

Extendicare

Quality Improvement Plan 2023



Contents

Our approach 3

Our indicators 3

2023 Quality indicator targets 4

Achieving results..... 4

Quality in action – initiative snapshot 5

 Reduction of falls..... 5

 Reduction of pressure injuries..... 5

 Reduction in use of antipsychotics 6

 Reduction of restraints 7

Our Quality and Safety Program..... 7

 Data-driven quality improvement 7

 Resident and family engagement and partnering 7

 Quality assurance through accreditation 9

 Safety culture 10

 Ongoing focus on IPAC 10

 Emergency preparedness..... 12

Prioritizing safety, wellness, and support for our team members..... 12

 Employee wellness and support 12

 Prioritizing team growth and workforce development..... 13

 Workplace violence prevention..... 14

Resident quality of life..... 14

 Advancing palliative care 14

 Health equity 15

Our multi-year national plan: Improving Care, Every Day 16

Governance and accountability 17

Our home’s Continuous Quality Improvement Team 18

2023 Quality Improvement Plan

At Extendicare, our Continuous Quality Improvement Program is built on evidence-based best practices. We follow a standardized quality program allowing for the sharing of learnings across our network of homes and provider-led quality teams, so that all homes can regularly benefit from collective expertise. We work with hospitals and other health system partners to provide access to a full suite of timely, medical, psychosocial, and recreational services, so that our residents are supported with comprehensive clinical care and services promoting well-being

Extendicare is a mission driven organization, dedicated to “Helping People Live Better”. Our mission is grounded in a commitment to continuously measure care quality and improve performance, as we work to renew and reimagine seniors’ care.

Our approach

Our quality program at Extendicare encompasses all that we do to meet our mission of quality of care and resident safety goals. From ongoing quality assurance activities and audits including adherence to Accreditation Canada’s standards and participation in their regular surveys, to the proactive analysis of safety trends and quality improvement opportunities on weekly Quality of Care calls, quality and resident experience are the primary focus of our teams.

Our indicators

In 2023, our quality improvement plan is focused on the following core metrics:

- Falls
- Worsening pressure injuries from stage 2 to 4,
- Restraints use; and,
- Use of antipsychotics without a diagnosis of psychosis.

Driven by our organization-wide commitment to clinical excellence, we have set our performance targets for 2023 at best practice levels, with the intentional objective to work to exceed the Canadian Institute of Health

Information's (CIHI) annually reported national averages for long-term care homes across the country.

2023 Quality indicator targets

Extendicare's quality targets are two-fold. It's important we reach targets both as an organization, for every home we own, and within every single home we provide management support to.

In 2022, we met our quality indicator targets as an organization for all four indicators. With our supports, managed homes also demonstrated strong progress, with homes achieving targets on two core indicators and continuing to improve performance on the remaining two, with achievement in close reach.

In 2023, we are striving to support every individual home with tailored strategies to achieve targets, across all four indicators.

Quality indicator	2023 target
Falls	
Owned and managed homes	< 15.0% All homes
Restraints	
Owned and managed homes	< 2.5% All homes
Antipsychotics	
Owned and managed homes	< 17.3% All homes
Worsened pressure ulcers	
Owned and managed homes	< 2.0% All homes

Achieving results

Quality program initiatives are implemented across all Extendicare homes by the home's interdisciplinary team under the coaching and guidance of central quality consultants through Quality Enhancement Teams.

In support of our homes, Quality Enhancement Teams provide:

- Evidence-based best practice toolkits
- Leadership with lean quality improvement initiatives
- Regular coaching for team members on care practices
- Project oversight
- Reporting for all quality improvement

Quality in action | initiative snapshot

Reduction of falls

- Root cause analysis of falls in each home help us identify and implement targeted risk mitigation strategies.
- Falls prevention toolkit implementation including post-fall huddles ensures comprehensive solutions are put in place.
- A safe and uncluttered environment with adequate lighting and supportive mobility devices are a part of keeping residents safe while making sure the home feels like a comfortable 'home'.

