

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

April 2, 2024

OVERVIEW

Extendicare Westside is a 177-bed long-term care home located at 1145 Albion Road, Etobicoke, 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

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 at Westside is to reduce the number of residents who fell in the last 30 days by ensuring our falls prevention program is in place. 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 Westside is to monitor and review on an ongoing basis resident who are using antipsychotics medication without a diagnosis. 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, using DementiAbility interventions for residents with responsive behaviours.

3. Restraint Reduction – 2.5%

Our approach at Westside is to maintain zero restraint in the home. Implementation of Extendicare's Least Restraint policy, utilization of alternatives to restraints, discussions with families/residents about risks of restraint use and available alternatives.

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

Our approach at Westside is to monitor monthly PURS 3 or greater. Skin/wound team to review residents list to determine if surface meets their needs. Replace mattress/surface if required Review.

Working in partnership with our vendors to enhance our assessment process and ensure correct product selection to promote healing, education of new advanced practice skin and wound care nurses, review of bed surfaces and repositioning.

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 success of this QIP requires collaboration with multiple partners, including Home and Community Support Services, Behavioural 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. Westside works with each partner to support our QI initiatives. The success of this QIP requires collaboration with multiple partners, including:

Home and Community Support Services – work with placement coordinator to anticipate and prepare for unique needs of new residents.

Ontario Association Residents' Councils – use tools to maximize collaboration of Residents Council in Quality Improvement Activities, online education for councils and home.

Medisystem – consulting pharmacist attends committees, completes audits and provides education, participates in annual program evaluation, participates in antipsychotic reduction tool process.

Vendors such as Medical Mart, 3M,- purchased specialized equipment for falls prevention and injury reduction, skin protecting supplies; recreation supplies to support resident engagement;

Behavioural Supports Ontario – referrals to external, use PRC when necessary

DementiAbility – offer workshops and individualized support to support full implementation of program; purchase products (reading programs) and ideas for home-made versions (way finding cues, labels)

Other long term care homes – Quality Lab, Regional meetings with sister homes allow us to share leading practices and collaborate, mentorship relationships exist across homes.

Achieva Health – internal partner working with team collaborative, committee involvement, provide physiotherapy services to

identified residents.

Nurse Led Outreach Team (NLOT) and Nurse Practitioners Supporting Teams Averting Transfers (NPSTAT) - Support prompt assessment and treatment in the home reducing ER visits;

ET Nurses -provide assessment and recommendations for treatment.

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. 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.

Westside Our 2023 Resident and Family Experience Survey Results:

- Resident Experience Survey was September 12 to October 31, 2024
- Family Experience Survey was September 12 to October 31, 2024

Resident: Would you recommend this home Result: 93.1%

- Top three areas for improvement from survey input
 - 1.I am satisfied with the variety of food and beverage options 79.5 %.
 - 2.I am satisfied with the variety of spiritual care services 85.7%.
 - 3.I am satisfied with the quality of laundry services for my personal clothing 86.4%.

•Family: Would you recommend this home Result:100 %

- Top three areas for improvement from survey input
 - 1.I am satisfied with the quality of laundry service for linens 70.7%.
 - 2.I am satisfied with the quality of cleaning within the resident's room 71.4%.
 - 3.I am satisfied with the quality of cleaning services throughout the home 71.4%.

Key actions taken, as a result of survey outcomes for top 3 areas for:

1. Resident and Family Council choose I am satisfied with the variety of food and beverage options.
2. Resident Council chose I am satisfied with the quality of laundry services for my personal clothing.
3. Family Council choose I am satisfied with the quality of laundry services for linens.

- Resident Satisfaction was shared with Residents' Council on February 21, 2024

- Family Satisfaction was shared with Family Council on February 22, 2024

Resident and family Council has given input for the action plan completed for the Resident and Family Survey. The action plan was reviewed with CQI Committee and asked for feedback. The action plan adjusted accordingly.

- How are results communicated to the residents & families, Residents' Council and Family Council, and staff: Results were shared with Residents Council on February 21, 2024, with Family Council on February 22, 2024, and with staff on March 6th & 7th, 2024. They are also posted in the home including associated action plans.

PROVIDER EXPERIENCE

Westside 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.

Westside is participating with other long term care homes – Quality Lab, Regional meetings with sister homes allow us to share leading practices and collaborate, mentorship relationships exist across homes.

Our clinical experts are responsible for developing company-wide policies and evidence-based programs to ensure that our homes are implementing best practices in care. We review our policies at least annually to ensure they are up to date and reflect current evidence and advance best practice. Our evidence-based programs include:

- Contenance Care
- Dementia Care
- Falls Prevention
- Pain Management
- Palliative Care
- Restorative Care
- Skin and Wound Care

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

We celebrate many cultural events in the home, special vegetarian meals for our South Asian population. We have a strong connection with faith groups. Specialty programs include dementia, Falls prevention, pain management, palliative care, restorative care, skin and wound care, mental health.

CONTACT INFORMATION/DESIGNATED LEAD

Contact Information

Robert Campbell (Executive Director)
416-745-4800 Ext :230
robert.campbell1@exeassist.ca

Designated Quality Lead / CQI Committee Chair
Prabhjit Dhami(Interim Director of Care)
416-745-4800
prabhjit.dhami@exeassist.ca

Regional Director of Operations
Yvonne Carvalho
437-231-7920
yvonne.carvalho@extendicare.com

National Director, Quality & Learning Excellence
Kim Penner
kim.penner@extendicare.com

OTHER

Quality is the foundation of everything we do, aligned with our strategic quality priorities: safety, resident centeredness and efficiency.

In keeping with Accreditation standards, we continuously enhance and refine our quality program. Annually, in collaboration with key stakeholders, a Quality Plan with four pillars is developed, including

1. Quality/Risk/Safety;
2. Employee Engagement.
3. Resident /Family Satisfaction; and
4. Financial Management

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 Gilmore, Board Chair / Licensee or delegate

Robert Campbell, Administrator /Executive Director

Sabrena Chunu, Quality Committee Chair or delegate

Yvonne Carvalho, Other leadership as appropriate
