

Interim Quality Report 2022

Extendicare Scarborough

July 2022

Our Quality Commitment

At Extendicare Scarborough, our Continuous Quality Improvement Program is built on evidence-based best practices. We follow a standardized quality program allowing for the sharing of learnings across our network of homes and provider-led quality teams. We work with hospitals and other health system partners to provide access to a full suite of timely, medical, psychosocial, and recreational services, so that our residents can live life to the fullest.

Extendicare is a mission driven organization, dedicated to “Helping People Live Better”. Our mission is grounded in a commitment to continuously measure care quality and improve performance, as we work to renew and reimagine seniors’ care.

Our Approach

Our quality program at Extendicare Scarborough encompasses all that we do to meet our mission of quality of care and resident safety goals. From ongoing quality assurance activities and audits including participation in Accreditation Canada’s standards and surveys, to the proactive analysis of safety trends and quality improvement opportunities on weekly Quality of Care calls, quality and resident experience are the primary focus of our teams.

Our Indicators

In 2022, our quality improvement plan is focused on the following core metrics:

- reduction of falls,
- worsening pressure injuries,
- restraints and;
- use of antipsychotics.

Our targets for 2022 were set at best practice levels, in each case, better than Canadian Institute of Health Information’s (CIHI) annually reported national averages.

2022 Quality Indicator Targets

Quality Indicator	2022 Target
<i>Falls</i>	
Owned and Managed Homes	< 15.0%
	All homes
<i>Daily Restraints</i>	
Owned and Managed Homes	< 2.5%
	All homes
<i>Antipsychotics without a diagnosis of psychosis</i>	
Owned and Managed Homes	< 17.3%
	All homes
<i>Worsened Pressure Ulcers</i>	
Owned and Managed Homes	< 2.0%
	All homes

Achieving Results

Quality program initiatives are implemented across all Extendicare homes by the home's interdisciplinary team under the coaching and guidance of central quality consultants through what we call Quality Enhancement Teams. In support of our homes, Quality Enhancement Teams provide:

- Evidence-based best practice toolkits
- Leadership with lean quality improvement initiatives
- Regular coaching for team members on care practices
- Project oversight
- Reporting for all quality improvement

Quality in Action – Initiative Snapshot

Reduction of Falls

- Risk mitigation strategies including scheduled toileting plans individualized for the resident
- A safe and uncluttered environment with adequate lighting and supportive mobility devices
- Falls prevention toolkit implementation including post-fall huddles
- Appropriate footwear

Reduction of Worsening Pressure Injuries

- Working in partnership with 3M to enhance our assessment process and ensure proper product selection for pressure injuries
- Hydration Audits with accompanying plans to mitigate dehydration and its impact on skin health
- Education of new advanced practice skin and wound care nurses.

Reduction in Use of Antipsychotics

- Behaviour Supports Ontario (BSO) leads ensure assessments are current for each resident, providing the interdisciplinary team with accurate and timely information to determine an appropriate reduction plan
- Engagement of pharmacy team to provide recommendations to prescribers, based on scores and assessments, on safe reduction of antipsychotics for a resident

Reduction of Restraints

- Implementation of Extendicare's Least Restraint policy
- Utilization of alternatives to restraints
- Partnering with regional health authorities to create restraint reduction plans upon admission

Emerging from the Pandemic

The COVID-19 pandemic has been a tragedy on a global scale. As Canada emerges from the height of the pandemic, at Extendicare, we are embracing this opportunity to lead change and build a better future for seniors' care.

As has been the case for health care providers across the world, Fighting COVID has been our most essential quality and safety priority throughout the pandemic. We invested in expanding our Infection Prevention and Control (IPAC) capacity, with the addition of new IPAC consultants to support homes, introduction and ongoing refinement of new tools, and ongoing best practice audits.

