



CONTINUOUS QUALITY IMPROVEMENT INITIATIVE REPORT 2025-26

DESIGNATED LEAD: Daniel Bedard, Director of Quality & Innovation

QUALITY IMPROVEMENT PRIORITIES 2025-26:

For the upcoming fiscal year, we are prioritizing three key focus areas to enhance resident well-being, care quality, and team member engagement.

1. Meaningful Engagement

The Village aims to improve the quality and frequency of engagement between team members and residents through several initiatives. These include: regular consultations with the Residents' Council, where the General Manager or Director of Recreational Services gathers feedback on meaningful activities to guide ongoing improvements; "Top 10" Boards, part of the dementia-care program Living In My Today, are placed in resident rooms to showcase personal interests and preferences, helping care teams tailor engagement strategies; and a trial program that will assign a rotating PSW as an Engagement Champion to spend 30 minutes each shift on social interaction with residents, with activities informed by resident input and documented for accountability from July 1 to September 30, 2025.

2. Reduction of Antipsychotic Use

The Village will continue its goal of reducing antipsychotic use through the following change ideas: clinical leadership will provide monthly training for registered team members on accurate documentation of personal expressions, focusing on identifying triggers to enable timely non-pharmacological interventions; the Personal Expression Resource Team (PERT) lead will track antipsychotic use, with potential discontinuation cases reviewed during quarterly Professional Advisory Council meetings, and new residents on antipsychotics assessed within six weeks of move-in; and PSWs and frontline team will receive monthly training in non-pharmacological approaches, incorporating Supportive Approaches to Care and input from the Geriatric Mental Health Outreach Team (GMHOT).

3. Reduction of New and Worsening Stage 2–4 Pressure Ulcers

The Village is working to improve the detection and prevention of pressure injuries through targeted education and enhanced team communication. Registered team members will receive monthly in-service training on accurate wound assessment, timely documentation, and early intervention. Personal Support Workers (PSWs) will be trained by the Skin and Wound Lead on proper bathing techniques, the use of barrier creams, and the importance of identifying and reporting skin changes. To support ongoing improvement, monthly wound reports will be shared with team members, and neighbourhood huddles will be held to review data trends and promote proactive wound care strategies.

Advertising for Family Council Membership

- The Village, in its monthly newsletter and through posted information, continues to ensure family members are aware of their right to form a Family Council and that the Village will facilitate its establishment and provide a space to meet.

PROCESS TO DETERMINE PRIORITY AREAS:

Priority areas were determined through analysis of Village trends, discussions by leadership and review of the resident InterRAI Quality of Life (QoL) assessment, conducted annually with residents able to complete the survey. The Continuous Quality Improvement (CQI) Committee is presented with an overview of the gaps, risk areas, and quality improvement initiatives in the Village and its recommendations are sought, both for immediate action plans and for determining the medium- and long-term QI goals of the Village. The Committee reviewed the priorities in this report at its June 12th, 2025 meeting. Our Residents' Council was presented with the priority areas suggested by Village leadership at its February 20th meeting and the suggested focus areas at its April 16th, 2025 meeting.

- 1) **Meaningful Engagement:** Village leadership reviewed 2024's QoL survey results, measuring them against previous years and the organizational and international averages. These results were presented to Residents' Council, along with a summary of areas identified by leadership as potential focus areas. Residents' Council approved of Meaningful Engagement as a focus area and continues to be consulted monthly regarding team member engagement.
- 2) **Reduction of Antipsychotic Use:** Upon review of Canadian Institute for Health Information (CIHI) data from 2024, Village leadership identified that despite being a focus of Maynard's 2024 QIP, the indicator of "Taken antipsychotics without a diagnosis of psychosis" remained higher than that of the provincial average.
- 3) **Reduction of New and Worsening Wounds:** The Village observed a significant increase in worsening stage 2 to 4 pressure ulcers in the Q2 to Q4 2024 CIHI data, and as a result chose this as a priority area for our 2025 QIP.

PROCESS TO MONITOR AND MEASURE PROGRESS, IDENTIFY AND IMPLEMENT ADJUSTMENTS, AND COMMUNICATE OUTCOMES:

The progress of quality improvement initiatives in the Village is monitored regularly through our Continuous Quality Improvement committee. The Village Quality lead chairs monthly leadership meetings where the focus areas of the QIP and other ongoing improvement plans are reviewed, tracking data is updated, and progress is monitored. Responsibility for specific change ideas and actionable items is established through the QIP workplan. Ad hoc plans are also developed to address gaps or opportunities discovered by our regular internal auditing and program reviews, which are also reviewed at our monthly Quality meeting with leadership. The input of our Residents' Council is sought for our QIP, and the progress and outcome of the plan are shared with the council and CQI Committee. The Village also utilizes our internal messaging system to share improvements with team members, and shares improvements with families through our monthly newsletter.

