Celebrating
An employee at Extendicare Viking, Joyce Lawes, recently celebrated 50 years of helping people live better.

At the young age of 17, Joyce started her career as a Dietary Aide at Blunts Nursing Home in Viking, Alberta. She continued in the same role as the home transitioned to Parkland Nursing Home. Her career grew as she took on dual roles as Dietary Aide and Cook when the nursing home became part of the Extendicare family.

For the past 26 years, Joyce has been the Support Services Supervisor at Extendicare Viking. She manages everyday operations in the Dietary, Laundry and Housekeeping departments, while cooking on a regular basis. Joyce has been the foundation of the nursing home. Residents and staff at Extendicare Viking appreciate her hard work and compassion.

Congratulations, Joyce.
You are remarkable!

Cover photo: Daughter shares a moment with her mother at Douglas Crossing Retirement Community. Photo courtesy of John Cavers.
Celebrating 50 Years of Care

Our family continues to grow. We are proud to be at the forefront of senior care across Canada, and are excited to see where the next 50 years take us!

1968
Harold Livergant and his partners incorporate Extendicare to supply long-term care services in Canada

1969
Extendicare purchases its first nursing home in Ottawa and begins construction on four facilities in Ontario

1975
Extendicare launches ParaMed Home Health Care and acquires first contract to manage a home

1990
Extendicare launches LTC Group Purchasing (renamed SGP Purchasing Partner Network in 2015)

2001
Extendicare is awarded licenses to construct 11 new facilities, plus 5 facilities through partnerships with hospitals in Ontario

2010
Extendicare formally brands its management and consulting division as Extendicare Assist

2015
Extendicare expands its home health care business into 5 additional provinces

2015
Extendicare launches Esprit Lifestyle Communities

2018
Our family continues to grow. We are proud to be at the forefront of senior care across Canada, and are excited to see where the next 50 years take us!
OUR PURPOSE
Helping people live better

Extendicare At-A-Glance

- **Long-term Care**
  - Owns and operates 58 long-term care homes across Ontario, Manitoba, Saskatchewan and Alberta

- **Home Health Care**
  - 35 locations across Canada
  - Over 11 million hours of service provided
  - Over 11,600 employees

- **Retirement Living**
  - 9 retirement communities in Ontario and Saskatchewan
  - 2 new upcoming communities in Ontario

- **Management and Consulting**
  - Manages 53 senior care and living centres across Ontario, Manitoba and Alberta

- **Group Purchasing**
  - Provides group purchasing services to partners across Canada
  - Serves over 50,000 seniors
Our nine private-pay Retirement Living Communities in Ontario and Saskatchewan offer independent, assisted, and memory care services.

ParaMed offers a full range of home health care services, including personal care, homemaking, and therapy, as well as nursing services, to clients in Ontario, British Columbia, Alberta, Manitoba, Nova Scotia and Quebec.

Extendicare has the capacity to provide care and support to over 15,500 residents.

Extendicare Assist manages senior care and living centres on behalf of our partners, which include various hospitals, municipalities, not-for-profit and for-profit organizations.

SGP Purchasing Partner Network offers cost-effective group purchasing, consulting, and education to over 500 third-party member sites representing over 50,000 seniors across Canada.
The Last Few Days

I sit in a room with a closed door.
I sit in a chair beside my mother and hold her hand.
I sit there for awhile and then I move to the chair near her window.
I remember how my mom used to sit near her window when I would visit her.
Sometimes she would be knitting and other times she would just be looking out the window and make comments about all the buses and cars going by or that bird that sat on the wire.
I remember when the grandkids would visit and they would sit on the window ledge and enjoy eating mom’s candies and cookies. Mom would always worry they would fall.
The staff would come in and reposition my mom every couple of hours.
I would stand in the hallway and wait. I could hear them talking to mom and it would comfort me.
I have learned how important it is to make a dying person feel comfortable and not suffer.
The staff would come in and sit with mom and hold her hand and talk to her.
They would chat with me and we would share stories. We would hug and cry and comfort each other.
We never went through this experience when my dad passed away.
I truly see how important it is to make a dying person comfortable.
I am also fortunate to have 3 older brothers and we were all able to care for our mother.
We were also able to be with her until the end. She left us at 94 years of age.
She was a wonderful mother, nonna, and biznona.
I cried when mom moved into the nursing home 2 years ago and I cried again when she left.
She became part of a family at the nursing home.
She was loved by so many people and she will be truly missed.
ParaMed locations were also accredited with *Exemplary Standing* in 2017. This distinction is the highest level of accreditation; it is awarded to organizations that go beyond the requirements of Accreditation Canada and demonstrates excellence in quality improvement. According to the Accreditation report, ParaMed ranked 99.6% overall and met 562 of the 564 applicable standards.

All Extendicare long-term care homes are fully accredited by Accreditation Canada, an independent, not-for-profit organization that also accredits hospitals and health authorities.

To further encourage integration across the organization, Accreditation Canada will survey all of our 58 long-term care homes in 2020. Ontario homes were surveyed in 2015, and western homes were surveyed separately in 2017.
Owns and operates 58 long-term care homes across Ontario, Manitoba, Saskatchewan and Alberta

Extendicare has capacity to provide care and support to over 15,500 residents

Mr. and Mrs. Lee, residents of Extendicare Bayview, Ontario, have been married for nearly 60 years.
Extendicare continuously measures quality

Extendicare routinely collects data on our residents’ health, cognition, physical functioning, and general well-being. Our interdisciplinary care team members develop individualized care plans with input from residents and families, and update them constantly to take into account each resident’s evolving needs, strengths, and preferences.

Extendicare ensures that required documentation and assessments are easily captured at the point of care, and that resident data is secure. The system provides critical scheduling and tracking capabilities in real time in order to ensure accurate and timely delivery of medications, address resident needs and preferences, and track quality of care.

Strengthening capacity for quality care

As part of an internal process of sustained quality improvement, our corporate team of experts works with our homes to conduct periodic audits and facilitate process improvement efforts.

Extendicare has adopted a blended learning approach that includes online courses, national webinars and teleconferences, coaching and on-site training. This allows us to identify gaps in knowledge and set priorities for future professional development.

Extendicare New Orchard Lodge

Resident with registered nurse (1999)

1st home

Extendicare New Orchard Lodge

Founders

Harold Livergant & John MacKay

Extendicare was founded in 1968 by Harold Livergant, a dedicated and passionate health care visionary, and his business partner, John MacKay. Mr. Livergant committed his life to improving the quality of senior care in Canada.

Extendicare New Orchard Lodge

Harold Livergant, Co-founder

Harold Livergant & John MacKay, Founders

Extendicare was founded in 1968 by Harold Livergant, a dedicated and passionate health care visionary, and his business partner, John MacKay. Mr. Livergant committed his life to improving the quality of senior care in Canada.

Extendicare New Orchard Lodge

Resident with registered nurse (1999)
The Canadian Institute for Health Information (CIHI) reports on health system performance, which includes the quality of long-term care homes across Canada.

At Extendicare, quality indicators are reviewed and monitored to ensure that we continue to have positive quality outcomes. Nationally, we have implemented bi-monthly ‘Quality Calls’ to discuss indicator results and review strategies that our homes have put into place. It is also an opportunity to share innovative strategies and successes, and to learn from one another. Some of the indicators we are striving to improve are:

**Restraints**

Restraints are associated with many risks to our residents and Extendicare is proud to promote a ‘least-restraint’ culture in our homes. We continue to make significant improvements in this area by providing education to residents, families and staff, as well as utilizing safer alternatives to restraints. We are pleased to report that several of our homes have achieved zero restraints use.

**Falls**

Falls are the leading cause of injury among older adults. Due to the increased frailty of our long-term care population – and our support for our residents to continue to have a sense of independence – we have seen an increase in this indicator.

Fall Prevention continues to be a key focus in all of our homes, with many successful innovative strategies being used.

Extendicare has a comprehensive Fall Prevention program in place, and a multidisciplinary approach is utilized to address and mitigate falls.

**Pressure Ulcers**

We have wound care teams in our homes, evidence-based policies and programs, access to clinical wound expertise, and we utilize a multidisciplinary approach to address skin and wound care.

Extendicare staff are educated on skin and wound prevention programs, and additional advanced education is provided for our wound care leads in each home.

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Data for all charts: CIHI 2013/2017
Pain

Our evidenced-based Pain Management program addresses resident pain through medication, alternatives such as blanket warmers, exercise, and physical therapy. Residents are assessed and individualized programs are put into place to address their needs.

![Graph showing pain rates over years](image)

Antipsychotics

In collaboration with pharmacy consultants, physicians, nurse practitioners and staff in our homes, programs have been implemented to decrease inappropriate prescribing of antipsychotics. As a result, we have seen consistent improvement in this indicator.

![Graph showing antipsychotics use](image)

Mid Loss ADL

Maintaining independence with mobility is important for our residents. We provide a variety of programs to assist in this area such as strengthening exercises, restorative care and individualized physiotherapy programs. Several homes have implemented innovative programs including Tai Chi and Yoga.

