

Quality Improvement Plan (QIP)

# Narrative for Health Care Organizations in Ontario

March 1, 2026

## OVERVIEW

AgeCare Samac is home to 172 residents in Oshawa, Ontario. We strive to be the best place to work and live, and are committed to enhancing quality of life and the overall resident experience by delivering care and services aligned with our mission and corporate Values of Trust, Respect, Quality, and Teamwork. Our mission is to create a home where residents are honoured as individuals and supported by team members and families to achieve the best possible quality of life.

The Home's Continuous Quality Improvement (CQI) Committee, chaired by the Executive Director, includes representation from all departments, as well as a resident, a family member, the Medical Director, Dietitian, and community partners. The Committee meets quarterly in a hybrid format to ensure broad participation and engagement. It reviews quality indicators, program evaluations, satisfaction survey results, audit findings, and trend data to establish annual priorities and improvement initiatives. Feedback from Residents' and Family Councils, town halls, department meetings, and committee discussions informs action planning. Ongoing monitoring ensures that identified priorities remain a focus and that progress is reviewed regularly.

The Home provides long-term care services to residents with complex medical and nursing needs and is committed to delivering safe, high-quality, person-centred care. Continued emphasis remains on strengthening Infection Prevention and Control practices, supported by dedicated leadership and ongoing education to maintain best practices and regulatory compliance. Team member education and engagement initiatives further support resident participation and overall well-being within the

Home.

In 2025, our priority focuses were Reducing ED Visits, Falls Reduction and Diversity and Inclusion Training. Full details of the initiatives taken are outlined in the Progress Report. While there has not been significant improvement in avoidable Emergency Department visits, this indicator will remain a priority for focused quality improvement efforts. Strategies will include enhanced clinical assessment, early intervention, and strengthened communication processes to help reduce potentially preventable hospital transfers. Fall prevention will also continue to be a key organizational focus, as overall fall rates have not shown sustained improvement. Interdisciplinary collaboration, review of fall trends, and implementation of targeted change ideas will support efforts to reduce both falls and fall-related injuries, with resident safety remaining central to all initiatives. Full details regarding specific initiatives and progress are available in the QIP Progress Report.

As part of our ongoing commitment to excellence, the Home will be going through CARF Accreditation this fall. AgeCare Samac remains dedicated to fostering a safe, inclusive, and supportive environment for residents, families, and team members.

## **ACCESS AND FLOW**

AgeCare Samac is committed to its strong partnership with Ontario Health at Home and other community providers to ensure residents have timely access to the services they require. Collaboration begins prior to admission, allowing the Home to prepare for each resident's specific clinical needs. When additional services such as oxygen therapy are required, the Home works closely with community partners to coordinate prompt and seamless

implementation.

The Home continues to focus on reducing avoidable transfers to acute care by maximizing in-house clinical services whenever possible. This approach helps reduce strain on the broader health system while minimizing stress and disruption for residents. We have successfully hired a Nurse Practitioner through the provincial "Hiring More Nurse Practitioners in LTC" initiative, strengthening our on-site clinical capacity. The Nurse Practitioner provides advanced assessment, timely intervention, chronic disease management, and team education, further supporting our goal of decreasing unnecessary hospital visits. The Home also maintains strong working relationships with surrounding hospitals and specialized services, including Ontario Shores, to ensure access to additional supports when required.

AgeCare Samac has secured Local Priorities Funding to enhance resident care through the purchase of bariatric equipment, fall prevention equipment, and therapeutic surfaces. This funding improves our ability to implement specialized equipment quickly, promoting both resident comfort and safety. Continued investment in fall prevention strategies and equipment supports our ongoing efforts to reduce the frequency of falls and fall-related injuries within the Home.

