



Quality Improvement Plan (QIP) **Narrative for Health Care Organizations in Ontario**

June 26, 2026



Overview

Perley Health is a not-for profit seniors' care organization with 450 provincially licensed long-term care beds. While Perley Health's primary focus is on long-term care, it also actively supports the capacity of seniors to live independently at home. To this end, Perley Health partners effectively with like-minded organizations across the continuum of care to develop a community of care and to provide ready access to a range of clinical and therapeutic services, along with social and recreational activities.

Perley Health is pleased to share its 2026/27 Quality Improvement Plan (QIP). Our ongoing commitment to quality is reflected in our mission "to achieve excellence in the health, safety and well-being of Seniors and Veterans with a focus on innovation in person-centred and frailty-informed care and service" and in our long-term strategic plan, which identifies Excellence in Resident Care and Service as one of Perley Health's four key strategic pillars.

Perley Health's QIP is aligned with our Quality Framework, based on the Quadruple Aim framework adopted by Ontario Health. The high-level priorities for this year's QIP are informed by the quality and safety aims under the various pillars of the framework, as determined by Perley Health's Board of Directors:

- increase resident and family experience
- reduce preventable harm
- provide the "right care" 100% of the time improve health-related quality of life
- improve the provider experience

Annual quality priorities, targets for improvement and projected change ideas/tactics reflect:

- progress achieved in recent years;
- the most recent performance data available from the Canadian Institute for Health Information (CIHI), resident, family and staff experience surveys and our electronic health record;
- emergent issues identified internally (trends in critical incidents) and/or externally;

- input from residents, families, staff, leaders and external partners, including the MOLTC.

Quality Objectives for 2026-2027 are divided into two categories – focused action and moderate action.

Focused Action

- Improve the experience of residents by continuing to focus on enhancing opportunities for activation and engagement as well as mealtimes. Work related to mealtimes will focus on improving the overall quality of meals served.
- Improve the experience of residents through a focus on enhancing resident perceptions of staff responsiveness.
- Improve the experience of residents and family members by focusing on person-centred communication. Work in this area will continue to focus on the care conference re-design work as well as the introduction of an enhanced Welcome Book.
- Improve the staff experience by continuing to implement People First initiatives. Work in this area will focus on enhancing Employee Engagement, Diversity, Equity and Inclusion and Workplace safety and Well-being.

Moderate Action

- **Enhance pain assessment and management practice:** Work will focus on sustainability of PainChek mobile application to increase quality of pain assessment for residents with cognitive and communication challenges; strengthening approach to nonpharmacological pain management.
- **Optimize antipsychotic use:** Focus on sustaining interprofessional approach to regularly review and evaluate antipsychotic use aligned with best practice to ensure maximum therapeutic benefit and minimize negative outcomes.
- **Enhance person-centred care at end-of-life:** Continue to build capacity across interprofessional team through enhanced palliative and end-of-life care training opportunities. Strengthen new and existing supportive processes to ensure consistent, quality care at end-of-life.

- **Minimize potentially avoidable emergency department transfers:** Work in this area will be aligned with other priority areas, including person-centred care and communication, and end-of-life care. Work will focus on enhancing key practices to better support provision of care aligned with resident/family goals of care following an acute health event, or at end-of-life.

Access and Flow

Community Paramedic support in LTC (PILOT):

In February 2025, Perley Health launched a 6-month pilot in partnership with the City of Ottawa's Community Paramedic/LTC program to decrease potentially avoidable ED transfers. The initial scope of the pilot was limited to falls with injury/suspected injury.

Following the conclusion of the pilot, Perley Health's partnership with the Community Paramedic program/LTC program has expanded to include a more exhaustive list of health events.

