

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

April 1, 2024

OVERVIEW

Extendicare Mississauga is a 140 bed long-term care home located in Mississauga, 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 – The Team has undertaken a Falls QI with the focus on risk mitigating strategies. As a result of this project key interventions will be introduced:

Improved communication among all stakeholders, which includes staff and families. The goal is to keep everyone informed and engaged in fall prevention efforts.

Some specific key interventions are as follows:

- Shift Change Communication: clear and concise information to the incoming team. Identify high risk residents, special care needs and any changes in medical status.
- Collaboration with Families: engaging families on the fall prevention initiative. Educating families on the importance of proper footwear.
- Breaks and High-risk Resident Intentional Monitoring: Update peers when going off on breaks ensure that residents are being monitored and another staff is accountable for the safety of these residents while the assigned caregivers are on breaks.
- Emphasis is placed on the post fall risk assessments and huddle, Morse fall scale, environmental scan, scheduled toileting and incontinence product changes. To mitigate these risks, re-education was done on the 4 Ps and the eight key behaviors on comfort rounds.

Home will trial three change ideas on the secured unit. Results will be analyzed and if these ideas are effective, this will then be introduced and rolled out to the other home areas.

Our goal is to benchmark against our corporate goals as the set targets are lower than the provincial target. Extendicare Mississauga's target is to maintain below the corporate goal.

2. Inappropriate Use of Antipsychotics – 17.3%

Our Approach – The Pharmacist is engaged with the Behavioral Support Team in the home and meet monthly for the purpose of deprescribing the use of inappropriate antipsychotic medications. The Team is engaged with the Psychogeriatric Team and conducts behavioral study with non-pharmacological interventions. The Behavioral Support team is active in-house and collaborates with the families and staff on the treatment plan. Extendicare Mississauga is also affiliated with the Halton Seniors Mental Health Outreach Team. The Home utilizes the Antipsychotic Monitoring Tool which is widely used across all of Extendicare's Home and has been found to be effective.

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3. Restraint Reduction – 2.5%

Our Approach – The Home has implemented the Extendicare's Least Restraint policy and has communicated to the families of new admissions the importance of a restraint free environment for the residents. This program has been successful and currently our home is restraint free. Ongoing education with staff and families on the alternatives to restraints continues.

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Mississauga's target is to maintain below the corporate goal.

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

Our Approach:

The Home's priority is staff education in prevention of wounds. The Wound Care Coordinator is trained in the Skin Wellness Associated Nurse (SWAN) program. The goal of this program was to educate and prepare the wound nurse to enhance their ability to provide optimal care for residents with wound, ostomy and continence issues.

- High Risk Wound Tracking is used to identify early detection of impaired skin and to formulate nursing interventions based on the assessment.
- This process assists with the continuity of interventions as it measures and compares to the previous assessment which results in improvement as treatment may change according to the findings.
- Pressure offloading devices such as therapeutic support mattresses and repositioning devices are used to turn and reposition residents with limited bed mobility.
- Toileting schedules are used to promote continence thereby preventing impaired skin integrity and allowing residents to maintain their dignity intact.
- Weekly Wound Rounds by a SWAN certified nurse to assess the progress in healing of wounds.
- Collaboration with Registered Dietitian for nutritional needs. This program is beneficial to our residents in the prevention of ulcers and wound treatment.

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ACCESS AND FLOW

We are 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.

Partnerships:

- The success of this QIP requires collaboration with multiple partners, including Alzheimer's Society of Peel's, collaboration on residents with challenging behaviors, engaging the Psychogeriatric consultants in focus behavior studies of individual residents. Families are advised to reach out for emotional support.
- NP STAT is utilized for any exacerbation of residents' medical condition and acute medical changes. This support is crucial in averting unnecessary transfers to hospital.
- ACCLAIM Health: Pain and Palliation consultant is utilized in the Home for comfort measures, allowing our Residents to remain in the Home where pain is being managed. This allows our Residents to experience end of life in the comfort of their Home.

- Behavioral Supports Ontario: This program is highly effective in managing residents with challenging behaviors. The interventions have improved the quality of lives of our Residents by utilizing non-pharmacological interventions instead of Antipsychotic medications.
- Resident and Family Councils: The Home has engaged the Presidents of both Councils in all the Home's CQI projects. The Councils also provide feedback to the Management Team. Communication is done monthly through Townhalls and regular e-mail. Residents Families and Staff are kept abreast with the facility updates. Both Presidents are highly engaged in the normal operations of the Home.
- Ontario Long Term Care Association: Our Home receives monthly updates through newsletters, and this helps to guide our Home on best practices and current events within the Long-Term Care Sectors. This organization is a strong advocate for Long Term Care.
- Medisystems pharmacy: this is our contracted vendor for medication management and the Nursing Team is engaged with the Pharmacist, related to medication reconciliation (Medisystems Collaborative Medication Reconciliation), Medication Technology Funding, implementation for the use of e-connect/plus and Amplifi Project. This streamlines the transition between LTC Homes and hospitals with data sharing.
- Medline: Partners for procurement of medical and nursing supplies.
- Trillium Health Partners; Our Hospital partners, open communication with the Hospital which provides timely updates on the status of our hospitalized Residents. We reach out to the Hospital for IPAC best practices and recommendations.
- Peel Public Health: The Home collaborates with PH for outbreak management and other infectious diseases. We also engage them

