

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

April 2, 2024

OVERVIEW

Overview

Extendicare Riverbend Place is a 39 bed long-term care home located in Cambridge 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 –At Riverbend our fall 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, activity programs specific to the needs of residents at high risk for falls, appropriate footwear, medication reviews and many other interventions.

2. Inappropriate Use of Antipsychotics – 17.3%

- Our Approach –Riverbend Place is committed to engagement of our pharmacy team to provide recommendations to prescribers for safe reduction of antipsychotics, engaging Behavioral Supports leads to work with team to support behavior management

2. Restraint Reduction – 2.5%

- Our Approach –Riverbend Place has implemented Extendicare's Least Restraint policy, thru 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 – Riverbend Place is 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, implementation of turning clocks, review of bed surfaces and repositioning devices.

ACCESS AND FLOW

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.

Riverbend Place Specific Partnerships:

The success of this QIP requires collaboration with multiple partners, including:

1. Home and Community Support Services assist us with accessing community supports and services for our residents as well as applications to our home.
2. Behavioral Supports Ontario assists the home in providing assessments, trial intervention and collaborates with our residents, families, and staff to reduce responsive expressions in the home and improve resident outcomes.
3. Antipsychotic Task Force helps to reduce the number of antipsychotics used in the home.
4. Ontario Association Resident Councils assists our residents in being a voice within the home.
5. Ontario Long Term Care Association and research partners.
6. Vendors such as Medical Mart and 3M, who provide our supplies

and medical equipment to our home. They help to ensure we always have the supplies we require for care. These partners also provide in services to staff on medical equipment and different supply options.

7. MediSystems pharmacy is our partner pharmacy for all our medication needs in the home. They also provide education to our registered staff on topics such as medication processes and procedures as well as conducting regular audits.

8. Hospitals within our geographic area and other sectors. We work closely together to ensure the highest quality and continuity of care for our residents.

EQUITY AND INDIGENOUS HEALTH

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

Resident Experience

Extendicare's mission is "MediSystems pharmacy is our partner pharmacy for all our medication needs in the home. They also provide education to our registered staff 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 Resident and Family Surveys were completed September 11, 2024-October 31, 2024.

- Residents were asked: Would you recommend this home?
Result:100%

- Top three areas for improvement from the resident's survey:

- Satisfied with the quality of care from social work-Result: 0%

- Satisfied with the quality of care from

Physiotherapist/Occupational therapist -Result: 91.7%

- Satisfied with the with the timing and schedule of spiritual care services-Result: 91.7%

- Family were asked: Would you recommend this home? Result: 100%

- Top three areas for improvement from the family survey:

- Good choice of continence care products-Result: 51.7%

- Satisfied with the quality of care from social work-Result: 66.7%

- Continence care products keep the resident dry-Result: 66.7%

Key actions taken, as a result of survey outcomes for the top 3 areas for resident satisfaction and family satisfaction are as follows:

1. Provide the opportunity for social work assistance to be available for the residents in the home.

2. Educate the residents, staff and family of the process to activate social work assistance for the home.

3. Seek feedback from the resident and family members will be received to ensure social work needs are met.

4. Review the contract of the Physiotherapist/Occupational Therapist

5. Assess areas of potential improvement.

6. Maintain open communication with the Physiotherapist/Occupational Therapist.

7. Seek feedback from the resident and family members will be received to ensure Physiotherapist/Occupational Therapist needs are met.

8. Provide an opportunity at the resident council meeting for resident input into the timing and schedule of spiritual care services.

9. Upcoming events and changes will be shared in person or by memo to the residents to ensure they get the information before they occur.

10. Seek feedback from the resident and family members will be received to ensure their spiritual needs are met.

11. Review types of the continence products that are currently being used in the home to ensure our homes needs are being met

with current products.

12. Provide education to families and residents regarding the incontinence products available and their specific uses from our vendor.
13. Seek feedback from the resident and family members will be received to ensure their continence needs are met.
14. Provide the opportunity for social work assistance to be available for the residents in the home.
15. Educate the residents, staff and family of the process to activate social work assistance for the home.
16. Seek feedback from the resident and family members to ensure social work needs are met.
17. Ensure a continence assessment is completed for all residents.
18. Review continence products that are currently being used on resident and change products as appropriate/required.
19. Seek feedback from the resident and family members will be received to ensure their continence needs are met.

- Role of Resident and Family Councils and CQI Committee in determining actions taken with survey results: Resident council executive and family representatives and CQI committee members attend our Quality meetings quarterly. Results of the satisfaction surveys are presented to the residents and family council as well publicly posted on the council board in the home.
- Survey results were reviewed with the resident council executive on 13 February 2024. Survey results were reviewed with the family council on 23 February 2024. The survey results were also reviewed with the residents at the Food and Dining council meeting on 12 February 2024.
- The action plan was created and will be discussed at residents' council on 19 March, 2024. The action plan will be reviewed by our

family representative and the quality team with an opportunity to provide input at our Quality and PAC meeting 24 April 2024. At these meetings, an opportunity for them to provide feedback will be provided and their input will be added into the action plans as appropriate.

- Results of the satisfaction surveys are communicated in various ways. They are presented to the residents and family council as well publicly posted on the council board in the home. Staff will be able to view and offer feedback on the action plans during staff meetings as well as thru reviewing the posted materials. The action plan was reviewed with the homes staff on 29 February 2024 at the Executive Directors Whole Home Huddle.
- A copy of the report will be provided to Resident and Family councils at our 23 April 2024 resident council meeting. Families and CQI committee members will be provided with the reports at the quarterly quality and PAC meetings on 24 April, 2024. Copies will be posted on the council boards in the home for all to review.

PROVIDER EXPERIENCE

Provider Experience

Riverbend Place 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.

Our home is currently involved in a project to safely reduce the amount of antipsychotic medications being prescribed and used in the home. We are focused on working with our recreation team, nursing team, pharmacy team and Behavioral Supports team to develop resident specific interventions and care plans to reduce or eliminate the need for antipsychotic medications where possible.

SAFETY

Resident 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 behavior 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

Population Health Approach

Extendicare Riverbend Place population consists of mainly residents greater than 60 years old, of different cultural backgrounds with cognitive and physical decline. Our home has specialized programs such as the Behavioral Supports program, Geriatric physician, Physiotherapy and Occupational therapy programs and a robust social activities calendar. Our home has a very active social group who attend daily activities within the home as well as community events.

We have put training and education in place to ensure that we meet the needs of these populations. We also work with our various community partners to enhance the quality of care provided to our residents.

CONTACT INFORMATION/DESIGNATED LEAD

Riverbend Place Contact Information/Designated Quality Lead
Preethi Mulaka Director of Care.

OTHER

Other

Riverbend Place has amazing, caring and dedicated staff who aim to provide the best care possible for our residents and their families. We are always searching for ways to improve as well as maintain a safe home environment and enrich the lives of our residents.

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

Leann Turner, Administrator /Executive Director

Preethi Mulaka, Quality Committee Chair or delegate

Other leadership as appropriate
