

Quality Improvement Plan (QIP)

# Narrative for Health Care Organizations in Ontario

March 19, 2024

**Extendicare**



**Ontario  
Health**

## OVERVIEW

### Overview

Extendicare Medex is a 193 long-term care home located in Ottawa, 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 – Our home is reducing this indicator by implementing weekly falls meetings collaborating with our regular quarterly MDS meetings. We have renamed the weekly meetings to GROW which is an acronym for Guiding Residents towards Optimal Well-being. These meetings look at the holistic approach to all residents in the home, where early identification and risks are taken into consideration and measures are implemented based on this. Beyond looking at prevention with the residents in their RAI review, we also discuss any of the falls that have occurred in the last 7 days and ensure that all injury prevention measures have been implemented. We review the post fall assessment and see if what was implemented at the time of the fall is still relevant and continues to be effective where applicable. We also discuss root cause analysis for the fall starting with disease diagnosis and medications, laboratory results and current health status to eliminate medical condition. We then strategize on different individualized plans of care which are applicable for the fall. These strategies include measures around the reason for the fall and if the falls are reoccurring. Looking at the environmental factors as well as any physical limitations, that were a potential cause.

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

The Antipsychotic reduction committee faced a significant challenge at the end of Q3 in 2023. Extendicare's Corporate indicator rate was established at 17.3% for residents receiving an Antipsychotic without the required diagnosis. Medex's indicator in August 23 was at 20.16%.

A coordinated approach was put into action to work with: RAI Coders, Attending Physicians, Pharmacist, BSO Team, Geriatric

Psychiatry Outreach service and front-line care staff to ensure information regarding resident behaviour was captured appropriately to meet exclusion criteria. In addition, recommendations were received to gradually titrate down AP's from selected residents for the medication to be discontinued. Attention to documentation, personalizing resident care plans and completing appropriate assessments within the residents' MDS assessment period resulted in Medex dropping the indicator to 15.38% in December 2023 and our current result is 8.3%.

## 2. Restraint Reduction – 2.5%

Our current strategy is to maintain our program as one that starts at admission. This has been effective in maintaining our current indicator and we have not gone beyond having one resident in our home who requires the use of a restraint. Our process started 2 years ago when we reached out to our home and community care partners and established our least restraint policy and how this is implemented in our home. We discussed all the risk factors associated with restraint usage and the impact on the resident, their quality of life and the complications associated with the use. We asked our partners to support our home in ensuring that any new resident applying to the home, had an awareness of our strategy and the rationale. This approach allows residents and their families to be thoroughly informed about our process at the time of the application process of our least restraint policy and its time limited use if required in the home. We then created a home specific process that only allows for a restraint to be applied after all alternatives have been trialed and ineffective and that the restraint will only remain in place for an acute illness that may

create risk for which a restraint would be appropriate and until treatment is completed or starts to become effective. Our MDs and other external partners within the home are also aware of our policy and other measures have been effective in managing the condition without the use of restraint. Also, on admission our restorative care aid and physiotherapist assess each wheelchair that is brought in and remove the seatbelt, pelvic stabilizer and tabletop if not deemed necessary to avoid accidental application of a restraint. Unless necessary, these devices are removed, and a plan of care is developed without the use of these aids. Any chair with a tilt function is also assessed and if the tilt function should not be utilized as it may be a restraint then the function is secured to avoid accidental usage.

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

Our Approach – Implementation of Extendicare's Skin and Wound policy with a focus on prevention and proactivity. Our aim is to promote our residents' quality of life and promote safety. We work in partnership with our vendors including Medline, 3M and Arjo to ensure proper product selection, utilizing advanced technologies, receiving education on new advances in skin and wound practice and implementing risk reduction interventions including repositioning/offloading devices, therapeutic mattresses and skin and wound products.

Our home is working at reducing our indicator by implementing care plans for all residents with PURS of 3 or more thereby increasing prevention for all residents. Beyond this, all residents with pressure injuries will have individualized plans focused on

infection prevention and wound healing. ROHO training has been ongoing to reduce the occurrence of skin impairments associated with misapplication of cushion. Training for both registered staff and PSWs will be developed and delivered to support early identification and management of pressure injuries. Lastly, education for registered nurses on identifying infection and treatment will be provided.

## 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.

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.

