

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

April 2, 2024

OVERVIEW

Forest Heights is a 172-bed long-term care home located at 60 Westheights Drive in Kitchener 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

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 Extencicare'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, Extencicare 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: Engagement with our residents and families to ensure they feel empowered to contribute to ideas to create a home like, safe environment. We also make every effort to maintain a clean, safe environment.

1. Falls prevention – 15%

- Our Approach – Forest Heights falls program continues to focus of falls prevention and injury reduction related to falls. Monthly interdisciplinary falls meetings occur to take a deep dive into falls to get to the root cause for each individual fall. Interventions are discussed to ensure all available options have been considered and utilized. Mitigation strategies including scheduled toileting plan that are individualized for the resident, environmental risk assessments to ensure a safe and uncluttered environment with adequate lighting and supportive mobility devices, appropriate footwear, review of PRN medications and any changes made to medications that may increase a resident risk for falls, review of post fall ax, post fall huddle, falls risk scores, in depth CP review to ensure all are aligned. Monthly regional meeting also take place to collaborate amongst several homes to determine effective in their homes so knowledge is shared on a broader scale

2. Inappropriate Use of Antipsychotics – 17.3%

- Our Approach –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

2. Restraint Reduction – 2.5%

- Our Approach –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 –Working 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, review of bed surfaces and repositioning devices. Trial of new technologies as available.

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 Home and Community Support Services, 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, hospitals, other sectors]. Other partnerships that Forest Heights collaborates with are Pain and palliative consultants, NLOT, Waterloo Region public health and the IPAC hub.

Forest Heights meets monthly for all clinical program and consult with our partners as needed. This allows them to review our process and fill the gaps. Gap analysis helps work towards our QI’s in using their focused expertise.

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: Resident: September 11, 2023 to October 31,

2023 Family: September 11, 2023 to October 31, 2023

Resident: Would you recommend this home? Result: %70.0

Top three areas for improvement from the survey:

1. Communication by the home leadership is clear and timely: 63.6%
2. I am satisfied with the food and beverages served to me: 60.4%
3. I am updated regularly about any changes in my home: 59.1%

Family: Would you recommend this home? Result: 60.3%

Top three areas for improvement from the survey:

1. The resident has input into the recreation programs available: 32.5%
2. I have an opportunity to provide input on food and beverage options: 39.6%
3. Overall, I am satisfied with laundry, cleaning and maintenance services: 44.8%

Key actions taken, as a result of survey outcomes for top 3 areas for resident satisfaction and family satisfaction: March 6, 2024 met with residents council and family council to discuss survey results · Role of Resident and Family Councils and CQI Committee in determining actions taken with survey results: Surveys were posted March 6, 2024 on the home quality board where all families and residents have the opportunity to review.

How are results communicated to the residents & families, Resident & Family Council and staff: March 6, 2024: March 6, 2024 met with residents and families

Date copy of the report was provided to Resident and Family councils: March 6, 2024, met with residents and families. The employee satisfaction was shared on March 7, 2024

PROVIDER EXPERIENCE

Forest Heights 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.

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

Forest Heights Long Term Care population consists of a diverse population with a multitude of age ranges and interests. FH is welcoming to support, honour and respect all lifestyle choices. Forest Heights has programs such as dementia, mental health, bariatric, specialized medical services etc. We also offer Dementiablitiy (including a certified dementiablitiy trainer in house to train others), on site BSO, full time PT, with OT in collaboration, social work, music therapy, Chaplaincy, and Registered Dietician. We have put education in place to ensure that we meet the needs of these populations. We also work with Acheiva, Arjo, Denturist services as needed, on site hairdressing, foot care, Vitalis, and pro resp.

CONTACT INFORMATION/DESIGNATED LEAD

Nancy Longley – Interim Executive Director
Helen Lyons - Regional Director of Operations

OTHER

Quality improvement approaches, initiatives and outcomes are posted in the home for al staff, families and residents to review continuously.

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 28, 2024**

Wendy Gilmour, Board Chair / Licensee or delegate

Nancy Longley, Administrator /Executive Director

Nancy Longley, Quality Committee Chair or delegate

Other leadership as appropriate
