

Continuous Quality Improvement Report



DESIGNATED LEAD

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A. Overview of Quality Improvement Report – 2026

Victoria Village Manor is pleased to share its 2026 Quality Improvement Report. Our Quality work and resultant plan is based on our mission.

***Victoria Village is a vibrant community providing person-centred care
with the goal of an individualized aging experience***

In addition to our mission, our organization's work is shaped by five pillars or beliefs.



Each year, our quality priorities are guided by these five pillars, which represent our commitment as an organization to provide the best care possible to our residents. These five pillars will be used to structure the quality report and a summary of the work our organization is most proud of.



Review of Quality Improvement Activities for 2025/2026



1. Quality and Innovation

Our organization is committed to continuous quality improvement and builds upon our quality initiatives year over year. Many tools are used to measure ongoing success at Victoria Village Manor, including the annual Health Quality Ontario Quality Improvement Plan, annual resident, family, and employee satisfaction surveys, internal and external reviews, and ongoing evaluations of all programs in the Home in compliance with the Ministry of Long-Term Care (MLTC) and sector-specific legislation.

These measures also aid in identifying programs for further focus and intervention. While all members contribute to a culture of quality, this work is coordinated by teams such as the organization's Continuous Quality Improvement committee, the Board's Quality Committee, and the ad hoc CARF accreditation group, who all support quality initiatives on a high-level, while frontline staff and stakeholders strive to enact these improvements each and every day. The quality work at Victoria Village guides strategic priorities and the organization's strategic plan.

Quality work in 2025 included the development of reports analyzing quality indicators connected critical incidents submitted to the MLTC, MLTC inspection results, complaints and concerns received by Victoria Village, and privacy requests and breaches for the year.

Ongoing quality work also focuses on risk factors and mitigations. To proactively manage and mitigate risks to resident safety, we have multiple multidisciplinary teams and practices in place. Our Resident Risk and Quality committee meets monthly, bringing together PSWs, registered staff, recreation assistants, nursing management, and restorative care staff to review resident risk indicators and to develop individualized interventions to meet the safety needs of each resident. The data discussed includes antipsychotic usage, resident falls, worsening incontinence, toileting plans, medication errors, restraints, wounds, and infections. Care risks are also proactively monitored using tools such as the 72-hour resident report and the PCC Risk Management portal. The former is reviewed every 72-hours by nursing management to identify any safety considerations, and the latter is used monthly at the aforementioned risk meetings to identify risk issues such as verbal, physical, or sexual responsive behaviours, falls, near miss falls, and more.

2. Power of Our People

The staff at Victoria Village Manor are our most valuable assets, ensuring that quality care and services are provided to residents at every turn. The staffing landscape in the healthcare sector has been permanently altered by the COVID-19 pandemic, changing employee interest, priorities, and options available to those who do care work. These changes are reflected in our organization's enhanced focus on improving recruitment, retention, and workplace culture for all the team.

Improvement efforts in 2025 and 2026 are supported by:

- i. A new role in the organization, the Director of People, Talent and Culture. The mandate of the Director, who oversees all human resources (HR) operations, is to build an enticing culture that both attracts quality staff but also keeps them engaged at Victoria Village



Manor. Projects include an enhanced attendance management policy, a streamlined onboarding process, improved training in workplace investigations for all leaders, and the introduction of a monthly HR newsletter used to communicate with and encourage staff. Other initiatives are ongoing, including our employee referral program, signing bonuses for certain care staff roles, and partnerships with local community colleges.

- ii. Structures in place to promote staff fun and team building wherever possible. The management team and the Quality of Work Life committee plan events throughout the year, including a summer family day petting zoo, an off-site appreciation gala, and themed weeks involving dress up and games days.
- iii. Our annual Employee Engagement Survey. This tool provides our staff a dedicated opportunity to provide confidential, honest feedback about our Home, their positions, and the factors that motivate and hinder their success day-to-day. Results of this survey are shared with residents, families, and staff members annually, and continue to shape the organization's approaches to building a stronger workplace culture. The employee survey administered in August 2025 saw a 52% response rate (surveys from 112 staff).
- iv. Implementation of Surge Learning in February 2025, introducing newer, more varied, and more long-term-care-specific training for all staff. This tool provides a better model to share updated policies and procedures with staff through the Surge Learning platform.