![Graph showing Mid Loss ADL improvement](image)

Depression

Depression in the elderly is often associated with social isolation, dementia and certain medications. At Extendicare, a multidisciplinary approach is utilized involving pharmacists, physicians and nursing to review medications to monitor for potential side effects and use alternatives, as appropriate. Residents are given individualized activity programs based on their needs and preferences including one-on-one and group activities. They are encouraged to participate, as much as they are able, in activities of daily living in order to maintain their independence and sense of well-being.

![Graph showing depression rates](image)
We have two professional, certified Public Health Inspectors who provide expert advice on communicable diseases, infection prevention and control, epidemiology, and immunization programs. The Infection Prevention and Control (IPAC) director and consultant provide education, support, analytics and ensure current best practices are shared through policies and communications.

Extendicare also has an extremely successful annual influenza immunization campaign, “Get it! Don’t Spread It!”. Immunization rates have been well above all provincial averages for the past seven years, with plans to continue to improve these rates every year.

As part of the Infection Prevention and Control program, there is a national Healthcare Associated Infections (HAI) surveillance program, which produces ongoing, systematic collection, analysis and interpretation of infection data that assists us to plan, implement, and evaluate infection prevention and control measures for all of our homes.

Extendicare collects extensive information on infectious outbreaks in all of our homes, and identifies gaps to improve outbreak management through best practices and current policies and procedures.

In 2017, the Improvement, Performance and Quality (IPAQ) awards were introduced. Eleven long-term care homes throughout our organization participated in a year-long program aimed at improving infection rates, outbreak surveillance, hand hygiene and urinary tract infections. The participants were granted gold, silver and bronze awards and showed great improvements in all areas. There are currently 16 homes enrolled in the IPAQ award program for 2018.
To ensure our Family Satisfaction Survey captured the needs of our families and what was important to them, we asked for their feedback to support the creation of our amended survey. More than 15 family members responded to that challenge. Several meetings were held with representatives from across Canada, which culminated in family representation from all provinces. We hosted a “Coffee and Conversations event with the CEO” and other senior leaders to give them an opportunity to hear directly from families on what mattered to them.

After working closely with our families, we are confident that we were able to gain information that will help our residents live better. The survey was released in 2018, with a brand new look, both electronically and in paper format.

Thank you to all the family members who gave so generously of their time and energy to make this happen. We welcome the opportunity for all family members to participate in future surveys, as well as ongoing engagement at the home level.
The Resident Experience Action Council for Homes (REACH) is an integrated team of representatives from Extendicare. This council is made up of residents, families, front-line staff and managers across our divisions (Extendicare, Extendicare Assist, Esprit Lifestyle Communities and ParaMed Home Health Care). Our goal is to implement Extendicare’s vision to provide the best care and services for seniors across the health care continuum.

REACH was formed in 2014 with a focus on Ontario long-term care homes, and has branched out to our other divisions and provinces.

Our committee explores and offers various methods of providing education to homes regarding residents’ councils. We have reviewed several processes and programs, such as Extendicare’s complaint process, the Guardian Angel program and the amended Resident and Family Satisfaction Survey, and provided our feedback to improve these resources.

We have invited several Members of Parliament to visit resident councils in many of our long-term care homes. Recently, Candace Chartier, the Chief Executive Officer of the Ontario Long-Term Care Association, visited our resident council at Extendicare Guildwood to discuss long-term care and its evolving landscape. It is our goal to ensure many more of these visits are scheduled in the future to enrich the experience and knowledge of our resident councils.

An online toolbox is being developed that will include templates for processes, family/resident welcome package ideas, orientation toolkits for residents and families, educational tools for staff, residents, families and volunteers, and creative ideas from different homes.

We continue to grow and to add new members to our committee. We would love to have you join us! For inquiries, please contact communications@extendicare.com.

Vision:
We aspire to enhance our residents’ and clients’ lives.

Mission:
We evaluate and support innovative action tools for our locations.
Why is Extendicare training people on LEAN?
Extendicare has always had a vision and desire for Quality Improvement but, as an organization, we recognized that for various reasons there wasn’t a consistent company-wide approach. As a result, we wanted to provide the same education across the organization as a starting point to help build a culture of LEAN so we are One Team, One Mission, One Strategy.

Who is being trained and in what areas?
Initially, we are providing LEAN White Belt education to all Managers, Administrators, Directors of Care and Directors for all divisions across Canada. Many sessions have been completed and more will be scheduled in the fall of 2018. We started with this group because, for this to truly become part of our culture, we need the support of managers who will, in turn, promote LEAN thinking in their teams.

What are some of the results we have seen from the LEAN training?
I would say that there is a greater awareness of the areas of waste that we have in systems, which is a good starting point. We can build on that and continue to eliminate waste and make our processes even better. Managers are engaging and working together with their teams to look for ways to improve processes.

One of the things I appreciate most about LEAN is that it doesn’t work in silos. For it to be most effective, everyone who touches the process being examined needs to give their input and be part of the solution. It really promotes the team.

What are the next steps in ‘LEANING’ this organization?
LEAN has several levels of training starting with White Belt, which we will continue in the fall of 2018. There are homes that have registered some of their Quality leads externally in courses for Yellow Belt, which is the next level. We have several Green Belt trained team members in our organization, and another group of 14 are currently taking this level of certification. Black Belt is the highest level and, while we have some staff with this qualification, we are hoping to expand those numbers as well.

What does it mean to homes or sites?
Adopting a LEAN philosophy across Extendicare enables us to better look at our programs and processes using LEAN tools to make them more efficient and customer focused. When processes are efficient and meet customer needs, potential errors are reduced, time is returned back to the bedside, which results in improved care and quality outcomes.

Understanding LEAN Training
An interview with Erin Coreno, National Director of Quality

What is LEAN?
LEAN is a systematic approach which helps to identify and eliminate areas of waste or non-value in a process. It focuses on the things that provide the most value to the customer, and provides greater efficiency overall so there is time to spend on those areas that matter most.
On March 28, 2018, 44 Personal Support Workers (PSWs) from the Greater Toronto Area region gathered in Milton, Ontario for a day of education and appreciation, especially designed for them.

The entire day was an acknowledgement and celebration of our PSWs’ dedication to their work, and their contribution and value in the lives of our residents, families and staff. There was lots of laughter, and even some tears, as staff from over a dozen locations had the opportunity to meet new friends and get reacquainted with lifelong colleagues.

The day began with an enthusiastic crowd competing in a team-building exercise and it ballooned – literally – from there with presentations about managing stress and culture change, discussions about how to prevent resident
fells, and vendor product demonstrations. Participants socialized with colleagues during lunch and breaks. It was evident that strong professional networks were being built, and new friendships were being forged.

Part of the program included hearing from our families. One highlight was a moving tribute from a family member entitled, “What PSWs Mean To Me”. She shared her personal and heartfelt journey of admitting her Mom into long-term care. She described what an important role the PSWs she encountered, and has developed relationships with, played to help both her Mom’s and her own initial transition from admission day… and every day since.

Each participant went home with a gift bag and a smile on their face after having been recognized and affirmed throughout the day.

This was the first of day of its kind for Extendicare, and it was time well spent, with tremendous gratitude and an ongoing, positive impact for those who attended. In fact, the success of this event has inspired us to extend it to other regions and provinces in the future.
In the past, staff education was completed on-site, with content that had not been standardized for consistency throughout our organization.

Staff education was often provided as a hand-out, or in group education sessions, or a combination of both.

Times have changed. Today, we offer our staff online education, available 24 hours a day, 7 days a week, 365 days a year.

Our new, standardized, national education program focuses on national best practices and regulatory requirements and also includes specific provincial requirements, as required.
Aboriginal Cultural Awareness Training

This year, some Extendicare homes participated in Aboriginal Cultural Awareness training.

This training provided our team members with the understanding of how the past foundations of current issues affect the outlook of Aboriginal People to ensure they can provide individualized care to each resident.

The education helped provide an understanding and appreciation of the diversity, the cultural richness, and the contributions Aboriginal People have made, and continue to make, to Canadian society.

A Cultural Understanding Day with the Kenora Chief’s Advisory Elder’s Council at Birchwood Terrace, a managed home in Kenora, Ontario.

The goal of this day was to educate and allow the staff and senior management to get a better understanding of the beliefs, practices and rituals of the Anishiinabe Nation.

Sharing of blueberries and water with senior Southbridge management, Keith McIntosh, CEO of Southbridge Care Homes and Richard Franzke, Vice President – Retirement.
In early October 2017, I ceased to be able to stand and walk. I required a mechanical lift for twice-daily transfers between my bed and a wheelchair. After two months at the Ottawa Hospital, I was placed at Extendicare Medex, a long-term care facility on Baseline Road. I saw the move as a step toward irreversible decline, and faced an uncertain future.

Little did I know that my best days lay, not behind, but ahead of me. I was about to embark on an incredible journey of personal growth and spiritual rebirth – to be, not only lifted, but uplifted.

Within moments of my arrival, a resident made me feel that I belonged. She has since become my table mate and my best friend.

