

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

April 2, 2024

Extendicare



**Ontario
Health**

OVERVIEW

Extendicare Stirling Heights is a 110 long-term care home located at 200 Stirling MacGregor Dr. Cambridge

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 Quality Plan.

Quality Improvement

Extendicare's Quality Framework outlines how 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 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%

Stirling Heights initiates the Falls Risk Screen and Falls Risk Assessment for every resident upon move in, as per Extendicare's

Falls and Injury Prevention Policy. The home initiates person-centered falls prevention interventions based on the resident's individual needs/risk. Stirling's interdisciplinary team works closely with our Falls Champion from the time of resident move in, with the environmental room scan, to placement of furniture, non-slip socks, chair alarms, bed alarms, underbed lighting infrared alarms (supplied by Medline) in high falls risk areas for the resident. A full analysis of falls from the previous month is reviewed at the monthly clinical meeting.

2. Inappropriate Use of Antipsychotics – 17.3%

Stirling Heights BSO home team works closely with our Medical Advisor/attending physicians/psych geriatrician to review use of Antipsychotics to assess residents without a diagnosis and residents who demonstrates a reduction in responsive expressions. The BSO team are key in supporting this process with our interdisciplinary team ensuring appropriate/effective nonpharmacological interventions are in place with the staff and the resident family members being educated on these interventions. Our Medi System Pharmacy consultant is a significant resource providing resident drug reviews and providing recommendations to the physicians for the safe reduction of antipsychotics.

Antipsychotic use is reviewed quarterly at Stirling's Professional Advisory Committee.

2. Restraint Reduction – 2.5%

Stirling Heights strives for 0 use of restraints within the home. We successfully reached this goal in 2022 through the education of

our staff, families and residents about the risks of restraints. When noted concerns are raised regarding safety, for example falls, we look to utilize other effective alternatives to restraints, bed alarms, chair alarms and infrared alarms. Staff are educated annually and sign off Extendicare's Least Restraint policy.

Restraint use is reviewed quarterly at Stirling's Professional Advisory Committee.

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

Stirling Height's Skin and Wound Lead and interdisciplinary team works in partnership with 3M, Medline, NLOT nurse and Regional Skin and Wound Specialist to enhance our assessment process and ensure correct product selection to promoted healing, review of bed surfaces and repositioning device.

Stirling's Skin and Wound Lead and ADOC attended Skin and Wound Canada 2023 education-SWAN (Skin, Wellness, Associate, Nurse Program), enhancing the Skin and Wound knowledge.

Skin and Wound indicators are reviewed quarterly at Stirling's Professional Advisory Committee

ACCESS AND FLOW

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.

Stirling Height's Home Specific Partnerships:

The success of this QIP requires collaboration with our multiple partners; Stirling Height's strong working relationship with the Waterloo Home and Community Support Services, Cambridge Memorial Hospital, Cambridge Memorial IPAC Hub, local long term care homes, regional members of Behavior Supports Ontario, Geriatric Assessment Unit and Seniors Mental Health Unit located at Freeport Hospital. Stirling Heights is an active member of the Cambridge Collaborative Committee which meets quarterly with this key group of external stakeholders to share information, strategies, and areas of opportunity. This Committee has resulted in the development of strong working relationships with key outcomes of timely appropriate admissions into our long-term care home, discharge of patients from the acute care settings into long term care with the appropriate resources to support high risk situations and the reduction of ED visits.

Stirling Height's BSO team and front-line staff attend annual education and workshops sponsored by Regional BSO supporting our enhanced working knowledge of pharmacological and non-pharmacological interventions to decrease the use of antipsychotics for residents without a diagnosis. We work closely with our regional BSO Consultant who supports the transition of individuals into LTC. Stirling Heights BSO's enhanced knowledge and experience has

strengthened the interdisciplinary team's clinical knowledge of pharmacological and non-pharmacological interventions, to decrease the use of antipsychotics for residents without a diagnosis. Stirling works closely with our Medical Advisor, Consulting Psychogeriatrician, attending physicians and Medi System pharmacy consultant, to ensure when a pharmacological intervention is required it is the most appropriate medication and dosage for best result for the resident without increasing risk in other areas, for example Falls.

Stirling works closely with our Resident and Family Council to receive timely feedback on 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

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

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:

Resident and Family Surveys occurred between September 11 and October 31, 2023.

Resident: Would you recommend this home? Result:98.3%

Top three areas for improvement from survey:

1. I am satisfied with the quality of care from dietitian- 47.4%
2. My care conference is a meaningful discussion that focuses on what's working well, what can be improved, and potential solutions-56.3%
3. I am updated regularly about any changes in the home-61.2%

Key Actions:

1. Care conferences will be changed to Monday and Thursday to align with Dietitian's scheduled days at the home

Posting of Dietician's picture on the home area bulletin boards, days/hours of work,
the Dietitian's role within Stirling's interdisciplinary team will enhance the support they provide to residents and families

March Newsletter Submission with Dietician's photo, days/hours of the Dietician,
Dietician's role within Stirling's interdisciplinary team will enhance the support they provide to Resident's families

Action Date: March 01, 2024

2. To review and utilize as required the current Care Conference Checklist Template to support effective communication between resident, families, and interdisciplinary team

The residents are informed and reminded of the upcoming care conference and provided a questionnaire prior to the care conference to address key questions:

- a) what's working well
- b) what can be improved
- c) and potential solutions

This will be reviewed prior to the care conference by the RSC, to ensure the team addresses them at the care conference.

