

Quality Improvement Plan (QIP)

# Narrative for Health Care Organizations in Ontario

March 27, 2026

## OVERVIEW

Albright Manor continues to strengthen its approach to quality improvement by focusing on clinical decision-making, resident experience, and the use of data to guide safer care. Over the past year, the home has reviewed its quality indicators and internal processes to better understand where improvements are needed and where progress has already been made.

One area of focus has been the appropriate use of antipsychotic medications. Through regular interdisciplinary medication reviews and collaboration between physicians, the Nurse Practitioner, pharmacy, and the care team, the home has strengthened its approach to prescribing practices. Staff have also increased their use of non-pharmacological approaches to support residents with responsive behaviours. Internal monitoring continues to demonstrate significant improvement quarter over quarter, supported by regular medication review, collaboration with physicians and pharmacy, and increased use of non-pharmacological approaches.

Albright Manor has also identified opportunities to strengthen communication between staff and residents and ensure residents feel comfortable expressing their opinions and concerns. Improvements to resident surveys and staff education will support more consistent collection of resident feedback and help guide future quality improvement initiatives. Albright Manor has also begun implementing the Butterfly Model of Care, an approach focused on relationship-centred dementia care that emphasizes meaningful engagement, emotional well-being, and stronger connections between residents and staff.

In the coming year, the home will focus on strengthening early identification of changes in resident condition, improving communication with physicians and the Nurse Practitioner using structured tools such as SBAR, and enhancing review processes for falls, skin integrity, and restraint use. These initiatives support the home's goal of providing safe, person-centred care while reducing avoidable hospital transfers and preventable harm.

### **ACCESS AND FLOW**

Ensuring residents receive the right care in the right place at the right time remains a priority for Albright Manor. Emergency department transfers can be distressing for residents and families and may expose residents to additional risks associated with hospitalization. The home continues to focus on strengthening clinical decision-making and communication processes to support safe care within the home whenever possible.

One of the key strategies for the coming year is strengthening consultation with the Nurse Practitioner or Most Responsible Physician prior to transferring residents to the emergency department when clinically appropriate. Earlier consultation supports more informed clinical decision-making and may allow some conditions to be safely managed within the home.

To support clearer communication during these consultations, the home will reinforce the use of the SBAR (Situation, Background, Assessment, Recommendation) communication framework. Education and knowledge checks will be provided to registered staff to support consistent use of structured communication when discussing changes in resident condition with physicians or the Nurse Practitioner. Strengthening communication is expected to

support timely clinical assessment and more effective care planning.

The home will also implement a review process following emergency department visits. The Nurse Practitioner will review transfers upon the resident's return to determine whether the transfer was unavoidable or if there may have been opportunities to manage the situation within the home. Findings from these reviews will be shared with staff as teaching opportunities to support learning and strengthen clinical decision-making related to changes in resident condition.

Together, these initiatives aim to improve care coordination, strengthen communication with primary care providers, and reduce avoidable emergency department visits while ensuring residents continue to receive appropriate and timely care.

## EQUITY AND INDIGENOUS HEALTH

Albright Manor is committed to providing respectful, inclusive, and culturally safe care for all residents. Albright Manor recognizes that residents come from diverse backgrounds and life experiences, and that equitable care requires staff to be aware of and responsive to those differences.

To support this work, Albright Manor will continue providing education on equity, diversity, inclusion, and anti-racism for all staff. This education is included as part of orientation and ongoing learning to reinforce respectful communication, culturally sensitive care, and awareness of potential bias in health care environments. Completion of this education will continue to be monitored to ensure that all staff receive the training.

In addition to formal education, Albright Manor promotes an environment where residents feel respected and supported in expressing their preferences, values, and cultural needs. Staff are encouraged to work with residents and families to understand personal histories, traditions, and beliefs that may influence care preferences.

Albright Manor will continue to review education resources and learning opportunities related to equity and cultural safety to ensure that staff knowledge remains current. Through ongoing education, awareness, and open communication, Albright Manor aims to support an inclusive environment where all residents feel respected and receive equitable, person-centred care.

## PATIENT/CLIENT/RESIDENT EXPERIENCE

Albright Manor recognizes that understanding the experiences of

residents and their families is an essential part of improving the quality of care provided in the home. Resident feedback helps identify opportunities for improvement and ensures that care practices remain focused on dignity, respect, and person-centred care.

