

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

March 17, 2026



OVERVIEW

Extendicare Maplevue is a long-term care home located in Sault Ste Marie 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:

The following priority items from the resident and family survey were planned as quality improvement initiatives moving forward.

- 1) The quality of care; communication; visibility of the management/leadership group including medical services
 - ? Visibility in the depts. – structural rounding
 - ? Attending Family and Resident Council – by invitation – get to know the leadership team (social worker; Director of care; dietitian; Assistant Director of Care; Medical Director – Physicians etc.
- 2) The process of the interdisciplinary care meetings with residents and family members – review agenda ; participants and role expectations
- 3) Incontinent product – availability – inventory of variety of product – product distribution

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:

In response, Extendicare Mapleview revamped the interdisciplinary care conference process in spring 2025. These conferences are central to high quality long term care, ensuring effective communication among providers and supporting the coordination of complex medical, psychosocial, and therapeutic interventions. Both the interdisciplinary care team meetings and daily leadership rounding have been identified as key quality improvement initiatives that directly address the top areas for enhancement highlighted in the survey. Resident and Family Councils agreed that these initiatives will strengthen the quality of care while improving visibility, communication, and responsiveness from care providers. Daily rounding by the Management and Leadership team throughout the home will further promote engagement and transparency by gathering detailed information about operational processes, clinical workflows, and administrative challenges. This collaborative approach ensures that the nuances of daily practice are well understood and that opportunities for improvement are identified and acted upon in real time.

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.

Extendicare Maple View continues to strengthen staff knowledge and capacity through a range of specialized education and quality improvement initiatives. In April 2025, eight staff members completed Positive Approach to Care training, enhancing their skills in supporting residents living with dementia. Through our

partnership with Northeast Behavioural Supports Ontario (BSO), our BSO RN attended the in person GPA Coach training session held in Sudbury on May 14–15, 2025. GPA Coach certification requires a minimum of forty coaching hours every two years, along with biennial renewal, ensuring ongoing competency in dementia specific best practices. Extendicare Maple View is also actively participating in Healthcare Excellence Canada’s Sparking Change in Appropriate Use of Antipsychotics program from November 2024 to February 2026, gaining access to educational webinars, interactive coaching, peer to peer learning, and curated tools to support person centred care. As part of this initiative, our BSO RPN is engaged in ongoing coaching, including a scheduled session with Sparkling HUB coach Mary Boulette on June 26th. In addition, BSO staff attended the Ontario Long Term Care Association’s May 7th online seminar, Supportive Hygiene for People Living with Dementia, which explored strategies to enhance comfort, dignity, and resident centred approaches during hygiene care. These combined efforts reflect our commitment to continuous learning, evidence informed practice, and high quality care for residents with complex cognitive and behavioural needs.

Effective May 6th, Extendicare Maple View implemented the “Code Butterfly” procedure to ensure that residents who pass away receive the utmost respect and dignity as they transition from our care. When Code Butterfly is initiated, staff follow a structured process that includes contacting the preferred funeral home, completing required documentation, presenting a memorial quilt, and supporting the family during their final moments in the home. From 7:00 a.m. to 10:00 p.m., Code Butterfly is announced overhead to allow staff across all departments to pause and pay their respects during the procession. One representative from the

resident's home area, along with any available staff, is expected to participate. Symbolic items such as butterflies and doves are placed in a memory box to signify a resident's passing or active dying status, with consent from the POA documented in PCC under "My Wishes." To maintain the integrity of the process, memorial quilts are stored on each unit and returned to the laundry area after use; four quilts are available and labeled by floor for easy identification. During a Code Butterfly, staff gather at the front doors to honour the resident and their family, while the RN/RPN escorts the funeral home and family out, offers condolences, and retrieves the quilt. This procedure reinforces our commitment to compassionate, dignified end of life care and ensures that every resident's final journey is approached with sensitivity and professionalism.

Extendicare Maple View has advanced several initiatives to strengthen continence care, product management, and restorative practices within the home. A comprehensive inventory of all incontinent products onsite has been completed, along with a current list of residents using these products, with approximately 90% of residents supported through individualized continence supplies. A centralized stock and consistent delivery process has been established across all home areas, and a product distribution system with an accompanying inventory spreadsheet is being developed to support ongoing monitoring. Consultation with Prevail, our supplier, is ongoing to ensure product optimization and best practice usage. In April 2025, 28 staff participated in education on product types and appropriate use, and staff champions are being developed to support sustained practice improvements. Next steps include comparing our results with other homes and implementing a toileting program in collaboration with the Restorative Program Lead. The home's Restorative Lead has

received formal training through Achieva Services, and job description and referral process through PCC are now in place to support restorative interventions. Together, these initiatives strengthen continence management, promote resident dignity, and enhance the consistency and quality of care delivered across 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 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.

