Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

March 26, 2026

Ontario Health

OVERVIEW

West Perth Village – Mission, Vision, Values & Quality Improvement Plan

Mission

West Perth Village serves seniors by delivering an enriched continuum of quality care and services for those residing within the village and in the broader community. Our care is provided by empowered and dedicated team members.

Vision

West Perth Village is a campus of care that offers a diverse range of services, housing, and support to meet the evolving needs of those we serve.

Values

Integrity
We are committed to honesty, fairness, and transparency in all of our relationships.

Teamwork
We believe that collaboration fosters an environment where individuals and teams can reach their full potential.

Customer Focus
We strive to provide safe, high-quality care and services that not only meet but exceed the expectations of our residents.

Excellence
We are dedicated to continuous quality improvement and believe that striving for excellence enhances the care we provide.

Innovation
We embrace innovative solutions to improve care delivery, optimize resources, and elevate standards within healthcare.

Safety
We are committed to providing a safe and secure home for all residents.

Quality Improvement Plan (QIP)

The Quality Improvement Plan (QIP) demonstrates our commitment to continuously enhancing the quality of care and services we provide to our residents, families, staff, and community partners.

For the upcoming year, our QIP will focus on three key priority areas:

Access and Flow
Reducing emergency department (ED) visits through improved care coordination and proactive interventions.

Resident Satisfaction
Ensuring residents feel safe, heard, and empowered to speak up without fear of consequences.

Falls Reduction
Decreasing the number of resident falls through prevention strategies, staff education, and environmental safety measures.

While these are our primary focus areas, West Perth Village remains committed to ongoing improvements across all aspects of care and service delivery.

ACCESS AND FLOW

West Perth Village is proud to be part of a joint accreditation team with several other organizations within the Huron Perth Ontario Health Team. During the last accreditation cycle, the team collaborated to develop a joint policy related to client flow. The purpose of this policy is to support member organizations across Huron Perth by strengthening communication, coordination, and collaboration within the health care system.

Reducing Emergency Department (ED) visits remains one of our priority indicators. To support this goal, West Perth Village has begun its Best Practice Spotlight Organization (BPSO) journey. Our first Best Practice Guideline focuses on Transitions in Care, which supports safe, seamless, and person-centred transitions when individuals move between care settings, providers, or levels of care. This guideline applies across all health care settings and helps promote continuity of care for our residents.

EQUITY AND INDIGENOUS HEALTH

West Perth Village recognizes and supports the diversity of both our residents and our staff. It is important to us that individuals feel respected and supported in their personal beliefs, cultures, and traditions.

West Perth Village offers multi-faith and spiritual programs based on the needs and beliefs of those living in our home. Our Programs Department also provides activities that celebrate and support different cultures. For example, the home offered a "Food Around the World" program, which allowed residents to learn about other cultures while also providing residents the opportunity to celebrate and share their own cultural backgrounds.

Upon admission, members of the nursing, programs, and RAI teams meet with residents to learn more about their preferences, history, and individual needs. Over the past year, the home has adopted a new admission assessment and a person- and family-centred care assessment in conjunction with the RNAO Clinical Pathways Program.

These new pathways and assessments are resident-focused and ensure that residents and their families are placed at the center of their healthcare planning. They support the development of individualized care plans that reflect each resident's beliefs, values, and cultural background, recognizing that every resident has unique experiences and needs.

PATIENT/CLIENT/RESIDENT EXPERIENCE

West Perth Village's mantra is "Caring is our reason for being." We strive to provide quality care that enriches the lives of those who live in our home and those who serve them. We accomplish this by partnering with residents and their families, promoting a culture of safety, and delivering resident-centered care that meets the individual needs of those we support.

Resident and family feedback is very important to us. We gather this information in a variety of ways, including family and resident surveys, Resident Council meetings, and care conferences. These opportunities allow us to better understand the experiences of those living in our home and identify areas where we can improve.

One area identified for improvement in the survey was the dining experience. While residents reported that they were pleased with the meal choices and quality of the food, there were concerns about the dining room being louder than they would prefer. Some residents expressed dissatisfaction with residents who have responsive behaviours dining in the main dining room.

After speaking with some residents, it became clear that some individuals who are cognitively well may struggle to understand dementia and the challenges their co-residents may experience.

In the past, we have invited an educator from the Alzheimer Society to provide education to residents about dementia and the behavioural changes they may see in their fellow residents. With a number of new residents in the home—some of whom may not have previously received this education—we have decided to offer this learning opportunity again.

