

Quality Improvement Plan (QIP)

# Narrative for Health Care Organizations in Ontario

March 17, 2026

## OVERVIEW

Extendicare Starwood is a long-term care home located in Nepean Ontario and is part of a large and leading seniors' health care organization which provides high-quality care and services for seniors across Canada. Improving the quality of care we provide for our residents and their families guides all we do. We are committed to continuous improvement, and on an ongoing basis, we seek new ways to evolve our practices to best support the residents we serve and their families.

### Our Purpose, Mission, Vision and Values

Our Purpose is helping people live better.

Our Mission is to provide people with the care they need wherever they call home.

Our Vision is ensuring everyone in Canada has access to the care and support they need to live their best lives.

### Our Values

- We embrace every person for the individual they are.
- We care for each person as we would our own family.
- We collaborate with others because we achieve more together.
- We are relentless in our efforts to improve.
- We respect the resources entrusted to us.

### Quality Improvement

Extendicare's Quality Framework outlines the ways in which our home is supported to achieve success with a focus on quality of life, safety, regulatory compliance and resident engagement. In alignment with provincial requirements, each Extendicare home in the province is responsible for directing their quality improvement

plan, with the support of a dedicated regional team of subject matter experts who assist us with our home's quality initiatives. Our strategic direction and the initiatives that support the plan also meet or exceed standards set by Accreditation Canada and meet the requirements of our Long-Term Care Home Service Accountability Agreement (LSAA) with the Ministry of Long-term Care.

Our home's multidisciplinary Continuous Quality Improvement (CQI) Committee oversees our quality program. It is led by our home's CQI lead. Membership includes our home leadership team, each designated program lead, Medical Director, Dietitian, Pharmacy Consultant, Resident and Family Council representatives, and care team representatives, including a Personal Support Worker and a Registered Nurse. Our CQI committee meets quarterly at minimum, and uses a CQI Framework in alignment with Extendicare's enterprise-wide strategic care quality priorities, to identify key areas for quality improvement in our home, make recommendations, monitor and measure progress, identify and implement adjustments, and communicate improvement outcomes for the current and following year. Results are discussed and shared with residents, families, team members and external partners to support our priorities, targets and activities.

Across our organization, Extendicare measures and monitors our quality initiatives and quality indicator results. Home-level quality reports are circulated monthly and reviewed by homes and regional teams across our network, to help us monitor progress and drive meaningful conversation about ways we can improve, at each home's CQI committee meetings. Performance monitoring is a key part of our relentless effort to improve performance. Our quality assurance work includes but is not limited to:

- Monitoring key quality indicators
- Internal audits
- External audits
- Annual program evaluations
- Resident and Family Experience Survey results

In 2025, our home's Quality Improvement Plan priority areas included Fall Prevention, Restraint Reduction, Antipsychotic Deprescribing, and Pressure Injury Reduction. Guided by valuable feedback from our home community, the following top areas for improvement identified from our 2024 Resident and Family Experience survey results were also included: resident input into recreation programs, satisfaction with the schedule of religious and spiritual programming, and satisfaction with the care received

In 2025, our Quality Improvement priorities focused on Falls Prevention, Restraint Reduction, Antipsychotic Deprescribing, and Worsened Pressure Injury.

#### Antipsychotic Deprescribing:

The rate of antipsychotic use without a diagnosis was significantly reduced, consistently remaining below 10%, exceeding the Extendicare target of 15%. This was achieved through regular medication reviews with physicians and Geriatric Outreach (ROH), implementation of Dementia Observation System (DOS) mapping, use of Behavioral Supports Ontario (BSO), and ongoing monthly tracking.

#### Falls Prevention:

The home exceeded the Extendicare target of 15%, maintaining a fall rate below 14% throughout 2025. Success was driven by close

monitoring of high-risk residents, interdisciplinary fall reviews during huddles, and strong frontline staff engagement, particularly PSWs.

#### Skin and Wound:

The skin and wound rate remained below 2% for throughout 2026. This performance was achieved through consistent adherence to established policies, oversight by the Wound Care Nurse, quarterly committee reviews, proactive assessments and nutritional interventions, and ongoing education for Nurses and Personal Support Workers (PSWs) to promote best practices in resident care.

#### Restraint Reduction:

The home maintained 0% restraint use and was recognized as restraint-free in 2025. This was supported by comprehensive admission assessments, behavioral history reviews, timely referrals, and consistent use of person-centered alternatives to restraints.

