

Quality Improvement Plan (QIP)

# Narrative for Health Care Organizations in Ontario

March 17, 2026

## OVERVIEW

Extendicare Medex is a long-term care home located in Ottawa, Ontario 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 for our residents and their families guides everything 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:

Based on the Resident and Family Experience Survey results, three priority areas for improvement were identified:

- I would recommend this home to others
- I am satisfied with the quality of laundry services
- I am satisfied with the food and beverages served to me

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:

Another area identified through the survey results was improving residents' and families' willingness to recommend the home to others. The home determined that strengthening the admissions process and improving early communication with residents and families would support greater satisfaction and confidence in the home.

The home improved the initial welcome communication, including a revised welcome email with links to the resident and family handbook and key forms that can be completed prior to admission. This allows residents and families to review important information and share preferences in advance, reducing the amount of information required on the day of admission, which can often be overwhelming.

To further support residents and families, the home implemented a post-admission survey to gather feedback on the admissions experience and identify opportunities for continuous improvement. In addition, an Ambassador Program was introduced. Through this program, a member of the enrichment team is assigned to new residents and their families for the first six weeks following admission. The ambassador provides guidance, answers questions, and helps prepare residents and families for the initial Interdisciplinary Team Conference (IDTC), including discussions related to advance care planning, goals of care, and the “My Wishes” component of the admissions process.

These initiatives strengthened communication prior to and following admission, improved relationships with residents and families, and provided clearer information regarding expectations, points of contact, and home operations. The improvements were implemented between February 2024 and September 2024 and contributed to improved satisfaction with the admissions experience. Work continues on the development of an admissions introduction video, which remains part of the home’s Quality Improvement Plan.

A second area identified was satisfaction with the quality of laundry

services. To better understand the concerns, the home conducted a more focused SurveyMonkey survey specifically related to laundry services. The results identified issues such as wrinkled clothing, the identification of personal items, and challenges locating missing articles.

In response, the home reviewed and adjusted laundry work routines and processes for handling residents’ personal clothing, which successfully addressed concerns related to wrinkling and improved the overall presentation of clothing returned to residents. Improvements were also made to the labelling and tracking of personal items. To support the identification of missing clothing, a new process was implemented where any item found without a label is photographed by laundry staff and uploaded to a shared cloud platform accessible through the home’s website, allowing residents, families, and staff to identify missing items in real time.

These improvements also led to broader changes in the laundry workflow, including linen laundering practices, linen distribution, and the valet process used to return personal clothing and linens directly to resident units and closets. Implemented beginning in April 2024 and continuing into early 2025, these changes improved efficiency, reduced lost items, and increased satisfaction among residents, families, and staff.

The final area identified through survey feedback was improving the food and beverages served to residents, as the dining experience plays an important role in overall satisfaction and residents’ willingness to recommend the home to others. In response, the home focused on enhancing the dining experience by diversifying menu options, introducing themed meal days, and incorporating at

least one incorporating at least one culturally inspired menu item each week.

The initiative began by reviewing results from the Diversity Survey distributed to staff, which helped identify cultural backgrounds and culinary skills that could be incorporated into menu development. Staff input and talents were used to introduce greater diversity in the meals offered.

The home also established a resident-led Cultural Food Committee, providing residents with an opportunity to contribute to menu planning and suggest dishes reflective of their heritage. In addition, a quarterly “Taste of the World” event was introduced, featuring a buffet of dishes from various countries and regions. A “Resident Spotlight” feature was also added to the menu, highlighting a resident’s favourite dish and its cultural significance.

Additional initiatives included food tasting sessions with interested residents to evaluate different menu options, brands, and chef-inspired dishes requested by residents, as well as the development of alternative food programming to further enhance the dining experience.

This successful change initiative was implemented in the summer of 2024 and continues to evolve into 2026. These initiatives have strengthened resident engagement in menu planning and enhanced the overall dining experience, contributing to improved satisfaction among residents and families.

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:

- Improving resident satisfaction with the dining experience
- Strengthening clear and timely communication from home leadership
- Increasing residents’ comfort in raising concerns and expressing their opinions without fear of consequences

These priorities reflect our ongoing commitment to person-centred, emotionally informed care, transparency, and psychological safety for all residents and families. Progress on these priorities will be reviewed quarterly through the CQI Committee and shared with residents, families, and staff through newsletters, meetings, and quality reporting.

## **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 Extencicare 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:

- Our Cultural Celebrations Program, recognized with 2nd Place Program of the Year, featuring events led by team members who represent the cultures being celebrated, creating authentic opportunities for residents to experience diverse traditions within our home community
- Collaboration with the Food & Dining Committee to incorporate culturally inspired menu items during heritage observances
- Inclusive recognition of a broad range of cultural and heritage months throughout the year
- Facilitation of spiritual and faith-based supports through community connections and resident-requested services
- Opportunities for residents to share personal histories and traditions through enrichment programming and daily life on the units

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? 73.2%  
Family: Would you recommend this home? 80.9%  
Survey results were reviewed by CQI committee: January 28, 2026

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

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

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 shared our resident and family experience survey results at a family meeting that was held February 20, 2026.