Our local Alzheimer Society will be visiting this spring to provide education on the following topics:

Understanding what dementia is (in clear, respectful language)

Why behaviours may occur

How to respond compassionately

Reducing frustration and stigma

Encouraging empathy and community within the home

Our hope is that through increased education and understanding, residents will develop greater compassion for those who may be struggling. This awareness can help foster more supportive interactions and contribute to a calmer and more inclusive dining environment for everyone.

Through our RNAO Best Practice Spotlight Organization (BPSO) journey, West Perth Village will be implementing the Person- and Family-Centred Care Best Practice Guideline in the coming year. This guideline is designed to support nurses and members of the interdisciplinary team in strengthening their knowledge, skills, and confidence in delivering truly person-centred care.

By embedding this approach into daily practice, we aim to enhance meaningful engagement with residents and their families, ensuring that care is respectful, responsive, and aligned with individual values, preferences, and goals.

Ultimately, this initiative is expected to improve residents' overall experience and satisfaction with the care and services provided, while fostering a culture that prioritizes dignity, compassion, and partnership in care

PROVIDER EXPERIENCE

West Perth Village takes pride in ensuring that staff members feel supported and that their voices are heard. We recognize that working in healthcare during and after the pandemic has presented many challenges and can take a toll on staff morale. Staff are better able to provide quality care to residents when they are well themselves.

As an organization, we have provided in-house training on mental health and mindfulness. This year, our focus is to continue expanding our wellness program within the home. We have partnered with the Canadian Mental Health Association (CMHA) to provide additional resources and education sessions for our staff related to mental health and overall wellness. In addition, our leadership team will be participating in training this spring so that they are better equipped to support staff members who may be in crisis or in need of assistance.

All staff at West Perth Village have access to our Employee Assistance Program (EAP). This service is available to staff and their families who may require support. Services available through the EAP include individual counselling, couples counselling, legal advice, health and nutrition support, and assistance with various life transitions. The EAP program also offers a 24/7 crisis line for anyone who may be experiencing a crisis and requires immediate support.

SAFETY

Resident safety is of the utmost importance at West Perth Village. As reflected in our guiding values, "We will endeavor to provide our residents with a safe and secure home."

We are fortunate to operate in a newer Class A facility that is equipped with cameras in all common areas. This feature enhances the safety of residents and allows us to identify and address potential concerns before they escalate into safety incidents. The cameras also allow us to review incidents after they occur so that we can better understand what happened and determine what measures can be implemented to prevent similar occurrences in the future.

When a critical incident occurs, such as a fall with injury or a resident altercation, it is reviewed at our Resident Care meetings, Leadership meetings, as well as our PAC and CQI meetings. Discussing these incidents with a multidisciplinary team allows us to analyze situations from multiple perspectives and develop meaningful strategies to reduce the risk of recurrence. Each team brings a unique lens to these discussions, which is essential when determining appropriate changes and improvements.

At West Perth Village, our goal is for all residents to feel safe and secure in their home. If a resident expresses concern about other residents entering their room, we can offer several supportive measures such as yellow or red room barriers, door alarms, and, when deemed safe and appropriate, child safety locks. While we cannot and will not restrain residents, these strategies help support resident safety while maintaining dignity and independence.

PALLIATIVE CARE

West Perth Village takes pride in ensuring residents receive a high standard of care during all stages of their journey. Over the past two years, we have spent considerable time reviewing and enhancing our End-of-Life and Palliative Care programs to ensure residents receive compassionate, high-quality care that supports both them and their families.

During this time, we created a new full-time nursing position: Communication and Palliative Nurse. This role was designed to enhance and ensure consistent communication among the interdisciplinary team while supporting residents and families throughout the palliative journey. As part of this role, the Communication Nurse ensures that end-of-life and palliative care goals are discussed and established within six weeks of admission. The nurse works closely with residents and families to provide education, guidance, and emotional support during the different stages of life transitions.

West Perth Village is also fortunate to have a full-time Music Therapist in the home. He plays a significant role in supporting both residents and their families during the palliative and end-of-life process. With family approval, he provides bedside music therapy, helps set up calming background music, and offers a compassionate presence for families. Through conversation, listening, and meaningful musical support, he assists families as they grieve and spend precious time with their loved one.

Together, these initiatives help ensure residents and families experience comfort, dignity, and compassionate care during one of

life's most difficult transitions.

