

Quality Improvement Plan (QIP)

# Narrative for Health Care Organizations in Ontario

March 10, 2026

## OVERVIEW

Extendicare Elginwood is a long-term care home located in Richmond Hill and is part of a large and leading seniors' health care organization which provides high-quality 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 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 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 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. Falls Prevention – 15%

- Our Approach- Risk mitigation strategies including scheduled toileting plan that are individualized for the resident, environmental risk assessments to ensure a safe and uncluttered environment with adequate lighting and supportive mobility devices, activity programs specific to the needs of residents at high risk for falls, appropriate footwear, medication reviews.

#### 2. Inappropriate Use of Antipsychotics – 17.3%

- Our Approach – Engagement of pharmacy team to provide recommendations to prescribers for safe reduction of antipsychotics, engaging Behavioral Support Lead to work with the team to support behavior management.

#### 3. Restraint Reduction – 2.5%

- Our Approach – Implementation of Extendicare's Least Restraint policy, utilization of alternatives to restrains, discussions with residents/families about risk of restraints use and available alternatives.

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

- Our Approach – Working in partnership with our vendors to enhance our assessment process and ensure correct product selection to promote healing, education of new advanced practice skin and wound care nurses, implementation of turning clocks, review of bed surfaces and repositioning devices.

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 improvement plan:

**Staffing and Resident-Centered Care** – As of May 2024, we have successfully hired and retained a dedicated team of staff members, which has directly contributed to enhancing resident-centered care. This effort has created a positive environment for both residents and staff alike.

**Quality Improvement** – The implementation of weekly interdisciplinary meetings has resulted in a marked improvement in our quality indicators. When compared to 2023 results, we can confidently say that overall quality of care and services has been significant progress throughout 2024 and 2025.

**Family Satisfaction** – Feedback from families has been overwhelmingly positive. The 2025 survey indicates an increase in family satisfaction with the home, demonstrating our commitment to creating a supportive and responsive environment for both residents and their loved ones.

These initiatives reflect our dedication to continually improving the quality of care and the overall experience for residents and families alike.

**Chaplain Support for all faiths**- A new chaplain hired in 2024 to offer spiritual support for residents for all faiths, ensuring that every

individual feels valued and supported in their spiritual needs.

**Increased Activities**- We have significantly increased the number of activities offered each day, ensuring residents have a variety of engaging and enriching experiences to look forward to.

**Cultural Awareness and Celebration**- Our focus has expanded to embrace all cultures, with regular celebrations of special holidays and cultural events. This creates an inclusive environment where residents can connect with and celebrate their diverse backgrounds.

**Resident Calendar meetings** – We have introduced resident calendar meetings, allowing residents to be directly involved in planning and suggesting activities, fostering a sense of ownership and community within the home.

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) Ensure all residents are given the opportunity to become involved in resident care conference,
- 2) Encourage residents to provide input about the food and drink options,
- 3) Improve the quality of maintenance of the physical building and outdoor spaces.

## **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 (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 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

### 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: Educating team members, assessing practices as needed, support cultural needs and offer inclusive benefits for meaningful impact.

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**

### 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.

Extencicare 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? 89.5%

Family: Would you recommend this home? 86.9%

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

Survey results were shared and discussed with Resident Council: January 6, 2026.

Survey results were shared and discussed with Family Council: We currently do not have a Family council. The results will be shared with families at the next Town hall scheduled on May 13, 2026.

A copy of the survey results was provided to Resident Council: January 6, 2026.

A copy of the survey results was provided to Family Council: We currently do not have a Family council in our home. We continue to try and recruit members through newsletters, family town halls and posting information about family council. As a result, we will share our resident and family experience survey results at a family meeting that will be held: May 13, 2026.

Survey results were posted on our bulletin board: January 5, 2026.

Survey results shared with staff in the home: January 21, 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 my care conference we discuss what's going well what could be better and how we can improve things – 68.8 %

Summary of actions: a) Encourage residents to provide meaningful

feedback during Care conferences regrading strengths, opportunities for improvement, and recommendations to enhance care and services – February 1, 2026. b) Implement a standardized process to remind residents of scheduled Care Conferences one day in advance.

c) Educate families on the importance of resident participation in Care Conference as a key component of resident-centered care.

d) Provide education to all new residents on the purpose of Care Conferences and the value of resident participation as part of the move-in process. e) Ensure Social Service Worker document resident participation in Care Conference as part of the 2026 assessment process.

