

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

April 2, 2024

OVERVIEW

Overview

Oak Terrace is 94 bed long-term care home located at 291 Mississaga St W, Orillia ON L3V 3B9. Currently we are decanted by 20 beds to be in compliance with the Ministry of Health and Long Term Care.

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

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 – Benchmark 15%

Our Approach- Last year Oak Terrace focused on increasing our 1:1 time with residents. We added 2 full-time lines to help support resident bathing and our highest risk falls times after meals and during staff break times. We continue to use a number of falls reduction and injury prevention techniques such as bed and chair alarms, fall mats, individual toileting routines, environmental risk assessments to ensure a safe and uncluttered environment with adequate lighting, activity programs specific to the needs of residents at high risk for falls, appropriate footwear and medication reviews. The safety of our residents will always be our priority and we will continue to work as a home to reduce falls.

2. Inappropriate Use of Antipsychotics – Benchmark 17.3%

Our Approach – Oak Terrace had a very successful year with inappropriate use of antipsychotics. Our Medical Director, Responsive Behavior lead, and Pharmacy team reviewed any residents on antipsychotics without a diagnosis and were able to bring our number down well below the organizational & Provincial targets. We continue to review any new admissions on antipsychotics to ensure they are appropriately prescribed and address with interventions if they are not.

2. Restraint Reduction – Benchmark 2.5%

Our Approach – Oak Terrace was below the benchmark for restraints last year. We were successful in our conversations with

our families/residents about risks of restraint use and available alternatives when we had requests that would have seen a restraint implemented.

4. Worsened Stage 2-4 Pressure Injury – Benchmark 2.0%

Our Approach – Oak Terrace is working in partnership with Orillia Soldier's Hospital NLOT Nurse Practitioner to provide enhanced assessments and care for our residents as well as education for our Registered Staff. Additionally, last year we were able to purchase a number of therapeutic surfaces to support the healing of our residents' wounds.

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 Care Support Services, Ontario Association Resident Councils, Ontario Long Term Care Association, North Central IPAC Hub, OSMH IPAC HUB, RVH IPAC Hub, Simcoe Muskoka District Health Unit, North Simcoe Muskoka Hospice & Palliative Care Network, North Simcoe Muskoka Specialized Geriatric Services Program and vendors such as Medical Mart, 3M, Arjo, Achieva Health and Medisystems pharmacy, hospitals, other sectors.

The Ontario Association of Residents Councils provides resources and education to support our Recreation Department engage our residents with meaningful programs. The Ontario Long Term Care Association provides many supports and education to the sector while additionally advocating our needs to our Provincial Government. Our Infection Control Manager sits on the North Central IPAC Hub. The Hub visits the home at least twice annually to tour and audit our IPAC processes. The Hub acts as a resource should we need support with an outbreak or other infectious issue. Our Executive Director attends the Ontario Health Central LTC Network to participate in discussions around new government initiatives or processes and how to action them at the home level. Oak Terrace accessed a Pain and Palliative Nurse from the North Simcoe Muskoka Hospice & Palliative Care Network a number of times last year. This is a valuable resource for not only our residents but our families and our medical professionals. Achieva Health attended the home last year to provide an education session for staff on safe transferring of residents and body mechanics. Medisystem Pharmacy provides quarterly in-house medication safety audits to assist us identify gaps and improve care.

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 & October, 2023

Resident: Would you recommend this home? Result: 100%

- Top three areas for improvement from survey:

I am satisfied with the quality of care from doctors – 50%

I am satisfied with the quality of care from dietician-73.1%

I am satisfied with the temperatures of my food and beverages– 82.1%

• Family: Would you recommend this home? Result: 83.3%

- Top three areas for improvement from survey:

I have an opportunity to provide input on food & beverage options – 47.4%

I am satisfied with the quality of care from doctors – 63.6%

I am satisfied with the quality of cleaning services throughout the home– 66.7%

- Action Plans have been developed for both the Resident and Family surveys to address top areas for improvement and those will be updated monthly as measures are implemented and evaluated.
- The results of the Resident Satisfaction Survey were discussed at March Resident's Council meeting.

- The results of the Family Satisfaction Survey were discussed at the February Family Forum meeting. Family Forum minutes were included in our March 2024 Family Newsletter that was sent to all family members via email or Canada Post.

PROVIDER EXPERIENCE

Oak 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 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

Here at Oak Terrace, we are made up of a number of different residents with a wide range of diagnosis such as dementia, mental health and other specialized medical services. In the last year we have added specialized wound care therapies (VAC Therapy) as well as begun to allow residents to return home from hospital sooner with IV therapies. Working with our community partners such as the Nurse Lead outreach team through OSMH, The North Simcoe Geriatric mental health services and all of our dedicated and passionate Oak Terrace staff we will continue to improve the quality and competence of care for all of those who live here no matter the prognosis.

CONTACT INFORMATION/DESIGNATED LEAD

Sophie Anderson, Executive Director
Brandan Horner, Director of Care

OTHER

Oak Terrace has a robust Continues Quality Program in the home. In addition to each manager having a schedule of monthly Key Actions and department specific audits, the home also has the following committees/meetings.

Weekly the home holds Interdisciplinary Care Committee meetings (IDCC). Managers and frontline staff attend weekly meetings to discuss high risk incidents, residents who are in their lookback period for their RAI MDS Assessments, responsive behaviours, skin and wound rounds, new admissions and re-admissions from hospital and falls. Other topics are covered as needed.

Monthly the home holds Quality Day meetings (Q-Days). Managers

meet and cover a wide range of topics such as: customer service, HR, stakeholder reports or inspections, clinical indicators, infection control, finance and administrative overviews, department updates and health and safety. All open Action Plans are reviewed and updated as required.

Monthly our Regional Team holds Quality Indicator meetings to review our clinical results. This is an interdisciplinary meeting with all department managers in attendance. We are able to review triggers that resulted in change and discuss interventions where we are trending down or below benchmark.

All home quality activities roll up to our quarterly Quality Council.

Our Quality Council's goal is to:

- Promote a quality mandate across the site.
- Participate in the development and implementation of continuous improvement and risk reduction strategies.

To accomplish these goals, the committee will:

- Review and discuss the implications of quality outcome data and trends.
- Propose and participate in quality improvement activities at the site.
- Evaluate quality improvement activities undertaken.
- Review sentinel event and near miss activity within the site and suggest strategies to enhance and improve employee and patient safety.
- Identify gaps in the risk and quality management systems and recommend educational opportunities to close the knowledge gap

for staff.

- Accreditation updates

Our Quality Council's Membership includes:

- Executive Director
- Director of Care
- Home Managers
- Medical Director
- Designated Nursing Leads
- Registered Dietitian
- Consulting Pharmacist
- Register Staff Member
- Personal Support Worker
- Residents' Council representative
- Family Member (No formal Family Council)
- RAI Coordinator
- Accreditation Lead
- Regional Team Member - optional
- Physio Therapist
- Behavioural Support Team Member
- Hospice & Palliative Care Nurse
- Public Health Liaison
- Others as required

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 Gilmore, Board Chair / Licensee or delegate

Sophie Anderson, Administrator /Executive Director

Sophie Anderson, Quality Committee Chair or delegate

Other leadership as appropriate
