

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

March 19, 2024

OVERVIEW

Extencicare West End Villa is a 122 long-term care home located in Ottawa.

Our Mission

Extencicare 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 Extencicare, 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

Extencicare'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. Extencicare'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 – Upon admission we perform a Falls Risk assessment to determine the resident's risk of fall and proactively

implement risk mitigation strategies within the home. Environment governs function and we aim to tailor each resident's environment to address their individual needs. For all residents, we implement S.A.F.E Universal Falls Precautions. Falls are monitored and analyzed on an ongoing basis using a multidisciplinary approach. In the event of a fall, the team comes together to perform root cause analysis and 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, medication reviews, and more. The team further reviews falls at both our Friday falls meeting and monthly Falls Committee meetings to ensure that all interventions are in place and are up to date in their care plans.

2. Inappropriate Use of Antipsychotics – 17.3%

- Our Approach – We review all residents that have received antipsychotic medication to determine if ongoing administration is appropriate after reviewing exclusion criteria. Residents are assessed as part of Extendicare's antipsychotic reduction program for potential reduction to discontinuation for the inappropriate use of the medication. The resident and POA are consulted along with the physician and pharmacist. We review the inappropriate use of antipsychotics at monthly BSO Meetings as well as our quarterly Professional Advisory Committee meetings to ensure that all interventions are in place and are populated into their care plans.

3. Restraint Reduction – 2.5%

- Our Approach – Extendicare has a Least Restraints policy which states that the home will ensure that when no alternative to restraints is appropriate, that the least restrictive restraint possible

will be used, for the shortest duration of time possible, and only as a last resort after all other methods of promoting the resident's safety have been tried and failed. We review restraints and personal assistive safety devices (PASDs) at monthly Falls and Restraints Committee meetings to ensure that all interventions are in place and care plans are up to date. Discussions with residents and families regarding the risks of restraint use and availability of alternatives are discussed during admissions, at IDTC's and upon request.

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

- Our Approach – Our Wound Care Champion compiles a list of all residents with pressure ulcers and identifies those at high risk for pressure ulcers and presents this information to the Skin and Wound committee. The underlying factors contributing to the pressure injuries are discussed and interventions are implemented. Some interventions include air mattresses, frequent repositioning, applying barrier cream, wound dressing changes, and dietary consultations to ensure adequate nutrition for healing. These interventions are supported by our partnerships 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, review of bed surfaces and repositioning devices. We have the benefit of having a full time Wound Care Champion who is SWAN certified, and three other SWAN certified nurses who support the Wound Care Champion.

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.

Extendicare West End Villa's Home Specific Partnerships: The success of this QIP requires collaboration with multiple partners, including Home and Community Support Services, Behavioural Supports Ontario, Antipsychotic Task Force, Ontario Association Resident Councils, Ontario Long Term Care Association, and vendors such as Medical Mart, 3M, and Medisystem pharmacy, hospitals, and the ROH Team.

With this community team collaboration, West End Villa has been able to improve quality of care and meeting resident's care needs.

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: The 2023 feedback survey for residents and families occurred between September 11 and October 31, 2023.

Resident: Would you recommend this home? Result: 60.7%

• Top three areas for improvement from survey:

- 1) I have input into the recreation programs available (33.3%)
- 2) I am satisfied with timing and schedule of spiritual care services (50.0%)
- 3) I am satisfied with the variety of spiritual care services (50.0%)

Family: Would you recommend this home? Result: 75.9%

• Top three areas for improvement from survey:

- 1) The resident has input into the recreation programs available (29.4%)
- 2) I am satisfied with timing and schedule of spiritual care services (46.7%)
- 3) I am satisfied with the variety of spiritual care services (46.7%)

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

The resident satisfaction survey and family satisfaction survey both shared the top three areas for improvement:

I have input into the recreation programs available (Resident 33.3%) (Family 29.4%)

The Recreation team will be hosting Calendar Planning Meetings at the beginning of each month starting in April 2024 in order to elicit increased resident input on the programs available within the

home. This was previously a quarterly process, and its increased occurrence aims to enable residents to add insights on improving existing programs that are in the home. Improving the existing programs within the home will also be carried out via the resident specific survey following each month to receive additional feedback.

I am satisfied with the timing and schedule of spiritual care services (Resident 50.0%) (Family 46.7%)

The current schedule of Spiritual Care Services is as follows: Catholic Church is offered on the third Tuesday of each month at 11:00am, United Church is offered on the second Tuesday of the month at 10:30am, Anglican Church is offered on the third Thursday of the month at 10:30am, and the Salvation Army comes in for nondenominational hymns on the second Tuesday of the month at 6:30pm. Every Tuesday a church volunteer hosts communion and on Sundays the recreation team organizes a nondenominational virtual church service. All spiritual care services occur in the Activities Room located on the first floor. Beginning in April 2024, the recreation team will be utilizing a Spiritual Care Assessment tool to determine the various timings of services that are needed within the home.

I am satisfied with the variety of spiritual care services (Resident 50.0%) (Family 46.7%)

Beginning in April 2024, the Recreation team will be utilizing a Spiritual Care Assessment tool to determine the different spiritual programs that are needed within the home. The spiritual program evaluation is a quarterly assessment that will be scheduled at the

beginning of each calendar year moving forward so that the results can analyzed, and the identified gaps can be action planned and addressed in a more timely and effective manner.

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

The survey results are shared with both the Resident and Family Council to elicit feedback for improving the key findings of highlighted operations that require improvement. Feedback is subsequently reviewed and included within the relevant action plans. The Continuous Quality Improvement (CQI) Committee's role is to provide a forum to review all aspects of the running of the Home with emphasis on Quality Management and Improvement. The survey results are reviewed at the CQI Committee to gain multidisciplinary feedback to further advance each action plan. Once completed, an action plan is reviewed and finalized with each relevant councils and committees.

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

The Resident and Family Satisfaction Survey results was presented on February 27th, 2024 with the Resident Council and action plan approved by the council.

The Resident and Family Satisfaction Survey will be further reviewed, and the subsequent action plan will be verified with the Family Council at the next meeting, which is scheduled for Thursday, March. 21st, 2024.

Family Council: Thursday, March. 21st, 2024 any additional action item or priority will be updated at that time.

The Resident and Family Satisfaction Survey is shared with the Resident's Council and staff via posting the results on the Quality board with the successive action plan.

PROVIDER EXPERIENCE

Extendicare West End Villa 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.

West End Villa's residents and families are preparing for the move into their new Home (Crossing Bridge) later this year.

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 West End Villa population consists of mainly seniors over the age of 65.

West End Villa is working with the new introduction of the RPN-BSO to help with managing responsive Behaviors.

Fully utilize the Nurse Practitioner from NLOT Program to address health conditions that will reduce unnecessary Hospital transfers.

West End Villa share the building with Transitional Care Unit from The Ottawa Hospital where potentially patients from Transitional Care Unit would be transferred to Long Term Care.

CONTACT INFORMATION/DESIGNATED LEAD

Extendicare West End Villa Contact Information/Designated Quality Lead

Kyle van Wyk

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OTHER

Sign-off

Executive Director/Administrator: Anissa Ayeh

CQI Committee Chair: Mariama Camara (DOC)

Quality Lead of home: Kyle van Wyk

Regional Director: Cory Nezan

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 13, 2024**

Cory Nezan, Board Chair / Licensee or delegate

Anissa Ayeh, Administrator /Executive Director

Kyle Van Wyk, Quality Committee Chair or delegate

Mariama Camara, Other leadership as appropriate
