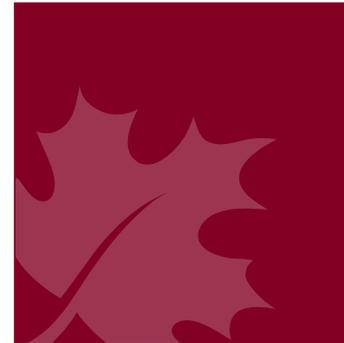


2014/15 Extendicare Quality and Social Responsibility Report



PEOPLE



PASSION



PARTNERSHIP



PERFORMANCE



## OUR VISION

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TO BE THE LEADING SENIOR CARE AND SERVICES PROVIDER IN CANADA

## OUR MISSION

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WE HELP PEOPLE LIVE BETTER BY:

- PROMOTING QUALITY OF LIFE
- CREATING REMARKABLE MOMENTS THROUGH HIGHLY ENGAGED AND MOTIVATED TEAM MEMBERS.

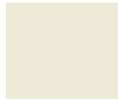
STAKEHOLDERS KNOW THIS BECAUSE WE CONTINUOUSLY MEASURE, IMPROVE AND PUBLICLY SHARE OUR PERFORMANCE.

## OUR COMMITMENT

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EXTENDICARE'S *COMMITMENT TO RESIDENTS* HAS REMAINED UNCHANGED SINCE 1968. IT CONTINUES TO SERVE AS THE FOUNDATION FOR EVERYTHING WE DO.

THE 2014/15 QUALITY REPORT ATTESTS TO OUR CONSTANT AND DEEP COMMITMENT TO OUR RESIDENTS, PATIENTS, CLIENTS, PARTNERS AND STAFF.



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# CEO's MESSAGE

Extendicare's vision is to be the leading provider of senior care and services across Canada.

Extendicare's vision is to be *the* leading provider of senior care and services across Canada. With the sale of our US operations, we have turned our focus and attention exclusively to the Canadian healthcare continuum, returning to our roots as a company that began over 47 years ago.

Our goal to become the leader in the sector is both challenging and invigorating. We are in an era when consumer expectations are high and are driven by greater access to information that can be used to educate and inform. The result is that the performance bar in healthcare continues to get higher and higher. And in such an environment, the public expects and deserves our complete honesty; our public funders demand accountability; and our patients and their families need to feel they can trust us.

Now, that's a tall order. However, we know we must work hard to continuously improve our care and the ways we deliver it to our seniors across each of our operating segments and across the country. That simply means that quality must continue to be central to everything we do.

Along with making quality central to everything we do, we will be serving an increasingly large number of seniors, given that the cohort of Canadians over the age of 65 is expected to increase by 2.5 million in the coming five years. It will be our privilege to meet the growing needs of this segment of the Canadian population.

Not only will we continue to focus on the quality of the care we deliver, but we will also concern ourselves with adapting and evolving our services to provide care in more varied ways, where and when our customers need it.



In fact, our recent home healthcare acquisition is already having a positive effect on the way we deliver home healthcare across the country. By doubling our front-line workforce, our company is now positioned as the leading provider of home healthcare in Canada. As the largest private-sector home healthcare company in the country, we have the opportunity and responsibility to be a leader in the provision of quality and access for our clients. We want to earn our healthcare partners' trust as a company that is guided by transparency and accountability in the manner in which we meet our customers' needs.

I am proud of the leadership role that Extendicare plays in advancing long-term and post-acute care in our country, and our belief in our responsibility to provide high-quality care to those entrusted to us.

I like to think of the high-quality care we deliver on a daily basis as the sum total of our:

- **passion** for our patients and the care we deliver
- **people** who provide the care
- the high level of **performance** our people continuously demonstrate; and
- the research and business **partnerships** we develop to improve the way we work.

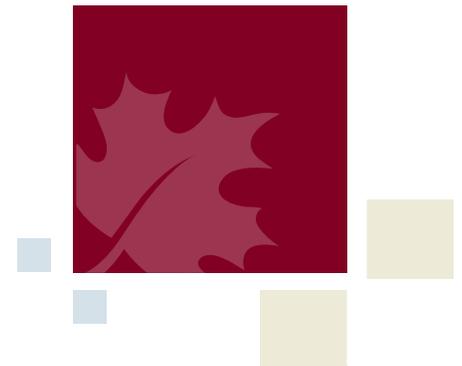
I want to thank my 22,000 Canadian team members for the excellent work you do every day, and the care and compassion you show to our customers and their families. Take pride in knowing that your efforts, which you contribute on a daily basis, truly help us live our mission of *helping people live better*.

Thank you for taking the time to read our 2014/15 Quality Report.

Sincerely,



**Timothy L. Lukenda**  
President and Chief Executive Officer



# REMARKABLE MOMENTS

## Rouge Valley Residents Donate Money to Destroyed Farm

For a decade, Norman Collier has been bringing his farm animals from Wild Things Petting Farm, a rescue-sanctuary, to the annual summer carnival at Extendicare Rouge Valley.

The petting farm section of the carnival is always a highlight for residents, family members, community members, staff members and volunteers. Over the years, Norman has also installed spectacular natural autumn and winter decoration displays at Rouge Valley. He would often come to visit bringing with him baby chicks, ducklings, bunnies and even a goat.

In early February 2014, Norman's farmhouse burnt down and he was left homeless.

When Extendicare Rouge Valley's Residents' Council learned of the fire, they decided to help Norman. The Residents' Council explained the urgency saying, "Norman needs the money now. We have \$6,000.00 sitting in our Residents' Council account, from our years of fundraising. We're not using it right now. We can replenish the account with future fundraising."

The Council continues to fundraise for Norman to rebuild his petting farm.



*"When Extendicare Rouge Valley's Residents' Council learned of the fire, they decided to help Norman."*

# EXTENDICARE AT A GLANCE



# EXTENDICARE AT A GLANCE

Over 47 years of care

## HOME HEALTHCARE

47

locations

10.5M

hours of service



## RETIREMENT LIVING

16

locations

1,593

beds



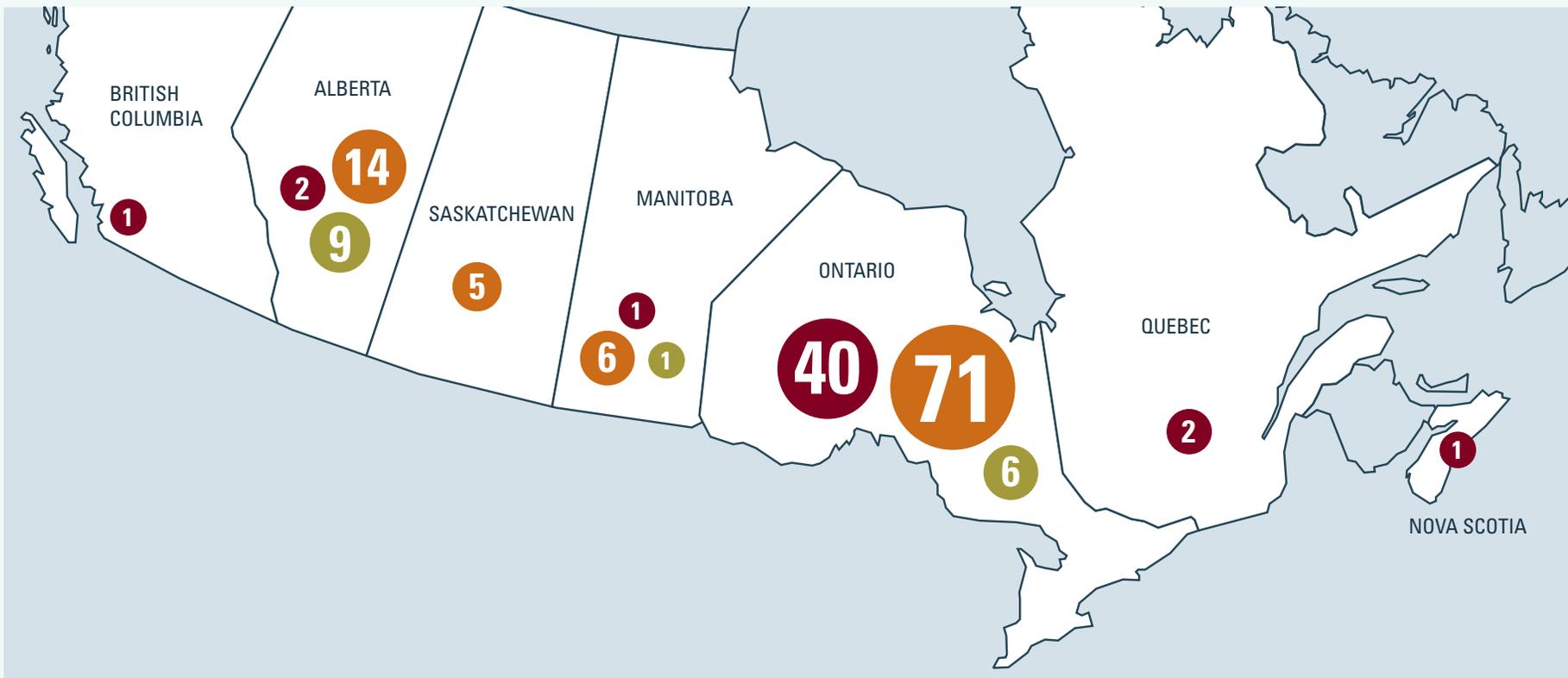
## LONG-TERM CARE

96

locations

12,718

beds



# EXTENDICARE AT A GLANCE

Over 47 years of care

Headquartered in Markham, Ontario, Extendicare is in its 47th year of operation, and in its first in four decades operating exclusively in Canada. Our 22,000-employee company is entering an era when the entire healthcare system is undergoing transformation, along with the demographics of our country.

## CANADIAN CONTINUUM OF CARE

Extendicare continues to grow and expand along the continuum of care in order to meet the healthcare needs of our aging population. With post-acute care playing an increasingly critical role in improving the efficiency and effectiveness of healthcare, our services represent a critical and cost-effective component of the healthcare continuum.

Extendicare owns 57 residential care centres and manages 54 centres in four provinces with a combined capacity for 14,311 residents along the continuum of care from assisted living to complex continuing care. Our homes offer long stay long-term care, short stay convalescent and respite services and an array of specialized programs.

As you read through our 2014/15 Quality Report, you will see how Extendicare is addressing the emerging needs of families, communities and governments looking for cost-effective, person-centred options for better living.



Home care is becoming an increasingly important part of the healthcare system. ParaMed has recently expanded its home care centres to six provinces and positioned our company as the leading private-sector home care provider to Canadians. We offer the right care, at the right time and in the right place to a wide spectrum of clients at home, at school and in the workplace.



## SILVER GROUP PURCHASING

As a growing segment of our company, SGP offers group-purchasing services to hundreds of providers of aging care across Canada. SGP negotiates long-term contracts that insulate partners from rising prices, thereby offering a cost-effective way to secure quality, national brand-name products, and a range of innovative services.



Extendicare Assist provides expertise in administration and management of long-term care homes, chronic care centres and supportive living and retirement living for its 54 homes and 23 partnerships in three provinces.

# EXTENDICARE AT A GLANCE

Over 47 years of care

## A NEW KIND OF RESIDENT

Today's seniors need a higher level of support and more flexible care, service and accommodation options. The typical resident in a LTC facility is frailer and medically more complex than was the case five years ago:

- 93 % have two or more chronic diseases
- More than 60 % live with Alzheimer's disease or other forms of dementia
- Almost a quarter need more assistance with daily activities (e.g., eating and toileting).

With the focus on aging in place, many assisted-living residences are looking more and more like long-term care homes. And increasingly specialized treatments are being provided in the home. Putting further pressure on families and the healthcare system, is the growing number of Canadians 65 years of age and older, predicted to increase from 5 million to 10.4 million by 2036.

