

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

March 1, 2026

OVERVIEW

AgeCare Westbury is a 187-bed long-term care home committed to creating a home where residents are honored as individuals and supported by a dedicated interdisciplinary team. Guided by AgeCare's mission to provide the best quality of life experience and our values of trust, respect, quality, and teamwork, the home remains focused on strengthening clinical oversight, resident engagement, and continuous quality improvement.

Our Continuous Quality Improvement (CQI) Committee oversees the quality program and is led by the Executive Director. The interdisciplinary team includes members of the leadership team, resident and family representatives, front-line staff, and external partners such as our Medical Director, Dietitian, Pharmacy Consultant, and allied health professionals. The CQI Committee meets quarterly to review survey results, CIHI data, internal audits, and feedback from Resident Council, Family Council, and staff. Trends are analyzed, priorities are established, and action plans are developed and monitored. Updates are shared with key stakeholders through Council meetings and staff forums to promote transparency and engagement.

In 2025, the home focused on three key areas: (i) Reducing Emergency Department (ED) Transfers, (ii) Reducing Antipsychotic Use without a Diagnosis of Psychosis, and (iii) Equity, Diversity, Inclusion, and Anti-Racism education. The home exceeded its target in reducing antipsychotic use through strengthened auditing processes and interdisciplinary review. However, performance related to ED transfers increased during the reporting period. Internal review identified increased resident acuity, seasonal illness activity, and opportunities to strengthen early recognition of

changes in condition as contributing factors. Cultural Competence and Indigenous Cultural Safety education were delivered through Surge Learning, and cultural awareness initiatives were supported throughout the year; however, broader Diversity and Anti-Racism modules were not fully implemented as originally planned.

For the upcoming year, the CQI Committee has prioritized the following areas: (i) Reducing potentially avoidable emergency department visits under Access and Flow, with a focus on earlier recognition of changes in condition and timely clinical escalation; (ii) Strengthening Equity through formalized education in Equity, Diversity, Inclusion, and Anti-Racism for all staff; (iii) Enhancing the resident experience through improvement of Pleasurable Dining experiences; and (iv) Improving Safety by reducing the percentage of residents whose Stage 2 to 4 pressure injuries have worsened. These priorities reflect both provincial expectations and the home's internal review of performance trends. Emphasis will be placed on proactive care planning, structured interdisciplinary oversight, and sustained monitoring to support improved outcomes for residents.

ACCESS AND FLOW

AgeCare Westbury remains committed to enhancing system capacity and supporting residents across the care continuum while aligning with provincial strategies aimed at reducing unnecessary emergency department visits and hospitalizations. Through strengthened clinical oversight, physician collaboration, expanded on-site services, enhanced technology integration, and infection prevention partnerships, the home continues to optimize care delivery within the long-term care setting.

To improve timely access to care, the home introduced on-site

vision care and audiology services, allowing residents to receive assessments and follow-up support without requiring external appointments. These services support early identification of sensory decline, reduce functional risk, and minimize unnecessary transfers to acute care settings.

The home continues to utilize NP STAT services to provide advanced clinical assessments and in-home management when residents experience changes in condition. Emergency department transfers are monitored through 24-hour reporting and interdisciplinary review, enabling the team to analyze trends and identify opportunities for earlier intervention. Particular attention has been placed on early recognition of respiratory decline, hydration concerns, and fall-related risks.

Technology further supports continuity of care and informed decision-making. Through initiatives such as AMPLIFI and access to ConnectingOntario, the home can review hospital records, laboratory results, and diagnostic information in a timely manner. This real-time access strengthens clinical assessment and improves coordination during transitions between hospital and long-term care.

In addition, the home works closely with the Toronto Public Health IPAC Hub to support infection prevention and control practices, promoting ongoing collaboration in the management of communicable illnesses. AgeCare Westbury continues to maintain consistent physician access through regular MRP rounds. Furthermore, the Behavioral Support Ontario team collaborates with external mental health partners to provide individualized support, reducing crisis situations and promoting continuity of care

within the home.

