

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

April 29, 2026

OVERVIEW

Cassellholme, as per the by-laws, develops strategies and plans to make improvements, set goals and implement meaningful change. The Board of Management, staff and stakeholders engage in strategic planning using relevant Provincial and Regional legislation. Cassellholme is committed to delivering care that is focused on quality and resident safety. Resident care is delivered within the context of our values: Dignity, Accountability, Respect and Excellence. This Quality Improvement Plan (QIP) process is a key element in Cassellholme's continuous efforts to provide high quality care for our residents.

All members of our staff community is committed to providing quality resident care. Whether it's engaging entertainment, skilled healthcare providers, delicious and nutritious meals, we judge our success on our residents' feedback. For the past few years our survey results indicate satisfaction levels over 98% from residents and care partners. Our quality improvement process includes engagement with the residents, family and friends, staff, and the leadership team. We've taken steps to engage our residents and significant others in new ways, creating space for input on the development of the quality plan, setting of priorities, and quarterly review on the progress of our quality improvement goals. We engage our residents through Resident Council meetings, Resident Satisfaction Surveys, newsletters, our bulletin board, and informal feedback. We actively encourage participation of the residents in all

aspects of life at our home. We strive to ensure that the quality indicators are meaningful from a resident's perspective. This approach creates an excellent balance where residents, front-line staff and our leadership team work together to achieve shared

quality improvement goals and improve the quality of care

ACCESS AND FLOW

Our home is committed to optimizing system capacity, ensuring timely access to care, and improving patient flow to enhance outcomes and overall quality of care for our residents. As part of this work, we collaborate closely with our community partners to implement strategies and care approaches that reduce avoidable emergency department visits. This includes strengthening access to primary care and advancing new models of care that better support residents within the home.

We place a strong emphasis on understanding each resident's goals of care and supporting those goals to the fullest extent possible. Through proactive identification and management of health concerns, and by maximizing the scope of practice of our Nurse Practitioners and clinical team, we aim to manage as many health challenges on-site as possible. This includes the provision of advanced clinical services within the home such as IV therapy, bladder scanning, and ECGs, allowing us to respond quickly and effectively to changing resident needs while minimizing unnecessary transfers.

In addition, our home has partnered with the Ministry of Long-Term Care and PointClickCare to successfully implement Project AMPLIFI, which has strengthened continuity of care by improving transitions between care settings—resulting in safer care for residents and more efficient workflows for staff.

We are also supported by a number of valued external partners who provide specialized services directly within the home. These

include wheelchair services through Motion, oxygen therapy through Northern Respiratory, both embedded and external Behavioural Supports Ontario (BSO) resources, laboratory services, and AbbVie for our spasticity program. These partnerships allow residents to remain in the comfort of their home while receiving timely, high-quality care.

Our team remains focused on continuous improvement. We are always exploring new opportunities to better meet resident needs, evaluate the effectiveness of our services, and strengthen the overall quality of care we provide.

EQUITY AND INDIGENOUS HEALTH

Our home is committed to fostering an environment of equity, diversity, and inclusion for both our residents and staff. Cassellholme continues to actively recruit internationally educated nurses and team members from a wide range of cultural, ethnic, and religious backgrounds. Our team speaks many different languages, and we view this diversity as a key strength in enhancing the care experience for our residents. Wherever possible, we strive to support residents in their preferred language to ensure comfort, understanding, and a more personalized approach to care.

To further support effective communication, we utilize iPad-based translation tools when there is a language barrier between staff and residents. This helps ensure that residents are able to express their needs, participate in their care, and feel heard and understood at all times.

As part of our ongoing commitment to culturally responsive care, we are actively working in partnership with Nipissing First Nation to

develop an Indigenous Resident Home Area. This initiative is focused on creating a culturally safe and meaningful living environment that reflects Indigenous values, traditions, and ways of knowing, while strengthening relationships with the local Indigenous community.

All staff complete annual mandatory education focused on cultural competency and Indigenous Cultural Safety, along with training on our Standards of Employee Conduct. These standards clearly reinforce our expectations related to non-discrimination, zero tolerance for abuse and neglect, ethical practice, professionalism, and the importance of delivering care with compassion and respect.

In addition, all staff are trained on the requirements of the Accessibility for Ontarians with Disabilities Act (AODA), including how to provide accessible, respectful, and high-quality service to individuals with a wide range of abilities.

