

Quality Improvement Plan (QIP)

# Narrative for Health Care Organizations in Ontario

March 19, 2024

## OVERVIEW

Extendicare Hamilton is a 160 bed long-term care home located in Hamilton, 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%

The team has undertaken a Falls QI with the focus on risk

mitigating strategies. As a result of this project, the 3 key interventions would be introduced:

1. We have Fall Friday huddles on Fridays with the team in discussing our highest fall risk of the week. It is an interdisciplinary team approach where strategies are implemented to mitigate falls.
2. We continue to have Monthly Falls committee meetings with our committee team members.
3. We have implemented bariatric beds for high-risk residents who tend to fall from the standard size bed.

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

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

The Home's priority is staff education in prevention of wounds. The Wound Care Champion is trained in wound care. The goal of this 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 the wound care champion 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.

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

### 3. Inappropriate Use of Antipsychotics – 17.3%

To continue to engage the pharmacy team to provide recommendations to prescribers for safe reduction of antipsychotics, engaging Behavioural supports leads to work with team to support behavior management.

### 4. Restraint Reduction – 2.5%

Implementation of Extendicare's Least Restraint policy, utilization of alternatives to restraints, discussions with families/residents about risks of restraint use and available alternatives.

## 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 Hamilton, 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.

**Pain and Palliation Consultants:** Pain and Palliation consultant is utilized in the Home for comfort measures, allowing our residents to remain in the LTC 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 through regular e-mail. Residents, families

and staff are kept abreast with the facility updates. Both Council 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.

**Medisystem pharmacy:** this is our contracted vendor for medication management and the Nursing Team is engaged with the Pharmacist, related to medication reconciliation (Medisystem 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.

**Hamilton Health Sciences and St. Joseph's Hospitals:** 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.

**Hamilton 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 Hamilton is involved with mentorship programs through the College of Nurses

of Ontario. This has given our 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**

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 Hamilton 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. 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 75 %

Top two areas for improvement from survey are:

40% I have input into the recreation programs available.

51.3% I am updated regularly about any changes in my home.

Family: Would you recommend this home? 83.7%

Top two areas for improvement from survey:

41.9% There is good choice of continence care products.

50%: The resident has input into the recreation programs available.

Key actions taken as a result of survey outcomes for top 2 areas for resident satisfaction and family satisfaction: Survey results were discussed at the Family Council on January 25, 2024, Resident Councils January 23, 2024, Continuous Quality Improvement Committee and at staff meetings and updates on improvements will be communicated at future meetings that are held.

## PROVIDER EXPERIENCE

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

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

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

3. Point Click Care Practitioner Engagement. 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. Extencicare 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 Hamilton 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

Extendicare Hamilton:

Kiran Daniels - Designated Quality lead

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## OTHER

Sign-off

Executive Director/Administrator: Mrs. Pilar Henderson

CQI Committee Chair: Mrs. Pilar Henderson

Quality Lead of home: Mr. Kiran Daniel

Regional Director: Mr. Anthony Mckenzie

Corporate Quality: Mrs. 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**

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**Anthony McKenzie**, Board Chair / Licensee or delegate

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**Pilar Henderson**, Administrator /Executive Director

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**Kiran Daniel**, Quality Committee Chair or delegate

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**Erin Coreno**, Other leadership as appropriate

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