for the Home's immunization campaign.

- Community Universities and Colleges: Extendicare Mississauga is involved with mentorship programs through the College of Nurses of Ontario. This has given the Home an opportunity to embrace the International Educated Nurses through the Supervised Practice Experience Program (SPEP). This program has been successful in recruiting and retention of Registered Practical Nurses and has also helped the community hospitals with employment of Registered Nurses after completing the required hours and demonstration of competency and skill sets.

EQUITY AND INDIGENOUS HEALTH

We are 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.

We develop 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.

In developing a cultural competency and diversity plan, we look 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 Mississauga actively engages 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: Survey dates were September 11th, 2023, to October 31st, 2023.

Resident response to the question: Would you recommend this home? The result was 98.7 %

- Top area for improvement from survey are:
 - 86.7% I am satisfied with the variety of food and beverages.
 - Family: Would you recommend this home? 84.4%
 - Top two areas for improvement from survey:
 - 69.9%: The resident has input into the recreational programs available.
 - 70.1%: There is a good choice of incontinent products.

Key actions taken from survey outcomes for top 3 areas for resident satisfaction and family satisfaction: Survey results were discussed at the Family, Resident Councils, Continuous Quality Improvement Committee and at staff meetings.

Dates when results were shared:

- February 20th, 2024: Family Council:
- January 17, 2024: Family Townhall Meeting.
- February 21st, 2024: Action plan shared.
- January 25th, 2024: Resident Council.
- February 15th, 2024: Action plan shared.
- February 6th, 2024: Staff Meeting, with days evening and night shifts
- January 24th, 2024: Continuous Quality Committee Meeting:

- February 7th, 2024: Collaboration was done with the committee members for input into the action plan with the three key areas of opportunities. This meeting was also attended by the President of Family and Resident Councils and also representation from the various disciplines. February 20th: action plan was shared with the Family Council and with the Physician Advisory Committee.

Results are communicated through face-to-face meetings with staff, residents, resident and family council meetings and CQI committee and then through virtual Teams meeting for the Physicians, townhall meetings for families.

The survey result was posted on 20th February, 2024 and the action plan will also be posted and shared with the Councils and the CQI committee.

PROVIDER EXPERIENCE

Extendicare Mississauga engages 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 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 Mississauga has participated in the following QI projects:

- Fall Prevention project. This project started on September 16th, 2023, as a result of the quarterly assessment on falls, it was noted that one home area had the highest percentage of falls. Home will

continue with this project as it follows the processes, through education with staff, collaboration with respective disciplines and using the Plan Do Study Act cycle. The goal is to reduce the number of falls by ten percent by the next quarter in the targeted home area.

- Medication Management. Extendicare Mississauga was a pilot site for the following projects. This opportunity to participate was a result of the Medication Safety Technology Funding from the MOHLTC.

1. OneID- LTC Connect. Secured and electronic transmission and handling of health records.

2. Amplifi project. Secured bilateral exchange of clinical data between hospitals and long-term care.

- Point Click Care Practitioner Engagement will be rolled out at Extendicare Mississauga at the end of March. This secured application will allow Physician to access resident's chart and or health information while away from a computer using their own personal electronic device.

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 Mississauga 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. We look for opportunities to re-educate our teams to ensure awareness of new learnings and review of processes.

POPULATION HEALTH APPROACH

Extendicare Mississauga's population consists of a diverse but mainly of a geriatric population. We have many programs in place within the home that support our resident's quality of care including dementia, mental health, bariatric, specialized medical services etc.

CONTACT INFORMATION/DESIGNATED LEAD

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OTHER

Executive Director/Administrator: Dolly Kunji

CQI Committee Chair: Dolly Kunji

Quality Lead of home: Imelda Tandingan

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 20, 2024**

ecoreno@extendicare.com, Board Chair / Licensee or delegate

IKunji@extendicare.com, Administrator /Executive Director

ITandingan@extendicare.com, Quality Committee Chair or delegate

JeCarvajal@extendicare.com, Other leadership as appropriate
