

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

April 2, 2024

OVERVIEW

Overview

Extendicare Longfields Manor is a 114 long-term care home located in Ottawa.

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 plans 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, and weekly fall meetings to review falls, discuss interventions to ensure an interdisciplinary approach has been reviewed and implemented.

2. Inappropriate Use of Antipsychotics – 17.3%

· Our Approach –Engagement of pharmacy team to provide recommendations to prescribers for safe reduction of antipsychotics, engaging Behavioral supports leads to work with the Geriatric Outreach Team and Interdisciplinary Teams to support behavior management and provide ongoing education.

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, review of bed surfaces and repositioning devices during the biweekly interdisciplinary wound care meetings.

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.

Home Specific Partnerships:

The success of this QIP requires collaboration with multiple partners, including Home and Community Support Services, Geriatric Outreach Team from the Royal Ottawa, Antipsychotic Task Force, Ontario Association Resident Councils, Ontario Long Term Care Association, and vendors such as Medical Mart, 3M, Achieva and Medisystem pharmacy.

The Geriatric Outreach Team provides ongoing support and education to our Behavioral Support Personal Support Workers as

well as participate in care conferences, assessments, and provide the physicians with suggested medication changes.

Our vendors such as Medical Mart, 3M Medisystem Pharmacy, Achieva provide educational opportunities for our front-line staff on the supplies and recommended use, proper application techniques, and medications. They also attend quarterly meetings to provide statistics on medication usage, changes in recommended medications, updates to policies. Achieva provides detailed physio reports that provide data on when and where falls occur which assists in making any possible changes such as implementing programs at certain times of day, changing break times for front-line staff, implementing toileting routines, etc.

The different partnerships we have from the community assist in ensuring we have as many preventative measures as possible in place to prevent falls, wounds, worsening wounds, the use of antipsychotics and restraints. They provide detailed analysis and reports that are reviewed interdisciplinary that assist with creating action plans to implement new initiatives.

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 31/23
- Family: September 11 – October 13/23

Resident: Would you recommend this home? Result: 97.2 %

Top three areas for improvement from survey:

1. Continence Care Products are available when I need them – 77.3%
2. I am satisfied with the food temperatures of my food and beverages – 80.6%
3. My care conference is a meaningful discussion that focuses on what's working well, what can be improved and potential solutions – 85.3%

Family: Would you recommend this home? Result: 93.8%

Top three areas for improvement from survey:

1. Laundry services are improving – 39.3%
2. The resident has input into the recreation programs available – 52.4%
3. The quality of continence care products is improving – 40%

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

1. All staff will receive training on customer service and Heart Approach by September 2024.
2. Education sessions will be provided to staff, residents and families on our Continence Care Program, Supplies, Delivery Processes, Availability of Products, and where they are stored by September 2024.
3. Information will be added to the Newsletter regarding the

Laundry process including labelling, laundering of clothes, delivery starting in April 2024.

4. Information will be provided at Resident and Family Council Meetings regarding laundry, recreation programs and continence care products as well as at care conferences starting in April 2024.

5. Food temperatures will continue to be discussed at the Resident's Council to ensure all information is gathered regarding any concerns. The Nutritional Care Manager will complete meal audits which will include speaking to the residents regarding the temperatures of the food.

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

- Results are shared at the Family Council (February 27/24), Resident's Council (March 12/24) Meeting.

During the discussion, we try and found out more specific details for the reasoning behind the answers provided from the survey. Action plans are developed from feedback from the discussion.

- Results were shared at the CQI Committee meeting February 14/24 and action plan input was provided during this meeting and the interdisciplinary meeting on February 28/24.

- Results will be shared with the front-line staff during staff meetings in March 2024.

How are results communicated to the residents & families, Resident & Family Council and staff:

- Results of the satisfaction surveys were posted in the home February 14/24.

- Resident Service Coordinator reviewed Satisfaction Survey February 17/24.

- Meetings were held March 20/24 to communicate the results with feedback offered to add to action plans if necessary.

PROVIDER EXPERIENCE

Longfields Manor 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 Longfields Manor population consists of mainly English speaking residents. We have residents who are Caucasian, Asian, Chinese and Indian. Longfields Manor offers specialty programs such as dementia, mental health services, etc.

CONTACT INFORMATION/DESIGNATED LEAD

Sarah Labelle (sarah.labelle@extendicare.com)

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**

Wendy Gilmour, Board Chair / Licensee or delegate

Tracy Konink, Administrator /Executive Director

Sarah Labelle, Quality Committee Chair or delegate

Other leadership as appropriate