In my first weeks at Medex, I looked around, saw staff caring for residents, residents caring for each other, and volunteers from the community selflessly contributing their time and effort. I thought, “Here is a path that I too can follow.”

Thanks to the example set for me, I have learned the importance of common courtesy, simple human decency, kindness, gentleness. It takes so little to make others feel they matter: greeting people by name, expressing gratitude, welcoming, listening. Lending an ear, a hand, a shoulder, creates a bond of trust and can open the door to the sharing of confidences.

I have learned to communicate beyond words, by reaching out and touching. I have been rewarded by moments of grace, minor miracles – the voiceless finding ways to respond and express themselves.

The staff at Medex has given me opportunities to become more involved – to live, love, learn and lead. They have enabled me to make the fullest use of my talents and skills, in service to others, for the betterment of all. I have read my poems and short stories aloud to residents. I have sung a cappella, music being a universal language. Thanks to my roommate and a personal support worker, I am even learning a little Greek.

When I lived in the community, I tended to interact only with my spouse, my family and my friends. In the past four months, I have dealt with a much wider range of people, each with his or her own idiosyncrasies and challenges.

Like all humans, we are not perfect. We make mistakes. But they offer us opportunities for forgiveness and understanding. We learn from them and move on.
I have witnessed tender moments between spouses, happy occasions uniting families. My own husband and I have seen our relationship grow deeper and stronger. As a gay couple, we have been not merely accepted but embraced. We have been able to show our love quietly but openly.

In a word, having left behind the home where I lived for 35 years, I have found a new home and a new family. This is what a long-term care facility, at its best, can be: a home in the truest and noblest sense of the word.

In this environment, I have flourished in unexpected ways. Spiritually, beyond ritual and dogma, I have gained a new sense of that love of neighbour and fellow man which is the highest expression of the sacred and the divine, that spark we call soul and spirit.

Long-term care is what we make it. Residents, families, caregivers, the community at large — everyone has a role to play. If we open our eyes to the limitless potential just waiting to be tapped, we can all be uplifted together.

Paul Gregory Leroux is a retired translator, a creative writer, and a proud, happy resident of Extendicare Medex.
What is SAD?
SAD stands for Seasonal Affective Disorder. It is a type of depression that is related to the amount of daylight to which people are exposed. SAD occurs when our daylight starts to diminish (October – April). In the beginning of our program, we looked at the symptoms of SAD and identified quality indicators and outcome scores that would be triggered based on the RAI assessment. This made a baseline of criteria for our program. Residents had to meet 50% of the criteria to qualify to participate in the SAD lamp program. We limited the program to six residents twice a week for 20 minutes each session to maximize the effectiveness. In 2018, with more experience with the RAI and better understanding of the outcome score and QI’s, we re-examined the criteria and clearly identified Sundowning and the parameters for the admission to the program.

Our Team Process

**2018 Criteria for SAD lamp therapy**
*Must meet the following:*
- DRS (Depression Rating Scale) of three or higher
- ISE (Index of Social Engagement) of three or lower

*With the addition of two or more of the following:*
- MOD4A (Worsening Mood) triggered on an annual or quarterly assessment
- Resident Response Analyzer trigger of sleep cycle issues:
  - E1j (Unpleasant mood in the morning) and/or
  - E1k (Insomnia/change in usual sleep pattern)
- Sundowning behavior:
  - CPS (cognitive performance scale) between 3-4,
  - ABS (aggressive behavior score) of 3 or higher,
  - E1n (repetitive physical movements) and/or
  - B5f (mental function varies over the course of the day)

Using these criteria, resident’s score is calculated over a total of 10 points.
Building for the Future

Extendicare is a leader in designing and building modern living environments for seniors across the country. We’ve continued to expand our Esprit Lifestyle Communities division. Construction on a new 112-suite project in Bolton, Ontario started in April 2017, and we look forward to welcoming our first residents next year. We’ve also been working on our newest community, The Barrieview in Barrie, Ontario, which we plan to open next year as well.

We completed an addition to our Extendicare Eaux Claires long-term care home in Edmonton, Alberta in February 2018, and expect to break ground on new Ontario projects in Sudbury and Stittsville – just outside of Ottawa – in the fall of 2018. Approval has been received from the Ontario Ministry of Health and Long-Term Care to add new long-term care beds in Sudbury and Peterborough. We will be building brand new, state-of-the-art, long-term care homes in these cities to replace existing older buildings and to add capacity to the system. Upgrades and new beds will also be added to our Extendicare Van Daele location in Sault Ste. Marie.

Our extensive research and consultation ensures that the buildings we design will meet the needs of the seniors that call them home now, and into the future.
In April 2018, then MPP Glenn Thibeault made an announcement about creating 54 new long-term care beds at Extendicare York in Sudbury, Ontario. This expansion will provide seniors with better access to high-quality care to ensure they can continue to live happy and healthy lives.

In addition to the excitement surrounding these announcements, there were some emotional moments when two tenured employees of Extendicare York – both in excess of 40 years of service to Extendicare – had an opportunity to participate in the event.

Vickie Perreault, currently acting in the capacity of Education Coordinator, has been an employee for 45 years and loves her job at Extendicare. As well, Activity Aide, Lorna, who was just three days from retirement during the event, thanked Extendicare for helping to end her career on such a powerful and positive note.
I have been following with close attention the series on long-term care in Ontario. The issue has been at the forefront of my being for the last several months. My mother, who until four months ago lived in a retirement residence in Westboro, is now in long-term care. Her decline after her 90th birthday was stupefyingly rapid and sudden.

Our family’s scramble to find appropriate home care and then long-term care was fraught with frustration and worry. Our sense of urgency was paramount as we watched a perfectly independent and proud woman descend into a world of dementia, incontinence, confusion and fear.

Luckily, we convinced the CCAC to designate her as ‘urgent care’ status (not an easy feat by any means, and daunting due to endless paperwork and interviews). A room was found for her at the Extendicare West End Villa.

I get the “Russian Roulette” analogy cited in the article with regards to choosing a home.

I had heard and read all the horror stories about long-term care facilities, but I need to tell you that my experience at Extendicare West End Villa has been nothing like the accounts of neglect and abuse your series has consistently depicted.

On the contrary, my mother has been treated with outstanding care, kindness, empathy and dignity. The staff at Extendicare West End Villa are outstanding and are passionate about the demanding jobs they do. From administration to support workers to nursing staff to activity personnel, the care and attention to my mother’s well-being has been exceptional.

The long-term care series fails to present the hard work and devotion of these care workers who tirelessly support the elderly and infirm, many of whom have no one else to care for them. To paint all long-term care facilities with one very negative brush does a disservice to the facilities and staff who bend over backwards to provide generous and humane care. I would like to read some good news stories and profiles of the people who do this work with their hearts full of compassion and professionalism. The series would benefit from a better analysis of the underlying problem with long-term care, which is chronic under-funding and the conflicting agendas of the CCAC and the Ministry.

Karen, daughter of a resident at Extendicare West End Villa
Live better... at home

Over 11 million hours of service provided

35 locations across Canada

over 11,600 employees
Early in 2018, Tracey Mulcahy, Vice President Quality, Risk and Innovation, had the opportunity to spend the day with Nurse Jenny and observe her community work. Tracey has worked in long-term care for over 20 years and has held numerous roles including: Director of Care, Administrator, Regional Director, and Director of Operations for Extendicare Assist.

“I had the pleasure of shadowing Jenny Sin, an RPN who has worked for ParaMed for ten years providing home care to our clients,” says Tracey. “The day was an absolute joy as I met clients who not only welcomed us into their homes, but who obviously had a trusting, respectful relationship with Jenny. To be at your most vulnerable and have a familiar face and gentle hands provide care in your own home is a remarkable exchange in our health care system. I have been a nurse for over 20 years, but I didn’t realize how raw and vulnerable clients are when in need of care in their homes. They rely on us to be there and to reassure them. The task of the dressing change, health teaching or pain management is secondary to the friendly face and professional manner that we present in our clients’ homes.”

Nurse Jenny is a proud mother of four children, originally from Hong Kong, and speaks fluent Mandarin and Cantonese. She began her career as a community nurse at a flu shot clinic. In the beginning, she found working independently in the community challenging, but now she enjoys it and finds fulfillment in her role.

“I like to see clients getting better each day,” says Jenny. “I am so happy to work with ParaMed. They have a good training program for their nurses. The leaders and supervisors help everyone, especially in updating our day-to-day activities. I love my job and I thank God for this wonderful opportunity to work at ParaMed.”
ParaMed recently introduced their Exceptional Preceptor (PEP) program.

A PEP is an experienced PSW who provides a learning experience or “on-the-job-training” to a newly-hired PSW to the ParaMed team. PEPs help with the orientation, growth and development of highly-engaged ParaMed PSWs to create remarkable moments with our clients. They help new PSWs build trust and responsibility, while easing the transition into the ParaMed team and the “real world” of community care.