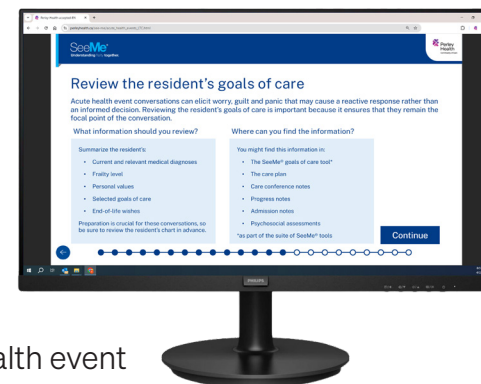
Acute Health Event Management:

SeeMe®: Understanding *frailty* together is a program developed by Perley Health that recognizes frailty as part of a person's overall health status to empower residents and their families to make informed treatment and care decisions.



This frailty-informed approach to care ensures that care is person-centered, matches a resident's goals of care, and gives the resident permission to choose quality over quantity of life. SeeMe® ensures that crucial Advance Care Planning conversations happen for all residents, which then provides the foundational knowledge needed for acute health event conversations. Since implementation, SeeMe® has resulted in a decreased number of residents preferring to transfer to hospital and a decreased number of family members selecting a transfer to hospital following an acute health event or at end-of-life. Perley Health also has a lower ED rate compared to the provincial average.

To better support staff in providing care following an acute health event or at end-of-life, various resources and tools have been developed. This includes the Acute Health Event Pathway for falls with suspected hip fracture, which outlines how the interprofessional team can provide pain/symptom management for residents that do not wish to be transferred to hospital. Two interactive e-modules have also been developed internally (made possible through external funding supports from Registered Nurse's Foundation of Ontario (RNFOO) and the Nurse Led Outreach Team (NLOT) from the Regional Geriatrics Program of Eastern Ontario), focused on helping clinicians navigate difficult conversations following an acute health event and preventing avoidable ED transfers.



Supporting Transitions and Empowering Preferences (STEP) Toolkit:

Perley Health is currently participating in a research study in partnership with Bruyere Health and The Ottawa Hospital Research Institute to evaluate the STEP toolkit in LTC. The STEP toolkit is designed to help residents/SDMs and clinical staff make informed decisions on whether to transfer to the ED following an acute health event or at end-of-life. The tools are intended to facilitate proactive conversations, support shared decision-making, and improve alignment between care decisions and resident values and preferences. Participation in this study is anticipated in resulting in fewer transfers to ED.

Equity and Indigenous Health

Perley Health aims to foster an environment that feels safe, welcoming and respectful for the entire Perley Health community. In support of this aim, the Cultural Awareness & Inclusion (CA&I) Committee was established, comprised of staff and managers. The CA&I Committee works to help foster a welcoming, inclusive community through education and events. It directly supports the organizational capacity to respond to the evolving needs within our changing healthcare system and an increasingly diverse community.

In 2023, Perley Health administered the Diversity Meter survey, in partnership with CCDI Consulting. The results informed the development and implementation of the organization's multi-year DEI plan. One initiative deriving from the DEI plan is the introduction of Cultural Awareness Fairs, where members of the Perley Health community can learn and celebrate the diverse cultures of our staff and residents. The CA&I Committee in partnership with the Food & Nutrition Team hosted the inaugural fair in April 2025, showcasing the Philippines, to great success. The second event was held earlier this year, celebrating Switzerland.



Cultural Awareness Fair: Philippines



Cultural Awareness Fair: Switzerland

Education offerings vary annually, but in recent years have included workshops offered in partnership with Wabano Centre for Aboriginal Health, micro-burst education “Caring for all means understanding for all” delivered by members of the CA&I Committee, and case-based education to support cultural sensitivity at end-of-life.

Patient/Client/Resident Experience

Through its membership in the Seniors Quality Leap Initiative (SQLI), Perley Health has been administering interRAI's “Self-Reported Quality of Life Survey for Long-Term Care Facilities” (Resident Experience Survey) since 2015 to measure resident experience annually. Additionally, Perley Health adopted interRAI's “Family Survey on Nursing Home Quality of Life” (Family Experience Survey) in 2021, to measure family/caregiver experience annually.

