

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

March 27, 2025

OVERVIEW

Extendicare Hillside Manor is a long-term care home located in Stratford Ontario (between Sebringville and Mitchell) 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.

Falls Prevention- 15.00

- Our Approach –Risk reduction strategies which includes scheduled toileting plans that are specific for the resident, environmental risk assessments to ensure a safe and uncluttered

environment with adequate lighting and supportive mobility devices, post fall huddles completed to identify the root causes to help reduce future falls, activity programs specific to the needs of residents at high risk for falls such as Dementiability, appropriate footwear, medication reviews

Inappropriate Use of Antipsychotics – 17.3%

- Our Approach – Collaboration between our physicians and pharmacy team to provide recommendations for reduction of antipsychotics; implementation of the Extendicare Antipsychotic Reduction Decision Support Tool and engaging Behavioral Support Ontario in home leads to work with our clinical team to support behavior management for newly admitted residents on previously prescribed antipsychotics in order to find opportunities for reduction. Our BSO team also works with long term Residents who have newly acquired behavior's and help identify strategies to prevent the use of antipsychotic medications where possible.

Restraint Reduction -2.5%

- Our Approach –Implement the Extendicare's Least Restraint policy, utilization of alternatives to restraints, discussions and education with families/residents regarding the risks of restraint use and available alternatives

Worsened Stage 2-4 Pressure Injury – 2.0%

- Our Approach –is to work in partnership with our vendor 3M to enhance our assessment process and ensure correct product selection to promote healing, education of new advanced practice

skin and wound care nurses, and education specific to wounds and skin care; adherence to audits and root cause analysis for all newly occurring wounds and skin impairments; review of bed surfaces and repositioning devices

The following top areas for improvement identified from our 2023 Resident and Family Experience survey results were also included: Would you recommend our home and Input in Recreational Programs.

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:

- Calendar planning has been added as a recurring activity for the first Monday of every month on February 3rd, 2025, and is a standing agenda at Resident Council meetings. In 2024 calendar planning took place on August 6th and September 12th, 2024.
- We added a group exercise program on the calendar on October 24th, 2024.
- September 1st, November 1st December 1st, 2024, our home improved in antipsychotic usage by collaborating with our physicians and multidisciplinary team members and we were within the target benchmark during those months.
- Our home has remained within the target benchmark for restraints effective January 1st, 2024, and continued throughout the entire year. Upon admission, we review the risks of restraints with the Resident and Family members and discuss alternatives.

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

1. Satisfied with the quality of care from Physician's 55.9%

Our approach will be to communicate to Residents in the home when Physician's will be away on vacation or on a leave. We will achieve this goal by including observation of physicians rounds in our MBWA's. We will review the results in our Leadership meetings and collaborate with Residents in Residents council.

2. Satisfied with scheduled religious and spiritual care programs 52.2%

Our approach is to offer education for Residents on spiritual wellness. We will achieve this goal by reviewing with Residents at residents Council to determine times of their choosing, to help facilitate maxim attendance by Residents.

3. Input into recreation programs available 57.6%

Our approach is to continue with monthly calendar planning. Programs requested by Residents will be put in a different color on the calendar this will help Residents identify the programs of their choosing.

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 honouring 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 some members of the Management team and to foster awareness and equip 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: The Human Library training sessions attended by the Management team. Virtual education sessions on various topics including Black History and Women who have changed the world have been valuable and offer different perspectives on these topics. In 2025 we commit to continued support and recognition for diversity and inclusion for staff, residents and families in our home. We participated in Understanding Indigenous Culture in Palliative Care.

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? 85.5%

Family: Would you recommend this home? 87.5%

Survey results were reviewed by CQI committee: January 31st, 2025

Survey results were shared and discussed with Resident Council:
January 27th 2025

Survey results were shared and discussed with the Family Council:
January 14th, 2025

A copy of the survey results was provided to Resident Council:
January 27th, 2025

A copy of the survey results was provided to Family Council: January
14th, 2025

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

Survey results shared with staff in the home: via a Town Hall
meeting on January 31st, 2025

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. Satisfied with quality of care from Physicians 55.9 %

Action – Notify Residents in advance when Physicians are off ex
Vac/leaves

- Enhance privacy during Physician's rounds/ assessments and
conversations in common areas, Assist Residents

back to their rooms on Physicians Day until they have been
seen if needed

- Standing agenda on Resident Council to discuss any concerns
Physicians

- Name tag for Physicians to wear on rounds

Satisfied with scheduled religious and spiritual care programs
52.2%

2. Education for Residents on spiritual wellness

- Will be reviewed with Residents at Residents Council to determine
the times of their choosing

3. Input into Rec programs available 57.6%

- Continue with calendar planning monthly

- Resident requested programs are put in a different color on the
calendar to identify

PROVIDER EXPERIENCE

Hillside Manor 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.

Our home has made significant improvements with recruiting and retention. In mid-2024 we successfully eliminated Agency usage for PSW's and Registered Staff. Interviews for new hires are now offered in Person; this allows for the Interviewee and Employer to meet face to face and eliminates challenges associated with technology such as connection issues. In Person interviews also allow for the applicant to receive a tour of the and to meet the staff. Our management team focuses on getting to know new recruits which help foster long-term retention. We are implementing more Staff appreciation events. Our home is culturally diverse, and we continue to hire Staff from various backgrounds and educational backgrounds. Checking the recruitment dashboard for external applicants on a daily basis will allow us to capture interested applicants immediately.

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 Hillside Manor considers the unique demographics in our home when planning care delivery requirements, programs, resources and external partnerships. In our home our needs consist of mainly Residents with complex care needs and Dementia.

To meet the needs of our Residents, we have put a Behavior Support team (BSO) in place to ensure that we meet the needs of these populations. We also work with our regional BSO partners and local Seniors Mental Health outreach team to enhance our services. Our home has a Dietician and Physiotherapist on site to support Residents needs. We have a Wound Care Nurse onsite who works closely with our Nursing Staff to help prevent wounds and assist with the treatment of existing wounds. Our home collaborates with Achieva Health, Medisystem Pharmacy, Medline Canada and Ontario Home Health.

CONTACT INFORMATION/DESIGNATED LEAD

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OTHER

Our home works closely with Ministry approved Schools to support student placements for future Personal Support Worker and Nursing careers. Hillside Manor hosts an annual corn roast enjoyed by Residents, Staff and Family members. Our home has partnered with a local Dental Hygienist who performs dental cleaning to Residents at Hillside Manor. Our home proudly participates in the Soups On fundraiser for the Alzheimer Society. We take our residents on outings such as shopping trips, lunches at local restaurants, and picnics in the park. We went to a local quilt show in 2023. Mitchell Legion band comes to Hillside to provide Residents with onsite entertainment. Local churches come to do services.

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 27, 2025

Erin Coreno, Board Chair / Licensee or delegate

Shannon Balasso, Administrator /Executive Director

Shannon Balasso, Quality Committee Chair or delegate

Paul Rooyakkers, Other leadership as appropriate