Reduction of pressure injuries

- Enabled by new training opportunities, two dozen skin and wound care specialist nurses – both registered practical nurses (RPNs) certified as Skin and Wellness Associate Nurses (SWANs) and registered nurses (RNs) Specialized in Wound, Ostomy and Continence (NSWOCs) - provide coaching and referral support to homes across Ontario. Our partnership with the Wound, Ostomy and Continence Institute of Canada continues to enhance the care we provide to residents in these important areas, with ongoing quality improvement initiatives and access to the latest in skin and wound evidence-based best practices.
- We are working to enhance the assessment process for pressure injuries and ensure proper product selection for skin and continence care.
- Our teams conduct regular hydration and dietary audits with accompanying plans incorporating nutrition in our holistic skin health program.



Shannon Murphy, RPN at Extendicare Laurier Manor, has been the wound care champion at the home for years. Participating in the SWAN program has provided her with additional knowledge and training that allows her to confidently recognize various skin, wound, continence and ostomy issues, and make treatment recommendations in-house for residents.

"Residents benefit by not having to wait to see a NSWOC (Nurse Specialized in Wound, Ostomy, and Continence) for impaired skin issues. Now staff nurses can consult with me, and I am able to make recommendations immediately. My residents truly benefit from my knowledge but more importantly, it's made me feel more confident", she said.

Proper skin care for seniors is critical because it aids in the prevention of chronic wounds and lower the risk of serious infection. Wound prevention and effective treatment of wounds is absolutely essential for resident quality of life."

Reduction in use of antipsychotics

- We engage pharmacy teams to provide recommendations to prescribers, based on scores and assessments, on safe reduction of antipsychotics for residents without a diagnosis indicating the need for these medications.
- Behavioural Supports Ontario (BSO) leads ensure assessments are current for each resident, providing the interdisciplinary team with accurate and timely information to determine an appropriate antipsychotics reduction plan.
- Using Medication Safety Technology (MST), we leverage new physician prescribing and review practices to sustain results.

Reduction of restraints

- Our Least Restraint policy is active across all homes, and entails:
 - Utilization of alternatives to restraints
 - Partnership with regional health authorities to create restraint reduction plans upon admission

Our Quality and Safety Program

Data-driven quality improvement

At Extendicare, we see quality assurance and quality improvement on a spectrum within our quality and safety program. We leverage quality improvement tools and techniques to shift to a truly proactive view of quality care, rather than the reactive approaches historic to the sector, driven by compliance alone.

We have implemented enhanced quality and safety data reporting to monitor progress on our quality initiatives at a home level, enabling us to refine interventions to achieve results.

Resident and family engagement and partnering

We know we are stronger when we work in partnership with those we care for, along with their families and our team members. Partnering with residents and families improves quality: it enhances safety, informs resident-centered care reflective of each residents' individual needs, improves coordination of care, supports equity, leads to better health outcomes, informs effective and appropriate care decisions, and improves our own operational efficiency.

With this in mind, we put considerable effort into regularly and actively engaging residents and families for their insights and feedback, providing channels for open dialogue, and sharing ongoing progress through regular updates, collaborative face-to-face meetings, town hall sessions and experience surveys. Our ongoing goal is to continue to build on our existing approaches to resident and family engagement and continue to evolve our approaches to resident and family partnership.

Over the last year, we took several steps to further our efforts:

- Across Extendicare, we completed a current state assessment of resident and family engagement in our homes, laying the groundwork for a multi-year resident and family engagement strategy.
- We hired a new Manager, Resident and Family Experience, who will support all Extendicare homes in identifying opportunities to share best practices, continually improve approaches, and focus on key priorities.
- We assessed communications to residents and families, organization-wide, with the goal of identifying opportunities for improvement and enhancement consistently throughout the year ahead.
- Unique to Extendicare, our Resident Experience Action Council for Homes (or REACH) Committee continued to meet regularly, bringing the voice of residents and families to our leaders. This group exists to provide a direct line to resident and family concerns and experiences, which ultimately equips us to better frame actions through a resident-centered lens and collaborate on solutions. REACH will be further enhanced in 2023, with support from our new Manager, Resident and Family Experience.
- At a home level, we engage residents, families and team members in a variety of ways, including via each home's Family Council, Residents' Council, virtual town hall meetings, in-person family meetings and monthly email updates. Each home maintains their own distinct community, tailoring programs and supports to meet the unique needs of their own residents.
- Our President and CEO, Dr. Michael Guerriere, provides direct updates to family members quarterly, to provide insight into the improvements we are making, recognizing individual team members for exceptional care, and inviting feedback from families. Our President and CEO is committed to providing a direct and timely response to any feedback he receives.
- As part of our work to continuously improve experiences in our homes, in 2022, we conducted extensive consultations with residents, family members and team members to enhance our annual resident and family satisfaction surveys. As a result, the survey has been streamlined, uses updated language that is most meaningful to residents and families, and is grounded in a more standardized survey methodology. In 2022, we heard from more than 6,600 residents and family members. The rich feedback we received will continue to guide

and improve our day-to-day operations and will inform our quality improvement focus in 2023.

