



MAPLE VILLA
LONG-TERM CARE CENTRE

2025 Quality Report

Overview

Maple Villa Long-Term Care Centre is a 93-bed licensed Long-Term Care home located in the city of Burlington since 1971. We currently operate 70 beds consistent with provincial requirements to eliminate third and fourth beds in ward rooms. We are an active community member of the Ontario Health West Region. Fully accredited by Accreditation Canada, we uphold the highest standards of quality and care excellence. Our philosophy of living focuses on emotion-focused care, and is the culmination of our collective experiences, culture, diversity, beliefs, vision, purpose, and values. These shared elements guide how we provide care and support residents to live well and thrive. They recognize that residents come to our home to continue living well while receiving the care they need. They also affirm that residents remain in charge of their own lives as vibrant, purposeful people who seek joy and happiness at this stage of life.

We are proud of our rich history and remain committed to promoting dignity, respect, and exceptional quality of life for our residents. We support this commitment through ongoing quality improvement initiatives that strengthen our organization and help ensure continued success.

Purpose, Vision, Values and the Path Forward

Purpose

Maple Villa is committed to providing person-centered care and services while ensuring individual preferences for safety and optimal well-being

We are dedicated to respecting and promoting all residents' rights set out in the *Resident's Bill of Rights*.

We will recognize and support the cultural and religious/spiritual needs and interests of the individuals in our organization.

The ownership, management, staff, and volunteers form a compassionate, people-driven team.

The strength of our team is bonded by a dynamic partnership developed with our residents, their families, staff, volunteers, and community partners.

Vision

To make a difference.

To provide Person and Family centered care and services where safety is a priority, that will meet the future needs of the community and exceed customer expectations in the process.

To build an understanding of Hope, welcoming diversity and honouring everyone as a unique

person.

Hope is strength and a belief that we can do things that matter.

Our Values

We value our residents, their families, our staff, volunteers and service providers as our greatest asset and in doing so, we believe in:

Honesty and trust – that supports complete and unbiased information sharing.

Enjoyment of a meaningful lifestyle and a healthy work life balance.

Autonomy that promotes diversity, equity and inclusion for all individuals.

Respect and Dignity – that honours confidentiality.

Teamwork – that creates and nurtures mutually beneficial partnerships.

Safety as a fundamental element in everything we do.

Path Forward

Maple Villa is redeveloping at a new location in north Burlington, where it will soon serve 256 residents. Construction is underway, with occupancy planned for early 2027. As we prepare for the move, we are investing in building a high-performing team, supported in part through monthly education and coaching sessions with an industry-leading group.

The addition of senior leaders, including Chief Operating Officer and Chief Financial Officer, brings experience and stability during this period of significant change.

Talent acquisition will continue strategically throughout the year to prepare for the transition and ensure all leadership and frontline positions are filled.

Throughout the transition, Maple Villa will continue to foster a culture of personalized customer service for residents and families.

Quality Improvement

Continuous Quality (CQI) is a systematic and ongoing process that involves identifying areas for improvement, developing strategies to address these areas, implementing changes, and measuring the impact of those changes. CQI is an essential component of ensuring high-quality care and service delivery to residents. At Maple Villa, we are committed to using evidence-based resources to support and sustain best practices that ensure the best possible resident care.

Areas of Priority

Our home aligns improvement initiatives with organizational priorities and strategic and operational plans to promote consistency and reduce variation. In April 2022, the Ministry of Long-Term Care introduced the Fixing Long-Term Care Act, 2021 and Ontario Regulation 246/22 to transform the organization and delivery of care in Ontario long-term care homes. These changes

have significantly affected operations, service delivery, policies, and procedures. In collaboration with senior managers and team members, Maple Villa has implemented these requirements, which have helped identify further opportunities for improvement. Progress updates will be shared regularly with our constituents. Our quality priorities are informed by:

- Fixing Long-Term Care Act, 2021 and Ontario Regulation 246/22;
- Other applicable legislation;
- RNAO Best Practice Guidelines;
- Accreditation Canada standards and accredited with commendation;
- Annual program evaluations;
- Resident, Family, and Caregiver Experience Surveys;
- Employee Engagement Surveys;
- Data insights and key performance indicators from PointClickCare (PCC);
- Canadian Institute for Health Information (CIHI) performance indicators;
- Health Quality Ontario (HQO) priority indicators;
- Internal auditing programs;
- Feedback from Resident Council, Family Council, and external constituents, including the MLTC; and
- New and emerging technologies, including artificial intelligence.