Being a PEP is a challenging and important role that helps prepare PSWs for the various approaches of delivering care and coping with ambiguity and diversity of clients. PEPs are compensated for each new hire they train, receive a specially-branded PEP jacket, and are recognized at a year-end rally.

Oshawa: The rollout of the PEP program meeting in Oshawa was great fun. The PEPs received education and treats!

North Simcoe Muskoka: Proud PEPs sporting their new jackets! From left to right: Terri-Anne Sallows, Kathleen Devoe, Naiomie Fontaine and Mitos Montemayor.

Mississauga: Our first set of PEPs who have completed their orientation. They are very excited to be part of the PEP team, and will help in the orientation and development of new ParaMed PSWs.
Ronald Parent, our Regional Director for Saskatchewan and Manitoba, recently experienced first-hand the care and compassion provided by our team at ParaMed Ottawa.

When his mother was diagnosed with cancer, Ron knew she would require home care not only to support her care needs but, more importantly, her emotional needs. As they live in separate provinces, the choice was clear: ParaMed.

This was Ron’s first interaction with ParaMed, and his first experience as a child with aging parents. He admits that his knowledge of the services provided by ParaMed was limited, but he knew that, as part of the Extendicare umbrella of companies, the values at ParaMed would be similar to those in the long-term care division. Naturally, his expectations were extremely high; he was the family member with a loved one in need.

It didn’t take long for the ParaMed team to impress Ron. Carolle Boudreau, the nursing team lead, told Ron, “Your mother is now part of our family.” He is still moved when he thinks about that phone call. He was touched by the fact that Carolle conveyed the same values that he applies every day in his role in long-term care. And, it didn’t stop there. With every question Ron asked, the team had an answer and responded in a timely manner.

At their first meeting, Paula Carr, the PSS supervisor, recognized the stress Ron’s family was experiencing and immediately addressed their concerns. Later that day, when Ron’s mother needed help, the team was there, ready to provide the best care for her.

Ron knew he was leaving his mother in great hands. He made it a point to share his story because he believes that the happy stories are often lost. He says:

“Words cannot express my sincere gratitude to those I have met on this new journey. I am proud to work for Extendicare knowing that I work alongside such caring people.”
It has been a busy year for the ParaMed Quality Risk and Innovation team. Some of the highlights include:

**Advances in Wound Care**

**Telewound Care Project** – ParaMed is participating in a pilot project with the Ontario Telemedicine Network and the Central East LHIN. This project uses technology to help treat wounds faster and more efficiently. Nurses provide care and input client information into a “bedside” application on their phone. The technology supports consistency of care, even when different nurses are caring for the patient.

**HPG Uploads** – ParaMed is collaborating with the North Simcoe Muskoka LHIN in a project whereby digital wound images are uploaded to the HPG portal for review and consultation by a LHIN ET* nurse. This supports consistent quality care and monitoring of wounds.

**ParaMed Virtual ET Visits** – ParaMed has worked with the NorthEast LHIN to create a process that supports ‘virtual ET visits’ that allow a bedside nurse to take digital images of a wound and forward them to an ET at another ParaMed site for review and consultation. This innovation was developed to address the shortage of ET nurses in rural parts of the province.

**Support for Research**

ParaMed partnered with the Canadian De-Prescribing Network in a research study conducted at the University of Ontario Institute of Technology. The study – entitled, “A Scaling Up Approach to Educating Home Care Nurses About De-Prescribing to Promote Active and Independent Living of Frail Older Adults in the Home” – took place in February and March of 2018. About 50 ParaMed nurses from several sites participated in this pilot to test educational training about de-prescribing and appropriate use of non-drug therapies with home care nurses.

The Quality Risk and Innovation team conducted a review of nurse experiences for those participating in Medical Assistance in Dying (MAiD) through an on-line survey. The experiences of 24 nurses were solicited to give voice to their perspectives in MAiD and its impact on them as nurses. The results of the survey were informative and were presented at the Community Health Nurses of Canada conference in June 2018. An article, intended for publication, is underway.

*Enterostomal Therapy (ET) nurses specialize in the management of patients with urinary and fecal diversions, draining wounds and fistulas, fecal and urinary incontinence, and chronic wounds such as pressure ulcers and vascular ulcers.*
Support for Education

To support education at local sites, we have created an on-line Education Calendar where monthly inservices are posted. When individuals access this calendar and register for a course, it is added directly into their own Outlook calendar. Once the inservice is completed, attendees receive a certificate of participation to add to their file. The inservices are well attended and feedback on the strategy has been excellent.

Customer Satisfaction Surveys

We continue to solicit client feedback on our services to support quality improvement initiatives. We are pleased to say that we have consistently exceeded our target of 94% for clients who state they would recommend ParaMed to a friend or family member. Additionally, over 90% consistently expressed satisfaction with nursing services.

Procura

In May of 2018, the Procura system was launched at the Oshawa site. This marks the initial phase of the implementation, which will begin rolling out across all ParaMed sites in the coming months. We are performing readiness assessments at local sites as a first step to ensure a seamless transition to the new system. The Procura system will improve efficiencies and support excellence in client care and service delivery by streamlining processes and enabling clinical documentation at the point of care.
We would like to take this opportunity to thank Michael Kopelevich, RN, for his exemplary service at ParaMed.

In our previous *Quality and Social Responsibility Report*, Michael was featured in a letter from clients who contacted the Local Health Integration Network – Ontario’s government health agency – to commend his services.

We recently received a letter from another satisfied client who shared his experiences with Michael:

“…Michael treats all of his patients the same, and we all think he is the best. The personal touch is a lost art these days and we are all so lucky to have Michael looking after us. I also met your supervisor, Rita, several times and I had to compliment her for how well this ParaMed location performs.”

*Read the full letter on the next page.*

Congratulations to Michael – and Rita – and the ParaMed Silverstar Location for the kudos you are receiving for your great work! *You are remarkable!*

Many of you have great things to say about an employee or branch. Please share your kudos with us by sending an email to:

communications@extendicare.com
Re: Nurse Michael Kopelevich

I suffered a very serious right leg injury in an accident. I told my General Practitioner that I wanted to be cared for by Dr. A. at Scarborough General and called ahead to arrange treatment at your ParaMed Silverstar location. Luckily, I was attended to by Nurse Michael Kopelevich who had attended to me two years earlier with a leg injury.

This severe wound took ten months to heal under the care of Nurse Michael, working closely with Dr. A. It was a long, hard road for me to travel mentally and physically. Michael dealt with it in a very professional and caring manner. Yes, there were a lot of highs and lows. Michael communicated with Dr. A. on a regular basis with his ideas to make the process better. Dr. A. speaks very highly about Michael and thinks the world of him also. Michael’s feedback was more than welcome to the doctor as he tracked my progress, measurement of the wound, along with comments about some dressings that didn’t work as well as others. Everyone has different reactions, and Michael’s diagnoses, with the doctor’s permission, were what worked best.

I also observed in over ten months with Michael, that he treats all of his patients the same, and we all think he is the best. The personal touch is a lost art these days and we are all so lucky to have Michael looking after us. I also met your supervisor, Rita, several times and I had to compliment her for how well this ParaMed location performs.

Michael released me in late April and I will be seeing the doctor in June for my final visit.

In closing I just thought the executives of Extendicare and ParaMed should know that they have great people to heal, guide and make us better.

Sincerely,

T. from Scarborough, Ontario
Living better... embracing memories

9 retirement communities in Ontario and Saskatchewan

2 new upcoming communities in Ontario
At Esprit Lifestyle Communities, our Memory Care program is constantly evolving. In fact, one of the hallmarks of our approach is flexibility. We stay flexible because we are always adapting to the individual needs and wants of our residents. If we think something will help a resident be successful, then we’ll try it. If it doesn’t work, we’ll try something else. This is the hallmark of a Memory Care program that has individualized care and service at its heart.

This strategy is assisted by some very trusted partners, including Gail Elliot. At the core of her DementiAbility approach is the “WOW” model (Who – Observe – What). It all starts with the “Who”: our residents have a story, and our aim is to learn those stories, in detail, so we can match that person to whatever activity or support will help them be successful.

Of course, our team members have their own stories, too. Having a flexible approach that celebrates individuality means they are invited to bring their own unique talents and skills to the mix as well.
While the community is known for the comfort of its retirement living in this picturesque part of Ontario – also known as Uxbridge, the trail capital of Canada – what many don’t know is that Douglas Crossing offers a memory care neighbourhood that focuses purely on meeting the needs of those living with dementia.

The goal of the community is to create an environment that is familiar, to set the residents with this condition up for success, offering the look, feel and smells of home. The focus is on engaging each person in activities and tasks that are meaningful and adding purpose and joy to each day. The staff at Douglas Crossing pay attention to individual resident needs, which has helped them successfully prevent or quickly address responsive behaviours. The atmosphere is pleasant, engaging and calm.

What makes this neighbourhood successful is that the staff take into consideration the interests and abilities of each individual with dementia. Since the residents change over time, the team modifies their offerings to meet the evolving needs, interests and abilities of residents. People with dementia often live in the moment – and the team works together to ensure that changing circumstances capture their respective needs. For example, when residents expressed interest in watching television, the team converted a workbench area into a movie room until the interests changed. Flexibility is key.