## 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: Resident and Family Survey: September 11, 2023

- Resident: Would you recommend this home? Result: 68.2%
  - Top areas for improvement from survey:
    - o I am satisfied with the food and beverages served to me – 46.6%
    - o I am satisfied with the quality of laundry services for my personal Clothing – 63.2%
- Family: Would you recommend this home? Result: 61.3%
- Family: Top areas for improvement from survey:
  - o The care team communicates clearly and in a timely manner about the resident - 67.7%
  - o I am satisfied with the variety of food and beverage options for residents - 60%

Our focus is dedicated primarily to utilizing the insights and perspectives from our Residents shared through this survey. This plan has been thoughtfully developed in close collaboration with both the Residents' Council and the Continuous Quality Improvement (CQI) team at our home where family are invited to attend. Through this partnership, we aim to ensure that resident voices are not only heard but also directly incorporated into our ongoing efforts to enhance the quality of care and services provided.

The areas the residents have decided we will be addressing include:

- o Our quality improvement initiatives addressing satisfaction with laundry services for personal clothing focuses on several key areas such as regular surveys and feedback sessions with residents to gather insights on their preferences and concerns. The data collected will inform the direction to create improvement. Establishing clear communication channels and a transparent process for addressing issues promptly is essential. By continuously refining these initiatives based on feedback and emerging trends, the laundry service can evolve into a personalized, resident-focused experience, ensuring lasting satisfaction.

- o Our plan to address satisfaction with the food and beverages served aims to diversify our dining experience through an inclusive menu and cultural engagement. We will integrate staff feedback from the Diversity Survey, showcasing a range of cultural dishes prepared by our talented team. Establishing a Resident-Led "Cultural Food Committee" will enable residents to share heritage-inspired recipes and collaborate on menu planning. Quarterly "Taste of the World" events will feature global cuisines, fostering cultural exchange and appreciation through food. Additionally, our "Resident Spotlight" menu section will highlight residents' favorite dishes and their cultural significance, rotating regularly to showcase our community's diverse tastes. Through these initiatives, we hope to create a dining environment that celebrates our community's rich cultural tapestry, promoting unity and appreciation for our unique backgrounds.

A quality improvement plan has been developed to enhance our admissions process. Recognizing that the first days in long-term care can be a challenging time for individuals and their families, we aim to make this process as smooth and supportive as possible. By

enhancing our admissions procedures, we hope to provide clarity, guidance, and reassurance to those making this transition. Our goal is to create an environment where individuals feel welcomed, informed, and supported as they begin this new chapter in their lives. We are committed to improving the experience for both residents and their loved ones, ensuring that they feel valued and cared for every step of the way.

The Residents' Council is instrumental in developing solutions and initiatives aimed at continuous improvement. Council members work on projects such as introducing new recreational activities, improving communication channels, addressing environmental concerns, refining dining options, and bringing forward opportunities for improvement. These collaborative efforts have directly contributed to increased resident satisfaction, deeper staff understanding of individual needs, and the empowerment of residents in decision-making processes. Looking ahead, we are committed to further empowering the Residents' Council, expanding project scopes, and fostering greater collaboration across Medex. The Survey Results were presented to the Residents Council Executive on February 23, 2024 and to the Residents Council on March 11, 2024.

Results of the Survey shared by digital email to families and residents. We do not have a Family Council, we continue to actively recruit with our quarterly newsletters. The results will also be shared during the Continuous Quality Improvement meeting held March 20, 2024, where family are invited to attend.

## PROVIDER EXPERIENCE

Extendicare Medex 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

At Extendicare Medex, we welcome a diverse community of residents, ranging from older adults, typically 65 years and above, to a subset of younger individuals with unique needs. Our residents often require specialized care due to chronic health conditions such as Alzheimer's, dementia, diabetes, heart disease, or mobility issues. Among our younger residents, we cater to those with varying backgrounds, including individuals with severe disabilities, acquired brain injuries, multiple sclerosis, spinal cord injuries, or early-onset dementia, and some who are managing substance abuse challenges. Our home embraces diversity in ethnicity and cultural backgrounds, ensuring personalized care preferences and engaging social activities. Our commitment to specialized care extends to our younger residents, offering tailored services to support their unique conditions, rehabilitation needs, and social well-being. As a long-term care home, we understand that each resident's journey is distinct, and we strive to create a welcoming, supportive environment for all who call our home theirs.

## CONTACT INFORMATION/DESIGNATED LEAD

Kim Shepphard  
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## OTHER

Sign off:

Administrator:Tina Nault

CQI Committee Lead: Natalie Vienneau/Kim Sheppard

Quality Lead of Home:Kim Sheppard

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 18, 2024**

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

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**Tina Nault**, Administrator /Executive Director

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**Kim Sheppard**, Quality Committee Chair or delegate

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**Natalie Vienneau**, Other leadership as appropriate

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