

Quality Improvement Plan (QIP)

# Narrative for Health Care Organizations in Ontario

March 11, 2025

## OVERVIEW

### Overview

Extendicare Fenelon Court is a 67 bed long-term care home located in Fenelon Falls Ontario and part of a large organization which provides care and services for seniors across Canada. Improving the quality of care, we provide for our residents and their families guides all we do. We are committed to continuous improvement, and on an ongoing basis, we seek new ways to evolve our practices and strengthen our services

### Our Purpose, Mission, Vision and Values

In 2024, through broad consultation with stakeholders across our organization including direct engagement of residents, team members and family members of those in our care, Extendicare conducted a refresh of the Mission, Vision and Values. Our goals were to capture who we are, what we can all achieve working together and to put the feelings of communities into words.

Our Purpose is helping people live better.

Our Mission is to provide people with the care they need wherever they call home.

Our Vision is a future where everyone in Canada has access to the care and support, they need to live their best lives.

Our Values:

- We embrace every person for the individual they are.
- We care for each person as we would our own family.
- We collaborate with others because we achieve more together.
- We are relentless in our efforts to improve.
- We respect the resources entrusted to us.

In 2023, Revera's long-term care homes joined Extendicare. This has provided an opportunity to combine strengths, learn from one another, establish communities of practice focused on continuous improvement and collaboration, and reinforce Extendicare's deep commitment to long-term care in Canada.

Throughout our organization, integration work continues to be an important focus in 2025 and beyond. We know collaboration allows us to achieve more together. By aligning and standardizing processes, policies and systems across our homes, all Extendicare LTC homes will deliver consistent, quality care.

### Quality Improvement

Extendicare's Quality Framework outlines the ways in which our home is supported to achieve success with a focus on quality of life, safety, regulatory compliance and resident engagement. In alignment with provincial requirements, each Extendicare home in the province is responsible for directing their quality improvement plan, with the support of a dedicated regional team who assist us with our home's quality initiatives. Our strategic direction and the initiatives that support the plan also meet or exceed standards set by Accreditation Canada and meet the requirements of our LSAA. Our home's multidisciplinary Continuous Quality Improvement (CQI) Committee oversees our quality program. It is led by our home's CQI lead. Membership includes our home leadership team, each designated program lead, Medical Director, Dietitian, Pharmacy Consultant, resident council and family representatives, and care team representatives, including a Personal Support Worker and Registered clinical staff. Our CQI committee meets at a minimum quarterly and uses a CQI Framework in alignment with

Extendicare's enterprise-wide strategic quality priorities to identify key areas for quality improvement in our home, make recommendations, monitor and measure progress, identify and implement adjustments, and communicate improvement outcomes for the current and following year. Results are discussed and shared with residents, families, team members and external partners to support our priorities, targets, and activities.

Across our organization, Extendicare measures and monitors our quality initiatives using data accuracy and quality indicator results. Home-level quality reports are circulated monthly and reviewed by homes and regional teams across our network, to help monitor progress and drive meaningful conversation at each home's continuous quality committee meetings. Performance monitoring is a key part of our relentless efforts to improve performance and include but are not limited to the following:

- Monitoring key quality indicators
- Internal audits
- External audits
- Annual Program evaluations
- Resident and Family Experience Survey results

In 2024, our home's Quality Improvement priority areas included Falls prevention, Restraint reduction, Antipsychotic deprescribing, and Worsened pressure injury. The following top areas for improvement identified from our 2023 Resident and Family Experience survey results were also included:

- Improving the engagement and feedback from residents and families in menu planning and preferences at mealtime
- Improving the engagement and feedback and ideas from residents and families in our recreation planning.

-Improving the cleanliness of our resident rooms and common areas

We are proud of the following achievements and improvements that were implemented based on the 2023 survey results and that were part of our 2024 improvement plan:

-Families were engaged at family forum and residents at resident's council food committee to complete a survey regarding preferences and the new menu included some of these items to the families delight. Residents were surveyed at mealtime using "touch the table" regarding their satisfaction with their meal and experience.

Families were surveyed at mealtime using "touch the table" regarding their satisfaction with dining as well

-Families were engaged at family forum with a presentation by Recreation on how they choose programs utilizing the 5 domains and families provided feedback on activities they would like their loved ones to engage in. The same occurred at resident's council

-Families and residents were engaged in collaborative planning of decluttering resident rooms in order to better deep clean and the deep cleaning schedule was shared at family forum as well as results of cleaning audits shared at Professional Advisory Committee.

We are very proud to report that our use of restraints remains at 0. As a result, this indicator will continue to be monitored but will not be included in our 2025 focus for improvement.

