

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

October 23, 2025

OVERVIEW

Delhi Long-Term Care (LTC) has been an important part of the local community in Norfolk County, Ontario since opening its doors in the early 1970s, with the unwavering support and engagement of families, volunteers, students and local businesses.

peopleCare Communities managed the Home for well over a decade, until it officially became one of our family of owned Homes in 2023. With approvals and an award of 68 additional LTC bed licenses from the Ministry of Long-Term Care, peopleCare is excited to build a new 128-bed LTC home on land directly behind the existing building. The redeveloped Delhi LTC Home will open in June of 2025.

The new 128 bed home offers private and basic accommodations with each room tastefully decorated and furnished. Residents are encouraged to decorate their rooms with personal items and favourite pieces of furniture when they can be accommodated.

Delhi LTC offers four home areas with spacious lounges for social interactions. The rural surroundings offer a soothing environment for residents, families and guests. Daily activities provide enhanced programming for all residents in both small and large group settings.

As evidence of our commitment to Quality peopleCare Delhi currently holds Accreditation with Accreditation Canada Survey completed May 2023. PeopleCare Delhi Long term Care team strive's to exceed the Ministry of Health standards, and Accreditation Canada Standards. PeopleCare has been designated

one of Canada's Best Managed Companies since 2013, achieving platinum status in 2023. peopleCare Delhi Long Term Care is proud of their values-based decision making and the positive impact that this has had for our residents, staff, and families.

Delhi LTC has an exciting year ahead for our residents, families and staff. In June 2025 we will be opening a new 128 bed home built exceeding the A home design standards with a long list of amenities including accessible outdoor spaces for our residents, staff and families to enjoy, a family stayover suite, a wellness centre, and spacious home areas, dining spaces and common areas for events and programs to be delivered by our skilled team. We are also implementing the new LTCF assessment tool with our go live date of April 1st to support us in an improved admission experience for our residents staff and families as it integrates with our ENRICHED admission model.

As we prepared for the 2024/2025 QIP submission, CQI committee reviewed our performance on key priority indicators from our Resident and Family QOL/ Satisfaction Survey as well as our clinical publicly reported indicators, and ED Transfer data to review our progress from our plan of last year, as well as created our quality improvement plan for 2025/26. Our focus for this years Quality improvement plan will be to enhance the experience of our resident in our new development by offering environmental enhancements and amenities looking to improve our KPI % of residents who responded positively to the statement " this feels like home to me" from 73.75% to 80%.

We will also be focussing on EDI program by ensuring DEI education for 100% of DEI leads, and develop the role of DEI ambassador to

support our resident and family council. Alongside of this through our move and admission planning we will work to reduce our falls rate from 15.98 to below the provincial average of 15.

ACCESS AND FLOW

peopleCare Delhi continues to innovate with their new ENRICHED admission Model. This model reply's on the foundation of our unique and award winning Clinical pharmacy model in which we have embedded innovative HR solutions such as a 24/7 clinical pharmacists and onsite pharmacy technicians to full scope of practice supporting our registered staff and residents with safe transitions and time released to care through the use of technology and pharmacist led medication reconciliation. We have been able to increase our support of socialwork in the home, with their role they support the implementation of the RNAO best practice resident, family centred care assessment tool that ensures that our residents and families are supported with providing their wishes, wants and needs that are then integrated directly into the initial plan of care. This assessment has already provided us with he improvement on the resident, family and staff experience on admission to our home. We look forward to researching the impact of this model on resident, family staff experience, safety and efficiency this year with Trent University as our research partner.

We are excited to be able to support our long wait list with the addition of 68 new long term care beds in delhi when our new development opens in June 2025

EQUITY AND INDIGENOUS HEALTH

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PeopleCare Delhi Long term Care in partnership with the Ontario CLRI is committed to build our workforce capacity and foster person-centered care through the identification, development and spread of information and resources that support diversity and inclusion in our LTC homes. We recognize that care experiences can be influenced by individual circumstances, including language, ability, race, ethnicity, religion, spirituality, gender identity, gender expression, sexual orientation, and socio-economic status. We completed the “Equity, Diversity, and Inclusion in LTC: Assessment and Planning Tool as an interdisciplinary team guided by and utilizing the feedback of our residents, families, staff, and partners.

We believe in treating all residents equally, valuing their diversity and recognizing each person as a unique individual with a past, present, and future. Upon admission, we respect residents' choices by collecting spiritual and race-based information by completing Resident and Family Centered Assessment (RFCC) developed based on best practice guidelines by RNAO, which informs our planning of special events and meals. Also, in the development of culturally sensitive care plans, incorporating traditional practices, and fostering an inclusive environment that respects diverse beliefs and values.