Some examples of programs we have implemented include a Culturally Responsive Dining Program that offers meals reflecting residents' diverse cultural and religious dietary needs, expanded access to interpreter services and translated materials, and partnerships with local Indigenous organizations to provide elder support, traditional wellness practices, and opportunities for cultural connection. Within our home, we bring these commitments to life through programs that celebrate and honour the diverse backgrounds of our residents. Each year, we recognize events such as Chinese New Year and Black History Month with themed decorations, educational documentaries, and special meals or desserts that reflect the cultural significance of each celebration. We also host bannock making activities with residents and families in the Country Kitchen, creating opportunities for cultural sharing, connection, and hands on engagement. These initiatives help create an environment where traditions are respected, diversity is embraced, and residents feel valued and included. These initiatives strengthen our commitment to providing care that is respectful, inclusive, and responsive to the unique identities and experiences of every resident. Looking ahead to 2026, we remain committed to strengthening equity, cultural safety, and reconciliation within our home. This includes deepening partnerships with Indigenous communities, expanding culturally responsive programming, and continuing to enhance staff education so that every resident

receives care that is respectful, inclusive, and grounded in dignity.

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? 92%

Family: Would you recommend this home? 84.8%

Survey results were reviewed by CQI committee:

Survey results were shared and discussed with Resident Council:

Survey results were shared and discussed with Family Council:

March 11th

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

March 26th

A copy of the survey results was provided to Family Council: March 2nd

Survey results were posted on our bulletin board: January 2026

Survey results shared with staff in the home: February 26th

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:

Resident Experience

1. I am satisfied with the quality of care from Nurse Practitioners who

work in my home 50.0%

2. I can see a doctor or Nurse Practitioner when I need to 54.4%

3. I am satisfied with the food and drinks served to me 57.3%

The Nurse Practitioner will be planning to attend the Resident and Family Council meeting at a minimum annually starting in April 2026. An introduction of the Nurse Practitioner Role and the hours of service will be presented. Feedback on services and areas for

improvement will be discussed with the Nurse Practitioner at those meetings. Six educational sessions/lunch and learns will be planned for Residents/Families with the Nurse Practitioner.

The Medical Director as well will plan to attend Family Council and Resident Council by May 2026. Feedback on services and areas for improvement will be discussed at those meetings.

Dietary/Nutrition Manager or Designate to interact regularly with residents during mealtime to seek feedback on food or drinks being served.

Food committed meetings will be held four times per year.

Recommendations will be documented and actioned within 24 hrs and feedback on those actions obtained within 10 days post implementation

Family Experience

1. I have the opportunity to provide feedback about the products used for the resident 50.0%
2. Bladder and bowel care products keep the residents dry and Comfortable 61.2%
3. The resident can see a doctor or nurse practitioner when need 61.7%

100% of residents who use incontinent products will be audited for correct sizing and selection of product by May 1st, 2026. Product vendor will be contacted to assist with audit and on the spot, education provided by March 2026. Vendor day for families/residents will be held by April 2026 Follow up with resident and family council feedback on event will be completed by June 2026 and ongoing monthly.

Name tags will be ordered for all physicians in home by May. A designated communication board for posting physician visit

schedules will be implemented 100% by June 2026.

PROVIDER EXPERIENCE

Extendicare Mapleview 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 all 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.

To strengthen recruitment, retention, and overall staff experience, Extendicare Maple View has implemented several innovative practices that support a positive and sustainable workplace culture. These include enhanced onboarding and mentorship programs that help new team members feel supported from their first day, as well as flexible scheduling options (i.e., 8hr and 12hr schedules) that promote work–life balance. We continue to invest in leadership development and career pathway opportunities to encourage internal growth and long term commitment. Staff wellness remains a priority, with access to mental health resources, peer support, and employee assistance programs. We also participate as an employer in rural immigration programs, which help attract qualified international candidates to our community and support long term workforce stability.

SAFETY

Resident 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 Mapleview considers the unique demographics in our home when planning care delivery requirements, programs, resources, and external partnerships. Extendicare Maple View's resident population is primarily composed of older adults living with chronic diseases who require 24 hour nursing care, with a significant portion experiencing some form of dementia. The home also supports a growing number of younger residents with mental health diagnoses and developmental disabilities, including individuals with Down syndrome, who require continuous nursing care and individualized support. In addition, the home is equipped to provide safe, appropriate care for bariatric residents, with specialized equipment and care plans designed to meet their unique needs.

We also collaborate with Home and Community Services, Sault Area Hospital, the local Alzheimer Society; the Ontario Health Northeast and the North Bay Regional Health Centre's Northeast Behavioural Supports Ontario Psychogeriatric Resource Consultants (PRCs). (not all inclusive) Additional services include dental hygienic care, foot care, hair dressing, pastoral care, and physiotherapy.

CONTACT INFORMATION/DESIGNATED LEAD

Contact Information/Designated Quality Lead
Barbara Harten, Executive Director
bharten@extendicare.com

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 17, 2026**

Gwendolyn French, Board Chair / Licensee or delegate

Barbara Harten, Administrator /Executive Director

Barbara Harten, Quality Committee Chair or delegate

Other leadership as appropriate