Our CQI committee has determined that for 2025 our priority areas for quality improvement in our home will include Fall prevention, Pressure injury reduction, Antipsychotic deprescribing, as well as the following areas from our Resident Experience survey as determined following consultation with our Resident Council and

family forum:

1. Satisfaction with the maintenance throughout building and outdoor spaces
2. Satisfaction with the quality of care from doctors
3. Satisfaction with the quality of cleaning services within my room.

## **ACCESS AND FLOW**

Extendicare is committed to working closely with our community partners including our regional Ontario Health at Home team, hospitals, and business partners to ensure safe, effective and high-quality care of residents across the organization and at the local home level. We do this through ongoing relationship building and partnerships with health system partners such as local long-term care homes, regional IPAC hubs, Ontario Health teams and various regulatory authorities.

In addition, our partnerships extend to our Medical Advisor and Attending Physicians as we work to improve medication management, clinical care and reduce unnecessary ED visits. We work together with residents, their families and our health system partners to ensure safe, effective admissions to our home, and understand transitions throughout the system are not easy for those we serve. We work to apply additional care and attention to closely engage and support those in our care at times of change or at times where specialized supports are required in their health care journey.

Prevention and health promotion

Throughout the year, we support and participate in organization-wide awareness campaigns that educate team members, residents and families. Our home has access to an annual awareness calendar that highlights key health promotion and professional recognition events, which are supported nationally through communication and

education, and locally at our home with activities that are tailored to the home's needs and demographics. Organization-wide campaigns include:

- **Safe Spaces:** Combining four key autumn safety awareness events – Infection Control Week, Canadian Patient Safety Week, Seniors' Safety Week, and Fall Prevention Month – Safe Spaces is a six-week sustained safety campaign. Aimed at promoting a culture of safety across the organization through education, resources and home-level activities, the campaign equips our team members with knowledge and tools to continuously improve quality and safety and engages residents and families as partners in care.
  - **Stick it to the flu:** Through Extendicare's annual influenza vaccination campaign, all homes are encouraged to aim for 90% vaccination of residents and staff. Individual and home-wide incentives are provided for achieving this benchmark, and our home hosts on-site vaccination clinics.
  - **Hand Hygiene Day:** Led by our IPAC team, this annual day is marked with an intensive focus on tools and education to promote proper hand hygiene practices for team members, residents and families. Homes across Extendicare participate in a friendly challenge to find the most creative and engaging ways to promote hand hygiene – from writing jingles to hosting events.
  - **Alzheimer's awareness:** We care for a population that is impacted by rising rates of Alzheimer's and dementia. In addition to intensive communication focus during Alzheimer's Awareness Month every January, our home has access to tools and education year-round that helps our team members to tailor care to the unique needs of those living with dementia – from Gentle Persuasive Approaches (GPA) training to dementia-focused tools for skin and wound care. Right care in the right place at the right time
- On an ongoing basis, we work hard to support, train, retain and

recruit qualified and compassionate team members to work together in the service of quality care for residents. We know strong interdisciplinary teams are essential to the delivery of quality care and we foster a culture of collaboration to contribute coordinated expertise, as resident plans of care are executed. In addition, we are actively recruiting Nurse Practitioners to support our collaborative models of care, continue to invest in building credentials among our team for advanced wound nurses (SWAN's), provide training and resources for our team to enhance skillsets in IV therapy with multi-venous IV training arms, compassionate end-of-life care and more.

#### Building capacity

We recognize how important long-term care is within our health system. At an enterprise-wide level, Extendicare is actively working to increase access to care through the construction of new homes built to modern design standards with the ability to welcome more people on the province's long-term care waiting list. In communities across the province, Extendicare is building for the future, with plans to redevelop every older home in our network. New homes are designed to deliver significant improvements to resident quality of life, with private bedrooms for all, enhanced communal lounges for activities and family visits, increases in space for restorative therapies and more.

### **EQUITY AND INDIGENOUS HEALTH**

Extendicare is committed to improving equitable access, experience and outcomes to reduce health inequities and advance indigenous health across our organization.

At Extendicare, we embrace every resident for the individual they are, and care for them as we would our own family. Our Equity and Indigenous Health program reflects our core values by recognizing

and honoring the diverse identities, cultures, and experiences of each resident. By integrating culturally appropriate care and Indigenous traditions, we affirm the importance of personal heritage in shaping well-being. Through culturally diverse programming, menu selection, staff education and meaningful community partnerships, we create a safe and inclusive environment where residents feel valued, respected and empowered to be their authentic selves. This commitment is essential to providing compassionate and equitable care. Our Equity and Indigenous Health program is informed by our Resident Council and Family Council, and by the data we gather from our annual Resident and Family Experience Survey. Through partnerships with local Indigenous Elders, Knowledge Keepers, and regional health organizations we are able to integrate healing practices and culturally significant activities into care plans. Personalized support ensures residents feel seen, respected and connected to their heritage.

