



**Caressant Care**  
Nursing and Retirement  
Homes Limited



# Quality Plan 2026

**Caressant Care Marmora**

**March 2026**

## Quality Commitment Statement

At Caressant Care, Continuous Quality Improvement (CQI) is an integrated, transparent, and resident-directed process embedded in all aspects of care and service delivery. We are committed to providing safe, equitable, and person-centred care that responds to each resident's physical, psychological, emotional, social, spiritual, and cultural goals.

Quality improvement is not episodic – it is continuous, embedded within governance, operations, and frontline practice. Every team member, regardless of role, contributes to improving resident outcomes, experience, and safety.

This Continuous Quality Improvement Plan operationalizes Caressant Care's four Strategic Pillars – **Resident & Family, Team, Environment, and Community** – ensuring that our quality priorities are fully aligned with our broader strategic direction. Each identified priority supports one or more pillars, reinforcing a cohesive and integrated approach to care excellence.

## 2026 Strategic Quality Priorities

Priorities and targets are based on:

- Resident and Family Survey Results
- Team Member Experience Surveys
- Feedback from Resident Council, and resident driven committees like Food Committee, and from Family Councils (if available), where suggestions and concerns can be brought forward
- Internal audits and the Electronic Health Record data (PointClickCare – PCC)
- Regulatory findings – Ministry of Long-Term Care (MLTC), Ministry of Labour, Immigration, Training, and Skills Development (MLITSD), Public Health, other internal or external stakeholder inspections.
- Risk trend analysis
- Ministry and system priorities
- Accreditation standards – Caressant Care participates in a voluntary accreditation process through CARF International. In 2024, we were awarded a 3-year accreditation and in 2026 we will continue our preparations for our next accreditation to be scheduled in 2027.
- Active engagement through departmental meetings such as Town Halls, team meetings, PAC/CQI which are all held regularly where Quality Improvement Plans are reviewed and discussed.

There are 5 key priorities, in no particular order of importance, identified throughout the below sections:

- Priority 1 – Palliative Care Excellence
  - Strategic Pillar Alignment: Resident & Family
- Priority 2 – Resident Safety – Falls Reduction
  - Strategic Pillar Alignment: Resident & Family
- Priority 3 – Team Member Engagement & Retention
  - Strategic Pillar Alignment: Team
- Priority 4 – Dining Safety & Texture Accuracy
  - Strategic Pillar Alignment: Environment
- Priority 5 – Avoidable Emergency Room Transfers
  - Strategic Pillar Alignment: Community

## **Governance & Accountability**

The CQI Committee ensures that quality initiatives remain aligned with the organization's Strategic Pillars and monitors progress toward measurable outcomes.

Chair: Executive Director/Director of Care

QI Lead Name: Jennifer McKay, Executive Director

Membership includes Director of Care, Medical Director, every designated lead of the home, Registered Dietician, Pharmacy Consultant, PSW Representative, Nurse Representative, a Resident Council Representative, and a Family Council Representatives (if one exists), in accordance with the Fixing Long-Term Care Act.

Meeting Frequency: Quarterly

Quorum: Minimum 50% of Members

Reporting: Formal recommendations from the CQI Committee are documented in meeting minutes and reflected in the Roadmap. Responses and actions are tracked and reviewed at subsequent meetings.

The CQI Committee is responsible for:

1. Monitoring and reporting on quality issues, residents' quality of life, and the overall quality of care and services provided in the long-term care home, with reference to appropriate data.
2. Considering, identifying, and making recommendations regarding priority areas for quality improvement in the home.
3. Coordinating and supporting the implementation of the continuous quality improvement initiative, including but not limited to, preparation of the report on the CQI initiative.

Minutes are documented and stored electronically in the Roadmap to Success.

Caressant Care continues to revise the quality program with our comprehensive document for reporting and tracking indicators. The Roadmap to Success has scheduled monthly tasks, meeting templates, program evaluations, as well as a placeholder to record quality indicators for ease of analysis from month to month. The document is posted on a shared drive and can be accessed by both the home and corporate team. This document demonstrates our accountability and commitment to quality.

## **Residents and Families**

### Resident and Family Experience

Our culture statement is "Caring Families, Yours and Ours Together." In 2026, we will continue a focus of improving resident and family relationships from the move-in process onward by adopting a relationship-based approach that aligns with and strengthens our culture statement.

Surveys are conducted year-round and summarized semi-annually. Our goal in 2026 is to increase the overall satisfaction score to 85% or higher. Result and action plans are posted in the home, shared at resident/family council meetings, and posted publicly on our website.

Please see attached Resident and Family Experience Survey Summaries and Action Plans

An identified priority for Caressant Care in 2026 is the Palliative Care Excellence Program as it relates to resident and family experience.