In partnership with The Ottawa Hospital, Extendicare operates a Transitional Care Unit (TCU) at West End Villa.

After first opening in April 2021, the TCU has continued to provide restorative and rehabilitative care to patients in a home-like setting better suited to their wellbeing and recovery needs.

The unit's success has been widely recognized, and in early September 2022, it was expanded to double in size, now serving 95 patients in a comfortable, patient-centered environment outside of hospital.

By working together, Extendicare and The Ottawa Hospital are better able to meet the diverse health care needs of residents and patients in the Ottawa region, while also alleviating pressure on Ontario's health-care system and freeing up resources for those in need of acute care.

Quality assurance through accreditation

Extendicare received Accreditation with Commendation through our most recent survey with Accreditation Canada. Accreditation is an independent process of assessing health care and social services organizations against standards of excellence to identify what is being done well and what needs to be improved.



We are now into our next survey cycle, following Accreditation Canada's new Qmentum Long-Term Care Program which involves survey activities on an annual basis rather than once every four years.

For 2023, all homes will complete self-assessments and develop updates to their quality improvement action plans. Homes, supported by our central quality team, will implement their quality improvement action plans through the balance of 2023 and into 2024. A virtual leadership survey will take place in late 2023, where we will share our best practices in the areas of governance, leadership, emergency preparedness, infection prevention and control and medication management.

Safety culture

Over the past year at Extendicare, we have introduced a number of strengthened quality and safety initiatives including comprehensive safety culture education for all team members.

We engaged a third-party service provider to manage a Whistleblower line for anyone to report concerns about our homes. Concerns are reported anonymously through email, voicemail, live-agent and online channels, up to an executive and Board level.

In 2023, we have launched further leader education and coaching in incident analysis and management – for both resident safety and staff safety incidents. An immediate issue escalation process is in place notifying senior leadership and head office responders to provide urgent support to home leaders.

Our Medication Safety Technology (MST) Project is focused on improving medication safety through several streams of work, including by directly targeting one of our core quality indicators, antipsychotic deprescribing.

Every week, our central team of senior operational and quality leaders collaborate in reviewing critical incidents and regulatory inspection results for identification of system wide quality improvement opportunities. These opportunities are implemented at the home level with the guidance of our Quality Enhancement Teams, along with other ongoing quality and safety initiatives.

Ongoing focus on Infection Prevention and Control

Extendicare has increased Infection Prevention and Control (IPAC) capacity across all homes. IPAC Leads are designated in every home, providing daily oversight over proper IPAC practices throughout the home. IPAC Leads are supported by a central team of specialist IPAC consultants, who provide education, coaching and best practice implementation support. In addition, our central IPAC specialists have advanced designations and certificates in various targeted aspects of IPAC practice, including facilities and redevelopment expertise, enabling them to support our communities in embedding prevention measures in various projects.

Comprehensive IPAC reviews of each home are done annually, with frequent audits, to ensure the sector-wide learnings from the pandemic remain

entrenched in all home operations. Our Pandemic Plan reflects the evolution of infection prevention in long-term care resulting from COVID-19's onset and is part of a more fulsome Emergency Preparedness program.

All key pandemic workstreams, such as oversight of staffing levels and Personal Protective Equipment, continue to be monitored centrally through our COVID Operational Command Centre, which remains in effect to monitor and manage all outbreaks. Our vaccination programs – for COVID boosters and influenza – are ongoing and enabled by central data intelligence and weekly reporting to senior leaders. Daily case and outbreak reporting for all infections – COVID and non-COVID, across all homes – enables immediate central response to support homes quickly and effectively.

In the 2022 flu season, influenza was expected to circulate more easily than previous years, where COVID-19 safety restrictions helped prevent the spread of pre-existing viruses. Under the leadership of our Chief Medical Officer, Dr. Matthew Morgan, we led an organization-wide campaign “Get it, don’t spread it” to encourage broad uptake of the influenza vaccine among our residents and front-line workforce.



