

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

March 14, 2025

OVERVIEW

Sara Vista is a long-term care home located at 27 Simcoe St. Elmvale ON L0L 1P0. We are licensed for 60 beds and currently we are decanted to 46 residents.

Improving the quality of care, we provide to 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 and strengthen our services.

Read more about this in our Improving Care Plan.

Our Purpose, Mission, Vision and Values

In 2024, through broad consultation with stakeholders across our organization including direct engagement of residents, team members and family members of those in our care, Extendicare conducted a refresh of the Mission, Vision and Values. Our goals were to capture who we are, what we can all achieve working together and to put the feelings of communities into words.

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 a future where 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.

In 2023, Revera's long-term care homes joined Extendicare. This has provided an opportunity to combine strengths, learn from one another, establish communities of practice focused on continuous improvement and collaboration, and reinforce Extendicare's deep commitment to long-term care in Canada.

Throughout our organization, integration work continues to be an important focus in 2025 and beyond. We know collaboration allows us to achieve more together. By aligning and standardizing processes, policies and systems across our homes, all Extendicare LTC homes will deliver consistent, quality care.

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 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 LSAA.

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 forum representatives, and care team representatives, including a Personal Support Worker and Registered clinical staff. Our CQI committee meets at a minimum quarterly and uses a CQI Framework in alignment with Extendicare's enterprise-wide strategic 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 using data accuracy and quality indicator results. Home-level quality reports are circulated monthly and reviewed by homes and regional teams across our network, to help monitor progress and drive meaningful conversation at each home's continuous quality committee meetings. Performance monitoring is a key part of our relentless efforts to improve performance and include but are not limited to the following:

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

In 2024, 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 2023 Resident and Family Experience survey results were also included: I am satisfied with the

quality of care from doctors, I have an opportunity to provide input on food and beverage options, I have input into the recreation programs available, the resident care conference is meaningful discussion, and there is good choice of continence care products.

We are proud of the following achievements and improvements that were implemented based on the 2023 survey results and that were part of our 2024 improvement plan: Recreation worked diligently with our residents and families and were successful in seeing improvements in all but two of our indicators. One of those indicators we had a decline over last year, but we still reached the corporate benchmark. Every month at Resident Council meetings, feedback was requested on programs being offered and recommendations for new programs were given. The following meeting, new programs were evaluated to see if they were kept or replaced. Tracking tools confirmed that all residents and all families received the education, materials or invitations that we set out to provide. Our one indicator that we failed to improve or reach target is being included in the QIP again this year. We are trying new ideas, and we hope to see an improvement in 2025. We are also very proud that we continued to maintain our zero use of restraints in the home in 2024. Should a situation arise where the use of a restraint would be needed, we would engage our stakeholders to ensure this would be implemented with the safety of the resident being the top priority, but we have not included in our 2025 workplan.

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

determined following consultation with our Resident council and Family Forum: Satisfaction with the quality of care from doctors, satisfaction with the food and beverages served to me and the quality of care from the Physiotherapist.

ACCESS AND FLOW

Extendicare is committed to working closely with our community partners including our regional Home and Community Care Support Services team, hospitals, and business partners to ensure safe and effective 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 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.

Home Specific Partnerships:

Resident and Family engagement continues to be a priority of

Extendicare. The success of this QIP requires collaboration with multiple partners, including Ontario Health at Home, Behavioural Supports Ontario, Ontario Association Resident Councils, Ontario Long Term Care Association, Barrie and Areas LTC Committee, North Central IPAC Hub, Ontario Health Central LTC Network, North Simcoe Muskoka Hospice & Palliative Care Network, North Simcoe Muskoka Specialized Geriatric Services Program, Horizon Program for Geriatric Psychiatry, WayPoint Centre for Mental Health Care and vendors such as Medical Mart, 3M, Arjo, Achieva Health and Medisystem pharmacy, hospitals, other sectors.