Albright Manor will strengthen how resident experience is measured and used to guide improvement. The resident experience survey will be reviewed and updated to ensure that questions align with key quality indicators, including whether residents feel staff listen to them and whether residents feel comfortable expressing their opinions. Establishing a clear baseline using an updated survey will support more accurate measurement of resident experience and help the home better understand areas where improvements may be needed.

To support these efforts, Albright Manor will also implement resident-centred care education for staff. This education will reinforce the importance of respectful communication, active listening, and supporting residents in expressing their preferences and concerns. Knowledge checks and ongoing reminders through shift huddles and visual communication materials will help reinforce these practices.

Resident Council meetings will continue to provide an important forum where residents can share feedback about their experiences in the home. Feedback from these meetings, along with survey results and discussions during care conferences, will be reviewed to identify trends and guide quality improvement initiatives. Through these efforts, Albright Manor aims to ensure residents feel heard, respected, and supported in their daily lives.

## PROVIDER EXPERIENCE

Albright Manor recognizes that the experience of staff and health care providers has a direct impact on the quality and safety of resident care. Supporting staff through education, clear communication processes, and opportunities to participate in improvement initiatives remains an important focus for the home.

One priority for the coming year is strengthening communication between registered staff and physicians or the Nurse Practitioner when changes in resident condition occur. Education on the SBAR (Situation, Background, Assessment, Recommendation) communication framework will be provided to registered staff, including a knowledge check to reinforce understanding. Structured communication tools can help staff organize clinical information, support more effective discussions with physicians, and improve confidence when escalating concerns.

Albright Manor also supports staff through ongoing clinical education related to key quality improvement priorities, including wound care, skin integrity, fall prevention, and person-centred care. These learning opportunities help ensure staff feel equipped with the knowledge and skills required to provide safe and effective care to residents with complex needs.

Staff are also involved in interdisciplinary program teams focused on key areas of resident care, such as falls prevention, skin and wound care, and responsive behaviours. These teams provide opportunities for frontline staff to review trends, discuss challenges, and contribute ideas for improvement based on both clinical data and frontline experience.

Albright Manor also recognizes that recruitment and retention are important to maintaining a stable and experienced workforce. The home continues to support staff through orientation, ongoing education, and opportunities for professional development. Creating an environment where staff feel supported, involved in improvement initiatives, and able to contribute their expertise helps strengthen staff engagement and continuity of care for residents.

## SAFETY

Albright Manor is committed to maintaining a safe environment for residents by focusing on early identification of risks, proactive monitoring, and continuous learning from incidents. The home recognizes that many residents live with complex medical conditions, cognitive impairment, and mobility limitations, which can increase the risk of falls, skin breakdown, and other safety concerns. Quality improvement efforts therefore focus on strengthening prevention strategies and improving how clinical events are reviewed and addressed.

Falls remain an important area of focus for the home. Albright Manor will strengthen post-fall review processes through the use of structured post-fall huddles and enhanced tracking of factors related to each fall, such as location, time of day, activity at the time of the fall, and resident characteristics. Reviewing this information will help the team identify patterns and contributing factors so that targeted prevention strategies can be implemented. Albright Manor will also reintroduce the Falling Leaf program to provide a visual cue identifying residents who are at high risk for falls and may require additional assistance or supervision.

Intentional rounding will also be implemented to help proactively address resident needs such as toileting, repositioning, pain management, and mobility assistance. Encouraging residents to spend time in common areas and participate in activities when appropriate may also help reduce unsupervised time in resident rooms and support safer mobility.

Additional safety initiatives will focus on strengthening wound care knowledge and reinforcing skin care practices during daily care. Education will be provided to nursing staff to support early identification of skin concerns and appropriate treatment of wounds. Albright Manor will also review the use of restraints and implement gradual reduction trials where clinically appropriate, while promoting alternative approaches that support resident safety and independence.

Through these initiatives, Albright Manor aims to strengthen its safety culture by using clinical information, interdisciplinary review, and staff education to prevent harm and support the well-being of residents.

