

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

March 12, 2025

Extendicare

Stirling Heights
Quality Improvement Plan
2025/26



OVERVIEW

Extendicare Stirling Heights is a long-term care home located in Cambridge 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.

Read more about this in our Improving Care Plan.

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 and family council 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:

1. To improve the process and content of the resident care conference to support a meaningful discussion on what's working well, what can be improved upon and potential solutions.
2. To improve and strengthen processes on how residents and families are updated regularly and can provide feedback about the changes

in the home. 3.To improve care team communications to families in a timely manner about the resident. 4. To provide better understanding to POA/family to the choice of recreation programs and level of resident participation 5. To improve the level of residents' satisfaction with the quality of cleaning with the resident's room 6). To improve satisfaction with the quality of care from physiotherapists.

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:

1 A) Care conference Checklist revised to support effective communication between resident, POA/family and interdisciplinary team, B) Questionnaire developed to address the key questions, on what's working well, what can be improved and potential solutions.

2 A) Residents continue to be encouraged to be attend Resident Council Meetings, Meeting dates are posted in the home, Resident Council will include ED/Leadership Team Member invited as guests to the Resident Council Meetings per the wishes/needs of the Council C)"Echo" Home Newsletter is delivered or emailed to residents as per resident choice.

3) Provide re-education to Registered Staff to ensure all forms of communication (PCC Progress Note report, 24 hour report sheets) are actively used to ensure staff are informed and Registered staff provide updates through shift to shift reporting in timely manner and are effectively communicating with the resident/POA

4) A)"Stirling Echo" Newsletters are emailed to POA/Family on a

monthly basis as well as paper copies available at the homes "Welcome Center B) the monthly newsletter will include the recreation calendar and encouragement for the resident's POA to sign up for the Family Portal where they can access their love one's participation in recreation events and one to one support offered and the monthly menu.

5) Resident level of satisfaction with the quality of cleaning services within my my room increased from 79.3% in 2023 to 91.1% in 2024, through: A)enhanced auditing B) increased focus of quality of cleaning within MBWA's C)increased auditing by Compass Regional Managers D)Re training for staff on proper use of microfiber cleaning systems.

6.A) Physiotherapy Assistant hours increase B) Physiotherapy Assistants will be included in monthly meetings with the Recreation/Restorative team C) Physio will work with Recreation/Restorative departments to develop an interdisciplinary group exercise schedule.

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, Restraint reduction as well as the following areas from our Resident Experience survey as determined following consultation with our Resident and Family Councils:

1) Improvements in care conferences 2) Input into programs 3) Communication from home leadership 4) Cleaning of the resident 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 residents' 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 honouring 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 included mandatory education for Stirling Heights Leadership team: cultural competency in healthcare, indigenous awareness training, 2SLGBTQ Foundations Course, Diversity, Inclusion and employment. 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 residents and family councils 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 and family council 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? 100%

Family: Would you recommend this home? 79.4%

Survey results were reviewed by CQI committee: February 20, 2025

Survey results were shared and discussed with Resident Council:
February 04, 2025

Survey results were shared and discussed with Family Council:
January 20, 2025

A copy of the survey results was provided to Resident Council:
February 04, 2025

A copy of the survey results was provided to Family Council: January 20, 2025

Survey results were posted on our bulletin board: February 04, 2025

Survey results shared with staff in the home: January 12, 2025

During discussions with the Residents and Family council 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 four areas Resident Experience survey priorities for improvement in 2025:

1. In my care conference, we discuss what's going well what could be better and how we can improve things. 2024 Results 43.8%
Summary of Actions: A) Encourage residents to attend their annual care conference. 1) Communicate to residents when their annual care conference is scheduled (Current Practice),
B) provide pre care conference questionnaire to residents/POA to guide the care conference to support a meaningful discussion for the resident.
C) Remind resident morning of meeting and assist as needed 4) provide copy of plan of care 5) Allow time for discussion and obtain feedback on what can be improved.

2. Input into programs, 2024 Results 69.2%

- 1) Enhance monthly Program Planning meetings to engage residents in program decision making 2) use real time feedback tools such as evaluations of programs, seeking resident feedback on enjoyment

satisfaction of programs in real time.

3. Communication from home leadership is clear and timely, 2024 Results 67.3%

Enhance "Stirling Echo" Newsletter to inform and engage residents and family members on a regular basis 2) Have social sit down with resident/families and leadership/interdisciplinary team members on a regular basis.