Full comprehensive IPAC reviews of each home are currently underway to ensure the learnings from the pandemic remain in place and in practice, including at Extendicare Bayview. Our Pandemic Plan reflects lessons learned and is part of a more fulsome Emergency Preparedness program.

All key pandemic workstreams, such as staffing levels and PPE oversight, continue to be monitored centrally through our COVID Operational Command Centre.

Improving Care, Every Day

Improving Care, Every Day is our multi-year national plan to focus on five key areas for improvement, across every home we operate.

1. Improve the quality of life for those we care for

- Improving and adding to our clinical capabilities, including system partnerships, like our Ottawa Hospital relationship
- Increasing the number of full-time positions on our care teams by more than 1,000 in 2021, with further team growth in 2022
- Eliminating multi-unit bedrooms, to improve privacy, IPAC response, and enhance quality of life

2. Support the success of our team

- Launching a peer and family member-nominated Care Champion program to celebrate team members who go above and beyond to serve our residents
- Exceeding government requirements around paid time off and sick leave
- Improving infection prevention and control, supporting team members in obtaining IPAC certification

3. Engage residents and families as partners in care and organizational change

- Improving communication and engagement with residents and families

4. Replace or upgrade older long-term care homes

- Replacing every older home in our network and upgrading or enhancing our homes regardless of age

5. Increase transparency and accountability

- Working to expanding access to real-time information about your loved one's care environment
- Steadily increasing the openness and transparency through which we operate

Our Quality and Safety Program

As part of our commitment to continuous improvement, from June to November 2021, Extencicare voluntarily participated in a national accreditation process in partnership with Accreditation Canada, welcoming surveyors to assess our homes' services and help us improve our quality, safety, effectiveness, and experience for residents and families.

For more than 60 years, Accreditation Canada has been working with health, social and community service organizations to advance quality and safety.

We received Accreditation with Commendation through this recent survey and have established mechanisms to sustain accreditation standards as part of our quality and safety program.

Over the past year at Extendicare, we have introduced a number of strengthened quality and safety initiatives including comprehensive safety culture education for all team members, to enhanced quality and safety business intelligence reporting. Our Medication Safety Technology (MST) Project is focused on improving medication safety through several streams of work, including by directly target one of our core quality indicators, reducing antipsychotic deprescribing.

Every week, our central team of senior operational and quality leaders collaborate in reviewing critical incidents and regulatory inspection results for identification of system level quality improvement opportunities. These opportunities are implemented through our Quality Enhancement Teams, and other ongoing quality and safety initiatives.

At Extendicare, we see quality assurance and quality improvement on a spectrum within our quality and safety program and are leveraging quality improvement tools and techniques to shift to a truly proactive view of quality care, rather than the reactive approaches historic to the sector, based on compliance alone.

Governance and Accountability

Governance of quality care and safety extends from home-level Continuous Quality Committees, to Extendicare's national Quality and Risk Management Committee, up to Extendicare's Executive Leadership Team, and to the Board of Directors, where regular reports are provided to a dedicated Quality and Risk Committee.

Quality indicators and targets are set through comprehensive analysis of home performance, CIHI benchmarks, and emerging evidence-based literature around best practices in seniors' health. Through discussion with team members across the organization and Resident and Family Councils, a proposal is reviewed and approved by Extendicare's Executive and Board. Quality performance is part of the leadership incentive program.

Quarterly quality and safety results are shared throughout the organization, and with residents and families through Resident and Family Councils, whose input is incorporated into our quality improvement plans. Team members receive coaching and training to more fully engage with quality improvement initiatives within their homes.

Our Home's Continuous Quality Improvement Team

Extendicare Scarborough has a Continuous Quality Improvement Committee comprised of interdisciplinary representatives that are the home's quality and safety culture champions. The membership of our committee reflects the diversity of our team members and the residents we serve.

The work of our Continuous Quality Improvement Committee is part of a broader system of Extencicare quality governance, as we work together, to *Improve Care, Every Day.*