

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

March 19, 2024

OVERVIEW

Extendicare Haliburton is a 44-bed long-term care home located in Haliburton, ON.

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 how 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 – Risk mitigation strategies including scheduled

toileting plans 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 review of falls to determine patterns/trends to develop interventions.

2. Inappropriate Use of Antipsychotics – 17.3%

- Our Approach – We engage pharmacy teams to provide recommendations to prescribers, based on scores and assessments, on safe reduction of antipsychotics for residents without a diagnosis indicating the need for these medications. Behavioural Supports Ontario (BSO) leads will ensure assessments are up to date for each resident and provide the interdisciplinary team with accurate information to determine an appropriate antipsychotic reduction plan. Using Medication Safety Technology (MST), we leverage new physician prescribing and review practices to sustain results.

3. Restraint Reduction – 2.5%

- Our Approach – Our least restraint policy is active in the home, utilization of alternatives to restraints, discussions with families/residents about risks of restraint use and available alternatives.

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

- Our Approach – Working in partnership with our vendors to enhance our assessment process and ensure correct product

selection to promote healing, education of new advanced practice skin and wound care nurses, implementation of turning clocks, review of bed surfaces and repositioning 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, Behavioral 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.

Our home works collaboratively with our community partners to reduce behaviours and provide our residents with stimulation, providing a better quality of life. An example of this is our partnership with Community Living. Community Living is an organization that provides a range of services to people living with a developmental disability and their families.

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: Sept 11- Oct 31.

Resident: Would you recommend this home? Result: 71.4%

Top three areas for improvement from survey:

1. I am satisfied with the quality of care from social worker(s) 33.3%.
2. I am satisfied with the quality of care from doctors 42.9%.
3. I am satisfied with the timing and schedule of spiritual care services 50%.

Family: Would you recommend this home? Result: 85.7%

Top three areas for improvement from survey:

- I have an opportunity to provide input on food and beverage options 14.3%.
- I am satisfied with the quality of care from doctors 33.3%
- I am satisfied with the quality of care from dietician 50.0%

Key actions taken, as a result of survey outcomes for top 3 areas for resident satisfaction and family satisfaction: Met with team to review and develop work plan for improvement February 16, 2024. Regular monthly email/newsletters sent to family. Started in January 2024.

Role of Resident and Family Councils and CQI Committee in determining actions taken with survey results: Met with CQI team to develop an action plan and will review ongoing progress.

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

February 13, 2024.

Date copy of the report was provided to Resident and Family councils: Presented in Resident Council Meeting February 23, 2024. At present the home does not have a Family Council, however we are actively trying to recruit members.

PROVIDER EXPERIENCE

Extendicare Haliburton 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.

Our home is participating in the RPN full time initiative pilot project creating full time positions for all RPNs.

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.
- aligning recognition and rewards with what is meaningful to staff

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.

- build awareness and understanding with incident investigation processes for staff and resident.
- Annual education for staff
- Working with medical director, Nurse practitioner and pharmacist from Medisystem to review and analysis medication management.

Extencicare Haliburton has an active Joint Health and Safety (JHSC) committee. JHSC has a mandate keep the home safe to live and work in, they are able to identify, assess and control workplace hazards and make recommendations to the workplace to prevent injuries and illnesses. The JHSC will either address an issue directly (as appropriate), or make recommendations to the Management Team when further actions are required to minimize identified risks.

POPULATION HEALTH APPROACH

Extencicare Haliburton's population consists of mainly seniors with dementia and other specialties such as mental health and bariatric needs.

Extencicare Haliburton focuses on enhancing equity and inclusion for both residents and staff. Enhancing cultural awareness and inclusion is a priority in our home. On admission, our team collects sociodemographic information. The information collected is reviewed and used to create the goals of care for the resident. The information includes religious, language, social and cultural background. Our care teams use this information to create a plan of care to meet the needs of each individual resident in the spirit of person-centered care.

Extencicare Haliburton has a variety of programs that can be utilized though out the home, such as palliative approach to care, support with Alzheimer's, dementia, stroke, end stage core morbidities, mental health disorders, bariatric, Canadian mental health association mobile clinic, psychiatric assessment services for the elderly, and Ontario Shores, and other specialized medical services.

Following the Ministry of health and long term care act and regulations with the current updates from the fixing long term care act. The home will utilize the best practice guidelines from the College of Nurses, RNAO, Center for disease control, public health, behaviours supports Ontario, Medi system pharmacy also engaging with residents and families to make changes within the home.

CONTACT INFORMATION/DESIGNATED LEAD

Christina Black- Quality Lead

Sign off:

Executive Director/Administrator: Krysta Sharp

CQI Committee Chair: April DeCarlo

Quality Lead of home: Christina Black

Regional Director: Niklas Chandrabalan

Corporate Quality: Erin Coreno

OTHER

Continued investment in professional growth of staff. Extendicare Haliburton supports staff across all disciplines to further their education and careers. This is made possible through different dedicated programs, as well as Ministry funding targeting professional growth. We are always open to students, high school co-op, community hours, and placements for PSW, RPN, RN, activity aid. Through these funds, we have supported staff seeking their PSW certifications, achieving advanced designations in various clinical and non-clinical areas including infection prevention and control, skin & wound, health and safety, palliative care, and leadership, etc.

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**

Erin Coreno, Board Chair / Licensee or delegate

Krysta Sharp, Administrator /Executive Director

Christina Black, Quality Committee Chair or delegate

Niklas Chandrabalan, Other leadership as appropriate
