

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

April 2, 2024

OVERVIEW

Extendicare Village on the Ridge is a 30 long-term care home located in Ridgetown.

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 – 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. Monitor trends in the home and engage the team in whole home change ideas i.e. change in reporting structure to increase frontline staffing on the floor during this time and to shorten the length of time frontline employees are at report. Revamping weekly interdisciplinary meetings and reviewing falls at these meetings with the entire team.

2. Inappropriate Use of Antipsychotics – 17.3%

- Our Approach – Engagement of pharmacy team to provide recommendations to prescribers for safe reduction of antipsychotics, engaging Behavioural supports leads to work with team to support behavior management. Discussion with medical director to include reviews on resident admission post transition period to increase attempts to reduce the antipsychotics that residents are admitted on.

2. Restraint Reduction – 2.5%

- Our Approach – Continued use of Extendicare's Least Restraint policy, utilization of alternatives to restraints, discussions with families/residents about risks of restraint use and available alternatives. This discussion starts preadmission.

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

- Our Approach – working in partnership with our vendors to enhance our assessment process and ensure correct product selection to promote healing and education of new advanced practices. Internal skin and wound care nurse lead, review of bed surfaces and repositioning devices. Utilizing the skin and wound care app that allows for visual recording of wound progression and standardized documentation on wound progress.

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, Behavioural Supports Ontario (assisting the home with education and re-implementing an internal BSO team), Ontario Association Resident Councils, Ontario Long Term Care Association, research partners, and vendors such as Medline, 3M and prevail (education resource), Medi Gas (new partnership and the home now predominately has portable oxygen concentrators), Motion Specialties (weekly in home device clinics for routine maintenance), Medisystem pharmacy (in March 2024 we will begin a joint antipsychotic reduction program), and our local hospitals. In March 2024 Village on the Ridge will be implementing the amplify system which increases documentation sharing and record sharing between sending and receiving healthcare facilities that our residents are transferred to.

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 Resident & Family Surveys: September 11 – October 31,

20223

Resident: Would you recommend this home? Result: 92.3%

- Top three areas for improvement from survey:
- I am satisfied with the quality of care from the doctors: 18.2%
- I have input into the recreation programs available: 53.8%
- I have good choice of continence care products: 62.5%

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Family: Would you recommend this home? Result: 70%

- The resident care conference is a meaningful discussion that focuses on what's working well, what can be improved, and potential solutions: 66.7%
- The resident has input into the recreation programs available: 33.3%
- I have an opportunity to provide input on food and beverage options: 44.4%

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

- Gain further insight into the expectations of the doctor from the perspective of the resident and family members and communicate findings with the doctor. Provide education to residents and families on the medical services provided internally (how to access information, how to request a doctor visit, how do we access after business hour care from the doctor, when is doctor day at the home).
- Gain further insight on specifics about the preferred variety, relevance, timing of recreation programs and use data obtained to revise and update resident programming and calendars. Review capabilities of the activity pro software and ensure that the program is being utilized to its full potential including promoting the use of the family portal. Engage in conversations and brainstorming

how to participate in external community events/programs with limitations on transportation (review with other LTC homes for idea sharing). Focus on encouraging families to create an active family council at the home. In the absence of an active family council host family town hall meetings at minimum of twice per year and implement a quarterly “newsletter” to the families providing relevant updates, progression on the action plans, reminders, and encouraging a family council.

- Revamp the internal process for admission and annual care conference to ensure that the conferences are structured, attended by residents, family members, and members from the home team. Enhance the quality of information and education that is shared during the conferences.

- Identified areas for improvement were brought forward to resident and family council on March 5, 2024 & February 29, 2024 and input asked for change ideas. This input was then utilized to build action plans.

- Results from the surveys are shared at the resident council meetings, family town hall meetings, staff town hall meetings and reviewed at departmental meetings. Regular updates based on the implementation of the actions plans will be shared with residents, families and staff in the same manner as above throughout the year.

- Copy of the report was provided to Resident Council on March 5, 2024 and Family council on February 29, 2024.

PROVIDER EXPERIENCE

Village on the Ridge 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 on the Ridge Community population consists of mainly a senior population over the age of 81. 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, tub lifts, electric beds with several types of therapeutic surfaces 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 offers 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. Village on the Ridge also has an active Medical Director who is in the home weekly to support our residents.

We have quality measures in place such as annual program evaluations, quarterly Quality Committee and PAC meetings, monthly quality calls with our regional support and weekly interdisciplinary care team meetings.

CONTACT INFORMATION/DESIGNATED LEAD

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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

Jessie Raine, Administrator /Executive Director

Tim Clements, Quality Committee Chair or delegate

Other leadership as appropriate