RESIDENT & FAMILY/CAREGIVER EXPERIENCE SURVEYS:

Schlegel Villages measures resident and family/ caregiver experience using the interRAI Self-Reported Quality of Life Survey and the interRAI Family Survey on Quality of Life. The survey is made up of a number of statements, and participants are asked to respond with how frequently the statement is true for them – Never, Rarely, Sometimes, Most of the Time or Always. The validated surveys are used internationally and allow for benchmarking across organizations and countries.

Resident survey: Residents who are able, are given the opportunity to complete the survey annually, around the anniversary of their move-in date. Surveys are run year-round (January to December) to help eliminate bias. New

residents moving into the Village are ideally offered a survey twice in their first year; three months after moving in and then again around their anniversary.

Family survey: Families (or friends/caregivers) were provided an electronic copy of the survey on September 27th, 2024 via e-mail and encouraged to complete online or return a paper copy. Due to low participation, the Village continues to explore strategies to improve family participation in the survey, such as informational posters or offering the survey as part of the annual care conference process.

Results of the surveys:

Residents: The interRAI Self-Reported Quality of Life Survey is designed to capture residents' perspectives of life within long-term care. This survey is recognized globally and helps us compare our performance over time and against others. In the survey, residents answer questions about how often certain statements are true for them. InterRAI has created five scales, aggregating correlated statements. A snapshot of the report is included below, along with a brief overview. International benchmarks are from 2018. The village is exceeding the international 80th percentile in all five scales: Staff Responsiveness, Personal Control, Food & Meals, Staff Caring, and Social Life. As a village, we received 23 surveys in 2024.



Staff Responsiveness Scale (8 items; max score 24): This scale assesses how residents perceive the responsiveness of our teams, covering aspects like getting help, receiving needed services, and being treated with respect. This year saw all 8 item scores improve, with the most significant in "Staff respect what I like and dislike" (60% positive in 2023 vs 95% positive in 2024).

Personal Control Scale (8 items; max score 24): This scale measures how much control residents have over their daily activities, including going outdoors, choosing activities, and deciding on personal matters. The Village saw improvements in positive responses to 6 of 8 items, with a 10.4% drop in "I control who comes into my room" (80% in 2023 vs. 69.6% in 2024) and a 24% drop in "I can be alone when I wish".

Social Life Scale (10 items; max score 30): This scale evaluates residents' social interactions and engagement, looking at aspects like participating in activities, making friends, and experiencing meaningful connections. 4 of the 10 items saw growth or parity in 2024, with the largest gain in "Enjoyable things to do here on weekends". Of the categories with less positive responses, the largest decrease was in "Religious activities that have meaning to me" and "It is easy to make friends here".

Food Scale (3 items; max score 9): This scale gauges residents' satisfaction with food, including their favorite meals, meal variety, and enjoyment during mealtimes. These three items all saw increased positive responses: "Variety in my meals" (46.7% in 2023 vs 91.3% in 2024), "I get my favourite foods here" (36.7% vs 69.6%), and "Enjoy mealtimes" (86.7% vs 100%).

Caring Staff Scale (5 items; max score 15): This scale focuses on residents' perceptions of the team's friendliness, communication, and responsiveness to their needs. Positive responses increased in 4 of 5 categories, with the largest increase in "Staff respond to my suggestions" (50% in 2023 vs 87% in 2024) and the largest decrease in "Some of the staff know the story of my life" (33.3% vs 26.1%).

Family: The interRAI Family Survey on Quality of Life was developed to measure family members' experiences and perspectives. Families are asked 25 questions, 12 are core items which are similar with the resident survey, and 13 are unique to the family experience. Similar to residents, families are asked how often the statements are true. Positive response rates are "most of the time" and "always". Results are summarized by domain. The survey closed December 31, 2024, with 6 responses received. Of the surveys received, 75% of answers were positive (either "Most of the time" or "Always"), and included comments such as:

- "Great nursing and support staff very friendly and helpful."
- "I could not imagine my father being anywhere else, other than home of course."
- "So far the care has been wonderful."
- "...we have been pleased by the care and concern shown by the staff in terms of keeping us notified of his health status and any changes considered necessary by the attending physician."
- "Although facilities are older...from our experience, the staff appear to be very caring."

How the results were shared with residents, their families, Residents' & Family Councils and team members:

Results of our 2024 Resident Quality of Life survey were shared with Resident Council in the February 18th, 2025 meeting and posted in the neighbourhoods to share with residents not on the council. They were posted in the Village on May 28th, 2025 and reviewed with Team Members at a Village Town Hall on June 5th, 2025. The Village's Family Council has been inactive due to a lack of participants in 2025; results have been included in the June 2025 Newsletter.

