

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

March 11, 2025

OVERVIEW

Extendicare Hamilton is a long-term care home located in 90 Chedmac Drive, Hamilton 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:

Resident: Would you recommend this home, Input into recreation programs and updated regularly about changes
Family: Would you recommend this home, Input into recreation programs and good choice of continence products.

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. Resident's inputs/suggestions are incorporated in the monthly calendar of Activities, and gained favorable feedback from residents
2. Residents are informed during the Coffee, Tea and Discussions with the Administrator of new projects/initiatives and quality improvement programs being done at the home. Family members are also informed during its regular Family Council Meetings.
3. Regular updates to families are posted at the Home and notices are regularly sent via emails. Favorable feedback is received from families.
4. Meal service:
 - a. Food tasting sessions were participated by residents and staff.
 - b. The regular meal audits and walk abouts by Managers became opportunities for timely teaching and sharing of policies and procedures with staff. Findings and observations are regularly discussed during daily meeting of Managers. Policies and procedures are reviewed as a result.
 - c. Feedback and observations are regular areas of discussion during interdisciplinary care conferences with the goal of updating residents' dietary/nutrition care plans incorporating their likes, dislikes, choices and preferences
5. Conduct education session with families and representative of Prevail (incontinence product) resulted to families being informed.
 - a. Completed education session to Continence Care Champions
 - b. Initiated an improved system of management of incontinent products, which included the:
 - i. Monthly meeting of the Continence Care Champions,
 - ii. Weekly review and sizing of resident and product utilization

distribution

- iii. Twice a month audit on appropriate sizing of products
- iv. Implementation of in-room delivery system of continent products

6. We are so proud that our Medical Director Dr. Irene Tuttle has been named Ontario Long-Term Care Clinicians' (OLTCC) Physician of the Year 2024. A testament to her 30-year career dedication and leadership to Extendicare Hamilton and the Long-Term Care Sector.

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, the 3 top opportunities from our Resident Experience Survey are the following:

- If I need help, I can get it
- I enjoy eating meals in the dining room
- The resident has input into the recreation program available.

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 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 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? 77.1%

Family: Would you recommend this home? 85.5%

Survey results were reviewed by CQI committee: Jan.15, 2025

Survey results were shared and discussed with Resident Council:
Dec.17, 2024

Survey results were shared and discussed with Family Council: Jan.
23, 2025

A copy of the survey results was provided to Resident Council:
Dec.17, 2024

A copy of the survey results was provided to Family Council: Jan.23,
2025

Survey results were posted on our bulletin board: Dec.17, 2024

Survey results shared with staff in the home: Dec.17,2024

During discussions with the Residents and Family 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. If I need help, I can get it - 66.7%

Action Plan Target date: January 2025

Reviewed PSW job routines especially and assigned to a specific PSW who will be the primary personal care provider. The goal is timely response to calls for assistance and reduce incidents of complaints received from residents.

Implemented proactive rounding to anticipate residents care needs (4Ps- pain, prompted toileting, positioning and commonly used items are within their reach) rather than wait for residents to ring their call bell.

Monthly audit of response time to call bell using the call bell computer system. Frequency of audit will be increased when concerns are identified.

Ongoing recruitment in the nursing department, strategic goal to decrease agency utilization. The Home has not utilized agency staffing except for 1:1 since October 2024.

The Home has increased the staffing complement of both the PSWs and registered staff in each home area.

Discussion of concerns on response to calls for assistance is an item if discussion during IDTCs and family meetings. Information will be referred to the respective Manager for action and resolution.

2. I enjoy eating meals in the dining room – 70.6%

Action Plan Target date: January 2025

Meal Service audits and meal rounds at different meal services are conducted by Managers in their assigned home areas to monitor meal service and obtain feedback from residents twice a month. Food Services Supervisor to complete rounds of tables with different meal services to monitor meal service and obtain feedback from residents.

Reviewed with all staff Pleasurable Dining Experience program.

Registered Staff to conduct meal service rounds on all units to ensure residents' need are met, noise level in the dining room is appropriate aligning with pleasurable dining experience. Feedback on meal service experience gathered from Post Admission and Annual Care Conferences, and family meetings are being referred to Leadership Team action on concerns.

3. The resident has input into the recreation programs available - 41.7%

Action Plan Target Date: December 31, 2025

Monthly Program Planning Meetings to be implemented to engage residents in programs decision making -Add Program Planning Meetings on the calendar.

Involve families in program planning -Communicate program plans through emails and family councils.

In- House communication to Residents on planned programs - Activity Department to display a board near the front entrance with monthly calendar.

PROVIDER EXPERIENCE

Extendicare Hamilton 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.

