

Quality Improvement Plan (QIP)

# Narrative for Health Care Organizations in Ontario

March 30, 2026



## OVERVIEW

### Quality Improvement Plan Overview 2026-2027

At Delhi LTC, we are committed to enhancing the quality of care for our residents, evidenced by our recent transition from a "C" home to an "A" home. In June of 2025 we were privileged to move 46 of our residents from our former location to a brand new 128 bed home. This move offered us an amazing opportunity that we were not expecting. Two days after our move we received a call from Iroquois Lodge in Ohshweken asking if we would be able to accommodate 50 residents from their home due to a septic back up making their entire home unlivable. Our leadership team, Management team as well as many front line staff came in on their time off to help support this as we were taken by surprise. It was a fantastic show of team work and flexibility.

The rapid expansion presented significant challenges, as our dedicated staff worked tirelessly to support two homes within one facility, ensuring continuity of care during this transitional period.

As part of our QIP for 2025-2026, we are particularly proud of our focus on Diversity, Equity and Inclusion (DEI). The influx of residents and staff from diverse Indigenous cultural backgrounds provided a unique opportunity to deepen our understanding and appreciation of Indigenous heritage. For four weeks, our community came together under one roof allowing new Canadians and existing staff to engage meaningfully with Indigenous culture. This experience not only enriched our organizational culture, but also fostered a spirit of collaboration and respect among residents and staff.

Through our QIP activities, we aim to build on this foundation,

further ensuring that all residents feel valued and included in our community.

## **ACCESS AND FLOW**

Ensuring appropriate access and flow remains a key priority for Delhi LTC, with a focus on supporting residents to receive the right care in the right place at the right time. Over the past year, we have strengthened our collaborative approach with community and system partners to reduce unnecessary hospital transfers and support timely transitions.

In 2025–2026, we were successful in securing a full-time Nurse Practitioner, which has significantly enhanced our clinical capacity. This role supports more advanced on-site assessment and decision-making regarding the need for hospital transfers, ensuring residents receive appropriate care within the home whenever possible. The Nurse Practitioner has also reduced pressure on our charge nurses, allowing for more efficient and responsive care delivery.

We have also established a full-time Behavioural Supports Ontario (BSO) program. This has been highly beneficial across the home, particularly within our secure memory care unit. Having dedicated staff focused on behavioural interventions has improved resident outcomes, reduced the frequency of Code White incidents, and minimized the need to transfer residents to hospital for behavioural concerns.

In addition, our team continues to implement enhanced clinical assessment processes, interdisciplinary care planning, and timely follow-up for residents returning from hospital, aligning with provincial quality standards and Home First principles.

Through these initiatives, we are committed to improving care coordination, enhancing resident outcomes, and supporting a more efficient and responsive health care system.

## **EQUITY AND INDIGENOUS HEALTH**

At Delhi LTC, we are committed to advancing health equity and strengthening culturally responsive care for all residents. Our recent transition to a new 128-bed home in June 2025, and our ability to support the temporary relocation of 50 residents from Iroquois Lodge from Ohsweken, created a unique opportunity to enhance our understanding of Indigenous health and cultural needs.

During this period, residents and staff from diverse Indigenous backgrounds joined our community, allowing for meaningful cultural exchange and learning. This experience supported increased awareness of Indigenous traditions, values, and approaches to care among both new and existing staff. It also reinforced the importance of culturally safe practices, respect, and relationship-building in delivering high-quality care.

As part of our 2025–2026 Quality Improvement Plan, we are building on this foundation by strengthening our commitment to Diversity, Equity, and Inclusion (DEI). This includes ongoing staff education focused on cultural safety, anti-racism, and Indigenous health perspectives, as well as incorporating culturally appropriate practices into care planning and recreational programming. We are also working to ensure that residents and families feel respected, heard, and included in decision-making processes.

Our approach is also guided by the principles of Truth and

Reconciliation, recognizing the importance of acknowledging historical and ongoing impacts of colonialism on Indigenous peoples. We are committed to fostering an environment of respect, learning, and cultural humility, and to taking meaningful steps toward reconciliation through education, awareness, and inclusive care practices.

Moving forward, we aim to further align our practices with provincial priorities related to Indigenous health by fostering partnerships, enhancing staff knowledge, and embedding equity-focused approaches into our daily operations. Through these efforts, we are committed to creating an inclusive environment where all residents feel valued, respected, and supported in a culturally meaningful way.

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

At Delhi LTC we recognize the invaluable insights gained from resident and family experience surveys. These surveys are essential tools for understanding the needs preferences of our residents, guiding us in enhancing the quality of care that we provide.

Moving forward, we will systematically integrate feedback from these surveys into our Quality Improvement Plans. The process will involve several key steps:

1. **Data Collection and Analysis:** We will regularly administer experience surveys during care conferences in order to ensure each family and resident is prioritized in receiving the surveys and to ensure that we are continuously looking at them in order to catch trends early.

2. **Prioritize Improvement Areas:** The insights provided by these surveys will allow for enhancement within our care practices. For example, if surveys indicate a concern about staff communication, we can implement targeted training programs to address the issues.

3. **Developing Action Plans:** Based on the prioritized areas we will implement action plans that outline specific interventions, responsible staff, and timelines for implementation.

4. **Monitoring and Evaluation:** Continuous monitoring of changes and their impact on resident and family satisfaction will be essential. Follow up surveys will help to assess the effectiveness of implemented strategies and inform future QIP's.

By hearing what the residents and families are saying regarding their care and social experiences in the home we hope to create a resident-centered care environment that truly reflects their needs.

### **PROVIDER EXPERIENCE**

At Delhi LTC, we are committed to enhancing our recruitment and retention strategies to foster a positive workplace experience culture. For the 2025-2026 period, we have developed several innovative practices aimed at supporting our staff and ensuring that they feel valued and engaged.

