

Quality Improvement Plan (QIP)

# Narrative for Health Care Organizations in Ontario

March 19, 2024

## OVERVIEW

Extendicare Starwood is a 192 bed long-term care home located in Ottawa.

### 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

Active priority areas for quality improvement in our home are:

1. Falls prevention – goal of less than 15%

- Our Approach is multifaceted starting with risk mitigation. These strategies include individualized scheduled toileting plans, environmental risk assessments to ensure a safe and uncluttered environment with adequate lighting, medication reviews and ensuring appropriate footwear.
- Our physio team implements individualized strengthening and balance programs for qualifying residents. The physio team works very closely with the restorative care team to ensure a continuity of programs for residents. Both groups also work closely with the mobility companies to ensure residents are fitted with individualized mobility devices.
- Working with the nursing and dietary departments our dietitian implements individualized high protein and calorie meal plans for at risk residents.
- Bed alarms and chair alarms enable the staff to quickly react to a risk situation.
- Realizing that not every fall can be prevented we also focus on least harm with high low beds and fall mats
- When a fall happens the fall huddle is a deep dive into the cause and possible solutions. What happened and what can we do to reduce the possibility of it happening again. These occur within 1 hour of the fall and may involve all departments.

2. Inappropriate Use of Antipsychotics – goal of less than 17.3%

- Our Approach – with a goal of elimination or least possible dose, we work closely with the Royal Ottawa Outreach program, our pharmacist and medical team to establish individual safe reduction of antipsychotics programs. Utilizing the Behaviour Supports Ontario program over 15 staff have been trained in their advanced program. Leading their teams the Behaviour support leads work to

support behaviour management through alternative non-pharmacological interventions.

### 3. Restraint Reduction – goal of less than 2.5%

- Implementation of Extendicare’s Least Restraint policy, discussions with families/residents about risks of restraint use and available alternatives have resulted in a very low restraint use of .58% in January 2024. To continue to achieve this rate and to further reduce our falls rate our focus has been and will continue to be on alternatives to restraints. While not an exhaustive list our alternatives include music, the wellness chair, picture/colouring books, movies/TV, snacks, walking programs, identified 1 on 1 times, bed/chair alarms, activity programs, seasonally - time in the garden.

### 4. Worsened Stage 2-4 Pressure Injury – goal of less than 2%

- Our Approach – Our full-time skin and wound nurse, leads the registered staff team in identifying and treating skin and wound concerns. Together with our consultants, she works with vendors to ensure correct product selection to promote healing. Continually improving assessment processes and practices and enhanced education promotes early detection and healing. Our dietitian is actively involved through individualized nutrition programs, intended to provide the additional nutritional resources required to support healing. Education extends beyond the registered staff as all staff receive training on the identification and reporting of skin and wound concerns, the impact of these wounds on the life of the resident, the preventative measures in place and the importance of 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. We strive for excellence through our focus on quality and safety and opportunities with our partners to participate in research.

### Extendicare Starwood's Specific Partnerships:

The success of this QIP requires collaboration with multiple partners. Please see below for our partners and our collaborative work. Please note this is not an exhaustive list.

- Our Medical Team – Our three house doctors and their 24-7 support teams continue to support the residents and the home. The teamwork in this group ensures ongoing coverage of the residents and support for the registered staff. Our Medical Director works collaboratively with the nursing staff and pharmacist and has provided guidance for many years.
- The Royal Ottawa Hospital in house and Outreach program – working closely with the nursing team, pharmacist, medical team and BSO team the ROH provides in house resources to residents over 65 requiring ongoing mental health care. They are also actively involved in our antipsychotic reduction program and work

with the BSO team to find non-pharmacological intervention for behaviours. The education and support provided by the Behaviour Supports Ontario program must be mentioned here. The ROH is also available for residents who require more intensive short-term in-patient services.

- Starwood's Family Council and Family Support Group – for well over 30 years the Family Council has been a strong voice for families, a valuable resource to the home and led the initial 1990's march on Queen's Park for Long Term Care reform. They continue to be a valuable resource to the community they serve. Reporting to the Family Council, the Family Support Group provides additional resources to the residents of Starwood and their families. With charitable status their fund-raising initiatives are used to provide care companions for residents experiencing sundowning and loneliness. Having placed loved ones at Starwood they are uniquely qualified to provide much needed support on admission and ongoing.
- The Residents' Council – The voice of the residents. Meeting monthly with an ongoing request to have specific managers present at each meeting, they are kept abreast of what is happening in the home and work with each manager to improve the services they are receiving.
- Ontario Association of Family Councils – this group has proved invaluable as their unified voice forced the government to listen. Their willingness to listen and to reach out for information must be mentioned here.
- Home and Community Placement Services – they are the link between the people in need of care and we who provide the care. Clear communication channels ensure they know our abilities and limitations and timely dissemination of information enables a speedy admission process.