Ontario Health at Home supports our home by facilitating new admissions as well as actively engaging with North Simcoe Muskoka Specialized Geriatric Services, Horizons and WayPoint when we had a resident that was deemed no longer appropriate for our home. This group was able to support our home by providing two 30-day inpatient assessments for a resident that was requiring more specialized care than the home could adequately provide. When the assessments determined that the resident was not appropriate for our home, the group continued to support us through monthly meetings to ensure we were accessing all available resources. The Geriatric Mental Health team members would attend the home weekly to provide support until a suitable transfer was available. The Ontario Association of Residents Councils provides resources and education to support our Recreation Department in engaging our residents with meaningful programs. The Ontario Long Term Care Association provides extensive support and education to the sector while additionally advocating for our needs to our Provincial Government. Our Executive Director attends the Barrie and Area LTC meetings to collaborate on local issues and initiatives. Our Infection Control Manager sits on the North Central IPAC Hub. The Hub visits the home at least twice annually to tour and audit our

IPAC processes. The Hub acts as a resource should we need support with an outbreak or any other infectious issue. Our Executive Director attends the Ontario Health Central LTC Network to participate in discussions around new government initiatives or processes and how to action them at the home level. Sara Vista accessed a Pain and Palliative Nurse from the North Simcoe Muskoka Hospice & Palliative Care Network multiple times last year. This is a valuable resource for not only our residents but our families and our medical professionals. Achieva Health and Arjo attended the home last year to provide a joint education session for staff on safe transferring of residents. Medisystem Pharmacy provides quarterly in-house medication safety audits to assist us to identify gaps and improve care.

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 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 Forum, 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 mandatory 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: all management participated in Diversity and Indigenous training in 2024 and we had theme days of different cultures in our home. In 2025 we commit to continued support and recognition for diversity and inclusion for staff, residents and families in our home.

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 resident council and family forum 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 council and family forum 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 2024 Resident and Family Experience Survey Results:
Date of 2024 Annual Resident and Family Experience Survey:
September 3 – October 11, 2024

Resident: Would you recommend this home? 85.0%

Family: Would you recommend this home? 76.9%

Survey results were reviewed by CQI committee: February 12, 2025

Survey results were shared and discussed with Resident Council:
December 5, 2024

Survey results were shared and discussed with Family Forum:
December 10, 2024

A copy of the survey results was provided to Resident Council:
December 5, 2024

A copy of the survey results was provided to Family Forum:
December 10, 2024

Survey results were posted on our bulletin board: December 13, 2024

Survey results shared with staff in the home: December 13, 2024

We currently do not have a family council in our home. We continue to try to recruit members through newsletters, family forums, and posting information about family council. As a result, we shared our resident and family survey results at a family forum December 10, 2024.

During discussions with the Residents Council and Family Forum when sharing our 2024 results, three areas were determined to be most important priorities for us to focus on and these are included in our 2025 QIP.

Top three areas Resident Experience survey priorities for improvement in 2025:

1. Percentage of residents responding positively to "I'm satisfied with the food and beverages served to me" – 65%:

To improve we plan to hold food tastings prior to each Menu launch to obtain feedback on types of food to be incorporated into next menu cycle. Could potentially be in collaboration with Recreation Department. Two Food tasting sessions will occur each year based on menu launches. 20-25% of new menu choices will be included as a result of tastings held each menu cycle. We also plan to ensure dedicated time (standing agenda item) during Resident Council

meeting to discuss food complaints and recommendations. Food committee meetings will be held monthly and recommendations will be documented and actioned on within 21 days.

Feedback on those actions will be provided at next food committee meeting post implementation.

2. Percentage of residents responding positively to: "I am satisfied with the quality of care from doctors" – 61.5%: To improve we plan to track in person resident visits to ensure everyone has a visit by the doctor. A list will be developed for tracking by April 30, 2025 and each resident will have an in person visit with physician / NP at minimum 1 per quarter by June 30, 2025. We also plan to provide education to Resident Council and Family Forum on the expectations of the physician in the home quarterly. Our physician will be invited to 1 Resident Council Meeting and 1 Family Forum Meeting and the DOC will be invited for 4 Resident Council Meetings and 3 Family Forum meetings in 2025. We have already seen an improvement and increase in rounding from the physician based on a meeting in January of 2025.

