

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

March 9, 2026

OVERVIEW

Extendicare West Oak Village is a 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 Extencicare 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 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:

I am satisfied with quality of care from my doctors, I am satisfied with the quality of care from physiotherapist and I am satisfied with the variety of religious and spiritual programs available

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:

- Improving our Antipsychotic indicator by 45%
- Improving our Falls indicator by 9%
- Improving our Pressure Injury indicator by 86%
- Maintaining our Restraints indicator under benchmark
- Improving I am satisfied with quality of care from my doctors by

36%

- Improving I am satisfied with the quality of care from Physiotherapists by 41%
- Improving I am satisfied with the variety of religious and spiritual programs available by 26%

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:

I am satisfied with the quality of care from restorative care (care provided by physiotherapy, exercise or occupational therapy), I am satisfied with the variety of recreation and leisure activities offered in the home and Communication from the home leaders (executive director, director of care and managers) is clear and timely.

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: LGBTQ + Pride, Indigenous Peoples Day and Truth and Reconciliation initiatives, Black History Month, Filipino Independence Day, Indian Independence Day, Caribana, Cinco de Mayo, and Diwali, among many other cultural and heritage events.

These celebrations included educational presentations, cultural cuisine experiences, music and dance performances, storytelling, and meaningful discussions that promoted inclusion, awareness, and respect. By acknowledging and honoring the diverse cultural backgrounds within our home, we continue to foster a welcoming, inclusive environment where every resident feels seen, valued, and celebrated.

In addition, all members of our leadership team have completed comprehensive training in Indigenous cultural safety and LGBTQ+ inclusivity. This education has strengthened our understanding of historical impacts, health equity, culturally safe care practices, and inclusive language. As a result, our leadership team is better equipped to support residents, families, and staff with sensitivity, respect, and a strong commitment to equity, diversity, and inclusion across all areas of our home.

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? 79.5 %

Family: Would you recommend this home? 69 %

Survey results were reviewed by CQI committee: January 27th, 2026

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

Survey results were shared and discussed with Family Council: January 17th, 2026

A copy of the survey results was provided to Resident Council: January 11th, 2026

A copy of the survey results was provided to Family Council: January 11th, 2026

Survey results were posted on our bulletin board: January 11th, 2026

Survey results shared with staff in the home: January 11th, 2026

During discussions with the Residents and Family council when sharing our 2025 results, three areas were determined to be most important priorities for us to focus on and these are included in our 2026 QIP.

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

1. I am satisfied with the variety of recreation and leisure activities offered in the home 50 %

- Introduce more seasonal and thematic variations to program calendar

- Include a variety of 1:1 small, large group and outing into monthly calendar

2. I am satisfied with the variety of spiritual and religious services offered by the staff in the home 52%

- Hire a Spiritual Care Provider as a member of the interdisciplinary team.
- Integrate other approaches such as holistic, nature based, and reflective practices.

3. Communication from the home leaders (executive director, director of care and managers) is clear and timely 52.4%

- Implement Town hall to inform and engage residents and family members on a regular basis i.e. when changes in the home are happening, changes to leadership team, declaration of outbreaks.
- Host "Tea and Chats" or social sit-down programs with residents, families, and leadership teams to inform and engage on a regular basis.

PROVIDER EXPERIENCE

West Oak Village 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.

Our recruitment strategy focuses on building strong educational partnerships and supporting candidates through structured onboarding and mentorship.

We actively collaborate with community colleges and private colleges to recruit students in their final year of placement. These students complete their placements within our home and are often hired upon completion. This approach allows us to evaluate their skills while giving them hands-on experience in our environment. To support successful integration, we have implemented a comprehensive two-week orientation program. This includes three days of classroom-based training followed by five to seven days of hands-on training in the home alongside experienced staff. Each

new employee is also paired with a dedicated preceptor for up to six months after their start date, providing ongoing mentorship, guidance, and a consistent point of contact for questions and professional support.

