

## Quality Improvement Plan (QIP)

# Narrative for Health Care Organizations in Ontario

March 25, 2026



**Ontario  
Health**

## OVERVIEW

Valley Manor is proud of its continued commitment to providing high-quality, person-centered care that meets the physical, emotional, and spiritual needs of its residents. In 2025, the home achieved strong outcomes in key areas, including maintaining avoidable emergency department visits at 15.1 percent, well below the provincial average of 22.3 percent and the Champion LHN average of 21.8 percent. Resident and family satisfaction also improved, with over 75 percent of respondents rating services between eight out of ten to ten out of ten.

Building on these achievements, the 2026/27 Quality Improvement Initiatives align with the Strategic Plan 2022 to 2027 and the home's values of Integrity, Transparency, Leadership, Workplace Satisfaction, and Compassion. Initiatives are guided by input from residents, families, POAs, SDMs, the Continuous Quality Improvement Committee, the Board of Directors, staff, and other stakeholders. The home will focus on admissions and access flow, streamlining processes to reduce vacant bed time and ensure timely access for individuals in the community who are in hospital, in crisis, or awaiting placement.

Education and communication with residents, SDMs, and POAs continue through Multidisciplinary Care Conferences, highlighting available services, including IV therapy, to support ongoing reductions in emergency visits. The Resident and Family Satisfaction Survey was revised and distributed to residents and SDMs or POAs, resulting in a 58.4 percent response rate, up from 50 percent in 2024. Valley Manor is actively recruiting a lead to establish a new Family Council, providing families with a formal avenue to give feedback and support continuous improvement.

Through these combined efforts, Valley Manor continues to strengthen quality of care, enhance resident and family satisfaction,

and build on its record of excellence in long-term care.



### ACCESS AND FLOW

Valley Manor is committed to providing residents with care that is tailored, timely, and delivered in the most appropriate setting. Our 2025/26 Quality Improvement Plan (QIP) focused on helping residents remain in the home for as long as possible, avoiding unnecessary hospitalizations and emergency department visits, and ensuring they have timely access to care within the home.

A key part of this plan is the work of Valley Manor's Behavioural Support Ontario (BSO) team, developed in partnership with the Royal Ottawa Mental Health Centre. The BSO team supports residents who experience, or are at risk of, responsive behaviours related to dementia, complex mental health conditions, substance use, and neurological disorders. Their approach combines holistic, non-pharmacological interventions, environmental adjustments

tailored to individual needs, and ongoing education for staff and families, all aimed at enhancing residents' quality of life. Within the team, the Personal Support Worker (PSW) assists residents with daily care and helps them feel integrated and comfortable in the home. The Registered Practical Nurse (RPN) conducts thorough assessments to identify triggers and contributing factors for responsive behaviours while providing guidance to staff. The Behavioural Therapist leads collaborative planning, behavioural assessments, and educational sessions to ensure evidence-based practices are applied consistently. Together, these professionals form a coordinated support system that keeps residents safe, reduces avoidable hospital visits, and promotes overall well-being.

Education for families and staff begins when the resident moves in and continues throughout their stay, focusing on responsive behaviour management, environmental strategies, and evidence-informed approaches. Valley Manor closely tracks outcomes including emergency department visits, hospital transfers, and the frequency of responsive behaviours—to evaluate effectiveness and drive continuous improvement. By combining proactive support, timely intervention, and ongoing education, Valley Manor ensures that residents' physical, emotional, and spiritual needs are fully met while providing seamless access to the right care in the right setting.

### EQUITY AND INDIGENOUS HEALTH

Valley Manor is committed to advancing equity and inclusion while honoring Indigenous health and the diverse cultural backgrounds of all residents. The home's mission, "Empowering every person to provide compassionate, resident-centered care in a diverse family environment," emphasizes the importance of respecting residents'

values, ensuring their voices are heard, and providing care that reflects their preferences.

Upon moving in, residents and/or their SDMs complete a "My Personhood" summary, which helps personalize care by providing staff with insights into the resident's background, needs, and preferences. This ensures care plans are individualized and respectful of each resident as a person. The Recreation Department offers programs that reflect residents' cultural, spiritual, and linguistic needs, including music and religious programs, 1:1 therapeutic activation, multi-faith spiritual activities, and celebrations such as Polish Day and St. Patrick's Day. Community members often join these events to enhance connection and inclusion. Residents relocating from urban areas have highlighted the value of the home's strong Polish cultural heritage, and efforts are underway to incorporate the traditions of diverse staff through programs such as "Armchair Travels."

Valley Manor also ensures equity in care by asking residents for preferred pronouns and language of care, including French, with support accessed through the Chaplain LHIN when needed. Cultural dietary preferences are incorporated into menu planning, guided by a Resident Food Committee, which has contributed to improved satisfaction in the annual survey.

In recognition of Indigenous communities, all meetings opened by the Interim Administrator, Interim Director of Nursing and Personal Care, and Board Chair begin with a Land Acknowledgement recognizing the ancestral homelands of the Algonquin and Anishinaabe peoples. Reports related to French language and Indigenous care are provided to the Ministry, reflecting ongoing accountability and commitment to equity.