1. **Revamped the onboarding process;** We are transforming our onboarding experience to provide new staff with a comprehensive introduction to our home. This includes;

Welcome presentation: A slideshow that outlines our mission, values and culture.

**Introduction to Managers:** New hires meet key leadership to establish connections early on.

**Facility Tour-**a thorough tour of the home to familiarize staff with their environment.

**Preceptor Training:** We are offering specialized training to interested staff, allowing experienced employees to guide new hires effectively. This mentorship approach not only eases transition for new staff but also fosters a supportive team culture.

**Hands on training:** During their first days new hires receive hands on lift training and have access to GPA training within the first month with one of our two in house staff trainers. For the first 5 shifts new staff work with a preceptor, who is not assigned other duties to provide tailored support, ensuring new staff can acclimate comfortably.

**Staff Engagement Initiatives:**

We have initiated focus groups to gather input on operational improvements and staff experiences. This allows employees to voice their opinions and contribute to better workplace practices.

**Incentive Programs:** We are proud to host an annual caregivers week featuring daily prize winners, special meals and appreciation gifts for all staff. Our annual Christmas party is free for staff and includes a DJ and catered meal fostering community spirit.

**Value Awards:** Each spring our home has nominations from staff members and the management team to highlight team members that have shown one of our 5 values. Our head office looks at the nominations and picks winners from each of the peopleCare homes. Staff are then invited to an awards banquet where they are celebrated.

Additionally, our Heartbeats Program incentivizes staff for exceptional performance, allowing them to earn points for going above and beyond. Allowing them to earn points redeemable for rewards, including a monthly draw for perfect attendance. Recognition boards in the lunchroom celebrate peer achievements, further enhancing workplace camaraderie.

Through these initiatives, we aim to create an environment where staff feel heard, appreciated, and motivated to contribute to our mission of quality care.

## **SAFETY**

At Delhi LTC, we recognize that measuring safety extends beyond tracking incidents of harm. Our approach is grounded in a proactive and comprehensive view of safety that emphasizes resilience, real-time awareness, and continuous improvement. By shifting our focus from retrospective review to proactive monitoring, we are fostering a more responsive and supportive safety culture for both residents and staff.

### **Proactive Safety Monitoring**

Resident safety is a core priority within our Quality Improvement Plan. 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. This tool enables proactive monitoring of fall patterns, including high-risk times, locations, repeat fallers, and contributing risk factors, allowing for timely, evidence-informed interventions.

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

In addition, staff are encouraged to report safety concerns promptly to their charge nurse or a Joint Health and Safety Committee member. Daily interdisciplinary huddles include discussion of any new safety concerns raised by residents, families, or staff, ensuring timely follow-up and resolution. Regular safety audits are conducted to assess compliance with best practices and identify opportunities for improvement. Management has also completed targeted education on incident reporting and staff injury management to strengthen leadership response.

#### Emphasis on Resilience

Our safety culture promotes resilience through ongoing education and staff empowerment. Training in safety protocols, emergency preparedness, and risk management equips staff with the knowledge and confidence to respond effectively. Staff are encouraged to take ownership of safety practices, fostering accountability and proactive risk mitigation.

#### Responsive Safety Culture

We are committed to continuous improvement through strong feedback mechanisms and collaboration. Feedback loops allow staff and residents to share insights, ensuring our approach evolves based on lived experience. Our Joint Health and Safety Committee brings together diverse team members to review concerns and

develop solutions collaboratively, reinforcing shared responsibility for safety.

Through these initiatives, Delhi LTC continues to strengthen a culture that prioritizes prevention, data-driven decision-making, and the delivery of safe, person-centred care.

## PALLIATIVE CARE

At Delhi LTC, palliative care is integrated throughout the resident's illness trajectory, with a focus on comfort, dignity, and quality of life for both residents and their families. Our approach aligns with the expectations outlined by Ontario Health through the Quality Standard for Palliative Care and the Palliative Care Health Services Delivery Framework.

### 1. Person-Centred Care Planning and Communication

We prioritize early and ongoing goals-of-care discussions with residents and their families, ensuring care plans reflect individual values, preferences, and cultural needs. Interdisciplinary team members collaborate closely with primary care providers to regularly review and update care plans. Our Family and Resident Coordinator plays a key role in supporting communication, helping to bridge gaps between families, residents, and the nursing team, while providing ongoing emotional support throughout the palliative journey.

### 2. Symptom Management and On-Site Clinical Support

The addition of a full-time Nurse Practitioner has strengthened our ability to provide timely, advanced symptom management within the home. This reduces unnecessary hospital transfers and allows residents to receive end-of-life care in a familiar and comfortable

environment, supporting preferred place of care and death. This is especially important as our community does not yet have a hospice, so any transfer to hospice care would take them out of the community, potentially creating travel issues for families.

### 3. Family Support, Environment, and Continuous Improvement

We actively support families by encouraging the use of our family stay-over suite, allowing them to remain close to their loved one during end-of-life care. This space provides comfort, privacy, and an opportunity for rest. In addition, our Palliative Care Committee plays a key role in continuously improving our program through regular review of practices, staff education, and incorporation of feedback. Bereavement resources and compassionate follow-up are also provided to families after a resident's passing.

Feedback from family satisfaction surveys and post-bereavement follow-up is reviewed regularly to identify opportunities for improvement, ensuring we continue to provide high-quality, person-centred palliative care.

## 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. Delhi 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  
kmitchell@peoplecare.ca

### **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

---

Board Chair / Licensee or delegate

---

Administrator /Executive Director

---

Quality Committee Chair or delegate

---

Other leadership as appropriate

---