The management at Esprit Lifestyle Communities realized that for the neighbourhood to be successful, training the team members was essential. They approached Gail Elliot, who uses DementiAbility methods to work with staff. All staff who work in the memory care neighbourhood of Douglas Crossing have taken the DementiAbility Methods education. They were taught to understand the connections between brain and behaviour and to work as a team to help the needs of residents as they arise. For example, a culinary staff member might identify an “in the moment need” and provide a resident with an
activity to enjoy, a task outside of their regular responsibilities related to the dining experience. This does not include medical needs, which are met only by professionals. All staff are trained to see the whole person, and to respond to their needs with care and compassion. The focus is not on the task, it is on the person.

The staff understand that family caregiving takes a great toll on our society. When we think about the demands and responsibilities of caregivers, it isn’t surprising that they wear out both emotionally and physically. At Douglas Crossing, they have been successful in working with individuals who never thought they would one day be putting a family member in care. As a family member, you need to know that when you leave that person behind, they are safe. Family members are asked how they feel about leaving their families behind, and we assure them that they do not need to feel guilty or worried, as their family members are safe and will be cared for with dignity and respect.

Meet Michael, one of our Resident Attendants who is a classically trained, accomplished musician. He performs violin with the Regina Symphony and plays piano for the Whitmore Park United Church. According to Michael, “Here at Riverbend Crossing, it is a delight to perform piano and violin for the residents. I believe that music is a meaningful way of providing people with joy, and an improved quality of life. It is very rewarding to see their smiles and receive their compliments, following a performance. I look forward to continuing to perform for the residents in their home.”
On April 6, 2018, the Regina & District Chamber of Commerce celebrated the Paragon Awards. This event, held at the Queensbury Convention Centre in Regina, recognizes the achievements local businesses and entrepreneurs have made towards excellence in Saskatchewan.

Riverbend Crossing Retirement Community received the Paragon Best Customer Service Award for providing consistent customer service all year round.

“We were very surprised and humbled to be nominated, let alone to have been chosen as the winner of this award, as we were surrounded by all the best businesses in Regina. I believe there were 120 other business nominees that we were up against for the award,” said Tracey Naka, General Manager of Riverbend Crossing Retirement Community.

This award recognizes Riverbend Crossing’s commitment to outstanding care and service geared towards memory care. “We do have the greatest memory care in the city and we are set apart from anyone else. Everyone at Riverbend Crossing is treated as family, even our in-house rescue cat, Geoffrey! Being recognized for all of our hard work, inspires all of us to reach out and do even better!”
PORT HOPE — It might have been sardines, shredded wheat or just good genes, Port Hope’s Keith Richan couldn’t explain the secret to his 105 year life.

“I have no idea,” said Richan. Nearly all his life, he started the day with a bowl of shredded wheat. He also loved sardine sandwiches.

Richan turned 105 years old on February 5. When the Northumberland News interviewed Richan at 100 years of age, he said he was active and stayed away from fatty foods. His daughter Bev Szandtner believed it was sociability that kept him going. “He maintained so many friendships,” she said.

Living on his own in Cobourg, Richan moved to Port Hope’s Empire Crossing in 2016. While he didn’t walk much anymore and his driver’s license was taken away at the age of 103, Richan still got out for visits with friends. His favourite coffee shop to meet friends was Meet at 66 King East in Cobourg. He also liked Basil’s Market and Deli in Port Hope and Crawford’s Lakeview Cafe when the weather was nice.

Known for his work as the chairman on the Port Hope Waterfront and Trail Advisory Committee, a bridge on the Waterfront Trail in Port Hope was officially named Keith Richan Walkway on his 90th birthday in 2003, in recognition of his work.

Looking back on his life, Richan recalled good times playing tennis with his brother. In 1939, Richan and his brother won a doubles tennis match in Mont Royal where Richan grew up. Richan still had the prize, a lamp engraved with information about the match and the date.

“I was happy every time I played tennis.”

Richan quit tennis and got into golf when he retired to the Shelter Valley area in 1978. He also travelled and recalled many trips to Geneva, Switzerland where he went for meetings with the International Labour Organization.

Born in Montreal, Richan worked for the Canadian Marconi Company for ten years before moving to Toronto to work for what later became Phillips Electronic. Richan had a Phillips stereo with a record player. One of his favourite vinyl records in his collection was Frank Sinatra at the Sands.

He was married twice and has three daughters and a son from his first marriage, and ten grandchildren and nine great-grandchildren. His second wife, Patricia, died in 2007.

Richan celebrated his 105th birthday with a small gathering of family at The Mill in Cobourg. He passed away peacefully in his sleep on June 18.

Excerpts from original article by Karen Longwell, Metroland
February 7, 2018, Culinary Teams from some of Canada’s largest and most prestigious retirement home chains assembled to compete in the *Healthy Hearts Chef Challenge* in support of the Cardiac Health Foundation of Canada.

Each company trotted out their best and brightest, and Team Esprit was no different. Director of Culinary Services, Steve Chapman was joined by Douglas Crossing’s Sarah Lyons, Director of Culinary, and Sonia Morrone, Dining Team Member.

Each Chef relied on the luck of the draw to choose their protein, and when the dust settled, Steve had *vegetarian!* Embracing the theme of heart healthy, Steve and the team created a stunning dish: a Curried Chick Pea Pattie with Sweet Potato Purée and Quinoa Salad. It was a total crowd pleaser, and earned Steve and his team the *Heathiest Dish* award. *Way to go Team Esprit!*
Chick Pea Pattie Recipe

**Ingredients**
- 400g (1 tin) cooked chick peas, drained
- 2 tbsp Oil
- 1 red onion, peeled and finely chopped
- 1 garlic clove, peeled and finely chopped
- 1 inch ginger, peeled and finely chopped
- 1 red chili, washed and finely chopped
- ½ tsp Garam Masala
- 2 tbsp Tahini
- 2 tbsp roasted peanuts, coarsely ground
- handful coriander leaves, chopped (Italian parsley can be substituted)
- 5 tbsp water
- ½ tsp sea salt
- 3 tbsp sesame seeds

**Instructions**
1. Immerse the chick peas in a bowl of boiling water for a few minutes so they soften and are easier to mash.
2. Drain the water and mash the chick peas.
3. Heat half of the oil in a large saucepan.
   Add the onion and fry for 5 minutes until softened and translucent.
4. Add the garlic, ginger and chili and stir for one minute.
5. Add the chick peas, tahini, peanuts, coriander, salt and water and stir together.
6. Divide the chick pea mixture into 8 and roll between your palms to form balls, then flatten a little to form patties. Dip both sides of each patty in sesame seeds. Place in the refrigerator for at least an hour to allow them to firm up slightly.
7. Remove from the refrigerator. Heat the remainder of the oil in a frying pan on low heat. Add the patties and cook for 2 minutes or until the underside is lightly browned.
8. Flip them over and brown the other side, adding more oil, if necessary.

Serve hot with Yogurt Mint Sauce.

Yogurt Mint Sauce

**Ingredients**
- 1 cup plain yogurt
- ½ cup fresh mint leaves, chopped
- 1 clove garlic, chopped
- 1 tbsp fresh lemon juice
- Salt and pepper to taste

**Instructions**
1. In a small bowl mix all ingredients together.
2. Cover and refrigerate at least one hour to blend the flavors.

Serve spooned over Chick Pea Patties.
Managing your home

Manages 53 senior care and living centres across Ontario, Manitoba and Alberta

Manages senior care and living centres on behalf of hospitals, municipalities, not-for-profit and for-profit organizations
Strategic Direction

Extendicare Assist is committed to continuing our quality care journey while increasing our partnerships in management and consulting services. To achieve this goal, Extendicare Assist has strategically improved communications, transparency and quality initiatives with our partners.

The roll out of the new Extendicare policies will be complete by the end of 2018 and the revision and complete use of the “Home Status Report” across all divisions was launched in 2018. This report is a comprehensive, online tool that facilitates effective communication and action planning to ensure that regulatory compliance, quality targets and resident quality of life satisfaction goals are being met.

We’re here to help

Extendicare Assist is devoted to partnering with public, municipal, non-profit and private long-term care, supportive living and retirement home owners to help manage operations or provide specific consulting services.

We conduct a complete and thorough organizational and operational review to ensure efficiency, sustainability and viability of the home.

Extendicare Assist has the resources, tools, expertise and operational experience to help our partners manage their operations in a way that respects their vision, reputation, staff and most importantly, their residents.

