

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

March 17, 2026

OVERVIEW

Pine Meadow is a 64-bed, not-for-profit long-term care home owned and operated by the Land O'Lakes Community Services volunteer Board of Directors. Located in the village of Northbrook, we proudly serve residents from the surrounding communities. The home was originally built and opened in 1993, with a re-development project completed in 2015. Pine Meadow is divided into two separate home areas, offering ample communal spaces where residents and staff can gather, socialize, and participate in daily activities.

We provide the full range of care and services expected in an Ontario long-term care home. Our recreation program is vibrant and engaging, with many residents actively contributing to the life of the home. Residents' Council meets at least monthly, and residents also participate in CQI meetings, program planning, and provide valuable feedback across many areas of the home. Pine Meadow includes a respite bed, allowing community members to stay temporarily and providing caregivers with much-needed support. This bed is well-utilized and often serves as an introduction to our home, with many respite residents choosing Pine Meadow as a preferred long-term care option. Additionally, we have a dedicated bed frequently used for residents requiring end-of-life care, ensuring compassionate support during this important time. Improving the quality of care we provide to our residents, and their families guides all we do. We are committed to continuous improvement, and on an ongoing basis, we seek new ways to evolve and strengthen our practices to best support the residents we serve and their families.

ACCESS AND FLOW

Ensuring good access to care and supporting flow means that the

right care is received in the right place at the right time across the health care system. We have an important role to play and we are committed to working closely with our community partners including our regional Ontario Health at Home team, hospitals, community and business partners to ensure safe, effective and high-quality care of our residents. We do this through ongoing relationship building and active partnerships with health system partners such as local long-term care homes, regional Infection Prevention and Control (IPAC) hubs, Ontario Health teams and various regulatory authorities.

In addition, our partnerships extend to our Medical Advisor and Attending Physicians as we work to improve medication management, clinical care and reduce unnecessary emergency department (ED) visits.

We work together with residents, their families and our health system partners to ensure safe, person-centered and effective admissions to our home, including through a collaborative process to develop individualized care plans to meet each resident's unique needs. We understand transitions throughout the system are not easy for those we serve. We work to apply additional care and attention to closely engage and support those in our care at times of change or at times where specialized supports are required in their health care journey.

Prevention and health promotion

Throughout the year, we support and participate in awareness campaigns to educate team members, residents and families. Our home has access to an annual awareness calendar that highlights key health promotion and professional recognition events, which are supported through communication and education, with activities that are tailored to our home's needs and demographics. Some of the educational campaigns include:

- **Safe Spaces:** Four key safety awareness events – Infection Control Week, Canadian Patient Safety Week, Seniors' Safety Week, and Fall Prevention Month – are combined into an annual, six-week sustained safety campaign each Autumn. Aimed at promoting a culture of safety in our home through education, resources and home-level activities, the campaign equips our team members with knowledge and tools to continuously improve quality and safety and engages residents and families as partners in care.
- **Stick it to the flu:** Through our annual influenza vaccination campaign, we aim for 90% vaccination of residents and staff. Our home also hosts on-site vaccination clinics.
- **Hand Hygiene Day:** Led by an IPAC support team, each year, this day is marked by an intensive focus on tools and education to promote proper hand hygiene practices for our team members, residents and families. We participate in a friendly challenge to find the most creative and engaging ways to promote hand hygiene – from writing jingles to hosting events.
- **Alzheimer's awareness:** In long-term care, we are entrusted to care for a resident population that is impacted by rising rates of Alzheimer's and dementia. In addition to an intensive communication focus during Alzheimer's Awareness Month every January, our home has access to tools and education year-round that help our team members tailor personalized care to the unique needs of those living with dementia – respecting their own lived experiences, preferences and behaviours, from Gentle Persuasive Approaches (GPA) training to dementia-focused tools for skin and wound care. We also host an annual Community Alzheimer's Walk every September.

