

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

March 19, 2024

OVERVIEW

Extendicare Brampton is a 150-bed long-term care home located at 7891 McLaughlin Road South, Brampton.

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.

At Extendicare, improving the quality of care we provide for 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.

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%

Falls prevention is a key element of our residents' care. Our universal falls prevention strategies are applicable to all residents. These include implementation of interventions such as SAFE (Safe environment, Active resident engagement, Falls risk assessment, and Education), hourly rounding, and assessing for 4P's, (pain, positioning, prompted toileting, possessions). These key factors has

helped us in maintaining our falls indicator scores below target. Residents who are at high risk of falls, additional risk mitigation strategies are reviewed, implemented, and care-planned based on their individual needs. Some of these interventions include toileting routine, an environmental risk assessment to ensure a safe and uncluttered environment, adequate lighting, supportive mobility devices, call bell within reach, ongoing review of changes in health status, transfer status or care needs, promoting proper footwear usage, fall mats, hip protectors, transfer poles, as required. Additionally, fall leaf signage is used to alert staff about residents who are at high risk for falls.

Furthermore, an active collaborative interdisciplinary team approach is utilized in our home. The team is comprised of Falls Program Lead, nurses, PSWs, Physiotherapist, Pharmacist, Behavior Support Ontario lead, Quality Lead, and Director of Care who meet regularly to review falls and effective strategies. Staff education is provided to develop skills that aid in identifying risks, preventing and mitigating falls, and reducing fall-related injuries. External resources are also utilized, when needed.

2. Inappropriate Use of Antipsychotics – 17.3%

Our approach in reducing antipsychotic medication use and keeping our home's average below the target goal is by actively involving the BSO team. BSO Lead is the initial point of contact for any observed behavioral changes in a resident. The residents are assessed, and non-pharmacological interventions are primarily implemented which are often effective in reducing the referred resident's behavioral expressions.

We also take advantage of the community resources that are available to us, such as the Psychiatrist, Psychogeriatric Resource Consultant and the Therapeutic Recreational consultants who visit our facility based on referrals that are sent by our BSO Lead.

Staff are frequently educated on types of mental illnesses and strategies to manage residents with behavioral expressions. Staff are also encouraged to document and report any noted behavioral changes.

The use of antipsychotics is reviewed quarterly by the pharmacist, physicians and BSO team who work together to determine the effectiveness. Alternative medications are also tried which may be more beneficial.

3. Restraint Reduction – 2.5%

Our approach is to minimize the use of restraints. Our Home follows Extendicare's Least Restraint policy. We have successfully maintained our facility at 0% for restraints.

Our strategies to remain restraint free include close monitoring and 1:1 supervision for residents who are at high risk for falls, provide comfortable wheelchairs, repositioning every 2 hours, and hourly rounds by staff to fulfill their needs. Residents with behaviors are followed by BSO team who assess and initiate non-pharmacological measures which helps in minimizing the need for restraint use. Program staff actively engage our residents with various activities.

Staff education is provided to all staff. Discussions are held with family members about risk of the restraint use if restraints are requested by family.

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

Our approach is to resolve or improve pressure injuries in the home by using all available resources to ensure that our residents receive optimal care.

Our home uses a multi-disciplinary approach. Our strategies include continuous staff education on prevention of pressure ulcers, proper skin care along with the use of barrier cream. Our Dietitian and physiotherapist are also consulted. We use air mattresses for residents who are prone to or have pressure ulcers. Turning and repositioning schedules are also implemented to alleviate pressure. We also avail support from our LTC Consultant and 3M consultant.

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;

Home and Community Care Support services - assess and determine eligible applications for admissions

Nurse Practitioner Lead Outreach Team – support for discharge from hospital to our home, staff education. Nurse Practitioners assess and treat our residents in the home which reduces the number of hospital transfers.

Behavioural Support Ontario – Provide support to our residents with behaviours. Work closely with our BSO Lead to assess, review, and develop individualized plans of care. Provide staff education and liaise with resources available in the community

Ontario Association of Resident’s Council – empowers our residents by providing an active platform where they can share their experiences, understand their rights and build a collective voice.

