

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

March 28, 2025

OVERVIEW

Extendicare Crossing Bridge is a 256 bed long-term care home located in Ottawa, Ontario and part of a large organization that 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. We are proud that 2024 was another year where we maintained 0 physical restraints with the home. Consequentially, for 2025, we will continue to monitor our current processes to sustain these results, but have not included this as a priority area in our corresponding 2025 action plan.

1. Falls prevention – 15%

- Our Approach – Upon admission we perform a Falls Risk assessment to determine the resident's risk of fall and proactively implement risk mitigation strategies within the home. Environment governs function and we aim to tailor each resident's environment to address their individual needs. For all residents, we implement S.A.F.E Universal Falls Precautions. Falls are monitored and analyzed on an ongoing basis using a multidisciplinary approach. In the event of a fall, the team comes together to perform root cause analysis and environmental risk assessments to ensure a safe and uncluttered environment with adequate lighting and supportive mobility devices, activity programs specific to the needs of residents at high risk for falls, appropriate footwear, medication reviews, and more. The team further reviews falls at both our Friday falls meeting and monthly Falls Committee meetings to ensure that all interventions are in place and are up to date in their care plans.

2. Inappropriate Use of Antipsychotics – 17.3%

- Our Approach – We review all residents that have received antipsychotic medication to determine if ongoing administration is appropriate after reviewing exclusion criteria. Residents are assessed as part of Extendicare's antipsychotic reduction program for potential reduction to discontinuation for the inappropriate use of the medication. The resident and POA are consulted along with the physician and pharmacist. We review the inappropriate use of antipsychotics at monthly BSO Meetings as well as our quarterly Professional Advisory Committee meetings to ensure that all interventions are in place and are populated into their care plans.

3. Restraint Reduction – 2.5%

- Our Approach – Extendicare has a Least Restraints policy which

states that the home will ensure that when no alternative to restraints is appropriate, that the least restrictive restraint possible will be used, for the shortest duration of time possible, and only as a last resort after all other methods of promoting the resident's safety have been tried and failed. We review restraints and personal assistive safety devices (PASDs) at monthly Falls and Restraints Committee meetings to ensure that all interventions are in place and care plans are up to date. Discussions with residents and families regarding the risks of restraint use and availability of alternatives are discussed during admissions, at IDTC's and upon request.

4. Worsened Stage 2-4 Pressure Injury – 2%

- Our Approach – Our Wound Care Champion compiles a list of all residents with pressure ulcers and identifies those at high risk for pressure ulcers and presents this information to the Skin and Wound committee. The underlying factors contributing to the pressure injuries are discussed and interventions are implemented. Some interventions include air mattresses, frequent repositioning, applying barrier cream, wound dressing changes, and dietary consultations to ensure adequate nutrition for healing. These interventions are supported by our partnerships with our vendors to enhance our assessment process and ensure correct product selection to promote healing, education of new advanced practice skin and wound care, review of bed surfaces and repositioning devices. We have the benefit of having a full time Wound Care Champion who is SWAN certified, and three other SWAN certified nurses who support the Wound Care Champion.

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? Result: 60.7%

- Top three areas for improvement from survey:

- 1) I have input into the recreation programs available (33.3%)
- 2) I am satisfied with timing and schedule of spiritual care services (50.0%)
- 3) I am satisfied with the variety of spiritual care services (50.0%)

Family: Would you recommend this home? Result: 75.9%

- Top three areas for improvement from survey:

- 1) The resident has input into the recreation programs available (29.4%)
- 2) I am satisfied with timing and schedule of spiritual care services (46.7%)
- 3) I am satisfied with the variety of spiritual care services (46.7%)

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: In April 2024, our Calendar Planning meetings became monthly rather than quarterly to elicit more effective and frequent communication for resident feedback. From re-evaluating these meetings, we now promote the utility of both the Program-Specific Resident Survey and the Spiritual Assessment Tool on a monthly basis. This has enabled us to improve the recreation and spiritual care programs within the home to meet our resident needs.