3. Person-Centred Care

Victoria Village works to ensure that residents and substitute decision makers are able to fully participate in the creation and evaluation of their care plans. Six-week post admission and annual care conferences are utilized to gather information and develop the residents' individualized care plans, and opportunities to hold special care conferences are always available if any concerns or significant changes in health arise.

Victoria Village strives to cater to all those who call the organization home, and focused efforts in 2025 on meeting the age-related needs of our residents, specifically the younger population that we have seen being admitted much more frequently over recent years. Efforts include the "Young and the Rest of Us" social group, which caters to the interests of young and young-at-heart residents with ongoing meetings and specialized outings, ongoing seasonal group sessions with social worker for younger residents, and the recent redesign of a resident common space on the 5th floor focused on meeting younger residents' interests with various games, puzzles, and technology.

At admission, all residents are assessed by our social worker and are engaged in a "goals of care" (GOC) conversation, reviewing their values, wishes, and advanced care planning, all included in their individualized care plans. Victoria Village partners with the North Simcoe Muskoka Hospice Palliative Network (NSMHPN) to enhance the care provided to our residents. The NSMHPN supports and provides in-person education sessions for our staff, residents and families on a regular basis. The organization continues to work with the Royal Victoria Hospital to implement AskMeGOC, a software designed to aid in GOC discussions.



Since 2023, Victoria Village has done significant work to advance palliative care in the Home, including education to increase awareness, annual online training for all staff, a "butterfly walkout" process for residents who have passed, and in-house and community support for caregivers and staff. Initiatives in 2025 included grief and bereavement training for select care staff, participation in the collaborative project to sustain a palliative approach with the Ontario CLRI initiative, consultation with local Indigenous groups for guidance on end of life rites and practices, and enhancements to the Serenity Rooms on each unit to promote resident and family comfort through the end of life process, including a coffee and breakfast station, improved bedding, and improved furniture.

Annually, the organization collects feedback through the Resident and Family satisfaction survey. Administered through the summer months with assistance from a dedicated Research Assistant, the survey aims to gauge which aspects of Victoria Village are most and least satisfying for long-term care residents and their loved ones.

In 2025, 94 out of a possible 169 surveys were completed by residents and/or a designated loved one for a response rate of 55.6%. The survey identified high satisfaction overall, particularly with care received, being treated with dignity, having adequate privacy, and services from the administrative team. 97% of Victoria Village residents and 100% of families said they would recommend Victoria Village to a friend.

The annual survey also identified specific areas for quality improvement focus. These areas included:

- Attention to preferences for wake and bedtimes for residents
- Satisfaction with the taste and temperature of meals
- Efforts to enhance engagement in recreation programs across all resident demographic groups
- Increased promotion/awareness of wellness services available to residents

4. Strength of Our Community

Residents, family members, and staff at Victoria Village Manor are encouraged to participate in our quality improvement initiatives in formal and informal ways. Their input is collected through resident, family, and staff satisfaction and engagement surveys, our complaints/concerns process, and Residents' and Family Councils. Council members are also asked to have a representative on the Home's Continuous Quality Improvement Committee to provide insight into the resident and family experience.

Victoria Village is dedicated to fostering rich relationships with our residents, families, staff, and the community we serves. Members of the management team are regularly invited to Residents' and Family Council meetings to discuss items of interest and answer stakeholder questions. Quality initiatives are reviewed with both groups and their input, observations, and feedback are consistently sought. In addition to resident and family member involvement on the Continuous Quality Improvement Committee, we continue to include resident and family members on other



key committees, like palliative care, to ensure their involvement in all aspects of the quality program in the Home.

Victoria Village continues to work on ensuring that residents and substitute decision makers are able to fully participate in the creating and evaluation of their care plan. Six-week post admission and annual care conferences are utilized to gather and develop the residents individualized care plans, and opportunities to hold special care plans are always available if any concerns or significant changes in health arise. Victoria Village Manor also communicates important quality updates and changes in the home via a monthly newsletter, email blasts via secure communications (through our software provider), and our website.