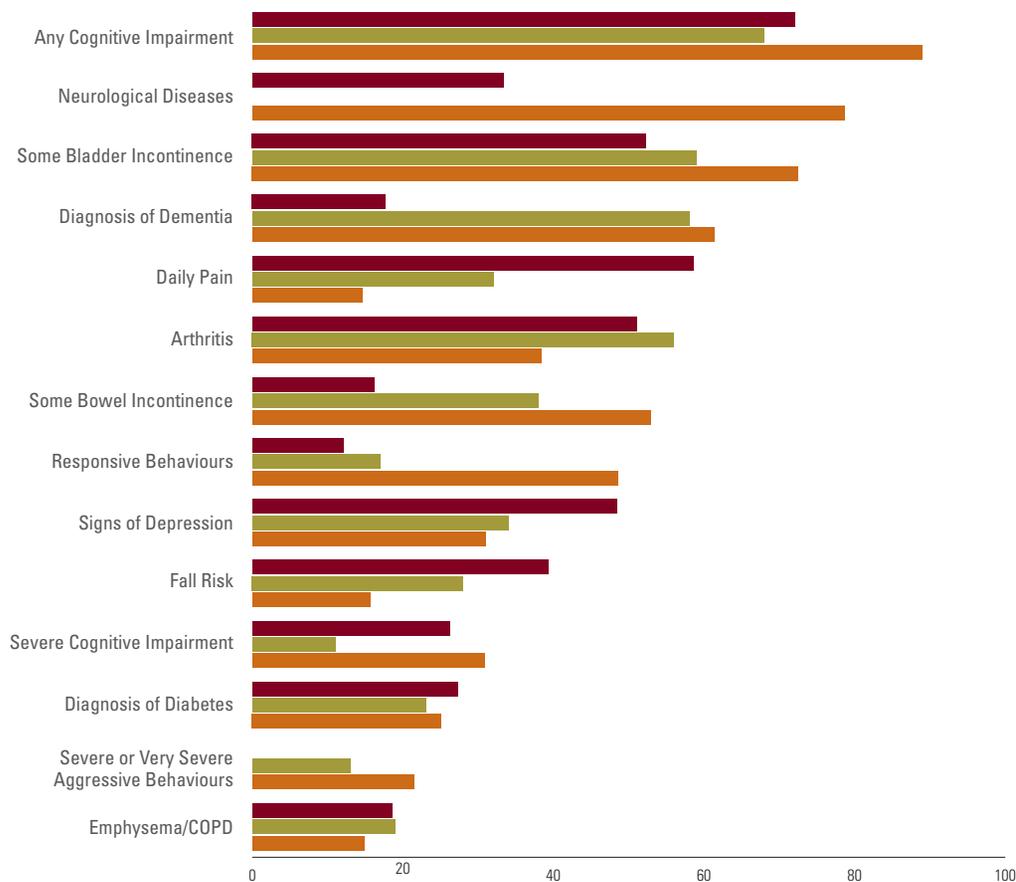


# EXTENDICARE AT A GLANCE

Responding to rising care needs

■ HOME CARE<sup>1</sup> (Ontario)
 ■ SUPPORTIVE LIVING<sup>2</sup> (Alberta)
 ■ LONG-TERM CARE<sup>3</sup> (Ontario, Manitoba, Saskatchewan, Alberta)

## HEALTH ISSUES



## AGE

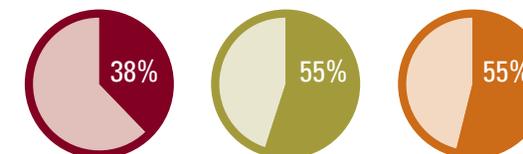
Average Age



Younger than 65

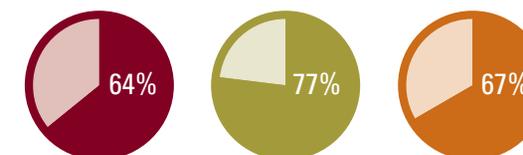


85 and older



## GENDER

Female



1. Source: Home Care Reporting System, 2013–2014, Canadian Institute for Health Information.  
 2. Source: L. Strain et al. (2011). Designated Assisted Living and Long Care in Alberta, Access Research Group.  
 3. Source: Continuing Care Reporting System, 2013–2014, Canadian Institute for Health Information.

# REMARKABLE MOMENTS

## Larry's story

When Larry was diagnosed with Sarcoma, he had been receiving nursing service for five years for pain and symptom management. When his pain became intractable, he was admitted to hospital. While many of the treatments failed, intrathecal infusion was a big success.

As Larry was ready to go home, the hospital staff explored the risks with him doing so. The roster of specialists examining the level of risk included the anesthesiologist, the pain and symptom-management consultant, front-line nurses and the professional practice department. Together, they created the necessary protocols to make Larry's homecoming possible.

In 2011, Larry returned home and was cared for by a dedicated team of ParaMed professionals.

In Larry's own words, "My quality of life was amazing. The intrathecal catheter made all the difference. Thank God [the ParaMed] nurses knew what they were doing. I could call the nurses anytime and someone would come."

On October 20, 2012, Larry passed away peacefully at home. His journey continues to shape ParaMed care and service delivery practices and serves as an inspiration to always put our clients first.

*Story and photo with permission of Larry's wife Jocelyn.*



*"My quality of life was amazing.  
I could call the nurses anytime  
and someone would come."*

# HOME CARE



# HOME CARE

## Quick Facts

Home Care clients who live alone

14%

Informal caregiver present (1 in 2 caregivers is child or child-in-law)

97%

Mean hours of informal care per week

20.3

Caregivers of Ontario home care clients showing symptoms of distress or are unable to continue

32%

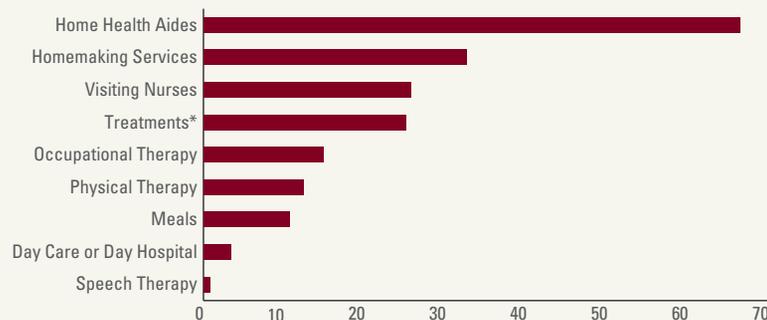
Home care clients at risk of institutionalization

59%

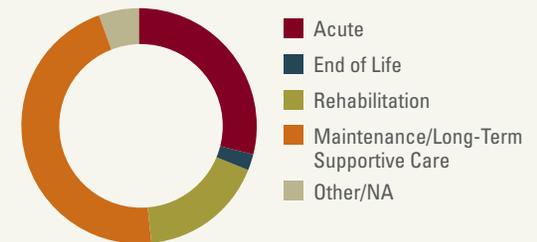
Median number of episodes of care

54

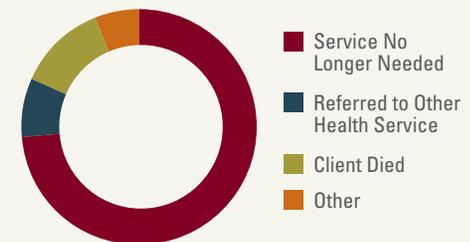
### CARE & SERVICES



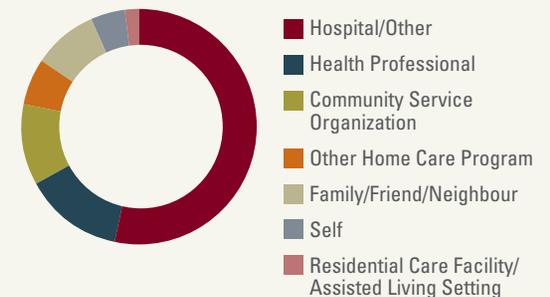
### SERVICES RECEIVED



### REASON FOR DISCHARGING



### REFERRAL SOURCE



Source: Home Care Reporting System, 2013–2014, Canadian Institute for Health Information. \* Treatments (e.g., oxygen, blood transfusions, chemotherapy)

# HOME CARE

...helping people get better

At ParaMed, we focus on delivering healthier outcomes and care to the communities we serve. ParaMed's Home Support provides more than 10 million hours of service a year, allowing Canadians to remain in their own home or environment of choice with as much independence as possible. ParaMed staff members are passionate about what they do and they treat clients with the utmost dignity and respect. Our outcome-based, person-centred approach to care means that clients and families can expect a level of care that is designed to meet their goals.

The ParaMed home health program provides a full range of nursing, allied health, and home-support services seven days a week, 24 hours a day. These services encompass home support, including personal care; home management; home maintenance; dementia care; attendant care; companion aide; respite care; nursing, including palliative care; home infusion therapy; wound management; peritoneal dialysis; pediatrics; oncology; nursing clinics; foot care; and allied health, such as physiotherapy, occupational therapy, social work and nutrition.

All ParaMed centres are fully accredited by a recognized third-party accreditation body, Accreditation Canada.



ParaMed also provides health and wellness services, such as mask fit-testing clinics and immunization programs for flu, hepatitis, and rabies, and can also provide health-screening clinics for blood pressure, body mass index, glucose and cholesterol.

Many organizations offer clinics for their employees as a preventative approach to health. Employers know that healthy work environments have positive outcomes for both employers and employees, resulting in increased productivity and reduced costs associated with illness and absenteeism. Our health and wellness clinics are delivered by specially trained nurses, who have the credentials and experience necessary to conduct screenings and to deliver one-on-one coaching and education.

ParaMed's Requisite Program helps ensure students entering clinical pre-placements are compliant with medical and non-medical requirements of academic institutions and their placement partners. Requisite is a web-enabled service that is easy and flexible for students to access. For administrators at colleges and universities it provides real-time access to student compliance information making the complicated process of pre-placement health clearance a thing of the past. ParaMed currently provides this service to several academic institutions in Canada.

**ParaMed**<sup>™</sup>  
get better SERVICES INCLUDE:

## Short-term respite care

### In-home support

- Personal care, home maintenance, meal management and complex personal assistance
- Companion aide
- Palliative care
- Dementia care
- Acquired brain injury

### Nursing

- Wound care
- Intravenous care
- Palliative care
- Acute care post-hospitalization
- Chronic disease management
- Pediatric
- Mental health
- Foot care
- School health
- Workplace health

### Therapy

- Physiotherapy
- Occupational therapy
- Social Work
- Speech/Language Pathology
- Dietetics

# HOME CARE

The care clients need to remain at home

## OUR COMMITMENT TO CONTINUOUS IMPROVEMENT

Year-over-year ParaMed is serving more clients who have multiple and complex health issues at home or close to home, while focusing on providing better care and an enhanced patient experience.

Accountability, leadership, honesty, excellence and caring: these values guide our work every day and form the foundation of our Quality Framework.

As we reflect on our performance of the past year—and the ways in which we measure our quality of care and service—we see that we are improving. We want to reinforce our commitment to continuous improvement; to the involvement of all key stakeholders, including patients, in care; and to achieving our overarching goal to be the best provider of care with the most talented staff members.

We consider it important to create a healthy and positive work environment for our employees who, in turn, deliver care and support to our clients. To this end, our employees participate in two engagement and satisfaction surveys every year. This year we identified action plans focused on ways to improve communication, safety and work-life balance.

## SHARING QUALITY INFORMATION THAT IS MEASURABLE

Quality-improvement plans are created annually at the corporate and local level. Each plan includes improvement initiatives around quality dimensions of safety, effectiveness, access, and client centeredness.

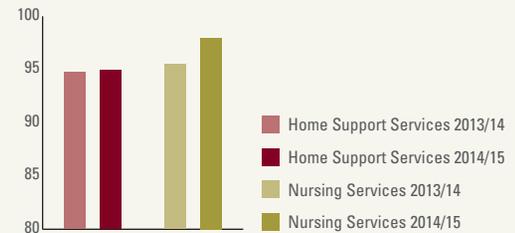
Each of our districts is required to take specific actions to improve the quality of care and patient satisfaction. Their work is monitored by the District Quality Committee and then reported quarterly for review by our National Quality Council. Currently our focus is on reducing missed visits, optimizing referral acceptance, minimizing wait times and streamlining the nursing admission process.

In 2014/15, we achieved our targets for patient satisfaction, patient-centred appointments and patient consistency in both our nursing and home-support programs. Through targeted efforts aimed at creating diversity in employment categories, improving the onboarding experience and attendance management processes, we are seeing significant and consistent improvements in referral acceptance, an important element in ensuring accessibility to services for clients and families.

