

Quality Improvement Plan (QIP)

# Narrative for Health Care Organizations in Ontario

March 9, 2026

## OVERVIEW

Extendicare McGarrell Place is a 157-bed long-term care home located in London, 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.

### 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 Extencicare'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.

Survey results are reviewed during our quarterly Quality Council meeting. Resident Council reviewed results on February 27, 2026 and discussed our action plan. Our very active Family Council was provided with the results and action plan at their meeting March 10, 2026. Our survey results and action plan have been posted on the Quality Board in the home on February 27, 2026. Further additions to the action plan will be incorporated in for the finalization of the Strategic Plan in March 2026.

Across our organization, Extencicare 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 have input into the recreation programs available 44.7% for Residents, 43.8% for Families:

Residents are asked during Resident Council meetings what programs they would like to see on the monthly program calendars Started December of 2024, this will continue monthly during each meeting. During annual Care Conferences, Families and Residents are asked what programs they would like to see on the monthly program calendars.

2. I am satisfied with the quality of care of Dietitian from 51.3% of Residents 61.2% of Families: McGarrell Place changed the process

for hiring a dietitian; we now use Seasons Care Dietitian contracted services. The current Dietitian has been well received by residents and families. If there is any problem, management will be in contact with Seasons Care and they will supply McGarrell Place with a new RD. This is an ongoing process started in July 2024

3. I am satisfied with the food and beverages served to me. 62% Residents 57.1% Families: During food committee meetings residents are asked about foods they would like to see on the menu or what residents would like more of. Menus are reviewed by the Resident and Family council for approval, any changes are reviewed by Dietitian for approval. The Nutrition Manager brings changes back to the cooperate office. This is an ongoing process started in December 2024 this will continue monthly at each meeting.

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. I am satisfied with the food and beverages served to me. 83.0% 2025, 62.0% 2024, 66.2% LTC Division Overall

- Starting in April 2025, food and beverage review was a standing agenda item during Food Committee and also a popular discussion topic during Resident Council

- Feedback was actioned to make changes to the menu for both food and beverages choices

2. I feel encouraged to share my ideas about the recreation and leisure activities offered on the calendar. 86.0% 2025, 44.7% 2024, 72.7% LTC Division Overall

- Starting in June 2025, residents and families were engaged in their respective council meetings, care conferences and impromptu

discussions regarding activities that they would like to see on the calendar.

- Reminders in the newsletter to share your feedback regarding the activities in the home were started in June 2025.

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:

Top 3 areas for improvement from our Resident Survey:

1. Care Services- In my care conference, we discuss what is going well, what could be better, and how to improve things. 64.9% 2025, 71.1% 2024 and 71.4% LTC Division Overall

2. Bowel and Bladder Care- I can provide feedback about the products I use. 51.4% 2025, 75.9% 2024, 78.3% LTC Division Overall

3. Care Services- I am satisfied with the quality of care from the Nurse Practitioner. 0% 2025, not asked 2024, 79.5% LTC Division Overall

Top 3 areas for improvement from our Family Survey:

1. Bowel and Bladder Care- I have the opportunity to provide

feedback about the products used for the resident. 45.4% 2025, 51.5% 2024, 51.5% LTC Division Overall

2. Care Services- I am satisfied with the quality of care from restorative care (care provided by physiotherapy, exercise or occupational therapy). 55.6% 2025, 51.4% 2024, 66,4% LTC Division Overall

3. Recreation and Leisure Activities- I am satisfied with the days and times the recreation and leisure activities are scheduled. 60.8% 2025, 48.9% 2024, 75.7% LTC Division Overall

## 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.

Some examples of programs we have implemented include: All of the Leadership team completed online Cultural Diversity training, with focuses on Indigenous issues. Residents celebrate different cultural holidays i.e. Chinese New Year, Diwali in the form of “dine-ins” where specific cultural food is offered with the corresponding theme music, décor and shared cultural information.

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? 86.7% 2025 (85.1% 2024)

Family: Would you recommend this home? 87% 2025 (82.6% 2024)

Survey results were reviewed by CQI committee: February 23, 2026

Survey results were shared and discussed with Resident Council:  
February 27, 2026

Survey results were shared and discussed with Family Council:

February 27, 2026

A copy of the survey results was provided to Resident Council:  
February 27, 2026

A copy of the survey results was provided to Family Council:  
February 27, 2026

Survey results were posted on our bulletin board: February 27,  
2026

Survey results shared with staff in the home: February 27, 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. Care Services- In my care conference, we discuss what is going well, what could be better, and how to improve things. 64.9% 2025, 71.1% 2024 and 71.4% LTC Division Overall

- All disciplines will be present for care conferences
- Template of topics to be covered during care conference will be provided to caregiver prior to care conference via mail/email
- All disciplines will add documentation to the care conference assessment prior to care conference

2. Bowel and Bladder Care- I can provide feedback about the products I use. 51.4% 2025, 75.9% 2024, 78.3% LTC Division Overall

- Product description provided to resident to support informed choice
- The resident is part of deciding which product is best for their needs
- The resident will be provided with a feedback survey

3. Care Services- I am satisfied with the quality of care from the Nurse Practitioner. 0% 2025, not asked 2024, 79.5% LTC Division Overall

- McGarrell Place will participate in the South West Nurse-Led Outreach Team (NLOT) to recruit a Nurse Practitioner

## PROVIDER EXPERIENCE

Extendicare McGarrell Place 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.

McGarrell Place has a strong recruitment process; our jobs are posted on internal and external websites. McGarrell Place also participates in many student placements, both registered staff and PSWs from colleges and universities. Many of our placement students apply for positions after completing their placement hours. McGarrell Place also participates in the LTC Prep Program, which brings in more placement students. For staff retention McGarrell Place focuses on recognition through spotlighting our Champion employees. These employees are team members that demonstrate strong leadership in their current positions by having them train new employees, join committees they wish to be a part of. McGarrell Place promotes a positive workplace culture, and staff experiences by holding theme days monthly for staff to participate in. The leadership team also conducts staff appreciation days, where staff get to enjoy an appreciation meal, snack or a gift.

## **SAFETY**

At Extencicare, 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 Extencicare 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 Extencicare 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 McGarrell Place 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 dementia care residents, younger residents, formally homeless residents, residents with mental illness, and residents with developmental delays. To meet the individualized needs of our residents, we have implemented programs such as Dementiability models, Montessori based programs, Music Therapy, we also provide training for different mental illnesses (example: training on how to deal with personality disorder). We also collaborate with Behavior Support Ontario, Discharge Liaison Team from the psychiatric unit at the hospital, The Alzheimer's Society of London-Elgin-Middlesex.

## CONTACT INFORMATION/DESIGNATED LEAD

Executive Director: Christen McLeod  
Christen.Mcleod@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 9, 2026**

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**Helen Lyons**, Board Chair / Licensee or delegate

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**Christen McLeod**, Administrator /Executive Director

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**Lincy Thankaraj Sisal**, Quality Committee Chair or delegate

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Other leadership as appropriate

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