

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

April 2, 2024

OVERVIEW

Extendicare Telfer Place is a 35-bed long-term care home located at 245 Grand River Street Paris, 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 – Telfer Place falls program continues to focus on reducing the incidence of falls and the risk of injury. Ongoing interdisciplinary team huddle for each fall is in place, discussing and finding the root cause of the fall, reviewing, and implementing new intervention and updating the care plan. 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.

2. Inappropriate Use of Antipsychotics – 17.3%

- Our Approach – At Telfer Place we engagement of pharmacy team to provide recommendations to prescribers for safe reduction of antipsychotics, engaging Behavioral supports leads to work with team to support behavior management and work with our front-line registered staff to meet these indicators.

2. Restraint Reduction – 2.5%

- Our Approach – Telfer Place follows Extendicare's Least Restraint policy by the utilization of alternatives to restraints, having discussions with families/residents about risks of restraint use and available alternatives and ensuring the multidisciplinary team is involved with restraint reduction.

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

- Our Approach – Telfer Place works in partnership with our vendors to enhance our assessment process and ensure correct

product selection to promote healing, we have front line staff who are our champions in wound care and prevention. We also ensure appropriate positioning and therapeutic surfaces are available and used as appropriate.

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.

Specific partnerships to Telfer Place include the LHIN, BCHU, BGH, BSO etc.

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 Support Services, Behavioral Supports Ontario, Antipsychotic Task Force, Ontario Association Resident Councils, Ontario Long Term Care Association, research partners, and vendors such as Medical Mart, 3M, and Medisystem pharmacy, hospitals, other sectors.

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: September 11-October 31, 2023,

Family: September 11-October 31, 2023

Resident: Would you recommend this home? Result: 78.9%

Top three areas for improvement from survey:

Care Conferences meaningful discussion that focuses on what's working well, what can be improved and potential solutions, 11.1%

- Care conferences will be held in person with the resident present
- Multidisciplinary team will attend and contribute to the plan created at the conference
- Feedback from the resident and family members will be built into the plan of care

I am updated regularly about changes in my home. 31.3%

- Newsletter will include an update from the Executive director
- The Newsletter will be reviewed at resident council monthly

Communication from home leadership is clear and timely. 42.1%

- Newsletter will include an update from the Executive director
- The Newsletter will be reviewed at resident council monthly
- Upcoming events and changes will be shared in person or by memo to the residents to ensure they get the information before they occur

Family: Would you recommend this home? Result: 90%

Top three areas for improvement from survey:

I feel my feedback on the resident's goals and care plan is considered and

incorporated whenever possible. 37.5%

- Care conferences will be held in person with the resident present
- Multidisciplinary team will attend and contribute to the plan created at the conference
- Feedback from the resident and family members will be built into

the plan of care

If I have a concern my concerns are addressed in a timely manner. 40%

- Ensure when completing an RSR (Concern Form) that the issue is resolved within 10 days and that the family members launching the concern are contacted throughout the process and following the conclusion.

The resident has input into the recreation programs available. 42.9%

- Add program requests to resident council and ensure that residents have input into the programs offered. This will be done monthly.

- How are results communicated to the residents & families, Resident & Family Council and staff: (include dates communicated to each): Resident council notified of the results and input to improvement plan on February 21, 2024. Shared with family council on February 21, 2024, and requested input on change ideas.

PROVIDER EXPERIENCE

Telfer 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 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

Extendicare Telfer Place population consists of mainly senior residents with the youngest resident being 49 years of age. Telfer Place prides itself on being a Person-Centered home that offers Dementiability programing in a multi-level setting. We have put Dementiability in place to ensure that we meet the needs of these populations? We also work with BSO.

CONTACT INFORMATION/DESIGNATED LEAD

Darleen Barber, Executive Director

Tracy Doekes, Quality Lead

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

Darleen Barber, Administrator /Executive Director

Tracy Doekes, Quality Committee Chair or delegate

Other leadership as appropriate