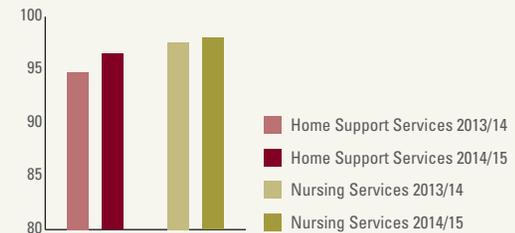
Our commitment to patients and families is unwavering, and we look forward to continuing to partner with government and local authorities to meet the needs of the thousands of Canadians who require quality nursing and personal care at home.

## PARAMED PERFORMANCE INDICATORS

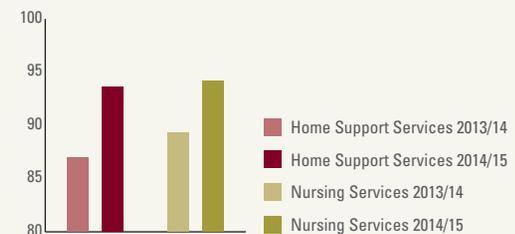
### Patient-Centred Appointments %



### Consistency %



### Acceptance Rates %



# HOME CARE

The care clients need to remain at home

## Patient-Centred Appointments

This measure allows us to evaluate how closely we meet the expectation to deliver care at a time that is convenient to the client and relevant to the care he or she is receiving.

## Consistency

Consistency and continuity in care provision are fundamental to supporting client achievement of outcomes. A high degree of consistency means clients and families can count on a small team of staff members who know them well and work together to meet their care needs.

## Acceptance Rates

A high acceptance rate means that clients are not waiting unnecessarily for service. It means that when a referral is made for services, a primary care provider is assigned and scheduled to see the client as quickly as possible.

## LISTENING TO OUR PATIENTS AND STAFF MEMBERS

In 2014, we initiated our first Nursing Practice Council and Client and Community Advisory Council. These councils are critical to engaging and involving nurses, patients and families in the process of improving care and service, monitoring patient outcomes and planning how to shape the future of our service delivery.

## PARTNERING TO INNOVATE, IMPROVE QUALITY AND STRENGTHEN OUR LEADERSHIP

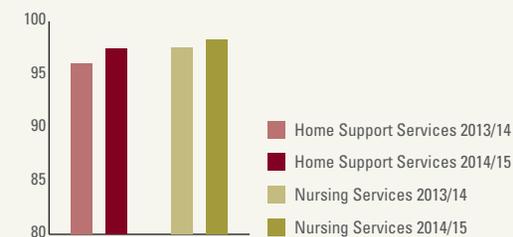
ParaMed partnered this year with the University of Toronto on several innovative research projects, including a three-year study of our leading-edge clinical information system; an investigation into why nurses leave home care; and a third study that will help us improve work-safety issues.

This year, we also undertook a major enhancement of our automated patient information system and clinical documentation. Although the roll-out of this project will continue throughout 2015, we have targeted improvements in evidence-based practice decision-making, improvements in operating practices, and further streamlining of internal and field processes where possible.

Early in 2015, ParaMed acquired a leading home care provider, which doubled our service volume and our workforce to almost 11,000 employees. The acquisition will help us expand our already robust home healthcare operations in six provinces: Nova Scotia, Quebec, Ontario, Manitoba, Alberta and British Columbia. We believe that innovation, especially in the areas of technological enhancements, positions ParaMed as a leader in home care delivery and that our recent expansion will enable us to harness our resources to further improve the patient experience and create even more efficiencies for the system.

## OVERALL PATIENT SATISFACTION

As an outcome-based, person-centred care organization, we know that our clients' satisfaction is critical to our success. In addition to the provincial Client and Caregiver Evaluation Survey, ParaMed seeks input from our clients on their satisfaction with our service on a regular basis. Conducted initially, within the first month, every six months, and on discharge, this survey process allows us to monitor client and family satisfaction in a timely and concurrent way.



# REMARKABLE MOMENTS

## Extendicare Cedars Villa celebrates 50th anniversary

Extendicare Cedars Villa held its 50th anniversary celebration on August 1, 2014, which brought together the local community, including The Hon. Dave Quest, Associate Minister of Seniors, to commemorate the home's success in providing its residents with many years of high-quality care and support.

"Over the course of the past 50 years, we have always done our very best to offer our residents the highest level of care, the best quality of life and the safest environment we possibly can. In cooperation with our amazing community, I believe we have been very successful," said Pierre Poirier, Regional Manager of

Support Services at Extendicare Cedars Villa.

"We are very grateful to have been able to celebrate this momentous occasion with our residents, families and staff who all make this home so special."

The celebration was held at the home and featured a full afternoon of events, including a time capsule presentation and a dragon dance performed by the Calgary Chinese Elderly Citizens' Association. The celebration also hosted a number of distinguished speakers from the local community, including Kent Hehr, MLA for Calgary-Buffalo, and Michael Harris, Vice President of Western Operations, Extendicare.



*"I've been a resident for the past seven years, and I've enjoyed all seven of those years, because Cedars Villa really does care for people."*

Shirley Menssa, President of Extendicare Cedars Villa, Residents' Council.

ASSISTED, SUPPORTIVE &  
**RETIREMENT LIVING**



# ASSISTED, SUPPORTIVE & RETIREMENT LIVING

## Quick Facts

### REASONS FOR MOVING TO ASSISTED LIVING

- Resident care needs and safety concerns
- Caregiver needs
- Limits on existing services or recommendation of health providers
- Facility features (e.g., close to family, private room available, knowledgeable and caring staff)

### RESIDENT PROFILE BEFORE MOVE

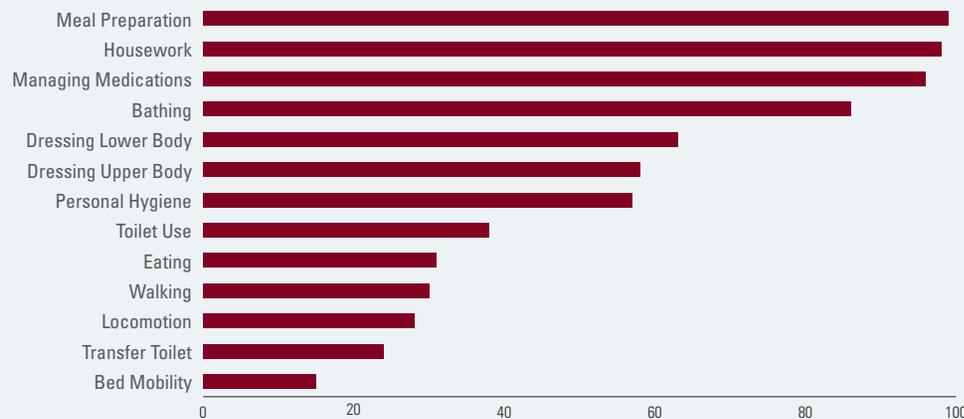
- 52% lived alone prior to move
- 16% with spouse, 8% with children
- 21% were admitted directly from hospital

### RESIDENT PROFILE AFTER MOVE

(within 1 year)

- 16% were living in long-term care
- 16% had died

### PERSONAL SUPPORT NEEDS (% of residents requiring assistance)



### MOBILITY

**1 in 4**  
residents use  
wheelchairs  
or scooters

**59%**  
walk with an  
assistive device

### COMMUNICATION

**1 in 3**  
residents have difficulty  
communicating or  
understanding others

### OUTLOOK

**2 in 3**  
residents have consistently  
positive outlook and find  
meaning in day-to-day life

Source: L. Strain et al. (2011). Designated Assisted Living and Long Term Care in Alberta, Access Research Group.

# ASSISTED, SUPPORTIVE & RETIREMENT LIVING

...helping people live well

## THE FREEDOM OF INDEPENDENT LIVING, WITH ACCESS TO 24-HOUR SUPPORT WHEN NEEDED

At Extencicare, assisted living provides a community where mature adults can enjoy life to the fullest, while receiving assistance with activities of daily living. In an atmosphere of respect and friendship, residents can maintain an active, independent lifestyle and still get the help they want and need.

Extencicare is looking to further develop its offerings in assisted and retirement living. We currently own four centres offering assisted and retirement living and, through our Extencicare Assist division, we manage 15 additional locations in Ontario, Manitoba and Alberta with room to accommodate nearly 1,600 residents in total.

## QUALITY LIVES HERE

Extencicare has extensive experience in building care and living centres across North America that address the needs of local communities and an aging population. Opened in 2010, Extencicare Michener Hill is a three-story complex consisting of 220 continuing care beds and 60 supportive living beds. Designed as a campus of care, the centre comprises 18 households and includes a central village area that offers amenities and services to all residents. Depending on the level of personal care and support required, residents live in the household that best answers their needs.

Each household is home to 30 residents, all with private accommodation. Some rooms are larger, enabling a couple to designate one area as a bedroom and the other as a sitting room. Each neighbourhood has a public lounge area with a mailbox and separate space for activities and dining.

In keeping with the philosophy of aging in place, services are provided to residents in their own rooms or in their household even as their care changes over time. Multi-skilled staff members support all aspects of care within each household. They serve meals, provide bathing and dressing assistance and engage residents in activities throughout the day. Residents are involved in everyday activities, regardless of level of independence, to promote a sense of belonging and reduce feelings of loneliness, helplessness and boredom.

Extencicare believes that all residents and families deserve a living environment that is designed around their needs and preferences. Affordability, sustainability and safety of residents and staff are important considerations for future development. We look forward to partnering with local communities, policymakers, other providers and our staff to develop care models and spaces that will truly help people work better and live well.

## Extencicare Assisted Living Locations

- Lakeland Village (Lindsay, ON)
- The Landmark (Cobourg, ON)
- Michener Hill (Red Deer, AB)
- Fairmont Park (Lethbridge, AB)

## Support Services

- Daily personal care
- Medication reminders
- Housekeeping
- Meals
- Planned social opportunities
- 24-hour onsite staff

Visit [extencicare.com](http://extencicare.com) for more information.

93% of Extencicare Retirement Living residents would **definitely recommend** their home to another person

# ASSISTED, SUPPORTIVE & RETIREMENT LIVING

Quality lives here



## WHAT DO EXTENDICARE RETIREMENT LIVING RESIDENTS THINK OF OUR CARE AND SERVICES?

Respondents satisfied or very satisfied

Customer Service	91.16%
Programs/Activities	81.82%
Support Services	87.07%
Dining room atmosphere	91.67%
Quality of nursing care	94.29%
Care of clothing and belongings	88.57%
Cleanliness of home and own room	89.19%
Safety and security	94.29%

Source: Extencicare, 2014.

# ASSISTED, SUPPORTIVE & RETIREMENT LIVING

Investing in quality physical environments along the care continuum



## EXTENDICARE TIMMINS, TIMMINS, ON

Opened in 2013, Extendicare Timmins is a \$34 million, 180-bed long-term care home situated in a natural setting. It is organized around three internal courtyards, with a walking surface that enables those with a cognitive impairment to be outdoors in a secure and safe environment. It features a library, games room, fireplace lounge, internet room and amenities for families, including a kitchenette they can use to cook and prepare meals and an overnight room with a shower. The home offers a variety of social and cultural events and programs that cater to the English, French and Aboriginal communities.

## MAPLE VIEW, SAULT STE. MARIE, ON

Opened in 2013, Extendicare Maple View is a \$46 million home located on six acres of land featuring living spaces and amenities designed for aging care and with the needs of the broader community in mind. It is home to 256 residents, across the street from Sault College, and works closely with faculty to provide students from a variety of programs with the opportunity to put the theory they learn in the classroom to work with the guidance of our exceptional staff and management team.

## Eaux Claires, EDMONTON, AB

Eaux Claires opened in 2011. It is a state of the art home comprising 12 households with 15 suites each, arranged around an enclosed courtyard. Each household has dedicated balconies on all floors, and the residents on the main floor have direct access to the courtyard as well as to individual dining and living rooms and lounge areas. The home features private resident rooms, a hair salon, bistro, library, family dining rooms, a rooftop terrace and specialized units for young adults and persons with dementia.

