

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

April 6, 2026

OVERVIEW

Tavistock is the place where peopleCare Communities' culture of caring and community service first began. CEO Brent Gingerich's grandparents, LeRoy and Ruth Schlegel, founded peopleCare in 1967 in an old schoolhouse built in the 1800s. The first peopleCare Tavistock Long-Term Care Home was built in the 1970s and has been an integral part of the community ever since.

In 2024, peopleCare completed construction of the brand-new 128-bed peopleCare Tavistock LTC home on the property directly behind the old home. The beautiful new home has four 32-person resident home areas – Sebastopol Rd, Williams Way, Old Schoolhouse Lane and Hope Street – each named as a nod to the community where so many of our seniors have lived their whole lives. The home has one secure, specialized care area that supports residents with varying degrees of dementia. Residents can select private and basic accommodation in tastefully decorated and furnished rooms. Everyone is also warmly encouraged to decorate their rooms with personal items and favourite pieces of furniture that fit in the space.

peopleCare Tavistock LTC also offers spacious lounges for social interactions with family and friends, a cafe/bistro in the main reception area, a multi-purpose spiritual and event space and the Gingerich Family Stayover Suite. Terraces and a beautiful, enclosed courtyard offer safe outdoor areas for relaxation. Daily activities provide enhanced programming for all residents in both small and large group settings.

As evidence of our commitment to Quality peopleCare Tavistock currently holds Exemplary Accreditation with Accreditation Canada. Survey was completed In November 2023 PeopleCare Communities.

PeopleCare Tavistock strives 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 Tavistock is proud of their values-based decision making and the positive impact that this has had for our residents, staff, and families. As we prepare for the 2026-2027 QIP submission, the Management Team and Quality committee reviewed our performance on key priority indications, Resident & Family Satisfaction, Falls, Emergency Department Visits, Antipsychotic Usage, Diversity, Equity & Inclusion and Wound Care. Our progress related to our QIP is reviewed by Management, Quality, Resident and Family. Suggestions and focuses are developed and implemented throughout the year.

Organizational projects and initiatives include:

- Implemented AI Technology to support our teams in the evaluation and monitoring of our Falls program with the goal of the use of real-time data to support decision making for care plan interventions and falls prevention
- Piloted the use of AI technology for the use of wound assessment
- Successfully implemented LTCF assessment tool and integrated the use of real time clinical data in our quality improvement initiatives
- Created designated clinic spaces in each of our homes to support residents privacy and well being for clinical care needs <https://peoplecare.ca/wellness-centres-offer-designated-clinic-spaces-in-peoplecare-ltc-homes/>
- Created community engagement opportunities for MPPs, and local leaders through our Community Engagement Day in Sept
- Supported residents in our amazing annual camping retreat <https://peoplecare.ca/making-memories-at-camp-peoplecare/>

DATA REVIEW PROCESS: We began the development of our Quality

Plan with a thorough review of all clinical data, IPAC data, as well as our Resident, Family and Staff Survey data from 2025, with our Quality Committee, Resident, and Family Councils.

Through this review, as well guided by our organizations Balanced Score Card, and Resident Rights through the updated Act and Regulations we were able to determine the KPI's we will be monitoring and developing quality improvement plans for improvement. 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:** In order to support forward movement towards our goals set in our QIP, we have made a decision to focus on the key areas of Family and Resident QOL and satisfaction; 'Would You Recommend our Site'; 'Have we exceeded your expectations', for this years QIP. In order 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 Family & Resident satisfaction.

Our action plan includes our commitment to supporting our front line through our initiatives, a corporate QIP commitment to Diversity, Equity and Inclusion, a palliative care approach for all care and services and working with our resident and families to improve QOL in the home through initiatives they have requested through their feedback in the QOL survey conducted annually.

PROCESS TO MONITOR & MEASURE PROGRESS :

peopleCare Tavistock 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 Continuous Quality meetings.

Priority areas for Quality Improvement are identified using Satisfaction Results, which have been reviewed at Resident Council, Management Team and Quality Committee - ideas to implement in order to increase satisfaction are developed and will be implemented in the coming year. Our CQI Committee consists of Residents, Family Members, Front Line Staff, Registered Nursing Staff and Management Staff. Satisfaction surveys are reviewed a minimum quarterly at respective committee meetings. These processes are well defined through the above committee's agendas and meeting minutes.

ACCESS AND FLOW

peopleCare Tavistock has been successful in maintaining 97% occupancy. Professional, consistent and continued communication with Ontario Health at Home assists in maintaining our occupancy rates.

Our ED visit rates have historically remained under the Provincial average. Our consistent support from two Attending Physicians, Physician-On-Call, in house Laboratory service, Oxygen and Mobile X-Ray enables us to care for and provide services to our residents, avoiding unnecessary hospitalizations and visits to emergency departments.

peopleCare Tavistock uses an Enriched Admission Model. This model relies 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 social work 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 provides us with improvement on the resident, family and staff experience on admission to our home.

A full time Resident & Family coordinator supports new admissions, financial and residents without family support. The Resident and Family Coordinator plays a critical role in ensuring a smooth and supportive transition for new residents into the home. This role manages the admissions process, provides ongoing psycho-social support, and collaborates with interdisciplinary teams to enhance the day-to-day well-being of residents. This individual acts as a primary liaison between residents, their families, and the home to ensure continuity of care and overall satisfaction.

peopleCare Tavistock transitioned from the RAI-MDS 2.0 to the interRAI LTCF (iLTCF) resident assessment instrument. Phase 2 - October 1st, 2025 was Go Live date for peopleCare Tavistock.

