

Quality Improvement Plan (QIP)

# Narrative for Health Care Organizations in Ontario

March 26, 2026

## OVERVIEW

Partners Community Health (PCH) is a not-for-profit, charitable organization that operates independently. PCH's focus is on bringing healthcare services together to meet the needs of people living in Mississauga and West Toronto.

In November 2023, PCH proudly opened Wellbrook Place East Long Term Care Home located at 2180 Speakman Drive, Mississauga ON with 320 bed capacity. The home has 5 floors with 2 resident neighborhoods per floor with a total of 10 neighborhoods. Each neighborhood has 32 rooms, along with its own dining room, lounge, activity room, laundry areas and family room. Each A side neighborhood has 1 private Bariatric room. The design of the neighborhoods allows independent operation of the HVAC system, and flow of services to prevent the spread of infections. Each resident has private sleeping quarters, and only those in basic accommodation have a shared washroom.

Wellbrook Place East (PCH) is committed to delivering high-quality, resident-centred & seamless care grounded in compassion, excellence, inclusivity and creativity. Over the past year, we have strengthened clinical governance and accountability through structured audits, interdisciplinary collaboration, and data-informed decision-making to enhance safety and quality outcomes.

A key area of focus has been advancing our falls prevention strategy through comprehensive risk assessments, timely post-fall reviews, individualized care planning, and enhanced team communication to reduce injury and recurrence. We have partnered with RNAO in implementing Clinical Pathways for Fall Prevention and Management. We are also working to reduce avoidable ED transfers by promoting early clinical assessment, strengthening in-home

treatment protocols, and improving communication with physicians, nurse practitioners, residents, and families. Medication safety remains a priority through robust reconciliation processes, high-risk medication monitoring, and targeted staff education aimed at minimizing adverse drug events. With the ITS (Integrated Technology Solutions) Funding Initiatives, we implemented the Automated Dispensing Cabinet, Taper MD and MCMR (Medisystem Collaborative Medication Reconciliation).

Wellbrook Place East successfully transitioned to InterRAI LTCF on July 1st, 2025, we are enhancing assessment accuracy and leveraging data to inform individualized care plans and measurable quality indicators. Strengthening family engagement through transparent communication, timely follow-up, and active participation in care conferences continues to support trust and partnership. Through our QIP initiatives, Wellbrook Place East remains focused on building sustainable systems that improve clinical outcomes, enhance resident safety, and promote quality of life for every resident we serve.

## **ACCESS AND FLOW**

Wellbrook Place East is committed to advancing Ontario Health QIP priorities related to access and flow by ensuring residents receive the right care, in the right place, at the right time. Our primary focus is reducing potentially avoidable emergency department (ED) visits and hospitalizations while strengthening timely access to primary care within the home.

To support this aim, we have implemented standardized early warning assessments and structured interdisciplinary clinical huddles to identify and manage acute changes in condition

promptly. Enhanced collaboration with physicians and nurse practitioners, including defined escalation pathways and after-hours coverage processes, has improved timely primary care access and reduced unnecessary transfers.

Our improvement work directly supports QIP indicators related to ED visits per 100 residents, potentially avoidable hospitalizations, and transitions in care. Targeted initiatives include strengthened falls prevention strategies, antimicrobial stewardship to reduce inappropriate antibiotic use, and proactive management of high-risk conditions such as urinary tract infections, respiratory infections, and dehydration.

Medication reconciliation and high-risk medication monitoring further reduce adverse drug events that may lead to hospital transfer. Through restorative care programming and individualized care planning informed by InterRAI LTCF data, we proactively identify residents at increased risk of decline and implement preventive interventions.

By reinforcing clinical capacity within the home and strengthening care coordination, Wellbrook Place East continues to improve system flow, enhance resident safety, and contribute to a more integrated and sustainable health care system across Ontario.

## **EQUITY AND INDIGENOUS HEALTH**

Wellbrook Place East is committed to advancing health equity and supporting improved access, experiences, and outcomes for diverse and Indigenous communities in alignment with Ontario Health priorities. We recognize that achieving equitable care requires intentional, sustained action embedded within organizational

culture, policies, and clinical practice. One of our Values is Inclusivity as we bring diversity, equity and cultural appropriateness into everything we do.

