

Quality Improvement Plan (QIP)

# Narrative for Health Care Organizations in Ontario

March 19, 2024

## OVERVIEW

Extendicare Lakefield is a 100-bed long-term care home located in Lakefield 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 for 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 – Environmental risk assessments are completed on all new residents upon admission to ensure a safe and uncluttered environment. Home to continue with Trip Tuesday's meetings on all units where data from the previous week is reviewed and new strategies for frequent fallers are developed with all departments' input.

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

- Our Approach – Engagement of pharmacy team to provide recommendations to prescribers for safe reduction of antipsychotics, engaging Behavioural supports leads to work with team to support behavior management. Continue working with PAC and running clinics in the home to review residents with responsive behaviours and develop new strategies.

#### 3. Restraint Reduction – 2.5%

- Our Approach – Home is currently at 0%. Continue educating new admissions on Extendicare's Least Restraint policy, during education discussions with families/residents about risks of restraint use and all available alternatives to restraints.

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

- Our Approach – Weekly wound days continue to be run by our SWAN nurse. Education of new advanced practice skin and wound care nurses, review of bed surfaces and repositioning devices, implement more air surfaces in the home in 2024.

## 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 Partnerships:

The success of this QIP requires collaboration with multiple partners, including Home and Community Support Services, Behavioural Supports Ontario including the PAC clinic at PRHC and the GABU Unit, Ontario Association Resident Councils, Ontario Long Term Care Association, and vendors such as Medline, 3M, and Medisystem pharmacy.

## 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: Between September 11 and October 31, 2023.

Would you recommend this home? Residents: 86.8%

Top three areas for improvement from survey:

1. I am satisfied with the quality of care from social worker: 37.5%
2. I have input into recreation programs available: 39.4%
3. My care conference is a meaningful discussion that focuses on what's working well, what can be improved, and potential solutions: 51.40%

Would you recommend this home? Family: 85%

Top three areas for improvement from survey:

1. I am satisfied with the variety of spiritual care services: 23.5%
2. The resident has input into the recreation programs available: 30.8%
3. I am updated regularly about any changes in the home: 50.0%

Role of Resident and Family Councils and CQI Committee in determining actions taken with survey results: Results were reviewed with Resident and Family Councils in February 2024. Suggestions were made by both Councils and taken back to our CQI Committee meeting where an action plan was created. The action plan was then reviewed by each Council before it was rolled out.

How are results communicated to the residents & families, Resident & Family Council and staff: Results were reviewed with staff at our general staff meeting on Feb 2,2024. Results were reviewed with

Resident and Family Councils on Feb 8,2024.

Date copy of the report was provided to Resident and Family councils: Feb 8,2024.

## PROVIDER EXPERIENCE

Extendicare Lakefield 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 Lakefield population consists of mainly local residents with strong community supports. This gives us the advantage of having a very involved family council which helps to increase the quality of care for the residents that live in the home.

## **CONTACT INFORMATION/DESIGNATED LEAD**

Jacqueline Brown RPN, IPAC and Quality Manager

## **OTHER**

Sign off:

Administrator: Jonathan Scott

CQI committee chair: Jonathan Scott

Quality Lead: Jacqueline Brown

Regional Director: Niklas Chandrabalan

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 8, 2024**

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**Erin Coreno**, Board Chair / Licensee or delegate

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**Jonathan Scott**, Administrator /Executive Director

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**Jaqueline Brown**, Quality Committee Chair or delegate

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**Niklas Chandrabalan**, Other leadership as appropriate

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