

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

March 19, 2024

OVERVIEW

Extendicare Scarborough is a 147-bed long-term care home located in Scarborough 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.

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 - Risk mitigation strategies including scheduled toileting plans that are individualized for each 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 and medication reviews. Falls kit provided to each nursing station with hip protectors, non-skid socks and bed and chair alarm. Updating quarterly falls risk binder and the falling star list. Weekly reminders and huddles to staff about the Falling star program, purposeful rounding and fall risk identifiers in home.

2. Inappropriate Use of Antipsychotics – 17.3%

Our Approach – Engagement of pharmacy team to provide recommendations to prescribers for safe reduction of antipsychotics and reduction of PRNs. Monthly BSO meetings with PRC are held with multidisciplinary staff to obtain feedback on the behaviors of residents and try new interventions. Weekly antipsychotics huddles are being conducted with staff on the floors.

3. 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, review of bed surfaces and repositioning devices.

4. Restraint Reduction – 2.5%

Our Approach – Home is currently at 0%. Continue educating new admissions on Extendicare’s Least Restraint policy, during education discussions with families/residents about risks of restraint use and all available alternatives to restraints.

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 Emergency Department visits. We strive for excellence through our focus on quality and safety and opportunities with our partners to participate in research.

The Collaboration with the multidisciplinary team allows our home to exercise a holistic approach to the care and development of our residence. Each partner, irrespective of their discipline, plays an important role in the Quality Improvement Plan.

Achieva Health: This partner collaborates with Extendicare Scarborough in the capacity of physical rehabilitation and providing education in transfer, body mechanics and rehabilitation. The Physiotherapist also works in partnership with the Quality Lead to track and trend falls in the home, they also focus on the fall prevention efforts through education and weekly huddles. Achieva Health also provides education to the home on restorative care and restraint.

Behavioural Supports Ontario: The Home Collaborates with internal and external BSO team to discussed the pain assessment (PAINAD) and the long-term care best practice for the antipsychotic with the nurses and MDs. We also provide DOS - Dementia Observation System and GPA - Gentle Persuasive Approach education with scenario and demonstration during the weekly huddle in the unit. The PRC - Psychogeriatric Resource Consultant comes for the weekly round with Social Worker, Assist Director of Care, Quality Lead, Admission Coordinator, Nursing and Activity staff. If all the internal resources are not working, we refer the residents to GMHOT - Geriatric Mental Health Outreach team. We work with the Psychiatrist and GMHOT RN very well. Our team achieved the goal successfully as strongly support from the management, hardworking nursing and activity staff, and knowledgeable GMHOT team. Our team continues to maintain effort to succeed in the future.

Arjo: This partner provides our homes with all the mechanical lifts and education needed on safe lifting and transfers.

Medical Mart: Medical Mart is the vendor who Extendicare

Scarborough uses to purchase nursing supplies.

3M/ Solventum: This partner provides Extendicare with products and education about the products they supply the home. Wound care and skin care products best practices are shared with the home to prevent, protect and improve residents' skin and wound conditions.

Scarborough Health Network: Hospital partners assist Extendicare Scarborough with external resources and education, one example of this external resource is NLOT - Nursing Lead Outreach Team.

Medisystem: This partner supplies Extendicare Scarborough with medications, complete medication audits, and tracks and trends the use of medications.

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.

Extencicare Scarborough 2023 Resident and Family Experience Survey Results:

Date of Surveys: September 11, 2024-October 31, 2023

Resident: 49/76, Family: 6/100

Resident: Would you recommend this home? Result: 63.3%

Top three areas for improvement from survey:

1. If I need help right away, I can get it (e.g. when I ring the call bell or ask for help. I don't have to wait long). 50%

Action Plan: Plan to improve by every staff member responding to a call bell once the light is lit up. Target date June 2024.

2. I have input into the recreation programs available. 32.6%

Action Plan: Improvement in program choices of the residents will be seen by August 1, 2024.

3. I am satisfied with the food and beverages served to me. 42.9%

Action Plan: Continue to discuss the food and beverage satisfaction in the monthly food committee meeting. Target date September 2024.

Family: Would you recommend this home? Result: 50%

Top three areas for improvement from survey:

1. I am satisfied with the quality of care from social worker(s) 40.0%

Action plan: Social worker will introduce herself to the residents and their family during the admission period and during their stay in the home. Target date: June 2024.

2. The resident receives courteous service in the dining room. 40.0%

Action Plan: In order to improve courteous service in the dining room staff will be retrained on pleasurable dining experience. Target date: September 2024.

3. I have an opportunity to provide input on food and beverage options. 33.3%

Action Plan: Continue to obtain family input on food and beverage option during family council twice per year. Target date: September 2024.

Role of Resident and Family Councils and CQI Committee in determining actions taken with survey results: Discussed in the Resident Council Meeting. Survey results posted on the activity boards on each unit.

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

Resident Council and Family Council: Meetings held on Feb 7, 2024

to discuss the results. It is posted on the activity boards at each unit area. Family council will send email out to families.

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

The CQI committee reviewed the survey results on March 8, 2024, the progress of the plan will be reviewed monthly at their scheduled meetings.

Date copy of the report was provided to Resident and Family councils: February 7, 2024 (Resident Council)

PROVIDER EXPERIENCE

Extendicare Scarborough 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 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.

POPULATION HEALTH APPROACH

Extendicare Scarborough population is one that is diverse in ethnicity and culture with over 50 languages spoken in the home. The home also caters for the Tamil community which is one of Extendicare Scarborough Niche program.

We have put in place culturally sensitive programs to cater for the diversity of residents needs in the home. For the Tamil population, staff who can speak and understand that language are assign to that unit as priority. We also work with different religious organizations, and a variety of entertainers.

CONTACT INFORMATION/DESIGNATED LEAD

Contact Information/Designated Quality Lead

Richard Ruddock, BScN

Quality Risk Management Coordinator | Extendicare Scarborough

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OTHER

Another Quality Improvement approach the home is taking is displaying the Quality indicators to residents, staff, family and visitors. The information is being displayed in real time on each unit on the Quality boards.

Sign-off

Executive Director/Administrator: Toby Xu

CQI Committee Chair: Richard Ruddock

Quality Lead of home: Richard Ruddock

Regional Director: Niklas 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 12, 2024**

Erin Coreno, Board Chair / Licensee or delegate

Toby Xu, Administrator /Executive Director

Richard Ruddock, Quality Committee Chair or delegate

Niklas Chandrabalan, Other leadership as appropriate