Each year, Maple Villa develops Quality Improvement Plans (QIPs) that align key areas of focus with provincial system priorities while supporting the best possible lived experience for residents, families, and team members. The 2026/27 QIP identifies the following priority areas for improvement:

- Reduce avoidable Emergency Department transfers;
- Build team member knowledge of Indigenous health and well-being as part of our Diversity, Equity, Anti-Racism, and Inclusion work;
- Reduce the percentage of residents who have experienced a fall in the last 30 days;
- Increase resident, family, and caregiver participation in the Annual Resident, Family, and Caregiver Experience Survey; and
- Maintain the high satisfaction levels identified in the 2025 Resident and Caregiver Satisfaction Survey.

The home's QIP goals are integrated into operational and strategic planning. These priorities support Maple Villa's commitment to improving care and delivering service excellence. The goals and change ideas will continue as multi-year initiatives as the home sustains improvements in effective care, service excellence, and resident experience.

Our Areas of Priority are measured, monitored, and communicated throughout the year through core program committees, the Professional Advisory Committee, Quality Council, Resident Council, Family Council, and home- and sector-level meetings.

Reflections Since 2024 Quality Report

In 2025, Maple Villa Long-Term Care Centre continued to build strength and resilience to support residents and team members in an evolving health care landscape. We view sector pressures and challenges as opportunities to grow our practices and advance our goal of being a sector leader. Our transition to a larger new home will further depend on the strong foundation we continue to build and reinforce.

Although the pandemic has become more endemic, our infection prevention and control (IPAC) practices remain a key strength in managing COVID-19 and other infectious illnesses, including influenza and Respiratory Syncytial Virus (RSV). Despite ongoing sector challenges, including increasing resident care needs and workforce shortages, Maple Villa remains committed to achieving its goals.

Other areas of focus and growth over the past year included:

- Strengthening IPAC practices by developing the home's IPAC Lead role;
- Using technology systems, including *Staff Schedule Care* and the planned mid-2026 launch of *Automated Care Messaging*, to communicate and engage with constituents;
- Introducing Gold Standard Quality Processes to strengthen the audit program, identify gaps, articulate changes, and reassess progress through our quality improvement process;
- Continuing improvements to the *PointClickCare®* database;
- Engaging with health care partners through initiatives such as IPAC Hubs and Ontario Health Teams;
- Using Continuous Quality Improvement internal data reporting to establish baseline data for the Quality Program and support improvement conversations among teams;
- Maintaining a commitment to 100% team member certification in the Gentle Persuasive Approach (GPA);
- Reviewing models of care and selecting the *Butterfly Approach* as our dementia program;
- Identifying the need to update all policy manuals and selecting a provider; and
- Exploring new technology for implementation in the new home.

Team Member Development

Maple Villa continues to strengthen foundational tools and processes so teams have the resources needed to deliver high-quality care and support.

Supporting team members with ongoing education is essential to meeting resident needs, helping caregivers grow, and preparing for the future. The **Surge Learning** education platform remains an important tool for team member education and regulatory compliance. Key training areas include emotion-focused care and safety, IPAC, accessibility, and customer service.

The Ministry of Long-Term Care Inspection Guidelines, introduced in 2022, help identify opportunities to improve resident care and services. We will also take a proactive approach by



subscribing to a new electronic policy and procedure platform, ensuring team members have ready access to evidence-based policies that support consistent practice.

We actively engage constituents in reviewing data, evaluating outcomes, and collaboratively planning meaningful improvements for residents, families, and team members.

Palliative Approach to Care

Our team continues to strengthen palliative care support through staff training and certification, resident and family feedback, and ongoing evaluation. We facilitate conversations with residents and families about end-of-life choices and care, including proactive discussions about wishes and needs to help reduce unnecessary hospital transfers.

PointClickCare® (PCC)

PointClickCare is the resident electronic health record system. Improvements planned for the year include:

- Implementing the Practitioner Engagement Module;
- Implementing Secure Messaging;
- Implementing the skin and wound module; and
- Using Performance Insights.

In 2026, a primary goal is to implement Secure Messaging for physicians, nurses, and our pharmacy partner. We will also continue automating data capture to improve and centralize documentation, helping teams work more efficiently and spend more time on direct resident care and service.

Mealsuite®

In 2026, we will begin using a paper-based version of Mealsuite as we prepare to transition to a fully electronic system at our new location. The electronic version will allow residents and caregivers to view daily, weekly, and monthly menu options on dining room screens. Staff will record resident meal choices on tablets, with selections sent instantly to the dietary team's point-of-service system. This technology will improve information sharing, timeliness of selections, resident satisfaction, and enjoyment of meals.

Performance Monitoring & Measurement

Maple Villa continues to strengthen quality initiatives by refining measurement and accountability systems. Routine quality and risk management reviews include monitoring and evaluating:

- Home- and program-level performance indicators;

- Priority indicators identified in the Annual Quality Improvement Plan;
- Professional Advisory Clinical Indicator Reporting;
- Quality and Risk Management Incident Reporting; and
- Satisfaction and Experience Surveys.

