

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

March 17, 2026

OVERVIEW

Extendicare - Arbour Heights is a long-term care home located in Kingston and is part of a leading seniors' health care organization that provides high-quality care and services for seniors across Canada.

Providing the highest 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 training, technology and practices to best support the residents we serve and their families.

Our Purpose, Mission, Vision and Values

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 ensuring 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.

Quality Framework

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 plan, with the support of a dedicated regional team of subject matter experts 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 Long-Term Care Home Service Accountability Agreement (LSAA) with the Ministry of Long-term Care.

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 a Registered Nurse. Our CQI committee meets quarterly at minimum, and uses a CQI Framework in alignment with Extendicare's enterprise-wide strategic care 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 and quality indicator results. Home-level quality reports are circulated monthly and reviewed by homes and regional teams across our network, to help us monitor progress and drive meaningful conversation about ways we can improve, at each home's CQI committee meetings. Performance monitoring is a key

part of our relentless effort to improve performance. Our quality assurance work includes but is not limited to:

- Monitoring key quality indicators
- Internal audits
- External audits
- Annual program evaluations
- Resident and Family Experience Survey results

In 2025, our home's Quality Improvement Plan priority areas included Fall Prevention, Restraint Reduction, Antipsychotic Deprescribing, and Pressure Injury Reduction. Guided by valuable feedback from our home community, the following top areas for improvement identified from our 2024 Resident and Family Experience survey results were also included:

- 1) I am satisfied with the quality of care from social workers.
- 2) I am satisfied with the quality of care from the occupational therapist.
- 3) In my care conference, we discuss what's going well, what could be better and how we can improve things.

We are proud of the following achievements and improvements that were implemented based on the 2024 survey results and that were part of our 2025 quality plan:

- 1) The home communicated information regarding social workers responsibilities and how our homes Resident Services Coordinator carries out these tasks. 2024 performance 59%, 2025 performance 85% for residents. The home is happy to report a 26% improvement in this area.

2) The home implemented education, added information to the newsletter and sent out eblast information related to occupational therapy in the home. The 2024 performance score was 59%. For 2025, the satisfaction score was 82% demonstrating a 23% improvement.

3) The home surveyed residents and facilitated huddles to address resident's feedback related to care conferences. 2024 performance was 59% and 2025 was 76%. This result demonstrated a 17% improvement.

Our CQI committee has determined that for 2026, our priority areas for quality improvement in our home will continue to focus on quality and safety indicators, including Fall and Injury Prevention, Worsened Pressure Injury Reduction, Antipsychotic Deprescribing and Restraint Reduction. In addition, we will include the following areas from our 2025 Resident and Family Experience survey as determined through consultation with our Resident and Family Councils:

- 1) I am satisfied with the quality of care from doctors who work in my home.
- 2) I am satisfied with the food and drinks served to me.
- 3) I am satisfied with the variety of recreation and leisure activities offered in the home.

ACCESS AND FLOW

Ensuring good access to care and supporting flow means that the right care is received in the right place at the right time across the health care system. We have an important role to play, and

Extendicare is committed to working closely with our community partners including our regional Ontario Health at Home team, hospitals, community 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 active partnerships with health system partners such as local long-term care homes, regional Infection Prevention and Control (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 emergency department (ED) visits.

We work together with residents, their families and our health system partners to ensure safe, person-centered and effective admissions to our home, including through a collaborative process to develop individualized care plans to meet each resident's unique needs. We 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 educational campaigns include:

Safe Spaces: Four key safety awareness events – Infection Control Week, Canadian Patient Safety Week, Seniors' Safety Week, and Fall Prevention Month – are combined into an annual, six-week sustained safety campaign each autumn. 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 rates for 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, each year, this day is marked by 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: In long-term care, we are entrusted to care for a resident population that is impacted by rising rates of Alzheimer's and dementia. In addition to an 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 tailor personalized care to the unique needs of each resident living with dementia – respecting their own lived experiences, preferences and behaviours, 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 who work together in 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 provided. 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 care nurses (SWANs), 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 long-term care homes built to modern design standards with the goal of increasing access to care for 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 and cultural 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 and Family Councils, 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 specific training on cultural safety, anti-racism, and the history of Indigenous Peoples in Canada for all staff, fosters

awareness and equips caregivers with the skills to address systemic barriers and biases. Identifying and addressing systemic gaps in care, including access to interpreters, culturally appropriate meals and resources, and the provision of trauma-informed care, are skills taught in staff training. Regularly assessing program outcomes through resident feedback, and staff input, helps us ensure continuous improvement.

In 2025 Arbour Heights also provided in-person Indigenous cultural safety training to all staff. This education was facilitated by the SE Health First Nations, Inuit and Métis Program. In 2026, we commit to continued efforts in support and recognition of the many diverse histories, perspectives, identities and traditions among our teams, residents and their families in our home community.