The Resident Experience Survey was administered February through mid-December 2025. All residents with a Cognitive Performance Scale score between 0-2 were eligible to participate in the survey. At the end of the survey period, 80 surveys were completed.

The Family Experience Survey was administered November through mid-December 2025. All individuals with a connection to a current resident, or a resident who lived at Perley Health within the previous year were eligible to participate in the survey. At the end of the survey period, 52 surveys were completed.

Following an analysis of both surveys, and subsequent to discussion of results with various stakeholder groups, including residents and families, the following priorities have been included in the 2026/27 QIP:

- Food quality
- Social life
- Resident and family centred communication and engagement
- Staff responsiveness

Provider Experience

At Perley Health, we are committed to fostering a supportive and innovative workplace that prioritizes employee engagement, professional growth, and well-being. Our recruitment and retention strategies focus on process improvements, community engagement, and a positive workplace culture.

Process Improvements

We transitioned to an online job portal for better accessibility. Automated interview scheduling and centralized HR support have reduced administrative burdens and improved the candidate experience. We also developed comprehensive interview guides to ensure consistent, effective evaluations.

External Recruitment & Talent Pipelines

To attract top talent, we use diverse job platforms, passive outreach, and targeted HR marketing campaigns. A recent Ontario focused campaign generated over 435 applications and 46 new hires. Our partnership with the Algonquin Living Classroom provides hands-on learning and a direct pipeline for future PSW and RPN hires.

Workplace Culture & Employee Engagement

Our Cultural Awareness & Inclusion Committee fosters belonging through educational workshops and celebratory events. Employee feedback from surveys and focus groups informs annual action plans. We prioritize staff recognition with milestone celebrations, team-building activities, and seasonal events to foster a culture of appreciation.

Commitment to Growth & Well-being

We invest in professional development through learning programs and a financial assistance fund generously provided through our Foundation. Our health and wellness initiatives support physical, mental, and emotional well-being. Through these initiatives, Perley Health is building an engaged, inclusive, and resilient workforce dedicated to delivering high quality care.

Safety

As technology becomes increasingly available in healthcare, Perley Health actively seeks opportunities to leverage technological solutions to enhance quality, safety and operational efficiency. Perley Health adopts a systematic approach when considering technology adoption, beginning with the identification of emerging issues or pain points in our environment. Recent pain points addressed through technology include, but are not limited to meaningful engagement for residents with cognitive impairment (Magic Table), pain assessment for residents with communication barriers (PainChek), and proactive safety monitoring for residents on dementia units (ESPRIT-AI).

ESPRIT-AI is an artificial intelligence (AI) powered technology that utilizes pressure sensitive mats and room sensors to alert staff of potentially high-risk situations, such as falls and wandering. Perley Health was introduced to this technology by a family member, after expressing their concerns about their loved ones frequent falls. An initial review of the technology resulted in a collaboration between Perley Health's Centre of Excellence, Ontario Bioscience Innovation Organization (OBIO) and ESPRIT-AI to conduct a research study on the use of the technology at Perley Health. The research project was launched in November 2024 on one dementia unit.

Evaluation objectives identified:

- Early identification and prevention of high risk situations (falls or wandering)
- Proactive and early intervention to prevent or mitigate responsive behaviours
- Improve staff capacity to monitor residents during lower staffing levels (i.e: night shift) as technology enables staff to prioritize care and improve overall safety.



Palliative Care

A collaborative palliative care approach is integrated into the care we provide to residents living in long-term care, with the goal of enhancing quality of life. This approach includes the goal that 100% of residents that die at Perley Health will have a “death that is meaningful to the resident”. The interprofessional team collaborates to assess the physical, emotional, psychological, social, cultural, and spiritual needs of residents, and to develop an individualized plan of care to address these needs in partnership with the resident and family.