As part of our commitment to this initiative, PeopleCare Delhi Long Term Care DEI team will complete education program “Creating a Culture of Belonging: From awareness to action” which will provide tools and knowledge needed to foster a more inclusive and

affirming environment for our residents, care partners, care givers and fellow team members. Throughout the past year we did celebrate culturally prominent themed based days and meals across the community and take pride in continuing to celebrate those special movements and bring awareness by sharing information on DEI by providing education sessions, includes the topics in newsletter and discuss them at Resident and Family council meetings. We strongly believe that prioritizing and encouraging diversity can lead to increased innovation and collaborative work.

PATIENT/CLIENT/RESIDENT EXPERIENCE

Together we are Changing the World of Senior Living by creating inspired communities where bold idea's thrive. Delhi LTC is committed to transforming the experience for those who are touched by our services; residents, families, our staff, and partners. We foster vitality through purpose and fulfillment.

Empowering our unstoppable teams who always reach higher to achieve excellence.

Delhi LTC incorporates resident experience information into improvement activities through several avenues:

Surveys: We regularly conducts surveys among residents on a ongoing annual basis as a part of each residents annual care conferencing calender to gather feedback on their care experiences and quality of life. These surveys cover various aspects such as satisfaction with medical care, staff responsiveness, facilities, food quality, social activities, and overall well-being. Analyzing survey responses is completed quarterly and allows us to identify areas for improvement as outlined on our Quality Improvement Plan.

Resident/Family Advisory Councils & Quality Committee: Delhi LTC has established advisory committees consisting of residents and families to provide ongoing feedback and suggestions for

improvement. These committees can serve as valuable forums for residents to voice their concerns, preferences, and ideas directly to management. Our CQI committee meets biannually to review our data and develop the QIP and analyze our progress on the QIP.

Feedback Mechanisms: Delhi long Term care does have established feedback mechanisms such as suggestion boxes, complaint forms, or regular meetings with residents to encourage open communication. By actively soliciting and listening to feedback from residents, We can gain insights into areas that require attention and prioritize improvement efforts accordingly.

Data Analysis: Delhi LTC collects and analyzes data from various sources, including resident feedback, to identify trends and patterns. By examining this data, Delhi LTC can pinpoint recurring issues or areas of strength and tailor improvement activities to address specific needs.

Quality Improvement Initiatives: Delhi LTC develops and implements quality improvement initiatives based on the feedback received from residents. These initiatives may include staff training programs, facility upgrades, changes to policies and procedures, or the introduction of new services or amenities aimed at enhancing the overall resident experience and quality of life.

Overall, we take a comprehensive approach to incorporating resident experience information into improvement activities, leveraging multiple channels to gather feedback, analyze data, and implement meaningful changes that enhance the well-being and satisfaction of residents

PROVIDER EXPERIENCE

Delhi LTC has been providing service in Delhi for over 40 years, and through that time we have developed strong partnerships within our local, regional and provincial community and will continue to expand our partnerships.

Delhi LTC, guided by PeopleCare's new strategy, will look to optimize innovative solutions for staff recruitment, retention and engagement. We look forward to building on the lessons learned from our sister homes in the development of partnerships for global recruitment strategies in support of internationally educated nurses, and skilled refugee recruitment.

For our skilled team we have heavily invested in education opportunities to support leadership and skills training in our home. Examples of what is planned for 2024 include leadership training for registered staff and managers. Education and training in dementia care for our frontline staff across the home, with a focus on enhancing the dementia care experience in our special care home area. This will enable us to prepare for implementation of an emotion-based care model in the future. We have also partnered with an expert on the lived experience of residents and families to provide education to our frontline staff on the importance of resident and family centred care.

Delhi LTC is committed to being a force for good in our communities and around the globe by empowering women and youth in developing countries and enabling refugees and immigrants to create a new life in Canada. We also have a renewed focus on opportunities to give back through volunteering.

SAFETY

In 2024/2025 Delhi LTC will continue our committed focus to resident safety.

With our policies and procedures in place we are able to ensure that we proactively anticipate patient safety incidents and prevent them from occurring, to ensure safer care. We promote a patient safety culture with our reporting and learning systems within our home.