PATIENT/CLIENT/RESIDENT EXPERIENCE

Resident voice is a priority at Cassellholme, and we are committed to ensuring residents have meaningful opportunities to share their perspectives. This is supported through our Resident Council and our annual Resident Satisfaction Survey. Feedback gathered through these channels is highly valued and directly informs ongoing improvements to our care and services.

Through the collection and analysis of resident experience data, we are able to identify key themes and areas for improvement, including communication, accessibility, and overall resident satisfaction. The Resident Council meets monthly and provides a structured forum for residents to raise concerns, share ideas, and

contribute to decision-making. This group plays an important role in supporting our quality improvement efforts within the home.

The most recent Resident Satisfaction Survey, completed in Fall 2025, achieved a response rate of approximately 43%. Review of the results identified communication as a key area of focus. In reflecting on this feedback, we recognize the importance of balancing clear and timely communication with families while also upholding each resident's right to make their own informed decisions about their care. In many cases, residents are actively involved in directing their care and determining what information is shared, which can impact family perceptions of communication. Moving forward, we are strengthening our approach to ensure expectations are clearly understood and that communication processes support both resident autonomy and family engagement.

Family Council remains an active and valued partner in supporting resident care and experience. We continue to promote engagement in this forum and recognize its importance in providing insight, advocacy, and support for both residents and the home.

As we move into 2026, our focus will be on further enhancing communication with families to ensure they are well-informed, engaged, and connected to the life of the home, while continuing to respect and uphold resident choice and consent.

PROVIDER EXPERIENCE

At Cassellholme, we recognize that our staff are our greatest resource. To support both recruitment and retention, we have partnered with the University of Toronto to participate in a research study focused on building and sustaining a psychologically safe work environment within long-term care. As part of this work, we are actively implementing strategies that promote staff well-being, engagement, and a positive workplace culture.

The organization also offers an Employee & Family Assistance Program (EFAP), which is regularly promoted through internal committee meetings, new hire orientation, and visible communication within staff areas. This confidential service is available to employees and their families 24 hours a day, 7 days a week, providing accessible support when it is needed most.

We recognize the significant time, effort, and dedication our staff bring to the home each day, and we are committed to supporting and recognizing their contributions. Staff appreciation is a key priority, reflected through ongoing recognition initiatives such as social events, celebration of professional designation weeks—including Nursing Week—and our employee recognition programs. These include a “Shout Out” Board and years of service awards, both of which highlight and celebrate the contributions of our team.

SAFETY

At Cassellholme, the safety of our residents, staff, and visitors is a top priority and is embedded in all aspects of our care and operations. We are committed to maintaining a safe environment through a proactive, systems-based approach that focuses on risk

identification, prevention, and continuous quality improvement.

Our home utilizes a comprehensive incident reporting and review process to identify trends, address risks, and implement timely corrective actions. Key safety indicators are actively monitored and reviewed through our Quality Assurance and Performance Improvement processes. These include:

- Falls rate (including falls with injury)
- Medication incident and error rates
- Infection prevention and control indicators (including outbreak frequency and hand hygiene compliance)
- Use of restraints and responsive behaviour incidents
- Skin and wound prevalence (including pressure injuries)
- Emergency department transfer rates and avoidable hospitalizations

Performance against these indicators is reviewed regularly at leadership and committee levels, including the Quality Committee, to ensure accountability, identify trends, and drive targeted improvement initiatives.

We promote a culture of safety where staff feel supported to report incidents, near misses, and concerns without fear of blame. Ongoing education and training are provided to ensure staff are equipped with the knowledge and skills required to deliver safe, high-quality care. In addition, we work closely with residents and families to support shared responsibility in maintaining a safe environment, while respecting resident choice, independence, and dignity of risk.

Through strong interdisciplinary collaboration, adherence to evidence-based practices, and ongoing evaluation of outcomes, we continue to strengthen our safety practices and ensure a safe and supportive environment for all who live and work in our home.

PALLIATIVE CARE

At Cassellholme, we are committed to providing compassionate, resident-centred palliative and end-of-life care that focuses on comfort, dignity, and quality of life. Our approach is grounded in a holistic philosophy that supports residents and their families through all stages of advanced illness, ensuring physical, emotional, spiritual, and psychosocial needs are met.

A key priority within our palliative care program is the early identification of residents who may benefit from a palliative approach to care. Through ongoing assessments, interdisciplinary collaboration, and proactive care planning, we work to ensure that residents' goals of care are clearly understood, regularly reviewed, and respected. Advance care planning and timely Goals of Care discussions are integral to this process and support informed decision-making aligned with each resident's wishes.