3. Percentage Satisfied with the Quality of Care from the Physiotherapist – 60%: To improve we plan to provide education to families on what physiotherapy can provide to residents at the home. We plan for all families to receive this information by June 30, 2025. We also plan for Physio Staff to communicate to families progress and updates for residents receiving physiotherapy at least once by December 31, 2025. Participation in the interdisciplinary care conferences (IDCC's) should also yield positive outcomes.

PROVIDER EXPERIENCE

Sara Vista 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.

Sara Vista operates in a rural area that has no public transportation system. Staffing has been an ongoing challenge, but we work with

out-of-home recruitment support and provide financial incentives where we are able. In 2024 we were able to reduce our reliance on agency workers significantly. Last year Sara Vista's Resident Council started a monthly Staff Spotlight program. Each month they select one or two staff members for their excellent work and a write-up is posted in prominent spaces in the home. We also have resident and staff theme days and everyone has fun together. An increased focus has been placed on engagement and appreciation for our frontline staff in 2024 with lots of pictures having been taken to celebrate at Town Halls. Additionally, we will be working to implement a mentor-mentee program in 2025 to support with retention within the home.

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 process, 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 CARERS 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

Extendicare Sara Vista considers the unique demographics in our home when planning care delivery requirements, programs, resources and external partnerships. The top four diagnosis's in our home are shared by at least 50% of our residents. Those diagnosis's are: depression, arthritis, hypertension and dementia.

In addition to the medical professionals that attend our home, we ensure we are serving our residents through partnerships with North Simcoe Muskoka Specialized Geriatric Services (NSM SGS) Psychogeriatric Resource Consultants (PRCs) /Geriatric Mental Health and North Simcoe Muskoka Hospice Palliative Care Network.

CONTACT INFORMATION/DESIGNATED LEAD

Michelle Sattler, Executive Director & Quality Lead
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OTHER

Sara Vista has a robust Continuous Quality Program in the home. In addition to each manager having a schedule of monthly Key Actions and department specific audits, the home also has the following committees/meetings.

Weekly the home holds Interdisciplinary Care Committee meetings (IDCC). Managers and frontline staff attend weekly meetings to discuss high risk incidents, residents who are in their lookback period for their RAI MDS Assessments, responsive behaviours, skin and wound rounds, new admissions and re-admissions from hospital and falls. Other topics are covered as needed.

Monthly our Regional Team holds Quality Indicator meetings to

review our clinical results. This is an interdisciplinary meeting with all department managers in attendance. This platform allows us to review triggers that resulted in a change and discuss interventions where we are trending down or below benchmark.

All home quality activities roll up to our quarterly Quality Council.

Our Quality Council's goal is to:

- Promote a quality mandate across the site.
- Participate in the development and implementation of continuous improvement and risk reduction strategies.

To accomplish these goals, the committee will:

- Review and discuss the implications of quality outcome data and trends.
- Propose and participate in quality improvement activities at the site.
- Evaluate quality improvement activities undertaken.
- Review sentinel event and near miss activity within the site and suggest strategies to enhance and improve employee and patient safety.
- Identify gaps in the risk and quality management systems and recommend educational opportunities to close the knowledge gap for staff.
- Accreditation updates

Our Quality Council's Membership includes:

- Executive Director
- Director of Care
- Home Managers

- Medical Director
- Designated Nursing Leads
- Registered Dietitian
- Consulting Pharmacist
- Register Staff Member
- Personal Support Worker
- Residents' Council representative
- Family Member (No formal Family Council)
- RAI Coordinator
- Accreditation Lead
- Regional Team Member - optional
- Physio Therapist
- Behavioural Support Team Member
- Hospice & Palliative Care Nurse
- Public Health Liaison
- Others as required

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 14, 2025

Erin Coreno, Board Chair / Licensee or delegate

Michelle Sattler, Administrator /Executive Director

Michelle Sattler, Quality Committee Chair or delegate

Andrea Deluca, Other leadership as appropriate