*Priority 1: Palliative Care Excellence*

*Aim: Increase early identification of residents with palliative needs and improve end of life care planning.*

<b>Indicator:</b>	<b>Baseline (2025):</b>	<b>Target:</b>	<b>Measurement:</b>	<b>Reporting:</b>
% Residents screened using NECPAL	N/A	100%	PCC	Monthly
% Residents with documented Goals of Care discussions	73%	100 %	PCC	Quarterly

Specifically, the Home will work towards the following:

- Implementing the updated corporate Palliative Care Program in the home.
- Transition from PPS to NECPAL tool.
- Implement bi-monthly pain and palliative meetings as per the Roadmap to Success with a focus on reviewing residents who are declining and ensuring palliative care conference has been offered/completed, current interventions and reviewing any action items to support the residents end of life journey.
- Case reviews following a Resident’s death for quality learning
- Educate at least 1 nurse in the Comprehensive Advanced Palliative Care Education Program (CAPCE).

Safety

Caressant Care is shifting from measuring harm to monitoring system resilience – recognizing that safety is strengthened when systems are reliable, teams are supported, and residents are engaged in prevention strategies. Safety culture is measured not only by incident rates but by team member willingness to report and participate in learning.

An identified priority for Caressant Care in 2026 is the Falls Program as it relates to Resident safety.

*Priority 2: Resident Safety – Falls Reduction*

*Aim: Reduce falls by 3 % and fall-related injuries by 3 % by December 2026.*

<b>Indicator:</b>	<b>Baseline (2025):</b>	<b>Target:</b>	<b>Measurement:</b>	<b>Reporting:</b>
% of Residents who fell in the last 30 days	18.75%	15.75%	PCC Insights	Monthly
% of Residents falls with injury or fracture	18.75%	15.75%	Falls Tracker	Monthly

Specifically, the Home will work towards the following:

- Implement and utilize the updated falls tracker.

- Implement and utilize the updated falls meeting minutes.
- Conduct fall prevention meetings monthly to review trends and analyze fall data related to # of falls, residents with multiple falls, falls by home area, location of falls, days of the week, and falls by shift.
- Review program progress monthly to ensure the goals and actions are being reviewed continuously.
- Review education opportunities for team members on prevention of falls and interventions to prevent fall related injuries.
- Corporate review of falls and enhanced use LTCF generated outcome Fracture Risk Score (FRS) to better aid in implementation of interventions and ultimately reduce falls and fall-related injuries.

## Team

The healthcare industry continues to be a challenging time for organizations with unprecedented health human resource challenges. Caressant Care endeavors to improve workplace culture, and team member experience by providing education incentives, development opportunities and carefully analyze and respond to our team members.

We conduct annual Team Member Experience Surveys and carefully review survey results and create an action plan to focus on any indicated areas.

An identified priority for Caressant Care in 2026 is Team Member Engagement and Retention as it relates to team experience in the home.

### Engagement and Retention

*Priority 3: Team Member Engagement & Retention*

*Aim: Improve Team Member engagement score by 15%.*

<b>Indicator:</b>	<b>Baseline (2025):</b>	<b>Target:</b>	<b>Measurement:</b>	<b>Reporting:</b>
Team Member Engagement Score	62%	71.3%	Team Member Experience Survey	Annually
Total # Ward Clerk Vacancies	1 PT	0	Internal Records	Monthly
Total # of PSW vacancies	2 PT	0	Internal Records	Monthly
Total # RN/RPN vacancies	0	0	Internal Records	Monthly
Total # Dietary Vacancies	0	0	Internal Records	Monthly
Total # of Activity Vacancies	0	0	Internal Records	Monthly
Total # of Housekeeping Vacancies	1 PT	0	Internal Records	Monthly

Specifically, Home will work towards:

- Implementation of leadership development sessions.
- Enhanced onboarding support and implementation of corporate orientation program.
- Involvement in mentorship program for all positions.
- Use of new success planning tools which aim to provide meaningful and objective feedback about work performance with greater objectivity, consistency, and relevance.
- Creation and implementation of student placement program.

### **1. Enhancing Recruitment and Relocation Support**

To attract and retain top talent, the home has implemented proactive recruitment support for new team members, particularly those relocating to join the home. Assistance with housing searches ensures new staff secure accommodations within a reasonable distance, promoting work–life balance and reducing commute-related stress. This approach supports seamless transitions and strengthens early engagement with the organization.

### **2. Improving Onboarding and Early Integration**

A structured, relationship-focused onboarding process has been established to set team members up for long-term success.