Through these initiatives, Valley Manor fosters an inclusive environment, ensures equitable access to care, and respects the



cultural and spiritual needs of all residents.

### PATIENT/CLIENT/RESIDENT EXPERIENCE

Valley Manor actively incorporates feedback from residents and families into its Quality Improvement Initiatives to ensure care is person-centered and responsive. Residents' Council meetings are held regularly, providing meaningful opportunities for residents to share concerns, suggestions, and experiences. Concerns raised are documented using the Ontario Association of Residents' Councils (OARC) meeting minutes template, with actions tracked and reported back to ensure follow-up and resolution. Residents' Council members also participate in Continuous Quality Improvement meetings, ensuring resident perspectives directly inform improvement activities.

While the Family Council dissolved last year due to resignation of Family Council lead, the Manager of Recreation and Volunteers

highlights the potential for a new council at each Multidisciplinary Care Conference (MDCC) to encourage family engagement. MDCCs also provide additional time for residents and SDMs to share experiences and express concerns, which are considered when reviewing and updating care practices.

Valley Manor emphasizes ongoing education for staff on residents' rights, with annual Step Ahead training and monthly reviews at Registered Nursing and PSW meetings, reinforcing the application of these rights in daily care.

Feedback from residents also informs recreational programming and daily activities. Programs such as "Fit Minds," designed to build cognitive resilience, and "Handy Helpers," which engages residents in meaningful household tasks, are developed based on resident input and participation. Home-style activities, including gardening, baking, and food preparation, reflect resident interests and help maintain independence, engagement, and a sense of accomplishment.

Through these initiatives, Valley Manor ensures that resident and family feedback shapes care planning, supports ongoing improvements, and enhances the overall resident experience across all areas of the home.



## PROVIDER EXPERIENCE

Valley Manor recognizes the challenges of an aging workforce, and staff turnover in the health care sector. To address these challenges, the home is committed to strengthening leadership and interdisciplinary teams while fostering a supportive and engaging workplace culture.

Our Human Resources Manager is dedicated to attracting, developing, and retaining top talent within an environment that prioritizes wellness, diversity, and innovation. A Staff Wellness Committee was established over the past year to promote mental and physical well-being, share resources, and implement initiatives that support staff health and resilience.

Recruitment efforts are broad and proactive. Job opportunities are posted internally, on the Valley Manor website, local newspapers, college and rural outreach programs, LinkedIn, and indeed. Partnerships with staffing agencies provide back-up support for Registered Staff and Personal Support Workers as needed, ensuring continuity of care while managing scheduling gaps.

Valley Manor also emphasizes recognition and appreciation for staff contributions. Regular celebrations and recognition events honor staff for their dedication to residents, reinforcing a culture of respect and gratitude. In addition, the home continues to provide professional development opportunities and mentorship to support growth, career satisfaction, and leadership development across all staff levels.

By combining proactive recruitment, targeted retention strategies, wellness initiatives, and a culture of recognition, Valley Manor fosters a supportive work environment that strengthens team engagement, enhances job satisfaction, and ultimately improves the quality of care provided to residents. These initiatives are integral to sustaining a skilled, resilient, and committed workforce.

## SAFETY

Valley Manor approaches safety with a proactive, resident-centered mindset, focusing on preventing harm and enhancing real-time safety monitoring rather than solely tracking past incidents. The Continuous Quality Improvement Committee collaborates with the Long-Term Care Pharmacist to complete the Medication Safety Self-Assessment annually, evaluating the medication system, identifying vulnerabilities, and monitoring progress over time. The 2025 assessment showed an improvement in scoring from 93 percent in 2024 to 94 percent, demonstrating ongoing progress. The pharmacist provides quarterly reports and recommendations to the committee, ensuring evidence-informed adjustments to enhance medication safety.

Near misses and safety concerns are actively captured and addressed. Departmental meetings include standing agenda items for staff to report hazards or potential safety issues affecting residents or staff. This real-time feedback allows the home to respond quickly, implement preventive measures, and strengthen resilience. Communication boards at each resident's bedside, displaying individualized safety measures through pictograms, support consistent awareness across staff and enhance family engagement.

Education reinforces a culture of safety for both staff and families. New staff receive safety and infection prevention training on onboarding, with annual refresher training during Step-Ahead education. Families and SDMs receive essential caregiver training, including safe use of personal protective equipment, especially during outbreak restrictions.

Emergency preparedness is integrated into Valley Manor's safety culture. Regular code exercises, policy reviews, and collaboration with local stakeholders ensure readiness for evacuations or crises.

The Emergency Plan Program Manual is available on the Valley Manor website for residents, families, and stakeholders, promoting transparency and preparedness.

Through proactive monitoring, education, near-miss reporting, and emergency preparedness, Valley Manor fosters a resilient safety culture that prioritizes real-time awareness, prevention, and continuous improvement to protect residents, staff, and families.



## PALLIATIVE CARE

Many residents at Valley Manor live with life-limiting illnesses, including chronic lung, heart, kidney, and neurocognitive disorders. Valley Manor is committed to providing the right care at the right time and in the right place, integrating palliative care along the illness trajectory to enhance quality of life for residents and their families.

