

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

March 27, 2025

OVERVIEW

Extendicare Medex is a 193 -bed long-term care home located at 1865 Baseline Rd; Ottawa and is part of a large organization which provides care and services for seniors across Canada. Improving the quality of care, we provide to our residents and their families guides all we do. We are committed to continuous improvement, and on an ongoing basis, we see 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: I am satisfied with the quality of care from doctors, I have an opportunity to provide input on food and beverage options, I have input into the recreation programs available, the resident care conference is meaningful discussion, and there is good choice of continence care 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:

Our 2024 Resident and Family Experience Survey Results Key Strengths

- Resident: Would you recommend this home? Result:75.6%
 - Top three areas for strengths from survey:
 - o The staff are friendly :89.5%
 - o I am satisfied with the quality of cleaning services within my room :88.2%
 - o I am satisfied with the quality of care from personal support staff, health care aides: 86.7%
 - Family: Would you recommend this home? Result: 62.0%
 - Top three areas for strengths from survey:
 - o I am satisfied with the quality of care from nursing staff :78.0%
 - o In resident's care conference, we discuss what's going well, what could be better and how we can improve things: 76.6%
 - o I am aware of the recreation services offered in the home:75.6%
- See additional information about our programs that we implemented further in our QIP.

We are proud to have maintained 0% restraints in 2024 and as a result, we will continue to monitor our processes but will not be including as a priority indicator for 2025.

Our Quality Assurance 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 of opportunity from our Resident Experience survey as determined following consultation with our Resident and Family Councils

•Resident Survey:

- o I have input into the recreation programs available: 49.4%
- o Communication from home leadership (Administrator, Executive Director, and Managers) is clear and timely: 54.8%
- o I am satisfied with the variety of food and beverages: 55.8%

For recreation, we will focus on spiritual care and services, increasing the variety of religious and spiritual programs by introducing new initiatives that reflect diverse faiths and spiritual beliefs. In addition to existing programs, we will establish multiple accessible channels for residents and families to provide input, including quarterly meetings and suggestion boxes. Furthermore, we will focus on personalized engagement by identifying each resident's individual preferences, interests, and abilities to ensure programs are tailored to their needs through direct communication and enhanced attention to detail.

For dietary services, we aim to increase residents' culinary satisfaction by customizing Extendicare's menu to better align with Medex's specific needs and resident preferences. Additionally, we will focus on clinical nutrition satisfaction by adapting Extendicare's clinical nutrition framework to meet Medex's unique dietary requirements, ensuring residents receive meals that align with their health and wellness goals.

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 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 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 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. As part of our ongoing commitment to equity and cultural inclusivity, Medex has implemented several programs that celebrate diversity and promote cross-cultural understanding among our staff, residents, and their families. Here are highlights from our recent and upcoming cultural events:

2024 Highlights:

- Filipino Week (June): Staff members showcased their rich traditions, foods, music, and cultural practices, enhancing education and fostering a sense of belonging.
- Carnival (July 24th): A vibrant celebration with music, entertainment, and themed activities that promoted joy and

engagement among our community.

- Medex Olympics (September 11th): An event focused on physical activity and friendly competition, highlighting the importance of teamwork and community spirit.
- Diwali (October 23rd): We celebrated the Festival of Lights, with staff sharing festive decorations, traditional sweets, and recreational activities, enriching our residents' understanding of this significant cultural festival.
- Halloween (October 31st): A fun-filled day where staff and residents wore creative costumes and participated in themed activities, strengthening our community bonds.
- Holiday Season (Starting November 29th): We hosted multiple events, including staff and in-house Christmas parties and a Christmas parade, spreading festive cheer throughout the community.

Looking Ahead to 2025:

- Black History Month (February 26th): A celebration of Black heritage with cultural food and music, providing an opportunity for all to learn and appreciate the contributions of Black communities.
- Cultural Showcase (May): Planned activities include a staff fashion show and traditional foods, aimed at creating an immersive experience that allows staff to proudly share their heritage.
- Filipino Heritage Day (June): Continuing the tradition of showcasing vibrant Filipino culture through attire, music, and cuisine.
- Diwali (October): A festive celebration with cultural displays and activities that embrace the traditions of this auspicious festival of lights.
- Year-End Celebrations: Inclusive of Christmas festivities designed

to bring holiday cheer to everyone at Medex.