We proactively develop and implement patient safety and incident management plans and processes and actively monitor, analyze, prioritize and implement actions to mitigate risks and improve quality and safety. We contribute to an effective response to both expected and unexpected safety issues. Delhi's reporting system captures resident safety concerns, hazards and/or incidents meant to trigger action, facilitate communication, response, learning and improvement. Our reporting system is the foundation of our resident safety and incident management and is essential to continue to advance our resident safety culture. It is the policy of Delhi LTC to utilize Root Cause Analysis to systematically analyze critical incidents with the goal of generating system improvements and advance our resident safety culture.

A multidisciplinary comprehensive, system-based review will be conducted on all critical incidents, sentinel events, serious adverse events to determine root and contributory factors, determination of risk reduction strategies, and development of action plans along with measurement strategies to evaluate the effectiveness of the plans. We adhere to a strict no fault reporting and investigation that ensures a learning environment open to making recommendations for system changes to advance our resident safety culture.

Through a review of all of our data and with our upcoming resident move and future admission of over 80+ residents we have

developed an action plan in our QIP focussed on reduction of falls for our residents from 15.89 to below the provincial average of 15%.

PALLIATIVE CARE

Enhancing Palliative Care at Hilltop Manor LTC is an integral part of delivering high-quality, person-centred palliative care according to the Ontario Health's Quality Standard for Palliative Care model and recommendations. Our approach of care combines organizational readiness, staff competency, resident and care partner engagement, and support comprehensive end-of-life care.

Advance Care Planning and Goals-of-Care Discussions – From the time of admission, Delhi LTC implements a structured process for advance care directives and goals-of-care discussions. Our interdisciplinary team consisting of Director of Resident Care, Director of Program, Frontline staff and allied health professionals collaborates with residents and their families to ensure that care preferences, including Do Not Resuscitate (DNR) orders, are documented and respected. This practice ensures proactive and person-centred care planning, preventing unnecessary interventions that aligns with the resident's values.

Staff Competency through RNAO Clinical Pathways Palliative Care workshop – Delhi LTC prioritizes ongoing staff education based on the Ontario Palliative Care Competency Framework. We provide specialized training on symptom management, communication strategies, and care coordination. Our team employs palliative assessment tools to identify residents' evolving needs based on

palliative performance scale, ensuring seamless transitions and high-quality symptom relief.

These initiatives collectively enhance our ability to provide compassionate, person-centred palliative care, fostering dignity and quality of life for residents throughout their journey.

POPULATION HEALTH MANAGEMENT

When addressing population health considerations for Delhi LTC, we have the tools, resources and partnerships to assess, document and care plan the following domains:

Demographics: Understanding the demographics of the residents living in Delhi LTC is crucial. This includes age distribution, socioeconomic status, cultural backgrounds, and any specific health needs associated with these demographics.

Health Status: Assessing the overall health status of the residents is important for identifying prevalent health conditions, chronic diseases, disabilities, and any existing health disparities within the population.

Access to Healthcare Services: Ensuring access to healthcare services such as primary care, specialists, mental health services, and emergency care is essential for maintaining the health and well-being of the residents. This includes considering transportation barriers and the availability of health resources within the community. Oakcrossing LTC has many longstanding partnerships with the community.

Preventive Care and Health Promotion: During program development and evaluation we prioritize implementing programs and initiatives focused on preventive care and health promotion can help improve the overall health outcomes of the residents. This may include health education, screenings, vaccinations, and lifestyle

interventions.

Environmental Factors: Assessing the environmental factors within and around Delhi LTC is important for identifying potential health hazards or exposures that could impact the residents' health. This includes air quality, water quality, safety measures, and access to green spaces.

Social Support and Community Engagement: Promoting social

support networks and community engagement activities can help foster a sense of belonging and improve mental health outcomes among the residents. This may include organizing social events, support groups, and volunteer opportunities.

Crisis Management and Emergency Preparedness: Developing plans for crisis management and emergency preparedness is essential for addressing potential health crises such as outbreaks of infectious diseases, natural disasters, or other emergencies. We provide our emergency plans on our website to ensure transparency and communication to all we serve and the community of Delhi. By addressing these population health considerations, Delhi LTC delivers on our commitments towards promoting the health and well-being of its residents, families and staff and creating a supportive and thriving community environment.

CONTACT INFORMATION/DESIGNATED LEAD

Kristine Mitchell, Executive Director and Quality Lead

SIGN-OFF

It is recommended that the following individuals review and sign-off on your organization's Quality Improvement Plan (where applicable):

I have reviewed and approved our organization's Quality Improvement Plan on
March 28, 2025

Jen Killing, Board Chair / Licensee or delegate

Kristine Mitchell, Administrator /Executive Director

Stephanie Donohue, Quality Committee Chair or delegate

Other leadership as appropriate
