

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

March 15, 2024

OVERVIEW

Extendicare Montfort is a 128 long-term care home located in Ottawa.

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 and activity programs specific to the needs of residents at high risk for falls.

2. Inappropriate Use of Antipsychotics – 17.3%

- Our Approach – Engagement of physician team to review nursing team recommendation for safe reduction of antipsychotics.

2. Restraint Reduction – 2.5%

- 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 – 2%

- Our Approach – Working in partnership with our vendors and our wound care nurse champion to enhance our assessment process and ensure correct product selection to promote healing.

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 Santé Montfort who owns the license of the home, Home and Community Support Services for all external services (i.e. speech language pathologist and occupational therapist) Behavioural Supports Ontario, Ontario Long Term Care Association, and vendors such as Medical Mart, 3M, and Medisystem pharmacy for any education presented to the nursing staff.

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: September 11th to October 31th,
2023 Family: September 11th to October 31th, 2023

Resident: Would you recommend this home? Result: 64.5 %

- Top three areas for improvement from survey:
 - o Staff take the time to chat with me: 50%
 - o I feel my goals and wishes are considered and incorporated into the care plan whenever possible: 53.1%
 - o I have input into the recreation programs available : 54.5%
- Family: Would you recommend this home? Result: 57.7 %
- Top three areas for improvement from survey
 - o I have an opportunity to provide input on food and beverage options: 31.8%
 - o The resident has input into the recreation programs available: 33.3%
 - o Overall, I am satisfied with the recreation and spiritual care services: 40%

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

- o All staff members will receive by September 2024 a training on Customer Service and Gentle Persuasive Approach.
- o Starting in March 2024, all goals of care will be discussed, and care plan will be reviewed on an annual basis or when there is a change with all the residents that wishes to do so.
- o Starting in March 2024, the activity team will have a monthly meeting in each of the communities to discuss with the residents what they would like to have in their calendar for the following month.

Role of Resident and Family Councils and CQI Committee in

determining actions taken with survey results:

- o Discussion with Resident Council on what is the most important thing for them that we need to improve.
- o First Family Council planning meeting was held on March 21st and the results were shared with them and feedback was given by family members who were present. The results were also shared in our March Newsletter and all families were invited to reach out to the management team if they want to discuss it.
- o CQI committee gave feedback on the results and helped build the action plan to improve resident and family satisfaction.

How are results communicated to the residents & families, Resident & Family Council and staff:

- o Results were shared in the March newsletter on March 1st with residents and families. Newsletter is also posted in the home in each community for them to have access.
- o The Executive Director met with the Resident's council on February 15th to share the results with them.
- o The first Family Council planning meeting was held on March 21st and the results were shared with them.

PROVIDER EXPERIENCE

Montfort LTC 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 behavior 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 Montfort population consists of mainly of Franco-Ontarians residents who live in the East of Ottawa. Extendicare Montfort offers specialty programs to their residents such as management of dementia services, mental health services as well as a secured unit for residents who are at risk of elopement.

CONTACT INFORMATION/DESIGNATED LEAD

Rossetti Blaise (rossetti.blaise@exeassist.ca)

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

Board Chair / Licensee or delegate

Administrator /Executive Director

Quality Committee Chair or delegate

Other leadership as appropriate