Over the past year, we have strengthened our Equity, Diversity, Inclusion, and Anti-Racism (EDIA) approach through staff education focused on cultural humility, unconscious bias awareness, and trauma-informed care. Our recruitment and onboarding processes emphasize inclusive hiring practices and respectful workplace standards to foster a culturally safe environment for residents, families, and team members.

To better support Indigenous residents and families, we are working to incorporate culturally responsive care practices, including respectful recognition of traditional healing perspectives, spiritual practices, and family involvement in care planning. Care conferences and assessments are structured to ensure substitute decision-makers and families feel heard and respected in alignment with resident values and lived experiences.

We are also reviewing policies and communication materials through a health equity lens to identify and address potential systemic barriers. As part of our ongoing quality improvement efforts, we are exploring opportunities to enhance data collection practices to better understand disparities in care outcomes and service access.

Through these strategic and sustained efforts, Wellbrook Place East is building a more inclusive, culturally safe environment that promotes dignity, respect, and equitable health outcomes for all residents.

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

Wellbrook Place East recognizes that resident and family experience is a critical driver of quality improvement. We are committed to systematically incorporating feedback from resident and family experience surveys, care conferences, complaint reviews, and Resident and Family Council meetings into our continuous quality improvement (CQI) processes.

Survey results are reviewed by the leadership team and shared transparently with staff, Resident Council, and Family Council to promote accountability and engagement. Identified trends—such as communication, responsiveness, dining experience, or care coordination—are analyzed alongside clinical and operational data to identify root causes and prioritize improvement initiatives.

Action plans are developed using a structured quality improvement methodology, with defined objectives, measurable indicators, assigned accountability, and timelines for evaluation. Progress is monitored through regular audits, team huddles, and performance dashboards. Where appropriate, feedback is incorporated into staff education, policy updates, and workflow redesign.

We also ensure timely follow-up on individual concerns to close the feedback loop and reinforce trust with residents and families. By embedding experience data into our QIP priorities and decision-making processes, Wellbrook Place East strengthens person-centred care, enhances transparency, and ensures that improvement activities reflect the voices and lived experiences of those we serve.

In 2025, Wellbrook Place East conducted a comprehensive Resident

Satisfaction Survey to evaluate the overall resident experience across key domains, including engagement in decision-making, participation in programs, medical services, leadership, and sense of belonging. A total of 176 residents participated in the survey. The results demonstrated notable overall satisfaction in almost all 11 categories survey questions.

Key findings included:

- 95.46 % indicated that Staff are practicing therapeutic relationships, are respectful and courteous
- 99 % indicated they were satisfied with the recreation staff
- 99.43% expressed satisfaction with feeling welcomed and comfortable within the home

The survey also identified target areas for improvement. Specifically, 26-33.5% of respondents expressed dissatisfaction with the Temperature of food, variety of menu and the outing experience.

These findings will directly inform quality improvement priorities for 2026–2027 and reinforce Wellbrook Place East’ ongoing commitment to continuous improvement and resident-centered care

## **PROVIDER EXPERIENCE**

Wellbrook Place East recognizes that a positive provider experience is foundational to high-quality resident care. To strengthen recruitment, retention, and workplace culture, we are implementing targeted and sustainable workforce strategies aligned with Ontario Health priorities.

Our recruitment approach includes streamlined hiring processes, structured onboarding programs, and mentorship for new nurses and personal support workers to support clinical confidence and early retention. We are enhancing partnerships with educational institutions to support student placements and build a future workforce pipeline.

To improve retention, we are focusing on professional development opportunities, including ongoing clinical education, leadership development for charge nurses, and competency-based training aligned with regulatory standards and best practices. Recognition initiatives, staff appreciation events, and performance acknowledgment programs reinforce engagement and morale.

Workplace culture initiatives emphasize psychological safety, respectful communication, and interdisciplinary collaboration. Regular staff forums, town halls, and anonymous feedback mechanisms allow team members to share concerns and contribute to operational improvements. We are also strengthening workload management practices through staffing reviews, skill-mix optimization, and data-informed scheduling to reduce burnout risk.

Health and wellness support, including access to employee assistance programs and well-being resources, further promote resilience and sustainability within the workforce.

Through these initiatives, Wellbrook Place East aims to enhance staff satisfaction, reduce turnover, strengthen team stability, and ultimately improve the quality and continuity of care provided to residents.

