

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

March 31, 2026

OVERVIEW

Maple Villa is an independent long-term care home licensed for 93 residents, located in Burlington, Ontario. We are an active community member of the Hamilton Niagara Haldimand Brant Local Health Integration Network and Ontario Health West. Maple Villa has been providing quality resident and family -focused care since 1971. We continue to strive to make a difference, to provide Person and Family-centered care and provide services where safety is a priority, in order to meet our current and the future needs of our community, exceeding customer expectations in the process. Our interdisciplinary team are passionate about the care for our residents, staff, families/caregivers and volunteers. The team regularly reflect on practices, collaborating on areas of improvement all with the goal to provide quality care - competently, personalized and respectfully, maintaining a dedicated health care team, meeting the residents' needs.

Maple Villa is well under way with the construction of a new 256-bed home, in North Burlington with planned completion moved to late 2026. As that date moves closer, the current team continues to develop, review and revise our quality improvement plans in preparation to move. Maple Villa will be launching a new structure for our quality program, and this will include representation from various team members. As well, includes beginning the recruitment of additional management team members and preparing for the onboarding of new front line team members, all to meet the needs of both the current and new residents who will be calling Maple Villa home.

Maple Villa has voluntarily worked with Accreditation Canada, participating in their assessment program for the past 50 years to

advance the quality and safety in our home. This partnership has focused on making a positive impact on all our stakeholders - including our residents, care partners, volunteers, staff and families. Accreditation Canada is recognized by the Ministry of Long Term Care which follows the same guiding principles that are expressed through the Fixing Long-Term Care Act, 2021. In October 2024, Maple Villa was awarded Accreditation status with Accommodation.

Maple Villa is pleased to provide our 2025/2026 Quality Improvement Plan (QIP) in alignment with our Mission, Vision & Values, Accreditation Canada and Health Quality Ontario. Our goals this year focus on system level priority issues of access and flow, Indigenous education "Cultural Competence in Healthcare, Resident and Family experience. Rather than indicators, we can focus our quality improvement activities to those areas where quality gaps have been identified.



ACCESS AND FLOW

The management team of Maple Villa continue to utilize their learnings from the LEAN "Six Sigma" education, as well as Kaizen "Good Change". A strong takeaway is being present on the units with the team that work directly with our residents. Maple Villa has recently implemented "late shift" (daily rotation) and weekend presence for the management team, along with expanding the managers who are on call. These last two items are rotated on a weekly basis. For managers who are not "clinical", there is a clinical manager accessible, as needed. This will expand the knowledge base of the managers, as well as building the connections with our residents, families and team members.

Maple Villa was an early adopter of interRAI LTCF (April 2025), and this initiative has gone well. All nursing staff have been (and will be, as onboarding continues) trained in the interRAI LTCF to ensure solid understanding and consistency.

Maple Villa will be providing education and support to our residents, families, team members, including our doctors as related to transfers to Emergency Departments - when it is recommended, fulsome assessments and communications with our residents and families to aid all parties in making appropriate decisions of care. This information will be shared at the various stages: Initial Admission, both 6 week and Annual Multi-Disciplinary Care Conferences, and as health changes occur.

EQUITY AND INDIGENOUS HEALTH

Maple Villa continues to be inclusive of all that reside here as well as our team members. Education, quarterly meetings for Ethics, Diversity and Inclusion continues. Diversity, Equity and Inclusion remains entrenched in our orientation for new hires, as well as annual education.

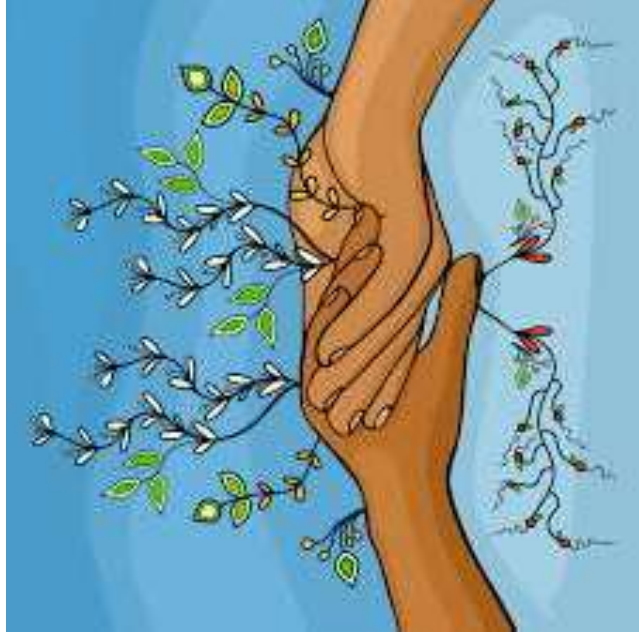
Residents and their caregivers continue to be involved in the "Getting to know me" assessment, capturing the residents' cultural and spiritual background, languages spoken, preferred language, gender identification and preferred use of pronouns.

The Maple Villa employees complete a Cultural Diversity Staff Language Survey, as well as inquire as to team members' availability to assist with interpretation and/or translation for residents.

Maple Villa surveys residents, caregivers and staff annually, with specific questions relating to diversity and inclusion.

Maple Villa continues to plan, implement and promote events as they relate to diversity and inclusion based on the demographics of our residents and staff.

In 2025, Maple Villa will be providing online education relating to the Indigenous Culture in regards to Healthcare through the Health Ontario Education "Cultural Competence in Healthcare" to further expand our knowledge base.