In addition to these events, we will consistently recognize significant cultural and religious days throughout the year. Information will be displayed on posters within the facility and on our Yodeck digital platform to promote awareness and inclusiveness.

By organizing these events and recognizing diverse cultures, Medex reaffirms its dedication to fostering an inclusive environment where every member of our community feels valued and celebrated.

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 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? 75.6%

Family: Would you recommend this home? 62.0%

Survey results were reviewed by CQI committee: March 5, 2025

Survey results shared by digital email to families and residents:

January 14, 2025

Survey results shared and discussed with the Resident Council:

January 20th, 2025

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

20th, 2025

Survey results were posted on our digital board for staff and

residents: December 16, 2024

Survey results shared with staff in the home: January 15, 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.I have input into the recreation programs available: Current performance is 49.4%

a.The plan is conduct individual resident interviews to identify each resident's individual preferences, interests, and abilities to ensure all programs and interactions are tailored to their unique needs through increased attention to personalized details and direct communication. By December 2025, all residents will receive person-centered programming year-round, with participation and engagement levels tracked in ActivityPro to monitor progress and ensure meaningful involvement. The goal is to increase positive responses by at least 15% in the next satisfaction survey.

2.I am satisfied with the variety of food and beverage options: Current performance is 55.8%

The action plan aims to enhance resident satisfaction in both culinary and clinical nutrition by customizing services to Medex's specific needs.

a.For culinary satisfaction, the plan to test 20+ new products, involving the Resident Food Committee in menu planning, and developing Medex-specific seasonal menus. The MealSuite system and waitress model will also be integrated to improve meal service. Additionally we will be advertising seasonal specific menu changes, so residents are aware of them. The goal is to increase satisfaction survey scores by 10% by October 2025. The MealSuite application, integrated with the Waitress Model, enhances meal service by ensuring personalized, efficient, and accurate dining experiences for residents. By allowing staff to refer to dietary interventions while taking meal orders, it ensures that residents receive meals tailored to their specific needs, preferences, and restrictions, reducing errors and improving nutritional care. Additionally, it enhances

accuracy and compliance by ensuring that all dietary requirements, such as texture modifications or fluid restrictions, are followed correctly

b. For clinical nutrition satisfaction, the plan focuses on adapting Extendicare's clinical nutrition to Medex's needs, with a target of increasing satisfaction scores by 20% by October 2025. This includes creating educational materials for residents and staff, starting a Weight Loss Program, and conducting regular audits to ensure progress. The program will empower residents and staff, emphasizing resident-centered care. Both initiatives will be completed by September 2025, ensuring continuous improvement in nutrition-related satisfaction at Medex.

3. Communication from home leadership (Administrator, Executive Director, and Managers) is clear and timely: Current performance is 54.8%

The action plan aims to enhance communication by implementing a monthly newsletter. The goal is to increase satisfaction survey scores related to communication by at least 15%. To achieve this, structured communication channels will be established, including the creation of printed and digital newsletters, regular resident meetings, and a feedback mailbox where we will add a clickable email link in the monthly newsletter for digital submissions of ideas/concerns to gather input. This initiative is rooted in the belief that clear and consistent communication will foster trust, transparency, and greater engagement. The project is started in February 2025.

PROVIDER EXPERIENCE

Extendicare Medex 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.

Workplace Culture: Staff Experience Ambassadors and Leadership Forums

At Extendicare Medex, we are committed to enhancing workplace culture and staff experience through distinct initiatives designed to foster open communication and proactive problem-solving. Our approach includes the introduction of Staff Experience Ambassadors and the establishment of Leadership Forums, each serving unique purposes within our organizational framework. Along with our active Social and Wellness Committee we have several mechanisms to organically drive workplace culture.

Staff Experience Ambassadors serve as a vital communication link, allowing staff at all levels to convey their feedback, concerns, and suggestions directly to leadership. This ensures that staff voices are central to our decision-making process. Ambassadors collect and analyze staff feedback to identify key areas for improvement, collaborating with management to implement changes that positively impact the workplace environment and enhance staff morale. They also lead initiatives aimed at promoting a positive work culture, including organizing cultural events, leading diversity initiatives, and spearheading wellness programs tailored to meet staff needs and preferences.

In addition to the ambassadors, Leadership Forums are a separate and innovative initiative specifically designed to enhance communication between staff and management. These forums are structured as open sessions where managers are available to discuss any topic, answer questions, and collaboratively drive solutions. This setup encourages transparency and the direct exchange of ideas and concerns, facilitating a problem-solving environment that is accessible to all staff members.

