

Quality Improvement Plan (QIP)

# Narrative for Health Care Organizations in Ontario

April 2, 2024

## OVERVIEW

### Overview

Extendicare Winbourne Park is a 110-bed long-term care home located at 1020 Westney Road Ajax Ontario L1S 4S7.

### 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 – Last year Winbourne Park focused on conducting fulsome resident assessments in relation to falls prevention. We utilized risk mitigation strategies including scheduled toileting plans 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. Holistic care planning surrounding resident wishes and right to live at risk, as well as fall prevention devices such as fall alarms, easy release belts, floor mats and wireless call bells.

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

- Our Approach – Winbourne Park created individualized care plans and medical plans to meet the residents' needs holistically. This included a thorough medical review and physical assessment to determine need for antipsychotic medication as well as nonpharmacological modalities. The home had active engagement from the pharmacy team to provide recommendations to prescribers for safe reduction of antipsychotics, as well as engagement from the behavioral supports leads to work with the team to support behavior management. Both internal resources and external outreach partners have been utilized to create the most effective wellness plan for the resident.

#### 2. Restraint Reduction – 2.5%

- Our Approach – Winbourne Park continues to lean on Extendicare's Least Restraint policy as our guide. With thorough utilization of alternatives to restraints and having discussions with

families/residents about risks of restraint use, we have been successful in this least restraint approach. This home currently does not use restraints. All applications to the home are reviewed, and families are notified that we use a least restraint approach here. We look at the resident holistically, care planning around needs and respect of choices and wishes, dignity being the driving force in everything we do.

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

- Our Approach –Winbourne Park looks at every resident holistically, working with the resident and family toward goals of care. With worsening wounds Winbourne will continue to work in partnership with our experts to enhance our assessment process and treatment plans. We will ensure correct product selection to promote healing, education of new advanced practice skin and wound care nurses, review of bed surfaces and repositioning devices. Utilizing electronic wound assessment devices with real time captured photos we have created a platform for a multidisciplinary approach to wound healing, with easy access for multiple practitioners to have the ability to review and consult.

### 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.

#### 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 Medisystem pharmacy, hospitals, other sectors. The Regional Home and Community Care Support Services (CCAC) team supports our home by facilitating new admissions. We work collaboratively to ensure the resident is placed in best environment to meet specific needs.

We also work very closely with Behavioural Supports Ontario and Ontario Shores outreach team to provide mental health support to any resident that requires this specialized service. After a fulsome physical assessment and medication reviews, recreational and behaviour support involvement, if the home team is unable to meet the specific needs of the resident, then we would access the Ontario Shores outreach for support and consultation. This outreach team will provide in-home consultation and support, or/and OTN medication reviews and psychiatric assessment if required. This team is also pivotal in helping residents to be admitted for inpatient treatment and assessment. The outreach team will support our home by transitioning the resident from the

LTC home to the hospital, with frequent care conferences and calls to discuss progression and any challenges. The outreach team will continue to support the home through monthly meetings and in-services as required. The Geriatric Mental Health team members will attend the home weekly to provide support when the resident is transitioned back to the LTC environment.

The Ontario Association of Residents Councils provides resources and education to support our Recreation Department in engaging our residents with meaningful programs. The Ontario Long Term Care Association provides extensive support and education to the sector while additionally advocating for our needs to our Provincial Government.

Durham Public Health Department and the Lakeridge Health IPAC hub will support the home as required. The Hub visits the home at least twice annually to tour and audit our IPAC processes. The Hub acts as a helpful resource and will also attend the home with the public health department during a disease outbreak or with any other infectious issue.

Winbourne Park works closely with our Durham Region Palliative Pain and Symptom Management Consultant, part of the Palliative Care Community Team (PCCT).

This is a valuable resource for not only our residents and families, but also the staff and our medical professionals. This community team provides in-services and education, support, and expertise in palliative care. Individual resident pain and palliative assessments are conducted, and a plan is created to meet individual resident needs.

Achieva Health and Arjohuntleigh attended the home last year to provide a joint education session for staff on safe lifts and transferring of residents. Medisystem Pharmacy provides quarterly in-house medication safety audits to assist us to identify gaps and

improve care, as well as individual reviews and consultations to assist in meeting each individual resident's needs.