Ontario Long Term Care Association – works with the government, LTC sector and advocates to improve the quality of life for our residents and their families.

William Osler Infection Prevention and Control Hub – an active partner for our home that provides Infection Prevention and Control related audits and staff education. The IPAC hub Nurse Practitioner has tirelessly supported our home and IPAC team in managing Covid-19 outbreaks.

Peel Public Health – provides vaccine for our residents’ immunization, and guidance during outbreaks and infectious diseases

Vendors such as Medline, 3M, Cardinal, HME – medical supplies and equipment such as catheters, ostomy bags, or wound care supplies, wheelchairs and walkers.

MediSystem pharmacy – pharmacist support for medication reviews and audits. MediSystem is the medication provider for our

residents.

Hospitals – William Osler and Trillium Health Partners are the supporting hospitals in our region.

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 to October 31, 2023.

Resident Participation: 90.5%

Resident: Would you recommend this home - 83.3%

Top three areas for improvement from Resident survey :

1) Overall, I am satisfied with the recreation and spiritual care services – 75.9%

2) Overall, I am satisfied with the temperature of my food and beverages– 49.2%

3) Overall, I am satisfied with laundry, cleaning and maintenance services– 80.3%

Family Participation:70.8%

Family: Would you recommend this home? Result: 78.3 %

Top three areas for improvement from Family survey :

1) Resident has input into the recreation programs – 40.6%

2) Satisfaction with the variety of spiritual services – 44.4%

3) Quality of cleaning within the resident rooms – 45.7%

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

1. Recreation & Spiritual Care- TV selection – target date March 2024
2. Dining Services – enjoying meals in dining room – target date April 2024
3. Laundry, Cleaning & Maintenance- cleaning of rooms- target date March 2024

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

- CQI committee meeting held on March 12, 2024, and will be monthly thereafter with reps from resident council. Invitation sent to members of family council (no chair at present). Action plan summary was shared at this meeting and at both resident council and family council meetings in March.

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

- Focus groups were held with residents on February 15 and 16, 2024. A focus group was held with families on February 20, 2024, at Family Council. Staff were presented with employee engagement results in a hybrid townhall on February 22 at 10 am. In addition, a hybrid style townhall was held on February 22, at 2 pm for all staff, residents and families.
- Date copy of the report was provided to Resident and Family councils:
- The report was shared with the Resident Council on Wednesday, February 28, 2024 and with the Family Council on Tuesday, February 20th, 2024.

PROVIDER EXPERIENCE

Extendicare Brampton 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.

Extendicare Brampton is the home of innovation and technology. In March 2024, we will be initiating Project Oak Amplifi, an integration tool that enables electronic exchange of clinical data between the resident record in PCC and the hospital information systems in Amplifi-ready hospitals.

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 Brampton population consists mainly of seniors and/or adults with complex medical needs. Our home also offers a 12-bed Convalescent Care Program which provides rehabilitative services to residents whose goal is to regain strength and return to the community.

We offer 24-hour nursing and personal care, assistance with medication and activities of daily living, physiotherapy, recreation and social programs, access to a doctor. We also work with our community partners such as Home and Community Care, local hospitals, Medisystem Pharmacy, Peel Public Health, Nurse-Practitioner Lead Outreach Program, Behaviour Support Ontario. Additional services include dental care, foot care, hair dressing, pastoral care, and physiotherapy.

CONTACT INFORMATION/DESIGNATED LEAD

Assistant Director of Care & Quality Lead – Bijini Minu
bijini.minu@extendicare.com
Phone – 905-456-4204

OTHER

Executive Director/Administrator: Hannah Niederhoffer
CQI Committee Chair: Bijini Minu
Quality Lead of home: Bijini Minu
Director of Care: Manika Vivek
Regional Director: Anthony McKenzie
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 14, 2024**

Erin Coreno, Board Chair / Licensee or delegate

Hannah Niederhoffer, Administrator /Executive Director

Bijini Minu, Quality Committee Chair or delegate

Lynsey McIntyre, Other leadership as appropriate
