

Quality Improvement Plan (QIP)

# Narrative for Health Care Organizations in Ontario

October 23, 2025

## OVERVIEW

Hilltop Manor Long Term Care is a home to 185 residents in the heart of Galt built in 1968 in a small community in the City of Cambridge Ontario where we have been providing quality service for over 50 years. Hilltop Manor became part of the peopleCare Communities in 2006 and it was fully redeveloped in 2013 with great care to ensure the exterior design fit well within the older residential neighbourhood. The 185-bed Home offers private and basic accommodations with each room tastefully decorated and furnished to enhance each resident's quality of life. The Home is made up of six home areas including one secure home area specifically designed for residents with varying degrees of dementia. The Home offers spacious lounges, a café and ample space for relaxing visits with family and friends. A private family dining room and family stay over room is also available. There are daily activities throughout the home for both small and large groups that offer something for everyone.

As evidence of our commitment to Quality, peopleCare Hilltop Manor currently holds exemplary Accreditation with Accreditation Canada Survey completed In November 2023. peopleCare Hilltop Manor strive 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. Hilltop Manor Long Term Care is proud of their values-based decision making and the positive impact that this has had on our residents, staff, and families. This year, our focus priorities includes LTCF implementation, Sensory-Scapes Mural depicting our downtown Galt history on our Secure home area, Mealsuite to improve pleasurable dining, and Skin and Wound Technology to improve skin integrity.

As we prepared for the 2025/2026 Quality Improvement Plan (QIP) submission, our Continuous Quality Improvement Committee reviewed our performance on key priority indicators including minimization of ED transfer, Fall Reduction, Resident and Family Experience, Equity, Diversity, and Inclusion. Together with our team members, leadership, community partners, residents and family council, we will continue to build a home that meets the mission and vision of Changing the World of Senior Living.

**DATA REVIEW PROCESS:** We began the development of our Quality Plan with a thorough review of all clinical data, IPAC data, Resident, Family and Staff Survey data, as well as our Quality Committee ideas from 2024 with Resident, and Family Councils, and our staff team including Health, Safety and Wellness Committee. Through this review guided by our organization's Balanced Score Card, and the new Resident Rights through the updated Act and Regulations we were able to determine the Key Performance Indicators (KPI's) we will be monitoring and developing of the quality improvement plans to improve over the next 18 months. We have examined the key priority indicators from Ontario Health and continue to review and benchmark our indicators with homes in our organization and across the province.

**PRIORITY AREAS FOR QUALITY IMPROVEMENT:** To support forward movement towards our goals set in our QIP, we have decided to focus on the key areas of Resident Quality of Life and Satisfaction for this year. To develop the change ideas and initiatives, we engaged our front-line team, and partners to support setting achievable targets for our QIPs and to meet and exceed our goals for increased resident satisfaction. Our action plan includes our

commitment to supporting our front line through our initiatives, a corporate QIP commitment towards diversity, equity and inclusion.

**PROCESS TO MONITOR & MEASURE PROGRESS :** Hilltop Manor Long Term care has an established circle of communication to support the monthly and quarterly review of outcomes through data analysis at leadership team meetings, departmental meetings, resident and family councils, our professional advisory committee and of course our quality meetings. The process we used to identify our home's priority areas for quality improvement this year includes but is not limited to feedback from all members attending CQI meeting such as resident and family representative, front line staff from each department for diverse voices and expertise from the multidisciplinary team, including leadership, physician and services providers such as physiotherapy, social worker, chaplain, etc. Furthermore, the committee members reviewed the 2024 survey data regarding the area of This Place Feels Like Home for our residents and our families. I will Recommend this Home in the community. The feedback from the resident and family survey is the reference point to improve our systems and programs to increase the 2025 satisfaction. These processes are well defined through the above committee's agendas and meeting minutes.

## ACCESS AND FLOW

Hilltop Manor implemented a new enriched admission model that relies on the foundation of our unique and award-winning Clinical pharmacy model. We have embedded innovative HR solutions such as around the clock 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 using technology and pharmacist led medication reconciliation.

