

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

March 19, 2024



OVERVIEW

Extendicare London is a 170-bed long-term care home located in London, 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.

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:

Ontario Association Resident Councils, Ontario Long Term Care Association, and vendors such as 3M, Cardinal, Medline, hospitals, and other sectors.

Jane Harvey, Educating Consultant - education on working as a team, taking charge.

Home and Community Support Services – education and the provision of services that we are unable to provide currently such as IV therapy.

Behavioural Supports Ontario – education, as well as consults for our high-risk behavioral residents

MediSystem – education and Monthly audits on medication practices in our Home and consultations when needed.

Medigas – CPR training annually, and education on the use of equipment.

Prevail – education on continence products.

Ontario Home Health – provides wheelchairs and walkers for our residents. They also provide weekly maintenance rounds to deal with issues that arise.

ARJO – Lifts training education through in-services for all staff throughout the year, including safe usage, inspection of slings, and bed entrapment.

RNAO – provides education on client-centered care.

In addition, our partnerships extend to our Medical Advisor and Attending Physicians. We strive for excellence through our focus on safety and exploring opportunities to participate in research.

These partners support our Home with resources, education and consultation. Quarterly quality and safety results are shared through our Quarterly Professional Advisory Committee and Continuous Quality Improvement meetings. These relationships allow our Home to continuously provide quality care to 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:
Date of Resident and Family surveys: September 11- October 31, 2023

Areas for improvement from resident survey:

I am satisfied with the variety of food and beverage options - 54.4%

I have input into the recreation programs available – 58.9%

Would you recommend this home? 76.1 %

Areas for improvement from family survey:

I have an opportunity to provide input on food and beverage options - 56.3%

The resident has input into the recreation programs available - 56.4%

Family: Would you recommend this home? 81.4 %

We know we are stronger when we work in partnership with those we care for, along with their families and our team members.

Partnering with residents and families improves quality: it enhances safety, informs resident-centered care reflective of each residents' individual needs, improves coordination of care, supports equity, leads to better health outcomes, informs effective and appropriate care decisions, and improves our own operational efficiency.

We put considerable effort into regularly and actively engaging residents and families for their insights and feedback, providing channels for open dialogue, and sharing progress through regular updates, collaborative face-to-face meetings, town hall sessions and experience surveys. Our ongoing goal is to continue to build on our existing approaches to resident and family engagement and

continue to evolve our approaches to resident and family partnership.

Satisfaction Survey results were shared with the residents at the February 20th Resident council meeting requesting feedback and inviting further discussion. They were emailed out to our families on February 14th. They were also posted on each floor's community bulletin board. In the March monthly newsletter, we informed our families where to look for the survey results and to provide feedback. Requests to reinstate Family Council meetings is included in our newsletters.

PROVIDER EXPERIENCE

Extendicare London 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.

Home-level educational and counselling sessions have been offered to further support our team members in managing mental health. Our Employee and Family Assistance program is available to support our team members and their families around the clock, every day of the year. This program provides team members and their families with confidential and flexible supports, whether related to emotional well-being, managing relationships and family

situations, dealing with workplace challenges, financial guidance, or other personal needs. Through LifeWorks, a wellness app provided to all team members, easy-to-access education, well-being programs and resources are available to support both physical and mental health.

Workplace violence prevention and protecting physical and mental health, and safety of our team members remains a priority and is carefully considered by our Health and Safety team, who provide direct support to team members. Our workplace violence prevention policy and incident management education will undergo program enhancements for launch in 2024/2025

Prioritizing team growth and workforce development and ensuring our team members are well-equipped with the tools they need is a key pillar of our Improving Care plan. This includes training and development to build the leadership and technical skills needed to best serve residents.

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.

Our home has resumed our Gentle Persuasives Approach (GPA) training for all staff in all departments. GPA promotes positive behavioral management techniques such as validation, collaboration, celebration, and accommodations, which encourages our residents to redirect their attention to positive aspects rather than negative ones. This also educates our staff on proper/respectful ways to communicate with older adults and/or persons with dementia.

POPULATION HEALTH APPROACH

Extendicare London’s population consists of mainly female residents (76%).

Most of our residents require assistance with ADL’s (Activities of Daily Living) and the majority of our residents have a co-morbid diagnosis.

Most of our residents utilize some type of assistive device for mobility (e.g., walker/wheelchair).

We have 3 residents between the age of 51-60, 11 residents between the age of 61-70, 39 residents between the age of 71-80, 71 residents between the age of 81-90 and 45 residents between the age of 91-100.

Most of our residents have a primary contact (i.e., Substitute Decision Maker, Power of Attorney) who is within his/her family (e.g., spouse, child, sister/brother, etc.).

Eighty seven percent (87%) of our residents speak English as their primary language. There are many languages spoken within Extendicare London by our residents (e.g., Arabic, Croatian, Hungarian, French, Cantonese, Polish, Portuguese, Spanish and Ukrainian).

58% of our residents have some type of religion which he/she practices.

Many of our residents (41%) have mild cognitive impairment with a CPS (Cognitive Scale) score of 1-2 and 43% of our residents have a CPS score of 3 indicating moderate impairment. The remainder

(16%) have a CPS score of 5-6 which indicates severe to very severe cognitive impairment. The remainder are cognitive with a score of zero.

Thirty-two percent (32%) of our residents have a DRS (Depression Rating Scale) of 3 or more, indicating possible depression.

16 of our residents are being monitored/followed by BSO (Behaviour Supports) within Extendicare London.

CONTACT INFORMATION/DESIGNATED LEAD

Melanie Walsh, Quality Risk Management Coordinator
Janet Lakie, Administrator

OTHER

Administrator: Janet Lakie
CQI Committee Chair: Melanie Walsh
Quality Lead of home: Melanie Walsh
Regional Director: Anthony McKenzie
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 7, 2024**

Anthony McKenzie, Board Chair / Licensee or delegate

Janet Lakie, Administrator /Executive Director

Melanie Walsh, Quality Committee Chair or delegate

Erin Coreno, Other leadership as appropriate
