

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

March 19, 2024

OVERVIEW

Extendicare St. Catharine's is a 152-bed long-term care home located in St. Catharines. Our team is part of a larger organization whose overall plan is "One Team, One Mission, One Vision."

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 Extencicare'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, Extencicare 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

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Extencicare St. Catharines is proud to have achieved the Health Quality Ontario benchmark in the following indicators.

1. Inappropriate Use of Antipsychotics
2. Restraint Reduction
3. Worsened Stage Pressure Injury

We will continue to monitor our progress on these indicators by engaging our pharmacy teams, behavior support leads, work in partnership with our vendors to promote healing and education of new advanced practices in skin/wound care.

Our target is to continuously improve and reach HQO benchmark for all our indicators and have upper quartile provincial performance.

1. Falls - 15%

We will strategize on risk mitigation, including scheduled toileting plan that are individualized for the residents, 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%

Extencicare St. Catharines will continue to engage the pharmacy team to provide recommendations to prescribers for safe reduction of antipsychotics, engaging Behavioral supports leads to work with team to support behavior management, review with the

responsive behavioral team who triggered for antipsychotics monthly and review alternatives to medication. Extendicare St.Catharines continues to support the front line team thru ongoing education around behavior's and strategies /tools such as Montessori education and kits to help manage behaviors, U first education training and GPA training

2. Restraint Reduction – 2.5%

Extendicare St.Catharines will continue to implement of 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%

Extendicare St.Catharines continues to work in partnership with our vendors to enhance our assessment process and ensure correct product selection to promote healing, education SWAN program of new advanced practice skin and wound care nurses, 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 with a collaborative relationship with the NP. We strive for excellence through our focus on quality and safety and opportunities with our partners to participate in research.

Extendicare St.Catharines Partnerships include the following:

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 and other sectors.

- MediSystem – education and Monthly audits on medication practices in our Home and consultations when needed.

- Medigas – CPR training annually, and education on the use of equipment.

- Prevail – education on continence products.

- Home and Community Support Services: The admission process is so important for the home in creating accurate and effective care plans for new admissions. HCSS assists with the home being able to prepare for and provide appropriate care for new admissions within the home.

- Behavioral Supports Ontario: Mobile team consists of a lead Registered Practical Nurse a Personal Support Worker. This team

provides mobile support to residents experiencing responsive behaviors utilizing non-pharmacological interventions. The Extendicare St.Catharines team is the liaison for the external BSO, Alzheimer's Society and Geriatric Outreach Team.

- Ontario Association Resident Councils: Provides guidance and support to the Resident Council within the home, by way of policies and monthly newsletters. They are also very accessible to support the Resident Council if required.

- ARJO – Lifts training education through in-services for all staff throughout the year, including safe usage, inspection of slings.

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.

2023 Resident and Family Experience Survey Results:

Our Resident & Family Surveys ran from September 11, 2023 to Oct 31, 2023. We are very proud of our results and have significantly improved over the past year.

Resident: Would you recommend this home? Result: 82.4 %

- Top two areas for improvement from Resident survey:

- 1) Communication 49.1%
- 2) Quality of Dining Services - 63.2%

Family: Would you recommend this home? Result: 94.3%

- Top two areas for improvement from survey,

- 1) Input into the food/beverage options - 64.3%
- 2) Schedule of Spiritual Care Services - 66.7%

Survey results were communicated to Resident Council on February 28/2024. Results were communicated to the Family Council Representative on March 5th/2024. An action plan has been developed in consultation with residents and families to address opportunities for improvement. Survey results are communicated to residents & families through emails and posted on communication boards throughout the home. Progress will be discussed during upcoming council meetings.

PROVIDER EXPERIENCE

Extendicare St. Catharine's 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 St. Catharine's population consists of mainly seniors over 80, our oldest resident being 100, and we also serve a number of younger residents below 65, our youngest resident being 30. Many of our younger population struggle with mental health or addiction needs and require additional resources. The acuity level of residents continues to increase resulting in the need for specialized equipment and supplies to care for them using best practices.

To support our residents, we continually advocate through the Ontario Long-Term-Care Association(betterseniorscare.ca), Extendicare and the LHIN around challenges we may face. We continue to reference best practices, learn from other Extendicare owned and partnered homes and engage staff and family members in discussions about how we can continue to improve.

CONTACT INFORMATION/DESIGNATED LEAD

Quality Lead at Extendicare St.Catharines: Ronald Bulatao RN/ADOC
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OTHER

Executive Director/Administrator: Mrs. Helen Van Dyk
CQI Committee Chair: Mrs. Helen Van Dyk
Quality Lead of home: Mr. Ronald Bulatao
Regional Director: Mr. Anthony Mckenzie
Corporate Quality: Mrs. 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 18, 2024**

Anthony McKenzie, Board Chair / Licensee or delegate

Helen VanDyk, Administrator /Executive Director

Ronald Bulatao, Quality Committee Chair or delegate

Princy Francis, Other leadership as appropriate
