

Quality Improvement Plan (QIP)

# Narrative for Health Care Organizations in Ontario

March 19, 2024

## OVERVIEW

### Overview

Extendicare Van Daele is a 100 bed long-term care home located in Sault Ste. Marie.

### 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 – To continue with our Risk Mitigation strategies for those residents at high risk for falls by ensuring a safe and uncluttered environment.
- Risk mitigation strategies include 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 – Engagement of our pharmacist and physicians and Behavioral Support (BSO) staff for reviewing current medications and developing a plan for safe reduction of antipsychotics, and to support behaviour management in our home.

#### 3. Restraint Reduction – 2.5%

- Our Approach – Discussions with families/residents about the risks of restraint use and available alternatives while continuing to implement Extendicare's Least Restraint policy

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

- Our Approach – To promote healing by enhancing assessment processes and ensuring correct product selection.
- Education of new advanced practice skin and wound care nurses

## 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.

Training partnerships with our community and private career colleges ensure placement and learning opportunities for the local students, and for those that want to pursue a career path in Long Term Care. Voted Preceptor of the year for the Personal Support Program with CTS Canadian Career College.

Our partnerships with Home and Community Support Services, Right Place of Care Committee ensures that our convalescent and respite programs offers the services required in the community and allows residents to return to their homes.

## 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.

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, Resident Participation 74% and Family Participation 32.7%

Would you recommend this Home? Resident: 80% and Family 62.5%

We are committed to improving the following areas for Residents:

- My Care Conference is meaningful discussion that focuses on what's working well, what can be improved, and potential solution 33%
- I am updated regularly about any changes in my home 50%
- I have a good choice of continence care products 43.8%
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We are committed to the following areas for Families:

- The resident has input into the recreation programs available 18.2%
- I have an opportunity to provide input on food and beverage options 23.1%
- Overall, I am satisfied with the recreation and spiritual care services 35.7%

Key actions taken as a result of our survey outcomes are:

- the Home to continue to provide opportunity for residents to attend the Food Committee to review menus, taste test food items, and provide feedback on their likes and dislikes
- to host meetings with the residents and their families to discuss their experiences, challenges etc.
- To develop a newsletter for residents and families

Our results were presented to Resident Council in March of 2024 with input for our action plan and areas of focus. We currently do

not have a Family Council, but we continue to actively recruit membership to this committee. The results will be posted on the Family Council information Board.

## PROVIDER EXPERIENCE

Extendicare Van Daele 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 Van Daele consists of a geriatric population who have chronic diseases requiring 24-hour nursing care. The majority of our residents are between the ages of 81-90. The Home also provides a Convalescent Care program to the community up to 90 days.

## CONTACT INFORMATION/DESIGNATED LEAD

Mary Deschene, Administrator  
mdeschene@extendicare.com

## OTHER

Administrator: Mary Deschene  
CQI Committee Chair: Mary Deschene  
Quality Lead of Home: Mary Deschene  
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 19, 2024**

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**Erin Coreno**, Board Chair / Licensee or delegate

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**Mary Deschene**, Administrator /Executive Director

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**Mary Deschene**, Quality Committee Chair or delegate

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**Johanna Horne**, Other leadership as appropriate

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