

Quality at ground level:  
What you can do to succeed....



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A little about us. . .

- 54 homes in Ontario, owned and managed
- Pride ourselves on quality, strong reputation
- Historically “stick to our knitting”
- Exceptional number of long stay employees
- Launch of new Quality and Performance Improvement Division
- Liaise with OHQC on a number of fronts:
  - Public reporting
  - Education and training
  - Lean pilots
- Will touch on Lean, research and technology, but this is really about how to win at quality

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Our Lean experience

- Responded to OHQC call for volunteers for Lean pilot
- Pilot in spring of 2009 with Extendicare Oshawa:
  - 1 training day (created Charter)
  - 1 home preparation day
  - 3 week gap
  - 3 day event:
    - Mapped meal service
    - Noted/prioritized change ideas
    - Tested and implemented changes “on the spot”

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## A little about Lean. . . .

- Lean is one of a number of improvement approaches
- Often called the Toyota model
- Lean doesn't stand for anything: reference is to making processes "leaner", literally!
- Focuses on removing various types of waste from processes
- I like it because it doesn't just help you see what's wrong, it provides principles that help you fix it

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“Learning to see”

- Mapping the process (“value stream”):
  - With people who do the process
  - So all can see
  - Residents participated in the mapping:
    - “Value” in the value stream defined from the residents perspective
    - Teams tend to pick process improvements that improve their experiences
  - By going and observing the process many times, in real time
- Then, identify, test and implement improvements



- Biggest factor in any improvement project:
  - Embrace leadership where you find it
  - Lead the leaders:
    - By example
    - Through training and education
    - Through peer association
  - In the absence of leadership, you have to find your voice
  - Ensure home level leaders know that leadership is a part of their role

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Culture

- Expect resistance:
  - Not everyone is as excited about quality as you!!
  - We have trained and rewarded people to excel at regulatory standards for decades
  - The evidence on impact/ROI of CQI in LTC homes is still limited, but is getting much better
  - Current environment is a white water



- Apply CQI to what homes have to accomplish anyway/common problems:
  - Response to Auditor General’s report
  - Compliance “re-issues”:
    - If teams had the answer, they wouldn’t have re-issues
- Communication is key:
  - Promote your agenda at every turn
  - Get out in front of quality events way ahead of time
  - Ensure your “help” is on the same page as your staff

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## Culture

- Use LTC relevant examples
- Choose the right level of sophistication for your stage of development
- Stop and then go:
  - You can always go back to quality initiatives if the wheels fall off
- Provide a safe practice environment for teams to “keep going”



- Clarify the difference between big “R” and little “r” research
- Work on basic data concepts
- Get clear on measures from the outset
- Strive to get baseline measures before changes get made
- Measure on an ongoing basis:
  - This is the piece you need the most, but the one staff like the least

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## Technology

- Don't get fancy for fancy's sake
- Leverage technology on the solution end:
  - Quality improvement doesn't have to be complicated
- Helps to have access to resources for analysis:
  - Graphic representation of data
  - Timely turn around of results to improvement teams to keep the momentum going etc.

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