

Quality Improvement Plan (QIP)

# Narrative for Health Care Organizations in Ontario

April 2, 2024

## OVERVIEW

Extendicare Village Seniors Community is a 53 bed long-term care home located in Hanover, ON

### 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 – The home has in house physiotherapy including a Physiotherapy Assistant who supports with carrying out interventions in the home such as exercise and/or walking programs. In addition to resident assessment and intervention in the homes physiotherapy program also tracks falls in the home to look at trends and identify areas for improvement. These trends are reviewed quarterly by the Quality Committee. The home also has an active Falls Committee in place. This committee meets monthly to review all falls in the home and do deep dives into root cause and falls prevention strategies. Furthermore, the Village Seniors Community has a weekly Multi Resident Care Conference with the care team and falls are reviewed during these weekly meetings to discuss root causes and action on areas identified as needing to be addressed.

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

The home continues to track and reduce the use of inappropriate antipsychotics in the home. The home has a contracted pharmacist who sits on the homes Quality and PAC Committee which meets quarterly. During these committee meetings a full review of medication use is completed including a thorough look into where the home is currently at with the use of antipsychotics, reasons for use and when possible strategies to deprescribe. Additionally, the homes Medical Director supports the approach of reducing inappropriate antipsychotic medications in the home. The Medical Director also sits on the homes Quality Committee and works closely with homes pharmacist and Nursing team during these

reviews. Annually, the home also reviews the overall medication management program looking at data from the prior year to determine areas of success, areas for improvement, and planning as it relates to actioning on these areas of improvement. In 2024, the Village Seniors Community will also be participating in Extencicare's antipsychotic deprescription program which will include educating our registered team, behavioural support leads, pharmacist and managers on antipsychotic use and reduction. Moreover, this program will target reduction in the use of inappropriate antipsychotics.

#### 2. Restraint Reduction – 2.5%

The Village Seniors Community follows the Extencicare Least Restraint policy. The home is active in ensuring that PASDs are used when appropriate and ensuring restraints are not present in the home. In addition to use of restraints being a standard part of the nursing report during our Quality Committee meetings, the home also hosts weekly Multi-Resident Care Conference meetings with the care team. During these meetings, the use of PASDs are reviewed as needed to ensure the home is consistent with our Least restraint policy.

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

The home has an active Skin and Wound program in the home which tracks all wounds including pressure ulcers which is championed by a trained RPN who oversees the Skin and Wound program in conjunction with the care team and the Quality Committee. We utilize a "Skin and Wound App" where wounds are documented with supporting pictures and are tracked according to

Extencicare's skin and wound policies and procedures. We have a registered dietician in the home which takes referrals related to skin and wound and ensure that our residents are on diets which support healing (use of beneproteins, etc.). Furthermore, the home has a good supply of air mattresses which are used to prevent or improve resident wounds. Skin and Wound are discussed weekly by the care team at Multi Resident Care Conference meetings to discuss any new or worsening wounds including how they are trending, what is or is not working, intervention options, etc. The home's Quality Committee also reviews skin and wound during quarterly Quality Committee meetings and the Skin and Wound program is evaluated annually for areas of success, areas for improvement and action planning based on the data and performance from the prior year.

## 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.

The Village Seniors Community has members that sit on a regional Transition working group which partners with other Long Term Care homes, hospitals, Retirement Facilities and Home and Community Care Support Services. This groups focus is to identify pain points and challenges with access, flow and communication in the local region and develops strategies and guidelines to improve and streamline processes. Furthermore, the home meets quarterly with our local hospital to ensure solid communication related resident transfers, admissions and discharges. The group meets with the goal of supporting each other for the ultimate goal of ensuring smooth transitions and ensuring our residents have only the best experience possible.

## 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, 2024 Family: Sept 11, 2024

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

- Top three areas for improvement from survey 1. Quality of Care from Physiotherapist – 56% Satisfied; 2. Input into types of Recreation programs offered – 69% Satisfied; 3. I am satisfied with the temperature of my food and beverages – 70% Satisfied
- Family: Would you recommend this home? Result: 82 %
- Top three areas for improvement from survey 1. Maintenance of the physical building and outdoor spaces – 61% Satisfied; 2. Contenance Care products keep residents dry – 63% satisfied 3. There is a good choice of continence care products available – 68% Satisfied.

Key actions taken, as a result of survey outcomes for top 3 areas for resident satisfaction and family satisfaction: The home will be creating an action plan involving the leadership team, staff and residents. Each of the 5 areas for improvement identified in the resident and family surveys will be actioned on with 2-3 actions for each of the identified areas. These action plans are posted in the home, reviewed with the residents council and reviewed with the Quality Committee quarterly.

- Role of Resident's Council – Results from surveys will be reviewed with residents council and they will be asked for input into the action plans created. When then finalized action plans are completed they will be reviewed with the residents council for approval.
- Role of the Family Council: The home does not have an active family council at this time due to no interest.
- How are results communicated to the residents & families, Resident & Family Council and staff: Copies of the action plans are posted in the home. Additionally, copies of the resident and family survey action plans will be reviewed during staff huddles, reviewed with the residents council and sent out on the family portal for

families to review in absence of an active family council.

- Residents Council will review the action plans for the surveys during their March 2024 meeting.

## PROVIDER EXPERIENCE

The Village Seniors Community 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 and the Village Seniors Community population consists of mainly a senior population over the age of 75. The home is equipped with supplies and equipment that support our residents through the aging process. This includes, but is not limited to Mobile mechanical lifts, ceiling lifts, tub lifts, electric beds with several types of mattresses available, shower chairs, commodes, fall safety equipment (mats, alarms, etc.), general nursing supplies, continence supplies, etc. Each resident has a personalized plan of care to support their individualized needs and preferences.

Additionally, the home offer a wide array of programs looking at the whole resident. Some of these programs include a falls program, skin and wound program, infection prevention and control program, dietary services program, staff training and orientation program, Recreation programs, Quality Program, medication management program, continence program and more. The Village Seniors Community also has an active Medical Director as well as two other attending physicians who are in the home weekly to support our residents.

We have put quality measures in place such as annual program evaluations, quarterly Quality Committee and PAC meetings, monthly quality calls with our regional support and weekly multidisciplinary Resident Care meetings. Moreover, the Village Seniors Community has an active residents council which meets monthly. The president of Residents Council also sits on the Quality Committee and attends quarterly Quality Committee meetings regularly.

All of our programs and services are in place to meet the needs of our population and ensure our residents at the Village Seniors Community receive excellent quality care with a focus on their individual needs. The home partners with Achieva to provide

physiotherapy services, Seasons Care to provide dietician services for the home, Hanover and District Hospital, the Transition of Care Regional Committee and the Grey Bruce Long Term Care Committee. Extendicare also has a strong partnership with the Ontario Long Term Care Association as a measure to ensure its' homes are informed and

### CONTACT INFORMATION/DESIGNATED LEAD

Dylan Subject  
Executive Director

Danielle Cameron  
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 27, 2024**

---

**Andrew Harvey**, Board Chair / Licensee or delegate

---

**Dylan Subject**, Administrator /Executive Director

---

**Danielle Cameron**, Quality Committee Chair or delegate

---

Other leadership as appropriate

---