

Quality Improvement Plan (QIP)

# Narrative for Health Care Organizations in Ontario

March 27, 2026



## OVERVIEW

Partners Community Health (PCH) is an independent, not-for-profit charitable organization dedicated to delivering high-quality healthcare services to the people of Mississauga and Toronto (West Toronto). In November 2023, PCH proudly opened Wellbrook Place West Long Term Care Home located at 2180 Speakman Drive, Mississauga ON with 312 beds. True to our name, Partners Community Health is committed to working collaboratively with community partners to deliver an integrated system of care that puts people first.

### Our Vision

To honour lives, choices and deliver seamless care.

### Our Commitment

We are dedicated to:

- Building strong system partnerships and connections that put people first
- Fostering a learning and leading healthcare community
- Delivering best-in-class service across the aging continuum

### Our Values

#### Compassion

We care for all people with respect, dignity, and empathy.

#### Excellence

We provide high-quality care with an optimal experience in a learning environment.

#### Inclusivity

We embed diversity, equity, and cultural appropriateness into everything we do.

#### Creativity

We embrace innovation and welcome new and different ideas. At Wellbrook Place West, PCH has developed a Philosophy of Care centered on a relationship-focused and social model of care. This

approach ensures that services are tailored to everyone's clinical and social needs within the comfort of their home in the long-term care setting.

The Philosophy of Care was validated through stakeholder engagement sessions involving:

- Residents
- Families
- Seniors from the community

This collaborative process ensures that care delivery reflects the voices and lived experiences of those we serve.

Wellbrook Place West 2026/2027 Quality Improvement Plan focuses on continuing to enhance the quality of care and resident experience through:

- Strengthening skin and wound care programs
- Reduction in inappropriate antipsychotic use (without a clinical diagnosis)
- Building meaningful relationships with residents and families
- Elevating the overall customer service experience

These priorities reflect our commitment to clinical excellence, resident safety, and person-centered care.

Wellbrook Place West specializes in complex clinical care, including a dedicated Behaviour Support Unit that supports individuals experiencing complex, responsive behaviours related to dementia or other cognitive conditions.

The home will continue to collaborate with healthcare system partners and stakeholders to:

- Elevate specialized clinical services
- Improve access to advanced care
- Ensure residents receive the care they require within the comfort of their own home

Wellbrook Place West successfully transition 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 West 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**

At Wellbrook Place West, we are committed to ensuring residents receive the care and services they require within the comfort of their long-term care home whenever possible.

To support this commitment, we have strengthened our on-site clinical capacity through:

- Two full-time Nurse Practitioners (NPs)
- One NP from the Nurse-Led Outreach Team
- 24-hour, 7-day-a-week physician coverage, including access to physicians with a range of specialties
- Specialized ADOC – Skin and Wound Management

This enhanced clinical presence ensures timely assessment, intervention, and continuity of care.

Wellbrook Place West collaborates closely with acute care and system partners to ensure specialized services are accessible within the long-term care setting. By bringing care to the residents, we:

- Reduce avoidable Emergency Department (ED) transfers
- Prevent unnecessary hospital admissions
- Minimize disruption and stress for residents and families
- Enhance overall quality of care and resident experience

This integrated approach supports system capacity while prioritizing resident-centred care.

Wellbrook Place West continues to advance initiatives that strengthen early intervention, access to specialists, and timely treatment:

#### 1. PREVIEW-ED Observation Tool

PREVIEW-ED is an evidence-informed observation tool that supports direct care staff in identifying early signs of health decline in long-term care residents. Early detection enables prompt clinical intervention, helping to prevent avoidable ED transfers.

#### 2. Virtual Specialist Access

Through virtual care technology, residents are connected with specialists in a timely manner. This reduces the need for off-site appointments and enables more coordinated and responsive care.

#### 3. Seven-Day Physician Coverage

Consistent physician availability, including physicians with diverse specialties, supports proactive care planning and rapid response to clinical changes.