PATIENT/CLIENT/RESIDENT EXPERIENCE

Maple Villa fosters a person and family-centered care that is at all times compassionate, respectful, culturally competent in order to be responsive to the needs, values, beliefs and preferences of our residents and family members.

Maple Villa continues to build relationships with our team members, residents and families served. Maple Villa engages our residents and families through their respective councils, supported with monthly meetings. All are invited to participate in Maple Villa's committee meetings, and residents are encouraged to attend their individualized multidisciplinary care conferences, as well as through informed consent. As always, the goal is to provide individualized person centered care based on best practices.



PROVIDER EXPERIENCE

Maple Villa has experienced staffing challenges, however, recently experienced a resounding number of applications for job postings. This was across management and front line positions, and as a result, we will be holding more frequent orientation sessions to onboard the new hires. This will result in continuity of care, directly benefiting the residents through the development of relationships. As Maple Villa gets closer to moving to the new location, becoming home for 256 residents, hiring/onboarding will become even more important, to ensure we meet the ever growing needs of our residents.

Maple Villa will be employing 2 Nurse Practitioners at the new location, as well as more doctors to provide medical support to our residents. As well, there will be on site Social Service Workers/Social Workers to support the residents, and families during the phase of their journey.

As Maple Villa grows, we must be caring for the staff, striving for good work-life balance for all. Implementation of the Niuuz application (communication tool), and the upcoming launch of StaffSchedule Care, as well as making the Employee Family Assistance Program available to all team members will contribute to support team members in order to look after themselves. As well, we continue to ensure there is a quiet space for staff to reflect or support spiritual practices.

All departments and committees will be following standard meeting templates, including the agenda for these meetings to ensure continuity of the format that information is captured and shared to stakeholders.

The Residents' Council at Maple Villa continues to provide valuable feedback as it relates to activities, meal selections for the changing seasons, and how they can contribute to the support of our team members.

SAFETY

Safety is a core value of Maple Villa that has shaped our resident safety and incident management. Safety is embedded in our policies, assessments, audits and education. The incident management stems are reviewed, ensuring reporting continues to be supported by the leadership and promoting a just culture. Maple Villa takes a proactive approach to reduce risk of imminent recurrence and other potential threats. The mitigation of risks is introduced at the admission of a new resident, end of life huddles, weekly RAI meetings, Personal Expression, Pain, staff meetings and including auditing across all departments.

Maple Villa promotes transparency in incident reporting, which includes post incident "hot" analysis with Huddles involving frontline providers, resident and family as they can advocate for and support the implementation of change.

All incidents are reviewed quarterly by the Resident Care Committee, which is then captured in the Continuous Quality Improvement and professional Advisory Committees. Recommended actions are implemented with auditing to monitor for efficacy. Those changes which are immediate are communicated in a timely manner, ensuring they are captured in the home's policies/processed or the residents' plan of care. Those changes which are long term are integrated appropriately to sustain continuous improvement and quality of care.

Maple Villa encourages respectful and open communication around the results of incident analyses at all levels of the organization. Combining findings with those from other providers allows us to identify themes/patterns and provides opportunities to improve the culture of safety at Maple Villa.



PALLIATIVE CARE

Maple Villa continues to support a well-structured Palliative End-of-Life (EOL) Care Program, fondly referred to the Gentle Care Program.

The Gentle Care Program focuses on a holistic approach for our residents to improve their quality of life throughout their health trajectory, through to EOL planning and bereavement. The program strives to assist the resident and their caregivers to address physical, psychological, social, spiritual and practical issues, address associated expectations, needs, hopes, and fears; to prepare for and manage EOL choices and the dying process; to cope with loss and grief, and to promote opportunities for meaningful and valuable experiences, and for personal and spiritual growth.

An eAssessment - Early Identification of Palliative Care - was developed and is completed on admission, quarterly and with any significant change of health status. This is a comprehensive assessment of the resident's current status, preferences and goals and identifies palliative care needs.

The resident's plan of care is individualized to meet their current needs, preferences, EOL wishes and goals of care.

The Level Care Directives are also reviewed and discussed with the resident or SDM/POA for care to make informed and effective decisions. This allows us to ensure that our residents receive respectful, compassionate care that focuses on their dignity, comfort, and their values during the final stages of their life.

Staff receive training on palliative care principles, pain management and cultural competency; Maple Villa supports MAID (Medical Assistance in Dying); monthly support from a Pain Consultant (and as necessary); quarterly meeting of the Gentle Care Committee; offering of a private room to support the resident and caregivers at EOL. After the resident has passed, Maple Villa has a Code Dove/Honour Guard to allow all that wish, to pay their respects and there is a quarterly Celebration of Life held.



POPULATION HEALTH MANAGEMENT

The Covid Pandemic truly changed the landscape of Long-Term Care; at Maple Villa, like all others, we learned that our foundation, tools and processes needed to be improved to ensure that our team members continue to have the resources needed to support our residents' so that they received the best possible care and services. In order to meet the needs for appointments, and the pressures on the health system, we support and encourage virtual appointments, offering support and technology to manage this request.

Maple Villa is supported with our in home partners Behaviour Support Ontario and Halton Geriatric Mental Health Outreach on a monthly basis, completing rounds and huddles. We also receive support from Halton Pain and Palliative Care Network monthly, as well as monthly education opportunities with a Wound Therapeutic Consult through Convatec for our nursing team.

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

Quality Committee Chair or delegate

Other leadership as appropriate