We are proud of the following achievements and improvements that were implemented based on the 2024 survey results and that were part of our 2025 improvement plan:

1. "I have input into the recreation programs available" increased from 70.5% in 2024 to 86.1% in 2025. This significant improvement reflects our efforts to encourage resident participation and gather feedback on programming.
2. "I am satisfied with the schedule of religious and spiritual programs currently offered" increased from 73.5% in 2024 to 79% in 2025. This improvement indicates that through resident

engagement and feedback, we have enhanced the schedule to better meet residents' needs and preferences.

3. "I am satisfied with the care I receive" The percentage of residents satisfied with the care they receive rose from 82.1% in 2024 to 82.9% in 2025, reflecting ongoing efforts to maintain high standards, improve communication, and ensure residents feel supported and valued.

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. I am encouraged to provide my input about the food and drink options 55.6%
2. I am satisfied with the food and drinks served to me 50.0%
3. I enjoy eating meals in the dining room

### **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 behaviors, from Gentle Persuasive Approaches (GPA) training, to dementia-focused tools for skin and wound care.

Right care in the right place at the right time

On an ongoing basis, we work hard to support, train, retain and recruit qualified and compassionate team members who work together in service of quality care for residents. We know strong interdisciplinary teams are essential to the delivery of quality care and we foster a culture of collaboration to contribute coordinated expertise, as resident plans of care are provided. In addition, we are actively recruiting Nurse Practitioners to support our collaborative models of care, continue to invest in building credentials among our team for advanced wound care nurses (SWAN's), provide training and resources for our team to enhance skillsets in IV therapy with multi-venous IV training arms, compassionate end-of-life care and more.

### Building capacity

We recognize how important long-term care is within our health system. At an enterprise-wide level, Extendicare is actively working to increase access to care through the construction of new long-term care homes built to modern design standards with the goal of increasing access to care for more people on the province's long-term care waiting list. In communities across the province, Extendicare is building for the future, with plans to redevelop every older home in our network. New homes are designed to deliver significant improvements to resident quality of life, with private bedrooms for all, enhanced communal lounges for activities and family visits, increases in space for restorative therapies and more.

## EQUITY AND INDIGENOUS HEALTH

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 honoring 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:

While Extencicare Starwood operates from a business perspective in English we strive to meet the communication needs of residents through the following mechanisms.

- Tracking the additional languages spoken by staff
- Utilizing family resources
- Utilizing community volunteer resources
- Developing picture boards/books communicating essential items
- White boards
- Sign language

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.

Extencicare is proud to have a National REACH (Resident Experience Action Council for Homes) comprised of resident and family representatives from our long-term care homes in every province where we operate. The council is co-led by resident and family members and provides valuable input on organizational initiatives and decisions. Supported by designated head office leaders, a community of practice meeting is held bimonthly and is open to all residents and families interested in sharing best practices and learning new ways to approach engagement, co-design, and council roles and responsibilities.

Our 2025 Resident and Family Experience Survey Results:

Dates of our 2025 Annual Resident and Family Experience Survey:  
September 2 – October 10, 2025

Resident: Would you recommend this home? 89.7%

Family: Would you recommend this home? 93.1%

Survey results were reviewed by CQI committee: January 14, 2026

Survey results were shared and discussed with Resident Council:  
January 28, 2026

Survey results were shared and discussed with Family Council: No  
Family Council currently.

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

A copy of the survey results was provided to Family Council: No  
Family council currently.

Starwood LTC Home does not have a family council, but 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 town hall meeting that was held: January 8, 2026  
Survey results were posted on our bulletin board: January 14, 2026  
Survey results shared with staff in the home: January 27, 2026  
During discussions with the Residents when sharing our 2025 results, three areas were determined to be most important priorities for us to focus on and these are included in our 2026 QIP.

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

1. "I am encouraged to provide my input about the food and drink options" 55.6%: Survey results indicate that residents do not feel their input regarding food and drink options is consistently heard or acted upon. Residents expressed the need for greater engagement and for their feedback to be meaningfully considered in order to improve the quality and variety of food and beverage offerings. The home is committed to improving survey outcomes and enhancing the quality of meal services, choice, and the collection of residents' feedback. Staff will actively encourage residents to provide feedback on food and drink options during mealtimes, and this feedback will be appropriately recorded and reviewed. Menus will be reviewed on a regular basis to ensure residents are offered a range of choices that reflect their individual preferences. The Food Committee will meet monthly and will include residents. Resident Council meetings will also be held monthly. During these meetings, residents will be encouraged to provide feedback on food and drink services. The Food Manager, or a food supervisor, will attend these meetings to discuss food and drink provision and respond to feedback raised by residents.