We also provide expert advice and guidance, including project management of redevelopment and development projects.
West – Private/For-Profit
Salem Manor
West – Charitable/Non-Profit
Irene Baron
Luxstone Manor
River East

East – Charitable/Non-Profit
Bennett Centre
F.J. Davey
Hogarth Riverview Manor
Villa Colombo Homes for the Aged Inc. (VCT)

East – Hospital
Lakeside Long Term Care Centre
McCall Centre For Continuing Care
Southlake Residential Care Village
West Park Long-Term Care Centre
Wyndham Manor

East – Municipal
Dearness Home
Manitoulin Centennial Manor
Pine Meadow Nursing Home
Rideaucrest Home
The Pines

West – Private/For-Profit
Parkview Manor Health Care Centre
Pinecrest Nursing Home
Port Perry Place
Queensway LTC
Queensway RH
Regency LTC
Regency RH
Seaforth LTC
Seaforth RH
Shelburne LTC
Shelburne RH
Southbridge Lakehead
Southbridge Pinewood
Southbridge Roseview
Tendercare Living Centre
McNicoll Manor
Tendercare Living Centre
Moll Berczy
Tendercare Living Centre NH
The Palace LTC
The Palace RH
Warkworth Place
Wellington Place
West Park Healthcare Centre

East – Private/For-Profit
Bayfield Manor LTC
Bayfield Manor RH
Bella Senior Care Residence
Birchwood Terrace Nursing Home
Blackadar Continuing Care LTC
Blackadar Continuing Care RH
Chelsey Park Apts
Chelsey Park LTC
Chelsey Park RH
Country Lane LTC Residence
Country Village
Craiglee Nursing Home
Elgin Abbey LTC
Elgin Abbey RH
Errinrung LTC
Errinrung RH
Georgian Heights
Hope Street Terrace
Maitland Manor
Manoir Marochel
Maple View
Oaks Retirement Village
Orchard Villa LTC
Orchard Villa RH
Parisien Manor

Extendicare Assist Partner Homes (as of June 30, 2018)
Extendicare Assist hosted its 7th Annual Charity Golf Classic, in partnership with the Alzheimer Society of Canada to improve the quality of care and life for Canadians living with Alzheimer’s disease and other dementias in long-term care homes.

It was also with great excitement that Extendicare Assist contributed to the launch of the Extendicare Foundation.

Since 2012, Extendicare Assist has been hosting its annual Charity Golf Classic, with proceeds from the tournament going towards the important work conducted by Extendicare and the Alzheimer Society of Canada (ASC).

We are delighted to announce that this year we presented the ASC with a cheque for $100,000, bringing the total funds raised to over $700,000.

As Canada’s aging population continues to increase, so does the number of people living with Alzheimer’s disease and other forms of dementia. Through the important work of the ASC, Canadians are offered information, education, and outreach programs that are all designed to help support both those living Alzheimer’s disease and other dementias, as well as families and friends of those affected.

To date, our fundraising dollars have been used to support the Relational Caring Learning Series project – an extension of the culture change initiative – which focuses on increasing staff knowledge about relational caring principles through short video clips and user-friendly discussion guides for front-line staff.

In support of the launch of the Extendicare Foundation, we also presented a cheque for $50,000 to the Foundation. The Foundation will provide us with an even greater opportunity to give back to those who have helped build our communities by providing additional grants, scholarships and programming to support our aging population.

Extendicare Assist looks forward to hosting future events in support of the ASC and our Foundation.
I loved my experience on the bike. I can see my legs moving. It’s good for my legs and for my lungs.”

“ I feel my legs are getting stronger because of the bike. My goal is to be able to walk from my bed to the bathroom again.”

Motitech
Supporting Long-Term Care Residents Using Best Practices

West Park Long-Term Care Centre recently partnered with West Park Healthcare Centre to participate in a multi-site trial in collaboration with Bruyère Hospital and Baycrest Health Sciences to test the MOTiview experience cycle.

MOTiview – developed in Norway by Motitech in 2013 – is a motivational exercise tool that stimulates the elderly to increase their physical activity and cognitive stimulation. By using videos, music, and sound displayed on a TV screen, the user can take a cycle trip through familiar surroundings. MOTiview is combined with a mobile, user-adapted cycle-trainer – *TheraTrainer* – that elicits activity as the individual pedals the virtual trip.

In April 2018, residents of West Park Long-Term Care Centre started using the MOTiview system to exercise. Through interviews and quantitative data collection, the research team from West Park Healthcare Centre observed the affect that the MotiView has on exercise motivation and reminiscence of past memories.

Thirty-four residents actively participated in the MOTiview study, and observations showed positive results. One West Park LTC resident said, “I just loved using MOTiview because I got a view finder that was all about the beach area where I used to ride my bicycle. It was great. I was riding my bike all over familiar places. I rode further than I would usually ride on one of these bikes. Usually, it’s so boring that I would get off. But I actually spent a good five minutes on it, which is a long time considering my lung capacity.”

The project ended in August of 2018. If you have any questions about the MOTiview project, please email Tim Pauley, Manager, Research and Evaluation, West Park Healthcare Centre at tim.pauley@westpark.org.
At Wyndham Manor, the team is committed to helping people live better by creating remarkable moments for their employees. This recognition increases staff satisfaction and communication that ultimately improves the quality of care being provided to the residents.

Wyndham Manor strives to appreciate staff with exciting, new, original and handmade ways to say, “Thank You”. During the annual Staff Appreciation Week, a variety of events were hosted including a photo booth, homemade cupcakes, a baked potato bar, breakfast with the managers and, of course, prizes.

Staff Appreciation Week is a snapshot of how staff are recognized and appreciated for the hard work and dedication they provide each day.

Wyndham Manor truly reflects Extendicare’s values, and proudly celebrates staff year after year.
Power in numbers

50,000+ residents Canada-wide

Provides group purchasing services to 500+ third-party member sites across Canada

50,000+ residents Canada-wide
Among the many advantages to the SGP Purchasing Partner Network, perhaps the most significant is that our partners are helping to provide the highest quality of life possible for residents in the most cost-effective manner possible.

We save our partners money on food, medical supplies, environmental supplies, furniture, fixtures and equipment, office supplies purchases, shipping, copiers, postage equipment, rental cars, web and audio conference technology… and more.
Meet the SGP Purchasing Partner Network

Our unique model leverages collective national volume and a superior distribution and supplier platform. It provides value-driven prices and cutting-edge education and menu technology to achieve the best overall operational results.

SGP negotiates long-term contracts that insulate network partners from rising prices, thereby offering a cost-effective way to secure quality, national brand-name products, as well as a range of innovative services.

Our focus is to continually deliver products and services that contribute to a higher quality of life for our residents and home care clients.

SGP’s Innovation Project

Team members at Extendicare Lakefield recently participated in a Sara Flex Lift Customer Acceptance Trial (CAT) trial, based on their experience of using this lift for some of their residents.

Prior to launching a product, the lift manufacturer, Arjo, selects key customers to evaluate and provide critical feedback so that changes can be made before it is released to the market. For the Sara Flex launch, Arjo relied on its partnership with Extendicare and utilized Extendicare Lakefield as its key site in Canada. The information collected from the CAT provided key insights into the useability of the Sara Flex both for the resident and the caregiver.

The summary of the Sara Flex CAT at Extendicare Lakefield found that there was an average of 16-20 sit-to-stands per day and 25% of the transfers in the home were done using the Sara Flex lift. The staff really appreciated the maneuverability of the lightweight lift and were very positive about the lift being easy and intuitive to use.
SGP Team receives the CSNM Award for the FOURTH YEAR IN A ROW!

SGP team receives the Canadian Society of Nutrition Management (CSNM) Award for four consecutive years (2015, 2016, 2017 and 2018). The CSNM, the best resource for Nutrition Managers in Canada, provides members with clear, simple and proven ways to be leaders in their professional development. This award is presented to a corporate member of the CSNM in recognition of the company’s dedication, positive support of the profession, and excellence in customer service.

SGP proves to be the innovator in the food industry and will continue to strive for excellence in providing quality, cost-effective nutritional care and services.

“We are grateful to have been recognized by the CSNM Membership, and we look forward to continuing to give back to the association for many years to come.”
SGP TRADE SHOWS
SGP Education Day at Universal Event Space, Vaughan, Ontario
As we work towards our strategic vision to be the best provider of senior care and services in Canada, we truly believe that all of us together can make a positive contribution to the lives of residents. The SGP Purchasing Partner Network is designed to channel and empower those contributions. People connected through purpose and compassion can make great things happen, and it takes the efforts of many to provide the high level of care and compassion that our seniors deserve.

Through our supplier network we have begun to identify these contribution platforms for sharing best practices and honouring outstanding activities in our industry. We believe that, by recognizing these values, we will build a stronger network within our sector for years to come. They embody the core values of serving our industry and being committed to SGP and residents. The winners will be recognized during SGP events in 2018.

SGP Purchasing Partner Network is pleased to announce the recipients of the 2017 Education, Excellence & Innovation Awards:

- **2017 Innovator of the Year Award – 3M**
- **2017 Educator of the Year Award – Nestlé Health Science**
- **2017 Excellence Award (Non-Food) – Cardinal Health**
- **2017 Excellence Award (Food) – Olymel**

The winners were announced at an awards ceremony during the SGP Marketing Program Launch in Markham, Ontario on December 13, 2017.
SGP and Medigas Tablet Recipients

SGP and Medigas teamed up to provide randomly selected homes with Samsung tablets. Pictured are some of the lucky recipients.

