

Quality Improvement Plan (QIP)

# Narrative for Health Care Organizations in Ontario

April 2, 2024

## OVERVIEW

Extendicare West Oak Village is a 133 of beds long-term care home located at 2370 Third Line, Oakville Ontario L6M4E2

### 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, and medication reviews. We take an interdisciplinary approach to falls reduction by ensuring our front-line staff, residents and families participate in fall care plan development. We utilize our internal BSO team as well to provide training to team members on Dementiability approach to help minimize falls related to behaviours.

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

- Our Approach – As with all our programs we take an interdisciplinary approach to reduction inappropriate anti-psychotic use. Our program Appropriate and Safe Antipsychotic Prescribing focuses on improving the quality of life of our residents. We use evidence-based assessment tools and resources to review each indicated resident. We engagement of pharmacy team to provide recommendations to prescribers for safe reduction of antipsychotics, engaging internal and external Behavioural supports leads 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. Restraints are reviewed monthly at our Quality indicator meetings as well at resident care conference. At West Oak Village we look for alternatives to restraints which are safer for residents, and only put restraints in place when absolutely necessary. While restraints are in use, they are reviewed regularly for appropriateness and possibility to switch to an alternative.

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

- **Our Approach:** We closely work 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. We provide regular education to our staff on wound care management and work as a multidisciplinary team to promote wound healing. We have a weekly wound care champion that come into supports staff with assessments and treatment orders. The champion also completes weekly audits to ensure assessments are completed on time and treatments are effective with wound healing.

### **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:

Resident and Family engagement continues to be a priority of Extendicare. 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 Medi-system pharmacy, hospitals, other sectors. At West Oak Village we meet monthly with our Psychogeriatric resource consultant PRC and External BSO partner to support residents living with Behaviours. We use a non-pharmacological approach to support residents and staff in managing the behaviours. We focus on sustainable interventions that have meaningful impact on our residents and can support improving quality indicators related to behaviours. We also meet with our Medi-system Pharmacist throughout the month to review medications, new policies changes and provide evidence-based education to our registered team. We have recently initiated a QI initiative that focuses on reduction on anti-psychotics, in which our pharmacist plays an important role. They support the clinical and medical team to review medications and provide alternative recommendations on medications that can replace current anti-psychotics.

## 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. All managers and leaders must complete Equity, Diversity and Inclusion and Indigenous Training which helps us align with our goal to increase diversity training.

## 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: October 2023 Family: October 2023

Resident: Would you recommend this home? Result: 58.6 %

Top three areas for improvement from survey:

1. Communication 58.5 %
2. Dining Services 60% and Laundry
3. Cleaning and Maintenance 65.9%

Family: Would you recommend this home? Result: 66.1 %

Top three areas for improvement from survey:

1. Continence Care Products 45.1%
2. Dining Services 50%, and Laundry
3. Cleaning and Maintenance Services 50.8 %

Key actions taken, as a result of survey outcomes for top 3 areas for resident satisfaction and family satisfaction: Review of Continence Program and Products used February 2024, Audit of Dining room services, with refresh of dining services expectations as per policy and Audit of Home Areas Deficiencies, action will be created to address area of concern.

All action plans are reviewed with Residents, families, and Quality

committee. They have the opportunity to review and provide action plan items.

All surveys are posted on Quality board in main hallway, they are also reviewed at family and Resident Council meetings.

Date copy of the report was provided to Resident and Family councils: February 13th, 2024.

## PROVIDER EXPERIENCE

West Oak Village 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 West Oak Village has a diverse population with residents with different backgrounds and cultures, we also have a large population that live with Dementia.

Our Recreation department implemented a resident calendar development day where residents assist with creation of monthly recreation calendar. We have many programs that cover a wide range of interest and hobbies, they include bingo, meditation, pet therapy, St. Matthew's mass, Bible study, Intergenerational piano program, art therapy and horticultural club, Guitar music and movie matinees, Ballroom dancing, Ballon Art, Caribbean Concerts, Yoga, laughter therapy, baking, folding and many more. We also have an annual Apple Harvest Festival in the fall that hasd with animals, apple treats, picture booth and live music. This is a large event that we coordinate with our family and resident council.

We celebrate many different cultural and religious events such as Diwali, Chinese New Year, Black History Month, Ramadan, Ash Wednesday, and Communion. In addition, we have multiple food themed days such a Hawaiian day, Taco Tuesdays, Ice Cream Day, Swiss Chalet, Mexican Day. The residents meet monthly with the food committee to review menu and approve themes days.

For our resident living with Dementia the home has developed many initiatives to support care and improve quality of life. We have partnered with our PRC (Psycho-geriatric Resource Consultant) for GPA (Gentle Persuasive Approach) training for team members to help them care for resident with responsive behaviors.

We currently use DementiAbility program ideas when developing programs for residents. We will be training additional staff on

Dementiabilty Program so we can continue to support our residents. The BSO committee meets weekly on home areas to review care plans to ensure they are person centered, and the interventions remain effective for the resident. We have monthly PRC meetings as well to focus on resident with high-risk behaviors, we involve our external BSO and if needed the psycho geriatrician. We also provide education to staff on approaches to care and understanding behaviours to ensure care provided is beneficial for our residents.

## CONTACT INFORMATION/DESIGNATED LEAD

### Contact Information

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### Designated Quality Lead

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### CQI Committee Chair

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### Regional Director of Operations

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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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**Kim Penner**, Board Chair / Licensee or delegate

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**Renay Gallimore**, Administrator /Executive Director

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**Quini Labugen-Paggo**, Quality Committee Chair or delegate

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**Priyanka Sharma**, Other leadership as appropriate

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