Key components include:

- **In-person orientation** to introduce team members to organizational values, expectations, and operations.
- **Frequent check-ins** during the initial transition period to identify emerging concerns and provide timely support.
- **Early introductions** to management team members, key contacts, mentors, and committee leads such as Health and Safety and Lift & Transfer leads.  
This approach builds confidence, fosters connection, and accelerates integration into the home’s culture.

### **3. Leveraging Strengths Through Program and Committee Participation**

The home actively **identifies team members’ strengths, interests, and areas of passion** to encourage participation in relevant programs, committees, and leadership opportunities.

This includes:

- Matching team members to committees such as Health & Safety, Recreation Support, Quality Improvement, or Lift & Transfer based on individual capabilities and interests
- Providing mentorship and opportunities for team members to develop leadership skills
- Enhancing engagement by ensuring staff feel valued for their unique contributions

This strength-based approach supports professional growth, increases ownership within the home, and strengthens operational quality.

### **4. Fostering a Positive and Engaged Workplace Culture**

To cultivate a workplace where team members feel valued, connected, and engaged, the organization is implementing a variety of initiatives for both new and long-serving staff. Planned activities include:

- **Quarterly team member events** (e.g., Belleville Senators hockey outings, family BBQs)
- **In-home team challenges** such as “The Goose Chase”
- **Service Awards** recognizing tenure and contributions

These initiatives strengthen morale, encourage collaboration, and enhance the overall sense of community within the home.

### **5. Encouraging Open Communication and Team Member Voice**

Engagement and transparency remain high organizational priorities. The home offers **Coffee Break sessions with the Executive Director and Director of Care**, providing an open forum where staff may:

- Raise questions or concerns
- Participate in discussions on planned topics
- Offer feedback on operations, improvements, or emerging needs

This inclusive approach ensures team member voices remain central to decision-making and continuous improvement.

## **6. Strengthening Leadership Effectiveness and Management Culture**

To promote consistent, positive, and constructive leadership practices, the management team participates in weekly reflective leadership development activities.

This includes:

- Receiving a weekly topic from the Executive Director
- Reflecting individually and collectively on concepts such as management vs. leadership, communication observations, and interactions across roles

This ongoing practice supports accountability, emotional intelligence, and a cohesive leadership approach aligned with organizational values.

## Equity & Indigenous Health

Caressant Care is committed to providing improved and equitable access, experiences, and outcomes to reduce health inequities in our organization and to ensure appropriate treatment of all individuals regardless of race, gender identify and/or expression.

In alignment with system expectations and provincial standards:

- 100% of team members will complete Indigenous Cultural Safety and Anti-Racism modules (Indigenous Cultural Safety in Health Care and Racism, Racial Discrimination and Human Rights Modules).
- Cultural needs are incorporated into resident care plans.
- Survey data will be reviewed for equity patterns.
- Cultural food, care, and spiritual preferences will be reviewed at care conference.

Our Cultural Competency, Diversity and Inclusion Plan is reviewed annually and an Accessibility Plan that addresses and includes any identified barriers on an ongoing basis.

## **Environment**

Caressant Care is committed to both enhanced technology and key environmental considerations to streamline processes in the home for better resident care outcomes. This is outlined in a number of ways through technology and innovation initiatives as well as physical infrastructure improvements in the Home.

## Technology & Innovation

Online Learning Management and Policies

- We utilize an online software system that houses our policies, procedures, and our online learning management system.
- Continue to review, streamline, and update policies, procedures, and resources.

Communication Strategy

- Continue to support the use of mobile devices across departments.

MealSuite Implementation

- Implementation of an all-in-one food service management software designed to streamline operations, improve safety, and enhance the overall experience for our residents.
- Digital menu and meal service management system that supports person centred dining while improving accuracy and efficiency across departments.
- For our Food and Nutrition Managers and dietary departments, it allows for menu planning and therapeutic compliance, production management and forecasting, procedure and inventory oversight, reporting and documentation, regulatory compliance, cost control and waste reduction, and data tracking to support continuous quality improvement.

#### PCC Enhancements

- Monthly Insights Scorecards
- Improved care plan libraries
- Clinical dashboards
- Skin and Wound App upgrades through the use of ChartPic.
- Use of Document Manager
- Continued promotion of the use of barcode scanning for improved medication safety.
- E-Prescribe
- Lab Integration

#### Freestyle Libre Continuous Glucose Monitoring Viewer Expansion

- Goal to reduce hypo/hyperglycemic events, enhancing Resident quality of life

#### Microsoft Suite Enhancements and Automation

- Attendance Management program automation.
- Auditing Practices
- Quotes System

#### Staff Schedule Care (SSC)

- Continue use and enhancement of the online staff scheduling platform.