The program is designed to engage residents with the technology, to help increasing communication and to stimulate cognitive learning.
June 2018

Helping people live better, one life at a time

Hello

Congratulations! Your home was randomly selected by Silver Group Purchasing and Medigas as a recipient of a Samsung tablet.

This tablet is dedicated to your Home’s Resident Engagement activities. As a portable and versatile device, this tool will help assist increasing resident communication and stimulating cognitive learning.

Silver Group Purchasing and Medigas enjoy a partnership that serves the Extendicare family of homes. Medigas is committed to offering solutions that enhance quality of life and resident care so they may breathe well, sleep well, live well.

Again, congratulations!
50 years of teamwork
**Our employees are extraordinary**

*Our Employee Milestone chart reflects the number of employees who celebrated 5, 10, 15, 20, 25, 30, 35, 40, 45 and 50 years of service in 2017.*

<table>
<thead>
<tr>
<th>Employee Milestones in 2017*</th>
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<tr>
<td>1,375 5 Years of Service</td>
<td>666 10 Years of Service</td>
</tr>
<tr>
<td>566 15 Years of Service</td>
<td>218 20 Years of Service</td>
</tr>
<tr>
<td>93 25 Years of Service</td>
<td>80 30 Years of Service</td>
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<tr>
<td>32 35 Years of Service</td>
<td>16 40 Years of Service</td>
</tr>
<tr>
<td>7 45 Years of Service</td>
<td>1 50 Years of Service</td>
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Maryke Schouten received the Gerontology Network’s Marie Taylor Award

The Gerontology Network’s Marie Taylor Award recognizes excellence in dietetic practice in long-term care and seniors’ health.

Marie Taylor was a “visionary champion for the dietetic profession and an advocate for the rights and well-being of the elderly.” The award is given to a dietitian nominated by their peers who demonstrates exceptional initiative or makes extraordinary commitments of time and effort to enhance the lives of residents in long-term care and seniors’ health.

Maryke was introduced to long-term care during her dietetic internship at Vancouver General Hospital. Maryke started practicing in a variety of long-term care and mental health homes in both a food services and clinical capacity in Vancouver’s lower mainland.

In 2006, she moved to Alberta and continued as a clinical dietitian with Extendicare until 2013 when she accepted a position as Registered Dietitian Consultant. In this position, she provides nutrition and food service operational support to 24 long-term care homes in three provinces.

When the Alberta Long-Term Care Action Group formed in 2011, Maryke was at the table. She says that her participation has furthered her appreciation and understanding of the complexities of health care across our nation.

Maryke’s colleagues believe her passion to ensure our seniors enjoy the best possible health in their final days inspires them to use their collective voice in support of evidence-based nutritional care and access to appetizing, nutritionally-balanced food for Albertans living in care.

In addition to being an outstanding advocate for better nutrition in long-term care, Maryke is a self-described ‘foodie’, enjoying all aspects of food and the journey of the earth’s bounty, from the ground to the plate to the glass!

Congratulations Maryke, your colleagues raise a glass in your honour!
Extendicare carried out an Employee Engagement Survey in the fall of 2017. This survey gave us an opportunity to receive and measure feedback from our team members, and to improve in areas most important to them. The Senior Leadership Team believes that integrating employee engagement into our business operations will strengthen our organization.

The results of the survey were shared with all employees, and each team initiated action planning for areas of improvement. The goal for Extendicare is to create a workplace that supports our purpose of helping people live better.

Employee Engagement Surveys are crucial to establish two-way communication; they involve our employees in the development and growth process by giving them a direct voice to the management team.

Working with a partner who has experience in conducting these surveys, we were supported with a well-structured process to review. While we encounter successes and challenges along the way, we are committed to implementing action plans at all levels.
In 2017, the People and Culture team at Extendicare deployed an organization-wide Employee Engagement Survey to help increase recognition and communication across divisions as well as support the organization’s commitment to employee well being and satisfaction.

All divisions and teams shared their engagement initiatives and action plans to increase employee engagement. The McCall Centre for Continuing Care (McCall) was at the forefront of these initiatives. Innovation is at the heart of all operations in the home. At McCall, we believe that the frontline staff who directly interact with residents and families are the most important assets to the home. They need to be empowered so that all operations are streamlined and run effectively.

Happiness of team members is the answer to whatever may be the question. Team members feel accountable because they are appreciated, and this feeds into the organization’s purpose – helping people live better – and providing the best quality care to all residents.

McCall recently celebrated an employee engagement week, where several events and activities were organized. Team members got their make-up done and a professional photographer took their pictures. Residents, families and fellow team members voted for the employee with the best picture, the winner will become the face of the home in printed material like flyers, posters and advertisements. The home also hosted a session where team members learned to make bath bombs and paint beautiful scenery using pastel crayons.

To give team members a special sweet treat, an ice-cream truck was brought to the home. Forty-eight employees were recognized for their long service and team members received many small surprises that brought smiles to their faces.

To acknowledge that staff members need timely breaks, the leadership team created a dance room, complete with disco balls and a music system. Team members can dance to their hearts’ content and enjoy well-deserved time-outs.

The engagement initiatives at McCall Centre for Continuing Care encourage team members to provide compassionate care and supervision with empathy, courtesy, respect and dignity.
The McCall Centre is owned by The Trillium Health Partners and is professionally managed by Extendicare Assist. Situated in the City of Etobicoke on Trillium Health Partners Queensway site, The McCall Centre is a 120-bed complex continuing care centre. The centre also consists of 21 interim long-term care beds.

About the McCall Centre for Continuing Care

The McCall Centre is owned by The Trillium Health Partners and is professionally managed by Extendicare Assist.
Technology best practice confirmed the use of point-of-care technology solutions to capture the appropriate levels of data to meet Government reporting requirements. The Long-Term Care Division has installed wall-mounted and mobile hand-held systems enabling caregivers to confirm attended or missed care events throughout the patient’s day. For home care, this meant ensuring care events were attended at patient’s homes and completed with documented electronic assessments. Progress with electronic point-of-care documentation has led to the adoption of new technologies in the following areas: online learning, medication administration, vital sign monitoring, wound and menu management solutions.

Extendicare’s leadership team identified technology as a key enabler for process and team productivity improvements. High-speed Internet connectivity, wireless networks, mobile tablets and biometric thumbprint readers were deployed at all locations to ensure a common baseline of technology for everyone in the organization. Smart phones continued to improve for home care, enabling software enhancements for mobile employees.

Building on our foundation and looking to the future

As the delivery of health services in Canada increasingly focuses on a person-centered approach to care, legislative requirements continue to necessitate significant documentation. Now, more than ever, innovative technologies are essential to increase the efficiency of finite resources and empower our care teams to spend as much time as possible with clients and residents.

Through selective outsourcing, we will embrace a Hybrid Information Technology model. This model includes executing cloud and mobile strategies to connect our workforce, and establishing partnerships with leading IT and Health Care Technology vendors. Our partners will support our operations by completing the back-end maintenance of our core business systems, allowing internal resources to focus on the delivery of value-added activities. Extendicare has collaborated with leading electronic health record and security vendors to ensure mandated documentation is easily captured and secured. Extendicare continues to work closely with industry leaders to assess, define, and develop innovative technologies that promote quality client and resident care. As technology adoption continues in many areas of the organization, the privacy and security of personal health information remains paramount to Extendicare.

Implementing innovative solutions that will connect and intuitively create a network of analytics, will allow Extendicare to gain business insights to proactively assess key performance indicators, as well as clinical, quality, and regulatory data. Agile solutions and LEAN processes will enable Extendicare to innovate while easily adopting changes in regulatory requirements and supporting future growth and development.

We will continue to build on a robust technology foundation to support innovation, and most importantly, to serve the changing needs of our employees, families, clients, and residents.
A platform designed to inform, engage and inspire…

At Extendicare, we realize that employee engagement is essential to the success of our organization. By engaging team members, we ensure that they remain motivated and are up to date with professional practices, without having to depend on supervisor communication, which in turn helps us fulfill our purpose of helping people live better.

To enhance employee engagement, Extendicare is undertaking a unique project using the WordPress platform to create a new intranet. It will be accessible to all employees and will allow mobile access through an app. Our new intranet – FLOW – is particularly key to mobile employees such as home care workers and visiting nurses.

FLOW will allow team members to see what other divisions are doing – something they were not able to do before – and to share resources such as policies and training materials. The intranet will enable them to get acquainted with their colleagues, through short bios and photographs, and to learn about ongoing innovations in other departments.

The interface is based on individual profiles, enabling each employee to view their own profile, making the platform more employee-centered. Team members will see their division’s activities and news, as well as health information, risk alerts, etc.

FLOW is going to be accessible on smart phones, where most people get their news. As many of our team members are out in the field visiting patients, FLOW will provide access to the latest news and essential policies.

To keep FLOW relevant and up to date, we have selected champions or representatives at each location to provide information regarding events such as remarkable moments, key meetings, training, initiatives, fundraising efforts and matters of interest from the branches, homes and communities.