4.I am satisfied with the quality of cleaning in the resident's room, 2024 Resident Results 91.1%, Family Results 65.6%

A) Education provided to residents and family regarding the daily clean, high touch and deep clean of resident room and auditing process

B)1) Provide education to residents/POA/family regarding services provided by housekeeping department to resident's room to occur. 2) Enviromental Service Manager to be invited to Resident as a guest speaker to provide education and address any questions and/concerns 3)Enviromental Service Manager to be invited to Family Council as a guest speaker to provide education and address any questions and/concerns 4)ESM submits newsletter submission highlighting the roles/duties of the housekeeper in the cleaning of resident rooms during a daily clean, high touch and heavy duty clean.

PROVIDER EXPERIENCE

Stirling Heights Long Term Care 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.

Stirling Heights works closely with our local colleges to support placement opportunities for RN, RPN and PSW students. Stirling has successfully enrolled staff members into the Earn and Learn Program, enabling dedicated Long Term Care staff the opportunity to enroll in a paid PSW college program. These relationships not only improve Stirling Heights recruitment opportunities, but also recognition of Stirling Heights as an employer of choice of an employer of choice. Stirling is an active participant of Ontario Health Force initiatives which has improved recruitment and

retention of RN's, RPN's and PSW's through the financial incentive programs; CCPN and ROS. Stirling Heights is recognized for it's long standing leadership team, and nursing team, enhancing a knowledgeable, passionate, supportive workplace culture. Staff experience is further enhanced by an active Staff Council, enabling the voices of our front line staff.

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 Stirling Heights considers the unique demographics in our home when planning care delivery requirements, programs, resources and external partnerships. In our home the population needs consist of a unique combination of older and younger adults

with a variety of medical needs varying from bariatric, hemodialysis, clinically complex, to dementia. Stirling is home to many individuals who are living with dementia, with one resident home area designated for residents with advanced dementia with associated responsive behaviors.

To meet the individualized needs of our residents we have implemented program such as Stirling's Behavior Support Ontario in home team, along with Stirling's Medical Advisor/attending physicians have developed strong clinical relationships with the regional BSO nurse consultant, psychogeriatrician, and the Freeport Specialized Senior Mental Health/ Geriatric Assessment Unit. Together they work in collaboration to support the needs of these individuals within Stirling by providing sound clinical expertise, quality programming, and access to mental health specialist services. Staff and family members benefit from the expertise of our BSO team in learning and supporting non-pharmacological interventions for residents impacted by responsive expressions.

We also collaborate with multiple partners; Stirling Height's strong working relationship with the Ontario Health at Home, Cambridge Memorial Hospital, Cambridge Memorial IPAC Hub, local long term care homes, regional members of Behavior Supports Ontario, Geriatric Assessment Unit and Seniors Mental Health Unit located at Freeport Hospital. Stirling Heights is an active member of the Cambridge Collaborative Committee which meets quarterly with this key group of external stakeholders to share information, strategies, and areas of opportunity. This Committee has resulted in the development of strong working relationships with key outcomes of timely appropriate admissions into our long-term care home, discharge of patients from the acute care settings into long term care with the appropriate resources to support high risk

situations and the reduction of ED visits.

Stirling Height's BSO team and front-line staff attend annual education and workshops sponsored by Regional BSO supporting our enhanced working knowledge of pharmacological and non-pharmacological interventions to decrease the use of antipsychotics for residents without a diagnosis. We work closely with our regional BSO Consultant who supports the transition of individuals into LTC. Stirling Heights BSO's enhanced knowledge and experience has strengthened the interdisciplinary team's clinical knowledge of pharmacological and non-pharmacological interventions, to decrease the use of antipsychotics for residents without a diagnosis. Stirling works closely with our Medical Advisor, Consulting Psych geriatrician, attending physicians and Medi System pharmacy consultants, to ensure when a pharmacological intervention is required it is the most appropriate medication and dosage for best result for the resident without increasing risk in other areas, for example Falls. Stirling works closely with our Resident and Family Council to receive timely feedback on our successes of the home and the areas of opportunity. They are key to ensuring we know the needs of our residents and that our interventions are effective.

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 12, 2025

Anne D'Ambrosio, Board Chair / Licensee or delegate

Cheryl Lawrence Holmes, Administrator /Executive Director

Harneet Handa, Quality Committee Chair or delegate

Erin Coreno, Other leadership as appropriate