## **PALLIATIVE CARE**

Albright Manor is committed to providing compassionate, person-centred palliative and end-of-life care that supports the comfort, dignity, and quality of life of residents with life-limiting illnesses. Palliative care is integrated into care planning throughout the resident's stay and focuses on addressing physical, emotional, and spiritual needs while supporting residents and their families.

One important way the home supports palliative care is through ongoing goals of care discussions with residents and their substitute

decision-makers. Palliative care and goals of care are discussed extensively during care conferences whenever appropriate. These conversations help ensure that care plans reflect the resident's wishes, treatment preferences, and priorities as their health status changes.

The home also works closely with physicians and the Nurse Practitioner to support timely clinical assessment and management of symptoms such as pain, shortness of breath, anxiety, and other distressing conditions that may occur during serious illness. Collaboration among the interdisciplinary team supports early recognition of changes in resident condition and helps ensure residents receive comfort-focused care within the home whenever possible.

In summer 2025, Albright Manor implemented the RNAO palliative and end-of-life clinical pathways to support earlier identification of residents who may benefit from a palliative approach. These pathways provide a structured framework to guide assessment, goals of care discussions, and care planning as resident needs change, helping ensure that palliative care is delivered consistently across the home.

Staff also recognize the importance of supporting families during end-of-life care. Ongoing communication with families helps ensure they understand the resident's condition and care plan, and information about bereavement resources is available for families who may benefit from additional support.

## **POPULATION HEALTH MANAGEMENT**

Albright Manor uses population health management principles to

better understand the needs of the resident population and guide quality improvement initiatives within the home. Clinical indicators from sources such as interRAI assessments and internal monitoring are reviewed regularly to identify trends related to falls, medication use, skin integrity, and other resident outcomes. These indicators help the home identify common risks within the resident population and guide targeted improvement strategies.

Albright Manor works collaboratively with several partners to support coordinated care for residents. Physicians, the Nurse Practitioner, pharmacy, and members of the interdisciplinary care team participate in ongoing discussions related to medication management, clinical care planning, and quality improvement initiatives. These partnerships support timely clinical decision-making and help ensure residents receive appropriate care within the home whenever possible.

Albright Manor also uses resident and family feedback to inform improvement work. Information gathered through resident surveys, care conferences, and Resident Council meetings provides valuable insight into the lived experiences of residents and helps guide improvements in both care delivery and resident quality of life.

Through the use of clinical data, interdisciplinary collaboration, and partnerships with care providers, Albright Manor continues to strengthen its approach to improving outcomes and meeting the evolving needs of the resident population.

These partnerships also support initiatives aimed at reducing avoidable emergency department visits by strengthening early identification of changes in resident condition and supporting

clinical decision-making within the home.

Through the use of data, interdisciplinary collaboration, and resident feedback, Albright Manor aims to continuously improve care and respond to the evolving needs of the resident population.

### **CONTACT INFORMATION/DESIGNATED LEAD**

Albright Manor supports transparency and shared learning in quality improvement. Individuals who would like additional information about the initiatives described in this Quality Improvement Plan may contact:

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Quality Lead  
Albright Manor  
905-563-8252 exr. 149  
stacey.knight@albrightcentre.ca

## OTHER

Albright Manor supports continuous quality improvement through ongoing monitoring of clinical indicators, regular review of quality data, and interdisciplinary collaboration. Quality indicators from sources such as interRAI assessments and internal monitoring tools are reviewed throughout the year to identify trends and opportunities for improvement.

Albright Manor uses a structured quality improvement approach that includes regular review of key indicators related to resident safety, clinical care, and resident experience. Findings are discussed with leadership and interdisciplinary team members to support shared understanding of emerging issues and potential improvement strategies. When trends are identified, targeted initiatives are implemented and progress is monitored over time.

Resident and family feedback is also an important part of Albright Manor's quality improvement process. Input gathered through resident surveys, care conferences, and Resident Council meetings is reviewed alongside clinical data to help guide improvement initiatives and ensure that the resident perspective is reflected in planning and decision-making.

Through this ongoing cycle of monitoring, discussion, and action, Albright Manor aims to continuously strengthen the quality of care and services provided to residents.

## 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 27, 2026**

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**Sean Straughan**, Board Chair / Licensee or delegate

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**Joanne Cartmer**, Administrator /Executive Director

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**Stacey Knight**, Quality Committee Chair or delegate

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Other leadership as appropriate

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