## **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:

Date of Surveys: September & October 2023

- Resident: Would you recommend this home? Result: 77.8 %
- Top three areas for improvement from survey

I am satisfied with the food and beverages served to me 53.6%

I am satisfied with the quality of laundry services for my personal clothing 59.1%

I have friends in the home 59.3%

- Family: Would you recommend this home? Result: 68.85%
- Top three areas for improvement from survey

Overall, I am satisfied with laundry, cleaning, and maintenance services 25.0%

I have an opportunity to provide input on food and beverage options 26.7%

I am satisfied with the quality of laundry services for personal clothing 35.7%

- Action Plans have been developed for both the Resident and Family surveys to address top areas for improvement and those will be updated monthly as measures are implemented and evaluated.
- The results of the Resident Satisfaction Survey will be discussed at the next Resident's Council meeting. Feedback will be solicited and will be included with the minutes and posted for review.
- The results of the Family Satisfaction Survey will be discussed at the next Family Forum meeting. Feedback will be solicited and will be included in the minutes. Family Forum minutes are sent to all

family members via email or Canada Post.

## PROVIDER EXPERIENCE

Provider Experience

Winbourne Park 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

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 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

### Population Health Approach

Extendicare Winbourne Park has a population that consists of mainly senior residents between the ages of 71-90 years of age. We have many different medical diagnoses throughout the home, however the main diagnosis throughout is hypertension, arthritis, anemia, dementia, and anxiety. We have specialized medical services to meet resident needs, including in house physiotherapy, botox clinics, a secure memory care unit, capacity for bariatric residents, in home oxygen and access to mental health outreach supports.

We also work with many external partners such as VON pain and palliative consulting, Ontario Shores outreach, medical mart, prevail, Medisystem pharmacy.

## CONTACT INFORMATION/DESIGNATED LEAD

Contact Information/Designated Quality Lead  
Sheena Kingelin, Interim Executive Director  
Gail Kitamura-Designated Quality Lead

## OTHER

### Other

Winbourne Park has an active Continuous Quality Program within the home. In addition to each manager having a schedule of monthly continuous quality improvement activities and department specific audits, the home also has the following committees/meetings.

Weekly the home holds Multidisciplinary Care Committee meetings. The leadership team and frontline staff attend weekly meetings to discuss residents who are scheduled for a quarterly review, any high-risk incidents including choking and falls, responsive behaviours, skin and wound reviews, new admissions, and re-admissions from hospital. Other topics are covered as needed.

Monthly the home holds Quality Day meetings (Q-Days). The leadership team and frontline staff meet and cover a wide range of topics such as: customer service, HR, stakeholder reports or inspections, clinical indicators, infection control, finance and administrative overviews, department updates and health and safety. All open Action Plans are reviewed and updated as required.

Monthly our Regional Team holds Quality Indicator meetings to review our clinical results. This is an interdisciplinary meeting with all department managers in attendance. This platform allows us to



review triggers that resulted in a change in the indicator number and discuss interventions where we are trending outside of the benchmark.

All home quality activities escalate to our quarterly Quality Council.

Our Quality Council's goal is to:

- Promote a quality mandate across the site.
- Participate in the development and implementation of continuous improvement and risk reduction strategies.

To accomplish these goals, the committee will:

- Review and discuss the implications of quality outcome data and trends.
- Propose and participate in quality improvement activities at the site.
- Evaluate quality improvement activities undertaken.
- Review sentinel event and near miss activity within the site and suggest strategies to enhance and improve employee and patient safety.
- Identify gaps in the risk and quality management systems and recommend educational opportunities to close the knowledge gap for staff.
- Accreditation updates

Our Quality Council's Membership includes:

- Executive Director
- Director of Care
- Home Managers
- Medical Director

- Designated Nursing Leads
- Registered Dietitian
- Consulting Pharmacist
- Register Staff Member
- Personal Support Worker
- Residents' Council representative
- Family Member (No formal Family Council)
- RAI Coordinator
- Accreditation Lead
- Regional Team Member - optional
- Physio Therapist
- Behavioural Support Team Member
- Hospice & Palliative Care Nurse
- Public Health Liaison
- Others as required



## 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 28, 2024**

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

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**Sheena Kingelin**, Administrator /Executive Director

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**Gail Kitamura**, Quality Committee Chair or delegate

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Other leadership as appropriate

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