#### 4. Point-of-Care Testing (POCT)

Point-of-care testing (POCT) refers to clinical laboratory tests conducted directly within the home. This approach provides rapid turnaround of diagnostic results, enabling faster clinical decision-making and timely initiation of appropriate treatment.

#### 5. HemoCue Diagnostic Testing

HemoCue is a point-of-care diagnostic system that delivers laboratory-quality hemoglobin and white blood cell testing within minutes. Rapid access to these results enhances clinical assessment and supports early intervention.

Although POCT and HemoCue are currently in the implementation stage, these tools are expected to significantly reduce avoidable Emergency Department transfers and further strengthen in-home

clinical capacity.

Through enhanced on-site expertise, strong acute care partnerships, early detection tools, virtual care integration, and rapid diagnostics, PCH continues to build a responsive, resident-centred model of care that prioritizes treatment within the home and supports better outcomes across the continuum.

Wellbrook Place's 2D Unit is a 24-bed, goal-oriented Behavioural Support Unit (BSU) that includes a transitional phase of care. The unit is staffed by a certified clinical team trained in GPA (Gentle Persuasive Approaches) and Silver Meridian certification, ensuring specialized expertise in supporting individuals with complex responsive behaviours.

The two Behavioural Support Units (BSUs) provide specialized care for individuals whose responsive behaviours (also referred to as personal expressions) cannot be safely or effectively supported in their current environment, and for whom all other applicable services such as, conventional long-term care (LTC) beds or community-based supports have been fully explored.

Admission to the BSU is required when the frequency, severity, and/or level of risk associated with responsive behaviours pose significant risk to the individual, co-residents, visitors, or staff.

The BSU offers:

- Enhanced and specialized staffing supports
- A tailored, emotion-focused therapeutic environment
- Comprehensive behavioural assessments
- Individualized and enhanced care planning

The unit also provides transitional, supportive care for a unique subset of residents, including Alternative Level of Care (ALC) residents who are identified as "high risk" and have been declined admission to conventional long-term care homes due to responsive behaviours related to dementia, acquired brain injury, and/or

mental illness.

Once stabilized, Wellbrook Place works collaboratively with system partners to transition residents to the most appropriate long-term care setting that meets their needs.

## **EQUITY AND INDIGENOUS HEALTH**

Wellbrook Place West 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 West is building a more inclusive, culturally safe environment that promotes dignity, respect, and equitable health outcomes for all residents.

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

At Wellbrook Place West, we are committed to fostering a culture where residents and families feel heard, valued, and respected. Ensuring a positive resident and family experience is central to our person-centred model of care.

In 2025, Wellbrook Place West 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 149 residents participated in the survey. The results demonstrated notable overall satisfaction in almost all 11 categories survey questions.

Key findings included:

- 95.03 % of residents reported satisfaction with resident choice.
- 96.64 % indicated they were satisfied with registered staff.
- 95.98% expressed satisfaction with feeling welcomed in the home.

The survey also identified target areas for improvement. Specifically, 26-37% of respondents expressed dissatisfaction with food temperature, variety of menu and the outing experience. These findings will directly inform quality improvement priorities for 2026–2027 and reinforce Wellbrook West’s ongoing commitment to continuous improvement and resident-centered

care.

We actively encourage feedback through the Residents' Council and Family Council. These forums provide meaningful opportunities for dialogue, collaboration, and shared problem-solving. Resident and Family council input plays an important role in shaping policies, quality improvement initiatives, and the overall living experience within the home.

Wellbrook Place West has introduced the "Let's Connect" program to further strengthen communication and transparency.

This initiative:

- Provides a safe and welcoming environment for residents, families, and caregivers to share experiences
- Encourages open dialogue and real-time feedback
- Promotes collaborative resolution of concerns
- Is easily accessible in all resident home areas

By embedding accessible feedback mechanisms directly within the living environment, Wellbrook Place West reinforces its commitment to responsiveness, accountability, and continuous improvement.

Through structured surveys, council engagement, and initiatives such as "Let's Connect," Wellbrook Place West continues to build trusted relationships and elevate the overall resident and family experience.