# REMARKABLE MOMENTS

## Pan Am Games Choose Extendicare Resident as Torchbearer

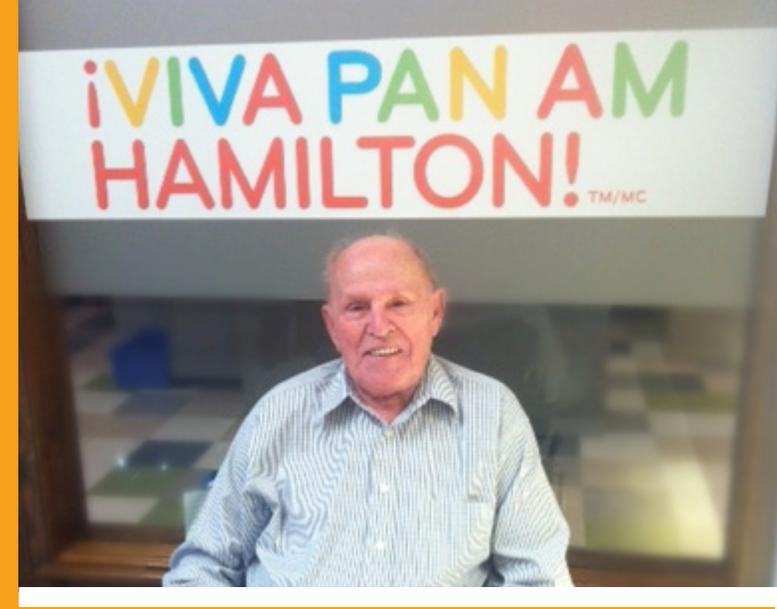
Alex Cherney, president of Extendicare Hamilton's resident council, was selected as one of the Community Torchbearers for the 2015 Pan Am Games held in the Toronto and Hamilton region in the summer of 2015. Here is what sets Alex apart from the other torchbearers: he turned 100 years old on May 9, 2015.

Alex is a remarkable resident not only for his boundless and youthful spirit, but also for his many accomplishments during his lifetime. Enlisted in WWII, he served with the Argyll and Sutherland Highlanders

and spent five years abroad. After the war, he returned home and became a school teacher, promoted to principal.

Receiving the prestigious and coveted title of torchbearer runs in the Cherney family; Alex's sister was torchbearer for the 1988 Olympic Games.

On June 21, Alex received the Pan Am flame when it arrived at the Hamilton airport. Cheering him on were his fellow residents and staff.



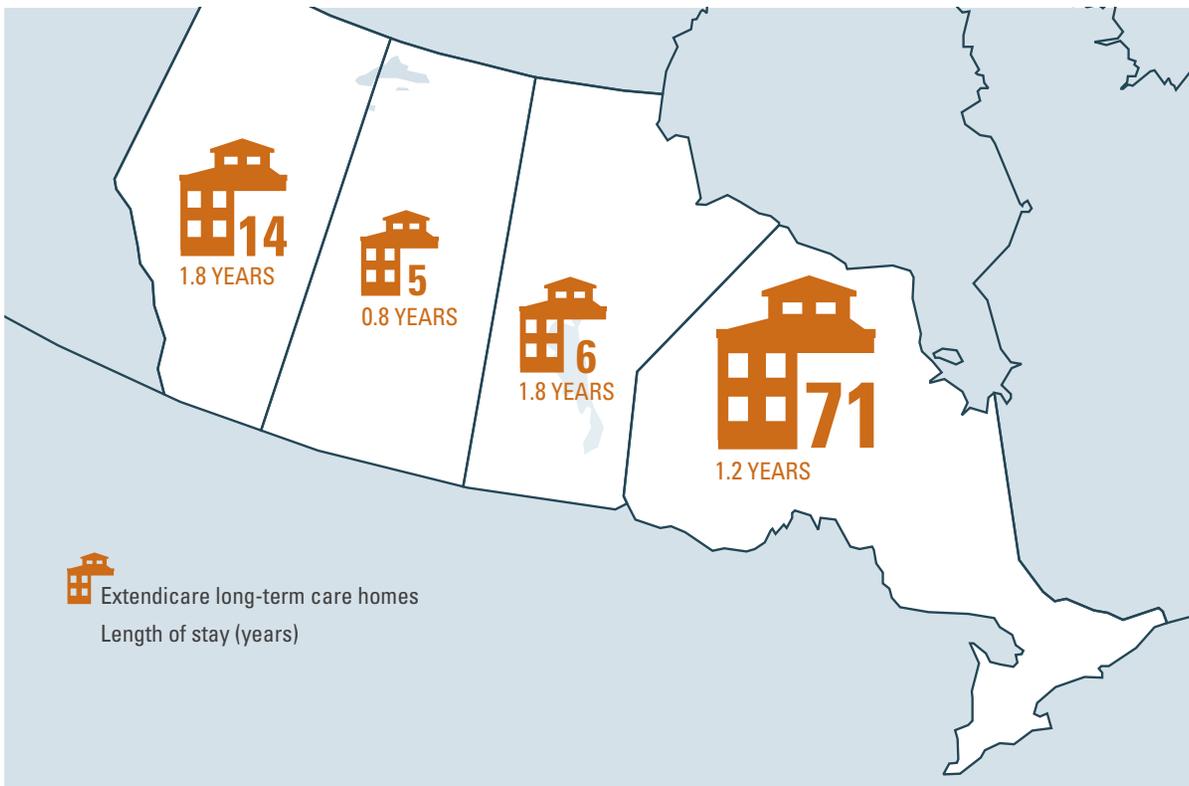
*"Alex is a man who has lived a full life—and still enjoys a rich one—in an Extendicare home."*

# LONG-TERM CARE

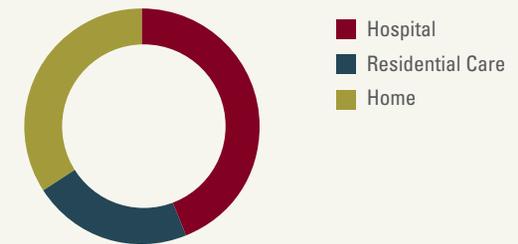


# LONG-TERM CARE

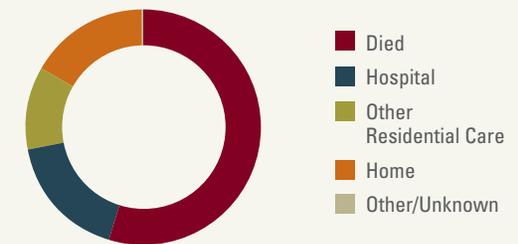
## Quick Facts



### RESIDENTS COME FROM



### REASON FOR DISCHARGING



Source: Continuing Care Reporting System, 2013–2014, Canadian Institute for Health Information.

### CARE CONTINUUM

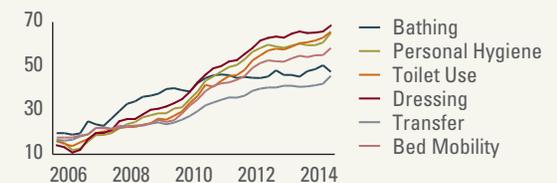
**21** regions  
**4** provinces

### ADMITTED/DISCHARGED

**1 in 3** residents (annually)

The average long-term care resident is frailer today than was the case a decade ago

### INCREASING NEED FOR SUPPORT



Source: Extendicare Canada 2014.

# LONG-TERM CARE

Putting residents at the centre of everything we do

## LONG-TERM CARE SERVICES

### Long-Stay

Long stay services provide 24-7 professional nursing, personal care and specialized services for those who can no longer be cared for at home or in an assisted living facility due to advanced dementia, illness, injury, frailty, or other limitations.

### Short-Stay

Short stay services offer specialized respite for family caregivers and restorative and therapeutic programs to help individuals to regain their health and independence in an atmosphere of respect and personal dignity.

	Locations	Beds
Long Stay	96	12,416
Short Stay	44	302
Respite Care	26	30
Quick Response Unit	1	12
Convalescent Care	7	106
Complex Continuing Care	1	120
Other Short Stay	6	34

In 2014, 8,319 long-term care residents called Extencicare home. Making the move to long-term care is not easy—for residents or their families. We are proud of the care we deliver, and the thousands of dedicated and skilled professionals who make it their mission to help people live better every single day.

Extencicare's *Commitment to Residents* in place since 1968, is our touchstone. Our National Quality Framework is the roadmap to delivering on that commitment. Standardized operations based on best practice help us strive for excellence beyond minimum regulatory or accreditation requirements. But the litmus test of true quality is whether we are building relationships and creating community while delivering remarkable care in every single one of our 58 long-term care homes.<sup>1</sup>

Over the past year, we have continued to focus on improving how we care and measuring key outcomes to determine our success in:

- delivering quality care
- promoting safety
- ensuring regulatory compliance
- improving resident and family satisfaction and quality of life
- building the capacity of our frontline teams and leaders to deliver the best possible care.



1. While this statement is true of our Extencicare Assist partner homes as well, this section focuses on Extencicare owned long-term care homes.

# LONG-TERM CARE

## Care Capacity



### EXTENDICARE CONTINUOUSLY MEASURES QUALITY

Extendicare routinely collects data on our residents' health, cognition, physical functioning, and general well-being. The Resident Assessment Instrument Minimum Data Set (RAI MDS) tool provides a core set of screening, assessment, and functional status metrics to help monitor common clinical conditions and guide care delivery. Our interdisciplinary care team members use this information and input from residents and families to develop individualized care plans and continuously update them to take into account each resident's evolving needs, strengths and preferences.

The majority of Extendicare homes across Canada use computerized care management tools to inform and monitor care delivery. Extendicare has partnered with North America's leading long-term care electronic health record supplier to ensure required assessments and documentation are easily captured at the point of care and resident data are secure. The system provides critical scheduling and tracking capabilities in real-time to ensure accurate and timely delivery of medication; daily eating, bathing, continence, skin health, and weight tracking; participation in restorative activities aimed at improving the general health and well-being and more.





# LONG-TERM CARE

## Care Capacity

### STRENGTHENING CAPACITY FOR QUALITY CARE

As part of an internal process of continuous quality improvement, our corporate team of experts works with our homes to conduct periodic audits and facilitate process improvement efforts. These include root cause analysis, testing of small changes before rolling out comprehensive interventions or programs, monitoring and evaluating quality improvement plans and continuous staff education.

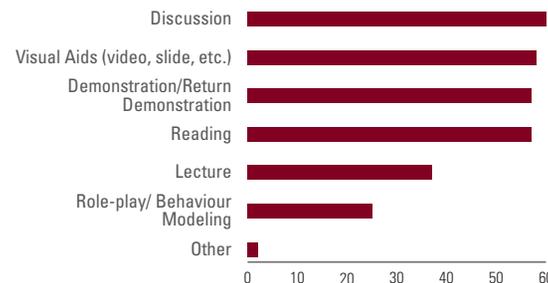
Over the past year, Extendicare also made significant investments in staff development to advance quality, including LEAN Green Belt certification for corporate consultants and home leaders, development of a new leadership program for professional nursing staff and ongoing investments in helping our front-line teams to address the specialized care requirements of frail elders and persons with advanced dementia and other mental health needs.

### Addressing Learning Needs

A national learning needs assessment conducted in November and December 2014 identified discussion, visual aids, demonstration and reading as the preferred learning methods of staff at all levels of the homes. Extendicare has adopted a blended learning approach that, when fully implemented, will enable all staff members

in our long-term care homes to access online courses in addition to national webinars and teleconferences, and coaching and training delivered onsite. The new learning management system allows homes to assign courses and reading material, track staff uptake of mandatory education and identify gaps in knowledge and priorities for future professional development. This information along with topics identified by over 1,900 frontline and management staff who responded to the learning needs survey, will inform educational programs in 2015.

### Learning Preferences of Extendicare Staff



### ABOVE AND BEYOND: VOLUNTEERS AND COMPANIONS

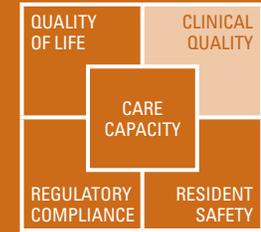
In spring/summer 2014, Extendicare participated in a study by the University of Manitoba's Centre on Aging on the role of volunteers and paid companions in supporting older adults. The project found that volunteers and companions provided social, emotional and relational support and practical assistance. Importantly, volunteers helped reduce disruptive behaviour among residents with dementia. We are currently reviewing our volunteer programs.

