

Quality Improvement Plan (QIP)

# Narrative for Health Care Organizations in Ontario

March 30, 2026

## OVERVIEW

PeopleCare AR Goudie is committed to delivering safe, high quality, resident centred long term care that reflects the needs of a diverse and growing community. In July 2025, the 128 bed addition opened, expanding AR Goudie from 80 to 208 licensed beds. The home achieved full occupancy through a phased ramp up process, ensuring safe transitions and continuity of care for residents.

Consistent with PeopleCare's philosophy of creating beautiful, caring communities for life enriching experiences, grounded in dignity, respect, kindness, excellence, integrity, and growth, the 2026/27 QIP focuses on strengthening equity, access and flow, provider experience, and population health management, while sustaining strong performance in safety, palliative care, and resident (patient) experience.

In August 2025, AR Goudie played a critical system support role by hosting and sheltering residents from Golden Years Nursing Home (Cambridge) following an emergency loss of essential services that resulted in a rapid closure and relocation. More than 52 residents were received as part of a coordinated response and transition effort, with many choosing to remain at AR Goudie permanently. This response highlights the home's operational readiness, flexibility, and strong partnership with system stakeholders to maintain continuity of care during regional disruptions.

Building on the 2025/26 QIP, the successful redevelopment and expansion of AR Goudie is now complete. Residents are actively enjoying modern, purpose built living spaces designed to enhance comfort, safety, social connection, and person centred care in the heart of Kitchener. The 2026/27 QIP reflects a shift from transition

to stabilization, with a focus on sustaining high quality care delivery, positive resident and family experiences, and system readiness within a fully occupied, expanded home.

## **ACCESS AND FLOW**

PeopleCare AR Goudie supports timely access to care through coordinated interdisciplinary processes that promote smooth care delivery and transitions.

Internal workflows prioritize early identification of resident needs, appropriate escalation of concerns, and effective communication among care teams. Collaboration with external partners, including primary care providers, hospitals, and community services supports continuity of care and helps minimize avoidable delays in service delivery.

With the expansion our home created designated a clinic space to support residents privacy and well being for clinical care needs. Ongoing quality monitoring enables the home to identify bottlenecks in care processes and implement targeted improvements to maintain appropriate flow within the long-term care environment.

## **EQUITY AND INDIGENOUS HEALTH**

Equity is a key strategic priority in the 2026/27 QIP. PeopleCare AR Goudie recognizes the importance of addressing systemic inequities and fostering a culturally safe and inclusive environment for residents, families, and staff.

A core change idea for this QIP is the expansion of Equity, Diversity, Inclusion, and Anti-Racism (EDI-AR) education for leadership and key staff groups.

Equity is central to our commitment to high-quality, people-centred

care. We strive to ensure that all residents have equitable access to services and opportunities that support dignity, well-being, and quality of life, regardless of background, identity, ability, or life circumstances. Our Quality Improvement Plan (QIP) is grounded in Equity, Inclusion, Diversity, and Accessibility (EIDA) principles and reflects our responsibility to address systemic barriers that may impact health outcomes and resident experience.

Our QIP is supported by targeted strategies that strengthen equity in care delivery and workplace practices. Staff and volunteers participate in ongoing education focused on cultural competency, anti-oppression, implicit bias, cultural humility, and anti-racism, ensuring quality improvement efforts are informed by knowledge and awareness.

We foster inclusive and culturally safe environments by creating spaces where residents and team members can learn, grow, and authentically represent their identities and cultures. Recreation and leisure programs are intentionally designed to reflect diverse interests, abilities, and cultural backgrounds, promoting meaningful participation and social connection.

Leadership engagement is fundamental to sustaining equitable practice. Leaders will participate in equity-focused learning, including 2SLGBTQ+ inclusion education, supporting inclusive decision-making and accountability at all levels of the organization. Currently, 33.33% of executive-level staff, management, and DEI committee members have completed relevant training. The 2026/27 target is 75%, with a long-term goal of full participation. By strengthening staff knowledge and awareness, PeopleCare aims to enhance culturally responsive care, support equitable decision-

making, and reinforce an already robust multicultural environment across all PeopleCare homes. This work also lays the foundation for improved engagement with Indigenous health principles, including respect, cultural humility, and trauma-informed approaches.

Resident, family, and care partner feedback is a cornerstone of our QIP. Input is collected through surveys, Resident and Family Councils. To ensure accessibility and broad participation, surveys are offered in multiple formats, including digital, paper, and assisted options.

Feedback and survey findings are reviewed by leadership and committee structures and translated into measurable actions within the QIP, ensuring resident voices drive meaningful improvement.

Key quality findings and action plans are shared with residents and families and made publicly available. Through transparent communication, ongoing engagement, and systematic evaluation, we remain committed to continuous improvement and the delivery of equitable, high-quality, person-centred care.

AR Goudie hosted a Community Engagement Day in September, creating opportunities for MPPs and local leaders to engage with residents, staff, and leadership while strengthening relationships, increasing awareness of long term care priorities, and showcasing PeopleCare AR Goudie's role within the broader health system.

