

Quality Improvement Plan (QIP)

# Narrative for Health Care Organizations in Ontario

March 19, 2024

## OVERVIEW

Extendicare Kingston is a 150 bed long-term care home located in Kingston.

### 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 – We utilize a proactive approach to falls prevention that starts at the time of admission. This involves identifying and implementing tailored interventions specific to each resident's needs and risk level, as well as initiating referrals to the interdisciplinary team. All residents' risk for falls is assessed at a minimum, quarterly, with any significant change. Interventions to reduce the risk for falls in our home include, safe environmental interventions, the falling star program, bed/chair alarms, individualized toileting plans, nursing restorative program for eligible residents, edge enhancements mattresses, hi/lo beds, motion sensor lights, medication reviews and individualized 1:1 physiotherapy exercise.

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

- Our Approach – Our home takes a proactive approach to prevent inappropriate use of antipsychotics which starts at admission and continues on an ongoing basis. Our behavioral support team completes regular reviews and explores alternative approaches to antipsychotics and works to implement non-pharmacological interventions and strategies to help manage resident specific behaviors and reduce the use of antipsychotics. Additionally, referrals are made to our interdisciplinary team including pharmacy and physicians for medication reviews.

#### 3. Restraint Reduction – 2.5%

- Our Approach – Our home is a restraint-free environment, and the communication and prevention of restraint use begins at the admission/application process. We maintain this restraint-free environment by assessing each resident's specific needs and

implementing alternative interventions to promote the quality of life for all residents. Ongoing communication with families and residents is conducted as needed to prevent the use of restraints, and annual education is provided to all staff.

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

- **Our Approach** – Our team adopts a preventative approach to reduce the risk of pressure injuries by identifying residents who may be at risk of impaired skin integrity. To address this, we conduct assessments upon admission, re-admission, hospitalization, and any leaves of absence exceeding 24 hours. Routine head-to-toe assessments are also performed, along with assessments following significant changes. Referrals are then made to our interdisciplinary team to evaluate healing capability, establish wound care orders, recommend interventions, and conduct ongoing assessments by our nursing team. Our interventions include the use of air mattresses and/or therapeutic mattresses such as Roho cushions, pressure-relieving boots, arm and leg protectors, repositioning/offloading, and heel protectors. Additionally, our home has a Skin Wellness Associate Nurse (SWAN) who visits once a week to review complex wounds and assess wound care orders. The SWAN also provides education to staff on topics such as wound staging, types of pressure ulcers, and various wound care treatments as needed.

### 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 Kingston Home Specific Partnerships:

The success of this QIP requires collaboration with multiple partners, including Home and Community Support Services, Behavioral Supports Ontario, 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.

Home and Community Care Support Services actively supports our home's goals and initiatives, starting with the application process before admission, providing to us an opportunity to proactively achieve our goals. Additionally, leveraging resources from the Ontario Association of Resident Councils and Ontario Long Term Care Association, promotes quality and supporting a resident-focused approach, elevating the quality of care we offer.

Collaboration with hospitals, pharmacies, and supply vendors enables us to access crucial resources, expertise, and necessary supplies, including specialized equipment, medications, and treatments. This partnership ensures excellent care, facilitates safe transitions, and minimizes unnecessary hospital transfers, all of

which contribute to our success in meeting our quality goals.

Additionally, Behavioural Supports Ontario enhances our home's capacity for effective behavior management and strengthens our behavioral program, while also supporting our objectives for reducing antipsychotic usage. Establishing collaborative relationships with our community partners and integrating our efforts are vital for promoting the highest quality of care for our residents."

## 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:

- The survey for both residents and families occurred between September 11th, 2023, and October 31st, 2023.
- Residents: Would you recommend this home? Result: 75.0 % of residents would recommend the home to others.
- Top three areas for improvement from the resident's survey are:
  1. I am satisfied with the food and beverages served to me 65.3%
  2. I am updated regularly about changes in my home 68.9%
  3. The meal, beverage and dining services are improving 61.4%
- Family: Would you recommend this home? Result: 90.5% of families would recommend this home to others.
- Top three areas for improvement from survey are:
  1. The resident has input into the recreational programs available 50.0%
  2. I am satisfied with the timing and schedule of spiritual care and services 50.0%
  3. I am satisfied with the quality of cleaning within the resident rooms.57.1%

Key actions taken, as a result of survey outcomes for top 3 areas for

resident satisfaction and family satisfaction:

1. Incorporate a monthly quality and satisfaction review into the agenda of the food committee meetings.  
Planned implementation by May 2024.
  2. Collaborate with the Residents Council to assess and enhance communication strategies. Planned implementation by June 2024.
  3. Launch redevelopment communication sessions and provide resources tailored for residents. Planned implementation by May 2024.
- Role of Resident and Family Councils and CQI Committee in determining actions taken with survey results:
    - Reviewed the Satisfaction Survey findings with members of the Residents, Family Council, and CQI team gathering feedback to determine key actions to address identified areas for improvement.
  - Results were shared, copies provided and communicated to the residents & families at Resident & Family Council:
    - Results shared with Residents on February 14th and 15th.
    - Results shared with Family Council on February 21st.
    - Results posted on communication board in home for all residents, families and staff for review.

## PROVIDER EXPERIENCE

Extendicare Kingston 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 Kingston population consists mainly of seniors living with neurocognitive impairments. However, there are a considerable number of residents under the age of 65 living with mental illness and/or acquired brain injuries at Extendicare Kingston, this population has unique needs.

Our Programs department engages with the residents to develop social programming for the diverse population in our home. We work together with families, residents and a variety of community partners to ensure we are meeting the residents where they are at. We work closely with Senior's Mental Health Outreach and The Mobile Response Team. When required we also refer to other community agencies such as Dual Diagnosis Consultation Outreach and the physicians utilize OTN to receive psychiatry consultations quickly while waiting for general psychiatry referrals. The home has also reached out to the Independent Living Centre to connect our younger residents with peers in the community who also have disabilities.

## CONTACT INFORMATION/DESIGNATED LEAD

Extendicare Kingston Contact Information/Designated Quality Lead

Madison Cumpson, Assistant Director of Care & Quality Lead

madison.cumpson@extendicare.com

## OTHER

Sign-off

Executive Director/Administrator: Jeana Phillips

CQI Committee Chair: Madsion Cumpson & Amanda Raffael

Quality Lead of home: Madison Cumpson

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 11, 2024**

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

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**Jeana Phillips**, Administrator /Executive Director

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**Madison Cumpson**, Quality Committee Chair or delegate

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**Amanda Raffael**, Other leadership as appropriate

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