Implementing mandatory training on cultural safety, anti-racism, and the history of Indigenous Peoples in Canada for all staff, fosters awareness and equips caregivers with the skills to address systemic barriers and biases. Identifying and addressing systemic gaps in care, including access to interpreters, culturally appropriate meals and resources, and the provision of trauma-informed care, are skills taught in staff training. Regularly assessing program outcomes through resident feedback, and staff input, helps us ensure continuous improvement

Some examples of programs we have implemented include; Admission plan of care for cultural and spiritual considerations for Indigenous residents including providing quiet area for one of our residents to smudge inside and outside. We encourage end of life planning that is unique to the Indigenous experience. We provide

education and awareness to residents on National Day for Truth and Reconciliation Day which included posters and a presentation to residents and families including wearing orange on this day. In 2025 we commit to continued support and recognition for diversity and inclusion for staff, residents and families in our home.

## **PATIENT/CLIENT/RESIDENT EXPERIENCE**

Active engagement of residents and families is essential to our values. Annually, through an anonymous survey, we seek feedback from residents and their families about what is going well and what we can do to improve. The annual survey provides our home with a summary of the scores and comments for each of the areas of care and services offered. We use this report to collaborate with the resident council and families to determine an action plan to improve the experiences of those we serve. On a regular basis during the year, we discuss progress updates and strategies for improvement via town halls, resident council and family forum meetings and newsletters.

Our ongoing goal is to incorporate feedback to continually improve the quality of care we provide by ensuring the care each resident receives is reflective of their individual needs and wishes.

Extendicare is proud to have a National REACH (Resident Experience Action Council for Homes) comprised of resident and family representatives from our long-term care homes in each province we serve. The council is co-led by resident and family members and provides valuable input on organizational initiatives and decisions. A head-office supported community of practice meeting is held bimonthly and is open to all residents and families interested in sharing best practices and learning new ways to approach engagement, co-design, and council roles and responsibilities.

Our 2024 Resident and Family Experience Survey Results:

Date of 2024 Annual Resident and Family Experience Survey:  
September 3 – October 11, 2024

Resident: Would you recommend this home? 85.7 %

Family: Would you recommend this home? 84.8 %

Survey results were reviewed by CQI committee: December 5, 2024

Survey results were shared and discussed with Resident Council:  
January 14, 2025

Survey results were shared and discussed with Family Forum:  
January 15, 2025

A copy of the survey results was provided to Resident Council:  
January 14, 2025

A copy of the survey results was provided to Family Forum: January  
15, 2025

In addition, we shared our resident and family experience survey  
results via our newsletter which was sent our January 28, 2025

Survey results were posted on our bulletin board: January 15, 2025

Survey results shared with staff in the home: January 15, 2025, via  
email and also at a huddle with the day/evening team.

During discussions with the Residents council and Family forum  
when sharing our 2024 results, three areas were determined to be  
most important priorities for us to focus on and these are included  
in our 2025 QIP.

Top three areas Resident Experience survey priorities for  
improvement in 2025:

1. Satisfaction with the maintenance throughout building and

outdoor spaces

2. Satisfaction with the quality of care from doctors

3. Satisfaction with the quality of cleaning services within my room.

Our action plan to address these three top areas include:

-The specific feedback from residents and families is in relation to  
the carpet in the building which is approximately 20 years old. We  
have a plan to replace the carpets this year in phases. The families  
also want to enhance all 3 courtyards, and we have a committee  
which includes some families, Lion's club, Horticultural Society in  
Fenelon Falls and Team members to enhance the courtyards.

-Ensure all residents have annual conferences which include the  
Physician in person and auditing the same. Ensuring the Physician  
rounds and sees residents on weekly rounds who are identified  
with concerns.

-We have a plan to remove the carpets in the home in phases this  
year and the families and residents and team members are thrilled.

## PROVIDER EXPERIENCE

Fenelon Court is part of a large organization in which there are  
many opportunities to engage with staff and leadership in sharing  
quality improvement goals and commitments. This is achieved  
through employee engagement surveys, sharing of best practices  
organization wide, regional quality labs and participation in the  
Ontario Long Term Care Association Quality Committee and annual  
quality forums.

Our annual employee engagement survey provides an opportunity  
for team members to give their feedback on various issues such as  
staff satisfaction, innovation, and work environment. Based on  
previous employee engagement results we worked this year to



improve two-way communication to better engage our team members. This included the launch of two communication forums accessible to all, enabling employee access to timely information and updates from across the organization.