PATIENT/CLIENT/RESIDENT EXPERIENCE

Active engagement of residents and families is essential to our values and is a foundational pillar of quality care. Annually, through an anonymous survey, we seek feedback from residents and their families about what they feel 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 the people 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 – and the programs and services we

deliver - 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 every province where we operate. The council is co-led by resident and family members and provides valuable input on organizational initiatives and decisions. Supported by designated head office leaders, a 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 2025 Resident and Family Experience Survey Results:

Dates of our 2025 Annual Resident and Family Experience Survey:
September 2 – October 10, 2025

Resident: Would you recommend this home? Enter Result: 90.3%

Family: Would you recommend this home? Enter Result: 90.2%

Survey results were reviewed by CQI committee: January 13, 2026

Survey results were shared and discussed with Resident Council:
January 19, 2026

Survey results were shared and discussed with Family Council:
February 19, 2026

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

February 19, 2026

A copy of the survey results was provided to Family Council: January 19, 2026

Survey results were posted on our bulletin board: January 15, 2026

Survey results shared with staff in the home: January 15, 2026

During discussions with the Residents and Family council when sharing our 2025 results, three areas were determined to be most important priorities for us to focus on and these are included in our 2026 QIP.

Top three areas Resident Experience survey priorities for improvement in 2026:

I am satisfied with the quality of care from doctors who work in my home. 58% Planned action items have been entered on our workplan.

I am satisfied with the food and drinks served to me. 65% Planned action items have been entered on our workplan.

I am satisfied with the variety of recreation and leisure activities offered in the home. 69% Planned action items have been entered on our workplan.

PROVIDER EXPERIENCE

Arbour Heights is part of a broader organization in which there are many opportunities to engage with staff and leaders 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 (OLTCA) 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 hard this year to engage our team members to help them understand how their work connects to our strategic priorities and how that drives our mission.

Employee engagement continues to rise, with scores up by 0.3 and over 15,000 surveys completed. We'll keep building on this momentum and clearly communicate how every team member's contributions motivate our organizational goals.

Extendicare has an organization-wide 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, peers or managers, for special recognition of the extraordinary care they provide.

Arbour Heights' leadership team has consistently improved recruitment and retention initiatives over the year.

- The entire leadership team takes part in the recruitment process, providing increased support for new recruits.
- Staff are regularly involved in improvement initiatives and

provided opportunities for education upon request.

-The homes Sunshine Committee provides staff a unique opportunity for staff to support one another on an ongoing and ad hoc basis.

-Arbour Heights is currently exploring opportunities for PSW staff to participate in a workplace English course. Staff report this initiative may improve feelings of support and belonging.

-Through the strategic planning process, Arbour Heights prioritized "celebrating success" in 2025. We feel this has contributed to Arbour Heights' overall engagement score improvement. In one year the score improved from 73% to 82%.

-In-person Cultural Safety training was provided to all staff in 2025.

-Sign on bonuses and incentive plans have been facilitated to improve recruitment and retention.

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 as effectively as possible, 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. 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 2026 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.

In 2025, we updated our Palliative Program policies and procedures to further emphasize the importance of a palliative care philosophy. Our 2026 focus will continue to build upon 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 Arbour Heights considers the unique demographics in our home when planning care delivery requirements, programs, resources and external partnerships. In our home our population

needs are complex and diverse. To meet the individualized needs of our residents, we encourage community participation through volunteering, attending local events and donating to local charities. Our residents are engaged and enjoy having an opportunity to give back to the community.

Arbour heights is particularly proud of our many exercise programs for residents of various abilities. In keeping with our commitment to resident safety and helping people live better, we utilize all resources possible to maintain and improve mobility and dignity. Individualized programs are carried out by our physio, PSW, recreation and restorative teams.

In recognizing our responsibility to provide both social and emotional support to our residents, our recreation team works 12 hour shifts, 7 days a week. This provides our residents an opportunity to engage and connect beyond typical business hours. This person-centered revision in scheduling demonstrates our commitment to resident well-being.

Arbour Heights collaborates regularly with many community organizations. Ontario Health at Home, Providence Care, Behavioural Supports Ontario, Senior's Mental Health are only some of the organizations that provide support and assistance to our residents and their families. Others include but are not limited to Kingston District Association for Community Living, YMCA, the Office of the Public Guardian and Trustee.

CONTACT INFORMATION/DESIGNATED LEAD

Terry Kirk - ADOC

Christine Sellery - Executive Director

OTHER

Arbour Heights embraces resident individuality in many ways. One notable highlight is our residents' love for children. Arbour Heights' on-site childcare center provides residents with opportunities to participate in multigenerational programs. The children's play area also provides unlimited entertainment for our residents and their families.

Arbour Heights also embraces our residents love for animals. The home has a number of well-loved cats. Residents are involved in playing with, feeding and caring for the cats. The home's beautiful fish tank is also very popular. Residents are actively involved in care, set up, selection and naming of new creatures and corals.

SIGN-OFF

It is recommended that the following individuals review and sign-off on your organization's Quality Improvement Plan (where applicable):

I have reviewed and approved our organization's Quality Improvement Plan on **March 11, 2026**

Matt Carroll, Board Chair / Licensee or delegate

Christine Sellery, Administrator /Executive Director

Terry Kirk, Quality Committee Chair or delegate

Kirstin Scott, Other leadership as appropriate
