

Quality Improvement Plan (QIP)

# Narrative for Health Care Organizations in Ontario

April 2, 2024

## OVERVIEW

Extendicare Main Street Terrace is a 98 long-term care home located at 77 Main Street, Toronto.

### 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:

Falls prevention – 15%

Our Approach – Main Street Terrace has utilizes the following interventions to keep our fall prevention program successful. Monthly CQI audits to identify gaps and support timely action planning; Individualized toileting plan; environmental risk assessment to ensure a safe, uncluttered environment with adequate lighting and supportive mobility devices; activity programs are tailored to meet the needs of the residents at high risk of falls.

2. Inappropriate Use of Antipsychotics – 17.3%

Our Approach –Main Street Terrace antipsychotics reduction strategies are: Interdisciplinary assessments, huddles and rounds allow staff to understand reason behind behavior and address any unmet needs; engagement of pharmacy team to provide recommendations to prescribers for safe reduction of antipsychotics; engaging Behavioral Support Ontario to work with team to support behavior management; participate in antipsychotic reduction program and decision support tool pilot.

### 3. Restraint Reduction – 2.5%

Our Approach –Main Street Terrace restraint reduction strategies are: CQI audits that determine gaps and support prompt action planning; Implementation of Extendicare’s Least Restraint policy; health education for families/residents about risks of restraint use and available alternatives; utilize alternatives to restraints including meaningful activity, calming strategies, bed and chair alarms, individualized care routines.

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

Our Approach – Main Street Terrace is committed to an excellent worsened stage 2-4 pressure injury reduction program. Examples of the strategies are as follows: education for front-line staff on prevention, early identification and management strategies; review of bed surfaces and repositioning devices; assessment and individualized prevention and management strategies, which can include turning and repositioning, pressure-reducing devices and surfaces, nutritional strategies to promote healing; utilizing wound care app to ensure accurate assessment and treatment plan; utilizing NPSTAT, Quality Labs will allow interdisciplinary approach to determine root cause, develop and work towards change while collaborating and hearing successes of other teams.

## 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 and 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.

The success of this QIP requires collaboration with multiple partners, Main Street Terrace has collaborated with various organizations to advance our quality improvement efforts. These partnerships include:

Home and Community Support Services: Collaborating with placement coordinators to anticipate and address the unique needs of new residents.

Ontario Association Residents’ Councils: Utilizing tools to enhance collaboration among Residents' Councils in quality improvement activities, offering online education for residents.

Medisystem: Involving consulting pharmacists in committee meetings, conducting audits, providing education, and participating in annual program evaluations and antipsychotic reduction processes.

Vendors like Medical Mart, 3M, CDS Boutiques, and others: Procuring specialized equipment for fall prevention, injury reduction, skin protection, and recreational supplies to support resident engagement.

Behavioral Supports Ontario: Utilizing internal resources or referring to external sources for behavioural support needs.

## **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: September 11th to October 31st, 2023

Resident: Would you recommend this home? 95.1%

Top three areas for improvement from the resident survey:

1. I have input into the recreation programs available. 43.2%

2. I am satisfied with the relevance of recreation programs 55.3%

3. I am satisfied with the timing and schedule of spiritual care services 57.1%

Family: Would you recommend this home? 85.7 %

Top three areas for improvement from the family survey (input % for each)

1. There is good choice of continence care products. 35.7%
2. I am satisfied with the variety of spiritual care services 40.0%
3. I am satisfied with the timing and schedule of spiritual care services 40.0%

Key actions taken, as a result of survey outcomes for top 3 areas for RESIDENT satisfaction AND FAMILY satisfaction:

Recreation Programs:

- Recreation staff will schedule monthly program meetings in the first week of the month to get input from the residents about programs of their choice. Minutes will be kept, and resident suggestions of the program implemented to the following month calendar.

- Monthly calendar will be reviewed during resident council meetings to obtain feedback

- Monthly calendar will be mailed to families to give opportunity for involvement

- Special events will be announced over PA system

Spiritual Care Services

- Conduct a survey among the residents to obtain input about their spiritual needs inquire about the specific ways we can cater to their needs effectively

- Recreation staff will continue providing weekly spiritual care programs for each home area according to resident needs and preferences

- Religion list will be printed quarterly, reviewed by Recreation staff

- We will continue providing church services with faith groups such as Catholic, Baptist, Pentecostal and Anglican

- We will review spiritual care programming for both low-participation residents and high-participation residents

- We will explore spiritual care programs such as yoga, meditation, journaling, poetry, and spa relaxation that bring meaningful relaxation and wellness and offer them to residents according to their interest

Role of Resident and Family Councils and CQI Committee in determining actions taken with survey results: We meet with the

Resident Council Monthly and Family Council quarterly to obtain input on services provided. Residents are also invited to attend quality and PAC meetings quarterly.

The results of satisfaction surveys are communicated to the residents during Resident council meetings on March 12th, 2024. The meeting minutes and survey results are posted on the activity board in each home area, and the results are attached.

Results will be shared with families during the Family Council meeting on May 14th, 2024.

We have shared satisfaction survey results and action plans with our staff during Town Hall on March 13th, 2024.

Residents' and Families' satisfaction survey results and action plans are posted on the Quality Board.

## **PROVIDER EXPERIENCE**

Main Street 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.

Currently we are participating Antipsychotic Reduction Program & Decision Support Tool. The goal of this tool is to reduce harm, improve quality of life and assist front line staff by reducing risk of falls and UTIs. It can also decrease the sedation that our residents are experiencing which can allow them to participate in their own care.

## **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” organizational culture. This culture:

Encourages openness and frankness in identifying and reporting Adverse Events

It focuses on interdisciplinary learning and has 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 causes 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 the process.

## POPULATION HEALTH APPROACH

Extendicare Main Street Terrace, a cornerstone of the community for over 50 years, recently celebrated its 50th anniversary with a lively party in the front garden, attended by numerous community members. With dedicated staff and long-term residents, the home fosters a supportive environment for all. Despite health challenges, one devoted volunteer continues crafting items for the residents, finding joy in her contribution. Community partners generously provide Christmas gifts, enhancing the sense of belonging for all 98 residents, many of whom lack family support. Main Street Terrace embraces diversity, hosting various celebrations filled with stories, music, and shared meals. Families remain connected even after their loved ones have passed, offering ongoing support to new residents and affirming the exceptional care provided by the home.



## CONTACT INFORMATION/DESIGNATED LEAD

### Contact Information

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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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**Vesna Adams**, Administrator /Executive Director

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**Deji Bodunde**, Quality Committee Chair or delegate

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**Main Street Terrace**, Other leadership as appropriate

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