

Quality Improvement Plan (QIP)

# Narrative for Health Care Organizations in Ontario

April 2, 2024



## OVERVIEW

Eagle Terrace is a 59 bed long-term care home located at 329 Eagle Street in Newmarket, 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 – Risk mitigation strategies including scheduled toileting plans that are individualized for the resident, 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

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

Our Approach – Strategies to reduce use include: engagement of pharmacy team to provide recommendations to prescribers for safe reduction of antipsychotics, engaging Behavioural supports leads to work with team to support behavior management, utilization of the external BSO support programs and internal recreation programs to focus on non-pharmacological interventions, discussion of high and medium risk residents at our weekly responsive behaviour rounds, use of the new Antipsychotic Program/Decision Support Tool in conjunction with the Cohen-Mansfield Assessment and physician review

#### 3. Restraint Reduction – 2.5%

Our Approach – Continue to remain a restraint free facility by: implementation of Extendicare's Least Restraint policy, utilization of alternatives to restraints, discussions with families/residents about risks of restraint use and available alternatives

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

Our Approach – To minimize risk of pressure injury, we will continue to work in partnership 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 nurses, utilization of Enterostomal Therapy Nurse through the HCSS for stalled or worsening wounds, review of bed surfaces, mobility device surfaces and repositioning devices, promoting appropriate hygiene practices ie. Contenance care, utilizing dietician services and submitting referrals for residents who are at high risk

## 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:

Resident and Family engagement continues to be a priority of Extendicare. The success of this QIP requires collaboration with multiple partners, including:

- Home and Community Support Services to facilitate the admission, transfer and discharge processes of the home
- Behavioural Supports Ontario to promote non-pharmacological

behavioral strategies and recommendations to reduce the use of antipsychotics

- Psychogeriatric Consultant Resources to provide education to staff and consultation to support residents decreasing the use of antipsychotics and enhance the living experience of residents
- Ontario Association Resident Councils promoting the voice of resident we serve.
- Ontario Long Term Care Association to assist with advocacy, awareness and support of the Home
- York Region Public Health to provide guidance, recommendations, education and support related to IPAC.
- Vendors such as Medical Mart, 3M, Prevail, Arjo and Medisystem Pharmacy to provide products to enhance the residents' experiences while living in the home.
- Nurse Practitioner Led Outreach Team (NLOT) to collaborate with the physicians to reduce avoidable hospital transfers.

## 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.

This past year all managers completed Indigenous Cultural Safety training and participated in the Human Library experience.

## 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

Residents and Families had the opportunity to complete the Resident and Family Survey from September 11 – Oct 31, 2023. Participation rates for eligible Residents (38) was 100% and Family participation was 22.8%.

Of the residents surveyed, 88% would recommend this home to others.

The top three areas for improvement from the survey for residents are:

- My care conference is a meaningful discussion that focuses on what's working well, what can be improved, and potential solutions. 42.9%
- I am satisfied with the quality of care from doctors. 57.1%
- I have good choice of continence care products. 58.3%

Of the family members surveyed, 84.6% would recommend this home to others.

The top three areas for improvement from the survey for family members are:

- I am satisfied with the variety of spiritual care services. 44.4%
- There is good choice of continence care products. 44.4%
- I am satisfied with the timing and schedule of recreational programs. 54.5%

Key actions taken, as a result of survey outcomes for top 3 areas for

resident satisfaction and family satisfaction:

- Resident Satisfaction Survey results shared with Residents' Council on February 21st.
- Action Plan shared with Residents' Council on February 21st where residents were provided with the opportunity to provide input into the Action Plan
- Family Satisfaction Survey and Action Plan being shared at Family Town Hall on March 27th, 2024
- Resident and Family Satisfaction Survey and Action Plans being shared with staff at Town Hall on March 28th, 2024
- Survey results and action plans being shared with Quality Committee at Q1 meeting

## **PROVIDER EXPERIENCE**

Eagle Terrace 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.

Eagle Terrace has recently partnered with Extendicare to utilize the New Antipsychotic Decision Support Tool. The focus of this tool is to reduce the use of inappropriate antipsychotic use in our vulnerable population. Through the use of the Cohen Mansfield Assessment, we will partner with physicians and both internal and external behavioral supports to reduce/minimize antipsychotic use.

AMPLIFI will be implemented in the home on March 28, 2024. AMPLIFI is a bi-directional data exchange project funded by MOH to enable integration between hospitals with LTC homes in Ontario. The project vision is to improve the continuity of care for Long-Term Care residents by streamlining transitions between care institutions, leading to safer care for Ontarians, and more efficient workflows for providers. This bidirectional exchange of resident health information will provide enhanced visibility into their clinical condition upon admission to the hospital and re-admission to the LTC home. Data exchanged between the hospitals and LTC homes may include Allergies, Medications, Problem List/Medical Diagnoses, Immunizations, and Continuity of Care Document (CCD). The exchange of information is triggered by completion of a Quick ADT when the resident is being transferred out to the hospital.

## 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

Eagle Terrace’s population varies with a combination of residents living with dementia, residents with complex care needs and residents who have previously lived in supportive housing environments.

The home works very closely with the Behavioural Support Ontario Outreach Team, Behaviour Consultant from Mackenzie Health BSO Hybrid personnel, scheduled once a week to be on site for any urgent referrals to the BSO Mobile Support Team that may be needed. In addition, the Psychogeriatric Resource Consultant (PRC) provides ongoing education to staff to improve their knowledge and skillsets in management of a resident with complex responsive behaviors.

The home conducts weekly behavior rounds in place to ensure that we meet the needs of these population and supporting their unique needs.

We also work with the Nurse Led Outreach Team (NLOT) and Ontario Shores Mental Health Institute for a geriatric outpatient service (consultation based service) to support our residents who are clinically complex and have responsive behaviors/personal expressions. Through their service utilization we are able to minimize unnecessary transfers and can continue to support our residents in their home environment.

**CONTACT INFORMATION/DESIGNATED LEAD**

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**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 26, 2024**

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**Wendy Gilmour**, Board Chair / Licensee or delegate

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**Adam Kertesz**, Administrator /Executive Director

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**Mary Mukwaya**, Quality Committee Chair or delegate

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Other leadership as appropriate

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