

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

March 19, 2024

OVERVIEW

Extendicare Oshawa is a 171 long-term care home located at 82 Park Rd N, Oshawa, ON L1J 4L1

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 Extencicare'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, Extencicare 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 – Strategies for Risk Reduction:

Environmental Safety Evaluation: Conduct assessments to guarantee a safe, well-organized environment with ample lighting and suitable mobility aids.

Tailored Activity Initiatives: Develop programs that cater to the specific needs of residents at increased risk of falls.

Footwear Assessment: Ensure residents have suitable footwear to minimize fall risks.

Medication Evaluation: Review medications to identify potential contributors to falls.

Data-Driven Analysis: Utilize a data-driven approach to analyze fall patterns, including timing, location, and staffing, for informed decision-making involving 5 Whys tool for doing RCA – Root Cause Analysis.

Enhanced Monitoring: Implement improved monitoring systems for the 4Ps (pain, position, personal needs, possessions).

Comfort Rounds: Conduct regular comfort rounds to address residents' comfort and safety.

High-Risk Fall Tracking: Implement a system to track residents at high risk for falls.

Point-of-Care Documentation Station: Establish a dedicated station for point-of-care documentation across the hallway thereby optimizing the presence of staff to assist with falls prevention.

Call Bell Cue Cards: Provide residents with call bell cue cards for easy access to assistance as needed.

2. Inappropriate Use of Antipsychotics – 17.3%

Our Approach:

Pharmacy Team Collaboration: Partner with the pharmacy team to offer guidance to prescribers on safely tapering antipsychotic medications.

Behavioral Support Integration: Involve Behavioral Support Leads in collaborating with the team to facilitate behavior management across each shift.

PSW Education on GPA Techniques: Provide education sessions for Personal Support Workers (PSWs) on Gentle Persuasive Approaches (GPA) techniques.

Documentation Enhancement: Improve documentation practices to include subtle behaviors of residents, such as hallucinations and delusions.

Tailored comforting techniques - Implement personalized care plans for each resident, incorporating preferences and needs during every shift.

External psychogeriatric consultant

3. Restraint Reduction – 2.5%

Our Approach:

Implementing Extendicare's Least Restraint Policy: Enforcing Extendicare's policy on minimizing restraint use.

Utilizing Restraint Alternatives: Employing alternatives to restraints whenever possible.

Family and Resident Discussions: Engaging in conversations with families and residents regarding the risks associated with restraint use and exploring available alternatives.

Family Education on Restraints: Educating family members of residents about restraint use and its implications, even prior to admission we mention restraints in our acceptance letters.

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

Our Approach:

Collaborative Vendor Partnership: Engage with our vendors to improve our assessment procedures and ensure the selection of appropriate products that facilitate healing.

Training for Advanced Practice Skin and Wound Care Nurses (SWAN): Provide education and training for newly hired advanced practice nurses specializing in skin and wound care.

Review of Bed Surfaces: Assess and update bed surfaces to optimize pressure redistribution and minimize the risk of skin breakdown.

Designated Skin and Wound Care Day: Allocate a specific day each week for dedicated skin and wound care sessions led by a specialized wound care nurse.

Enhanced Documentation Practices: Improve documentation procedures to ensure thorough and accurate recording of skin and wound assessments, interventions, and outcomes.

Referring residents in a nursing home to external partners such as a dietitian, ET (Enterostomal Therapy) nurse, or pain consultant for wound care can greatly enhance the quality of care provided.

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:

Home and Community Support Services: Collaboration with these services enables us to coordinate care transitions, facilitate community-based support for residents, and enhance continuity of care beyond the nursing home setting. For example: daily collaboration with Home and Community Support Service to review applications for convalescent care program. Continuous collaboration for support of the home and the residents that we provide service.

Behavioral Supports Ontario: Working closely with BSO allows us to access specialized resources and interventions to support residents with complex personal expression, improving their quality of life and reducing challenging behaviors. For example: Collaborate with Ontario Shores to support the home with a multitude of personal expressions. Education provided to staff, e.g. personality disorder.

Antipsychotic Task Force: Partnership with the Antipsychotic Task

Force allows us to implement evidence-based strategies for reducing inappropriate antipsychotic use among residents, promoting safer and more individualized care approaches. For example: Corporate decision support team is involved, BSO Lead Peer group and the pharmacist and physicians to collaborate with Manager, Behaviour Supports and Dementia Care and to also collaborate with residents and/or POA.

Ontario Shores: Partnering with Ontario Shores enhances our capacity to address the mental health needs of residents. Their expertise in psychiatric care and support services enables us to access specialized resources, consultation, and training to effectively manage behavioral and mental health challenges in our resident population. This collaboration strengthens our ability to provide holistic, person-centered care and promotes the well-being of residents with complex psychiatric conditions. For example, collaborating with residents and family to assist with reunification.

Ontario Association Resident Councils: Engagement with resident councils ensures resident voices are heard and incorporated into the improvement process, fostering resident-centered care and empowerment. For example: Monthly Resident Council meeting is held to engage residents in quality improvement.

