

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

March 19, 2024

OVERVIEW

Extendicare Guildwood is a 161 bed long-term care home located in Scarborough.

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

Further information related to priority areas for our home is found in our Workplan.

1. Falls prevention – 15%

Our Approach –

- Scheduled toileting plans that are individualized for the resident.
- Environmental risk assessments to ensure a safe and uncluttered with adequate lighting and supportive mobility devices that are part of keeping residents safe while making sure the home feels like a comfortable Home.
- Planned activity programs specific to the needs of residents at high risk for falls to improve strength and balance e.g. yoga classes.
- Appropriate footwear is provided to residents and audit completed to ensure that residents are wearing nonskid footwear.
- Monitoring of medications that may increase the risk of falls and consulting with healthcare professionals for appropriate adjustments and Pharmacist review monthly.
- Special care conferences with resident with multiple falls in the month
- Falls risk assessments conducted for all residents upon admission and when change in condition.
- Education provided on the 4Ps (Pain, positioning, prompt toileting and possessions) to encourage staff to ask during and after care.

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 support leads to work with team to support behavior management.

- Home collaboration with physicians to de-prescribe anti-psychotic medication.
- Incorporating non-pharmacological interventions such as therapy, social activities, and behavioral strategies to complement psychotropic medication and reduce reliance on medication alone.

3. Restraint Reduction – 2.5%

Our Approach –

- Implementation of Extendicare’s Least Restraint policy
- Utilization of alternatives to restraints,
 - Discussions with families/residents about risks of restraint use and available alternatives.
 - Sleep studies conducted for 1 week to identifies sleep patterns
- Training for staff on alternatives to restraints, such as using de-escalation techniques, diversion strategies, and creating a calming environment.
- Encouraging collaboration among staff, residents, families, and healthcare providers to develop a holistic approach to care that minimizes the need for restraints.

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.
- Prevalence study on skin assessment

- Referrals to Dietitian to ensure individuals are receiving a balanced diet with adequate protein and fluids to support skin health and healing.
- Collaboration with healthcare providers, wound care specialists, and other members of the care team to develop individualized care plans for preventing and managing pressure ulcers.

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.

Specific Partnerships:

The success of this QIP requires collaboration with multiple partners:

- Home and Community Support Services – we work closely with HCCSS and Health Ontario both in the community and the hospital. This assists in ensuring smooth transitioning from community to LTC.
- Behavioral Supports Ontario – the BSO team thrives to enhance health care services within the facility with complex and responsive behaviors, associated with mental health, substance abuse and/or

any neurological conditions. The team also provides enhanced caregiver support.

- Antipsychotic Task Force – working with corporate DST team for minimizing use of psychotropic medications.
- Ontario Association of Resident Councils – utilized to help provide resources to the home to assist with addressing resident concerns.
- Ontario Long Term Care Association – utilized to gain knowledge about resources that can support the home.
- Research partners, and vendors such as Medical Mart, 3M, Cardinal Health and Medi system pharmacy – provides resources and education on products and services to enhance to knowledge of staff to provide quality of care.
- Ontario shores – partnership to assist with behavioral support.
- Extendicare BSU – collaboration with the BSU to provide behavioral support in a controlled environment.
- Alzheimer society – provides resources to staff and families through education to assist with understanding the disease process and coping strategies.
- Achieva for Physiotherapy Service – provides physiotherapy support to the residents 5 days a week to promote, maintain and restore health through physical examination, mobility diagnoses, disease prevention, patient education and rehabilitation.
- SHN – home has liaison with SHN with their initiation of the NLOT program, to assist with reducing ED transfers.
- RNAO – assisting with providing resources regarding Best Practices for the CQI program.
- TPH – Home utilized to provide training, support and resources during the outbreak.
- Psychiatry – supported by off site psychiatrist to support the needs of the residents.
- Golden Care Dental Services – provides dental services to the

residents

- ET Nurse – home works with ET Nurse closely to provide support to the skin and wound program and team.
- Podiatry – contract with external partner to provide podiatry services to the residents, as well as diagnosing, and treating conditions of the feet.

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: Resident: Sept 11- Oct 31, 2023

Family: Sept 11 - Oct 31, 2023

Resident: Would you recommend this home? Result: 62.3%

Top three areas for improvement from survey

1. If I have a concern, they are addressed in a timely manner -38.3%
2. I feel my goals and wishes are considered and incorporated into the care plan whenever possible. 42.9%
3. Overall, I am satisfied with laundry, cleaning and maintenance services – 44.2%

Family: Would you recommend this home? 57.8%

Top three areas for improvement from survey

1. Overall, I am satisfied with laundry, cleaning and maintenance services – 38.1%
2. The resident has input into the recreation programs available - 41.2%
3. I have an opportunity to provide input on food and beverage options – 46.6%

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

- These results demonstrate room for improvement, as we score below the 85% Extencicare target set for these indicators.
- Our work plan provides further details and actions of these important areas of resident experience, as we work to continue to serve residents better.
- Our Quality Improvement Plan was shared with our residents, families, and team members Feb 2024, at Resident and Family council meetings for input and revised with their feedback.
- The outcomes will then be regularly reviewed during council meetings.
- The document is posted on our in-home quality board as well as our home website.
- Minutes from these meetings are also posted in our home. We also regularly hold Town Hall meetings with families and residents to communicate important information and ensure our community has an opportunity to ask questions.

How are results communicated to the residents & families:

- Resident & Family Council, Townhall meeting and focus groups allow us to communicate our results and discuss.

How does your CQI committee take part in determining actions for your home:

- The CQI committee reviewed the survey results on Feb 29, 2024, the progress of the plan will be reviewed monthly at their scheduled meetings.

Date copy of the report was provided to Resident Council Feb 27, 2024, and Family Council Feb 29, 2024.

PROVIDER EXPERIENCE

Extendicare Guildwood 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 Guildwood population consists of mainly geriatric residents with medical and mental health needs. We offer specialized health care services for our residents such as dementia, mental health, bariatric, specialized medical services. The majority of our residents come to us from the local and surrounding areas. The average age of our residents is 85 years old with 63% being female and 37% being male. Our home currently has 3 centenarians.

We work closely with the local partners to educate our staff on strategies to provide care to our elderly populations with dementia and specialized medical conditions. The Alzheimer's and Parkinson's societies provide us with educational resources and with the tool provided by the BSO team in house we are able to meet the needs of residents with dementia. These strategies and tools are incorporated into our everyday quality improvement activities to assist us in making life better and improve the quality of life for our residents through their voice and choice.

CONTACT INFORMATION/DESIGNATED LEAD

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OTHER

Sign off

Administrator: Sue Chickrie
CQI Committee Chair: Michelle Minkoo
Quality Lead :Deveka Jagpaul
Regional Director: Nik 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 11, 2024**

Erin Coreno, Board Chair / Licensee or delegate

Sue Chickrie, Administrator /Executive Director

Michelle Minkoo, Quality Committee Chair or delegate

Niklas Chandrabalan, Other leadership as appropriate
