

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

March 6, 2025

OVERVIEW

Overview

Extendicare Maplevue is a long-term care home located in Sault Ste Marie, Ontario and part of a large organization that provides care and services for seniors across Canada.

Improving the quality of care, we provide guides for our residents and their families. 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:

I have friends in the Home 71.3%

I am updated regularly about changes in the Home 72.4%

Overall, I am satisfied with communication from the leadership 75.4%

There is a good choice of incontinent care products 56%
 Continence Care Products fit properly 70.4%
 Overall, I am satisfied with the continent care products 75%

As of December 2024, the following results were accomplished for the following quality indicators:

Restraints 2.5% (target of 2.5%)
 Anti-psychotic Reduction 8.6% (target of 17.3%)
 Worsened Ulcers 0.9% (target 2.0%)
 Falls 19.2% (target of 15%)

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) We achieved our target in 3 out of 4 quality indicators.
- 2) A Home specific tour booklet has been developed with details of structural and operational processes with photos. Home & community Services and families have commented on the information and the tour itself informative and in general quality customer service focused.
- 3) Management and Staff Leads have been designated for each of the quality indicators which has helped to drive improvement.
- 4) Early November 2024, we have revamped Home's admission

process to include pre-admission, admission day and post admission transition. Each discipline role within the admission process will be defined. The admission checklist was revised to include each specific role; tasks to be completed and timelines. Rationale was established for the quality improvement initiative.

- Moving into a long-term care facility to live permanently is a significant life event for our frail elderly and their loved one. We need to support our residents to make a healthy transition following relocation.
- Entering a long-term care facility is often overwhelming for residents, families, and our staff at the Home.
- Following up of the Current Admissions staff to obtain missing documents or requirements, creating inefficiencies and frustration.
- Additionally, insufficient communication between long-term care homes and hospitals during transfers may adversely affect the resident's quality of care, lead to adverse events. There are significant challenges in ensuring continuity of care for residents transitioning between the hospital and long-term care.
- Gaps in the current health care system often result in failure to communicate resident care plans across treatment settings.
- Effective 'handoffs' of care between health care providers in each setting are necessary to ensure optimal health care outcomes for complex resident populations.

The transition to LTC can be an emotional and stressful time for all. Feelings of guilt when considering long-term care home and sadness over the change in the relationship can be part of the process. Grieving losses, talking through feelings - especially with those in similar situations and accessing supportive counselling can be extremely beneficial during this process.

- 5) Recognizing this another full-time social worker was hired to

facilitate the transition process. The social worker will work collaboratively post admission with the Home and Community services and other health care providers i.e., hospital case management. The interdisciplinary team will then be prepared and involved on the day of admission with specific procedures to be completed on the day of admission. The RAI department will be instrumental with completing the care plan with the clinical team on the resident home area. Post admission day the social worker will continue to follow up with resident and family members to ensure that the transition period is satisfactory. Criteria is being developed for the evaluation of the transition. The desired outcome for residents who have relocated to our long-term care facility is a healthy transition, that is, a place of living that is caring and where the resident's fundamental physical, safety, and love and belongingness needs can be met through to the end of life. This is a journey, and the entire process will not be entirely in place, but continuous improvements will be made as we create a resident focused transitional admission process for the Home.

6)We had successful recruitment & stability of operational management positions in 2024: Director of Care; 3 Assistant Director of Care and Support Service Manager

7)Extendicare Maplevue has established a centralized supply management system for ordering and inventory control.

8)Extendicare Maplevue's IPAC program is established with core functions to promptly detect signs and symptoms of infection in residents through daily monitoring activities, and to ensure measures are in place to prevent the transmission of infection. UTI Urinary Tract Infection reduction program- UTI Assessment

Algorithm and tool to use has been rolled out January 27th, 2025. Medical staff and regulated registered staff have been provided with education. The tool will be presented to family and resident council February 2025

2025 Priority Areas:

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.

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

1. Satisfaction with the quality of care from doctors; dietitian and social worker
2. Communication from home leadership is clear and timely
3. Discussions at care conferences, i.e. what's going well, what could be better and how we can improve things.

The management/leadership team will report the following topics for both fall prevention and restraint reduction

- a) monthly statistical information; share root causes.
- b) review action plan and opportunities for improvements.
- c) review and present educational materials and information on best practice guidelines.

