

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

March 3, 2026

Extendicare



**Ontario
Health**

OVERVIEW

Extendicare Stirling Heights is a long-term care home located in Cambridge 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

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.

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 priority areas included Falls prevention, Restraint reduction, Antipsychotic deprescribing, and Worsened pressure injury. The following top areas for improvement identified from our 2024 Resident and Family Experience survey results were also included:

- 1.) To improve the process and content of the resident care conference to support a meaningful discussion on what's working well, what can be improved upon and potential solutions.
- 2.) To improve and strengthen processes on how residents and families are updated regularly and can provide feedback about the changes in the home.
- 3.) I have input into the recreation programs available
- 4.) To improve the level of residents' satisfaction with the quality of cleaning with the resident's room

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. Encourage resident/POA/Family to attend their annual care conference.
 - a) Communicate to residents/POA/family when their annual care conference is scheduled
 - b) provide pre care conference questionnaire to residents/POA to guide the care conference to

support a meaningful discussion for the resident c)Remind resident morning of meeting and assist as needed d)provide copy of plan of care 5) Allow time for discussion and obtain feedback on what can be improved

Resident Satisfaction improved from 2024- 43.8% to 2025- 63%
Family Satisfaction improved from 2024- 81.4%to 2025-93.2%

2. a) Enhance "Stirling Echo" Newsletter to inform and engage residents and family members on a regular basis b) Have social sit down with resident/families and leadership/interdisciplinary team members on a regular basis. A) Newsletters sent on monthly to inform residents and families about important information 2) ask resident and family council councils what information they would like to see included 3)post newsletters on home area/ communication bulletin boards 3) Member of leadership/interdisciplinary team(as per schedule, posted on bulletin boards and newsletter) attend monthly recreation planning meetings held in each home area to inform of important information and be available for questions.

Resident Satisfaction improved from 2024- 67.3 % to 2025 69.4%
Family Satisfaction improved from 2024- 85.7% to 2025 87.9%
which is above the 2025 LTC Division Overall

3. a) Enhance monthly Program Planning meetings to engage residents in program decision making b) use real time feedback tools such as evaluations of programs, seeking resident feedback on enjoyment satisfaction of programs in real time.

Resident Satisfaction from 2024 69.2% to 2025 66.7%

4.a) Education provided to residents and family regarding the daily

clean, high touch and deep clean of resident room and auditing process b) Provide education to residents/POA/family regarding services provided by housekeeping department to resident's room to occur. c) Environmental Service Manager to be invited to Resident as a guest speaker to provide education and address any questions and/concerns d)Environmental Service Manager to be invited to Family Council as a guest speaker to provide education and address any questions and/concerns d)ESM submits newsletter submission highlighting the roles/duties of the housekeeper in the cleaning of resident rooms during a daily clean, high touch and heavy duty clean. e) Review deep clean schedules for resident rooms. 1) Environmental Service Manager to review deep clean schedules to ensure all resident rooms are included 2) Track resident rooms completed 3) Spot check audits of resident rooms to ensure deep cleaning completed.

Resident Satisfaction from 2024 91.1% to 2025 97.7%
Family Satisfaction from 2024 65.6% to 2025 81.5%
Above 2025 LTC Division Overall.

Our CQI committee has determined that for 2026 our priority areas for quality improvement in our home will include Fall prevention, Pressure injury reduction, Antipsychotic deprescribing, Restraint reduction as well as the following areas from our 2025 Resident Experience survey as determined following consultation with our Resident and Family Councils

1. Quarterly plan of care reviews will be completed with each resident input.
2. Monthly Program Planning Meetings will occur on each home

area with their designated recreation assistant to inform and engage residents in program decision making. Designated recreation assistant will meet one on one with 5 residents per RHA, that do not attend calendar planning meetings to receive their ideas and input and to discuss independent leisure opportunities

3. Education to the interdisciplinary team regarding the mandatory requirements of the Resident 6 week and annual care conference, proper process and ensuring the residents and family have the opportunity to know and express what is going well, what can be done better and how to improve things.