To further reduce reliance on acute care, the Home utilizes mobile diagnostic and laboratory services, including x-ray, ultrasound, and lab testing. While the Region of Durham is currently experiencing a temporary suspension of its diagnostic x-ray services, ultrasound services remain unaffected, and the Home continues to coordinate alternative arrangements as needed to avoid unnecessary hospital

transfers. In addition, mobile providers such as a dentist, dental hygienist, foot care nurse, denturist, and optometrist deliver services on-site, helping to proactively address health concerns and prevent avoidable external appointments.

The Home has also implemented a new skin and wound care application and benefits from an in-house Wound Care Lead who provides clinical oversight and education to team members and agency staff, ensuring best practices in wound management. Technology such as e-Connect and AMPLIFI is leveraged to support timely communication and secure information sharing across care settings, enhancing continuity and coordination of care.

## **EQUITY AND INDIGENOUS HEALTH**

AgeCare Samac is committed to fostering a welcoming and inclusive environment for all residents, families, visitors, and team members. We continue to strengthen our focus on diversity, equity, and inclusion through ongoing education and awareness initiatives, with leadership actively engaged in advancing inclusive practices across the Home.

In 2025, the Home is proud to continue recognizing and celebrating the rich diversity of our community through meaningful cultural events and educational opportunities. Celebrations will include Chinese New Year, Diwali, Ramadan, Black History Month, Philippines Independence Day, National Indigenous Peoples Day, and Truth and Reconciliation Day, among others. In addition, AgeCare Samac will celebrate Pride Month in 2025, recognizing and supporting 2SLGBTQIA+ residents and team members through inclusive programming, visible support, and opportunities for shared learning and celebration. These events provide residents,

families, and staff with opportunities to connect, learn from one another, and honour diverse traditions and identities.

The Continuous Quality Improvement Committee and Leadership Team review the Home's Strategic Plan annually, which includes the development and ongoing evaluation of a Cultural Competency and Diversity Plan. Using information gathered through PointClickCare assessments, recreation assessments, All-About-Me profiles, care conferences, and direct conversations with residents and families, the Home regularly updates its approach to ensure programming and services reflect the unique backgrounds and preferences of those we serve.

AgeCare's corporate team has enhanced the collection of demographic information through annual staff surveys to better understand the diversity of our workforce and identify opportunities to strengthen inclusion. This information supports connections with community organizations and resources that can enhance culturally responsive programming, including identifying language supports for residents who prefer to communicate in languages other than English. The Home maintains a list of multilingual team members who are able to assist residents and families in fostering comfort and understanding.

AgeCare Samac also remains committed to advancing reconciliation and Indigenous cultural awareness. Leadership continues to participate in formal education, and land acknowledgements are incorporated at the main entrance and at the beginning of gatherings and events. Promoting equity, cultural safety, and an inclusive environment for all will remain a key priority of the Home's Quality Improvement efforts.

## PATIENT/CLIENT/RESIDENT EXPERIENCE

Our Home remains dedicated to enhancing the quality of care and services for residents through meaningful engagement and open communication. We support an active Resident Council, Family Council, and Resident Food Committee, with resident and family representation on our Continuous Quality Improvement (CQI) Committee. These groups meet regularly to share feedback, raise concerns, and collaborate on improvements. Concerns identified during meetings are addressed through our formal Concern Process, alongside feedback gathered through audits, compliments, direct communication, and annual surveys. We also partner with external organizations and align our goals with provincial priorities.

In November 2025, our Family Council committee members participated in Family Council education provided by the Family Council of Ontario, further strengthening their knowledge and capacity to support residents and families within the Home.

Each year, the Home works in collaboration with both Councils to review and refine the annual satisfaction survey before distribution. The survey was available to residents and families from July 7–25, 2025. Team members were available to assist residents with completing the survey as needed, and families were welcome to provide support. Clarification was provided upon request to ensure responses reflected the voice of the resident. For the 2025 survey cycle, the Resident Council reviewed the survey on January 16, 2026 and provided an action plan looking at 3 key factors. The Family Council reviewed it on November 19, 2025 followed by an action plan.

