

Quality Improvement Plan (QIP)

# Narrative for Health Care Organizations in Ontario

March 19, 2024

## OVERVIEW

Extendicare Rouge Valley is a 192 bed long-term care home located in Toronto.

### 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 – Will review residents actively in the Falling star program on monthly basis. Individualized care plan development for residents deemed high risk for falls as per MORSE Fall Scale measurement. For residents with frequent falls, encouraging increased family involvement and input into development of personalized fall prevention strategies. Medication reviews for residents active in the Falling star program.

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

- Our Approach –With the support of the Behavioral support lead, utilizing the Anti-Psychotic Decision Support Tool from corporate to aid in tracking and identifying residents who are prescribed anti-psychotics and can potentially be reduced or removed.

#### 3. Restraint Reduction – 2.5%

- Our Approach –Continue to implement Extendicare's Least restraint policy, 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 –Continuous education for all Nursing staff on staging of wounds, use of wound care products, and enhanced documentation. Enhancing use of available skin and wound photography technology to capture, track, and monitor pressure injuries throughout the home. Enhancing use of corporate provided

skin and wound tracking tool to monitor and audit status of ongoing pressure injuries and effectiveness of interventions.

## **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, Scarborough Health Network, Ontario Association Resident Councils, Ontario Long Term Care Association, research partners, 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: September 11, 2023-October 31, 2023

Resident: 97.6%    Family:29.6%

- Resident: Would you recommend this home?    Result: 80%

Top areas for improvement from survey:

- Resident: I am satisfied with the quality of care from Social Worker (72%)

- Resident: I am satisfied with the quality of laundry services for my personal clothing (78.5%)

- Family: Would you recommend this home?    Result: 79%

Top area for improvement from survey:

- Family: The resident has input into the recreation programs available (33.3%)

- Resident survey results were shared with Residents Council on February 15, 2024 where the home and the council discussed some action items that could be implemented to improve the above areas from the survey.

- Family survey results were shared on the family communication board and a family focus group was held on February 27, 2024 to create action items that could be implemented to improve the above areas from the survey.

Progress on our action plan will be communicated and discussed at future council meetings throughout 2024.

## PROVIDER EXPERIENCE

Extendicare Rouge Valley 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

Extendicare Rouge Valley population consists of mainly long term care residents but also has a 32 bed Behavioral support transitional unit. The aim of the BSTU is to develop comprehensive and personalized care plans that incorporate their personhood, help alleviate responsive behaviors, and improve quality of life. The goal of this transitional unit is to develop specialized care plans unique to each individual that will enable a safe and successful transition to your loved one's next care destination.

### CONTACT INFORMATION/DESIGNATED LEAD

Extendicare Rouge Valley designated Quality Lead  
Pujitha Sanmuga  
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### OTHER

Sign off:

Administrator: Gowry Muthu  
CQI Committee Chair: Gowry Muthu  
Quality Lead for Home: Pujitha Sanmuga  
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 17, 2024**

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**Cory Nezan**, Board Chair / Licensee or delegate

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**Gowry Muthu**, Administrator /Executive Director

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**Pujitha Sanmugasuntharam**, Quality Committee Chair or delegate

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**Jeffrey Davis**, Other leadership as appropriate

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