2. I am satisfied with the quality of maintenance of the physical building and outdoor spaces – 50% Summary of actions: a) ESM will attend Resident Council quarterly meetings and provide updates on maintenance activities from the previous quarter. b) Review and discuss the approved Capital Budget and Capital Plan with the Resident Council. c) Share the 2027 Capital Budget Wishlist with the Resident Council. d) Purchase new outdoor tables and chairs in 2026. e) Take before-and-after photos prior to starting projects and present them at Resident Council meetings. f) Gather resident input at Resident Council meetings regarding maintenance services and outdoor spaces, focusing on areas for improvement.

3. I am encouraged to provide my input about the food and drink options – 70.6% Summary of actions: a) The Dietary Manager will attend Resident Council meetings on a monthly basis to obtain resident input regarding food services and meal satisfaction. b) A

“touch-the-table” audit will be completed daily during meal service to actively seek resident feedback on food quality, temperature, and service. c) The Dietary Manager will engage in daily discussions with residents regarding meals served to gather real-time feedback and address concerns promptly. d) The Dietary Manager will conduct random weekend check-ins with residents during mealtimes to ensure consistency of service and to obtain resident input. e) Menus will be presented to residents and the Resident Council prior to implementation. Resident feedback will be requested, reviewed, and incorporated as appropriate before finalizing the menu.

## PROVIDER EXPERIENCE

Elginwood is part of a large 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.

At Elginwood we have created a strong culture through recognition, rewards, engagement, teamwork and excellent hiring and management practices to create the best environment for our employees. New staff are paired with experienced mentors and receive a gradual, supported induction, improving confidence and reducing early turnover. We invest in continuous professional development, including funded qualifications, internal training, and opportunities to progress into senior or specialist roles. We promote staff wellbeing through access to mental health support, regular check-ins with managers, and a culture where staff feel safe to raise concerns. Staff are encouraged to contribute ideas for improving care and daily practice, fostering a sense of ownership and pride in their work.

## 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 Elginwood considers the unique demographics in our home when planning care delivery requirements, programs, resources and external partnerships. In our home our population needs consist of residents living with dementia, as well as individuals requiring palliative and end of life care. To meet the individualized needs of our residents, we have implemented

programs such as:

### Palliative and End of Life Care

This theme provides a strong focus not only on palliative interventions when required, but also on compassionate, high-quality end of life care delivered through the support of the entire interdisciplinary team, alongside residents, families, and external partners. We work proactively to support residents and families to express their wishes well in advance of the point at which palliative or end of life care is required. This includes open and sensitive conversations around preferences, values, and goals of care, ensuring that decisions are guided by what matters most to each individual. We have expanded and strengthened conversations around palliative and end of life care through resident councils, as well as on a one-to-one basis, ensuring that these discussions are accessible, respectful, and culturally appropriate.

Our palliative care team continues to operate in a manner that reflects and respects the home's culture, diversity, and ethnicity. We are also establishing further processes to support residents, families, and staff as a resident approaches the end of life, ensuring consistent, compassionate care.

### Dementia / Expressions – Care and Management

This theme focuses on a whole-home, interdisciplinary approach to the care and management of residents living with dementia, including those who present with expressions or responsive behaviours. All team members are actively involved in supporting residents in a consistent, compassionate, and person-centred manner. The home has implemented the DementiAbility program, which is designed to support residents living with dementia by focusing on abilities rather than losses. This training is tailored specifically for frontline team members and equips them with practical skills to better understand, communicate with, and

support residents in meaningful and respectful ways. We are continuing to develop and introduce additional programmes aimed at supporting residents who experience expressions or responsive behaviours. These initiatives are guided by our Behaviour Support Resource Team and are informed by best practice and evidence-based approaches. As part of this work, we collaborate with community Psycho-geriatric Resource Consultants through the Ontario Health to access specialist expertise and guidance tailored to the unique needs of each resident. A key component of this approach is the commitment to addressing each resident individually. Care strategies are developed on a one-to-one basis, recognizing that expressions of behaviour are a form of communication and require personalized, responsive interventions. The home continues to invest in education and training for all team members across all disciplines. This includes training in Gentle Persuasive Approaches (GPA), PIECES, and other recognized dementia care frameworks. Education places a strong emphasis on non-pharmacological interventions, enabling staff to support residents safely, respectfully, and effectively while reducing distress. Through ongoing education, collaboration, and person-centred practice, we aim to enhance the quality of life, dignity, and wellbeing of residents living with dementia while fostering a supportive and confident staff team.

### CONTACT INFORMATION/DESIGNATED LEAD

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### 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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**Gilda Dehdezi**, Administrator /Executive Director

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**Manjinder Kaur Gill**, Quality Committee Chair or delegate

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**Pawan Warring**, Other leadership as appropriate

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