5. Collaboration and Dynamic Partnerships

Victoria Village continues to focus on ongoing relationship-building and partnerships with health system partners such as local long-term homes, hospitals, home and community care, regional IPAC hubs, Ontario Health teams, and various regulatory authorities. These partnerships facilitate effective, quality care and reduce stress and strain on our residents and the healthcare system more broadly. Some examples of this work include:

- i. Working with the BSO program to find the right balance of staff, resident, and family support and education required to safely care for our vulnerable long-term care population.
- ii. Recruitment and hiring of our nurse practitioners with the goal of improving residents' access to care, a decrease in rates of hospitalizations, improved overall health outcomes, and better addressing the psychosocial needs of residents with the goal of improving their quality of life.
- iii. The home is part of the AMPLIFI Project. The purpose of this project is to optimize transitions between healthcare institutions and improve the healthcare journey for residents. It provides the ability to electronically exchange residents' clinical data between hospitals and long-term care homes. When a resident is discharged from the hospital or transferred back to the home from an emergency department visit, clinical information is sent from the hospital to the resident's chart for review. This access allows an interdisciplinary approach to resident care.
- iv. The local hospital provided training to multiple registered staff members in the Home, with the goal of strengthening their IV skills and to allow residents on IV antibiotics to remain in the Home rather than needing to be transferred to hospital.



Continuous Quality Improvement Committee _____



1. Continuous Quality Improvement Committee

The Continuous Quality Improvement Committee is especially important for the organization's quality program, as it provides a forum for interest holders from across the organization to share ideas, ongoing quality work, and to receive feedback and recommendations on priorities.

The committee receives regular reports on a quarterly basis. Meeting agendas through 2025 included items related to:

- Ministry of Long-Term Care inspections and results
- Ministry of Labour inspections and results
- Palliative Care Committee activity
- Pharmacy practices
- Department-specific quality initiatives, challenges, and priorities
- Infection Control practices, immunization rates, and outbreaks, if any
- Annual and more regular reports on satisfaction surveys, critical incidents, inspections, complaints, privacy breaches, and information requests
- Partnerships with other healthcare providers, like the Royal Victoria Hospital and North Simcoe Muskoka Hospice and Palliative Care Network
- Implementation of new software/programs in the organization, including education, policy management, skin and wound management, etc.



Quality Improvement Process _____



D. Quality Improvement Process

Victoria Village has a robust quality improvement process, based on an integrated approach throughout the organization. The Quality Improvement process is managed primarily by four committees at Victoria Village, including:

- a. Quality Improvement Committee of the Board of Directors
- b. Continuous Quality Improvement Committee
- c. Victoria Village Leadership Committee
- d. Professional Advisory Committee

The Quality Improvement Committee of the Board of Directors is part of the organization's governance framework and supports the requirements for healthcare providers outlined in the *Excellent Care for All Act, 2010 (Bill 46)*. The role of this committee includes monitoring key performance indicators, reviewing quality improvement plans, reviewing complaints and critical incidents analysis, and monitoring feedback from stakeholders, including residents and staff. Each year, the committee creates an annual work plan to highlight areas of greatest interest and priority for the Board of Directors. This committee then provides education to the rest of the Board on quality indicators and outcomes.

Victoria Village has established the Continuous Quality Improvement Committee as part of the organization's quality framework and in keeping with the requirements for healthcare and community service providers outlined in the *Fixing Long-Term Care Act, 2021 (Ontario Regulation 246/22)*. The role of this committee is to examine quality initiatives specifically related to person-centred care within the home with a multidisciplinary team of stakeholders.

The Victoria Village Leadership Team is responsible for developing and reviewing quality improvement plans for Victoria Village based on ongoing reports, key improvement indicators, and feedback from stakeholders.

The Professional Advisory Committee reviews quality improvement plans and key improvement indicators and provides feedback on quality improvement results.

In addition to the work of the organization's committees, Victoria Village is committed to quality improvement through accreditation. Victoria Village is accredited through the Council on Accreditation of Rehabilitation Facilities (CARF) and undergoes accreditation by CARF every three years. In 2024, Victoria Village received the maximum three-year accreditation award. The team has begun preparations for the next accreditation, scheduled for June 2027.