The Palliative Care QI team actively works to enhance the quality of palliative and end-of-life care at Perley Health. Recent improvement priorities include: 1) enhanced education and training for the interprofessional team, 2) enhanced processes for the planning, delivery and support of end-of-life care. Some highlights of work that is underway/planned is included below:

1. Enhanced Education:

Strong foundational and advanced education related to palliative and end-of-life care is pivotal in achieving our quality aim. This has been achieved by supporting key roles in obtaining higher levels of certification in end-of-life care, while also investing in additional education for the entire interprofessional team.

At New Hire Welcome Day, all newly-hired staff receive a one-hour introductory session on Palliative and End-of-Life Care, developed and facilitated by our Psychogeriatric and Palliative Care Registered Nurse and Spiritual Health Practitioner. In 2025, this education session was adapted and delivered to a core group of volunteers, most notably, all volunteers providing companionship at end-of-life. The goal for 2026 is to expand availability of this session to additional nurse, PSW and allied health staff.

At Nursing Orientation, simulation-based learning was introduced to better support nurses in navigating end-of-life conversations with substitute-decision makers. A module dedicated to practicing opioid conversions for better pain/symptom management was also added. These core skills were also incorporated into a full-day Palliative/EOL Skills Day, which was developed by internal subject matter experts,

and attended by a total of 56 Perley Health RNs/RPNs. The goal for 2026/27 is to provide this education to an additional 20 RNs/RPNs. The development of a Palliative Care (Skills Day) curriculum for Perley Health PSWs is currently underway, with a projected “go live” in Q3 2026. The education will focus on providing compassionate, person-centred bed-side care at end-of-life.

A resource has been developed by members of the Palliative Care team to support staff in providing cultural sensitive care at EOL. Education to support awareness of the resource and more generally diversity and inclusion at EOL was provided in 2025.

2A. Enhance processes for the planning of end-of-life care:

A new care conference QI initiative was launched last year. Through this work, care conferences will be re-designed to align with best practices in resident and family centred care, enhance resident and family communication and engagement in care, and better support advanced care planning principles, including planning for end-of-life care. This work is led by an interprofessional team, which includes residents, family members and staff.

2B. Enhance processes for the delivery and support of end-of-life care:

Introduction of (10) comfort care carts and (10) comfort care chairs. Made available through generous donor support, these resources are available for all residents at end-of-life. Carts include a variety of supplies to support EOL care, while also providing some nutrition and hydration for visiting family members. The cart also includes a handmade quilt for the family to keep. The team is exploring the best approach to add a “library” of resources to the cart. This will offer relevant information for families during end-of-life care. Comfort Care Chairs pull out into a full cot, enabling visiting family members periods of rest.



End-of-life symbol (wreath). In response to feedback from residents, families and staff, the Palliative Care team collaborated with Creative Arts team to develop an EOL symbol to communicate when a resident is at end-of-life. Once consent has been received, the wreath will be placed on the resident's door.



Population Health Management

Perley Health is actively engaged in the Ottawa OHT-ÉSO Older Adults Living with Frailty (OAF) Action Team. This work focuses on creating a unified and coordinated approach to improve care for frail older adults across Ottawa.

Perley Health has partnered with a third-party primary care provider to ensure seamless access to primary care services for tenants residing at the Perley Health Community of Care. This collaboration facilitates convenient, on-site healthcare for tenants, supporting their well-being and enhancing the community's integrated care model.

Last year, Perley Health launched the Active Seniors and Veterans Living Centre with support from the Government of Ontario, the Perley Health Foundation and various community partners. The Centre offers a variety of accessible programming to support community members in engaged and purposeful aging.

Contact Information/ Designated Lead

For additional information about our 2026/27 QIP, please contact:

Melissa Norman

Director, Quality and Interprofessional Care

Email: mnorman@perleyhealth.ca

Phone: 613-526-7170 x 2448

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, **April 1, 2026**:

Lloyd Campbell, Board Chair / Licensee or delegate

Akos Hoffer, Administrator /Executive Director

Cathy Danbrook, Quality Committee Chair or delegate

Other leadership as appropriate