To further strengthen our program, we are working in collaboration with a Clinical Care Palliative Coach through our local Ontario Health Team. This partnership supports the ongoing development of staff knowledge, enhances clinical capacity in symptom management, and helps to standardize best practices in palliative care across the home.

In addition, we have introduced a dedicated Spiritual and End-of-Life Care Coordinator role to further enhance the quality and

consistency of our palliative care program. This role supports care coordination, staff and family education, and the integration of meaningful end-of-life practices, ensuring residents and their families receive compassionate, well-supported care during this critical time.

To enhance care delivery, we continue to build staff capacity through education and training focused on end-of-life care, symptom management, and communication with residents and families. Our clinical team, including Nurse Practitioners, plays a critical role in managing symptoms on-site, reducing unnecessary hospital transfers, and supporting residents to remain in the home whenever possible.

We recognize the importance of supporting families throughout the end-of-life journey. This includes clear and compassionate communication, involvement in care planning, and access to resources and supports during and after a resident's passing. Our home is also strengthening its approach to bereavement support and staff debriefing to ensure both families and team members are supported during these critical moments.

As part of our ongoing quality improvement efforts, we are focused on enhancing consistency in palliative care practices, strengthening documentation, and ensuring timely identification and communication of changes in condition. We continue to monitor key indicators such as hospital transfers at end of life, completion of advance care planning, and family satisfaction to guide improvements.

Through a coordinated, interdisciplinary approach and a strong

commitment to resident dignity and comfort, we strive to provide high-quality palliative care that supports residents and families during one of life's most important transitions.

POPULATION HEALTH MANAGEMENT

At Cassellholme, we are committed to advancing population health management by proactively identifying and responding to the evolving needs of our resident population. Our approach is grounded in the use of data, interdisciplinary collaboration, and strong partnerships across the health system to improve outcomes, enhance quality of care, and ensure appropriate utilization of resources.

We leverage clinical and operational data, including information from PointClickCare, to identify trends, high-risk populations, and opportunities for early intervention. Key areas of focus include residents with complex medical needs, responsive behaviours, chronic disease management, and those at increased risk of hospitalization. This allows us to implement targeted care strategies that support stability within the home and reduce avoidable emergency department visits and hospital admissions.

Through collaboration with our local Ontario Health Team and community partners, we are strengthening coordinated care pathways and improving transitions between care settings. Initiatives such as Project AMPLIFI have enhanced continuity of care by streamlining information sharing and supporting safer transitions for residents across the system.

We continue to build internal clinical capacity to manage resident needs on-site through the expanded scope of practice of our Nurse

Practitioners and clinical team. This includes the provision of advanced clinical services such as IV therapy, bladder scanning, and ECGs within the home, allowing for timely assessment and intervention without the need for hospital transfer in many cases.

Our population health approach also includes a strong focus on health equity and culturally responsive care. Through initiatives such as the development of an Indigenous Resident Home Area in partnership with Nipissing First Nation, as well as the use of translation tools to support communication, we aim to ensure care is accessible, inclusive, and aligned with the diverse needs of our residents.

As part of our Quality Improvement Plan, we continue to monitor key indicators such as emergency department transfer rates, hospital admissions, falls, infection rates, and resident experience measures. These indicators inform targeted interventions and support continuous improvement in both clinical outcomes and resident quality of life.

Through a proactive, data-driven, and collaborative approach, we are strengthening our ability to anticipate needs, coordinate care, and improve health outcomes for the population we serve.

CONTACT INFORMATION/DESIGNATED LEAD

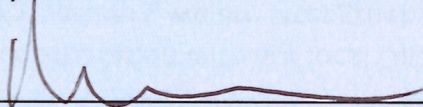
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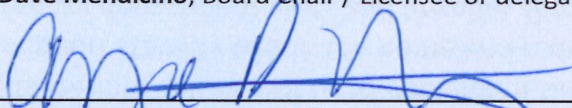
SIGN-OFF

It is recommended that the following individuals review and sign-off on your organization's Quality Improvement Plan (where applicable):

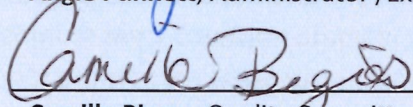
I have reviewed and approved our organization's Quality Improvement Plan on **March 31, 2026**



Dave Mendicino, Board Chair / Licensee or delegate



Angie Punnett, Administrator /Executive Director



Camille Bigras, Quality Committee Chair or delegate

Mel Cross, Other leadership as appropriate