2. "I am satisfied with the food and drinks served to me" 50.0%. However, the resident survey indicated that the food and beverage service requires improvement, the Home is committed to enhancing satisfaction and will implement measures to improve service quality. To achieve this, menus will be reviewed by a Registered Dietitian, monthly taste-testing sessions will be conducted with residents, food will be served at the appropriate temperature, meal choice options will be expanded—including texture-modified and therapeutic diets—and staff will receive education on presentation, portioning, and respectful meal service.

3. "I enjoy eating meals in the dining room" 64.9%. According to the resident survey, 64.9% of residents enjoy dining in the dining room; however, the survey also indicated that improvements are needed to enhance the overall dining experience. In response, our facility will implement an action plan to improve the dining room environment by enhancing lighting, introducing background music, and reducing noise levels. Additionally, staff will receive training on person-centered dining practices and respectful assistance to ensure that residents are treated with dignity and receive appropriate support during meals. Dining satisfaction will also be addressed at monthly Resident Council meetings to gather feedback and facilitate ongoing improvements.

## PROVIDER EXPERIENCE

Starwood is part of a large organization in which there are many opportunities to engage with staff and leaders in sharing quality improvement goals and commitments. This is achieved through Employee Engagement surveys, sharing of best practices organization-wide, regional quality labs, and participation in the

Ontario Long Term Care Association (OLTCA) Quality Committee and annual quality forums.

Our annual Employee Engagement survey provides an opportunity for team members to give their feedback on various issues such as staff satisfaction, innovation, and work environment. Based on previous Employee Engagement results we worked hard this year to engage our team members to help them understand how their work connects to our strategic priorities and how that drives our mission.

Employee engagement continues to rise, with scores up by 0.3 and over 15,000 surveys completed. We'll keep building on this momentum and clearly communicate how every team member's contributions motivate our organizational goals.

Extendicare has an organization-wide Care Champion Program which celebrates the meaningful work, commitment and passion demonstrated by our dedicated team members. This program places a spotlight on team members who go above and beyond to improve care, every day for our residents. Active team members at our long-term care homes can be nominated by our residents, family members, peers or managers, for special recognition of the extraordinary care they provide.

Some Innovative practices we do in our home to improve recruitment and retention, workplace culture, or staff experience are:

1. Encouraging Staff Involvement in Program Meetings: We foster a collaborative environment by actively encouraging staff to participate in various program meetings. This engagement allows them to share ideas, contribute and feel more connected to the organization's goals and values.

2. Open Door Policy: We maintain an open-door policy to ensure that all staff feel comfortable sharing their thoughts, concerns, and suggestions. This approach promotes transparency, strengthens trust, and helps create a supportive workplace culture.

3. "Monthly Care Champion" Recognition Program: Each month, we highlight and celebrate an exceptional staff member through our "Monthly Care Champion" program. Nominations are open to residents, families, and staff, giving everyone a voice in recognizing outstanding care and dedication. This initiative boosts morale and reinforces a culture of appreciation.

4. Providing Essential Resources for Staff Success: To ensure our staff can perform their tasks effectively and efficiently, we prioritize providing the necessary resources, tools, and training. This commitment to equipping our team with everything they need leads to better performance, job satisfaction, and overall retention.

## 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 Starwood LTC home 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, while multiculturalism is increasing, our population primarily elderly Anglo-Saxon women. To meet the individualized needs of our residents, our home continues to provide care for residents with moderate to significant cognitive impairment, with a strong focus on dementia and palliative care. We also receive support from the Outreach Geriatric Group (Royal Ottawa Hospital) for residents who exhibit severe behaviors. Most of our Personal Support Workers (PSWs) are trained in the Gentle Persuasive Approach and DementiAbility. Additionally, our registered staff (RNs and RPNs) undergo ongoing education and training to ensure they have the skills and knowledge necessary to deliver the highest quality care

## CONTACT INFORMATION/DESIGNATED LEAD

CQI Committee Chair: Sam Wossene (Executive Director)

Quality Lead of home: Jasmine Kaur Bumrah (Assistance Director of Care)

## OTHER

## 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 11, 2026**

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

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**Sam Wossene**, Administrator /Executive Director

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**Babylyn Alcantara**, Quality Committee Chair or delegate

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**John Greenwood**, Other leadership as appropriate

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