Right care in the right place at the right time

On an ongoing basis, we work hard to support, train, retain and recruit qualified and compassionate team members to work

together in the service of quality care for residents. We know strong interdisciplinary teams are essential to the delivery of quality care and we foster a culture of collaboration to contribute coordinated expertise, as resident plans of care are executed. In addition, we are actively recruiting Nurse Practitioners to support our collaborative models of care, continue to invest in building credentials among our team for advanced wound nurses (SWAN's), provide training and resources for our team to enhance skillsets in IV therapy with multi-venous IV training arms, compassionate end-of-life care and more.

EQUITY AND INDIGENOUS HEALTH

We are committed to improving equitable access, experience and outcomes to reduce health inequities and advance indigenous health in our home.

At Pine Meadow Nursing Home we embrace every resident for the individual they are, and care for them as we would our own family. Our Equity and Indigenous Health program reflects our core values by recognizing and honouring the diverse identities, cultures, and experiences of each resident. By integrating culturally appropriate care and Indigenous traditions, we affirm the importance of personal and cultural heritage in shaping well-being. Through culturally diverse programming, menu selection, staff education and meaningful community partnerships, we create a safe and inclusive environment where residents feel valued, respected and empowered to be their authentic selves. This commitment is essential to providing compassionate and equitable care. Our Equity and Indigenous Health program is informed by our Resident Council and Family Council, and by the data we gather from our annual Resident and Family Experience Survey. Personalized support ensures residents feel seen, respected and

connected to their heritage.

Implementing specific training on cultural safety, anti-racism, and the history of Indigenous Peoples in Canada for all staff, fosters awareness and equips caregivers with the skills to address systemic barriers and biases. Identifying and addressing systemic gaps in care, including access to interpreters, culturally appropriate meals and resources, and the provision of trauma-informed care, are skills taught in staff training. Regularly assessing program outcomes through resident feedback, and staff input, helps us ensure continuous improvement

Some examples of programs we have implemented include: National Day for Truth and Reconciliation, Chinese New Year celebration and armchair travel where residents learn about different parts of the world. In 2026 we commit to continued support and recognition of the many diverse histories, perspectives, identities and traditions among our team, residents and families in our home community.

PATIENT/CLIENT/RESIDENT EXPERIENCE

Active engagement of residents and families is essential to our values and is a foundational pillar of quality care. Annually, through an anonymous survey, we seek feedback from residents and their families about what they feel is going well and what we can do to improve. The annual survey provides our home with a summary of the scores and comments for each of the areas of care and services offered. We use this report to collaborate with the residents and family councils to determine an action plan to improve the experiences of the people we serve. On a regular basis during the year, we discuss progress updates and strategies for improvement via town halls, resident and family council meetings and newsletters.

Our ongoing goal is to incorporate feedback to continually improve the quality of care we provide by ensuring the care each resident receives is reflective of their individual needs and wishes.

Our 2025 Resident and Family Experience Survey Results:

Dates of 2025 Annual Resident and Family Experience Survey:

September 2 – October 10, 2025

Resident: Would you recommend this home? 82.4%

Family: Would you recommend this home? 88.9%

Survey results were reviewed by CQI committee: January 15 and Feb. 19, 2026

Survey results were shared and discussed with Resident Council: Jan. 26, 2026

Survey results were shared and discussed with Family Council: Feb. 9, 2026

A copy of the survey results was provided to Resident Council: Jan. 26, 2026

A copy of the survey results was provided to Family Council: Feb. 9, 2026

Survey results were posted on our bulletin board: Jan. 26, 2026

Survey results shared with staff in the home: Feb. 25, 2026

Survey results shared with Land O'Lakes Community Services Board of Directors: Feb. 18, 2026

During discussions with the Residents and Family council when sharing our 2025 results, three areas were determined to be most important priorities for us to focus on and these are included in our 2026 QIP.

Top three areas Resident Experience survey priorities for improvement in 2026:

1. I can provide feedback about the product I use 29.4%: We are going to invite Prevail Representative to the home 2x (Spring and

Fall) during year to educate residents/families.

2. I am satisfied with the variety of spiritual and religious services offered by the staff in the home 58.8%: Provide education slideshow and display board 2x (Spring and Fall) throughout year of spiritual programs offered.