Ontario Long Term Care Association: Collaboration with OLTC provides access to best practices, educational resources, and networking opportunities within the long-term care sector, enhancing our capacity for continuous improvement. For example: Learning more about new and innovative care interventions in April 2024 at the Together We Care Conference. A submission was accepted from our home to be a speaker entitled "Better mental

healthcare and Social Work service delivery for families and residents in long term care" that will be highlighting a pilot that has been successful. 2 of our team members will be in attendance for the 3 days of learning experiences.

Research Partners: Partnering with research institutions enables us to participate in research initiatives, evaluate the effectiveness of interventions, and contribute to the evidence base for quality improvement in long-term care.

Vendors: Collaboration with vendors such as Sysco, Medical Mart, Medigas, Arjo, Achieva, 3M, Medisystem pharmacy ensures access to quality products, pharmaceutical services, and technological solutions that support resident care and safety. For staff learning and competency development we partner with Surge and Dunk & associates.

Hospitals: Collaboration with hospitals Lakeridge health, Ontario health and other partners such as Durham public health for care coordination, knowledge exchange, and access to specialized services, enhancing the overall quality of care for residents.

By fostering strong partnerships with these stakeholders, we can harness collective expertise and resources to drive sustainable improvements in quality of care, resident outcomes, and organizational performance within our nursing home.

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: September 11 and October 31, 2023

Resident: Would you recommend this home? Result: 81.6%

Top three areas for improvement from survey

1. I have input into the recreation programs available. 42.4%
2. I am satisfied with the quality of care from social worker(s) 48.8%
3. I am satisfied with the quality of care from dietitian(s) 53.3%

Family: Would you recommend this home? Result: 62.5%

Top three areas for improvement from survey

1. I have an opportunity to provide input on food and beverage options 14.3%
2. I am satisfied with the quality of maintenance of the physical building and outdoor spaces 37.5%
3. I am satisfied the care the residents are receiving is improving 37.5%

Key actions taken, as a result of survey outcomes for top 3 areas for resident satisfaction and family satisfaction: On February 13, 2024,

We presented our result at the Resident Council and at a Family Council Meeting February 22, 2024, for feedback and have a suggestions box for ongoing contributions from the voice of family members to improve care and services.

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

How are results communicated to the residents & families, Resident Council : February 13, 2024, February 22, 2024 – Family council - The survey results were discussed.

PROVIDER EXPERIENCE

Extendicare Oshawa 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 behavior 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

In addition to providing general long-term care services, Extendicare Oshawa offers a range of specialty programs tailored to meet the unique needs of residents. These programs include:

Dementia Care: Specialized programs designed to support individuals living with dementia, focusing on enhancing quality of life, promoting independence, and providing specialized care approaches tailored to the unique challenges of dementia.

Mental Health Support: Programs and services dedicated to supporting residents with mental health concerns, offering therapeutic interventions, counseling, and specialized care plans to address their emotional, psychological, and behavioural needs.

Bariatric Care: Specialized services and equipment designed to accommodate individuals with bariatric needs, ensuring their comfort, safety, and dignity while receiving care.

Palliative care - Palliative care is a specialized approach focused on enhancing the quality of life for individuals facing serious illness. It addresses physical, emotional, and spiritual needs, aiming to alleviate suffering and provide comfort for both patients and their families. Palliative care teams, consisting of physicians, nurses, social workers, and other professionals, collaborate to manage symptoms, offer pain relief, and support decision-making throughout the illness journey. Palliative care offers comprehensive support tailored to individual needs and preferences.

Specialized Medical Services: Access to specialized medical care and interventions for residents with complex medical conditions,

including wound care management, palliative care, and rehabilitation services.

Respite (1 female) and Convalescent Care (17 beds): Programs offering short-term stays for individuals in need of temporary care and rehabilitation support, providing respite to caregivers or assisting individuals in their recovery following illness, injury, or surgery.

Each of these specialty programs reflects Extendicare Oshawa's commitment to delivering person-centered care that meets the unique needs and preferences of its diverse resident population. Through these specialized services, the home strives to enhance the well-being, comfort, and quality of life of all residents in its care.

We have put in place surveys post-admission and post-discharge to ensure we meet the population's needs. We also work with home and community care partners to facilitate admissions and discharges, Colleges – Durham College, UOIT, Seneca college, Trent, Toronto Metropolitan University

CONTACT INFORMATION/DESIGNATED LEAD

Contact Information/Designated Quality Lead

Arun Kumar - Quality and Risk Manager

Executive Director/Administrator: Jo-Ann Mascarenhas

CQI Committee Chair: Jo-Ann Mascarenhas

Quality Lead of home: Arun Kumar

Regional Director: Niklas Chandrabalan

Corporate Quality: Erin Coreno

OTHER

Other

Extencicare Oshawa provided staff and student training, coaching and mentoring for improved performance.

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**

Erin Coreno, Board Chair / Licensee or delegate

Jo-Ann Mascarenhas, Administrator /Executive Director

Arun Kumar, Quality Committee Chair or delegate

Niklas Chandrabalan, Other leadership as appropriate