Infection prevention is also enforced through network-wide campaigns and team challenges. In October 2022, we encouraged team members to review and practice IPAC best practices during National Infection Control Week. Our team members actively participated by engaging in quizzes, games, and contests to make the learning process enjoyable and engaging. A grand prize was offered for the best photo submission showcasing homes' engagement with the initiative.

Emergency preparedness

To strengthen our emergency preparedness program, we have provided enhanced planning and preparedness training for all homes, to ensure our teams are best equipped for swift and comprehensive responses to any emergencies. Interactive preparedness training, frequent drills, scenario-playing, and introduction of new tools that are easy to use in an emergency, are all part of our efforts in ensuring the safety of our residents and team members.



In September 2022, there was a small fire in a storage shed at Extendicare Kingston. Staff acted quickly and decisively, using emergency protocols to contain the incident and evacuate all residents and staff safely, so that no one was harmed, and damage was contained.

Prioritizing safety, wellness and support for our team members

Employee wellness and support

As the acute impacts of the pandemic continue to wane, our teams across Extendicare continue to demonstrate their resiliency and ability to adapt frontline care delivery with compassion, and dedication on a daily basis. In response to the unprecedented and challenging demands resulting from the pandemic on our team members and their families, we expanded our employee services to meet their needs.

During the pandemic, we offered unlimited paid time off for any team member who was required to quarantine or self-isolate following COVID exposure. For staff who felt more comfortable staying in hotels during the pandemic in order to protect their families, we covered the full cost of accommodations to support individual and family needs. Home-level educational and counselling sessions have been offered to further support our team members in managing mental health through the pandemic.

Our Employee and Family Assistance program is available to support our team members and their families around the clock, every day of the year. This program provides team members and their families with confidential and flexible supports, whether related to emotional well-being, managing relationships and family situations, dealing with workplace challenges, financial guidance, or other personal needs.

Through LifeWorks, a new wellness app provided to all team members, easy-to-access education, well-being programs and resources are available to support both physical and mental health.

Prioritizing team growth and workforce development

Ensuring our team members are well-equipped with the tools they need is a key pillar of our Improving Care plan. This includes training and development to build the leadership and technical skills needed to best serve residents.

The Leadership Academy is a comprehensive development program that provides leaders with the opportunity to build critical operational, clinical and leadership skills. The Academy delivers learning in various formats and equips leaders with skills to effectively lead their teams and increase care excellence.

Extendicare's National Leaders Orientation is a multi-day training for all new long-term care administrators, executive directors, directors of care and new head office team members. Opportunities for further clinical and leadership education are provided for team members, through our Clinical Education program throughout the course of their roles.



We host long-term care, home care, and head office leaders from across the organization annually at our National Conference. Recent topics highlighted include managing organizational change and health sector transformation. In addition to receiving training on specific leadership expectations and learning about key corporate initiatives, participants are able to connect with colleagues and build skills and knowledge as change leaders.

Workplace violence prevention

Protecting the physical and mental health, and safety of our team members remains a priority and is carefully considered by our Health and Safety team, who provide direct supports to team members.

In 2023, workplace violence prevention policy and incident management education will undergo program enhancements for launch in 2024.

Resident quality of life

Advancing palliative care

A main goal of palliative care is to improve quality of life for residents with advanced illnesses. End-of-life care is about meeting not only the medical needs of the individual, but also their psychological, emotional, and spiritual needs. Extendicare's palliative care program is grounded in this important

recognition and addresses holistic end-of-life needs for our residents and their loved ones.

In 2022, in partnership with Pallium Canada, Extendicare introduced comprehensive palliative care training education to all homes in Ontario. Interprofessional palliative care core teams within each home received their Learning Essential Approaches to Palliative Care (LEAP) Long-Term Care certification. All Extendicare medical directors have also received their LEAP Physician training and certification.

For 2023, online LEAP education has been made available to all team members – both registered and non-registered alike – alongside continued team-based in-person training. This year, we will also be facilitating access to Pallium’s new Caregiver LEAP education to all resident family and friends in partnership and under the direction of our resident and family councils.