Action Date: March 25, 2024

3. Continue to encourage residents to attend monthly Resident Council Meeting. Resident Council Meetings are noted within the Monthly Recreation Calendar and Dailies which are posted on each home area. Executive Director will continue to be invited as a guest to Resident Council Meetings for home updates.

Ensure that all residents who have an email address are asked to provide the home their email address, if they are interested in

receiving the monthly newsletter. Paper copies of the “Stirling Echo” are also available.

Action Date: March 01, 2024

Family: Would you recommend this home? Result: 91.7%

Top three areas for improvement from survey:

1. The resident has input into the recreation programs-38.2%
2. There is good choice of continence care products-39.5%
3. I am satisfied with the cleaning within the resident’s room

Key Actions:

1.a) Recreation Manager will provide education through Stirling’s Newsletter, “Stirling Echo,” speaking to the monthly planning meeting that was implemented to ensure that residents have a voice into their choice of programs, to plan the month’s recreational activities and outings.

b) The monthly newsletter will include the Recreation Calendar, a note to encourage resident’s POA to register for the Family Portal, where they can access their loved ones participation rates in recreation events.

c) the portal also enables the POA to access the one to one supports offered and the monthly menu. The POA has ownership of their loved one’s account to share with others

Action Date: February 16, 2024

2.a) Prevail Education Session for resident and families.

Action Date: April 10, 2024

b) Continenence Program and product information provide in Welcome Package

Action Date: February 28, 2024

c) Continenence/product update provided to resident/family following continence assessment and change of status

Action Date: April 10, 2024

d) Continenence/product update 6week and annual care conference

Action Date: March 01, 2024

Stirling Heights Resident and Family Councils and CQI Committee take an active role in the review of Survey Results and determining action plans through delegates attending/participating in the Strategic Planning session, Quality Council and Professional Advisory Committee. Results are communicated to residents and families though posting on Stirling’s public information board. Report provided to Resident Council on March 05, 2024, and Family Councils on March 18, 2024.

PROVIDER EXPERIENCE

Provider Experience

Stirling Heights 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.

Stirling Heights interdisciplinary team has been actively engaged in the training sessions for the rollout out of Amplifi within the Waterloo Region, to improve the continuity of care for Ontario Long Term care residents by streamlining transitions between care institutions, leading to safer care for residents and more efficient workflows for providers.

Stirling Heights clinical team has received initial education on the Antipsychotic Reduction Program and the Antipsychotic Decision Support Tool, as we focus on the reduction of potentially inappropriate use of Antipsychotics in LTC.

SAFETY

Resident 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 behavior 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

Population Health Approach

Extendicare Stirling Heights Long Term has many individuals who are living with dementia, with one resident home area designated for residents with advanced dementia with associated responsive behaviors. Stirling's BSO in home team, along with Stirling's Medical Advisor/attending physicians have developed strong clinical relationships with the regional BSO nurse consultant, psychogeriatrician, and the Freeport Specialized Senior Mental Health/ Geriatric Assessment Unit. Together they work in collaboration to support the needs of these individuals within Stirling by providing sound clinical expertise, quality programming, and access to mental health specialist services. Staff and family members benefit from the expertise of our BSO team in learning and supporting non-pharmacological interventions for residents impacted by responsive expressions.

Stirling'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 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. Stirling Heights has a strong Portuguese community. Stirling can support these residents through staff who speak Portuguese through translation to understand their needs.

CONTACT INFORMATION/DESIGNATED LEAD

Stirling Heights/Designated Quality Lead
Cheryl Lawrence-Holmes
Cheryl.lawrenceholmes@extendicare.com
519 622 3434 ext. 2002

Sign-off
Executive Director/Administrator:
Cheryl Lawrence-Holmes
cheryl.lawrenceholmes@extendicare.com

CQI Committee Chair:
Cheryl Lawrence-Holmes
cheryl.lawrenceholmes@extendicare.com

Quality Lead of home:
Kristyn Smithson
kristyn.smithson@extendicare.com

Harneet Handa
harneet.handa@extendicare.com

Regional Director:
Anne D'Ambrosio
anne.dambrosio@extendicare.com

Corporate Quality:
Kim Penner
kim.penner@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 **April 1, 2024**

Wendy Gilmour, Board Chair / Licensee or delegate

Cheryl Lawrence Holmes, Administrator /Executive Director

Harneet Handa, Quality Committee Chair or delegate

Other leadership as appropriate