To get involved visit [www.extendicare.com](http://www.extendicare.com).



# LONG-TERM CARE

## Clinical Quality



### PROMOTING CLINICAL QUALITY

The Canadian Institute for Health Information (CIHI) tracks and reports on health system performance, including the quality of long-term care homes across Canada. Below are highlights of how Extencare owned homes are doing on pressure ulcers, pain, depression, physical functioning, continence and antipsychotic use. Falls and restraints, two other measures calculated based on the RAI instrument, are included in the safety section.

### Reducing Pressure Ulcers

Pressure ulcers, commonly known as bed sores, are always an area of clinical focus in long-term care. The risk of getting a pressure ulcer is higher for seniors particularly those who are immobile for long periods, have diseases such as diabetes, were in hospital recently or are at the end of life. Extencare's comprehensive skin and wound program was developed to address the needs of a long-term care resident population with very complex and diverse physical needs. Our homes use an interdisciplinary collaborative approach to prevent and manage wounds and promote skin integrity. We also work closely with nursing and personal care staff, physicians, pharmacists, dieticians, physiotherapists, occupational therapists and wound care specialists to provide evidence-based care appropriate for each resident, including:

- regular head-to-toe assessments to identify areas of risk and prevent further skin breakdown

- daily preventative skin care aimed at maintaining skin intact, minimizing the risk of injury and identifying early signs of problems or deterioration
- exercise and mobilization programs and hydration and nutrition monitoring to promote good skin health
- a comprehensive care plan to address individual needs and interventions geared reducing discomfort and promoting healing such as pressure relieving devices, turning and repositioning schedules, special nutritional supplements, specialized mattresses, high quality skin and wound care products.

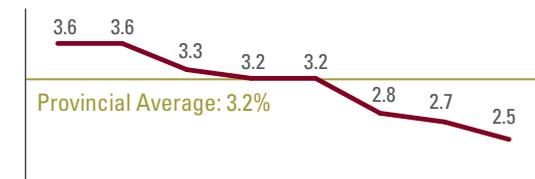
All our care staff receives continuous education regarding preventative skin care, and treatment and prevention of wounds. We also promote safe transfers to reduce wounds acquired in hospital or other settings.

All Extencare homes have identified percentage of residents with worsening pressure ulcers as a priority in their quality improvement plans. Although many have not yet achieved their goal, nearly 60% of our Ontario and Saskatchewan homes improved on this indicator in 2014. Extencare Alberta homes have been particularly successful in implementing our comprehensive skin and wound program; showing a 31% reduction in residents with worsening wounds between 2012 and 2014.

In 2015 we will continue to focus on educating front-line staff on appropriate assessment and prevention and tracking progress on this important indicator.

### Worsening Pressure Ulcers—Extencare Alberta

(CIHI, 2012 Q4-2014 Q3)



### Improving Pain Management

Pain is common in the elderly, and frequently undertreated. Unrelieved or worsening pain is associated with depression, reduced independence and increased risk of falls, altered immune function, decreased appetite and malnutrition, and changes in mental status and responsive behaviours. Assessing and managing a resident's pain is one of the most challenging tasks our caregivers face. It is particularly difficult when residents are unable to communicate because of declining cognition or other health issues.

In 2012, Extencare launched a comprehensive plan to train staff to recognize the signs of pain and improve its management. Because the experience and expression of pain varies from person to person, our program uses two evidenced-based tools: one customized for assessing residents who are cognitively intact and the PAINAD Scale for those who are cognitively impaired. Pain assessments are done on every shift. In addition to offering medication, physical therapy, and specialist consultation, our homes provide a variety of psycho-social programs and personalized care in a comforting



# LONG-TERM CARE

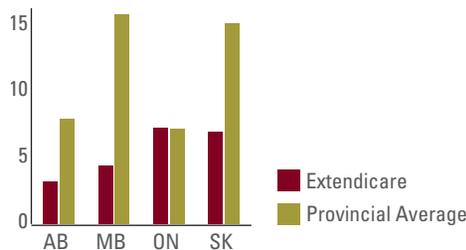
## Clinical Quality

environment. The effectiveness of these strategies is evaluated on a daily basis and formally reviewed quarterly or with any change in a resident's condition.

Extendicare tracks two indicators: percentage of residents with pain and percentage of residents with worsening pain. Over the last 3 years, our homes have made significant improvement in these important measures of quality of nursing care and resident quality of life.

As of December 2014, Extendicare was outperforming its peers on both indicators in Alberta, Saskatchewan, Manitoba and Ontario. Efforts continue to reduce rates of pain and worsening pain even further.

### Percentage of Residents with Pain



### Reducing Depression

Depression is another common and frequently underdiagnosed and undertreated condition in the elderly. Depression is sometimes related to loss of a spouse or family and friends or dislocation and change. In other cases, it is associated with unstable or declining physical and mental health, including dementia. Left untreated,

depression among long-term care residents can lead to social withdrawal, insomnia, weight loss and severe aggressive behaviours.

Extendicare is committed to improving the quality of life of our residents through active socialization and stimulation and appropriate pharmacological therapy. We also promote individualized approaches such as Music and Memory™ which is a program rooted in neuroscience that uses personalized music playlists to help residents reconnect with the past.

In 2014, the percentage of residents with worsening depression rose across Extendicare homes in all provinces. Rates were lowest in Manitoba, where one in six residents experienced depression, and highest in Alberta, where the rate was about one in three. Residents in our Alberta homes were also sicker and frailer overall than residents in our Manitoba homes. Extendicare Saskatchewan is doing better than the provincial average on this indicator, with a rate 8% lower than its peers in 2014.

Extendicare is looking at examples of homes doing well on this indicator to see what lessons can be gleaned from their success. We are working closely with physicians, program staff and residents and families across the country. We will also continue to partner with Ontario Association of Residents Councils and the Alzheimer Society of Canada on initiatives that promote engagement and contribute to the quality of life of our residents.

### ON THE MOVE

Extendicare homes were part of an important study by the University of Alberta School of Nursing to assess the effect of the sit-to-stand activity on the mobility, function and health-related quality of life of nursing home residents with dementia. The MOVE (Mobility of Vulnerable Elders) study found that a simple mobility intervention, prompting residents to repeat a sit-to-stand activity daily during care routines on day and evening shifts, can help to slow the decline in mobility and function in the activities of daily living of residents with dementia. Extendicare Regional Director, Colleen Lycar, was a co-author on the study, published in JAMDA, the Journal of the American Medical Directors Association.



# LONG-TERM CARE

## Clinical Quality



### Maximizing Physical Functioning

Most residents admitted to long-term care require extensive assistance with activities of daily living (ADLs) such as bathing, dressing and toileting. Extencicare offers a variety of therapeutic and recreational programs to promote function and prevent further decline. Our multidisciplinary restorative care programs support residents to maintain their highest level of physical functioning and independence. Interventions are tailored to the assessed needs of each resident and may include an exercise class or walking program, physiotherapy, or specialized nursing-led activities.

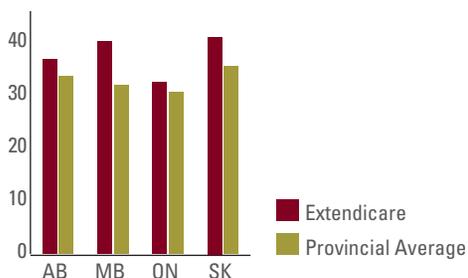
Extencicare tracks a number of indicators related to physical functioning, two of which are publicly reported by CIHI: the percentage of residents who improved or remained independent in mid-loss ADLs and the percentage of residents who worsened or remained dependent in mid-loss ADLs. Mid-loss ADLs include: transfers (how a resident moves between surfaces such as a bed and chair) and locomotion (how a resident moves between locations in their room and the corridor outside their room).

As of December 2014, Extencicare homes in all provinces had significantly better than average performance on the percentage of residents who improved or remained independent in mid-loss ADLs. Extencicare homes also had slightly higher than average rates of residents who declined or remained dependent in mid-loss ADLs.

In 2015, we will continue to focus on stabilizing and improving physical functioning of residents in all our

homes through mobilization programs and targeted therapeutic interventions.

### Improved or remained independent in mid-loss ADLs



### Improving Continence

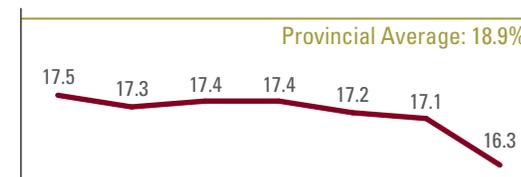
Incontinence can affect people at any stage of life but is more common in the elderly. Long-term care residents are more likely to experience this condition due to advanced disease. Extencicare has a comprehensive bowel and bladder continence program that focuses on improving staff awareness of continence, keeping continent residents continent, returning residents with minimum urinary incontinence to being continent, and providing specialized care for residents with intractable incontinence.

The key to improving continence is knowledge. When staff members understand that incontinence is not a normal part of aging and that they can have a positive impact on incontinence levels, they are more likely to intervene to promote resident dignity and quality of life.

In 2014, Extencicare homes across three provinces continued to make significant inroads in reducing the

number of residents with worsening bladder continence. Extencicare Saskatchewan reduced their rate by 24%, Extencicare Alberta by half. Extencicare Ontario has also continued to improve on this measure and as of December 2014, its rate of residents with worsening bladder continence was 14% better than the provincial average.

### Worsening Bladder Continence—Extencicare Ontario (CIHI, 2014 Q4)



### Reducing Antipsychotics

Antipsychotics are indicated for psychosis, schizophrenia, Huntington's disease and bi-polar disorder. They are sometimes also used to control agitation, anxiety, depression and dementia-related behavioural problems, including aggression. There is evidence that some atypical antipsychotics are effective for some conditions. According to the American Geriatrics Society antipsychotics may be an appropriate course of treatment in times of severe distress or imminent risk of physical harm for example. But they increase the risk of falls and fractures, stroke and death for elderly people with dementia.

According to CIHI, one in three long-term care residents in Canada today is taking antipsychotic medication without having an underlying diagnosis. Some of these



# LONG-TERM CARE

## Clinical Quality

residents were prescribed antipsychotics while living in the community or in hospital. Antipsychotic use is therefore a challenge not only for long-term care; it is also a challenge for the healthcare system across the country.

As a partner in the healthcare system, Extendicare takes off-label use of antipsychotics very seriously. Weaning newly admitted residents from antipsychotic medication requires careful assessment and monitoring to ensure the safety of the resident and others in the home. In cases where antipsychotics are prescribed after admission, the goal is to reduce distressing behaviours while minimizing risk. In all cases, we talk with the resident and family about risks, monitor each resident for potential side effects and try multiple interventions in keeping with a comprehensive care plan. Our preference is to use non-medication treatment options where possible. This requires more one-on-one staff time, specialized training and programs, and physical environments more conducive to addressing the specialized care needs of persons with dementia or responsive behaviours, including increased access to private accommodation.

In 2014, off-label antipsychotic prescription rates declined across Extendicare homes in all provinces, with the biggest improvement seen in Saskatchewan where efforts continue to bring rates in line with our corporate benchmark.

Extendicare homes were selected as pilot sites for the Appropriate Use of Antipsychotics (AUA) project launched by the Alberta Seniors Health Strategic Clinical Network and TRAIL (Team Review of Antipsychotics in LTC) launched by the Winnipeg Regional Health Authority. The findings from these projects helped homes in both provinces to make significant gains in appropriate prescribing rates.

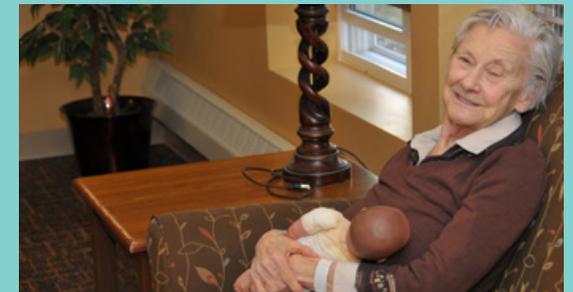
Extendicare's Oakview Place and Tuxedo Villa saw a reduction in regularly scheduled antipsychotic use in over half of the residents in the project. Residents also improved in their cognitive performance, social engagement and physical functioning without increased use of physical restraints or need for constant one-on-one care. However, sustainability has been a challenge.