"Palliative care is a journey that needs to be identified as soon as possible so we can support people at the start, to live their best life while making the transition into end-of-life care," Kim Sheppard, Assistant Director of Care at Extendicare Medex said after participating in a training session. "It's critical we get the palliative approach right, so we can truly improve quality of life for residents, at each and every stage of their experience."

Health equity

Extendicare uses a health equity and diversity equity and inclusion lens when developing programs and services.

Our programming honors the cultures and identities of our residents. Homes with Francophone residents host all group programs in French and English and offer some activities in French-only such as Chansons à Répondre, Pause Café and daily prayer and rosary. First Nations programming is provided in several Extendicare homes. Through such programs, First Nations residents and other participants join in group art and music

activities, and smudging and spiritual ceremonies, facilitated by First Nations community members.

Pride celebrations are enjoyed throughout Extendicare homes, during Pride month and beyond. Group activities such as 2SLGBTQ (use same acronym used by Ontario health) movie night and Rainbow Day are featured in our programming, alongside education and celebrating the lives of our 2SLGBTQ residents.

Many homes host an annual Carousel of the Nations, featuring booths and information hosted by residents, their loved ones, and our team members, where everyone in the home can sample food and learn more about one another's cultures. Several homes host large celebratory events. During Black History month, homes have hosted everything from cultural fashion shows to artifact displays, to acknowledgement presentations for residents of color who have served their communities.

Diet offerings are tailored as much as possible to the requests of residents. Food choices that help a resident feel truly at home are an important part of honoring resident culture and dignity. For example, a significant amount of the residents at Extendicare Scarborough are Tamil, and so the menu is tailored to that culture.

Our multi-year, national plan | Improving Care, Every Day

Improving Care, Every Day outlines our commitment to renew and reimagine seniors care, with a focus on five key areas for improvement across every home we operate.

1. Improve the quality of life for those we care for

- Supporting homes directly through Quality Enhancement Teams
- Continually improving and adding to our clinical capabilities, including strengthening on system partnerships, like our collaboration with The Ottawa Hospital
- Increasing the number of full-time positions on our care teams
- Eliminated multi-unit bedrooms to improve privacy, IPAC response, and enhance quality of life

2. Support the success of our team

- Launched a peer and family member-nominated Care Champion program to celebrate team members who go above and beyond to serve our residents
- Offer a range of scholarship programs for team members, including a new nursing scholarship launched in 2022 to help employees advance in their careers
- Always-on organization-wide focus on training opportunities for our teams

3. Engage residents and families as partners in care

- Ongoing focus on improving communication and engagement with residents and families
- Regularly seek resident and family input on new initiatives, including creation of new materials, like admissions packages
- Manager of Resident and Family Experience developing new approaches for collaboration with residents and families

4. Replace or upgrade older long-term care homes

- Continue to progress on our plans to redevelop every older long-term care home in our network, including modernizing 20 older homes in Ontario.
- This commitment will build more than 4,248 new and upgraded spaces for residents and those in need of long-term care on the province's waitlist.
- Work is underway on our active projects in Sudbury, Ottawa, and Kingston

5. Increase transparency and accountability

- Expanding access to real-time information about residents' care environments
- Steadily increasing openness and transparency

Governance and accountability

Governance over quality care and safety extends from home-level Continuous Quality Improvement Committees, up to Extendicare's Executive Leadership Team, and to the Board of Directors, where regular reports are provided to a dedicated Quality and Risk Committee.

Quality indicators and targets are set through comprehensive analysis of home performance, CIHI benchmarks, and emerging evidence-based literature around best practices in seniors' health. Through discussion with team members across the organization and Resident and Family Councils, a proposal is reviewed and approved by Extendicare's Executive and Board. Quality performance is part of the leadership incentive program.

Quarterly quality and safety results are shared throughout the organization, and with residents and families through Resident and Family Councils, whose input is incorporated into our quality improvement plans. Team members receive coaching and training to engage with quality improvement initiatives more fully within their homes.

Our home's Continuous Quality Improvement Team

Extendicare has a Continuous Quality Improvement Committee comprised of interdisciplinary representatives that are the home's quality and safety culture champions. The membership of our committee reflects the diversity of our team members and the residents we serve.

The work of our Continuous Quality Improvement Committee is part of a broader system of Extendicare quality governance, as we work together, to ***Improve Care, Every Day.***