Maple Villa publicly reports clinical outcomes to support quality improvement across the sector. In the previous reporting period, four of seven clinical outcomes were favourable compared with provincial averages. These results reflect the quality of care provided at Maple Villa Long-Term Care Centre and the ongoing improvements in practice, policy, and education implemented by the home.

Maple Villa Long-Term Care Centre CIHI Performance Indicators, 2025–2026

Quality Indicator	National Average	Maple Villa Long-Term Care Centre Average
Falls in Last 30 Days	16.89%	6.56%
Worsened Pressure Ulcers	2.68%	5.70%
Potentially Inappropriate Use of Antipsychotics	21.26%	20.00%
Restraint Use	4.20%	4.15%
Worsened Depressive Mood	20.98%	25.64%
Experienced Pain	6.13%	1.64%
Worsened Pain	9.87%	13.33%

Resident, Family, and Caregiver Satisfaction

Maple Villa conducts an annual resident, family, and caregiver experience survey as part of its commitment to high-quality care. Feedback helps identify opportunities for improvement and change. To encourage participation, we actively promote survey completion and provide direct support or equipment when needed. The 2025 Annual Resident, Family, and Caregiver Satisfaction Survey was conducted in June 2025.

Maple Villa uses formal and informal channels, including newsletters, town halls, resident, family, and quality council meetings, and team member meetings, to review survey results with staff, residents, families, and caregivers. Survey findings help identify priority areas for quality improvement. The Administrator shared the 2025 results in the home and specifically with Resident and Family Councils in August 2025, and the findings supported action planning to maintain overall satisfaction. A copy of the 2025 results is attached to this report and available on the home's quality board or by contacting the Administrator.

2025 results include:

- 98% satisfaction with overall care and services;
- 98% positive rating for expressing opinions without fear of consequence;
- 98% positive rating for feeling listened to;
- 98% positive rating for being kept informed of changes;
- 98% positive rating for involvement in decisions; and
- 98% would recommend the home to others.

We are committed to using survey results to improve programs and services for residents, families, and caregivers.

Areas trending downward in 2025 include:

- Overall experience with dietary staff
2024 rating: 87%; 2025 rating: 85%
- Overall experience with housekeeping staff
2024 rating: 88%; 2025 rating: 85%
- Overall experience with hairdresser/barber
2024 rating: 87%; 2025 rating: 83%
- Survey participation rate
2024: 11 surveys returned; 2025: 10 surveys returned

Maple Villa has begun planning to use a fully electronic Resident/Family/Caregiver Experience Survey in 2026. Resident and Family Councils will be involved in the review of the survey document with an opportunity to provide input into the survey structure, organization and content. Looking to increase participation rates in the survey by 100% as well as providing more robust reporting for analysis and planning purposes, the electronic survey will increase accessibility in a meaningful survey document that is reflective of our constituents' needs and values.

Maple Villa will also continue focus on the customer service experience of our residents and families looking to increase the experience with dietary and support service teams to over 90% in 2026.

Although the overall satisfaction rating with care and services remains high at 98%, Maple Villa cautiously views these results due to the low survey response rate in 2025.

Communication Strategy

Maple Villa manages constituent communications internally and uses a range of channels to keep residents, families, caregivers, team members and the community informed, engaged and connected.

Communication Channels

- Social media platforms, where appropriate, to improve accessibility, including LinkedIn, Facebook, Instagram and Nuiz.
- Monthly newsletters, available in both paper and electronic formats, provide updates and announcements.
- Monthly meetings of the Resident and Resident Food Committee; quarterly Family Council meetings.
- Monthly regular and ad hoc team member meetings.
- Memos and posters to share information with residents, families, caregivers, and team members.
- Monthly town hall meetings, with one session for residents and caregivers and one for staff, offered both in-person and virtual attendance options.

Current and Future Tools

- Email is currently used to communicate with family and care partners.
- Nuiz is currently used to communicate with team members.
- Later in 2026, Maple Villa will introduce Automated Care Messaging (ACM) for residents, families, and caregivers.
- For team member communications in 2026, Maple Villa will transition from Nuiz to an embedded feature within Staff Schedule Care (SSC), the staff scheduling platform.

Urgent Communications

Urgent or time-sensitive communications are posted on the landing page of the team member-accessible intranet, sent out via the fan out list or through Nuiz. For residents and families, email messages and phone calls are used.

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Date: June 30, 2026



Attachments:

2025 Resident/Family Satisfaction Survey Results

2026/27 Quality Improvement Plan (QIP) - Narrative For Healthcare Organizations in Ontario