The resulting improvements include Quarterly turnover improving from 9.6% to 6.8% across Extendicare and employee engagement increased by 6 points with almost 16,000 surveys completed. Extendicare has a nationwide Care Champion Program which celebrates the meaningful work, commitment and passion demonstrated by our dedicated team members. This program places a spotlight on team members who go above and beyond to improve care, every day for our residents. Active team members at our long-term care homes can be nominated by our residents, family members, co-workers or managers for special recognition of the extraordinary care they provide.

Fenelon Court engages Careers Extendicare to utilize all funding to assist in the recruitment of our Nurses and PSWs. We also engage with our Corporate Resources to assist with Recruiting, external postings and other incentives.

We have focused on creating a just culture which includes psychological safety and held sessions with Leadership and front line.

We focus regularly in meetings, in family newsletters, at family forum and in team communications about how team engagement drives resident and family satisfaction.

We completed a Stop Start Continue exercise with team to elicit their feedback and engagement in change ideas which were executed.

We met with the team weekly and monthly at Team Forums as well as implemented email communication to the entire team and

communication books on each home area and punch clock which are updated regularly and used at every shift report.

We have re-engaged our Work Life committee, and the team has participated in many events including, cultural diversity exchange of tastes and recipes, Halloween parade, Thanksgiving celebration, exchange of items you might need from our homes, and a Christmas celebration the first time in 6 years. Our team engagement scores improved dramatically from previous year.



## SAFETY

At Extendicare, we take a system approach to preventing and reducing resident safety incidents. At the core of this approach is system learning and process improvement.

Incidents and risks are escalated rapidly within the organization, so that they can be addressed and mitigated, with rapid response support provided to home care teams by specialized organizational support team members. When a root cause from an incident in one home is identified that may pose a risk elsewhere, an alert is sent out to all care teams across our organization. These alerts flag issues and risks home leaders should be aware of, and preventative measures homes need to take in relation to care practice and risk prevention.

Safety data is analyzed continually from all Extendicare homes, to identify improvement opportunities. Standardized process, policy, practice and technology improvements are developed in response, and shared through education with care teams across all our homes. Biweekly education and question and answer (Q&A) webinars are held on safety and clinical practice topics derived from this analysis and attended by leaders and clinicians from all Extendicare homes throughout the year.

From front-line to senior leadership, safety incident reporting, awareness and response, is embedded in our roles and daily work. All these program elements, and more, comprise our safety culture program.

## PALLIATIVE CARE

Residents and families in long-term care deserve compassionate, high-quality care. Our teams collaborate with residents and families to tailor plans of care based on each residents' individualized needs.

We provide enhanced palliative care training for interdisciplinary teams, in partnership with Pallium Canada, enabling high-quality clinical, spiritual and emotional palliative care supports for residents and their families. In 2025 as an organization, we are training additional facilitators so we can provide ongoing educational opportunities as we continue to build a culture utilizing a palliative approach to care.

In collaboration with Pallium all Extendicare homes have a registration link to family caregiver education on palliative care. The CARERS course is available free of charge and is an excellent educational opportunity we promote for caregiver support.

We are currently updating our Palliative Program policies and procedures to further emphasize the importance of a palliative care philosophy. The revised policies and procedures will be implemented in 2025 with associated staff education and training. The focus will be on earlier awareness and identification of those who require a palliative approach to care through implementation of a standardized Palliative assessment which is designed to guide staff in addressing the holistic needs and symptom management of each resident.

## POPULATION HEALTH MANAGEMENT

Extendicare Fenelon Court considers the unique demographics in our home when planning care delivery requirements, programs, resources and external partnerships. In our home our population needs consist of 3 residents below the age of 65 and the remaining resident diagnosis including dementia, heart disease, stroke, Parkinson's' and debilitating cancers.

To meet the individualized needs of our residents, we have implemented programs such as GPA, dement ability and Montessori approaches to Dementia, we have a Botox program for residents with debilitating contractures, a BSO program which included community of practice supports and mobile team, diagnostic imaging from Westminster which includes Ultrasound and ECG upon request as well as all Xrays.

We collaborate with NPSTAT, Home and Community Support and Medigas who also provides education to our Registered Staff. Palliative support is provided by Home and Community Support, Palliative Network as well from Ross Memorial through Palliative referral. We also have access to Speech Language Pathology in the community when needed.

## CONTACT INFORMATION/DESIGNATED LEAD

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## SIGN-OFF

It is recommended that the following individuals review and sign-off on your organization's Quality Improvement Plan (where applicable):

I have reviewed and approved our organization's Quality Improvement Plan on **March 11, 2025**

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**Blue Spruce**, Board Chair / Licensee or delegate

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**Blue Spruce**, Administrator /Executive Director

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**Blue Spruce**, Quality Committee Chair or delegate

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**Blue Spruce**, Other leadership as appropriate

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