We have been able to increase our support of social work support in the home as they support the implementation of the RNAO best practice resident, family centered 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 the improvement of the residents, 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.

To kick this off in 2025, we have a fulltime Social Service Worker collaborating with our Social Worker to improve the social support needs in the home. One of the practical steps taken to enrich residents and family experience is one-on-one support on admission day to ensure smooth transition into long term care.

Our home is also part of the Phase 1 of the interRAI transition from April to June 2025 with a go-live date for July 1, 2025.

## EQUITY AND INDIGENOUS HEALTH

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peopleCare Hilltop Manor 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 Hilltop Manor 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 ideas thrive. PeopleCare Hilltop is committed to transforming the experience for those who are touched by our services, residents, families, staff, and partners. We foster vitality through purpose and fulfillment. Empowering our unstoppable teams who always reach higher levels to achieve excellence.

peopleCare Hilltop Manor incorporates resident experience information into improvement activities through several avenues:

Surveys – peopleCare Hilltop regularly conducts surveys among residents on annual basis as a part of each resident’s annual care conference 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 allows Hilltop Manor to identify areas for improvement as outlined on our Quality Improvement Plan.

Resident/Family Advisory Councils & Quality Committee – peopleCare Hilltop 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. Hilltop Manor then does incorporate the feedback received from these committees into their improvement initiatives.

Feedback Mechanisms – peopleCare Hilltop Manor does have established feedback mechanisms such as council meeting, complaint forms, and regular check-ins with residents and families to encourage open communication. By actively soliciting and listening to feedback from residents, peopleCare Hilltop Manor can gain insights into areas that require attention and prioritize improvement efforts accordingly.

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

Quality Improvement Initiatives – peopleCare Hilltop Manor 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, and the introduction of new services or amenities aimed at enhancing the overall resident experience and quality of life.

Overall, peopleCare Hilltop Manor takes a comprehensive approach to incorporating resident experience information into improvement activities, leveraging multiple channels to gather feedback, analyze

data, and implementing meaningful changes that enhance the well-being and satisfaction of residents.

## **PROVIDER EXPERIENCE**

Hilltop Manor LTC has been providing service in Cambridge for almost 50 years, and through that time we have developed strong partnerships within our local, regional and provincial community and will continue to expand our partnerships.

Hilltop Manor 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 the 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 centered care.

Hilltop Manor 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 2025/2026, Hilltop Manor Long Term Care is looking forward to focusing on resident safety. We will utilize the scores and data from our Resident and Family QOL survey tool to support us in the development of our QIP.

This plan works towards enhancing our residents' experience, QOL and overall safety within the home. With our policies and procedures in place we ensure that we proactively anticipate patient safety incidents and prevent them from occurring, to ensure safer care. We promote a safety culture, reporting and learning system 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. Hilltop Manor 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 peopleCare Hilltop Manor to utilize Root Cause Analysis to systematically analyze critical incidents with the goal of generating system improvements and advancing 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 strict - no

fault reporting and investigation that ensures a learning environment open to making recommendations for system changes to advance our resident safety culture.

## **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, Hilltop Manor 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.

**Death Café and Palliative Education Initiatives** – To foster open dialogue about end-of-life care, Hilltop Manor hosts Death Café sessions. These provide residents, families, and staff with a safe space to discuss palliative care topics, grief, and bereavement support. Additionally, we conduct educational workshops focused on the benefits of early palliative care integration, ensuring residents and families understand their options and available support.



Staff Competency through RNAO Clinical Pathways Palliative Care workshop – Hilltop Manor 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 Hilltop Manor 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 Hilltop 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. Hilltop Manor 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 Hilltop Manor 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.

By addressing these population health considerations, Hilltop



Manor 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

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### SIGN-OFF

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

I have reviewed and approved our organization's Quality Improvement Plan on  
**March 31, 2025**

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**Jen Killing**, Board Chair / Licensee or delegate

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**Stella Annan**, Administrator /Executive Director

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**Maureen Pauls**, Quality Committee Chair or delegate

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Other leadership as appropriate

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