

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

April 1, 2024

OVERVIEW

Extendicare York is a 278 long-term care home located in Sudbury, 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:

Falls prevention – 15%

Our Approach – Inclusive of risk mitigation strategies such as individualized interventions for the resident, environmental risk assessments to ensure a safe and uncluttered environment, activity programs specific to the needs of residents identified as high risk for falls and regular collaborative reviews completed by the Falls Prevention Committee and Resident Care Council.

2. Inappropriate Use of Antipsychotics – 17.3%

Our Approach – Engagement of Behavior Supports Ontario leads to complete regular comprehensive reviews of medications inclusive of the pharmacy team to provide recommendations to prescribers for safe reduction of antipsychotics, as well as providing educational materials to staff, residents and families regarding the importance of minimizing use in conjunction with non-pharmaceutical approaches.

3. Restraint Reduction – 2.5%

Our Approach – Implementation of Extendicare’s Least Restraint policy, with utilization of alternatives to restraints inclusive of least restrictive methods, non-pharmaceutical approaches, discussions with staff, residents and families about risks of restraint use and available alternatives.

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

Our Approach – Implementation of education inclusive of registered staff for ensuring correct staging of pressure injuries, as well as partnering with community stakeholders to ensure appropriate

product use and preventive interventions, including a review of bed surfaces and repositioning devices.

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, including Home and Community Support Services, Behavioral Supports Ontario, Ontario Association Resident Councils, Ontario Long Term Care Association, ISMP Canada, and vendors such as Medical Mart, 3M, and Medisystems pharmacy, Health Sciences North, Emergency Department Outreach Services (EDOS), and Prevail.

Our Home is working in collaboration with Behavioral Supports Ontario, ISMP Canada and Medisystems pharmacy to minimize antipsychotic use, as well as reduce medication incidents.

We work closely with our local Hospital, Emergency Department Outreach Services (EDOS) and Home and Community Support Services to reduce hospital transfers and admissions.

We collaborate with Medical Mart, 3M and Prevail to ensure high quality products are provided and utilized effectively with on-going education

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 and October 3rd 2023

Resident:

Would you recommend this home? Result: 80.7%

Top three areas for improvement from survey

I am satisfied with the quality of care from doctors 56.8%

If I need help right away, I can get it (e.g. when I ring the call bell or ask for help, I don't have to wait long). 65.5%

My care conference is a meaningful discussion that focuses on what's working well, what can be improved, and potential solutions. 66.0%

Family: Would you recommend this home? Result: 47.9 %

Top three areas for improvement from survey

The resident has input into the recreation programs available.
19.4%

I am satisfied with the quality of care from doctors 34.8%

I have an opportunity to provide input on food and beverage options. 36.6%

The results of these surveys are provided annually to our Resident and Family Councils via email and then are discussed at council meetings. Action plans have been developed with the input from Resident and Family Councils to put quality initiatives into place to address these areas of opportunity identified by our Resident and Family Experience Surveys.

Date copy of the report was provided to Resident and Family councils:

Resident Council: February 13th 2024

Family Council: February 12th 2024

Date action plan presented to Resident and Family Councils for input:

Resident Council: February 28th 2024

Family Council: February 29th 2024

PROVIDER EXPERIENCE

Extendicare York 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.

The Institute for Safe Medication Practices Canada (ISMP Canada) partnered with Extendicare York in “The Strengthening Medication Safety in Long-Term Care initiative” Extendicare York was named as one of 10 Champion long-term care homes in Ontario. The aim of the initiative was to improve medication safety and help address recommendations from the Justice Gillese Public Inquiry report.

Extendicare York also participates in the Sudbury Rehabilitative Care Alliance (RCA) Sub-Region Task Group lead by Ontario Health to strengthen and standardize rehabilitative care through better planning, ongoing evaluation and quality improvement, and the integration of best practices across the care continuum.

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 York population consists of mainly adult population over the age of 65.

Extendicare York also includes a short-stay convalescent care program which uses an interdisciplinary, person-centered approach for residents who have suffered from a prolonged acute or chronic illness or have recently been injured and/or undergone surgery. These residents often require ongoing assessment and treatment, nutritional support or assistance with self-care and activities of daily living. With a length of stay from seven to a maximum of 90 days, the goal of this program is to assist individuals to return to their homes in community.

Very similar in nature to our short stay, respite care services are offered with the care-giver in mind. Often caregivers in the communities we serve are carrying the burden of care alone and it can be both exhausting and overwhelming. Our respite care services provide the caregiver a break so they can go on vacation or simply rest and recharge, all while feeling confident that their loved one is receiving top quality care and service while they take their much-needed break. Extendicare York offers 22 respite designated beds with a maximum stay of 90 days.

We also work closely with our community partners to deliver high quality health care services which include but not limited to Health Science North, Home and Community Care partners, Ontario Health, Health Quality Ontario, and Behavioral Support Ontario.

CONTACT INFORMATION/DESIGNATED LEAD

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OTHER

Sign-off

Executive Director/Administrator: Jennifer Evans

CQI Committee Chair: Jennifer Evans

Quality Lead of home: Nancy Belanger

Regional Director: Johanne Horne

Corporate Quality: Erin Coreno

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**

Johanna Horne, Board Chair / Licensee or delegate

Jennifer Evans, Administrator /Executive Director

Nancy Belanger Groves, Quality Committee Chair or delegate

Other leadership as appropriate