EQUITY AND INDIGENOUS HEALTH

AgeCare Westbury remains committed to advancing equity, diversity, inclusion, and Indigenous cultural safety through education, engagement, and culturally respectful care practices. The home recognizes the importance of creating an environment where residents, families, and staff from diverse backgrounds feel respected and supported.

Cultural Competence and Indigenous Cultural Safety modules were delivered through Surge Learning, reinforcing foundational knowledge related to culturally safe care, social determinants of health, and the historical context impacting Indigenous communities. Throughout the year, the home supported cultural awareness through social events, recognition of diverse traditions and religious observances, and inclusive staff engagement activities.

For the upcoming year, the home will strengthen its approach to equity education by expanding Diversity, Equity, Inclusion, and Anti-Racism learning opportunities for all staff and reinforcing accountability for participation. Ongoing cultural awareness initiatives and engagement with residents and families will continue to support inclusive and culturally responsive care.

These efforts align with provincial expectations and reflect the home's commitment to continuous learning and equitable service delivery.

PATIENT/CLIENT/RESIDENT EXPERIENCE

AgeCare Westbury conducts annual Resident and Family Experience

Surveys as part of its commitment to resident-centred care and continuous quality improvement. Survey results are benchmarked across AgeCare Ontario homes to identify strengths and areas requiring focused improvement.

The 2025 surveys were completed from July 7-25, 2025, with residents supported by volunteers or family members as needed. The Resident Experience Survey maintained an overall satisfaction score of 85%. Strengths were identified in Safety (90%), IPAC (90%), and Recreation (89%), while Dining Services (56%), Communication (80%), and Privacy & Choice (82%) were identified as opportunities for improvement. The Family Experience Survey demonstrated an overall satisfaction score of 66%, reflecting a decline from 2024. Dining Services (52%), Contracted Services (63%), and Environment (64%) were identified as priority domains.

Survey results were shared with Resident Council in October 2025, Family Council in November 2025, and with employees in November 2025. Resident and Family Action Plans were subsequently shared with Resident Council in November 2025, Family Council in December 2025, and employees in January 2026. These plans focus on improving food quality and temperature monitoring, expanding cultural meal offerings, strengthening communication practices, enhancing environmental maintenance, and reinforcing coordination of contracted services. Our CQI Plan will also be posted on our Resident/Family communication Board and available on the Home's website.

In addition to formal surveys, Westbury utilizes leadership rounding, care conferences, Food Committee meetings, and a structured concern tracking process to identify emerging trends and

trial improvement initiatives. Successful changes are embedded into standard practice and re-evaluated annually to ensure sustained improvement. Through this structured feedback-to-action approach, Westbury ensures that quality improvement priorities reflect the lived experiences of residents and families while aligning with provincial objectives and organizational standards.

PROVIDER EXPERIENCE

AgeCare Westbury participates annually in the corporate Employee Experience Survey to assess staff engagement, workplace culture, and retention indicators. The 2025 survey was conducted from August 4–22, 2025, and overall employee experience was measured at 67%. Survey results were shared with staff in November 2025 to promote transparency and encourage feedback and discussion.

An Employee Experience Action Plan was developed and formally shared with staff on January 26, 2026, outlining three priority areas: improving communication across all levels, expanding training and professional development opportunities, and strengthening staff support, recognition, and psychological safety. Implementation of these initiatives is ongoing, with leadership visibility, structured education, and recognition strategies reinforced to support engagement and retention.

Recruitment and workforce sustainability efforts are further supported through partnerships with colleges and universities for PSW and nursing clinical placements, participation in the Supervised Practice Experience Partnership (SPEP) program, and implementation of the PREP program to develop and recognize preceptors within the home. These combined strategies aim to foster a stable, supported, and inclusive workplace culture that enables staff to deliver consistent, resident-centred care.

SAFETY

At AgeCare Westbury, resident safety is viewed as a continuous and evolving process supported by proactive risk identification, routine monitoring, and learning from experience. The home uses a combination of departmental audits, program evaluations, and

environmental reviews to identify potential risks and implement targeted improvement actions. Findings from these reviews are used to strengthen prevention strategies and refine safety practices across the home.

