

Quality Improvement Plan (QIP)

# Narrative for Health Care Organizations in Ontario

March 19, 2024

## OVERVIEW

Extendicare Timmins is a 180 bed long-term care home located in Timmins, 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

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 – Monthly falls prevention meetings with weekly reviews of residents who are high risk for falls and falling frequently. Risk mitigating strategies include the use of a falling star to identify residents at high risk for falls, use of non-slip socks, scheduled toileting plans that are individualized for the resident, environmental risk assessments to ensure safety and uncluttered environment, activity programs specific to resident's needs, appropriate footwear and medication reviews.

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

- Our Approach – Monthly meeting with our pharmacy team, BSO and our physicians to review antipsychotic usage in the home and recommendations for reduction. The homes has continuous engagement of the pharmacy team to provide recommendations to prescribers for safe reduction of antipsychotics, engaging Behavioural supports leads to work with team to support behavior management

#### 2. Restraint Reduction – 2.5%

- Our Approach – The homes has zero restraints in the home. The home continues to utilize 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 – The home has a wound care champion who 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 wound care nurses, use of repositioning devices, moisturizing of application of barrier to residents with a CPS of 3 or above to their extremities and coccyx.

## 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:

- Medical Mart: Procurement of medical supplies required for the provision of care to the residents.
- 3M: Procurement of wound care supplies for skin and wound care. Online education on wound care products and staging of pressure ulcers for staff.
- Medisystem pharmacy: Review of resident medications and charts, pharmacy support to staff, provision of education to staff and supplying of medications for the residents.
- Timmins and District Hospital: Supporting staff with education for

intravenous therapy and resident placement support of residents who are physically behavior to assist with plan of care and treatment review.

- Behavioural Supports Ontario (BSO): Ongoing support to our on site BSO team with residents who are physically or verbally responsive.
- Alzheimer Society: Transitional support with residents with a diagnosis of Alzheimer's and or Dementia and you are exhibiting behaviors.
- Colleges (Northern College, College Boreal, Gates College, FNTI, Medix): placement of nursing students in the home.

## 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: September 11th to October 31st 2023 Resident: 37 Family: 24

Resident: Would you recommend this home? Result: 73%

- Top three areas for improvement from survey:
  - o I have input to recreation programs available 41.2%
  - o I feel my goals and wishes are considered and incorporated into the plan of care whenever possible 51.6%
  - o If I need help, I can get it right away 51.4%
- Family: Would you recommend this home? Result: 75%
- Top three areas for improvement from survey
  - o The resident has input into recreation programs 12.5%
  - o There is a good choice of continence care products 29.4%
  - o I have the opportunity to provide input on food and beverage options 42.9%

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

- Implementation of a resident and family newsletter March 2024
- Utilize family portal on activity pro
- Addition of PSW float positions in the home (increase in PSW staffing) April 2024

- Role of Resident and Family Councils and CQI Committee in determining actions taken with survey results: Findings reviewed with leadership team, resident council and family council February 2024
- Dates results communicated to the residents & families, Resident & Family Council and staff:
  - o Resident Council February 23 2024
  - o Families Feb and March 2024
  - o Staff March 2024
- Date copy of the report was provided to Resident and Family councils: February 23 2024 for Resident council and Family council February 2024

## PROVIDER EXPERIENCE

Extendicare Timmins 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.

The home is participating in linking with Medix College to request funding for a live in-classroom in the home that would promote PSW student learning and assist with PSW recruitment.

## 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 Timmins population consists of mainly a geriatric population with a large number of residents having a diagnosis of Dementia, Alzheimers. Our home is linked with the Alzheimers society to assist with the transition of new admissions to the home, support from BSO for new admission and current residents who exhibit verbal or physical behaviours. .

We have put behavioural supports lead and PSWs in place to ensure that we meet the needs of these populations? We also work with Alzheimer society, Behavioural supports Ontario, Timmins and District Hospital, The Porcupine Health Unit and the Canadian Mental Health Association, and our local colleges to support our residents with current needs and recruitment of personal support workers, registered practical nurse and registered nurses to work in the home.

## CONTACT INFORMATION/DESIGNATED LEAD

Trevor Morden BScN RN Director of Care  
tmorden@extendicare.com

## OTHER

Sign off

Administrator: Crystal Millette  
CQI Committee Chair: Trevor Morden  
Quality Lead of home: Kelly Richards  
Regional Director: Johanna Horne  
Corporate Quality: Erin Coreno

## 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 14, 2024**

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**Johanna Horne**, Board Chair / Licensee or delegate

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**Crystal Millette**, Administrator /Executive Director

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**Trevor Morden**, Quality Committee Chair or delegate

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**Kelly Richards**, Other leadership as appropriate

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