The greatest advantage of FLOW will be the ability to reach frontline employees working in the field.

This exciting project launches in the fall of 2018.
Giving back to our communities
Extendicare donates to charitable organizations in the communities in which we live and work.

We support various organizations and programs related to long-term care and gerontology, as well as educational initiatives such as health care management and educational programs.

Over 23,000 employees Canada-wide

$212,300 2017 charitable donations

8 Academic scholarships sponsored

Unlimited Remarkable Moments created with our residents, clients and staff, every day

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We support various organizations and programs related to long-term care and gerontology, as well as educational initiatives such as health care management and educational programs.
Extendicare is a proud supporter and active participant of the Heart and Stroke Big Bike event. Various Extendicare locations participated in this event, raising thousands of dollars for the Heart and Stroke Foundation over the past year. Extendicare is helping people live better by creating more survivors.

**Extendicare Vulcan – Vulcan, AB**

On May 24, two teams of 15 women climbed aboard the big red bike and rode through Vulcan, Alberta. Local residents have participated in this fundraiser for the Heart and Stroke Foundation for 25 years. One of the two teams on board was from Vulcan Extendicare. Known as the “Extendicare Bears”, their captain, Sandy Garland, who has been riding for the last 18 years, said people have fun riding the bike. “Everybody wants to ride,” she said. Those who ride pay $50 for their seat, and each rider does their best to raise additional funds.
Extendicare – Markham, ON
Extendicare Markham joined the May 31 Double Big Bike ride in Unionville, Ontario. It was a wonderful day for a ride. The Heart and Stroke Foundation raised just over $43,000 towards lifesaving heart and stroke research. “I would like to sincerely thank you and your team for participating and for raising $1,390 in support of the day,” said Indrek, Area Coordinator.

Extendicare Maple View – Sault Ste. Marie, ON
Extendicare Maple View in Sault Ste. Marie, Ontario, took part in this year’s Big Bike event. A little group of seven participants raised $795 for the Heart and Stroke Foundation. The team named themselves the “Maple View Sundowners” and enjoyed a great day raising funds and awareness for a great cause.

Stonebridge Crossing Retirement Community – Saskatoon, SK
Big thanks are extended to everyone who participated in this year’s Big Bike event in Saskatoon on June 14. It was an amazing day with an even more amazing group. Thanks to all the wonderful people who donated and helped raise over $900! The team from Stonebridge Crossing is already looking forward to next year!
Scholarships

Our scholarship program has provided students in health-related fields with an opportunity to upgrade their skills and enter fields where there is a need for health care staff.

We provide nursing scholarships as well as scholarships for Personal Support Workers both in long-term care and home care. On the following pages, we feature some of the students who have benefitted from our programs.

Scholarships

Extendicare funds the following scholarships every year:

- Canadian Nurses Foundation
- George Brown College – Long-term care or Personal Support Worker program
- Ryerson University – School of Health Services Management
- Canadian Healthcare Association
- Humber College
- St. Lawrence College (Kingston, Brockville, Cornwall)
- Harold Livergant (Internal Scholarship)
- Richard Bertrand (Internal Scholarship)

Canadian Nurses Foundation (CNF) 2018-2019 Extendicare Nursing Scholarship Award recipients

Kirsten Lewis

“One of the most important moments in my nursing career occurred before I graduated with my nursing degree: I was contemplating my final placement and asked a nursing instructor for sponsorship so I could apply to consolidate in the ICU. Her response has guided me through much of my career path, ‘You are not an ICU nurse, you are an oncology nurse.’ Since then, I have gone on to practice for the last 12 years in oncology.

While I have practiced caring for patients over the entire lifespan, I have developed a passion for caring for the elderly living with cancer. The unique needs of this population have inspired me to continue my education in the Masters of Nursing – Nurse Practitioner program with the Bloomberg Faculty of Nursing at the University of Toronto. I believe that as a nurse practitioner I can play an integral role in the care of older adults receiving oncology treatment, providing a holistic perspective to the navigation through their cancer journey. The management of oncology treatment, co-morbidities and palliation, along with advocacy for health literacy, and access to quality health care to meet the growing demands of an aging population are challenges I look forward to upon graduation.

I am very thankful to Extendicare and the Canadian Nurses Foundation for the CNF Extendicare Award.”

Lauren Airth

“I became a nurse because I wanted to help people, specifically marginalized populations. The mental health field took me by surprise when I was hired as a care aide at a home for adults with mental illnesses. This led to placements on mental health units, volunteer work, countless initiatives, and public speaking to decrease stigma and increase awareness. I became passionate about a topic people were afraid to discuss, which included being more open about my personal mental health.

Since graduating with my BScN in 2014, I’ve maintained three casual positions at Kelowna General Hospital: inpatient mental health, mental health and substance-use liaison, and emergency mental health. I’m also a clinical instructor with the University of British Columbia – Okanagan (UBCO), where I share my passion with BScN students. In 2017, I was honoured as a ‘Canada 150 Nurse’ through the Canadian Nurses Association, and more recently, I’ve been counselling students at UBCO.

I’m currently pursuing my Master of Science in Nursing. My thesis is on rural older adults’ mental health. After losing family members and being a patient myself, I believe the key to a better health system can be found in our patients’ stories. I feel honoured every day to be allowed into peoples’ lives so intimately. I take care of my own mental health through skiing, running, spending time with my nephews and taking my Great Dane hiking.”
St. Lawrence College

Chris Gauthier
2017 Extendicare Bachelor of Science in Nursing Award
“I really appreciate being chosen for this award, it is truly an honour. My long-term care placement was eye-opening, and I got to witness the transition from being a grandchild with grandparents in such a facility to being a nurse team leader in charge of care. This experience was one of the most rewarding thus far, and I plan to continue being involved with long-term care in the future. Thank you.”

Christine Camilleri
2017 Extendicare Practical Nurse Award
“Thank you kindly for your generous donation. I am honoured to have received such an award by providing personal and compassionate care to all clients, especially those in a long-term care setting. As a nursing student and future nurse, I always strive to provide therapeutic care to every client and ensure they are always feeling comfortable and safe. Thank you again for your contribution!”

Kirsten Billings
2017 Extendicare Practical Nurse Award
“I am honoured to receive the Extendicare Practical Nurse Award. To be recognized for providing personal and compassionate care means a lot to me, as I believe this is what makes a great nurse. Thank you so much!”

Loni Richards
2017 Extendicare Bachelor of Science in Nursing Award
“A big thank you goes out to everyone at Extendicare who made the Bachelor of Science in Nursing Award possible. It means so much to me to be chosen as one of two candidates for this award. I will continue to follow my career path providing personal and compassionate care to all clients. With love and thanks!”

CHA Learning

Laine McGinley Cholak
2017 Extendicare Scholarship
Laine achieved the highest grade on her leadership paper in her academic year (2016-2017), with a 90%. She was incredibly happy and grateful when told she was receiving the Extendicare sponsorship, “Thank you so much for providing students with this generous sponsorship – it makes such a big difference.”

Ryerson
School of Health Services Management

Kyle Johansen
2017 Extendicare (Canada) Inc. Scholarship
In addition to working as a Primary Care Paramedic with Peel Regional Paramedic Services since graduating from Humber College in 2011, Kyle has volunteered as an OPSEU Union Steward, and is a worker representative on the Joint Health and Safety Committee. Believing that Emergency Services can play a crucial role in the future of a modern health care system, he enrolled in the Health Services Management program in 2015, eager to gain the knowledge and skills necessary to contribute to the field in a future management role. Kyle says, “Balancing a career, education and a growing family is not an easy task, but the generous support of Extendicare Canada will help ease the cost of tuition and allow me to continue my studies with an eye towards graduation in 2019. Thank you!”

Patrice Boulianne
2017 Extendicare (Canada) Inc. Scholarship
As the Supervisor of Anatomic Pathology at the Sunnybrook Health Sciences Centre since 2005, Patrice has been instructing Histology at the Michener Institute for Applied Health Sciences since 2014 and was recognized for his work with a Medical Technologist Award for Continuing Professional Development from the Canadian Association of Pathologists in July, 2014. He is grateful to receive the 2017 Extendicare (Canada) Scholarship and says, “It is an honour to be recognized for my achievements. Thank you for your generosity.”

Harold Livergant Scholarship

Harold Livergant, the founder of Extendicare, was an individual who dedicated his working life to improving the health care system in Canada. The scholarship program was initiated in his honour to encourage children of Extendicare employees to pursue careers in health care. The program provides financial assistance to students who are pursuing full-time post-secondary education in a health care related discipline at an accredited college or university. This year’s winners are: Hailey Fedoruk, Shannon Bird, Tate Holm, and Makayla Sesto.

Richard Bertrand Scholarship

The Richard Bertrand Scholarship is designed to encourage employees of Extendicare (Canada) Inc. and their children to pursue post-secondary education in an accounting, finance or economics field at an accredited college or university. This year’s winner is: Jocelyn Rough.
We are proud to be at the forefront of senior care across Canada… and look forward to the next fifty years.