Extendicare Athabasca, one of the early adopter sites, saw antipsychotic rates decline by 80% over 2 years, a gain that this home has been able to sustain (6.4% as of December 2014) by engaging families and using strategies such as music therapy and pet therapy.

In 2015, Extendicare will continue to work with researchers and others with expertise in this area to reduce inappropriate prescribing of antipsychotics and improve care for residents with responsive behaviours.

### BUILDING CAPACITY

Extendicare meets or exceeds provincially funded staffing ratios, and promotes specialized training such as Gentle Persuasive Approach, Montessori, P.I.E.C.E.S., U-First and Supportive Pathways to help staff meet the needs of residents with dementia and responsive behaviours. We work with researchers and community partners to develop innovative new programs and care models that will meet the needs of our aging population. We also continue to invest in redeveloping our homes, most recently in Sault Ste. Marie and Timmins. Both locations were designed for residents with cognitive impairment and restorative care needs in mind, allowing them to live in beautiful surroundings with more privacy, more amenities, greater access to technology and better opportunities for programming. Extendicare looks forward to working with provincial governments and other healthcare partners to redevelop our remaining long-term care homes to better meet the evolving needs of the growing senior population.



# LONG-TERM CARE

## Resident Safety



### RESIDENT SAFETY

Resident safety is a priority at Extendicare. Below are highlights of how our homes are improving resident safety in key areas including minimizing restraints, falls prevention, infection control and fire safety.

#### Minimizing Restraints

Physical restraints are often used on the assumption that they will reduce the risk of injury to residents and staff. However, there is a large body of research that shows that restraints significantly reduce circulation, muscle strength and mobility, increase agitation, anxiety and depression. They also raise the risk of incontinence, pressure ulcers, hospitalization for falls and injuries, and even strangulation and death.

In long-term care, restraints are defined as “any manual method, or any physical or mechanical device, material, or equipment that is attached or adjacent to the resident’s body, that the resident cannot remove easily, and that restricts the resident’s freedom of movement or normal access to his/her body.” Placing a bed against the wall at the request of a resident or a family member, using a wheelchair seatbelt that the resident cannot undo, or a lap tray that the resident cannot move, are considered restraints under this definition.

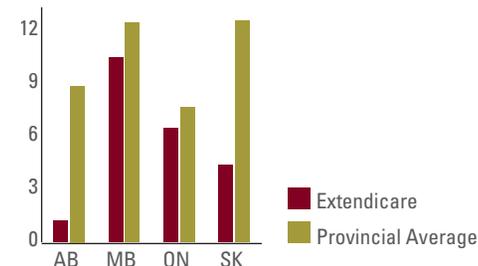
Extendicare promotes a least restraint environment in all our homes. This means that restraints will be used

as little as possible, for the shortest amount of time possible, in the least restrictive way possible and only after all other alternatives have been tried. Our program requires that each resident have a comprehensive assessment to determine positioning support needs, falls risk and other factors and a plan of care be in place to ensure the resident is safe and comfortable.

In some circumstances the resident, family, or interdisciplinary team may decide that a device that meets the definition of a restraint is appropriate. In such cases, we require informed consent from the resident, or if the resident cannot provide consent due to cognitive impairment or other factors, the person designated to make care decisions on his or her behalf. In all cases staff members monitor the use of the device and adjust the care plan to ensure the resident is safe at all times, and discontinue the device when it is no longer needed.

In 2014, Extendicare homes in all provinces continued to reduce the percentage of residents who were using a device that meets the CIHI definition of a restraint. Extendicare Ontario’s rate has declined by one-third since June, 2012. Extendicare Manitoba has seen the most dramatic decrease – 43% over the last 8 quarters – although its overall rate, below the provincial average, remains the highest among the four provinces in which we operate. Extendicare Alberta homes continue to lead on this metric, with a restraint rate of 1.2%.

**Percentage of Residents with Physical Restraints**  
(CIHI, 2014Q3)





# LONG-TERM CARE

## Resident Safety

### Reducing Falls

According to the Public Health Agency of Canada, falls account for 95% of all hip fractures in Canada. Experiencing a fall can have devastating physical and psychological effects on an older person. In some cases it results in disability, chronic pain and reduced quality of life. Compounding the issue, residents in long-term care are frail, or have multiple chronic illnesses and cognitive impairment, and tend to use more prescription medications – all of which, alone or in combination, can increase the risk of falls.

Extendicare has a multidisciplinary falls program which includes a comprehensive review of risk factors, such as falls history, gait, balance, vision and continence status, medications and footwear. All homes have a flagging system to identify residents at greatest risk for falls. In addition to good lighting and age-friendly environmental design elements, our homes use a variety of interventions, including:

- scheduled toileting programs and frequent nursing rounds to anticipate care needs
- medication reconciliation upon admission, and regular medication reviews thereafter to reduce drug-related falls
- exercise and walking programs and physiotherapy to improve strength, balance, stability and coordination
- specialized assessments and nursing interventions to teach residents safe transfer techniques and promote appropriate use of mobility aids

- hip protectors, fall mats, high-low beds and safe lifting equipment and transfer techniques to reduce likelihood of injury.

Despite best efforts, some of our residents do fall. In such cases, staff members conduct ‘huddles’ with all team members to identify root causes, put in place immediate and longer term supports and update the care plan. They closely monitor the resident for 72 hours post-fall to ensure appropriate and timely follow-up care, including diagnostic tests and pain management if needed. They also consult regularly with residents, families and external experts on best ways to reduce risk.

Falls with injury are considered an adverse event reportable to provincial health authorities. Falls within the last 30 days are also publicly reported by CIHI. This indicator, based on the RAI MDS assessment, captures falls with and without injury, episodes where a resident lost balance and would have fallen were it not for staff intervention, episodes where a resident rolled off a bed or mattress that was close to the floor (i.e., rolled onto a fall mat), and instances where a resident was found on the floor and a fall is assumed to have occurred.

As of December 2014 about 1 in 6 of our residents had a fall in the previous month. This rate is higher than the provincial average. Extendicare homes track both falls and falls with injury – most falls occur without injury – to identify root causes and assess level of risk in the home. Our Quality Department is currently reviewing the data and will be rolling out a comprehensive falls prevention education program in 2015.



According to the Public Health Agency of Canada, falls account for 95% of all hip fractures. Extendicare has a multidisciplinary falls program which includes a comprehensive review of risk factors.

# LONG-TERM CARE

## Resident Safety



### Promoting Infection Control

Extencare has a team of dedicated Infection Control professionals, including two certified public health inspectors, whose primary responsibility is to promote and monitor infection prevention and control practices in our homes.

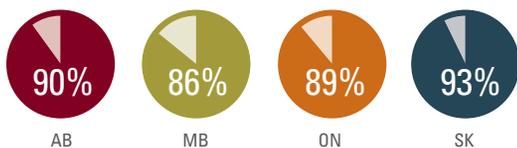
In 2014, there was a renewed focus on proper hand washing, environmental prevention measures and outbreak management. Continuous education and assistance to address identified gaps have contributed to safer environments for residents, staff and families.

### Immunizing for Resident Safety

Residents of long-term care homes generally have weakened immune systems and are more likely to catch a flu bug that could be brought into the home. For this reason, all staff members in long-term care homes are encouraged to get the influenza vaccine. Current rates of staff influenza immunization in Canadian healthcare organizations range from 40% to 60%<sup>1</sup>. Ontario median rates in 2014-15 were among the highest in the country, with 60% of hospital staff and 74.2% for long-term care home staff members receiving the flu shot<sup>2</sup>.

#### Employee Immunization Rates

(Extencare 2014)



### GET IT! DON'T SPREAD IT!

Extencare launched a very successful "Get it! Don't spread it!" national campaign in response to declining immunization rates following the H1N1 influenza outbreak five years ago. Since then, Extencare staff members have repeatedly demonstrated their commitment to protecting and safeguarding our residents.

In 2014, 89.4% of eligible staff of Extencare owned homes was immunized. This is just short of our national

goal of 90% but represents a significant increase in total number of staff immunized since 2013 as result of stricter criteria for exemptions to the flu shot.

Forty owned homes achieved our national goal of 90% or better, securing Extencare as a leader in staff immunization in long-term care across Canada. Extencare Mississauga has achieved a 100% staff immunization rate for three years in a row.



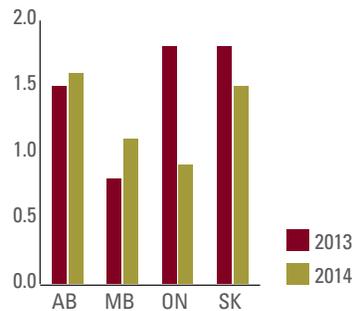
# LONG-TERM CARE

## Resident Safety

Extendicare Saskatchewan homes achieved an amazing 93% employee immunization rate in 2014. Despite a mismatch in the vaccine, they had a 50% reduction in the number of outbreaks per 100 beds and a 21% reduction in days closed to admission due to outbreaks (11.9 days per 100 beds in 2014).

### Number of Outbreaks per 100 beds

(Extendicare 2014)



### Accredited with Distinction

All Extendicare long-term care homes are fully accredited by Accreditation Canada, an independent not-for-profit organization that also accredits hospitals and health authorities. In 2015, our 34 Ontario long term care homes received exemplary standing, the highest level of accreditation, evidence of excellence in quality improvement.

### Leading in Fire Safety

Extendicare is proud to be a leader in fire safety in Canada. All our owned homes have fire suppression sprinkler systems and carbon monoxide detectors. We have a dedicated fire and life safety officer who conducts fire safety audits, observes mock evacuation exercises and fire drills, trains staff on the use of evacuation safety equipment and delivers in-services and distance education. We also provide specialized training and consulting services on emergency preparedness and emerging issues such as hoarding, oxygen cylinder storage and use of space heaters and personal fridges in resident rooms.

In 2014, 65 fire safety inspections and fire drills were completed. Fire Safety Plan days were also held to ensure that our owned and managed homes update their plans and satisfy provincial fire code requirements for annual review. These initiatives demonstrate our commitment to the safety of our residents, staff and visitors.



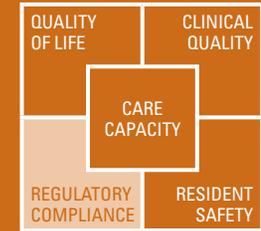
### REDUCING AVOIDABLE HOSPITAL ADMISSIONS

Extendicare Elmview's Quick Response Unit reduces avoidable hospital admissions through its emergency respite and round-the-clock admission and assessment. These crucial services help patients needing crisis intervention, monitoring of conditions or course of treatment for up to 14 days. Typical goals of care: improve mobility, monitor responsive behaviours, assess nutritional status, and review medication effects. Most patients stay in the Quick Response Unit for one to four days. The unit has space for up to 12 patients at any one time.



# LONG-TERM CARE

## Regulatory Compliance



### REGULATORY COMPLIANCE

As a leading healthcare provider, Extencare's continued success is dependent on our reputation for quality, honesty and care with which we treat our patients, clients, residents and partners. Each and every employee is expected to behave in an ethical, courteous and professional manner consistent with our continuous commitment to residents and regulatory compliance.

Our owned long-term care homes are spread across four provinces and 21 regional health authorities, each with its own policies, reporting and regulatory requirements and inspection systems. Our commitment as an organization is to set the bar high by learning from each jurisdiction and adopting national policies and practices that reflect the very best of what each has to offer.

### Doing things right

In 2014, 22 inspections against varying care and accommodation standards were carried out in our Western Homes. In Ontario, all 34 owned homes had an annual inspection, or RQI, consisting of:

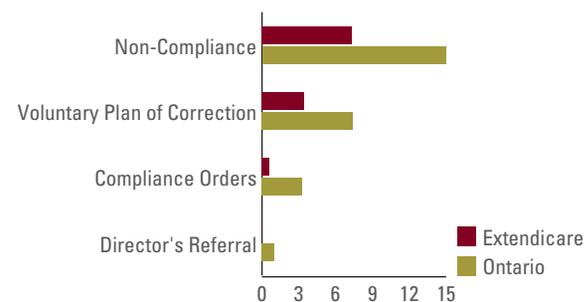
- interviews and observations of residents, families and staff
- a comprehensive review of care plans, documentation and high-risk programs, and
- inspections against 31 protocols and over 450 standards.