Survey findings identified the highest levels of satisfaction in the

following domains; Environment, Recreation, and Housekeeping and Laundry. The three lowest-scoring domains were; Dining Service, Contracted Services, and Communication. Notably, the Recreation domain demonstrated measurable progress, improving its overall score by 4%, reflecting focused efforts to enhance programming variety and resident engagement.

Our resident overall satisfaction was 71% which relates to the four questions “I am satisfied with my residence as a place to live”, “I would recommend my residence as a place to live”, “This home/community feels like home to me” and “I feel part of this community”.

Satisfaction by Domain was:

- Overall Satisfaction – 71%
- Communication – 71%
- Privacy and Choice – 78%
- Safety – 82%
- IPAC – 80%
- Your Care Team – 84%
- Dining Services – 68%
- Recreation – 85%
- Housekeeping and Laundry – 84%
- Environment – 89%
- Contracted Services – 67%

Following receipt of the survey results, findings were shared with leadership, team members, and both Councils to inform action planning for the coming year. Feedback gathered through Council discussions and resident focus opportunities directly informed our

2026 improvement priorities.

Building on survey feedback, the Home has identified key initiatives moving forward, including; reducing Emergency Department visits in alignment with provincial objectives, continuing focused efforts on fall reduction to support resident safety and decrease hospital transfers and advancing Equity and Diversity education, with continued training for new team members and enhanced learning opportunities for existing staff. Our focus areas will be reviewed with our Resident and Family Councils and CQI Team on a quarterly basis to monitor our progress and to establish any additional initiatives to enhance our plan. Our quality plan will also be posted on our communication board and website for all residents, families and staff to be able to review.

We are proud of the progress achieved, particularly in Recreation, and remain committed to addressing opportunities for improvement in Dining Service, Contracted Services, and Communication. Ongoing engagement with residents and families will continue to guide our quality improvement efforts and ensure resident-centered care remains at the forefront of everything we do.

## **PROVIDER EXPERIENCE**

The Home is equally committed to employee satisfaction as it is to resident and family experience. This commitment is demonstrated through the completion of an annual employee satisfaction survey, open solicitation of feedback, and the development and implementation of responsive action plans. The 2025 Employee Satisfaction Survey was conducted from August 4–22, 2025. Results were received on December 17, 2025, and the action plan was

finalized and shared with the team on January 29, 2026. Overall employee experience scores increased by 1%, with the most notable improvement seen in the area of employee experience.

In response to survey feedback, the Home continues to strengthen initiatives that support recognition, communication, and workplace culture. AgeCare’s corporate “WOW Program” remains a key component of employee appreciation, highlighting team member contributions and milestones throughout the year. The Home is also exploring the development of a staff Social Committee to further enhance morale, promote engagement, and create additional opportunities for team connection and celebration.

Employee wellness remains a priority. AgeCare offers an Employee Assistance Program for full-time staff, with access arranged for team members experiencing crisis or hardship. Onsite support is also available through the Home’s Social Worker and Social Services team, with additional external community supports accessed as needed. Wellness initiatives, education sessions, and team-building activities continue to foster a supportive and respectful workplace culture.

The Home recognizes the importance of ensuring adequate supplies, resources, and equipment to support safe and efficient care delivery. Ongoing monitoring of supply levels, improved inventory processes, and clear accountability structures are in place to ensure team members have the tools they need to perform their roles effectively. In addition, continued investment in staff education and training—including mentorship opportunities, leadership development, and skill-based training—supports competency, confidence, and professional growth across all

departments.

AgeCare Samac remains committed to recruitment and retention strategies, including participation in student placement programs, partnerships with educational institutions, and government-funded initiatives that support workforce development. The Home continues to engage in job fairs and mentorship opportunities to attract and retain qualified team members. Through these combined efforts, AgeCare Samac aims to foster a positive, accountable, and well-supported work environment where team members feel valued and empowered.