3. I feel encouraged to share my ideas about the recreation and leisure activities offered on the calendar 61.8%: Continue to have a Calendar Planning Program 1x month throughout year, implementing resident suggestions into next month's activity calendar.

PROVIDER EXPERIENCE

Pine Meadow Nursing Home has many opportunities to engage with staff and leadership in sharing quality improvement goals and commitments. This is achieved through employee engagement surveys, sharing of best practices with other long term care homes, regional quality labs and participation in the Ontario Long Term Care Association Quality Committee and annual quality forums. Our annual employee engagement survey provides an opportunity for team members to give their feedback on various issues such as staff satisfaction, innovation, and work environment. Based on previous employee engagement results we worked this year to improve:

1. I have enough time to do what is expected of me in my job.
2. I have opportunities for personal growth and development.
3. If I make a mistake, it will not be held against me.

We implemented Extendicare's POC standardization project, which streamlined documentation requirements for PSWs, allowing them to spend more time providing direct care. In the fall, we introduced the Mealsuite program, enhancing meal service for both the dietary and nursing departments.

Recruitment and retention will continue to be a key focus this year, as our goal remains to reduce reliance on agency staff. As part of our Engagement Survey Action Plan, we plan to offer more educational opportunities for staff throughout the year.

Additionally, we will be launching an Employee Council this spring to strengthen communication, foster team building, and enhance overall staff engagement.

These initiatives are designed not only to support professional growth but also to build a stronger, more connected team across the home.

SAFETY

At Pine Meadow Nursing Home, we take a system approach to preventing and reducing resident safety incidents. At the core of this approach is system learning and process improvement. Incidents and risks are escalated rapidly, so that they can be addressed and mitigated as effectively as possible, with access to specialized support team members if needed.

Safety data is analyzed continually in our home, to identify improvement opportunities. Standardized process, policy, practice and technology improvements are developed in response, and shared through education with our care team. We can attend weekly education and question and answer (Q&A) webinars that are held on safety and clinical practice topics derived from this analysis and are attended by leaders and clinicians from other long term care homes in our network throughout the year.

From front-line to senior leadership, safety incident reporting, awareness and response, is embedded in our roles and daily work. All these program elements, and more, comprise our safety culture program.

PALLIATIVE CARE

Residents and families in long-term care deserve compassionate, high-quality care. Our teams collaborate with residents and families to tailor plans of care that are based on each residents' individual needs.

We have access to enhanced palliative care training for interdisciplinary teams, in partnership with Pallium Canada, enabling high-quality clinical, spiritual and emotional palliative care supports for residents and their families.

In 2025, we updated our Palliative Program policies and procedures to further emphasize the importance of a palliative care philosophy. Our 2026 focus will continue to build upon earlier awareness and identification of those who require a palliative approach to care through implementation of a standardized Palliative Assessment which is designed to guide staff in addressing the holistic needs and symptom management of each resident.

POPULATION HEALTH MANAGEMENT

Pine Meadow Nursing Home considers the unique demographics in our home when planning care delivery requirements, programs, resources and external partnerships. In our home our population needs consist of mainly former residents of our catchment area or they are related to current community members. This makes our residents, in many cases, already friends, family or former neighbors.

To address the unique needs and interests of our residents, we have implemented a variety of programs, including DementiAbility, Java Music and Java Time, Visiting Neighbours, Pedal Around the World, virtual trivia competitions with other homes, and physiotherapy programs. Residents are encouraged to participate in monthly calendar planning meetings, where they can suggest activities they would like to join. The activity calendar is then created based on their input, ensuring programming is meaningful, engaging, and tailored to their preferences.

With funding from Behavioural Supports Ontario, our home has an on-staff BSO RPN and two dedicated PSWs. These highly trained team members work closely with Geriatric Psychiatry and the Mobile Response Team to effectively support the management of responsive behaviors, ensuring residents receive specialized, collaborative care.

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 13, 2026**

Mary Kelly, Board Chair / Licensee or delegate

Sarah Thompson, Administrator /Executive Director

Hailey Andrews, Quality Committee Chair or delegate

Elizabeth Palmateer, Other leadership as appropriate
