

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

April 2, 2024

OVERVIEW

Extendicare Meadows is a 128 long-term care home located in Ancaster, 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

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%

- Our Approach – The Meadows uses 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, and medication reviews.

2. Inappropriate Use of Antipsychotics – 17.3%

- Our Approach – The Meadows has a psychogeriatric physician who reviews medication and will provide recommendations to our Medical Director. In addition, we work closely with our pharmacy team to provide recommendations to prescribers for safe reduction of antipsychotics, and engaging Behavioural supports leads to work with team to support behavior management.

2. Restraint Reduction – 2.5%

- Our Approach – The Meadows implements Extendicare's Least Restraint policy, utilization of alternatives to restraints, education and discussions with families/residents about risks of restraint use and available alternatives.

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

- Our Approach – The Meadows has a wound Nurse who oversees all wounds within the home. We have an interdisciplinary approach within the home and the wound Nurses works 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 implementation of turning clocks, 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.

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, research partners, and vendors such as Medical Mart, 3M, and Medisystem pharmacy, hospitals, other sectors.

Having an interdisciplinary approach and using experts in their related fields on best practices, we have seen improvements in all these indicators. We have seen a reduction in our falls and seen a decrease in the use of antipsychotic medications. These are all positive changes for the residents we serve.

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 with 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 and Family Surveys were conducted between September 11- October 31, 2023

Resident:

Would you recommend this home? Result: 97 %

Top three areas for improvement from survey:

- o 1. Food Temperatures- 71.2%
- o 2. Variety of Food and Beverage Options- 74.2%
- o 3. Satisfied with the food and beverages served- 75.8%

Family: Would you recommend this home? Result: 92.6%

Top three areas for improvement from survey

- o 1. Residents have input into their recreational programs- 81.3%
- o 2. Opportunity to provide input on food and beverages- 82.9%
- o 3. Resident enjoys eating meals in the dining room- 83.5%

Key actions taken: Survey outcomes for top 3 areas for resident satisfaction and family satisfaction: On February 26, 2024, the interdisciplinary met at our quality council meeting to review these outcomes and an action plan is in place to address these concerns.

Role of Resident and Family Councils and CQI Committee in determining actions taken with survey results: Residents meet at their council meetings to review the survey results; they developed an action plan that is then reviewed at our quality council meetings.

How are results communicated to the residents & families, Resident & Family Council and staff: On March 01, 2024, we sent out a newsletter to all residents/families informing them of the results, and where the results and actions plan are posted for their review.

Date copy of the report was provided to Resident and Family councils: A copy of the family satisfaction survey was sent to both resident and family council on February 12, 2024 for their review and feedback on assisting in developing the action plan.

PROVIDER EXPERIENCE

The Meadows Long Term Care 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 Meadows population consists of mainly residents requiring medical and nursing services. We offer programs such as dementia, mental health, bariatric, specialized medical services etc. We also work with our Local Health Community Partners to ensure residents are properly placed for and resources are available to meet their needs.

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**

Wendy Gilmour, Board Chair / Licensee or delegate

Tina Padovani, Administrator /Executive Director

Suzanne Power, Quality Committee Chair or delegate

Other leadership as appropriate
