

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

April 2, 2024

Extendicare



**Ontario
Health**

OVERVIEW

Arbour Heights is a 174 long-term care home located in Kingston.

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 – 17.1%

Our Approach- Risk mitigation strategies including scheduled toileting plans 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. We also cross reference data in order to determine action plans. This includes looking at residents with a high incidence of falls and cross referencing with residents in pain, with restraints at risk of social isolation and those with behaviours affecting others. This provides the home with more insight in determining action plans.

2. Inappropriate Use of Antipsychotics: 35.59%

Our Approach – Engagement of pharmacy team to provide recommendations to prescribers for safe reduction of antipsychotics, engaging Behavioural Supports Leads to work with the team to support behavior management. The home is currently participating in a pilot project to decrease inappropriate use of antipsychotics. This along with the quality, care and responsive behaviour teams provides the home with added insight in determining action plans. Offering Gentle Persuasive Approach to Care training to all staff. We also work with our physicians on a case-by-case basis as well as at the Professional Advisory Committee.

2. Restraint Reduction: 3.8%

Our Approach –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: 3.1%

- Our Approach - 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, implementation of turning clocks, review of bed surfaces, with prompt change when required, and repositioning devices.

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.

Arbour Heights collaborates with multiple partners, including Home and Community Support Services, Behavioural Supports Ontario, Professional Advisory Committee, Ontario Association Resident Councils, Ontario Long Term Care Association, Regional Management Team and vendors such as Medical Mart, 3M, and Medisystem pharmacy. We also collaborate with Providence Care Hospital and Kingston Health Sciences Center (KHSC). We are currently working with KHSC on a pilot project to decrease transfers to hospital, improve communication and resident experience.

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.

Arbour Heights - Our 2023 Resident and Family Experience Survey

Results:

Date of Surveys: Resident: October 2023 Family: October 2023

- Resident: Would you recommend this home? Result: 86.2%
- Top areas for improvement from survey:
 - Quality of care from doctors. 56.6%
 - Good choice of continence care products. 58.5%
- Family: Would you recommend this home? Result: %75.5
- Top areas for improvement from survey:
 - The resident has input into recreation programs available. 33.3%
 - Satisfaction with variety and timing of spiritual care services. 44.8%

Data received from the survey was reviewed by staff and leadership. Copies provided to the Resident and Family council on March 1, 2024.

At Strategic Planning the team looked at areas for improvement and had drafted their plans. Follow up and drafted plans went to both the Resident's and Family Council for review and approval on March 18th, 2024.

PROVIDER EXPERIENCE

Arbour Heights 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.

Arbour Heights encourages is currently participating in two pilot projects. The first in partnership with (KHSC), as outlined under Access and Flow. The second pilot project is use of a new tool to decrease use of antipsychotics. This project is being implemented in partnership with the homes regional team.

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 Arbour Heights population consists mainly of seniors from the Kingston area. Residents are assessed by Home and Community Care Support Services to determine whether or not they qualify for Long Term care. The homes residents are of varying ages, abilities and interests.

Arbour Heights partners with a number of local organizations to be able to provide transportation, footcare, physiotherapy, occupational therapy. The Kingston area has vast medical resource. Residents are able to receive specialized clinical care without the stressors of long distance travel.

The home has adopted a living tapestry culture, including animals, plants and children. There is a daycare embedded into the home. Residents enjoy watching the children as they play in the yard. In addition, there are multigenerational programs that support a sense of community for our residents.

The home also has a secure unit, for 28 residents. This unit is for residents at risk of elopement. There is a keypad entry and exit from the unit.

CONTACT INFORMATION/DESIGNATED LEAD

Quality Leads

Lisa Prest - Staff Educator

Christine Sellery - Executive Director

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 **April 1, 2024**

Wendy Gilmour, Board Chair / Licensee or delegate

Christine Sellery, Administrator /Executive Director

Lisa Prest, Quality Committee Chair or delegate

Other leadership as appropriate