## SAFETY

AgeCare Samac employs multiple strategies to monitor and evaluate resident safety within the Home. All incidents are documented in our internal system, PointClickCare, and communicated to relevant team members through internal reports. When necessary, incidents are also reported through Mandatory Reporting or the Critical Incident Reporting system. Critical incidents are reviewed and analyzed by the Home, with findings discussed at the Continuous Quality Improvement (CQI) Committee and Professional Advisory Committee meetings. Annual Program Evaluations also incorporate reviews of critical incidents and trends to help identify areas needing attention.

The Home tracks and evaluates complaints to identify recurring issues or concerns within specific neighbourhoods. These trends are reviewed by both the CQI and Leadership Committees at every meeting, ensuring that plans for improvement are developed and monitored. AgeCare's corporate office also maintains an Emerging Issues program to share significant events and lessons learned

across all sites.

In addition to critical incidents and complaints, the Home regularly reviews safety indicators including medication errors, resident falls, and infection rates. These metrics are analyzed during monthly Leadership meetings and quarterly CQI Committee meetings, with insights incorporated into ongoing improvement plans. Action plans may include targeted team education, updates to resident care plans, communication through memos, or focused huddles. While initiatives such as bladder scanner education for staff and fall injury prevention have supported some improvements—such as reducing injuries from falls—overall fall rates have not yet decreased.

AgeCare Samac demonstrates its commitment to resident safety through tools and technology such as an annual Medication Safety Self-Assessment, implementation of medication safety technologies including an Automatic Drug Cabinet, and use of Falls Prevention funding to support individualized injury prevention interventions. Emergency preparedness is reinforced through regular debriefs of drills and real events with the CQI Committee, as well as ongoing staff education on Emergency Codes. Annual fire safety inspections conducted by the Municipal Fire Prevention Officer continue to confirm compliance and recognize the Home's effective fire management and evacuation plans.

Infection prevention and control remains a priority, with Health Connex supporting surveillance, auditing, and trend monitoring. These reviews allow the Home to follow up on areas of concern and implement targeted improvements. While overall resident safety indicators such as fall rates have not yet shown a measurable decrease, ongoing monitoring, education, accountability, and the

use of technology continue to strengthen resident care and safety practices throughout the Home.

## **PALLIATIVE CARE**

In 2025, one of the key priorities identified through our Annual Program Evaluation was strengthening the structure and consistency of our Pain and Palliative Care program. A central objective was to ensure our Pain and Palliative Care Committee met regularly with strong interdisciplinary involvement. This goal has been achieved, with the committee now meeting monthly and engaging a multidisciplinary team to review practices, outcomes, and opportunities for enhancement.

To further support quality end-of-life care, standardized palliative order sets have been implemented in collaboration with our pharmacy provider and medical team. This has improved consistency, timeliness, and coordination of symptom management.

The Home also maintains partnerships with the Centre for Learning, Research and Innovation in Long-Term Care (CLRI) to expand educational opportunities, including focused learning in end-of-life care. Personal Support Workers have participated in specialized training and certification through the PACE program, strengthening bedside competencies and confidence in delivering compassionate palliative support.

Discussions regarding Goals of Care and residents' expressed wishes begin at admission and continue throughout a resident's stay. These conversations are supported through annual care conferences and additional care conferences as needed. Meetings

are multidisciplinary in nature and include the resident's attending physician, ensuring that residents and families feel informed, supported, and comfortable with end-of-life planning decisions.

One of our attending physicians is a Pain and Palliative Care specialist who serves as a resource to the interdisciplinary team and other physicians. This physician is also an active member of the Pain and Palliative Care Committee, providing clinical expertise and guidance on complex cases.

End-of-life care at the Home is delivered through a whole-team approach. In addition to expert symptom management, residents and families are supported by Social Work and Music Therapy services. Our Music Therapist receives referrals for residents receiving palliative care and offers therapeutic support for both residents and their loved ones during this time.