Survey results were posted on our Quality feed on our Yodeck screens on January 12, 2026

Survey results shared with staff in the home: January 22, 2026

During discussions with the Residents 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. Dining Services – “I enjoy eating meals in the dining room” (67.2%):

- Implementation of a Primary Service Dining Model, including defined workflow and staff training, piloted on 3rd floor until March 31, 2026 and rolled out home-wide by May 30, 2026.
- Equipment enhancements (including hot holding carts and tableside service options) will be completed by August 31, 2026, with ongoing monitoring through the Food & Dining Sub-Committee and monthly operational

reviews.

2. Communication from Home Leadership – “Communication from home leaders is clear and timely” (58.5%):

- Establish structured quarterly family meetings (in-person and virtual), publish quarterly leadership newsletters, implement a 2-business-day acknowledgment standard for leadership inquiries, and launch Medex Connect as a centralized information hub. All initiatives will be implemented in 2026 with quarterly monitoring of engagement and response timelines.

3. Comfort Raising Concerns – “If I have a concern, I feel comfortable raising it with staff” (71.4%):

- Strengthen relational and psychological safety through DementiaAbility-informed staff training, unit-based coaching, and structured resident interviews (CPS 1–2) to assess comfort in raising concerns.
- Consultant-supported DementiaAbility site visits and care plan template enhancements will support sustainability, with implementation and monitoring throughout 2026.

## PROVIDER EXPERIENCE

Extencicare Medex 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.

Extendicare Medex recognizes that effective recruitment is sustained through strong retention, and that retention is directly influenced by staff confidence, professional pride, and workplace culture. The home continues to implement an integrated approach that focuses on early workforce stabilization, clinical competence, recognition, and leadership accessibility.

A cornerstone of our retention strategy has been strengthening our structured preceptorship model. New team members are intentionally paired with experienced, high-performing staff who

are supported in their preceptor role. This model extends beyond basic orientation and focuses on mentorship, cultural integration, and confidence-building during the critical first months of employment. Clear onboarding pathways and structured follow-up conversations reduce early overwhelm and support professional growth. Preceptors themselves benefit from leadership development opportunities, reinforcing engagement and internal capacity building. This structured approach improves early retention and fosters stronger peer connections.

Medex has also positioned DementiAbility integration as both a clinical strategy and a staff experience strategy. By embedding emotion-based, evidence-informed dementia care practices aligned with Behavioural Support Ontario (BSO), the home equips frontline staff with practical tools to understand the root causes of responsive behaviours. This shift from task-focused care to emotion-based care improves interdisciplinary collaboration and increases staff confidence in complex situations. When staff feel competent and supported in managing responsive behaviours, emotional strain decreases, morale improves, and burnout risk is reduced — directly strengthening retention.

Recognition remains a consistent focus at Medex. The home has always celebrated discipline-specific recognition weeks; however, each year the format is intentionally refreshed to maintain engagement and meaning. In 2026, the approach emphasizes peer storytelling and visible acknowledgement of the impact staff have on residents' lives. These narratives are shared within the home to reinforce professional identity, pride, and connection to purpose — all key contributors to workplace culture and retention.

Additionally, the creation of the Resident Enrichment Team ensures that no resident is left without meaningful engagement. This interdisciplinary initiative strengthens collaboration across departments while increasing staff fulfillment through purposeful resident connection.

Leadership accessibility and structured one-on-one conversations further support workforce stability. These proactive discussions emphasize clarity, coaching, and early support within a culture that balances accountability with psychological safety.

Through these coordinated strategies, Extendicare Medex continues to create an environment where staff feel supported, skilled, valued, and connected to meaningful work — strengthening recruitment efforts, improving retention, and fostering a positive and resilient workplace culture.

## **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 resident's 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 Medex considers the unique demographics in our home when planning care delivery requirements, programs, resources, and external partnerships. Our resident population includes older

adults as well as a small number of younger residents under the age of 65 who require long-term care due to complex medical, neurological, or mental health conditions.

Our population needs include residents living with dementia, Parkinson's disease, ALS, Multiple Sclerosis, post-stroke conditions, and complex psychiatric disorders, including schizophrenia, bipolar disorder, anxiety, depression, personality disorders, and substance use disorders. Many residents present with combinations of cognitive, physical, and behavioural health needs.

Functional ability across the home varies significantly. Some residents are active and able to participate independently in decision-making and daily activities, while others require assistance, cueing, or specialized supports to remain engaged. A smaller group of residents are passive or minimally engaged due to advanced cognitive or physical limitations. Programming and care approaches are adapted to support residents across these varying levels of ability.

To meet the individualized needs of our residents, we have implemented programs such as DementiAbility programming, Behavioural Supports Ontario (BSO), Geriatric Psychiatry supports, Regional Pain and Symptom Management services, and the Women's Wellness Program, as well as specialized behavioural and mental health supports.

We also collaborate with community and healthcare partners including ROH Geriatric Psychiatry, ROH ACTT (Assertive Community Treatment Team), the Champlain Hospice Palliative Care Program, DementiAbility Enterprises, the LESA Program (Lifestyle Enrichment

for Seniors with Addictions), the MS Society, ALS Society, March of Dimes, and the John Howard Society to support comprehensive, person-centred care for our residents.

## CONTACT INFORMATION/DESIGNATED LEAD

Tina Nault  
Executive Director  
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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 12, 2026**

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**Matt Carroll**, Board Chair / Licensee or delegate

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**Tina Nault**, Administrator /Executive Director

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**Natalie Vienneau**, Quality Committee Chair or delegate

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Other leadership as appropriate

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