

Quality Improvement Plan (QIP)

# Narrative for Health Care Organizations in Ontario

April 2, 2024

## OVERVIEW

### Overview

Extendicare Baywoods Place LTC is a 128 long-term care home located in downtown 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 CARF 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 – Our home continues to review all falls to ensure all required falls interventions are in place to support the resident. These include Risk mitigation strategies including regular environmental risk assessments to ensure a safe and uncluttered environment with adequate lighting and supportive mobility devices, residents wearing appropriate footwear, medication reviews and closing spaces that require repairs are completed (ie. smoking patio).

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

- Our Approach – Our home continues to review all residents who are currently on antipsychotic medications without a diagnosis. Baywoods Place is part of a pilot project with Extendicare to reduce the number of residents who fall. The home continues to work with the pharmacy team to provide recommendations to prescribers, for safe reduction of antipsychotics, and engages Behavioural supports leads to work with the team to support behavior management.

#### 2. Restraint Reduction – 2.5%

- Our Approach – Our home does not have any residents who require restraints. This has been a success for Baywoods Place as we continue to work with families through education on admission and on an as needed basis. These discussions include risks of restraint use, and available alternatives to restraints. Baywoods Place also follows the Extendicare's Least Restraint policy and continues to look at all possible restraint alternatives.

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

- Our Approach – In partnership with 3M, Baywoods Place continues to enhance our assessment process and ensure correct product selection occurs to promote healing, education occurs for new advanced practice skin and wound care nurses, implementation of turning clocks, review of bed surfaces and repositioning devices. At this time the indicator for this area of improvement is 0.6%

### ACCESS AND FLOW

#### 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, including Hamilton Niagara Haldimand and Brant Home

and Community Support Services (HNHBHCCSS), Behavioural Supports Ontario, Antipsychotic Task Force, Ontario Association Resident Councils, Ontario Long Term Care Association, research partners, and vendors such as Medical Mart, 3M, and Medisystem pharmacy, and our local hospitals, and local Post Secondary Schools.

Our partnership with Behaviour Supports Ontario has supported the home in the reduction of resident behaviours and is an integral part of our reduction of residents on anti psychotic medication. Medisystem pharmacy and the Antipsychotic Task Force, provide supports for medication reviews and resources to support the use of antipsychotics and behaviour reduction for the residents of the home. Ontario Association of Resident Councils and the Ontario Long Term Care Association, provide Baywoods Place with resources to support the resident experience within the home. Our medical vendors including 3M and Medical Mart ensure we have the proper falls intervention equipment to support our residents who do fall, to fall safely with minimal injury. Our local postsecondary schools provide students with learning opportunities in our home with the intent to bring these students on as employees.

## EQUITY AND INDIGENOUS HEALTH

### 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

### 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

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:

Resident: September 11, 2023 - October 31, 2024

Family: September 11, 2023 -October 31, 2023

#### Resident:

Would you recommend this home? Result: 59.2%

Top three areas for improvement from survey include:

- o Residents are friendly with each other. Result: 53.3%
- o If I have a concern, my concerns are addressed in a timely manner. Result: 53.5%
- o I am updated regularly about any changes in my home. Result: 54.2%

Family: Would you recommend this home? Result: 56.3 %

Top three areas for improvement from survey include:

- o Overall, I am satisfied with the laundry, cleaning and maintenance services. Result: 43.8%
- o I am satisfied with the quality of laundry services for personal clothing. Result: 45.8%
- o I am satisfied with the quality of cleaning within the residents room. Result 47.9%

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

- o Reviewing concerns brought forward by residents regarding their

concerns and ensuring appropriate timelines for feedback and resident satisfaction. It was noted in the review of CSRs from 2023 all reviews were completed within 10 days. This review was completed January 30, 2024.

o Supporting residents to ensure all room assignments are compatible and supportive of the residents living together (Ward Rooms). This is completed with each admission.

o Engaging residents to review the Resident Bill of Rights to support positive discussions and relationship building between each other. This is completed at each Resident Council meeting by focusing on one Resident Right at a time.

- Resident and Family Councils and CQI Committee in determining actions taken with survey results through their regular meetings. The Family Council met February 28, 2024; CQI met March 6, 2024 and Resident Council will be meeting March 27, 2024.

- The Family and Resident Survey Reports were provided to their respective council Leads Feb 21, 2024 for dissemination to the Council members.

## PROVIDER EXPERIENCE

Baywoods Place 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 benchmarking, 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.

Baywoods Place has been chosen to be a Pilot Home for the Reduction of Residents on Antipsychotic Medication without a Diagnosis.

## 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 Baywood Place is an inner city home in the City of Hamilton where the population consists of mainly younger seniors from lower socioeconomic status. 32% of the residents require supports from Public Guardian and Trustee. Our home has a population where gender ratios are 52% male residents versus 48% female residents. Baywoods Place has a secure Resident Home Area that supports many residents with late-stage dementia and other behaviours. Behaviour Supports has been partnering with Baywoods Place since their inception to support these residents and others in the home to “live better” with dementia. We provide ongoing education for staff, families and residents to support needs of these populations along with Behaviour Supports Ontario and local hospitals.

## CONTACT INFORMATION/DESIGNATED LEAD

Executive Director/Administrator: Karen Bakker-Stephens  
905 523-7134 ext. 2002

CQI Committee Chair: Karen Bakker-Stephens  
905 523-7134 ext. 2002

Quality Lead of home: Shivangi Panchal  
905 523-7134 ext. 2010

Regional Director: Anne D'Ambrosio  
anne.dambrosio@extendicare.com

Corporate Quality: Kim Penner  
kim.penner@extendicare.com

## OTHER

Executive Director/Administrator: Karen Bakker-Stephens

CQI Committee Chair: Karen Bakker-Stephens

Quality Lead of home: Shivangi Panchal

Regional Director: Anne D'Ambrosio

Corporate Quality: Kim Penner

## 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 29, 2024**

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**Kim Penner**, Board Chair / Licensee or delegate

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**Karen Bakker-Stephens**, Administrator /Executive Director

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**Shivangi Panchal**, Quality Committee Chair or delegate

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**Anne D'Ambrosio**, Other leadership as appropriate

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