RQIs are rigorous and can take several inspectors several weeks of investigation in the home to complete. Homes may also be inspected as a result of critical incidents and complaints. Similar investigation tools and processes are used regardless of type of inspection. In all cases, infractions may result in a Voluntary Plan of Correction, Written Notification, Work & Activity Order or in more serious cases, Compliance Order and Referral to the Director of Long Term Care. The ultimate decision is informed by the scope and severity of the infraction and compliance history.

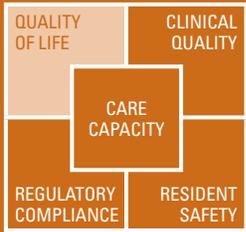
In 2014, Extencare owned homes continued to have a significantly lower than average number of inspection findings. Extencare homes also had fewer serious findings, including fewer Compliance Orders, and no Director's Referrals.

### Regulatory Compliance—Extencare Ontario

(MOHLTC, 2014)



Extencare long-term care homes are spread across four provinces and 23 regional health authorities, each with its own policies, reporting and regulatory requirements and inspection systems.



# LONG-TERM CARE

Quality of Life

## LISTENING TO RESIDENTS AND FAMILIES

All of Extencicare’s long-term care homes conducted resident satisfaction surveys in 2014. The information from these surveys is used to identify opportunities for improvement and areas of strength. Surveys are provided to residents in the home and mailed to family members of residents who may be unable to complete the survey on their own. In 2014, respondents also had the option of completing the survey online.

The survey asks respondents to provide their feedback on 28 standardized questions in six key areas: healthcare, environment, customer service, management, programs/activities, support services and meals and dining experience. It also includes questions submitted by resident and family councils and ample space for qualitative observations on the care experience.

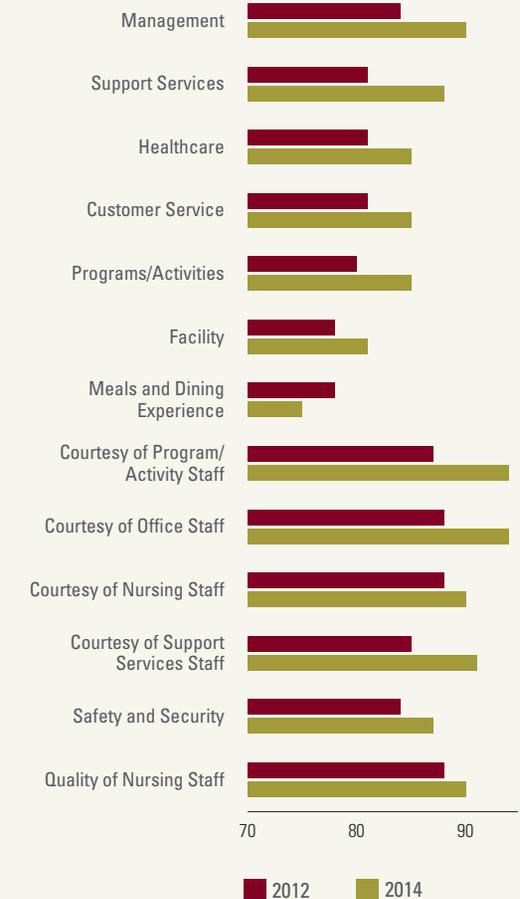
In 2014, we received 3,079 responses to our national satisfaction survey, nearly double the number in 2012. Satisfaction rates in Extencicare homes have increased since 2012 and were highest in Manitoba and Northern Alberta. Residents and family members had higher satisfaction rates than friends or other respondents. Ten out of 12 respondents (82%) said that they would definitely recommend our home to another person.

We have always known that we have caring, competent staff members at Extencicare and the results of our 2014 satisfaction survey are a reflection of this. Courtesy, consideration of privacy and respect for dignity, and quality of nursing care received the highest ratings with six of seven respondents indicating they were satisfied or very satisfied. Satisfaction levels have also increased since 2012.

Satisfaction surveys provide insight into opportunities for improvement. We use these results to inform our priorities for delivering on our mission of helping people live better. This year’s survey identified mealtime experience, noise, care of clothing and belongings, and timely communication as opportunities for improvement. It also revealed differences in the priorities of residents, families and other respondents.

Extencicare homes are taking this information to heart and working with resident councils, family councils and staff to respond to identified concerns. The Quality Department is also helping to develop programs and resources that will improve the resident and family experience in all homes.

## RESPONDENTS SATISFIED OR VERY SATISFIED



# REMARKABLE MOMENTS

## High Time for Culture Change

One day in 2012, Grace Sweatman had a “good cry” of frustration. A new resident whom Grace knew only at a distance—and who had always been cheerful and lively—was slowly losing his spark, likely due to newly prescribed psychotropic medication.

At the time Grace was CEO of Christie Gardens Apartments and Care Inc., a private, not-for-profit community in Toronto serving more than 400 residents, including 88 in long-term care. She and her team had always done their best to be kind, generous and compassionate to residents. However, everyone—no matter how hard they tried to create a less institutional, more home-like environment—felt hamstrung by provincial legislation and bound by daily routine. In short, disempowered.

Grace made up her mind to find new ways to honour her residents and retrieve the “personhood” of the resident who had lost his spark. Under her guidance, staff gradually developed a new model of service and care focused on quality of life. Over time they effected many changes, including creating small and friendly “neighbourhoods” and re-training care aides to be continuous “care partners.”

Grace retired from her role as CEO of Christie Gardens on March 31, 2015, and continues to champion the cause of elder care in her new role as President of the Christie Gardens Foundation.



Grace Sweatman shared her journey at Extencare’s National Quality Conference. Here is an excerpt of her poetic presentation. It is food for thought.

### DO YOU SEE ME? DO YOU KNOW WHO I AM?

Am I a list of diseases, disabilities and prescriptions, behaviours, someone to manage?

Do you know...that I was a social activist and advocate for others all my life?...that my parents were missionaries to China and that I spent my working life in service to others?...that I am a father, grandfather and overall nice person who fell to the ravages of Alzheimer disease?

Did you know I just wanted you to dial the phone number for my daughter because I am almost blind... that it frightened me when you put me in the standing lift...that when I am calling out there are things I need that I am unable to express?

Why do you talk to each other instead of to me?

### DO YOU SEE WHERE I LIVE?

This is the only private space that I have, my home! Could you live in 140 sq. ft.? Does 200 sq. ft. sound better somehow?

Why are there carts in my hall and noisy deliveries going past my bedroom door?

### DO YOU UNDERSTAND WHO SERVES ME?

Are they committed to my quality of life or theirs?

Do they take my counsel or do they know best?

Do they take ownership of the challenges I face or put in their time and go home?

Are they “too busy”?

Is the activity of the day determined by their schedule or mine?

Why do I feel afraid to ask for help?

### DO THEY SEE ME?

### DO THEY KNOW WHO I AM?

# ENGAGING OUR TEAM MEMBERS



# CELEBRATING OUR PEOPLE, PASSION AND PERFORMANCE

National Quality Conference by the numbers

**3 days**

**80+**

tradeshow vendors

**35+**

speakers

**1 shared mission**

To help people live better

**300**

Extendicare leaders

**50**

quality showcase posters

**15**

breakout sessions and plenaries dedicated to quality of care, quality of life, safety, culture change, and self-care

Extendicare's bi-annual National Quality Conference, based on the theme, People, Passion, Performance, took place in Niagara Falls, Ontario on October 21 to 23, 2014. The more than 300 participants included our partners, vendors, community partners, resident council representatives, board members and leaders from all divisions and homes across Canada.

The goal of the conference was to learn, share, network and inspire our vision of helping people live better. The event also helped promote our Common Quality Agenda and celebrate the achievements of our owned and partner homes in the areas of quality of life, quality of care and safety along with the extraordinary contributions of our staff.

Extendicare would like to acknowledge the generous support of our vendors and sponsors, and extends a special thanks to our platinum sponsors for helping to make this event possible:

- Medical Pharmacies
- MediSystems Pharmacy
- Shoppers Home Health Care



# CELEBRATING OUR PEOPLE, PASSION AND PERFORMANCE

Recognizing quality improvement

## QUALITY IMPROVEMENT AWARDS

The Extencicare Quality Improvement Awards are designed to promote diffusion of best practices and recognize significant improvement on a core set of reliable measures of quality of care, quality of life, safety and service excellence. In 2014, these awards focused on improvement in use of restraints and antipsychotics, pain management, pressure ulcers and continence.

The following homes were recognized:

### Restraints

Craiglee Nursing Home  
Extencicare Kingston  
Extencicare Mississauga  
Extencicare York  
Southlake Residential Care Village

### Antipsychotics

Maple View (Southbridge)  
Ritz Lutheran Villa

### Pain Management

Extencicare Fort Macleod  
Extencicare St Paul  
Extencicare Vulcan

### Pressure Ulcers

Extencicare Leduc  
Extencicare Starwood  
Extencicare Tecumseh  
Maple View (Southbridge)

### Continence

Extencicare Brampton  
Extencicare Kawartha Lakes  
Extencicare Wyndham Manor  
Mitchell Nursing Home  
Pinehaven Nursing Home  
Rideaucrest Home

## PRESIDENT'S CIRCLE OF EXCELLENCE

The President's Circle of Excellence is designed to nurture centres of excellence and promote quality leadership. It recognizes significant and sustained benchmark performance on a basket of measures in one or more domains of performance including quality of care, quality of life, safety and service excellence.

The following homes were recognized:

Extencicare Bayview	Extencicare St. Paul
Extencicare Cedars Villa	Extencicare Starwood
Extencicare Eaux Claires	Extencicare Tri-Town
Extencicare Fort Macleod	Extencicare Vulcan
Extencicare Guildwood	Georgian Heights
Extencicare Hamilton	Lakeside Long Term Care Centre
Extencicare Hillcrest	Parkview Manor
Extencicare Holyrood	Pinecrest Nursing Home
Extencicare Mississauga	Pinehaven Nursing Home
Extencicare New Orchard Lodge	River East Personal Care Home
Extencicare Port Hope	Tendercare Living Centre
Extencicare St. Catharines	Villa Colombo

## NATIONAL CONFERENCE SHOWCASE AWARD

Voted by delegates for demonstrating exceptional teamwork, quality improvement and creativity from among 40 video and poster submissions.

WINNERS: Villa Colombo, Extencicare Mississauga and Extencicare Leduc

# CELEBRATING OUR PEOPLE, PASSION AND PERFORMANCE

Recognizing workplace safety



## ZERO-FREQUENCY AWARDS

These Awards are given to all long-term care homes that demonstrate excellence by carrying out operations for 365 days without a lost-time incident due to a workplace injury.

In 2014, the winners were:

### Extendicare Homes – Ontario

Extendicare Brampton, Extendicare Falconbridge, Extendicare Guildwood, Extendicare Hamilton, Extendicare Head Office Markham, Extendicare Kapuskasing, Extendicare Kingston, Extendicare Lakefield, Extendicare Medex, Extendicare Mississauga, Extendicare New Orchard Lodge, Extendicare Scarborough, Extendicare Starwood, Extendicare Tecumseh, Extendicare Tri-Town

### Extendicare Homes – West

Extendicare Eaux Claires, Extendicare Fairmont Park, Extendicare Holyrood, Extendicare Elmview; Extendicare Viking, Extendicare Vulcan

### ParaMed Centres

ParaMed Kingston, ParaMed Muskoka, ParaMed Owen Sound, ParaMed Strathroy

### Extendicare Partner Homes

Birchwood Terrace, Blackadar Continuing Care, Country Lane, Georgian Heights, McCall, Parkview Manor, Pinecrest, Pinehaven, Pine Meadow, The Pines, Wellington House

# CELEBRATING OUR PEOPLE, PASSION AND PERFORMANCE

Recognizing workplace safety

## SAFETY MANAGEMENT AWARDS

Safety Management Awards are presented to the homes and centres that exhibit a demonstrated achievement in workplace incident prevention and claims management, including those homes with the lowest injury index, which is a combination of the injury frequency and injury severity.

