

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

March 21, 2025

OVERVIEW

Extendicare Starwood LTC is a long-term care home located in Nepean, 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 council representative, 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:

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. When I need help right away, I can get it (e.g., when I ring the call bell): The percentage of residents who feel they can receive assistance promptly when needed, such as when using the call bell, has significantly increased from 53.7% in 2023 to 76.4% in 2024. Through Staff education and engagement, we demonstrated noticeable improvement in the responsiveness of staff.

2. The percentage of residents and families who say, “I would recommend this home. The percentage of residents and families who would recommend this home has risen slightly from 79.1% in 2023 to 81.1% in 2024. This shows a positive shift in overall satisfaction with the care and environment provided.

3. Residents’ responses to, “I have input into the recreation programs available: The percentage of residents who feel they have a say in the recreation programs available to them has improved from 63.6% in 2023 to 70.5% in 2024. The survey suggests that residents are experiencing greater involvement in shaping the activities they engage in even though we still need to strive to do better.

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1. Antipsychotic Deprescribing: The use of antipsychotic medication without a diagnosis was significantly reduced in 2024, exceeding the Extendicare goal of 17.3%. Our home consistently maintained a rate below 15% throughout the year through the following measures:

- A thorough review of antipsychotic medication usage with physicians and geriatric outreach (Royal Ottawa Hospital - ROH).
- Implementation of Dementia Observation system (DOS) mapping to identify triggers.

- Introduction of alternative behavior management strategies, such as Behavior Support Ontario (BSO).
- Utilization of Extendicare tracking tools to monitor the number of residents who use antipsychotic medication each month.

2. Fall Prevention: Our home has made significant progress in reducing the number of falls each month, achieving the Extendicare goal of 15%. Throughout 2024, we consistently maintained the fall rate below 14%. This accomplishment was made possible through the continuous monitoring of residents at high risk for falls, thorough reviews of each fall during huddle meetings, and active feedback from line workers, particularly PSWs. These collaborative efforts have been key to our success.

3. Skin and Wound Goal: Our home consistently maintained a skin and wound rate below 2% throughout 2024, with two months not meeting the goal due to inherited wounds upon admission. Through adherence to the Extendicare skin and wound policy, procedures, and close monitoring of skin health with the support of our Wound Nurse, we successfully achieved the goal. During quarterly Skin and Wound meetings, the committee reviews residents at risk for potential skin breakdowns and implements action plans to ensure continuous monitoring. This includes reporting, assessments, referrals to dietitians, and nutritional supplementation as advised by the Dietitian.

4. Restraint Goal: Our home has been recognized as a restraint-free facility, maintaining a 0% restraint use throughout the year 2024. Some of the key factors that contributed to our success in maintaining this goal include:

- Comprehensive assessments upon admission.

- A thorough history of residents' behavior assessments.
- Timely reporting and referral to physiotherapy when necessary.
- The alternative use of restraints, such as involving residents in activities, ensuring regular toileting, and providing personalized care options.

In 2024, our home successfully maintained a 0% restraint rate, highlighting our commitment to the most responsible approach to restraint. We will continue to monitor this progress closely to sustain these results. However, while this remains important, we have decided not to include and prioritize it as a primary focus for 2025.

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

1. I have input into the recreation programs available 70.5%
2. I am satisfied with the schedule of religious and spiritual programs currently offered. 73.5%
3. I am satisfied with the care I receive 82.1%

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 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 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 Families, 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.

While Extendicare Starwood operates from a business perspective in English we strive to meet the communication needs of residents through the following mechanisms;

- Tracking the additional languages spoken by staff
- Utilizing family resources
- Utilizing community volunteer resources
- Developing picture boards/books communicating essential items
- White boards
- Sign language

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 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? 81.0 %

- Family: Would you recommend this home? 88.6 %
- Survey results were reviewed by CQI committee: January 7, 2025
- Survey results were shared and discussed with Residents Council: February 23, 2025
- The survey results were shared and discussed with Families: February 6, 2025
- A copy of the survey results was provided to Resident Council: Feb 26, 2025
- A copy of the survey results was provided to Families: Newsletter
- Survey results were posted on our bulletin board: February 26, 2025
- Survey results shared with staff in the home: Staff Newsletter (Dec. 22, 2024)

Starwood does not currently have a family council, but we actively encourage and support families to form the council and participate in its development. To support this initiative, we send monthly letters to keep families informed and engaged, and we also provide reminders during the monthly town hall meetings.

Our home has long been known for its strong "Family Support Group" (FSG), which plays a crucial role in enhancing the lives of our residents. The involvement of Family Support Group in our programs creates a sense of unity and belonging, enriching the overall experience for residents. The Family Support Group offers valuable assistance to the program department through a variety of activities designed to promote well-being, such as music therapy, one-on-one therapy, and other therapeutic activities tailored to individual needs. These efforts not only help improve the quality of life for our residents but also foster deeper connections between families, residents, and staff.

During discussions with the Residents council and families 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. I have input into the recreation programs available (70.5%) While we have improved the recreation program availability for residents, we are committed to further enhancing these offerings through several action plans. These include calendar planning with residents, where an Activity Staff member will meet with residents on each floor to discuss and plan activities monthly. Activity staff will also use guide questions to facilitate resident input during these meetings. Meeting minutes will be recorded and shared during the monthly Recreation Department meeting, ensuring that residents' input is considered when planning the activity calendar. Additionally, we will hold monthly town hall meetings with families to gather their feedback on the recreation programs.

2. I am satisfied with the schedule of religious and spiritual programs currently offered (73.5%). In 2025, we will prioritize the expansion of these offerings, with a focus on incorporating a broader range of religious and spiritual services. As part of this initiative, our home plan, under the leadership of the Program Manager, will actively engage with diverse religious communities to bring their spiritual services into the home, ensuring that residents have access to schedules and variety of spiritual program tailored to their individual beliefs and needs.

3. I am satisfied with the care I receive (82.1%). In 2024, our score on this questionnaire was lower than in 2023, where we scored 90%. We see this result as an opportunity to improve the care we provide, continually striving to maintain the highest standards. Our goal is to ensure that all our residents receive exceptional care, allowing them to enjoy their daily lives without any concerns about the quality of care they receive. We strongly believe that our residents deserve nothing less than the best care, which is why we make it a priority for the 2025 Quality Improvement plan. By addressing areas of concern and building on our strengths, we are confident in our ability to deliver exceptional care that meets and exceeds expectations.

PROVIDER EXPERIENCE

Starwood LTC 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.

Some Innovative practices we do in our home to improve recruitment and retention, workplace culture, or staff experience are:

1. Encouraging Staff Involvement in Program Meetings: We foster a collaborative environment by actively encouraging staff to participate in various program meetings. This engagement allows them to share ideas, contribute and feel more connected to the organization's goals and values.
2. Open Door Policy: We maintain an open-door policy to ensure that all staff feel comfortable sharing their thoughts, concerns, and suggestions. This approach promotes transparency, strengthens trust, and helps create a supportive workplace culture.
3. "Monthly Care Champion" Recognition Program: Each month, we highlight and celebrate an exceptional staff member through our "Monthly Care Champion" program. Nominations are open to residents, families, and staff, giving everyone a voice in recognizing outstanding care and dedication. This initiative boosts morale and reinforces a culture of appreciation.
4. Providing Essential Resources for Staff Success: To ensure our staff can perform their tasks effectively and efficiently, we prioritize providing the necessary resources, tools, and training. This

commitment to equipping our team with everything they need leads to better performance, job satisfaction, and overall retention.

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

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 Starwood LTC 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, while multiculturalism is increasing, our population primarily elderly Anglo-Saxon women. To meet the individualized needs of our residents, our home continues to provide care for residents with moderate to significant cognitive impairment, with a strong focus on dementia and palliative care. We also receive support from the Outreach Geriatric Group (Royal Ottawa Hospital) for residents who exhibit severe behaviors. Most of our Personal Support Workers (PSWs) are trained in the Gentle Persuasive Approach and DementiAbility. Additionally, our registered staff (RNs and RPNs) undergo ongoing education and training to ensure they have the skills and knowledge necessary to deliver the highest quality care.

CONTACT INFORMATION/DESIGNATED LEAD

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OTHER

Executive Director/Administrator: Sam Wossene
CQI Committee Chair: Babylyn Alcantara
Quality Lead of home: Jasmine Kaur Bumrah
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 20, 2025

Cory Nezan, Board Chair / Licensee or delegate

Sam Wossene, Administrator /Executive Director

Jasmine Kaur, Quality Committee Chair or delegate

Babylyn Alcantara, Other leadership as appropriate
