

Quality Improvement Plan (QIP)

# Narrative for Health Care Organizations in Ontario

March 10, 2025

## OVERVIEW

Extendicare Laurier Manor is a long-term care home located in Ottawa, 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.

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: Would you recommend our home (newspaper delivery service, toileting routines, Continence champions, residents attending outbreak meetings, diversity training)

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:

- WE were successful at becoming a restraint-free facility!
- WE successfully reduced our use of antipsychotics without a diagnosis.
- WE successfully reduced our residents' falls over the course of the year, surpassing both the Extendicare and the provincial target
- Our Skin and Wound reduction committee was highlighted corporately for their continued success at reducing and resolving complex pressure ulcers and are pleased with a full-time Skin and Wound Associate Nurse on staff to manage complex wounds and providing teaching and support to our registered staff.
- Subscription Service for Newsletters – 80 residents benefited from regular delivery of hard copy newsletters, new admissions were offered same, with e-copies being sent out to resident families who provided emails on admission.
- Resident Council Representative will continue to be present for Outbreak meetings
- We will continue to provide Empathy and Diversity training to create positive relationships between our residents, their families and our staff
- We were successful at recruiting 3 continence champions to the facility

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:

- Improving Physician Relations
- Improving Response time for Personal Care
- Improving Communication between Leadership and residents
- Improve Residents' participation in their Plan of Care

## 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 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

In 2025, Extendicare Laurier Manor will commit to continued support and recognition for diversity and inclusion for staff, residents, and families in our home. By utilizing communication applications, connecting residents with staff who speak their language, providing assistive hearing devices, and offering learning opportunities and activities on different cultures, we will be leaders in fostering an inclusive and supportive environment for everyone. Our dedication to these initiatives will ensure that all individuals feel valued, heard, and respected.

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

Extendicare's mission is "Helping People Live Better" and we accomplish this by actively engaging our residents and families. We promote transparency with residents and families by requesting their feedback in various activities such as quality improvement projects, annual resident satisfaction surveys which we use to gauge our quality improvement measures, various committees, resident and family councils and town hall meetings. Our ongoing goal is to incorporate feedback to continually improve quality of life and safety by ensuring the care each resident receives is reflective of their individual needs and wishes.

Our 2024 Resident and Family Experience Survey Results:

Date of Surveys: September 3-October 11, 2024.

Resident: Would you recommend this home? Result: 68.3%

71/71 willing respondents interviewed with a Cognitive Performance Scale score of 3 or more

Top three areas for improvement from survey

1. In my care conference, we discuss what's going well, what could be better and how we can improve things 47.1%
2. I am satisfied with the quality of care from my doctors 50.8%
3. If I need help right away, I can get it. 51.6%

Family: Would you recommend this home? Result: 71.4%  
7/100 respondents completed the online survey

Top three areas for improvement from survey

1. The resident has input into the recreation programs available. 20.0%
2. I am satisfied with the variety of spiritual care services. 20.0%
3. I am satisfied with the timing and schedule of spiritual care services. 20.0%

After discussion and review of the results the following focus areas from the survey were decided and will be included in our workplan for 2025:

- Improving Physician Relations
- Improving Response time for Personal Care
- Improving Communication between Leadership and residents
- Improve Residents' participation in their Plan of Care

Key actions taken, as a result of survey outcomes and co-designed with residents and families:

1. Empathy education for staff. Planned for completion by July

2025.

2. Residents First - Residents when capable and will to do so, will participate in their Annual Care conferences or may choose to appoint a person to be present or represent them, and they will be provided a copy of their Kardex report summary by May 2025

3. The Quality and Risk Management Coordinator will meet with the Resident Council together the Medical Director to see what the issues are with medical care at this time and bring to the attention of the Professional Advisory Committee in April 2025.

Role of Resident and Family Councils and CQI Committee in determining actions taken with survey results:

All three bodies reviewed results and offered feedback in developing the key actions to be taken as a result of the survey results.

Resident Council reviewed the survey and helped develop action items at their February meeting. Resident Council Representatives reviewed survey results and approved final action plan at their February meeting.

Family Council was provided the survey results and action plan in draft and provided feedback through individual email communications.

A holistic and co-designing approach was taken to developing action items. Top 3 areas for improvement were examined as well as the overall results and the residents experience living in the home.



These were all factored into deciding on the action items. Communication was noted on the survey; outbreak communication was emphasized by Residents Council. Empathy training was noted by all groups as a way to increase the connection and relationships between residents and staff. Improvements to the continence program were noted as one way to increase overall satisfaction.

How are results communicated to the residents & families, Resident & Family Council and staff:

Results were reviewed with Resident Council via Resident Council Meeting on February 13, 2025

Full copies of the report were provided to Resident and Family Council on February 13, 2025

Results were reviewed with Family Council on February 27, 2025

Results were shared with staff in the March staff newsletter in March of 2025

Full copies of the report were Posted on the quality improvement board on March of 2025

## PROVIDER EXPERIENCE

Extendicare Laurier Manor 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.

Extendicare Laurier Manor actively networks and promotes our facility as a learning hub, welcoming students for placements and preceptorships to gain hands-on experience. Through our mentorship programs, we support their learning and growth, and many who complete their training with us choose to stay on as employees. We are proud to foster a nurturing environment where future healthcare professionals can thrive and make a meaningful impact. care for our residents.



## 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 the root cause of 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.

Extendicare Laurier Manor is proud of their affiliation with both the Champlain Hospice Palliative Care Program and Bruyere Health Regional Palliative Consultation Team. Many of our front-line employees have attended that Palliative Pace for PSWs course and

are passionate about being able to provide inhouse palliative care to our residents and their families.

## POPULATION HEALTH MANAGEMENT

Extendicare Laurier Manor considers the unique demographics in our home when planning care delivery requirements, programs, resources and external partnerships. In our home our population's needs consist of dementia, younger residents, addictions and mental health. To meet the individualized needs of our residents, we have implemented programs such as Palliative Care, Restorative Care, Spiritual Care, Physiotherapy, and the My Wishes Program. We also collaborate with Alcoholic Anonyms, Seniors Services, Seniors on Site, Para Transpo, BSO (Behavioral Support Ontario) Registered Dietitian, full-time Wound Care Nurse and Royal Ottawa Geriatric Psychiatry.

The home has active Resident Council and a dedicated Resident Council Representative Committee, as well as a Family Council that works closely with home leadership to ensure that resident and families' voices are heard.

## CONTACT INFORMATION/DESIGNATED LEAD

Debora Lalonde, Quality & Risk Management Coordinator

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## OTHER

Sign off:

Administrator: Stephen Brown

CQI Committee Lead: Debora Lalonde RPN

Quality Lead of Home: Debora Lalonde RPN

Regional Director: Cory Nezan

National Director of Quality: Erin Coreno

## 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 10, 2025**

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**Extendicare Laurier Manor**, Board Chair / Licensee or delegate

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**Extendicare Laurier Manor**, Administrator /Executive Director

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**Extendicare Laurier Manor**, Quality Committee Chair or delegate

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**Extendicare Laurier Manor**, Other leadership as appropriate

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