

Quality Improvement Plan (QIP)

# Narrative for Health Care Organizations in Ontario

April 2, 2024

## OVERVIEW

Extendicare Northridge LTC is a 133 long-term care home located in Oakville at 496 Postridge Drive.

### 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 for 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 Long-Term Care Home Service Accountability Agreement (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 interdisciplinary approach at includes 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 interdisciplinary approach to antipsychotic reduction includes the engagement of our pharmacy team to provide recommendations to prescribers for the safe reduction of antipsychotics and our Behavioural Support Leads who work with the interdisciplinary team to support behavior management.

#### 3. Restraint Reduction – 2.5%

- Our Interdisciplinary Approach includes the 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 Interdisciplinary Approach is to work in partnership with our vendors to enhance our assessment process and ensure correct

product selection to promote healing, education of new advanced practices in skin and wound care for nurses, review of bed surfaces and repositioning devices.

## 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.

The success of this Quality Improvement Plan requires collaboration with multiple partners, including:

Home and Community Support Services,

Behavioural Supports Ontario who support our BSO nurse through education and regular meetings. The BSO nurse works closely with residents with behaviours to minimize risk and improve quality of life of residents. This includes our Dementiability program which investigates and supports ways to assist residents living with dementia to live a better life. We have seen responsive behaviours decrease with the introduction of programs such as our Doll therapy and reestablishment of snoozelen room.

Seniors Mental Health Outreach Team provides assessment and diagnosis and psychiatric services.

Oakville Trafalger Memorial Hospital having access to Nurse Practitioners and specialists for our residents and specialty referrals (NPSTAT)

Antipsychotic Task Force assisting the home to understand and decrease the use of unnecessary antipsychotic medications for residents without a diagnosis. The use of these medications has greatly decreased, improving the quality of life for the residents, this is in addition to the non-pharmacological interventions.

Ontario Long Term Care Association is the overall association to which our home belongs. The association is a main source of information for political and social changes, including information flowing from the residing political party, the Ministry of Health, the Ministry of Labour and other overreaching determinants of long-term care changes and requirements. The Association supports all long-term care homes and advocates for improvements on a high level by comparing various data from within province sources as well as across the country.

Research partners, and vendors such as Medline, 3M, and Medisystem pharmacy, hospitals, other sectors.

## 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 Both Resident and Family Survey: September 11th to October 31st, 2023

•Resident Would you recommend? Result: 82.9%

Top three areas for improvement from the Resident Survey:

1. I am satisfied with the relevance of recreation programs 54.5%
2. I am satisfied with the quality of care from physiotherapist 54.5%
3. My care conference is a meaningful discussion that focuses on what's working well, what can be improved and potential solutions 50.0%

•Family Would you recommend this home? Result: 75.4 %

Top three areas for improvement from the Family Survey:

1. I am satisfied with the timing and schedule of recreation programs 48.4%
2. There is a good choice of continence care products. 35.8%
3. The resident has input into the recreation programs available 22.7%

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
2. Starting resident calendar planning meetings. Programs will be

based on past leisure preferences and introduce new leisure pursuits

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.

- Role of resident and family councils and CQI committee in determining action taken with survey results- At Northridge we value the opinion and feedback from all that make our family. The survey results will be reviewed with resident and family council to seek their feedback and input into what matters most to them. Upon receiving feedback the action plan is created and then brought to the CQI committee for final input and approval. The home will review with both councils and CQI committee quarterly to evaluate progress and adapt interventions to ensure we continue on the path of success.

- The results was shared with the Resident Council on March 21, 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 1st,2024 during a Town Hall. At this time Northridge does not have a formal family council, we are encouraging this in 2024 and will provide the results once one is formed.

- Date copy of the report was provided to Resident and Family councils: March 21, 2024

## PROVIDER EXPERIENCE

The provider experience 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 Northridge LTC resident population are cared for with a range of complex medical diagnosis including the challenges of mild to severe dementia. Specialized services include medical and nursing care, dementiability care, wound care, pain management and palliative care.

## CONTACT INFORMATION/DESIGNATED LEAD

Contact Information

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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 27, 2024**

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

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**Julianna Jeffery**, Administrator /Executive Director

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**Pardeep Gill**, Quality Committee Chair or delegate

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**Yvonne Carvalho**, Other leadership as appropriate

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