QUALITY IMPROVEMENT IN 2024-2025:

Improvements based on results of QoL survey from 2023

In 2024, the Village focused on a decrease in positive responses to the statements "Staff respect what I like and dislike" and "I am treated with respect by the staff", and developed multiple plans in response to these results:

- Clinical leadership reviewed the resident bill of rights with 31 members of the neighbourhood care teams in huddles across all shifts from March 24th to April 10th, 2024.
- Schlegel Villages' external organizational partner CAST Canada facilitated conversation sessions with residents on May 13th and October 25th, 2024. These were discussions focusing on respect that provided residents with an

opportunity to expand on how they define respect, and how they would like to be treated by team members in a respectful manner. In the September 17th Resident Council meeting, the council expressed that they greatly appreciated having these discussions as a venue to share with the Village team their thoughts and feelings on the topic.

- To improve meaningful and respectful engagement between team members and residents, the Village continued to hold “Know ME” sessions with neighbourhood care teams as part of its Quality Improvement Plan. These sessions – held with neighbourhood care team members on all shifts between May 13th and August 25th, 2024 – were a review of ME (My Experience) forms, which are filled out by residents or their family and friends upon move-in and highlight biographical information or personal preferences that residents wish to share. By reviewing these with their care team, it encourages team members to engage with residents beyond the typical clinical care provider-patient relationship. ME Forms were completed for all participating residents.
- Related to the topic of respect, the Village also took action in response to negative responses to the statement “Bothered by noise”. This included noise level monitoring and assessment during night shifts, identifying sources and reporting findings. This initiative aimed to reduce unnecessary noise and ensure a quiet and peaceful environment for residents. Overnight assessments were conducted on April 8th and 18th, May 3rd and 28th, June 1st and 28th, and July 15th. These efforts were paired with noise surveys conducted with residents in March and September, 2024. In our review of our QoL results at the April 16th Residents’ Council meeting, residents expressed that the noise levels had improved.

The plans developed by leadership were reviewed, discussed, and with the CQI Committee in their June 4th and July 30th, 2024 meetings. Due to no participants, the Maynard Family Council has been inactive since their last meeting on September 25th, 2024.

Other improvements made in 2024

Other improvements and initiatives made in areas identified as priorities in 2024 include:

Increasing Team Member Engagement:

- A key element of maintaining a high standard of resident care is through the well-being, satisfaction, and engagement of our team members. Our 2024 Team Member Engagement Survey saw considerable increases across all categories (Engagement, Culture, Well-Being, Leadership, DEIB) and a significant increase in participants (34 in 2023 vs 79 in 2024). Action plans were developed in the areas of Well Being, Team Member Engagement, and Relationships with Leadership to improve the Village work environment for residents’ care providers. The Village brought an external partner (CAST Canada) on February 26th, 2025 in to hold conversations with the team members on the topics of Leadership Values and Building Trust. Feedback from these sessions (while maintaining team member anonymity) was reviewed with the leadership team at the end of the day and used to inform efforts towards building stronger relationships between Village leadership and team members.

The below improvements were shared with councils, team members, families, and residents in our June 27th, 2025 Quality Improvement Communication:

- Continued to provide CONNECT the Dots training to all team members with the goal of 100% completion. This is a one-day training seminar designed by Schlegel Villages to help leadership and team members identify how to work together to create exceptional customer experience for residents, families, team members, and anyone who enters our Village.

- Dedicated time at resident care conferences to discuss the importance and advantages of advanced directives, with a focus on the services the Village can provide for palliative care and ensuring residents and their families/POAs are aware of services available to meet their care needs at various stages.
- Our Neighbourhood Coordinator reviewed bathing preferences with residents to document and support their preferences (time of day, bath or shower). Additional training was provided to team members on safe transferring to and from tubs. Spa rooms were improved with music and decorative plants to promote a relaxing environment.
- Leadership team members participated in Walk-A-Mile, shadowing team members in departments other than their own to gain insight and identify barriers or areas requiring support. The leadership team also increased their presence on overnight shifts, establishing a set routine to identify opportunities for team member education and to acquire better perspective on residents' needs on a 24-hour basis.
- Improved our linen supply management and distribution, monitoring linens for signs of wear and ensuring neighbourhoods have appropriate supplies to meet residents' changing care needs.
- Completed extensive renovations to our kitchen.

Other improvements made by the Village in 2024:

- Renovation of the Trinity neighbourhood shower room on November 27th, 2024, to replace damaged tiles and provide an aesthetic facelift. This was communicated to resident council on November 19th, 2024.
- Landscaping of the garden and grounds in front of the Village was improved in October and reported to Residents' Council on October 22nd, 2024.