By operating these initiatives separately, Extendicare Medex

ensures focused attention on both structured feedback and spontaneous communication, enhancing efficiency and impact. The introduction of Staff Experience Ambassadors promotes ongoing engagement and cultural enrichment, while Leadership Forums provide a dynamic platform for immediate dialogue and solution-oriented discussions.

These strategic initiatives at Extendicare Medex not only align with our mission to foster a positive work environment but also enhance our status as a leader in healthcare through proactive, employee-driven initiatives that address diverse needs and foster an inclusive, communicative organizational culture.

Innovative Practices to Improve Recruitment and Retention:

We are strong partners with Algonquin College and other local colleges, fostering healthcare learning and collaboration through student placements. Additionally, we actively participate in the Student Placement Enhancement Program (SPEP) to support students in gaining valuable hands-on experience.

Our onboarding process ensures a seamless and supportive transition for new staff. Each new employee is paired with a preceptor, who provides guidance and mentorship throughout their initial weeks. To further enhance engagement, we leverage social platforms to introduce new staff members to the home and their colleagues, helping them feel welcomed and integrated from day one.

As part of our retention strategy, we focus on hiring individuals whose values align with our organizational culture. We use

behavioral and situational interview questions to assess not only skills but also a candidate's fit within our team. Residents also participate in the interview process, choosing who they want as part of our team.

We prioritize a culture of continuous feedback and recognition, ensuring that staff feel valued and heard. Expressing gratitude is an essential part of our workplace, both formally and informally, contributing to a positive and supportive environment. In addition, we offer enhanced educational opportunities to encourage professional growth and development. Our commitment to staying ahead of the curve in diagnostics and innovation ensures our staff have access to the latest advancements, making Extendicare Medex a place where healthcare professionals want to build their careers.

By fostering a strong workplace culture, providing opportunities for growth, and embracing innovation, we continue to attract, support, and retain dedicated professionals who are committed to providing exceptional care.

SAFETY

At Extendicare Medex, 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 processes, 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 Medex considers the unique demographics in our home when planning care delivery requirements, programs, resources and external partnerships. In our home our population consists mainly of residents who are diagnosed with cognitive impairment

or a type of dementia. Our population is also becoming more complex with care needs of residents entering or already residing in the home who are more physically compromised with multiple comorbidities however their cognition remains intact. To meet the individualized needs of our residents, we have implemented programs such as below:

To enhance dementia care and mental health support, over 60% of our staff have completed a two-day, off-site DementiAbility training focused on a person-centered care approach. Our home is adopting this model and will become the first certified DementiAbility home in the Ottawa region by 2025.

From this initiative, we established the Resident Enrichment Team, led by the Resident Enrichment Coordinator. This team integrates DementiAbility principles into daily care routines, ensuring individualized, person-centered approaches. The coordinator manages referrals, directs cases to the appropriate team member, and ensures effective follow-up to adjust care approaches as needed.

The Resident Enrichment Team collaborates closely with direct care staff, providing solutions, implementing treatment plans, and facilitating ongoing adjustments based on resident responses. The team includes a programs manager, two social service workers, a developmental service worker, a behavior therapist, a behavioral support personal support worker, a registered practical nurse with enhanced behavioral training, and certified recreation aides. To ensure timely interventions, we introduced a GREW meeting held two days after our GROW meetings. This forum allows the team to follow up on residents identified as high-risk and initiate

proactive, individualized care plans to prevent adverse responses and enhance overall well-being.

Through these initiatives, we are fostering a supportive, person-centered environment that prioritizes early intervention, individualized care, and collaborative teamwork to meet the evolving needs of residents with dementia and mental health challenges.

To address specialized medical services, our home has implemented an emergency response team comprising skilled workers from various departments. This team focuses on enhancing staff capabilities through regular training exercises and drills. Each team member leads specific areas of emergency response based on their expertise, ensuring a consistent and effective approach to any situation, regardless of the time of day.

A subgroup of specially trained registered nurses works closely with the administrative team to improve care processes. This team is also pursuing a college certificate, which will enable them to initiate intravenous treatments, administer medications, and provide advanced medical interventions. They have contributed to the research and acquisition of advanced equipment designed for early detection and prevention of medical conditions. This proactive approach enables early intervention, reducing the need for hospital transfers and allowing residents to receive treatment within the home. This not only eases stress for residents and their families but also facilitates consistent communication and easier visitation during treatment.