ACCESS AND FLOW

Extendicare is committed to working closely with our community partners including our regional Ontario Health at Home team, hospitals, 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 partnerships with health system partners such as local long-term care homes, regional 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 ED visits. We work together with residents, their families and our health system partners to ensure safe, effective admissions to our home, and 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 campaigns include:

- Safe Spaces: Combining four key autumn safety awareness events – Infection Control Week, Canadian Patient Safety Week, Seniors' Safety Week, and Fall Prevention Month – Safe Spaces is a six-week sustained safety campaign. 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 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, this annual day is marked with 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: We care for a population that is impacted by rising rates of Alzheimer's and dementia. In addition to 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 to tailor care to the unique needs of those living with dementia – 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 to work together in the 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 executed. 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 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 homes built to modern design standards with the ability to welcome 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 residents' 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 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 Council and Family Council, 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 included mandatory education for Stirling Heights Leadership team: cultural competency in healthcare, indigenous awareness training, 2SLGBTQ Foundations Course, Diversity, Inclusion and employment. Recognition of multicultural traditions, and events, supporting and sharing in their cultural celebrations and providing space for religious needs. 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. Annually, through an anonymous survey, we seek feedback from residents and their families about what 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 those 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 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 each province we serve. The council is co-led by resident and family members and provides valuable input on organizational initiatives and decisions. A

head-office supported 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:
Date of 2025 Annual Resident and Family Experience Survey:
September 2 – October 10, 2025

Resident: Would you recommend this home? 97.7%

Family: Would you recommend this home? 94.7%

Survey results were reviewed by CQI committee: February 12, 2026

Survey results were shared and discussed with Resident Council:
February 03, 2026

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

A copy of the survey results was provided to Resident Council:
February 03, 2026

A copy of the survey results was provided to Family Council: January 20, 2026

Survey results were posted on our bulletin board: January 20, 2026

Survey results shared with staff in the home: February 25, 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 2025 QIP.

1. In my care conference, we discuss what's going well what could be better and how we can improve things. 2024 Results 43.8%

Summary of Actions: 1) Encourage residents to attend their annual care conference. 1) Communicate to residents when their annual care conference is scheduled (Current Practice),

2) provide pre care conference questionnaire to residents/POA to guide the care conference to support a meaningful discussion for the residents.

3) Remind resident morning of meeting and assist as needed 4) provide copy of plan of care 5) Allow time for discussion and obtain feedback on what can be improved

2. I feel my goals and wishes are heard and considered in my care. 2024 Results 43.8% Move in and Quarterly plan of care reviews will be completed with each resident input. 1) On a quarterly basis when plan of care reviewed meet with resident if able to discuss goals, wishes.

2) Update plan of care based on discussions.

3. Communication from home leadership is clear and timely, 2024 Results 67.3%

Enhance "Stirling Echo" Newsletter to inform and engage residents and family members on a regular basis 2) Have social sit down with resident/families and leadership/interdisciplinary team members on a regular basis

PROVIDER EXPERIENCE

Stirling Heights Long Term Care is part of a large organization in which there are many opportunities to engage with staff and leadership 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 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 this year to improve two-way communication to better engage our team members. This included the launch of two communication forums accessible to all, enabling employee access to timely information and updates from across the organization.

The resulting improvements include Quarterly turnover improving from 9.6% to 6.8% across Extendicare and employee engagement increased by 6 points with almost 16,000 surveys completed. Extendicare has a nationwide 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, co-workers or managers for special recognition of the extraordinary care they provide.

Stirling Heights works closely with our local colleges to support placement opportunities for RN, RPN and PSW students. Stirling has successfully enrolled staff members into the Earn and Learn Program, enabling dedicated Long Term Care staff the opportunity to enroll in a paid PSW college program. These relationships not only improve Stirling Heights recruitment opportunities, but also recognition Stirling Heights as an employer of choice of an employer of choice. Stirling is an active participant of Ontario Health Force initiatives which has improved recruitment and retention of RN's, RPN's and PSW's through the financial incentive programs; CCPN

and ROS. Stirling is active Stirling Heights is recognized for it's long standing leadership team, and nursing team, enhancing a knowledgeable, passionate, supportive workplace culture. Staff experience is further enhanced by an active Staff Council, enabling the voices of our front line staff.

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, 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 processes, policy, practice and technology improvements are developed in response, and shared through education with care teams across all our homes. Biweekly 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 2025 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 CAREERS course is available free of charge and is an excellent educational opportunity we promote for caregiver support. We are currently updating our Palliative Program policies and procedures to further emphasize the importance of a palliative care philosophy. The revised policies and procedures will be implemented in 2025 with associated staff education and training. The focus will be on 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

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CONTACT INFORMATION/DESIGNATED LEAD

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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 **February 27, 2026**

Anne D'Ambrosio, Board Chair / Licensee or delegate

Cheryl Lawrence-Holmes, Administrator /Executive Director

kristyn Smithson, Quality Committee Chair or delegate

Other leadership as appropriate