The home partners with the Regional Palliative Consultation Team from Bruyère Health to provide expert consultation on pain and symptom management, complex medical needs, and end-of-life care. This collaboration ensures residents receive evidence-informed care and provides education to staff through Step-Ahead sessions, improving knowledge and confidence in delivering palliative care.

Three specific activities demonstrate Valley Manor's commitment:

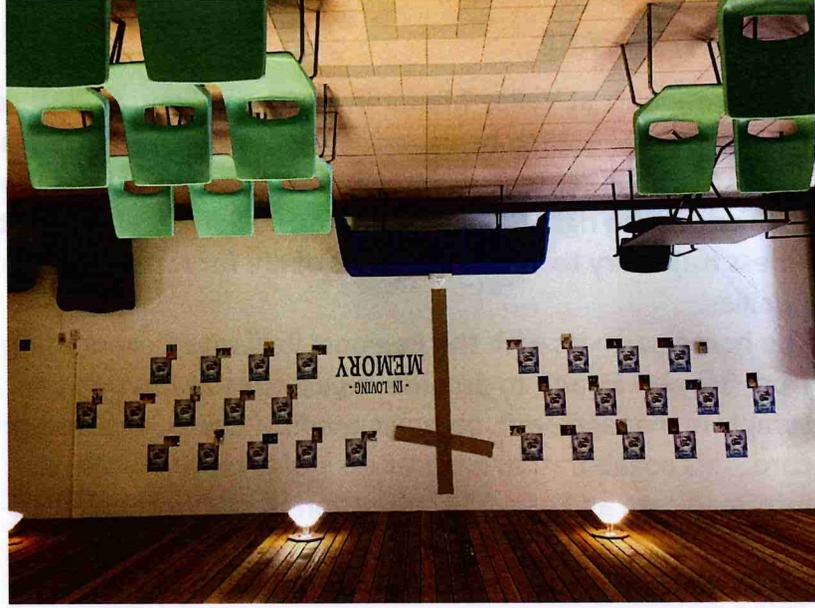
1) Goals-of-Care Discussions and MDCC Reviews: The Direct Care Coordinator (DCC) leads discussions with residents, families, and SDMs during Multidisciplinary Care Conferences and whenever there is a change in health status. The team uses tools such as the Palliative Performance Scale (PPS) to assess resident needs and guide care planning, ensuring alignment with residents' wishes.

2) Culturally and Person-Centered Care: Residents' values, spiritual needs, and cultural preferences are incorporated into care plans, with flexibility in end-of-life care delivery, including room set-up, spiritual supports, and family involvement, reflecting the Quality Standard for Palliative Care.

3) Family Support and Education: Families and SDMs are offered ongoing guidance about what palliative care involves, what can be done within the home, and grief and bereavement resources. This ensures that families are supported emotionally and can participate in decision-making throughout the resident's care journey.

Feedback from residents and families is continuously gathered through MDCCs and surveys to evaluate and improve palliative care practices. Through these efforts, Valley Manor fosters compassionate, resident-centered care that prioritizes comfort, dignity, and quality of life.

## POPULATION HEALTH MANAGEMENT



Valley Manor takes a hands-on approach to caring for the health and social needs of residents and the wider community. Our Leadership Team is active with the Ottawa Valley Ontario Health Team (OVHT) and works alongside over 50 local health professionals, providers, organizations, and community members. These partnerships help us identify community health needs, make it easier for people to navigate the health system, and ensure timely, coordinated access to services for people in Barry's Bay and surrounding areas.

We also work closely with the Regional Palliative Consultation Team to provide extra support for residents with life-limiting illnesses. We focus on quality of life through personalized care planning and symptom management. The Behavioural Support Ontario (BSO) team collaborates with the Royal Ottawa Mental Health Centre to

improve care for residents who experience dementia-related behaviours, complex mental health issues, neurological conditions, or substance use challenges. Our BSO PSW, BSO RPN, and Behavioural Therapist work together using evidence-based strategies and core skills to enhance residents' daily life. Inside Valley Manor, our Infection Prevention and Control (IPAC) Practitioner educates staff and essential caregivers about infection prevention, hand hygiene, and proper PPE use. Monthly updates at Residents' Council and staff meetings help keep everyone informed and maintain a safe environment for residents, staff, and visitors. Valley Manor also takes part in advocacy work through the Capital Development Advisory Group for AdvantAge Ontario. We promote fair funding and access for rural, not-for-profit long-term care homes and address broader social health factors. Through these partnerships, data-driven approaches, and collaborative efforts, Valley Manor applies population health management in a practical way. We provide coordinated, person-focused care that supports the health and well-being of residents and the wider community.

### CONTACT INFORMATION/DESIGNATED LEAD

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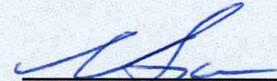
### SIGN-OFF

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



Board Chair / Licensee or delegate



Administrator / Executive Director

*Interim Administrator*



Quality Committee Chair or delegate



Other leadership as appropriate

