

Quality Improvement Plan (QIP)

# Narrative for Health Care Organizations in Ontario

March 18, 2025

## OVERVIEW

Extendicare Haliburton is a long-term care home located in Haliburton, 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, and resident 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:

- Family would recommend this home to others.
- I am satisfied with the quality of care from the dietitian.
- I am satisfied with the quality of care from the doctors.
- I am satisfied with the quality of care from the social workers.
- I have an opportunity to provide input on food and beverage

options.

- Percentage of families who are satisfied with the quality of care from the doctors.
- Percentage of residents who are satisfied with the timing and schedule of spiritual care services.

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:

- Increased communication overall.
- Increased spiritual care services.
- Continue to be restraint free in our home. As a result, we will continue with our current processes and will monitor but we will not have restraints as a focus in our 2025 workplan.

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 as well as the following areas from our Resident Experience survey as determined following consultation with our Resident Council:

- I have input into the recreation programs available.
- I am satisfied with the quality of care from the Dietitian.
- I am satisfied with the quality of care from the Doctor.

## 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 by the data we gather from our annual Resident and Family Experience Survey. Through partnerships with local Indigenous Elders, Knowledge Keepers, and regional health organizations we are able to integrate healing practices and culturally significant activities into care plans. Personalized support ensures residents feel seen, respected and connected to their heritage.

Implementing mandatory training on cultural safety, anti-racism, and the history of Indigenous Peoples in Canada for all staff, fosters awareness and equips caregivers with the skills to address systemic barriers and biases. Identifying and addressing systemic gaps in care, including access to interpreters, culturally appropriate meals and resources, and the provision of trauma-informed care, are skills taught in staff training. Regularly assessing program outcomes through resident feedback, and staff input, helps us ensure continuous improvement.

Some examples of programs we have implemented include: Orange shirt day to recognize Truth and Reconciliation day. In 2025 we commit to continued support and recognition for diversity and inclusion for staff, residents and families in our home.

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

Active engagement of residents and families is essential to our values. Annually, through an anonymous survey, we seek feedback from residents and their families about what is going well and what we can do to improve. The annual survey provides our home with a summary of the scores and comments for each of the areas of care and services offered. We use this report to collaborate with the residents and family councils to determine an action plan to improve the experiences of those we serve. On a regular basis during the year, we discuss progress updates and strategies for improvement via resident council meetings and family 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? 80%

Family: Would you recommend this home? 94.4%

Survey results were reviewed by CQI committee: February 2025

Survey results were shared and discussed with Resident Council:  
January 2025 2024

Survey results were shared and discussed with Families: by email  
February 2025

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

A copy of the survey results was provided to Families: posted on  
communication board January 2025

We currently do not have a Family council in our home. We  
continue to try and recruit members through email newsletters,  
and posting information about family council. As a result, we shared  
our resident and family experience survey results via email  
newsletter and posted on the communication board in the front  
vestibule.

Survey results were posted on our bulletin board: December 2024

Survey results shared with staff in the home: February 2025

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

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

1. I have input into the recreation programs available. 63.2%:  
Activity surveys for residents and families August 2025. Resident  
council meetings, monthly.
2. I am satisfied with the quality of care from the Doctors. 44.4%:  
Improve visibility of Physicians in the home to residents and  
families.
3. I am satisfied with the quality of care from the Dietician.  
63.2.0%: Increase awareness of the role of the dietician in the home  
to the residents.

## PROVIDER EXPERIENCE

Extendicare Haliburton 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 Haliburton has increased staffing in the home by adding more full-time positions. Recruitment efforts are ongoing in all departments. We celebrate employee milestones with annual service awards.

## **SAFETY**

At Extendicare, we take a system approach to preventing and reducing resident safety incidents. At the core of this approach is system learning and process improvement.

Incidents and risks are escalated rapidly within the organization, so that they can be addressed and mitigated, with rapid response support provided to home care teams by specialized organizational support team members. When a root cause from an incident in one home is identified that may pose a risk elsewhere, an alert is sent out to all care teams across our organization. These alerts flag issues and risks home leaders should be aware of, and preventative measures homes need to take in relation to care practice and risk prevention.

Safety data is analyzed continually from all Extendicare homes, to identify improvement opportunities. Standardized process, policy, practice and technology improvements are developed in response, and shared through education with care teams across all our homes. Biweekly education and question and answer (Q&A) webinars are held on safety and clinical practice topics derived from this analysis and attended by leaders and clinicians from all Extendicare homes throughout the year.

From front-line to senior leadership, safety incident reporting, awareness and response, is embedded in our roles and daily work. All these program elements, and more, comprise our safety culture program.



## PALLIATIVE CARE

Residents and families in long-term care deserve compassionate, high-quality care. Our teams collaborate with residents and families to tailor plans of care based on each residents' individualized needs.

We provide enhanced palliative care training for interdisciplinary teams, in partnership with Pallium Canada, enabling high-quality clinical, spiritual and emotional palliative care supports for residents and their families. In 2025 as an organization, we are training additional facilitators so we can provide ongoing educational opportunities as we continue to build a culture utilizing a palliative approach to care.

In collaboration with Pallium all Extendicare homes have a registration link to family caregiver education on palliative care. The CARERS course is available free of charge and is an excellent educational opportunity we promote for caregiver support.

We are currently updating our Palliative Program policies and procedures to further emphasize the importance of a palliative care philosophy. The revised policies and procedures will be implemented in 2025 with associated staff education and training. The focus will be on earlier awareness and identification of those who require a palliative approach to care through implementation of a standardized Palliative assessment which is designed to guide staff in addressing the holistic needs and symptom management of each resident.

## POPULATION HEALTH MANAGEMENT

Extendicare Haliburton 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 mainly seniors with dementia and other specialties such as mental health and bariatric needs. To meet the individualized needs of our residents, we have implemented programs such as palliative approach to care, support with Alzheimer's, dementia, stroke, end stage core morbidities, mental health disorders, bariatric, Canadian mental health association mobile clinic, psychiatric assessment services for the elderly, and Ontario Shores, and other specialized medical services. We also collaborate with the College of Nurses, RNAO, Center for disease control, public health, behavior supports Ontario, Medi system pharmacy also engaging with residents and families to make changes within the home.

## CONTACT INFORMATION/DESIGNATED LEAD

Christina Black- Quality Lead  
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## OTHER

Continued investment in professional growth of staff. Extendicare Haliburton supports staff across all disciplines to further their education and careers.

This is made possible through different dedicated programs, as well as Ministry funding targeting professional growth. We are always open to students, high school co-op, community hours, and placements for PSW, RPN, RN, activity aid. Through these funds, we have supported staff seeking their PSW certifications, achieving advanced designations in various clinical and non-clinical areas including infection prevention and control, skin & wound, health and safety, palliative care, and leadership, etc

## 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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**Erin Coreno**, Board Chair / Licensee or delegate

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**Krysta Sharp**, Administrator /Executive Director

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**Christina Black**, Quality Committee Chair or delegate

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**April DeCarlo**, Other leadership as appropriate

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