- Ontario Long Term Care Association – as our advocacy body their newsletters keep us up to date on legislative changes and its impact on the homes. The monthly meetings provide the opportunity to hear firsthand and to ask questions.
- Accreditation Canada – We are proud of our association and record with Accreditation Canada. The accreditation process ensures that we are continually being held accountable to best practices in the industry. This process is a valuable part of our Continuous Quality Program
- Vendors – to name here - From pharmacy, to food, to lifts to garbage pickup and everything in between, our vendors are invaluable. Relationships with the vendors may be product driven or service driven. Corporate processes ensure best pricing and provide mechanisms to ensure quality resources are available in the provision of service to the resident.
- The Ottawa Hospital – Over the last few years our relationship with the ROH has grown. The invaluable services of a Nurse Practitioner and the IPAC team are part of this partnership. Our NP is a strong resource for the registered staff, for both additional assessment/education and in the reduction of unnecessary hospital transport. We welcome the regional IPAC team often, as another set of eyes for an audit and for staff training.
- Volunteers – this area was significantly affected by COVID. While less than half have returned, we are eternally thankful for those who did. Volunteer recruitment is a high priority as they add so much to the lives of the residents. Specifically, we continue to work with our local churches to bring an in-person presence for the residents. This has been identified as a high need area.
- Schools – Always one of our valuable partnerships, schools have taken on a heightened role as we rebuild our staff numbers and bring Quebec trained staff into compliance with Ontario legislation.

## 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.

While Extendicare Starwood operates from a business perspective in English we strive to meet the communication needs of residents through the following mechanisms;

- Tracking the additional languages spoken by staff
- Utilizing family resources
- Utilizing community volunteer resources
- Developing picture boards/books communicating essential items
- White boards
- Sign language

## 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 Experience Results - For the September-October 2023 survey, 79.1% of the residents would recommend Starwood

- The Residents' Council reviewed the survey results on Feb. 15/24. They have identified the following 3 areas for focus. Beside each is the survey score.
- If I need help right away, I can get it (e.g. when I ring the call bell or ask for help, I don't have to wait long) – 53.7%
- I have input into the recreation programs available – 63.6%
- I am satisfied with the variety of food and beverage options 64.4%

Action Plan and Follow up Communication

- Beginning in April and each month after that the corrective action plan and steps taken to date will be presented at the council meeting and will become part of the meeting minutes.

Family Experience - For the September-October 2023 survey, 90.2% of the families would recommend Starwood

- The Family Council reviewed the survey results on Feb. 21/24.

They have identified the following 2 areas for focus. Beside each is the survey score.

- The resident has input into the recreation programs available – 29.2%
- There is a good choice of continence care products – 47.1%

The Family Council also felt families would benefit from more education in the following areas.

- o Role of the social worker, the dietitian and the physiotherapist.
- o The process for choosing the incontinence products used for their loved ones
- o The recruitment efforts being made to bring back the volunteers, specifically the spiritual care volunteers.

Action Plan and Follow up Communication

- The survey results were reviewed with families at the Feb. 12/24 Family Townhall meeting.
- The results of the Family Council decisions were communicated at the March 4/24 Family Townhall meeting.
- Starting in April, progress toward the goals will be presented monthly during the Family Townhall meetings and will be presented at each Family council meeting.

## PROVIDER EXPERIENCE

Starwood 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 Starwood while multiculturalism is increasing, our population primarily consists of elderly Anglo-Saxon women.

Our two main focuses of care are dementia care (86%) and palliative Care.

In our care for residents with dementia, The Royal Ottawa Outreach program and Behaviour Supports Ontario have been invaluable in their provision of support and resources. Staff in all department have received training in Gentle Persuasive approach and more than 15 staff have received advanced training through BSO and take the lead in our BSO program. Staff have also received training in Dementability and the Montessori approach.

Palliative care has always been a strong program. In December 2019 we took major steps to redesign our program with 23 staff and doctors taking the Pallium course. As we continue to grow our expertise, additional Starwood staff have attended the course each time it is offered.

## CONTACT INFORMATION/DESIGNATED LEAD

Starwood Contact Information for Designated Quality Lead

Sam Wossene – sam.wossene@extendicare.com



## OTHER

Sign-off

Executive Director/Administrator: Sue MacGregor

CQI Committee Chair: Sue MacGregor

Quality Lead of home: Sam Wossene

Regional Director: Cory Nezan

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 17, 2024**

---

**Cory Nezan**, Board Chair / Licensee or delegate

---

**Sue MacGregor**, Administrator /Executive Director

---

**Same Wossene**, Quality Committee Chair or delegate

---

**Maureen Auld**, Other leadership as appropriate

---