

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

August 12, 2026

OVERVIEW

Lakeland Long Term Care's mission is "Dependable, Supportive, Accountable, A Benchmark for Long-Term Care"; to follow Ministry of Long Term Care (MOLTC) guidelines and support our residents, their families and our staff. Lakeland is committed to provide excellent quality of care to residents and is focused on resident centered care environment.

In an on-going effort to exceed expectations, Lakeland LTC is constantly evaluating and re-evaluating the care and services that we provide to our residents. We are able to identify challenges, establish, and implement strategies that have proven effective over time through Resident & Family Satisfaction Surveys, daily Quality & Risk meetings, monthly mandatory programs committee meetings and quarterly Quality Committee meetings.

Our interdisciplinary Quality Improvement Team is creative and innovative; thinking outside of the box to develop quality improvement plans grounded in person centered care and strong relational coordination.

For 2026-2027 Quality improvement plan, Lakeland Long Term Care has identified three (3) indicators under the priority quality dimensions.

We are working on many other projects as part of our day-to-day commitment to Quality Improvement (such as reducing falls, ensuring that we have the right clinical tools to support our work, incorporating equity, diversity and inclusion principles in to work place and developing our capacity for truly collaborative palliative

care). However, while we continue that important work (and many other initiatives) we wanted to highlight three (3) areas that are of particular and timely importance.

The areas we have chosen for our 2026-2027 Quality Plan have to do with:

- 1) Rate of potentially avoidable emergency department visits for long-term care residents
 - 2) Percentage of staff (executive-level, management, or all) who have completed relevant advanced equity, diversity, inclusion, and anti-racism education
 - 3) Percentage of residents responding positively to: “What number would you use to rate how well the staff listen to you?”
- We are excited about these plans, and know that they will make a difference to the lives of those we have the privilege of caring for at Lakeland Long Term Care.

ACCESS AND FLOW

Lakeland long-term care is currently working on enhanced staffing pattern (Registered Practical Nurses and Personal Support workers) which is designed to improve nursing assessments and overall quality of care. Enhanced RPN staffing pattern would identify significant changes in residents with appropriate assessment tools in a timely manner, improving inter-professional communication and accurate documentation. This would also aid in treating the residents in house upon identifying the underlying concerns with proper nursing assessments in collaboration with physicians and could reduce unnecessary ED visits. Enhanced PSW staffing would provide comprehensive care to residents in all daily personal care aspects and thus enhancing overall quality of care to residents.

Lakeland has collaborated with external partners- Belvedere and West parry sound health centre for better resident health outcomes and aiming at reducing the Emergency department visits.

EQUITY AND INDIGENOUS HEALTH

Lakeland stepped forward to incorporate equity, diversity and inclusion (EDI) training into online surge learning platform in 2024 and will be working towards the target of 100% completion of the education module in 2026 by all staff. In addition, two of the Lakeland leadership members have taken advanced EDI training to train all the staff in advanced practices of EDI.

Lakeland has been working in collaboration with external collaborator-Belvedere Heights utilizing Centers in learning, research and innovation in Long term care's equity, diversity and inclusion toolkit and have assessed the prevailing practices of equity, diversity and inclusion and have formulated an action plan to address the gaps in assessment findings. The areas of work are planning and policy, organizational culture, employee education and training, human resources, community capacity building, resident and family engagement and LTC services provision. The implementation of action plan is in progress.

Lakeland will be organizing “Harmony Week” in 2026 where staff working at Lakeland from various cultures across the globe including staff from indigenous culture will host multiple symposiums displaying their unique cultural items, art, music and other holiday traditions to create cultural awareness and share knowledge and information. Standard operating procedures for Smudging and cedar bath are in place currently at Lakeland and are working towards finalizing the respective policies.

PATIENT/CLIENT/RESIDENT EXPERIENCE

For 2026, Lakeland has taken up the initiative- Percentage of residents responding positively to: “What number would you use to rate how well the staff listen to you?”

Lakeland will be working on enhanced communication skills training for staff to effectively communicate with residents to meet their needs.

PROVIDER EXPERIENCE

Lakeland has highly active and engaged staff members who routinely provide advice and suggestions for improvements. Lakeland management team has regular meetings with all staff groups in order to share information, ensure transparency with our decision-making, and listen to their ideas and experiences.

Lakeland senior leadership team exclusively meet with the physicians, Medi-system pharmacist, public health representatives, Lifemark representatives (Lifemark provides Lakeland with Physiotherapist, Occupational therapist and Physiotherapy assistants) at quarterly Professional Advisory Committee to review the prevailing practices pertaining to the concerned departments and seek an opportunity to revise the practices as necessary for better residents outcomes.

SAFETY

For the year of 2026, Lakeland will continue to implement the Public health Ontario's antimicrobial stewardship tool for the residents who present with symptoms of urinary tract infection. Registered staff will assess the residents systematically utilizing the tool upon symptom presentation and will communicate with the physicians with detailed assessment findings. This provides an opportunity to rule out urinary tract infections by physicians based on the tool assessment findings and avoids unnecessary use of antibiotics in elderly.

PALLIATIVE CARE

Lakeland is actively working with Palliative coach from West Parry Sound Health Center to seek opportunities for enhanced palliative care and End of life services for residents. Senior leaders and registered staff have enrolled in LEAP LTC program, which is an award winning palliative care program tailored for Long Term Care. In services on palliative care have been implemented in 2025 and Lakeland is working on a plan for more palliative/end of life care educational sessions in 2026.

POPULATION HEALTH MANAGEMENT

As a core signatory partner in the West parry sound Ontario Health Team, Lakeland engages actively in planning and strategies to proactively meet the health care needs of our community. This initial work has included the formation of an Equity, Diversity and Inclusion advisory council to explore opportunities to collect, review, interpret and share information concerning improving awareness and the delivery of equity, diversity and inclusion in all programs and services for the communities served by the constituent organizations.

Lakeland is involved in spasticity management program where the residents presenting with muscle stiffness would be referred to the botox injection clinic and they would assess the referred residents to inject botox to manage the muscle spasticity.

Lakeland continues to be an active member of the health and social services network, involve in making collaborative decisions pertaining to Infection Control and Prevention with Belvedere Heights and West Parry Sound Health Center.

Lakeland has been associated with Behavior supports Ontario and community support services.

Lakeland continues to work with Lifemark which provides physio therapy and occupational therapy services that are crucial for residents to restore and enhance mobility, reduce pain, and promote overall physical fitness and wellness.

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
March 26, 2026

dsanderson@wpshc.com, Board Chair / Licensee or delegate

swhite@lakelandltc.com, Administrator /Executive Director

nbaddula@lakelandltc.com, Quality Committee Chair or delegate

Other leadership as appropriate