The following homes were recognized in 2014:

Extendicare Falconbridge

Extendicare Elmview

Extendicare Hillcrest

Maitland Manor

Extendicare Mayerthorpe

Extendicare Oakview Place

Extendicare Parkside

Extendicare Red River Place

Extendicare Viking

## PRESIDENT'S SAFETY AWARD

The President's Safety Award recognizes long-term care homes that show a significant improvement in reducing accidents or incidents in the workplace. To qualify, a home must show a decrease of 25% in both frequency and the severity of accidents and incidents as well as a demonstrated intent to improve by setting goals in this regard. They must also be under the national average for two of the three previous years.

The following homes were recognized in 2014:

Extendicare Eaux Claires

Extendicare Elmview

Extendicare Fairmont Park

Extendicare Holyrood

Extendicare Mayerthorpe

Extendicare Oakview Place

Extendicare Parkside

Extendicare Red River Place

Extendicare Viking



# CELEBRATING OUR PEOPLE, PASSION AND PERFORMANCE

Employee engagement and workplace health

It takes a special kind of person to work at Extendicare and ParaMed. We are proud of our 22,000 team members and the passion, dedication and professionalism they demonstrate each and every day. Many go above and beyond the call of duty to create remarkable moments or provide exceptional leadership in times of need. We thank you.

## LONG-SERVICE AWARDS

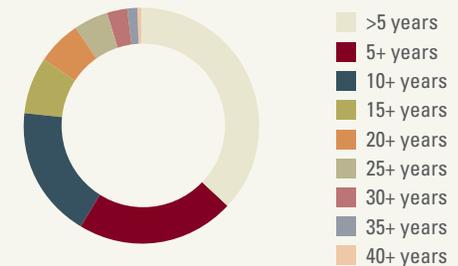
We are proud of the dedication and commitment of our staff and it shows in the length of tenure that they have

with us. Almost half of all our employees (full-time, part-time and casual) have been with the company for five years or longer and more than a quarter have been with us for more than 10 years.

All regular full-time and regular part-time employees of Extendicare and ParaMed are eligible for service awards. These awards are presented at selected company functions throughout the year. In 2014, 1,346 employees received a long-service award to commemorate milestones ranging from five to forty years of service.



## EXTENDICARE EMPLOYEE TENURE, 2014



## SERVICE MILESTONES

18 employees	CELEBRATED	40 years of service
32 employees		35 years of service
57 employees		30 years of service
117 employees		25 years of service
107 employees		20 years of service
209 employees		15 years of service
355 employees		10 years of service
451 employees		5 years of service

Almost half of all our employees (full-time, part-time and casual) have been with the company for five years or longer and more than a quarter have been with us for more than 10 years.

**PARTNERING  
FOR EXCELLENCE**



# PARTNERING FOR EXCELLENCE

Extendicare Assist

## OUR MANAGEMENT SERVICES

Extendicare Assist, our management and consulting division, is devoted to partnering with public, nonprofit and private long-term care home owners to help them manage their operations.

As the *proven solutions partner*, Extendicare Assist has tools, expertise and front-line experience to help our partners manage their operations in a way that respects their vision, reputation, staff and, most importantly, their residents.

### Policy Manuals

Extendicare's policy manuals provide guidance on everything from the admission process, to dining and food quality, to laundry and housekeeping, to nursing and personal care. They are updated on a continuous basis to take into account changes in legislation, the latest research and the results of Extendicare's own internal quality improvement initiatives. The 2015 manuals embed clear language and design principles and are available in a variety of user-friendly formats, including a new searchable members' only policy website, available to Assist partners.

For more information please visit  
[www.extendicare.com](http://www.extendicare.com)

## EXTENDICARE ASSIST SERVICES

We offer a range of supports and services (including redevelopment) designed to help organizations maximize resources. Our operational and support expertise helps partners provide care and services to residents throughout Canada.

Over the course of our 40 plus years, we've developed the knowledge, tested systems and proven solutions that enable us to deliver on our commitments in the most efficient and cost-effective manner possible. Through a variety of management and consulting models, we offer a full service management agreement or, if preferred, we customize an agreement to suit individual needs.



## MANAGEMENT & CONSULTING SERVICES

### Management Services

- Clinical Care
- Dietary Services
- Human Resources and Labour Relations
- Purchasing
- Information Technology
- Environmental
- Financial and Administrative Services

### Consulting

- Operational Reviews
- Capital Planning
- Harnessing Technology
- MDS Support and System Implementation
- Training and Education
- Policy Manuals and Updates

## OUR SUCCESS IS CONTAGIOUS!

In 2014, 17 partner homes achieved Extendicare's goal of 90% of staff immunization, and Country Lane achieved 100% staff immunization for the third year in a row. Congratulations!

# PARTNERING FOR EXCELLENCE

Extendicare Assist

Extendicare Assist has a mix of operational management and consulting agreements with 23 partners and 54 homes in three provinces. These partnerships include strong, long-term working relationships with major hospitals, municipal governments, not-for-profit organizations, charitable associations, privately owned multiple location chains and single private owner-operator homes.



## NEW PARTNERS IN 2014

### Sunrise Village

- Sunrise Village Camrose, Camrose, AB
- Sunrise Village Drayton Valley, Drayton Valley, AB
- Sunrise Village Lethbridge, Lethbridge, AB
- Sunrise Village Olds, Olds, AB
- Sunrise Village Ponoka, Ponoka, AB
- Sunrise Village Wetaskiwin, Wetaskiwin, AB
- Sunrise Encore Olds, Olds, AB
- Sunrise Village High River, High River, AB

### Luxstone Manor

- Luxstone Manor, Airdrie, AB

### Southbridge Care Homes

- Hope Street Terrace, Port Hope, AB
- Orchard Villa, Pickering, ON
- Parisien Manor, Cornwall, ON
- Port Perry Place, Port Perry, ON
- The Palace, Alexandria, ON
- Warkworth Place, Warkworth, ON

## EXTENDING OUR CARE FUNDRAISING GALA

On May 15, 2014, Extendicare Assist hosted the seventh annual Extending Our Care fundraising gala at Eagles Nest Club in Vaughan, Ontario. More than 200 guests attended a formal evening to hear keynote speaker Olympic Gold Medalist Alexandre Bilodeau. The evening raised more than \$650,000 for our Extendicare Assist partner homes. These dollars will help the homes purchase equipment or services that would not otherwise be possible.



Alexandre Bilodeau, Olympic Gold Medalist, and keynote speaker

# REMARKABLE MOMENTS

## A passion for enriching lives

Moises, a Red Seal chef who currently works as an activity aide at Craiglee Nursing Home in Scarborough, Ontario, recently started a cooking program to teach and entertain the residents.

Once a month Moises, who cooked professionally for eight years and is a graduate of George Brown College, puts his chef skills to work. His program is interactive and encourages residents to come together and learn more about the method and ingredients for creating various dishes.

"My program is like the TV cooking show "The Chew," but on a much smaller scale. The residents get to see how I make the food, where the dish comes from, its history, and a bit of trivia," says Moises.

His cooking program is also based on different ethnic foods, themes and holidays. "We have many Greek residents in our nursing home, so I've done shows [that focus on] making tzatziki and souvlaki."

Team members like Moises help to set Extencicare apart. He is a good example of how our staff strive to enrich our residents' days by providing creative (and delicious!) programs that showcase their varied talents.



*"Our program is interactive and encourages residents to come together and learn more about the method and ingredients for creating various dishes."*

# BUILDING COMMUNITY



# BUILDING COMMUNITY

Creating meaningful change

## GIVING BACK

At Extendicare, we believe in giving back and creating meaningful change in the communities we serve. Each year, our employees dedicate countless hours to raise money and provide support for a variety of charitable organizations. Our collective contributions, leadership and volunteer efforts help create stronger, healthier places to live and work.

In 2014, the Extendicare team donated \$838,800 to support our communities.

United Way Total Pledge (employer and employee)	\$34,300
Community Services	\$6,000
Health & Disease-Related Charities	\$15,000
Extendicare Assist Partner Gala	\$650,000
Alzheimer Society of Canada Culture Change Initiative	\$105,000
Scholarships & Education (12 scholarships)	\$28,500

## SOME ORGANIZATIONS WE SUPPORT

- ALS Canada
- Alzheimer Society of Canada
- Alzheimer Society of Halton
- Alzheimer Society of Hamilton
- Alzheimer Society of York Region
- Big Brothers & Sisters
- Canadian Cancer Society
- Canadian Foundation for the Physically Disabled
- Canadian Health Care Association
- Canadian Nurses Foundation
- Coast to Coast Ride Tour for Kids
- George Brown College
- Heart & Stroke Foundation
- Humber College
- Independent Living Centre
- Kerry's Place Autism
- MS Society
- National Initiative for the Care of the Elderly
- Parkinson Society
- Ride to Conquer Cancer
- Ryerson University
- ShareLife
- St. Lawrence College
- United Way

## CHANGING THE CULTURE OF CARE

In 2012, Extendicare Assist entered into a partnership with the Alzheimer Society of Canada. As a premier sponsor, Extendicare Assist made a five-year commitment to support the Culture Change initiative. The goal is to improve the quality of care and life for Canadians living with Alzheimer's disease and other forms of dementia in long-term care homes. The project has produced a number of resources available to all providers, including PC P.E.A.R.L.S., 7 key elements of person-centred care, based on an exploratory qualitative study of six long-term care home across Canada.

Extendicare Assist hosted the third Annual Extendicare Assist Charity Golf Classic on July 28, 2014, at the Country Hills Golf Club in Calgary, Alberta, raising \$105,000 for the Alzheimer Society of Canada. To date the event has raised over \$275,000 for the Culture Change project.

*" Together, we have made important strides towards changing the culture of care in long-term care homes...Providing care that is truly individualized will ensure people with Alzheimer's disease and other dementias live as well as possible and with the respect they deserve."*

Mimi Lowi-Young  
CEO Alzheimer Society of Canada

# OUR COMMITMENT

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## EXTENDICARE'S COMMITMENT TO RESIDENTS SINCE 1968

We recognize that each long-term care resident is a unique individual with unique wants and needs and that it is our responsibility to balance the rights of all residents. Extendicare is committed to ensuring that each resident: will be encouraged to remain as independent as possible, and will be treated with courtesy, respect and dignity, free from mental and physical abuse, in a manner that recognizes one's status as an adult; will be provided with care without discrimination; will be provided with a safe, clean and healthy environment to ensure safety and to protect property; has access to programs that meet physical, spiritual, social, emotional and intellectual needs, and that provide opportunities to develop interests, abilities and potential; will receive nutritious meals and snacks appropriate to diet needs and which meet Canada's Food Guide; can view the facility as being one's home and is welcome to enjoy personal belongings and furnishings provided space limitations and safety requirements are recognized; has privacy when

receiving counseling, treatment or personal care, or when communicating with family, friends, lawyers, clergy, government representatives or any other person; can choose a personal physician, providing the physician follows provincial legislation as well as guidelines developed by Extendicare and the facility's Professional Advisory Committee; has one's condition, care and treatment explained in easily understood terms, and will be supported in the right to have input into decisions that affect quality of life; can refuse medical treatment and medications and is informed of the medical consequences of refusing; has freedom from chemical or physical restraints, except as authorized in writing by a physician for a specified period of time, or when necessary for prevention of injury; can refuse personal care to the extent that it will not interfere with the lives and safety of other residents; will not be transferred within the facility or to another facility without prior knowledge, unless such a move takes place during a life-threatening situation;

has access to and is kept informed of changes to legislation, regulations, policies and services included in the monthly fee, and services provided at an extra cost; can manage one's own financial affairs, or can authorize another person to do so. In those cases where the facility administers trust funds for a resident, detailed information regarding financial transactions will be provided; will have one's financial, medical and other personal information kept confidential and made available only to authorized persons requiring such information in the resident's best interest; can form friendships and enjoy relationships with persons of one's choosing; can establish and participate in resident organizations and can express concerns, comments and suggestions to staff members or administration without fear of reprisal; and is assured that all staff has been made aware of, and will honour Extendicare's Commitment to Residents.



**EXTENDICARE®**

... helping people live better

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