## PROVIDER EXPERIENCE

At Wellbrook Place West, workforce stability and retention are foundational to delivering high-quality, resident-centred care. We are committed to building a skilled, engaged, and sustainable workforce through targeted recruitment, education, and engagement strategies.

Wellbrook Place West continues to strengthen recruitment

through:

- Group Interviews – Streamlining the hiring process to efficiently recruit high-quality candidates while enhancing the candidate experience.
- BEGIN Grant Participation – Leveraging funding opportunities to support workforce development initiatives.
- Ontario Learn and Stay Grant Participation – Supporting nursing students who commit to working in underserved communities and LTC, helping to build a stable and future-focused workforce.
- Recruitment of Internationally Educated Nurses (IENs) – Expanding the talent pool while supporting workforce diversity and inclusivity.

Wellbrook Place West is committed to continuous professional development for frontline staff. Educational initiatives include:

- Implementation of the SWAN Program (Skill Wellness Associate Nurse) to enhance care for residents living with ostomy, wound and continence issues.
- Ongoing training aligned with clinical best practices and quality priorities.

By investing in education and skill development, we support staff confidence, competence, and career growth.

Through strategic recruitment, and workforce development, Wellbrook Place West continues to build a stable and engaged workforce that supports excellence in resident care

## SAFETY

Wellbrook Place West has established a Continuous Quality Improvement (CQI) Committee dedicated to promoting excellence in care and ensuring the ongoing safety and well-being of all residents. The committee is responsible for collecting, monitoring, and evaluating key quality indicators, identifying trends, and

implementing targeted improvement initiatives that enhance both the quality of care and the overall quality of life and experiences of residents.

Safety is a fundamental priority in Long-Term Care, particularly given the complex needs and vulnerabilities of the resident population. PCH is committed to fostering and maintaining a culture of safety that protects residents, staff, families, and all members of the community. This commitment is reflected in proactive systems that emphasize prevention, accountability, and continuous learning. To support this culture of safety, PCH conducts regular environmental and clinical audits, safety walkthroughs, and structured risk-management meetings to identify potential hazards and opportunities for improvement. Leadership and interdisciplinary teams participate in routine clinical rounding to review resident care practices, address emerging concerns, and ensure that safety standards are consistently upheld. These processes allow the organization to promptly identify risks related to falls, infection prevention and control, medication safety, equipment use, and other critical areas of resident care.

Education and competency development are also key components of PCH's safety strategy. Staff participate in ongoing training, professional development, and evidence-based learning initiatives designed to reinforce best practices, enhance clinical decision-making, and strengthen resident safety protocols. By maintaining a well-trained and knowledgeable workforce, PCH ensures that staff are equipped to respond effectively to the evolving needs of residents.

Through the work of the CQI Committee and other quality oversight structures, PCH ensures that comprehensive interventions, corrective actions, and improvement plans are implemented and evaluated on an ongoing basis. Data-driven decision making allows

the organization to measure outcomes, monitor progress, and continuously refine practices to better meet the safety needs of residents.

Ultimately, PCH's quality improvement framework supports a transparent, collaborative, and resident-centered approach to care, ensuring that safety remains at the forefront of all operations and that residents receive care in a secure, supportive, and respectful environment.

## PALLIATIVE CARE

At Wellbrook Place West, we are committed to strengthening our palliative and end-of-life care services to ensure residents receive compassionate, evidence-informed support during life-limiting illness.

The home will be implementing the Registered Nurses' Association of Ontario (RNAO) Best Practice Guideline Clinical Pathway: Palliation and End-of-Life Care, with an anticipated go-live date of July 30, 2026. This structured clinical pathway will promote consistency in care delivery, enhance interdisciplinary collaboration, and ensure early integration of a palliative approach.

Wellbrook Place West through our dedicated Palliative and End-of-Life Care Committee will guide implementation, monitor outcomes, and sustain best practices.

