginwood is a 124 of beds long-term care home located at 182 Yorkland Street Richmond Hill, Ontario L4S 2M9

### 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:

#### 1. Falls prevention – 15%

- Our Approach – Risk mitigation strategies including scheduled toileting plan that are individualized for the resident, environmental risk assessments to ensure a safe and uncluttered environment with adequate lighting and supportive mobility devices, activity programs specific to the needs of residents at high risk for falls, appropriate footwear, medication reviews

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

- Our Approach – Engagement of pharmacy team to provide recommendations to prescribers for safe reduction of antipsychotics, engaging Behavioural supports lead to work with team to support behavior management

#### 2. 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 – Working in partnership with our vendors to enhance our assessment process and ensure 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.

## ACCESS AND FLOW

Resident and Family engagement continues to be a priority of

Extendicare. The success of this QIP requires collaboration with multiple partners. 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.

#### Home Specific Partnerships:

The success of this QIP requires collaboration with multiple partners, including Home and Community Support Services, Behavioural Supports Ontario, Antipsychotic Task Force, Ontario Association Resident Councils, Ontario Long Term Care Association and vendors such as Medical Mart, 3M, and Medisystem pharmacy, hospitals. Elginwood has an ongoing relationship with Mackenzie Health and the IPAC Hub. Working with PCC and learning about analytics, data indicators analysis in real time before RAI-MDS submissions allows immediate review and trending. Also, PCC building our assessments and ongoing liaison to develop structured progress notes with push and pull capability to create efficiencies for the staff. Medisystems Pharmacy for reviewing the criteria in meeting the Medication Safety Technology funding made available to Homes, reviewing practices, gaps then strategically planning the

expenditures to meet the clinicians and resident medication care needs. Working with the BSO program resources to find the right balance of staff/resident/family support and education required to safely care for the vulnerable population. Elginwood collaborates with its partners in the community to improve the quality of care for residents. For any residents that may have challenging expressions, we may reach out to our geriatric mental health team and physician for a consult. We also have a pain and palliative consultant that assist with helping the home manage pain and palliative initiatives for our residents. Partnered and collaborated with the IPAC hubs to assist the team with IPAC audits across all shifts including weekends. IPAC hub supports with on spot education to correct any gaps identified and address any infection surveillance trends such as UTI education.

The Nurse Practitioners who service our home play a vital role in the care of our residents by providing timely assessments, G-tube re-insertion, communication between hospitals and the long-term care home, communication with families and physicians, and support for registered staff and families. Ultimately, the Nurse Practitioners have helped to impact the number of emergency department transfers. Elginwood continues to strive to decrease the number of unnecessary transfers to hospitals (ED visits). The home will continue ongoing collaboration with the use of our nurse practitioner to aid in assessing resident's pre-transfer.

## 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.

## 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- October 31, 2023

Family: September 11 – October 31, 2023

Resident: Would you recommend this home? Result: 88.2%

Top three areas for improvement from survey (input % for each):

1. I am satisfied with the variety of recreation programs - 61.3%
2. I am satisfied with the relevance of recreation programs - 65.4%
3. I am satisfied with the timing and schedule of recreation programs –66.7%

Family: Would you recommend this home? Result:88.0%

Top three areas for improvement from survey (input % for each)

1. The resident has input into the recreation programs available
2. There is good choice of continence care products
3. I am satisfied with the relevance of recreation programs.

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

1. Increased the number of activities/programs in the home. Recreation experiences will be designed to meet the physical, social, intellectual, emotional spiritual needs and offer opportunities for community engagement- February 1, 2024.
2. Starting resident calendar planning meetings. Programs will be based on past leisure preferences and introduce new leisure pursuits - March 1, 2024

3. Nursing team will explain the continence care products to new residents and their loved ones. Education will be provided to empower front line staff with appropriate knowledge and skills in this area of care to given to resident – Determine the appropriate incontinence product based on the resident's individual assessed needs. The home will establish a Continence Care Team that includes a Continence Care Lead – May 2024.

- Resident Council has given input for the action plan completed for the Resident and Family Survey. The action plan was reviewed with CQI Committee and asked for feedback. The action plan adjusted accordingly.  
We currently do not have a Family Council at Elginwood.
- The results was shared with the Resident Council on February 20, 2024. The results are also available on the Resident Council board for review. The Resident and Family survey results was shared with staff on February 22nd and 23rd, 2024 during a Town Hall.
- Date copy of the report was provided to Resident and Family councils: February 26, 2024

## PROVIDER EXPERIENCE

Elginwood 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 Elginwood is home to a diverse population with resident's belongings to many cultures and backgrounds.

Specialty programs provided at Elginwood:

**Palliative and End of Life Care:** This theme will provide a focus not only on palliative interventions when needed, but also on the end of life care with the support of the entire interdisciplinary team, families, residents and other external resources. We work to assist families and residents to proactively express their wishes prior to the resident reaching the stage where palliative / end of life care are needed. We have opened up further conversations around these subjects with families and residents in their respective councils, and on a one on one basis. Our efforts include the redevelopment of our palliative care team that continues to operate in a fashion that is respectful of the homes culture and ethnicity. We are establishing further processes to help families and residents cope when a resident approaches the end of life. Some strategies include having a Dove or butterfly posted outside a residents door indicating that the resident inside is palliative; our Honour Guard where, when a resident is leaving the home after passing and going to their final resting place, the team members stand or walk with the resident while they leave the home the way they came in, with dignity and respect; implementing a Palliative Cart with resources for families to use while spending time with their loved one during their final days and hours.

**Dementia / Expressions - Care and Management:** This theme or focus will involve the entire interdisciplinary team. The home has initiated the DementiAbility program which is aimed at supporting residents living with dementia. The training is tailored for front line employees supporting our residents. The residence is working on new programs geared at caring for residents with expressions /

responsive behaviours with the direction and support of our BSRT (Behaviour Support Resource Team). This effort includes reaching out to community PRC (Psycho-geriatric Resource Consultant) support from the LHIN, in order to learn more about best practice interventions and supports that are unique to the individual resident. A component of this goal is to address each resident one at a time to effectively meet their unique needs. The home continues to work on education for all team members across all disciplines such as GPA (Gentle Persuasive Approach), PIECES and other dementia care approaches. Education is provided to team members to gain more knowledge on non-pharmacological approaches to managing expressions / responsive behaviours, and focuses on the enhancement of the quality of life of our residents.

## **CONTACT INFORMATION/DESIGNATED LEAD**

### Contact Information

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### National Director, Quality & Learning Excellence

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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 26, 2024**

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**Wendy Gilmour**, Board Chair / Licensee or delegate

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**Gilda Dehdezi**, Administrator /Executive Director

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**Manjinder Kaur Gill**, Quality Committee Chair or delegate

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Other leadership as appropriate

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