

Quality Improvement Plan (QIP)

# Narrative for Health Care Organizations in Ontario

March 10, 2026

## OVERVIEW

Extendicare Bay Ridges is a long-term care home located in Pickering, ON 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.

## 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.

## 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.

Some examples of programs we have implemented include educational initiatives, celebrations of Cultural Awareness Month,

and the promotion of Diversity, Equity, and Inclusion (DEI) through our information boards. We also provide ongoing team member education and updates through our newly established staff newsletter, ensuring our staff remain informed, culturally aware, and well-equipped to meet the diverse needs of our residents. 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: 100 %

Family: Would you recommend this home? Enter Result: 89.7 %

Survey results were reviewed by CQI committee: January 28, 2026

Survey results were shared and discussed with Resident Council:  
January 21, 2026

Survey results were shared and discussed with Family Council:  
January 21, 2026

A copy of the survey results was provided to Resident Council:  
January 21, 2026

A copy of the survey results was provided to Family Council: January 21, 2026

Survey results were posted on our bulletin board: January 30, 2026

Survey results shared with staff in the home: January 31, 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:

1. I am satisfied with the variety of spiritual and religious services

offered by the staff in the home.

Current satisfaction results indicate 71% resident satisfaction and 53.2% family satisfaction. The 2026 goal is to increase satisfaction to 80%. To achieve this, the home will strengthen assessment and documentation of residents' spiritual preferences, targeting at least 95% compliance. Spiritual preferences will be reviewed upon admission and revisited during care conferences to ensure ongoing alignment with resident wishes. A minimum of two staff-led spiritual activities will be scheduled monthly, based on identified resident interests. Participation rates and satisfaction trends will be reviewed quarterly through the Continuous Quality Improvement (CQI) process to guide enhancements and ensure responsiveness.

2. I am satisfied with the variety of spiritual and religious services provided in the home by community members.

Current satisfaction results show 75% resident satisfaction and 56.5% family satisfaction. The 2026 goal is to increase satisfaction to 80%. The action plan includes expanding partnerships with diverse community faith groups, with a target of establishing at least five active community partners. A minimum of three community-led spiritual services will be offered monthly to increase variety and representation. Awareness will be strengthened through monthly calendars, internal postings, and announcements to encourage participation. Outcomes, participation levels, and satisfaction trends will be reviewed quarterly through CQI meetings to monitor progress and adjust strategies as needed.

3. I am satisfied with the quality of cleaning services within my room.

Resident satisfaction remains high at 97.8% (a slight decline from 98% in 2024), while family satisfaction is 58.8%, indicating an opportunity for improvement in perception and communication.

The home will maintain consistent cleaning standards through scheduled deep cleans and routine spot-check audits. Completion tracking will be implemented, and any resident-reported concerns will be addressed promptly, with a goal of resolving at least 95% of concerns within 48 hours. Continued monitoring and communication with families will support transparency and sustain high-quality environmental services.

## PROVIDER EXPERIENCE

Extendicare Bay Ridges 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.

The home has implemented innovative strategies to improve recruitment, retention, and overall staff experience. Monthly hiring initiatives ensure proactive workforce planning and reduce staffing gaps. A structured orientation program provides clear expectations, hands-on training, and shadow shifts to build confidence and competence among new hires. Additionally, a formal mentorship model pairs new staff with experienced team members to support clinical integration and workplace culture. Ongoing check-ins during the probationary period further strengthen engagement, address concerns early, and promote long-term 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 Bay Ridges considers the unique demographics in our home when planning care delivery requirements, programs, resources and external partnerships. Our home primarily serves older adults aged 65 and above, while also accommodating a small number of younger adults, reflecting the diverse needs of our resident population. To meet individualized care requirements, we

provide a range of programs and support, including:

**Clinical and Medical Supports:** Assistance with catheters, ostomy care, wound care supplies, and medication administration to ensure residents' health, safety, and comfort.

**Activities of Daily Living (ADL) Support:** Personalized assistance with bathing, dressing, mobility, and other daily tasks to promote independence and quality of life.

**Behavioral Support:** Individualized strategies and interventions to address behavioral and mental health needs, promoting safety, well-being, and dignity for residents with cognitive or psychological challenges.

**Recreation and Social Programs:** Structured leisure and social activities tailored to resident interests, including specialized programs such as DementiAbility and Back to Life, designed to enhance engagement, social connection, cognitive stimulation, and restoration of functional abilities.

These comprehensive programs and services are delivered in collaboration with;

- Home & Community Support Services: Collaborate with placement coordinator to prepare for new residents' unique needs.
- Ontario Association Residents' Councils: Use tools for maximizing Resident Council involvement in Quality Improvement and online education.
- Medisystem: Consulting pharmacist attends committees, conducts audits, and supports antipsychotic reduction efforts.
- Vendors: Partner with suppliers (Medical Mart, 3M, ARJO, etc.) for equipment, skin protection, recreation, and resident engagement supplies.
- Behavioural Supports Ontario: Internal BSO position for education, training, and support.
- DementiAbility: Offer workshops, individualized support, and

purchase products for program implementation.

- Other LTC Homes: Share best practices and collaborate through Quality Lab and regional meetings.
- Achieva Health: Provide physiotherapy services through internal team collaboration and committee involvement.
- NLOT & NPSTAT: Support in-home assessments and treatments to reduce ER visits.

### **CONTACT INFORMATION/DESIGNATED LEAD**

Totche Juguan, Executive Director  
Totche.juguan@exeassist.ca

### **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 9, 2026**

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**Dwayne Wyrwas**, Board Chair / Licensee or delegate

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**Totche Juguan**, Administrator /Executive Director

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**Totche Juguan**, Quality Committee Chair or delegate

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**Diana Chacko**, Other leadership as appropriate

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