The home maintains active engagement with external regulatory and system partners, including the Ministry of Health, Ministry of Labour, Toronto Public Health, Fire Services, and the IPAC Hub. Recommendations from inspections, audits, and consultations are reviewed and addressed as needed. Emergency preparedness activities, safety alerts, and routine building inspections further support a safe care environment.

Education and leadership development play a key role in strengthening safety practices. Clinical and operational leads, including those responsible for infection prevention, skin and wound care, responsive behaviours, and overall quality, receive ongoing education to support evidence-based practice. Lessons learned from incidents and audits are shared to support continuous learning and improvement.

Safety oversight is supported through active interdisciplinary committees focused on falls prevention, skin and wound care, continence, restorative care, pain and palliative care, and behavioural supports. In addition, the Joint Health and Safety Committee conducts regular inspections to identify environmental and workplace risks. Through structured oversight, shared learning, and proactive risk identification, AgeCare Westbury continues to strengthen a responsive and resilient safety culture for residents and staff.

PALLIATIVE CARE

AgeCare Westbury integrates a palliative approach to care throughout the illness trajectory, with an emphasis on dignity, comfort, and person-centred decision-making. Goals of Care discussions are initiated at admission, reviewed annually, and revisited whenever there is a significant change in condition. Dedicated care conferences are scheduled for residents identified as palliative to ensure residents, families, physicians, and the interdisciplinary team collaborate in developing individualized care plans that reflect evolving clinical needs, cultural preferences, and spiritual values. These discussions are documented in PointClickCare to support shared understanding across the care team.

To enhance quality of life, the home provides comfort carts, accommodates family members who wish to remain overnight, and ensures access to spiritual care or community clergy when requested. A pharmacy partnership and access to a pain consultant support proactive symptom management and optimization of comfort-focused medications.

Education remains a priority, with nurses participating in offsite palliative training and ongoing internal discussions to strengthen competencies in symptom management and end-of-life communication.

The home also honours residents through an Honour Guard and memory plates displayed within the units, supporting grief and remembrance among residents and staff. Plans are underway to reintroduce memorial services to further support families.

While formal tracking of palliative outcomes is limited, the home

continues to emphasize meaningful communication, comfort-focused care, and collaboration to ensure residents can receive care aligned with their wishes and remain in their home whenever possible.

POPULATION HEALTH MANAGEMENT

AgeCare Westbury uses a population health approach to understand the evolving medical, functional, and social needs of its resident population and proactively plan supports across the continuum of care. Through regular review of CIHI indicators, internal audits, and interdisciplinary discussions, the home identifies trends related to falls, skin integrity, behavioural expressions, and infection patterns to inform care planning and resource allocation.

Partnerships with Ontario Health at Home support coordinated transitions and appropriate admissions, ensuring residents with complex and evolving needs are matched with the right level of care and community supports. Within the home, interdisciplinary collaboration among allied health professionals, including Physiotherapy, Occupational Therapy, Dietitians, Pharmacy Consultants, and Social Work, enables proactive assessment and individualized interventions that address mobility, nutrition, medication management, mental health, and overall quality of life. This team-based approach allows the home to respond to trends identified across the resident population and adjust care strategies to better meet changing clinical and social needs.

The home continues to collaborate with educational institutions to support student placements and workforce development, helping to build capacity within the long-term care sector. Staff education

initiatives, including clinical skill development and dementia-focused training, further strengthen the team's ability to respond to changing population needs.

By analyzing data trends and working collaboratively with health system and community partners, AgeCare Westbury aims to anticipate risk, enhance prevention strategies, and promote equitable, person-centred care for its resident population.

CONTACT INFORMATION/DESIGNATED LEAD

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Director of Care: Ilona Kocsis
Director, Regional Operations: Candace Lanthier

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**

Candace Lanthier - DRO, Board Chair / Licensee or delegate

Aimee Antonio - CQI Lead, Administrator /Executive Director

Ilona Kocsis - DOC, Quality Committee Chair or delegate

Barbara Murphy - Sr.Director, Other leadership as appropriate
