

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

April 2, 2024

OVERVIEW

Fosterbrooke Long Term Care is licensed as an 88 bed long-term care home located at 330 King Avenue West, Newcastle Ontario L1B 1G9. Fosterbrooke was designed with four bed ward rooms that are no longer permitted. The current occupancy is set at 56 beds.

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 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, bed and chair alarms and medication reviews. Weekly Interdisciplinary Fall Committee meetings review recent falls and develop individualized interventions.

2. Inappropriate Use of Antipsychotics – 17.3%

Our Approach –Fosterbrooke engages the consulting pharmacy team to provide recommendations to the physicians for safe reduction of antipsychotics, the physicians and care team complete a deep dive into the residents' diagnosis and the Behavioral Supports team provides support and suggestions for behavior management, such as hug therapy and individualized resident focused activities, crocheting, folding, Montessori activities and specific books. We will endeavor to deprescribe using the Cohen Mansfield Agitation Inventory.

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 during admission and at interdisciplinary care conferences.

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

- Our Approach –Fosterbrooke works with our vendors to ensure correct product selection to promote healing and for education for the wound care champion as well as proper incontinence application by frontline staff. Bed surfaces and repositioning devices are reviewed and assessed. Implementation of the wound care application in Point Click Care and education for frontline clinical staff assist with early detection of skin and wound changes. Physiotherapy recommends and assess for proper seating for residents.

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.

Fosterbrooke 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, Behavioural Supports Ontario, Ontario Association Resident Councils, Ontario Long Term Care Association, research

partners, and vendors such as Medline, 3M, and Medisystem pharmacy, hospitals, other sectors.

Fosterbrooke holds rounds approximately every eight weeks and as needed with the Behavioural Support Ontario team and access the virtual BSO team out of Fairview to discuss behavior interventions. Staff from Ontario Shores support the staff with education and training related to resident behaviors. The vendor for Incontinent Products, Prevail, meet every six to eight weeks to review the program at Fosterbrooke and provide education for the personal support workers. The Regional IPAC Hub supports the Infection Control Manager and conduct audits to improve the program at the Home. Support is provided for the staff from the Palliative Pain and Symptom Management Consultant and Ontario Shores PRC. Medisystem pharmacy completes medication audits and report at Professional Advisory meetings and provides education.

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: Sept. 11- Oct. 31, 2023 Family: Sept.

11- Oct. 31, 2023

Resident: Would you recommend this home? Result: 90.9 %

- Top three areas for improvement from survey:

- o I am satisfied with the timing and schedule of spiritual care services – 61.5%

- o I am satisfied with the temperature of my food and beverages. – 59.1%

Family: Would you recommend this home? Result: 80%

Top three areas for improvement from survey:

- o Continence care products are available when the resident needs them. – 60%

- o There is a good choice of continence care products – 57.1%

- o I am satisfied with the timing and schedule of the spiritual care services – 50.0%

Key actions taken, as a result of survey outcomes:

Resident Satisfaction Survey actions:

- o Would recommend this home by September 2024

- Address concerns from residents timely

- Engage residents when managers are completing management by walk about

- o Spiritual care: by September 2024

- Spiritual care to be offered every other Sunday, possibly by an outside clergy

- Spiritual Care Coordinator to organize a spiritual program for self or recreation staff to provide on Sundays

- Make available virtual church services on Sundays for the residents

- Review at Resident Council monthly

o Temperature of Food and Beverages by September 2024

- ensure steam tables are turned on and to the correct temperature and cold wells at temperature
- ensure beverages are served at the appropriate temperature each meal and snack time
- The FSS to complete rounds of tables with different meal services to monitor service is good and obtain feedback from residents

Family Satisfaction Survey actions:

o Would recommend this home by September 2024

- Managers have open door policy for families
- All departments are represented at the resident care conferences

o Contenance care for loved ones by September 2024

- Invite Prevail/Medline product provider to attend a Family Council meeting to provide an education session for families.
- Program Lead or delegate to provide an in-service on the program at Fosterbrooke.
- Review resident continence at care conferences with the families

o Spiritual Care by September 2024

- Spiritual care to be offered every other Sunday, possibly by an outside clergy
- Spiritual Care Coordinator to organize a spiritual program for self or recreation staff to provide on Sundays
- Make available virtual church services on Sundays for the residents
- Review at Family Council annually

- Role of Resident and Family Councils and CQI Committee in determining actions taken with survey results: Survey results were discussed with the Resident and Family Council at the meetings in February. Input for the action plan was invited and suggestions were given. The Quality Improvement Committee reviewed the survey and opportunities and discussed the actions.
- The results were communicated to the Resident Council at the monthly meeting held on February 13, 2024. The Family Council meeting was held on February 29th, 2024 and the minutes circulated to members not in attendance.
- A copy of the Resident Satisfaction Survey was provided to the council on February 13, 2024 and the Family Council was provided the survey on February 29, 2024.

PROVIDER EXPERIENCE

Fosterbrooke 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.

Fosterbrooke was part of the pilot project for the Amplifi system connecting the long term care home to the local hospitals electronically in an effort to improve communication.

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 Fosterbrooke population consists of an occupancy of 56 mainly female residents between the age of 61 and 100 years old. Sixteen male residents are between the age of 58 and 96 years old. Fosterbrooke has one male short stay respite bed that is used by community members through the Central East LHIN. Many of the respite males use the service multiple times through the year.

CONTACT INFORMATION/DESIGNATED LEAD

Charlene Smith, Executive Director

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 27, 2024**

Wendy Gilmour, Board Chair / Licensee or delegate

Charlene Smith, Administrator /Executive Director

Heather Campbell, Quality Committee Chair or delegate

Other leadership as appropriate
