

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

March 19, 2024

OVERVIEW

Extendicare Cobourg is a 69 bed long-term care home located in Cobourg, 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 – Admission assessment, care plan, daily review of risk management at morning report, falls huddles to review interventions, risk mitigation strategies including 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, medication reviews. Monthly falls review per unit to identify the high-risk fallers and review interventions with the team.

2. Inappropriate Use of Antipsychotics – 17.3%

- Our Approach – Our interdisciplinary team comprised of BSO RPN, medical director, pharmacy consultant, Director of Care Quality lead monitor residents currently prescribed antipsychotics and work together to ensure RAI MDS is accurate and if all other interventions have been trialed. Monthly engagement of pharmacy consultant to provide recommendations to prescribers for safe reduction of antipsychotics, engaging Behavioral supports leads to work with team to support behavior management with non-pharmacological interventions.

3. Restraint Reduction – 2.5%

- Our Approach – Continue to implement Extendicare's Least Restraint policy, utilization of alternatives to restraints, pre-admission discussion with HCSS and family regarding alternatives to restrains, discussions with current families/residents about risks of restraint use and available alternatives. Strive to continue being a

zero-restraint home.

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

- Our Approach – Our wound care champion RPN works closely with the team to manage the skin and wound program. Daily discussion around skin and wounds at morning report, ongoing assessments, referral to nurse practitioner, dietitian and ET nurse as required. Working in partnership with our vendors to provide education to staff and ensure correct product selection to promote healing, implementation of turning clocks, review of bed surfaces and pressure relieving 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.

Home Specific Partnerships:

The success of this QIP requires collaboration with multiple partners, including Home and Community Support Services-partnership, ongoing collaboration discussion around restraints, medication, behaviors, fall risk, specialty needs prior to acceptance to the waitlist/admission impacts our QI results

Behavioural Supports Ontario, funding for in house BSO RPN Lead to manage metrics, rounds with PASE program, educate staff to identify triggers and creating personalized care plans.

Ontario Association Resident Councils, Ontario Long Term Care Association, and vendors such as Medline, 3M, with education and specialized products.

Medisystem pharmacy, pharmacy consultant for education, medication reviews, recommendations participation in quality meetings and program evaluations.

Hospitals- partnership to reduce unnecessary transfers and proper assessments and pathway for the 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:
Date of Resident and Family Surveys: Sept 11-Oct 31, 2023

Resident: Would you recommend this home? Result: 88.5%

Top three areas for improvement from survey and discussion with Resident Council:

1. My care conference is a meaningful discussion that focuses on what's working well, what can be improved, and potential solutions. 40.0%
2. I have good choice of incontinence care products. 54.5%
3. I feel my goals and wishes are considered and incorporated into the care plan whenever possible. 60%

After discussion with resident's council it was decided to work on the following:

1. Input into the recreation programs available 64.0%
2. I am updated regularly about any changes in my home 66.7%

Family: Would you recommend this home? Result: 90.3%

Top three areas for improvement from survey:

1. I have an opportunity to provide input on food and beverage options. 33.3%
2. The resident has input into the recreation programs available. 66.7%
3. There is good choice of Incontinence care products. 66.7%

Key actions taken, as a result of survey outcomes and co designed with resident council:

1. Create a new monthly activity planning session on the calendar. Each home area will have a monthly activity planning session that involves the resident in deciding what activities will take place in the next month.
2. Continue to involve residents' council with activity planning to ensure the timing and schedule of programming suits their needs.
3. Program manager will complete check-ins with residents during activities and council meetings to get feedback and document in the council minutes.
4. Send a new monthly email to families and residents of updates within the home.
5. Post updates regularly on the new mobile whiteboards in the main lobby. Administrator will complete check-ins with resident council and families for feedback on the emails and whiteboard.
6. Create a new section in the monthly newsletter called Did You Know? for managers to add information about various items that the home offers. Upon admission and at the care conferences, Dietary manager asks residents and families for input into menu planning. Continue with requesting input into menu planning at the monthly food council meetings.

Key Action Item for Family Council:

As we do not have a family council, we will work on "I have an

opportunity to provide input on food and beverage options" from the family result, with the intention to action future input made from family as a result of the survey being posted for feedback.

1. Input from family during admission and annual conference will be encouraged for their feedback on food and beverage.

Role of Resident and Family Councils and CQI Committee in determining actions taken with survey results:

Resident council was presented with the results of the survey on February 20th, 2024, and good discussion around action items. We do not have an active Family council; therefore, the results were posted in the home and feedback was requested from families to co design the action plan.

How are results communicated to the residents & families, Resident & Family Council and staff:

Emails were sent out to all families and residents with the results. A copy of results was posted in the home at the main entrance.

Date copy of the report was provided to Resident council: February 20, 2024

PROVIDER EXPERIENCE

Extendicare Cobourg 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 Cobourg's population consists of primarily seniors over the age of 65 with multiple comorbidities.

Some of the specialty programs our home has are dementia care, onsite BSO nurse, partnership with PASE program and access to the Geriatric Assessment Behavioral Unit, mental health resources, an onsite Social Service Worker, bariatric equipment, specialized medical services such as G-tube feeds, portable x-ray and ultrasound services, and a specialized secure unit for high-risk wanderers.

CONTACT INFORMATION/DESIGNATED LEAD

Extendicare Cobourg has a Continuous Quality Improvement Committee comprised of interdisciplinary representatives that are the home's quality and safety culture champions. The membership of our committee reflects the diversity of our team members and the residents we serve.

The work of our Continuous Quality Improvement Committee is part of a broader system of Extendicare quality governance, as we work together, to Improve Care, Every Day.

Shelly Hudson Director of Care-Quality Lead
shudson@extendicare.com

OTHER

Sign off:

Administrator: Shauna Mullins

CQI Committee Chair: Heidi Barry

Quality Lead of the Home: Shelly Hudson

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**

Cory Nezan Board Chair / Licensee or delegate

Shauna Mullins Administrator /Executive Director

Shelly Hudson, Quality Committee Chair or delegate

Heidi Barry DOC, Other leadership as appropriate