## **PATIENT/CLIENT/RESIDENT EXPERIENCE**

PeopleCare AR Goudie places residents and families at the centre of care planning and decision-making. Care approaches emphasize dignity, respect, choice, and meaningful engagement. Feedback from residents and families is actively encouraged and used to inform quality improvement initiatives.

The home supports individualized care plans that reflect residents' values, cultural backgrounds, and personal goals, ensuring that care delivery remains responsive throughout the resident journey.

As part of peopleCare initiatives AR Goudie's residents and staff along with other peoplecare homes residents and staff participated in our amazing annual camping retreat.

The retreat is designed to give residents both a sense of adventure and the freedom to choose how they'd like to spend their days, whether that meant playing corn hole, making friendship bracelets or enjoying a good book in the sunshine.

## PROVIDER EXPERIENCE

Staff wellbeing and engagement are essential to high-quality care. The 2026/27 QIP recognizes that investing in staff education, equity training, and inclusive leadership strengthens morale, retention, and overall performance.

By expanding EDI-AR education and supporting DEI committee initiatives, PeopleCare AR Goudie aims to create a psychologically safe and respectful workplace where staff feel valued and empowered. This contributes directly to improved teamwork, communication, and care outcomes.

## SAFETY

Resident safety is a core priority within our Quality Improvement Plan. AR Goudie continuously monitors harm events, uses post incident learning and bundle adherence to reduce risk, and partners with pharmacy/primary care on medication safety.

To strengthen falls prevention and reduce risk, the home has implemented a fall analytics and decision support tool that consolidates fall related data and provides actionable insights to the interdisciplinary team and leadership. The tool enables proactive monitoring of fall patterns, including high risk times, locations, repeat fallers, and contributing risk factors, allowing for timely, evidence informed interventions.

This tool is embedded within existing governance and clinical oversight processes through weekly interdisciplinary reviews, clear accountability for follow up actions, and care plan updates for residents at increased risk. Findings are routinely reported to leadership and the Quality Committee, supporting transparency,

oversight, and continuous monitoring.

The home also Piloted the use of AI technology for the use of wound assessment and successfully implemented LTCF assessment tool and integrated the use of real time clinical data in our quality improvement initiatives. This data driven, governance aligned approach enhances proactive risk management, improves process reliability, and supports safer, person centred care for residents.

Key performance highlights and focus areas for the 26/27QIP's are:

- Emergency Department (ED) Transfers: 9.66 per standard reporting period—well below the provincial average, reflecting effective early identification, in place management supports, and robust goals of care discussions.
- Potentially Inappropriate Antipsychotic Use: 12.50%, well below provincial/national comparators—aligns with HQO/CIHI guidance emphasizing deprescribing and non pharmacologic approaches to responsive behaviours.
- Falls: Very close to provincial average—AR Goudie continues targeted prevention (mobility plans, environment/toileting optimization, post fall huddles).

Based on the recent Staff Survey the home scored at 84.3% positive for the Resident Safety indicator and 90.1% positive for People Centred Care indicator.

peopleCare AR Goudie will continue to strengthen falls and skin integrity bundles, maintain antipsychotic stewardship with monthly interdisciplinary reviews, and sustain ED avoidance protocols. Quality improvement activities focus on sustaining a culture of safety where learning, accountability, and transparency are embedded in daily practice.

## **PALLIATIVE CARE**

PeopleCare AR Goudie is committed to providing compassionate, high-quality palliative and end-of-life care. Interdisciplinary teams work closely with residents, families, and external partners to ensure comfort, symptom management, and emotional support.

Care planning emphasizes early conversations, respect for resident wishes, and culturally sensitive approaches to end-of-life care, ensuring residents experience dignity and comfort throughout this stage of life.

## **POPULATION HEALTH MANAGEMENT**

The 2026/27 QIP reflects a population health approach that considers the diverse clinical, cultural, and social needs of the resident population. Data is used to identify trends, gaps, and opportunities for targeted interventions.

Equity-focused education, culturally responsive care practices, and collaboration with system partners support improved outcomes across the resident population and help reduce disparities in care experiences and health outcomes.

## **CONTACT INFORMATION/DESIGNATED LEAD**

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## **OTHER**

The 2026/27 Quality Improvement Plan demonstrates PeopleCare AR Goudie's ongoing commitment to equity, safety, resident-centred care, and staff engagement. By strengthening leadership education in equity and inclusion, supporting collaborative care models, and embedding quality improvement into daily practice, PeopleCare AR Goudie continues to advance high-quality, compassionate long-term care aligned with Ontario Health priorities.

## 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 30, 2026**

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**Jenn Killing VP Quality**, Board Chair / Licensee or delegate

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**Florin Perte**, Administrator /Executive Director

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**Florin Perte**, Quality Committee Chair or delegate

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**Anabela Henriques**, Other leadership as appropriate

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