

Quality Improvement Plan (QIP)

# Narrative for Health Care Organizations in Ontario

March 11, 2026

## OVERVIEW

Extendicare Northridge is a 133-bed long-term care home located in Oakville, 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 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:

1. Falls Prevention – 15%

- Our Approach – Risk mitigation strategies including scheduled toileting plans 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. Restraint Reduction – 2.5%

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

3. Antipsychotic Deprescribing – 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.

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, 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 quality plan:

**Staffing and Resident-Centered Care** – Throughout 2025 we successfully eliminated the use of agency for front-line care, and we continue to hire and retain a dedicated team of staff members, which has directly contributed to enhancing resident-centered care.

This effort has created a positive and highly engaged environment for both residents and staff alike.

**Quality Improvement** – Our Quality Council continued to actively participate as part of our Patient Advisory Committee in 2025. This collaboration continues to enhance the participation of our residents and families when formally reviewing our quality indicators. When compared to 2024 results, we can confidently say that overall quality of care and services significantly improved as all our clinical indicators remained below the corporate and provincial benchmarks. In our home we currently have no restraints. For 2026, we will continue to monitor our current processes to sustain results and have therefore not included this focus as a priority area in our action plan.

**Family Satisfaction** – Feedback from families has been overwhelmingly positive. The 2025 survey indicates a further 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.

**Recreational Programs** – In 2025, resident choice continued to be a strong focus in recreational programming. We have significantly increased the number of activities offered each day, ensuring residents have a variety of engaging and enriching experiences.

Monthly resident choice meetings are held in each home area as part of the Resident Council encouraging residents to be directly involved in the planning and suggestion of activities which have fostered a sense of ownership and community within the home. We have increased recreational technology to enhance programming.

**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.

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) To increase the number of physician/resident informal psychosocial contacts
- 2) To increase the satisfaction rate among residents, they feel their doctor is listening to their concerns carefully.

3) To increase the clarity and timeliness of communication from home leaders.

## 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: Educating team members, assessing practices as needed, supporting cultural needs and ensuring inclusive programs 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**

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? 81.4%

Family: Would you recommend this home? 89.7%

Survey results were reviewed by CQI committee:

Survey results were shared and discussed with Resident Council:  
February 12, 2026

Survey results were shared and discussed with Family Council:  
February 11, 2026

A copy of the survey results was provided to Resident Council:  
January 16, 2026

A copy of the survey results was provided to Family Council: January  
28, 2026

Survey results were posted on our bulletin board: February 17,  
2026

Survey results shared with staff in the home: February 19, 2026

Top three areas Resident Experience survey priorities for  
improvement in 2026:

1. To increase the number of physician/resident informal  
psychosocial contacts: 55%

Summary of Actions: 1) The Medical Director will attend a Resident  
Council Meeting annually to review and answer residents'  
questions. 2) Create a list of residents who want a "TLC (Tender  
Loving Care) Visit" from their MD. 3) Implementation of MD "TLC  
Visits" during MD rounds monthly to ensure residents are engaged  
with their MD. 4) Develop a consistent schedule for all MD rounds

posted in residents' home areas.

2. To increase the satisfaction rate among residents, they feel their  
doctor is listening to their concerns carefully: 73.2%

Summary of Actions: 1) RSC to explore root cause to residents'  
feeling that their concerns are not being listened to carefully. 2)  
RSC to create an evaluation tool to explore outcome of  
resident/physician interactions at care conferences and after MD  
rounds.

3. To increase the clarity and timeliness of communication from  
home leaders: 51.2%

Summary of Actions: 1) Resident Council will invite a different  
member of the Management Team for 10 minutes each month for  
managers to explain their role and answer questions. 2) Host an  
annual "Resident Community Connection with Management Team".

## PROVIDER EXPERIENCE

Northridge 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.

At Northridge we have created a strong care culture through recognition rewards, engagement in the life of the home, teamwork and good hiring and management practices to create the best environment for our employees.

## **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 Northridge 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, palliative and end of life care. To meet the individualized needs of our residents, we have implemented programs such as:

**Dementia / Expressions - Care and Management:** This theme or Focus involves the entire interdisciplinary team. The home has a dedicated Behaviour Support Team who partners in consultation with the Seniors Mental Health Outreach Team. A DementiAbility program has been initiated which is aimed at supporting residents living with dementia. The training is tailored for frontline employees supporting our residents. The overarching goal is to care for the unique needs of each resident. The home continues to work on education for all team members across all disciplines such as GPA (Gentle Persuasive Approach), PIECES and other dementia care approaches. Education is provided for team members to gain more knowledge on non-pharmacological approaches to managing expressions / responsive behaviors and focuses on the enhancement of each resident's quality of life. We have seen responsive behaviours decrease with the introduction of programs such as our Doll and Pet Therapy and Snoozelen room.

**Palliative and End of Life Care:** This theme will provide a focus not only on palliative interventions when needed, but also on the end of life care with the support of the entire interdisciplinary team, families, residents and other external resources. We work to assist families and residents to proactively express their wishes prior to the resident reaching the stage where palliative / end of life care are needed. We have opened further conversations around these subjects with families and residents in their respective councils, and on a one-on-one basis.

Our efforts include a partnership with a Pain/Palliative Care

Consultant who is an integral part of our palliative care team. We strive to support families and residents when they are approaching the end of life with an approach that is respectful, dignified, with sensitivity to religious, cultural and ethnic preferences. A Palliative Care Cart is provided in the resident's room with resources for families to use while spending time with their loved one during their final days and hours. Our staff create an Honour Guard when a resident is leaving the home after passing and going to their final resting place.

We also collaborate with community services such as Nurse Practitioners Supporting Teams to Adverting Transfers (NP STAT) to hospital, Acclaim Health and programs such as Halton Geriatric Mental Health Outreach.

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

Julianna Jeffery (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 10, 2026**

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**Yvonne Carvalho**, Board Chair / Licensee or delegate

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**Julianna Jeffery**, Administrator /Executive Director

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**Pardeep Gill**, Quality Committee Chair or delegate

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Other leadership as appropriate

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