The Home have utilized Innovative practices to improve recruitment and retention:

Strengthening recruitment efforts:

1. Closer collaboration with Colleges and Universities by accepting student placements and internship programs (PSW, RPNs, RNs and Recreation Therapists. Through these initiatives qualified graduates are encouraged to join the home.
2. Participated in job fairs
3. Creating a culture of inclusivity, hiring staff from various cultures

Enhancing workplace culture

1. Create an environment that promotes teamwork through the conduct of regular huddles, scrums and Committee meetings and regular department meetings.
2. Recognition of staff for their work and contribution

3. Improve Employee Engagement where the Administrator holds a regular general staff meeting and shares plans and accomplishments of the home.
4. Strengthening Committees through training of additional members
 - Health and Safety
 - Infection and Prevention and Control (IPAC)
5. Designation of Care Champions/Leads- Falls, Wounds, Infection Control, Palliative Care and Responsive Behaviors Professional Development and Continuing Professional Development through online education sessions and teams training education.
6. We celebrate and show appreciation for our team, various times a year for example: Health Care Professional Week, Formal Award and Recognition Ceremony, Christmas parties and order in meals throughout the year.
7. We celebrate our Volunteers with a Formal Luncheon where they are presented with a certificate of appreciation and a memento.

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 Hamilton 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 residents with Dementia and younger residents

cognitive and mobility challenges. To meet the individualized needs of our residents, we have implemented programs such as

- 1. Falls Prevention and Mobility Enhancement - Implementation of a Falls Prevention Program--re-introduction of bed and chair alarms, floor mats, and high/low bed to prevent falls.
- Use of personalized mobility aids and regular physiotherapy sessions to enhance residents' strength and stability.
- Data-driven tracking of fall incidents to tailor individual risk reduction strategies.
- 2. Enhancing Mental Health and Dementia Care
- Geriatric Mental Health Outreach Program:
- Partnership with mental health professionals to provide counseling, therapy, and behavioral interventions for residents experiencing depression, anxiety, or cognitive decline.
- Regular psychiatric evaluations and tailored medication management plans to support mental well-being.
- 3. Secured Dementia Care Unit
- Implementation of Gentle Persuasive Approaches (GPA) training for staff to improve dementia care. Personalized memory care programs that incorporate music therapy, reminiscence activities, and cognitive exercises.
- Secure a dementia-friendly environment with sensory rooms and wayfinding strategies to enhance resident safety and orientation.
- 4. Palliative and End-of-Life Care Enhancements. Implementation of personalized end-of-life care plans that include spiritual, emotional, and medical support for residents and families. Palliative care carts
- Improved symptom management, wound care, and medication adjustments without requiring hospital transfers.
- 5. Medication Management and Deprescribing
- Antipsychotic Deprescribing Initiative:

- Reduction in the use of antipsychotic medications for non-psychotic residents through a physician-led deprescribing strategy. The Medical Director active member of the committee in the home working with staff and other physicians to ensure utilization of other non-pharmacological interventions.
 - Increased use of alternative behavioral therapies and resident-centered approaches to managing agitation and distress.
 - 6. Medication Safety & Optimization Program:
 - Regular medication reconciliation reviews with pharmacists and physicians.
 - Completion of annual medication safety self-assessment.
 - 7. Infection Prevention and Control (IPAC) Initiatives
 - Annual Influenza and COVID-19 Vaccination Clinics
 - On-site vaccination campaigns achieving a 90%+ immunization rate for residents and staff.
 - Home-wide incentive programs encourage participation in seasonal flu vaccinations.
 - 8. Resident and Family Engagement for Quality Improvement - Resident and Family Experience Survey:
 - Annual surveys conducted to gather feedback on quality of care, services, and resident satisfaction.
 - Implementation of targeted improvements based on survey results, including enhanced recreational activities, improved meal planning, and additional staffing support.
 - 9. Advancing Workplace Culture & Staff Development
 - Celebrating exceptional employees through recognition programs, awards, and appreciation events.
 - Increasing employee engagement scores and retention through improved workplace culture.
- We also collaborate with Ontario Health, Alzheimer's Society, BSO mobile team, Public Guardian and Trustee, Center for healthy

Aging, Private Capacity Assessors.

CONTACT INFORMATION/DESIGNATED LEAD

Kiran Daniel ADOC/Quality lead
kiran.daniel@extendicare.com

OTHER

We are proud of the various programs we offer within our home. We capture Monthly Special Events and host festive luncheons to celebrate diversity of our residents in a way that is meaningful to them such as Chinese New Year, Robbie Burns, Remembrance Day and Oktoberfest. A day in Paris was a success with croissants, crepes, and music. A Magician entertained our Residents with amazing illusions and tricks. We have lively entertainment several times per month, which gets our residents reminiscing and moving. Our community partner, Triple C Farms, visits our Home with their animal friends. Our Residents have an interactive morning visiting with goats, sheep, llama, donkeys, miniature horses, and rabbits. For the past 2 years we have hosted an Antique Car show with Entertainment and BBQ.

We have five community partners that support our Residents with meaningful spiritual connections.

Our Monthly BBQs from March – October are very well received from Residents, Families and Staff.

We have incorporated innovative programs with the use of technology; Rendevar (Virtual Reality), Obie and Touch2 play. Each of these provides new programming strategies to reach residents who have unique and diverse abilities. We have a focus on Montessori (Sensory carts Purchased) and Music and Memory.

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 11, 2025

Erin Coreno, Board Chair / Licensee or delegate

Pilar Henderson, Administrator /Executive Director

Kiran Daniel, Quality Committee Chair or delegate

Other leadership as appropriate