POPULATION HEALTH MANAGEMENT

West Perth Village is a proud member of the Huron Perth Ontario Health Team (OHT). Through this partnership, we are able to collaborate, share data, and exchange ideas to help build a more sustainable and equitable health care system. This collaboration allows us to work collectively to ensure the highest quality of care is provided to all populations within our region.

As part of the OHT, West Perth Village partnered with eight other organizations to participate in a joint accreditation process. In April 2024, this collaborative effort resulted in our organizations receiving Accreditation with Exemplary Standing. We continue to build on this work by meeting regularly with our partners to strengthen relationships, share best practices, and improve the delivery of care across the system. This collaborative approach has been essential to our success and is something we are very proud of.

West Perth Village also maintains a strong partnership with the Huron Perth Health Care Alliance. Through this partnership, we are able to access shared resources that support our ability to provide high-quality care to our residents. For example, we work closely with their Human Resources department to assist during workforce challenges, helping ensure appropriate staffing levels and continuity of care. In addition, we utilize their Materials Management services to procure supplies efficiently, preventing delays in resident care and ensuring our team has the resources they need to support residents effectively.

CONTACT INFORMATION/DESIGNATED LEAD

Andrea Pepper
Quality Improvement Coordinator
519-348-8612 Ex 313

Alissa Dearing
Director of Care
519-348-8612 ex 234

Becky Kester
Assistant Director of Care
519-348-8612 ex 314

Leanne Davidson
CEO
519-348-8612 ex 223

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

Board Chair /Licensee or delegate

Administrator /Executive Director

Quality Committee Chair or delegate

Other leadership as appropriate

Access and Flow

Measure - Dimension: Efficient

Indicator #1	Type	Unit / Population	Source / Period	Current Performance	Target	Target Justification	External Collaborators
Rate of ED visits for modified list of ambulatory care–sensitive conditions* per 100 long-term care residents.	P	Rate per 100 residents / LTC home residents	CIHI CCRS, CIHI NACRS / October 1, 2024, to September 30, 2025 (Q3 to the end of the following Q2)	20.83	20.30	Based on previous performance, target is measurable and achievable	

Change Ideas

Change Idea #1 Implement the action plan from the Prevent Trial to reduce fractures from falls.

Methods	Process measures	Target for process measure	Comments
Prevent Leads will track and analyze fall/fracture data	Number of falls and fractures tracked monthly	Decrease number of ED visits related to fracture by 10%	

Change Idea #2 Staff education related to assessments, goals of care conversations with residents and families

Methods	Process measures	Target for process measure	Comments
Quality Coordinator monitoring resident census data for reasons of transfer, nursing to monitor assessments completed; care conferences completed	100% of residents to have a goal of care conversation at admission, 6 week, annual and significant change care conferences	Reduction of acute medical issues being sent to ER (pain, UTI, heart conditions, x-ray etc) by 2.5%	

Experience

Measure - Dimension: Patient-centred

Indicator #2	Type	Unit / Population	Source / Period	Current Performance	Target	Target Justification	External Collaborators
Percentage of residents who responded positively to the statement: "I can express my opinion without fear of consequences".	O	% / LTC home residents	In house data, interRAI survey / Most recent consecutive 12-month period	56.79	70.00	80% of residents feel comfortable speaking to staff about concerns	

Change Ideas

Change Idea #1 Implement the use of QR codes and a private area for families to complete the survey while in the home with loved one

Methods	Process measures	Target for process measure	Comments
Post QR codes throughout home and send through email. Develop a "survey booth" for families to have a quiet area for survey completion.	Weekly tracking of survey completion. Reminder emails to families of the survey due date.	Increase total number of surveys completed by 10%	Total Surveys Initiated: 81

Change Idea #2 Staff education regarding the importance of resident-centred care to ensure residents feel safe to express concerns

Methods	Process measures	Target for process measure	Comments
Implement RNAO Person Centred Care BPG September 2026	Resident satisfaction survey results, increased resident/family satisfaction expressed in care conference	80% residents respond positively to the statement: "I can express my opinion without fear of consequences".	