#### Activity Pro

- Explore enhanced use through integration with PCC.

#### Environmental & Infrastructure Improvements

We continue to enhance our maintenance program and plan to undertake a comprehensive review of maintenance tasks in 2026 on our online software system to improve asset management, service, and efficiency.

#### Home specific environmental goals/improvements for 2026:

- Complete all outstanding rooms for painting
- Improvement to the Inventory Control/Supply Management process
- Implementation of the updated Fire plan template
- Implementation of the updated Emergency plan template

An identified priority for Caressant Care in 2026 is Dining Safety and Texture Accuracy as it relates to the environment and technology in the home.

*Priority 4: Dining Safety & Texture Accuracy*

*Aim: Achieve 100% compliance in therapeutic diet and texture accuracy.*

<b>Indicator:</b>	<b>Baseline (2025):</b>	<b>Target:</b>	<b>Measurement:</b>	<b>Reporting:</b>
# of texture errors per quarter	0	0	PCC	Quarterly
# of choking incidents related to texture accuracy	0	0	PCC	Quarterly
% team members trained on therapeutic diet protocols	Collecting baseline	100%	Surge	Annually

Specifically, the home will work towards:

- Implementation of MealSuite
- Mandatory education sessions for front line team members on dining safety and texture accuracy
- Implementation of management auditing of meal service and snack service.
- Real time diet updates in PCC and MealSuite.

Infection Prevention & Control (IPAC)

IPAC is a cornerstone of our Environment Pillar and foundational to safe, reliable care delivery. Caressant Care recognizes the vital link between infection control practices and resident safety. We are continuously enhancing our infection control processes through increased auditing in areas such as hand hygiene, passive screening, PPE usage, and dietary and housekeeping procedures.

We have a dedicated Infection Prevention and Control (IPAC) Lead who supports the home by providing training, education, policy development, and outbreak management. To further optimize our IPAC practices, we carefully review trends and analyze data. Our IPAC Leads receive additional education, training, and participate in community of practice sessions to stay updated and effective.

<b>Indicator</b>	<b>Target</b>	<b>Reporting</b>
Hand Hygiene Compliance	>90%	Monthly
PPE Audit Compliance	>95%	Monthly
Outbreak Management Team Debrief Completion and Documentation	100%	As Occurs

**Community**

Community is at the forefront of the circle of care for overall resident health and to have access to resources.

Community Partnerships

To support population health management, partnerships include:

- Local hospitals
- Nurse Practitioner programs (i.e., NLOT)
- Student Placement Programs (i.e., PREP LTC)
- Behavioural Supports Ontario
- Community Diagnostic Services

These partnerships aim to:

- Reduce hospital transfers
- Strengthen workforce pipeline
- Improve access to specialized services

An identified priority for Caressant Care in 2026 is Avoidable Emergency Room Transfers as it relates to the circle of care and community for residents in the home.

*Priority 5: Avoidable Emergency Room Transfers*

*Aim: Reduce avoidable ED transfers by 3% by December 2026.*

<b>Indicator:</b>	<b>Baseline (2025):</b>	<b>Target:</b>	<b>Measurement:</b>	<b>Reporting:</b>
% avoidable ER transfers	15.73%	12.73%	CIHI	Annually
# of transfers to ER admitted	16	11	PCC	Monthly
# of transfers to ER not admitted	13	10	PCC	Monthly

Specifically, the home will work towards:

- Strengthen partnerships with community partner groups such Nurse Led Outreach teams, Nurse Practitioners, etc.
- Expand in-home diagnostics (i.e., bladder scanner use, ABI).
- Enhance early clinical flagging in PCC.
- Advance Care Planning reviews at care conferences.
- Clinical education and enhancement of clinical skills for nurses.

Future Strategic Quality Development:

As part of the Caressant Care’s quality commitment, the Home maintains a structured and transparent approach to monitoring quality performance. Key quality indicators are reviewed on a defined schedule to ensure ongoing oversight and accountability: monthly through the Roadmap to Success, quarterly at PAC/CQI meetings, annually as part of formal program evaluations, and semi-annually with residents and families.

Meeting minutes from CQI discussions are made available upon request to the Residents’ Council and Family Council to support openness and engagement. In addition, the Home publicly posts its annual quality progress report, Quality Improvement Plan, survey result summaries, and related action plans within the Home and on the organization’s website, ensuring transparency and accessibility for all stakeholders.

As Caressant Care works toward continued quality care for residents and their families, a number of priorities have been developed to work through growth in future years. These strategies include but are not limited to:

- Advance program evaluations processes using SMART goal methodology.
- Strengthen CPI and proactive inspection processes to identify system gaps early.
- Enhance predictive analytics through PointClickCare Insights.
- