

Quality Improvement Plan (QIP)

# Narrative for Health Care Organizations in Ontario

March 26, 2025

## OVERVIEW

Extendicare NEW ORCHARD LODGE is a 111 beds long-term care home located in OTTAWA and part of a large organization which 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: the quality of care provided by doctors, communication from leadership, and the process for raising concerns with staff.

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:

To enhance the quality of care from doctors, a full-time Nurse Practitioner was hired on March 4, 2024, to provide coverage when doctors are unavailable. Satisfaction survey results were shared with the Medical Director and Attending Physician on February 12, 2024, and residents were informed at the Resident's Council meeting on January 31, 2024, about physician visit expectations and referral processes. Following implementation, satisfaction increased from 44.0% in the 2023 survey to 70% in the 2024 survey.

To improve timely response to residents' requests, a policy was

implemented in March 2024 requiring all concerns to be followed up within one business day and documented in Point Click Care. After implementation, satisfaction went from 56% in the 2023 survey to 65% in the 2024 survey.

Leadership communication was addressed with a Communication Plan developed on February 15, 2024, including a resident newsletter, participation in huddles, and monthly management-led resident interviews. Following implementation, satisfaction increased from 53.8% in the 2023 survey to 63.2% in the 2024 survey.

Recreation program input is now gathered at monthly Resident Council meetings. Following implementation, satisfaction increased from 37.5% in the 2023 survey to 50% in the 2024 survey.

To enhance satisfaction of spiritual care services schedule, families were consulted via email on February 16, 2024, and residents will provide input quarterly at Resident Council meetings. Survey results were shared with Resident and Family Councils to gather feedback for action planning, reviewed at the CQI Committee, and communicated through emails, Quality board postings, and council meetings. The Family Council received the report on February 2, 2024, and the Resident Council on February 9, 2024. Following implementation, satisfaction increased from 71.4% in the 2023 survey to 75% in the 2024 survey.

Our CQI committee has identified key quality improvement priorities for 2025, focusing on fall prevention, pressure injury reduction, antipsychotic deprescribing and ED visits. We currently have no restraints in our home. For 2025 will continue to monitor

our current processes to sustain results but have not included as a priority area in our action plan. Additionally, our primary key performance indicator is to enhance overall satisfaction with care, measured by the percentage of residents and families who would recommend our home to others. Our targets are 85% for residents and 98% for families.

The following areas from our Resident Experience survey as determined following consultation with our Resident and Family Councils:

Percentage of residents who are willing to recommend this home to others.

Care plans are individualized to reflect each resident's goals and wishes.

Care conferences focus on the residents' status and identifying opportunities for further improvement.

Residents and Families satisfaction with scheduling of spiritual care services.

Residents and families input into the recreation programs available.

Clear and timely communication from home leadership.

Residents and families' satisfaction with the Cleanliness of residents' rooms.

## 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 collaborate closely with residents, their families, and our health system partners to ensure safe and seamless admissions to our home, recognizing that transitions within the healthcare system can be challenging for those we serve. During these critical moments or when specialized support is needed, we prioritize providing additional care and attention to support our residents.

As part of our 2025 Quality Improvement Plan, we are committed to reducing emergency department transfers for residents who can be effectively managed within the home. Our nurse practitioner will work alongside the registered staff to enhance communication and clinical decision-making through the SBAR framework.

## 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**

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 can 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.

Our home is dedicated to fostering an inclusive and diverse environment for our residents, staff, and families. Over the past year, we have taken meaningful steps to celebrate diversity and promote equity within our community.

We held a Pride event and invited a guest speaker to educate and engage our community about the importance of Pride. Additionally, we celebrated a variety of cultural holidays, recognizing and honoring the diverse backgrounds of our residents and staff. These initiatives are part of our ongoing commitment to creating a welcoming and inclusive environment for everyone.

Looking ahead to 2025, we remain dedicated to supporting and recognizing diversity and inclusion in our home. We will continue to implement programs, celebrate cultural events, and provide resources that reflect the values of equity and respect for all.

## **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? 78.9%

Family: Would you recommend this home? 95.5%

Survey results were reviewed by CQI committee: February 4th, 2025

Survey results were shared and discussed with Resident Council: January 29th, 2025

Survey results were shared and discussed with Family Council: January 22nd, 2025

A copy of the survey results was provided to Resident Council: January 29th, 2025

A copy of the survey results was provided to Family Council: January 22nd, 2025

Survey results were posted on our bulletin board: January 27th, 2025

Survey results shared with staff in the home: February 13th, 2025

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

Top areas Resident Experience survey priorities for improvement in



2025:

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## PROVIDER EXPERIENCE

New Orchard Lodge 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.

At New Orchard Lodge, we prioritize targeted recruitment strategies by strengthening partnerships with local colleges, universities, and internationally trained professionals to attract skilled talent. We provide mentorship programs and clinical placements to support long-term career development within our home.

We are also committed to employee feedback and engagement by conducting annual staff engagement surveys and hosting quarterly focus groups to gather insights, address concerns, and implement meaningful improvements based on employee feedback.

## 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 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.

## POPULATION HEALTH MANAGEMENT

Extendicare New Orchard Lodge considers the unique demographics in our home when planning care delivery requirements, programs, resources and external partnerships. Our resident population primarily consists of women aged 65 and older. Our residents have access to a Spasticity Clinic, Geriatric Mental Health Outreach, and Palliative Care Team. Additionally, we offer specialized programs tailored to the unique needs of our residents, including Dementia Care, Mental Health Support, Bariatric Care, Wound Care Management, and Rehabilitation Services.

## CONTACT INFORMATION/DESIGNATED LEAD

Alaa Abdelrahman

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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 18, 2025**

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**Cory Nezan**, Board Chair / Licensee or delegate

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**Stephanie Fraser**, Administrator /Executive Director

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**Alaa Abdelrahman**, Quality Committee Chair or delegate

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**Bill Preiss**, Other leadership as appropriate

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