EQUITY AND INDIGENOUS HEALTH

Equity is a key strategic priority in the 2026/27 QIP. PeopleCare Tavistock 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. 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.

PATIENT/CLIENT/RESIDENT EXPERIENCE

Together we are Changing the World of Senior Living by creating inspired communities where bold idea's thrive.

peopleCare Tavistock 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.

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

Surveys: peopleCare Tavistock regularly conducts surveys among residents on a ongoing annual basis as a part of each resident's annual care conferencing calendar 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 peopleCare Tavistock to identify areas for improvement as outlined on our Quality Improvement Plan.

Resident/Family Advisory Councils & Quality Committee: peopleCare Tavistock 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. peopleCare Tavistock then does incorporate the feedback received from these committees into

their improvement initiatives.

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

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

Quality Improvement Initiatives: peopleCare Tavistock 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, peopleCare Tavistock takes 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

peopleCare Tavistock has a long history of service in Tavistock, and through that time we have developed strong partnerships within our local, regional and provincial community.

peopleCare Tavistock has developed relationships with local Agencies to provide nursing, dietary and environmental support

during low staffing situations. We have been successful in recruiting consistent agency staff to provide consistent care and service in the home. A recent relationship with the Nurse Led Outreach Team will provide enhanced support to our Nursing Team. peopleCare Tavistock takes advantage of staffing opportunities such as student placements, PREP LTC, SPE Program through CNO, IEN Placements.

For our skilled team we have heavily invested in education opportunities to support leadership and skills training in our home including 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. 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. Palliative Education provides additional support to residents, families and staff during the End of Life process. GPA Train the Trainer course has provided peopleCare Tavistock with in Home trainers for front line staff education. peopleCare Tavistock 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

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. 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.

This data driven, governance aligned approach enhances proactive risk management, improves process reliability, and supports safer, person centred care for residents.

Admission and Annual Care Conferences held with Physician and Interdisciplinary Team. Implementation of RAO Best Practice Admission Assessment assists in developing resident Care Plan. Management Meetings review incidents, risks and improvement and action plans developed.

Pharmacy BPMH, on site pharmacy technician, quarterly pharmacy audits, quarterly medication safety management meeting, annual Medication Safety Self-Assessment. Findings and Action Plans shared with and developed with Registered Staff, nursing management and pharmacy.

Annual Resident and Family Satisfaction Surveys conducted. Feedback provides opportunity to develop plans for improvement. Resident Council and Family Council – provides avenue to share concerns and develop plans for improvement.

2025 Staff Safety Survey resulted in a higher than 75% average positive result related to Work Life Safety and Satisfaction.

peopleCare Tavistock has an active Health & Safety and Wellness

committee. This committee will assist in ensuring maintenance of a safe and healthy work environment as indicated by acceptable industry practices and compliance with legislative requirements and will strive to eliminate any foreseeable hazards which may result in personal injuries and illnesses, fires, security losses and damage to property. It is the policy of peopleCare that we will identify Health and Safety objectives and goals for the organization. Employee focus for the goals and objectives will be to reduce risks, injuries and diseases in our workplace.

It is the policy of peopleCare to protect the well-being of all employees and residents by providing a work environment that is free of harassment, threats and acts of violence for its employees and residents. A 'Workplace Violence Prevention Program' is in place.

Standard, specialized dementia training for peopleCare Communities staff includes:

- Code-white
- Gentle Persuasive Approach (GPA) – 2 front line staff are educated as GPA Trainers
- Montessori methods
- P.I.E.C.E.S.™

Data available and reviewed on a routine basis by our home/organization to support staff safety would be:

- Workplace inspection reports, grievances, and employee assistance support utilization
- Results of workplace risk assessments conducted
- Workload complaints

PALLIATIVE CARE

At peopleCare Tavistock, every resident will receive Palliative Care and End of Life care in a manner that meets their needs. The

program will involve an interdisciplinary team that will provide a person-centered and palliative approach to care that will support the resident's quality of life until death.

peopleCare Tavistock is a place where people care. Three generations have honoured the same philosophy of care and passion for service by embracing new and best practices in senior living with the commitment to make peopleCare Tavistock a place where seniors are treated with dignity, respect and love. Person-centred care is our guiding principle-working in partnership with residents and families for one goal - the well-being of each resident.

Palliative and End of Life wishes and requests are discussed regarding physical, emotional/psychological, social/cultural and spiritual domains, upon admission, annually at Care Conference and when End of Life is imminent. Care Plans are implemented when nearing End of Life.

In House Chaplains as well as personal religious affiliations are invited to visit with residents per their personal care wishes.

Upon death, residents, staff and families are invited to attend an Honour Guard at the front entrance with consent of POA that is very well received and appreciated. It is adapted to individual residents. It is closure for the staff and residents who looked after/knew resident. A sympathy card, signed by Managers and Front-Line Staff is sent to the families as well as flowers or donation sent in memory of deceased resident.

Families are invited to an inhouse Memorial Service in

remembrance of their loved one in the quarter following the passing of resident.

POPULATION HEALTH MANAGEMENT

peopleCare Tavistock enjoys a positive relationship with our Health at Home Team to support admissions and provide support and resources when required. As the health requirements of resident admissions becomes more complex, facilitating access to care for individuals and their caregivers is supported.

When addressing population health considerations for peopleCare Tavistock, 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 peopleCare Tavistock 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. peopleCare Tavistock 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 peopleCare Tavistock 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, peopleCare Tavistock 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 30, 2026**

Jenn Killing, Board Chair / Licensee or delegate

Deborah J Wettlaufer, Administrator /Executive Director

Deborah J Wettlaufer, Quality Committee Chair or delegate

Salima Massani, Other leadership as appropriate