Spiritual care is arranged in accordance with each resident's wishes and beliefs. This may include last rites, communion, or other requested spiritual supports, ensuring care remains person-centered and respectful.

Family feedback continues to reflect deep appreciation for the compassionate approach provided during end-of-life care. Families have shared positive reflections on initiatives such as our Honour Guard program, where residents or their Substitute Decision-Maker may express preferences for how they leave the Home, including the selection of meaningful music. To further support comfort and dignity, the Home provides a palliative care cart with comfort items for families, as well as a dedicated care cart stocked with supplies to support efficient, responsive clinical care.

The Pain and Palliative Care Committee will continue to meet monthly, monitoring outcomes and identifying opportunities for ongoing enhancement. Updates and recommendations are shared with the Continuous Quality Improvement Committee to ensure sustained focus on excellence in end-of-life care.

## POPULATION HEALTH MANAGEMENT

AgeCare Samac is committed to building strong community partnerships to enhance the quality of life and care provided to our residents. Through collaborative relationships with local organizations, we ensure residents, families, and team members have access to meaningful education and supportive resources. Our Resident Council regularly welcomes community partners to share information sessions, including presentations from the Alzheimer Society of Ontario, helping to strengthen understanding and awareness around cognitive health.

Our Recreation and Dietary teams work together to promote a balanced and healthy lifestyle philosophy throughout the Home. Residents are encouraged to participate in regular fitness classes and movement-based programs, either independently or alongside peers. Cognitive wellness is supported through structured games, trivia, and other brain-engaging activities incorporated into the monthly activity calendar. During Nutrition Month, our Food and Nutrition Manager and Registered Dietitian provide educational sessions that highlight balanced choices and practical strategies for healthy living.

Our restorative care approach extends beyond formal rehabilitation services. The philosophy of supporting independence is embraced

across all departments, ensuring every resident is encouraged and assisted to maintain their highest level of function. To further support comprehensive care, the Home collaborates with a range of external clinical partners, including specialists in pain management, psychogeriatrics, palliative care, mobility, and wound care. We also coordinate on-site services with mobile providers such as dental care, audiology, foot care, and hairdressing, increasing convenience and accessibility for residents.

Community connection and purpose are equally important to overall wellness. The Home supports volunteer involvement from community members while also encouraging residents to engage in volunteer opportunities within the Home when appropriate. This fosters connection, meaning, and positive mental health. Spiritual well-being is supported through in-house programming and partnerships with community volunteers who provide faith-based and spiritual services reflective of residents' diverse beliefs.

Infection prevention and control remains a priority. The Home employs a dedicated Infection Prevention and Control (IPAC) Nurse and works closely with the IPAC Hub at Lakeridge Health to ensure best practices and current guidance are consistently implemented.

AgeCare Samac actively participates in system-wide collaborations, including engagement with Ontario Health and Ontario Health atHome, as well as various communities of practice. These partnerships help us remain aligned with evolving standards and leading practices in long-term care.

Additionally, the Home maintains strong working relationships with local sleep clinics, medical specialists, mobility equipment

providers, transportation services, acute care hospitals, and psychiatric facilities. These collaborations ensure residents have seamless access to both internal and external healthcare supports. AgeCare Samac also maintains active membership with the Ontario Long Term Care Association, supporting sector-wide education, advocacy, and program development initiatives.

Through these integrated partnerships and wellness-focused initiatives, AgeCare Samac continues to promote comprehensive, resident-centered care that supports overall health and well-being.

### **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 1, 2026**

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**Candace Lanthier - DRO**, Board Chair / Licensee or delegate

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**Linsy Solano - Quality Lead/Interim ED**, Administrator /Executive Director

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**Sarah Zonnenberg - Interim DOC**, Quality Committee Chair or delegate

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**Barbara Murphy - Sr Director**, Other leadership as appropriate

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