

Quality Improvement Plan (QIP)

# Narrative for Health Care Organizations in Ontario

April 2, 2024

## OVERVIEW

Extendicare Summit Place is a 99 long-term care home located in Owen Sound.

### 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 – Fall Huddles with team following a fall to review what happened, if there were any contributors to the fall and commence any immediate interventions. Falls are reviewed by RN Fall Lead to review what is currently in place and add any other 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 that may not already be in place. Fall Lead and Quality Manager review falls and discuss residents who have triggered falls through RAI/MDS at Monthly RISK Multidisciplinary meeting to engage in other areas where the team can support to potentially reduce falls.

#### 2. Inappropriate Use of Antipsychotics – 17.3%

- Our Approach – Pharmacist reviews medications and makes recommendations for possible decrease of antipsychotic use. Pharmacist at quarterly PAC meeting reviews where we are in relation to benchmark goals for Medical Director to review. Internal Behavioural Support Team provides interventions and non pharmacological opportunities to reduce behaviours. External Behavioural Support team through our local hospital provides additional support in assessment and strategies to support our BSO home team.

### 3. Restraint Reduction – 2.5%

- Our Approach – Implementation of Extencicare’s Least Restraint policy, PASD Lead engages conversations with families and residents regarding risk of restraint use and alternative solutions. PASD Lead reviews residents utilization of alternatives to restraints and reviews current PASD utilization to ensure PASD has not become a restraint due to health status change of resident.

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

- Our Approach – Wound Champions under the direction of our Quality Manager, review wound status for current interventions and assess for possible additional interventions. Quality Manager partners with vendors to assess current products available to ensure they promote optimal healing. Quality Manager, Wound Champions and Vendors provide education to front line staff of products and interventions to assist in wound care and wound prevention including special surfaces, Q tasks for positioning and turning.

## ACCESS AND FLOW

Extencicare 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, including Home and Community Support Services, Behavioural Supports Ontario, Ontario Association Resident Councils, Ontario Long Term Care Association, and vendors such as Medical Mart, 3M, Medisystem pharmacy, Achieva Health Physiotherapy, Ontario Home Health, Arjo and hospitals. Our HCSS partnership prioritizes applications for long term care, communicating the needs of the potential resident and assess how we might meet those needs. The Behavioural Supports Ontario external team through our local hospital, works closely with our in house BSO team with admissions, transitions from community BSO to Long Term Care BSO team and consultation regarding interventions to assist with reducing responsive behaviours. Medical Mart provides access to medical supplies for resident care. Our partnership with 3M has provided valuable inservices to front line staff regarding wound care and products to provide healing and prevention of wounds. Our collaboration with Medisystem provides medication as required by resident health needs. Access to the pharmacist through on site meetings, education and quarterly reviews of medication usage are a valuable asset to our team. Acheiva Health provides in house physiotherapy services to our residents to improve and maintain current physical health status. Ontario Home Health provides assessment applications and regular maintenance for personal assistive devices such as

wheelchairs, rollators, etc. Arjo assists us in meeting the safety needs of our staff and residents requiring lift assistance.

## 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 Family: Sept 11-Oct 31

Resident: Would you recommend this home? Result: % 80.8

· Top three areas for improvement from survey (input % for each):

Quality of Physiotherapist 45.5%

Satisfaction of Food & Beverage 42.6%

Satisfaction with the quality of care from the doctor 47.4%

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

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

Satisfaction with quality of care from physician 50.0%

Resident's care conference is meaningful and discussion focuses on what's working well, what can be improved and potential solutions 50%

Satisfaction with quality of care from dietitian 66.7%

Key actions taken, as a result of survey outcomes for top 3 areas for resident satisfaction and family satisfaction: March 25, 2024

· Role of Resident and Family Councils and CQI Committee in determining actions taken with survey results: Results of Survey are shared with Resident Council and CQI Committee to offer suggestions for improvement and gain insight on both strengths and weaknesses.

· How are results communicated to the residents & families, Resident & Family Council and staff: Results of Survey are shared at Resident Council during council meeting March 26th. Survey Action Plan posted on Information Board for Resident and Family Communication. The results of the survey are shared with the staff at the General Staff Meeting scheduled for April 10th.

· Date copy of the report was provided to Resident council: March 8, 2024

## PROVIDER EXPERIENCE

Summit 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.

## 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 Summit Place population consists of mainly anglophones as the area has predominately been populated by Anglophones and Indigenous Canadians. In more recent years, the area has been seeing a shift in population diversity with culture, religion and an inclusiveness of expressing individuality. This diversity has enriched our Summit Place community. Summit Place provides a strong emphasis on setting our residents up for success with DementiAbility, Behavioural Support and Spiritual Care.

## CONTACT INFORMATION/DESIGNATED LEAD

Tracy Batterman  
Quality Manager

Audra Young  
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 26, 2024**

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**Wendy Gilmour**, Board Chair / Licensee or delegate

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**Audra Young**, Administrator /Executive Director

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**Tracy Batterman**, Quality Committee Chair or delegate

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Other leadership as appropriate

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