

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

April 2, 2024

OVERVIEW

Extendicare Humber Valley Terrace is a 116 bed long-term care home located in Rexdale, 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 plan that are individualized for each 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, and the development of a physio room with equipment for residents to

maintain their strength.

2. Inappropriate Use of Antipsychotics - 17.3%

Our approach - Decrease of inappropriate use of antipsychotics includes engaging the pharmacy team to provide recommendations to physicians for safe reduction of antipsychotics, engaging Behavioural support leads to work with team to support behaviour management, having regular team huddles to discuss reduction response of residents, educating families regarding the risk of antipsychotics and encouraging compliance with medical team recommendations.

3. Restraint Reduction - 2.5%

Our Approach - Implementation of Extendicare's least restraint policy, utilizing alternatives to restraints, discussions with families/residents about risks of restraint use and available alternatives, communicating to tours and potential new residents that this is a restraint free home.

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, ensuring turning and repositioning of high risk residents are completed as per care plan.

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.

Our partners include:

* Behavioural Support Ontario who support our BSO nurse through education and regular meetings. The BSO nurse works closely with residents with behaviours to minimize risk and improve quality of life of residents. This includes our Dementiability program which investigates and supports ways to assist residents living with dementia to live a better life. We have seen responsive behaviours decrease with the introduction of programs such as our Doll therapy.

*Antipsychotic Task Force assisting the home to understand and decrease the use of unnecessary antipsychotic medications for residents without a diagnosis. The use of these medications has greatly decreased, improving the quality of life for the residents.

*Ontario Association of Resident Councils supports the Recreational manager and the Resident Council to function effectively, assisting with resident rights understanding, the roles of the council and how

to express concerns and have them addressed. This has greatly enhanced the active role that the resident council has developed within the home.

*Ontario Long Term Care Association is the overall association to which our home belongs. The association is a main source of information for political and social changes, including information flowing from the residing political party, the Ministry of Health, the Ministry of Labour and other overreaching determinants of long-term care changes and requirements. The Association supports all long-term care homes and advocates for improvements on a high level by comparing various data from within province sources as well as across the country.

*Etobicoke General Hospital is a direct partner as the home is connected to the hospital not only through home ownership, but also through the electrical grid and generator support; shared property maintenance and snow removal, and also having access to Nurse Practitioners and specialists for our residents. This greatly improves the health and welfare of those living at Humber Valley, and being able to access these services has kept our ER transfers lower.

*Vendors such as Medical Mart, 3M provide us with product for wound and care supplies ensuring that we obtain supplies in timely manner to ensure quality care can be provided. These companies also provide support through education, cost comparisons and product review. The quality indicator of "worsening wounds" remains below benchmark due to the support of these companies.

*Medisystem pharmacy is closely connected to the home as the sole provider of medications. The pharmacy also provides pharmacist support who shares invaluable data, charts, medication support to the nursing team and the attending physicians so that the residents receive all the appropriate medications. The

pharmacist is available when needed for audits, medication destruction, family and resident support, and to identify any issues that may arise. The pharmacy has been a main contributor in assisting the home to go below the benchmark in the Antipsychotic reduction for residents without a diagnosis.

*IPAC regional hub visits the home regularly to assist in auditing our infection control practices. They offer recommendations for improved infection control practices which has resulted in shorter duration of outbreaks that have occurred throughout the year.

EQUITY AND INDIGENOUS HEALTH

Resident and Family engagement continues to be a priority of Extendicare. The success of this QIP requires collaboration with multiple partners. 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 behaviours 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 for Residents and Families: Sept. 11 - Oct. 31, 2023

RESIDENT response to: Would you recommend this home? Results: 63.9%

Top three areas for improvement from the survey:

1. I am updated regularly about any changes in my home = 50.0%
2. My care conference is a meaningful discussion that focusses on what's working well, what can be improved, and potential solutions. = 51.5%
3. Communication from home leadership is clear and timely. = 52.8%

FAMILY response to: Would you recommend this home? Results: 69.6%

Top three areas for improvement from the survey:

1. Overall, I am satisfied with the meal, beverage and dining service. = 52.7%
2. The resident enjoys eating meals in the dining room. = 56.4%

3. The resident has input into the recreation programs available. = 56.6%

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

1. Developing better communication with families and residents through monthly newsletters (implemented January 2024); increased time for care conferences for each resident (implemented March 2024); update dining room furniture (implemented February 2024); review and enhance dining rooms process on all floors (goal to be implemented April 2024); enhance discussions during residents council on choice of recreational activities (implemented March 2024).

Survey results and action plans developed are discussed during monthly Resident Council meetings for additional actions and progress of the action plan, as well as discussed and edited during quarterly CQI committee meetings.

Results of surveys are also communicated through posting on the Information boards within the home, shared during town halls with staff, and added to the newsletter for everyone to check the bulletin boards.

The surveys were shared with the Resident Council on March 14, 2024, and posted on the bulletin boards in February 2024. Information was disseminated to all families via an e-mail blast and the March newsletter.

PROVIDER EXPERIENCE

Humber Valley 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.

SAFETY

Despite the best efforts of healthcare professionals, adverse events sometimes happen in healthcare settings. Adverse events can be devastating for resident 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

Extendicare Humber Valley Terrace population consists of many East Indian residents with a menu choice reflecting the East Indian cuisine. Although we do not have any specialize care programs such as a dementia care unit, we care for a vast variety or residents. We work closely with the Behavioural Support Ontario, the Infection Control hub, our attending physicians, and various spiritual groups to ensure all different needs are met for our diverse population.

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**

Wendy Gilmour, Board Chair / Licensee or delegate

Astrida Kalnins, Administrator /Executive Director

Caroline Shemilt, Quality Committee Chair or delegate

Yvonne Carvalho, Other leadership as appropriate