This governance structure will support alignment with the Ontario Provincial Framework for Palliative Care and ensure we meet provincial expectations for delivering high-quality, resident-centred palliative care. Through interdisciplinary collaboration and partnership with system providers, we aim to:

- Enhance advance care planning conversations
- Improve symptom management and comfort measures
- Support families and substitute decision-makers
- Reduce avoidable hospital transfers at end of life
- Honour resident wishes and dignity

By embedding evidence-based practice, strengthening committee oversight, and aligning with provincial standards, Wellbrook Place West continues to advance compassionate, person-centred palliative and end-of-life care for the residents and families we serve.

## POPULATION HEALTH MANAGEMENT

Wellbrook Place West delivers a comprehensive, integrated model of care that places specialized clinical services directly within the Long-Term Care Home (LTCH), ensuring that residents receive timely, coordinated care in a familiar and supportive environment. Central to this model is a 16-station on-site dialysis clinic, operated in partnership with Trillium Health Partners, where residents receive both hemodialysis and peritoneal dialysis without the need to leave the LTCH.

This integrated approach exemplifies Population Health Management (PHM) principles by proactively addressing the health needs of residents with complex chronic conditions, reducing fragmentation in care, and supporting holistic wellness. By embedding specialized services within the LTCH, Wellbrook Place West:

- Reduces hospital transfers – Minimizing the need for external hospital visits lowers the risk of hospital-acquired infections, decreases physical and emotional strain on residents, and supports continuity of care.
- Enhances care coordination and safety – On-site clinical expertise, point-of-care diagnostics, and technology-enabled care platforms enable timely interventions, closer monitoring, and rapid response to emerging health concerns.
- Improves chronic disease management – Residents with multiple comorbidities benefit from integrated care plans, consistent monitoring, and individualized interventions that optimize clinical outcomes and quality of life.
- Supports system efficiency – By reducing avoidable emergency department visits and hospital admissions, Wellbrook Place West contributes to better utilization of acute care resources while strengthening the sustainability of the healthcare system. PHM at Wellbrook Place West extends beyond dialysis. By

leveraging data-driven insights, interprofessional collaboration, and proactive care planning, PCH identifies high-risk residents, anticipates health needs, and implements targeted strategies to prevent complications and maintain functional independence. This population-focused approach ensures that resources are deployed strategically to maximize the health, safety, and well-being of all residents.

Ultimately, by integrating specialized clinical services, leveraging technology-enabled care coordination, and applying PHM principles, Wellbrook Place West enhances resident-centered care, optimizes outcomes for those living with complex chronic conditions, and strengthens the broader healthcare system, all while maintaining residents in the comfort and familiarity of their Long-Term Care Home.

## **OTHER**

### Looking Ahead: 2026–2027 Priorities

Wellbrook Place West will continue aligning its Population Health Management strategy with a strong Health Equity lens and Ontario Health population health priorities, including integrated care delivery, improved outcomes for residents with complex needs, and reduced system fragmentation.

PCH recognizes that residents' health outcomes are shaped not only by clinical conditions but also by social determinants such as language, culture, income security, social connection, cognitive status, and access to family support. By integrating socio-demographic insights with clinical data, Wellbrook Place West strengthens its ability to:

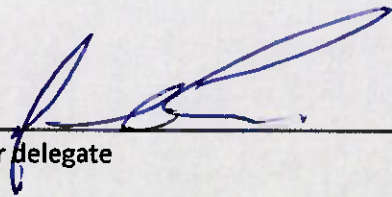
- Identify residents at greater risk of adverse outcomes
- Intervene earlier with coordinated, personalized support
- Prevent avoidable escalation of health issues
- Improve overall health and quality-of-life outcomes

Through targeted interventions, culturally responsive programming, and strengthened partnerships across the continuum of care, Wellbrook Place West will continue advancing toward improved outcomes, fewer avoidable hospital transfers, and a more equitable, compassionate system of care for every resident.

**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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Jeff Lozon / Licensee or delegate



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Juliet Creary / Interim Executive Director

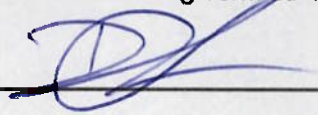


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Louise Smith, Quality Committee Chair or delegate

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



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