

Quality Improvement Plan (QIP)

# Narrative for Health Care Organizations in Ontario

April 2, 2024

## OVERVIEW

### Overview

Thorntonview is a long-term care home located at 186 Thornton Rd S, Oshawa, ON L1J 5Y2. We are licensed for 154 beds and currently we are decanted to 148 residents.

### 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 – Target Results 15%

- Our Approach – Last year ThorntonView focused on assessment, identification and decreasing risk. We collaborated with our Mobility Partner to have accurate assessments completed. We also engaged our mobility partner to work closely with our families to access funds for residents with limited resources. We continue with our other established interventions such as individual toileting routines, environmental risk assessments to ensure a safe and uncluttered environment with adequate lighting, appropriate footwear, use of falls mats, hip protectors and medication reviews is in place.

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

- Our Approach – ThorntonView BSO has been in regular collaboration with the Medical Director and Pharmacy team to work towards reduction of antipsychotics for residents without a diagnosis. We continue to review any new admissions on antipsychotics to ensure that they are appropriately prescribed and address with interventions if they are not.

#### 2. Restraint Reduction – Target Results 2.5%

- Our Approach – ThorntonView as of August 2023 does not have any restraints in the home. We have engaged families in a fulsome conversation and review of available alternatives when we had requests for a device that would be considered a restraint.

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

- Our Approach – ThorntonView has trended down in quarter 3 of 2023. The home continues to partner with the medical team, nursing staff and NPSTAT Nurse Practitioners in collaboration towards improving the wounds in the home. The home has provided education to the staff on an annual basis and continues to work towards a designate wound care lead and wound care champion. Additionally, last year we were able to purchase several low air loss mattresses with pumps to support the healing of our residents' wounds. – Thorntonview

### 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.

#### Home Specific Partnerships:

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 Care Support Services, Behavioural Supports Ontario, Ontario Association Resident Councils, Ontario Long Term Care Association, Lakeridge Health IPAC Hub, Ontario Health Durham Region LTC Network, Ontario Shores for Geriatric Psychiatry and Medisystem pharmacy, hospitals, other sectors.

Home and Community Care supports our home by facilitating new admissions. The Ontario Association of Residents Councils provides resources and education to support our Recreation Department in engaging our residents with meaningful programs. The Ontario Long Term Care Association provides extensive support and education to the sector while additionally advocating for our needs to our Provincial Government. Our Infection Control Manager engages with Durham Region Public Health and Lakeridge Health IPAC Hub. The Hub visits the home at least twice annually to tour and audit our IPAC processes. The Hub acts as a resource should we need support with an outbreak or any other infectious issue. Our Executive Director attends the Ontario Health Durham Region LTC Network to participate in discussions around new government initiatives or processes and how to action them at the home level. These are all valuable resource for not only our residents but our families and our medical professionals. Medisystem Pharmacy provides quarterly in-house medication safety audits to assist us to identify gaps and improve care.

## 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 "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, 2023 & October 31st, 2023

Resident: Would you recommend this home? Result: 77.8%  
Top three areas for opportunities from survey:

- I am satisfied with the quality of care from doctors– 53.7%
- I am satisfied with the variety of spiritual care services– 59.3%
- I am satisfied with the timing and schedule of spiritual care services– 60.0%

Family: Would you recommend this home? Result: 63.3%  
Top three areas for opportunities from survey:

- The resident has input into the recreation programs available. – 33.3%
- There is good choice of continence care products. – 33.3%
- I am satisfied with the quality of maintenance of the physical building and outdoor spaces– 35.7%

- Action Plans have been developed for both the Resident and Family surveys to address top areas for improvement and those will be updated quarterly as measures are implemented and evaluated.
- The results of the Resident Experience Survey will be discussed at the next Resident's Council meeting. Feedback will be solicited and will be included with the minutes and posted for review.
- The results of the Family Experience Survey will be discussed at the next Family Council meeting. Feedback will be solicited and will

be included in the minutes. Family Council minutes are sent to all family members via email and posted on the Information Board.

## PROVIDER EXPERIENCE

### Provider Experience

Thorntonview 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

### 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 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

### Population Health Approach

Extendicare Thorntonview does not have any designated specialized medical services. The top five diagnosis's in our home are: hypertension (73 residents), dementia (52 residents), depression (35 residents), heart disease (32 residents) and osteoporosis (28 residents).

In addition to the medical professionals that attend our home, we ensure we are serving our residents through partnerships with Ontario Shores Psychogeriatric Resource Consultants as well as NPSTAT services.

## CONTACT INFORMATION/DESIGNATED LEAD

Beverley Rayside-Executive Director

Sandra Jacobs-Director of Care-Designated Quality Lead

## OTHER

Thorntonview has a robust Continuous Quality Program in the home. In addition to each manager having a schedule of monthly Key Actions and department specific audits, the home also has the following committees/meetings.

Weekly the home holds Interdisciplinary Care Committee meetings (IDCC). Managers and frontline staff attend weekly meetings to discuss high risk incidents, residents who are in their lookback period for their RAI MDS Assessments, responsive behaviours, skin and wound rounds, new admissions and re-admissions from hospital and falls. Other topics are covered as needed.

Monthly our Regional Team holds Quality Indicator meetings to review our clinical results. This is an interdisciplinary meeting with all department managers in attendance. This platform allows us to review triggers that resulted in a change and discuss interventions where we are trending down or below benchmark.

All home quality activities roll up to our quarterly Quality Council.

Our Quality Council's goal is to:

- Promote a quality mandate across the site.
- Participate in the development and implementation of continuous improvement and risk reduction strategies.

To accomplish these goals, the committee will:

- Review and discuss the implications of quality outcome data and trends.
- Propose and participate in quality improvement activities at the site.
- Evaluate quality improvement activities undertaken.
- Review sentinel event and near miss activity within the site and suggest strategies to enhance and improve employee and patient safety.
- Identify gaps in the risk and quality management systems and recommend educational opportunities to close the knowledge gap for staff.
- Accreditation updates

Our Quality Council's Membership includes:

- Executive Director
- Director of Care

- Home Managers
- Medical Director
- Designated Nursing Leads
- Registered Dietitian
- Consulting Pharmacist
- Register Staff Member
- Personal Support Worker
- Residents' Council representative
- Family Council representative
- RAI Coordinator
- Accreditation Lead
- Regional Team Member - optional
- Physio Therapist
- Behavioural Support Team Member

## 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 28, 2024**

---

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

---

**Beverley Rayside**, Administrator /Executive Director

---

**Sandra Jacobs**, Quality Committee Chair or delegate

---

Other leadership as appropriate

---