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 and Family Councils:

- 1) If I need help right away, I can get it (41.9%)
- 2) In my care conference, we discuss what's going well, what could be better and how we can improve things (53.6%)
- 3) I am satisfied with the food and beverages served to me (58.8%)

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 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 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 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: twice a year multicultural potlucks, an abundance of black history month events, African printed uniforms, multicultural fashion shows, and Ramadan festivals. 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? 78.1%

Family: Would you recommend this home? 81.0%

Survey results were reviewed by CQI committee: January. 28th,

2025

Survey results were shared and discussed with Resident Council: January. 28th, 2025

A copy of the survey results was provided to Resident Council: January. 28th, 2025

A copy of the survey results was provided to Family Council: January. 28th, 2025

Survey results were posted on our bulletin board: January. 28th, 2025

Survey results shared with staff in the home: January. 28th, 2025

We are currently in the process of expanding the Family Council in our home. We continue to try and recruit members through newsletters, family town halls and posting information about family council. As a result, we shared our Resident and Family Experience Survey results and inquired about insight into this years Quality Improvement Plan with the Chair of the Family Council on March. 4th, 2025.

During discussions with the Resident and Family Council when sharing our 2024 results, three areas were determined to be the 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 am satisfied with the food and beverages served to me (58.8%): Beginning in March 2025 will be the commencement of a Food Committee that will occur in addition to the currently standing dedicated time during Resident Council meetings to discuss food complaints and recommendations. It will be a method to improve our corresponding food complaints and recommendations and ensure timely interventions.

2) If I need help right away, I can get it (41.9%): By April. 1st, 2025 we will implement a call bell response review process to increase staff awareness of call bell response times. Since our February. 23rd, 2025 move to Crossing Bridge, our new home has a newly integrated call bell system which we feel will greatly increase our response times.

3) In my care conference, we discuss what's going well, what could be better and how we can improve things (53.6%): Beginning April. 1st, 2025 we will be putting a greater focus on encouraging residents to attend their annual care conference. We will be communicating to residents when their annual care conference is scheduled in advance of meeting, reminding residents the morning of the meeting and assisting them as needed to attend the meeting, providing them a copy of the plan of care, and allowing time for discussion to obtain feedback on what could be improved.

PROVIDER EXPERIENCE

Crossing Bridge 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.

With the move to Crossing Bridge, we have had a significant influx in recruitment to meet the increased needs of our new home. Consequently, we have been working closely with Extendicare Human Resources for talent acquisition. We support international

nurses, nursing students and PSW students with the intent to hire them as permanent staff. We offer a plethora of educational opportunities throughout the year for staff to continually cultivate their skills.

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 Crossing Bridge considers the unique demographics in our home when planning care delivery requirements, programs, resources and external partnerships. In our home, our population consists of mainly seniors over the age of 65. To meet the individualized needs of our residents, we have implemented programs such as the NLOT Program that enables us to fully utilize a Nurse Practitioner as well as Royal Ottawa Hospital psychogeriatric outreach which allows us to work with an RPN-BSO to assist with managing responsive behaviours. We also collaborate with Acheiva, 3M Canada, Medisystem Pharmacy, Prevail, and more.

CONTACT INFORMATION/DESIGNATED LEAD

Extendicare Crossing Bridge Contact Information/Designated Quality Lead
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OTHER

Sign-off
Executive Director/Administrator: Anissa Ayeh
CQI Committee Chair: Mariama Camara (DOC)
Quality Lead of home: Kyle van Wyk
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 28, 2025**

Cory Nezan, Board Chair / Licensee or delegate

Anissa Ayeh, Administrator /Executive Director

Kyle Van Wyk, Quality Committee Chair or delegate

Mariama Camara, Other leadership as appropriate