## SAFETY

Wellbrook Place East aligns its safety strategy with Ontario Health Quality Improvement Plan priorities by reducing inappropriate use of antipsychotic medications, falls prevention, and a culture of patient safety grounded in learning and transparency. We recognize that safety is not solely the absence of harm, but the presence of resilient systems that anticipate, monitor, and respond to risk in real time.

Our approach integrates proactive risk identification through InterRAI LTCF assessments, antipsychotic usage, and standardized falls risk screening. These initiatives directly support QIP safety indicators such as reduction in falls with injury, reduce inappropriate use of antipsychotics, and reduce ED transfers.

Daily risk meetings and structured safety briefings enhance situational awareness and enable early intervention when residents demonstrate changes in condition, reducing the likelihood of escalation and preventable harm. Real-time auditing of medication reconciliation, and post-fall management strengthens accountability and rapid corrective action.

We apply a just culture framework to incident and near-miss reporting, focusing on system improvements rather than individual blame. Root cause analyses inform targeted education, environmental modifications, and workflow redesign to mitigate recurring risks.

By embedding continuous monitoring, transparent communication, and data-driven evaluation into our operations, Wellbrook Place East supports Ontario Health's commitment to safer care

environments, improved clinical outcomes, and a sustainable culture of safety across the long-term care sector.

## PALLIATIVE CARE

Wellbrook Place East is committed to delivering compassionate, person-centered palliative care, supporting residents and their loved ones through every stage of their journey. Our dedication is reinforced by our partnership with RNAO with strong focus on palliative and end of life care, including the upcoming implementation of an evidence based RNAO Clinical Pathway.

Wellbrook Place East joined partnership with CLRI (Centres for Learning, Research and Innovation) by participating in the Collaborative Project to Sustain a Palliative Approach to Care, strengthening our approach through enhanced education for all interdisciplinary staff. This training fosters a collaborative, team-based model, equipping staff with the knowledge and resources necessary for their roles.

At Wellbrook Place East, we remain dedicated to continuously enhancing our palliative care program, adapting the evolving needs of residents and their families. Through ongoing education, expanded resources and a collaborative person-centered approach, we strive to provide the highest standard of compassionate care.

## POPULATION HEALTH MANAGEMENT

Wellbrook Place East actively applies population health management principles to meet the health and social needs of our residents while collaborating with partners across the health care system. By leveraging data from internal assessments, InterRAI LTCF metrics, and community health partners, we identify patterns of

risk, health disparities, and opportunities for preventive interventions across our resident population.

We partner with primary care providers, local hospitals and Ontario Health Teams to co-design integrated care pathways that address clinical, social, and psychosocial needs.

In collaboration with local public health units, we monitor infection trends, vaccination coverage, and social determinants of health, enabling targeted interventions. These initiatives improve outcomes while reducing avoidable hospitalizations and emergency department visits.

Wellbrook Place East has a 16-station dialysis clinic in the main floor of our building that caters to both Hemodialysis and Peritoneal Dialysis residents that live in our home. This partnership is formed with Trillium Health Partners. The unique feature of the clinic is that residents can receive the care they need without leaving the long-term care home. This eliminates the need for exhausting and lengthy transportation to and from appointments.

Through these partnerships and data-informed strategies, Wellbrook Place East promotes proactive, integrated care, enhances resident and family engagement, and strengthens connections with the broader health system. This approach ensures that care delivery not only meets immediate clinical needs but also supports long-term health, well-being, and quality of life for residents and their care partners.

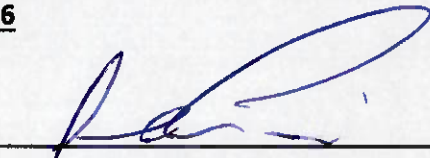
### CONTACT INFORMATION/DESIGNATED LEAD

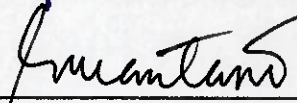
Liza V. Reantaso  
Executive Director

### 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

  
\_\_\_\_\_  
Jeff Lozon, Board Chair / Licensee or delegate

  
\_\_\_\_\_  
Liza Reantaso, Administrator /Executive Director

  
\_\_\_\_\_  
Louise Smith, Quality Committee Chair or delegate

\_\_\_\_\_  
Deslyn Willock, Director of Long-Term Care Operations, Quality & Risk  