ACCESS AND FLOW

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, Nurse Practitioner and Attending Physician 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 support is 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 successfully recruited a Nurse Practitioner to strengthen our collaborative care model. We continue to invest in credentialing advanced wound nurses (SWANs) and providing training and resources to enhance our team's skill sets, including multi-venous IV therapy, 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

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. 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

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? 86.4%

Family: Would you recommend this home? 90.9%

Survey results were reviewed by CQI committee: February 12th, 2025

Survey results were shared and discussed with Resident Council:

Feb 27, 2025

Survey results were shared and discussed with Family Council: Feb 20, 2025 & planned for March 20th, 2025

A copy of the survey results was provided to Resident Council: Feb 27th 2025

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

Survey results were posted on our bulletin board: Feb 20, 2025

Survey results shared with staff in the home: Feb 20, 2025

During discussions with the Residents and Family council when sharing our 2024 results, three areas were determined to be the 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 quality of care from doctors; dietitian and social worker 35.2% to 56.3%
2. Communication from home leadership is clear and timely 45.5%
3. Discussions at care conferences, i.e. what's going well, what could be better and how we can improve things. 56.3%

Extendicare Maplevue will revamp the interdisciplinary care conferences process in spring of 2025. The care conferences are central to the care of the elderly in our long-term care setting. Critical to the success of caring for our residents is the communication between providers about resident care. Also, interdisciplinary care conferences are an important component of ensuring quality long term care delivery, which can be complex and time intensive, requiring coordination of many medical, psychosocial, and therapeutic interventions and professionals. Rounding daily by the Management and Leadership team

throughout the Home will promote visibility and communication within the Home. This step involves gathering detailed information about our operational processes, clinical workflows, and administrative challenges. It's a collaborative approach, ensuring that the nuances of our practice are thoroughly comprehended.

Both the interdisciplinary care team meeting and the rounding of management/leadership team are two quality improvement initiatives to address the top three areas of improvement opportunities founded by the Resident and Family survey. Both Resident and Family Council agreed that the impact of both quality initiatives will improve the quality of care for the residents but also visibility and communication of the care providers will be positively impacted.

PROVIDER EXPERIENCE

Provider Experience

Extendicare Maplevue is part of a large organization (256 beds) 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.

Extendicare Maplevue has a commitment that when resumes are sent to the home, the home will reach out to the candidate within 48 to 72hrs business hours.

Our existing employees have proven to be our most valuable source of recruitment. We encourage our current employees to spread the word about open positions and recommend excellent coworkers.

Extendicare Maplevue actively collaborates with the local colleges and universities to provide student clinical placements. These placement opportunities help shape and encourage careers path in the long-term care sector and Extendicare Maplevue always looks forward to being part of the students' learning experience.

SAFETY

Resident 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 processes, 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

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.

Extendicare Mapleview also started In February 2025, implementing a consistent approach to providing palliative care elements of emotional, spiritual and physical support. Presentations at both February's Resident and Family council have taken place on the end-of-life care and grief/bereavement categories. The Home has also collaboratively involved the local community Palliative Care Clinical Coach. The coach is a regulated healthcare professional who

is a palliative care expert with specialist training. They provide palliative care coaching and mentoring to staff and clinicians in participating in community organizations to build primary-level palliative care competencies. The Clinical Coach role will collaborate with the Home's management/leadership team with change management initiatives, using quality improvement methodology, in alignment with provincial direction established by Ontario Health and guidance from the Ontario Palliative Care Network.

POPULATION HEALTH MANAGEMENT

Population Health Approach

Extendicare Maplevue considers the unique demographics in our home when planning care delivery requirements, programs, resources and external partnerships. Our population consists of seniors and adults with complex medical needs. We offer 24-hour nursing and personal care, assistance with medication and activities of daily living, physiotherapy, recreation and social programs. Access to a physician. We also collaborate with our community partners such as Home and Community Care, local hospital, Medi system Pharmacy, Algoma Public Health, Behavioural support Ontario. Additional services include dental hygienic care, foot care, hair dressing, pastoral care and physiotherapy.

CONTACT INFORMATION/DESIGNATED LEAD

Contact Information/Designated Quality Lead

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OTHER

Others

Director of Care: Linda Beitz

Regional Director: Johanna Horne

Medical Director: Dr Cassandra Taylor

National Director of Quality: Erin Coreno

LTC Consultant, Operational Quality and Resident Experience: Lisa Quesnelle

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 5, 2025

Extendicare Maplevue, Board Chair / Licensee or delegate

Extendicare Maplevue, Administrator /Executive Director

Extendicare Maplevue, Quality Committee Chair or delegate

Extendicare Maplevue, Other leadership as appropriate