We also encourage employee referrals by engaging staff and inviting them to recommend friends and family members. This has resulted in several successful hires. In addition, we participate in quarterly job fairs and use social media outreach to connect with candidates from other homes and the broader community.

Furthermore, we utilize the Supervised Practice Experience Partnership (SPEP) program through the College of Nurses of Ontario (CNO) to recruit internationally educated nurses. Through this program, candidates complete their required placement hours in our home and can transition directly into employment.

Both the student placement program and the SPEP initiative offer significant advantages: candidates are trained in our policies, procedures, and culture for two to three months before hire, allowing for a smoother and more confident transition to independent practice on the floor.

We are a culturally diverse home that takes pride in fostering an inclusive and supportive environment for both staff and residents. We actively recognize and celebrate a wide range of cultural and religious traditions through cultural appreciation events and observances such as Black History Month, LGBTQ+ Pride, Italian Heritage celebrations, Independence Days, and other meaningful cultural acknowledgements. These initiatives promote inclusion, belonging, and mutual respect within our home.

To further support staff well-being, we offer a comprehensive

Employee Assistance Program (EAP), which provides confidential support and resources for employees and their families during challenging times.

In addition, we are strengthening staff engagement through the development of an Employee Satisfaction Committee. This committee is dedicated to supporting team members, recognizing staff champions through nominations, and organizing engagement activities and events that enhance morale, connection, and workplace satisfaction.

Together, these efforts reinforce our commitment to creating a workplace culture where staff feel valued, supported, and empowered.

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 West Oak Village considers the unique demographics in our home when planning care delivery requirements, programs, resources and external partnerships. In our home, our population

needs consist predominantly of female residents, individuals living with dementia, and younger residents requiring specialized supports. To meet the individualized needs of our residents, we have implemented programs such as DementiAbility, dedicated mental health supports, GPA (Gentle Persuasive Approaches), and intergenerational programming. In addition, we offer music and creative arts therapy, pet therapy, sensory and Montessori-based dementia activities, restorative care, palliative and end-of-life support, behavioral support outreach in collaboration with community mental health teams, individualized recreation therapy, spiritual care programs, and structured social engagement groups. We also provide specialized clinical services including physiotherapy, occupational therapy, speech-language support, dietary counseling, spasticity management, and foot care. Together, these programs promote dignity, independence, emotional well-being, and quality of life for all residents.

We also collaborate with a broad network of vendors, healthcare partners, service providers, community organizations, and educational institutions that support operations and resident care. It includes medical and clinical suppliers such as ARJO (mechanical and ceiling lifts), respiratory and oxygen providers like Pro Resp, laboratory services such as Life Labs, medical supply companies including Medline and Cardinal Health, and waste management services like Stericycle. Food and dietary services are supported by Sysco and Fresh Start Foods, while facility and maintenance needs are addressed by companies such as Ecolab, Swish, HD Supply, RONA, and Superior Lock.

Professional services include physicians, medical advisors, dietitians, Halton Health, Golden Dental Care, spasticity clinics,

Aldershot Footcare providers, and transportation services such as Dignity Transportation and ambulance support.

Recreation and enrichment partners include music care, dog therapy, churches (St Mathews, St James), Triple C farms, and community volunteers. The organization is further supported by agency staff, mental health outreach programs, IPAC resources, and various operational vendors.

In addition, numerous colleges, universities, and secondary schools serve as student placement and educational partners, contributing to workforce development and community engagement.

CONTACT INFORMATION/DESIGNATED LEAD

Renay Gallimore Executive Director 905 469 3294 x 2002
Renay.galliimore@extendicare.com

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 9, 2026**

Yvonne Carvalho, Board Chair / Licensee or delegate

Renay Gallimore, Administrator /Executive Director

Jaswinder Kaur, Quality Committee Chair or delegate

Other leadership as appropriate