We are expanding our team to include a nurse practitioner who

collaborates with registered staff and in-house physicians. This role enhances coordination with external partners, enabling the pre-booking of appointments and arranging transportation without relying on emergency medical services whenever possible. The team also provides ongoing education to peers and medical professionals on home-specific processes to continually improve resident care.

Additionally, we have strengthened internal communication through daily high-risk rounds to identify and address emerging concerns promptly. Early contact with physicians and nurse practitioners facilitates timely interventions and supports predictive care planning. Changes in a resident's condition trigger goals-of-care discussions and, when appropriate, the initiation of end-of-life huddles to provide comprehensive support.

Through these initiatives, we ensure a responsive, proactive care environment that meets the evolving and complex needs of our residents while maintaining strong partnerships and delivering high-quality, individualized care.

We also collaborate with Ontario Health at Home, The Royal Ottawa Hospital Health Care Team, The Ottawa Hospital and The Ottawa Hospital Nurse Lead Outreach Team, Ottawa Public Health, Dynacare Laboratories, WMMI Diagnostics, Soft soles Foot Care, Outreach Dental

CONTACT INFORMATION/DESIGNATED LEAD

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OTHER

Extendicare Medex is committed to enhancing residents' quality of life through continuous improvement initiatives. Various ongoing projects aimed at fostering better care, safety, and overall well-being are as below:

1. DementiAbility Implementation and Certification:

The newly developed Resident Enrichment Team at Extendicare Medex is working collaboratively with all departments on implementing DementiAbility methods and practices. In 2025, we aim to achieve a certification in DementiAbility for our whole home. We have already been successful in training 60% of our staff in the DementiAbility methods and most of those staff will complete their DementiAbility certification in 2025 as well. By integrating these methods into the daily practices of all staff, we will be successful in supporting not only those with dementia, but all our residents with better attention to detail, more in-depth conversations, program creation and implementation and having a better comprehension of how to care for the whole person, despite their diagnosis.

2. Resident-Centered Innovation:

Our resident-centered care philosophy is comprehensive, involving residents actively in their care planning and facility activities to ensure their needs and preferences are met. This includes:

Resident Council and Food Committee Meetings: These platforms empower residents to influence care practices and dining options,

ensuring services are tailored to their preferences and dietary needs.

GROW and GREW Meetings: Held weekly, GROW (Guiding Residents to Optimal Wellbeing) meetings focus on understanding each resident's comprehensive needs—medical, social, physical, and intellectual. The GREW (Guided Resident Engagement and Wellness) meetings implement the insights from GROW meetings to engage residents in activities and care plans that enhance their quality of life, aligning with DementiAbility and BSO strategies while integrating specialized services such as Behavioral Therapy, Developmental Supports and more social services.

3. Resident Ambassador Program:

Inspired by the 'Guardian Angel' Program, the Resident Ambassador program aims to help integrate new admissions into the Medex community with ease, comfort and understanding. Using a person-centered approach to care and DementiAbility methods to promote excellent communication, transparency and compassion, the enrichment team is working to improve the process step by step! Working collaboratively with all departments and residents ensures that the program will hit all the marks required for an excellent transition into LTC

4. Staff Engagement and Development:

Recognizing the vital role our staff plays, we invest in their development to enhance their ability to provide high-quality, empathetic, resident-centered care. Our programs:

Enhance clinical skills, particularly in specialized areas for critical assessment of residents experiencing acute conditions or requiring

complex care as well as managing chronic conditions with multiple comorbidities which require increased skills to reduce exacerbations of the diseases. These areas include IV and subcutaneous therapies for medication management, and hydration, oxygen therapies for cardiovascular conditions as well as oxygen equipment used for wound management and healing, elimination monitoring using scanners and using techniques to insert catheters, specialized catheters and monitoring of other indwelling tubes to ensure patency and utilizing specialized equipment for testing and analyzing fluids to communicate any changes in condition and have prompt treatment and monitoring in collaboration with our physicians and nurse practitioners. The home has purchased specialized equipment and simulators to teach and promote treatments that can be completed in the home to work with the overall health care system and reduce transfers to other facilities.

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

Cory Nezan, Board Chair / Licensee or delegate

Tina Nault, Administrator /Executive Director

Greeshma Gopalakrishnan, Quality Committee Chair or delegate

Natalie Mclean-Vienneau, Other leadership as appropriate