Safety

Measure - Dimension: Safe

Indicator #3	Type	Unit / Population	Source / Period	Current Performance	Target	Target Justification	External Collaborators
Percentage of LTC home residents who fell in the 30 days leading up to their assessment	O	% / LTC home residents	CIHI CCRS / July 1 to September 30, 2025 (Q2), as target quarter of rolling 4-quarter average	21.69	19.52		

Change Ideas

Change Idea #1 Initiate Purposeful Rounding for targeted high risk residents

Methods	Process measures	Target for process measure	Comments
Falls Committee/nurses assess high risk residents, initiate POC tasks	decrease number of falls by residents on purposeful rounding	overall reduction of falls by 10% in the home	

Change Idea #2 Comprehensive falls assessment with interdisciplinary review

Methods	Process measures	Target for process measure	Comments
Set a threshold of 3 falls/month per resident to trigger the assessment	Nursing to review and complete assessments, complete referral to interdisciplinary team	100% of triggered assessments and referrals completed	Goal of overall fall reduction of 10%

Access and Flow | Efficient | Optional Indicator

	Last Year		This Year		
Indicator #3 Rate of ED visits for modified list of ambulatory care–sensitive conditions* per 100 long-term care residents. (West Perth Village)	**25.32** Performance (2025/26)	**22** Target (2025/26)	**20.83** Performance (2026/27)	**17.73%** Percentage Improvement (2026/27)	**20.30** Target (2026/27)

Change Idea #1 ☐ Implemented ☐ Not Implemented ☑ **In Progress**

Increase onsite primary care

Process measure

- Decrease in ED visits over the next year

Target for process measure

- On average the NP will see 25-30 residents per day

Lessons Learned

Success: Rounding nurses to accompany all physicians; received funding to purchase new diagnostic equipment

Change Idea #2 ☐ Implemented ☑ **Not Implemented** ☐ In Progress

Education regarding role of Nurse Practitioner

Process measure

- Education attendance tracking, surge learning reports, staff meeting attendance, stakeholder updates for families

Target for process measure

- NP/MD referral process tracking utilized 80% of the time

Lessons Learned

Challenge: recruitment for NP in rural LTC homes continues to be difficult

Experience | Patient-centred | Optional Indicator

Indicator #2

Percentage of residents who responded positively to the statement: "I can express my opinion without fear of consequences". (West Perth Village)

Last Year		This Year		
41.41	**70**	**56.79**	**37.14%**	**70**
Performance (2025/26)	Target (2025/26)	Performance (2026/27)	Percentage Improvement (2026/27)	Target (2026/27)

Change Idea #1 ☑ **Implemented** ☐ Not Implemented ☐ In Progress

Increase the number of surveys completed by resident and families

Process measure

- See total number of surveys completed increased

Target for process measure

- 70% completion rate

Lessons Learned

Success: Small increase in the number of responses
Challenge: engaging families to complete the survey

Change Idea #2 ☐ Implemented ☑ **Not Implemented** ☐ In Progress

Resident led education for staff

Process measure

- Resident council to provide feedback on their interactions with staff

Target for process measure

- Increase satisfaction on 2025 survey by 30%

Lessons Learned

Residents chose to focus on other projects

Comment

Post a QR code throughout the home for families to use to access the survey
Develop a private area for families to fill the survey out while in the home.
Re-vamp the length of the survey

Safety | Effective | Custom Indicator

	Last Year		This Year		
Indicator #1 Percentage of long-term care home residents who experienced moderate pain daily or any severe pain during the 7 days prior to their most recent resident assessment (West Perth Village)	**CB** Performance (2025/26)	**CB** Target (2025/26)	**27.10** Performance (2026/27)	**--** Percentage Improvement (2026/27)	**NA** Target (2026/27)

Change Idea #1 ☐ Implemented ☐ Not Implemented ☑ **In Progress**

Decrease the percentage of residents with moderate to severe pain

Process measure

- Nquire data Daily Pain Tracking Quarterly pain review Comprehensive pain assessment

Target for process measure

- Decrease residents experiencing pain by 3%

Lessons Learned

Challenge: high number of falls with fractures;
high number of palliative residents;
new admissions with chronic pain

Success: 1.4% decrease in overall pain;
Pain Clinical Pathways implemented in November 2025;
Pain/End of Life Program continues to evolve

Change Idea #2 ☐ Implemented ☐ Not Implemented ☑ **In Progress**

Implement RNAO BPG for Pain Prevention, Assessment and Management

Process measure

- No process measure entered

Target for process measure

- No target entered

Lessons Learned

Go Live Date: June 2026

Change Idea #3 ☐ Implemented ☐ Not Implemented ☑ **In Progress**

Implement RNAO Clinical Pathway for Palliative/End of Life Assessments

Process measure

- No process measure entered

Target for process measure

- No target entered

Lessons Learned

Go Live Date: July 2026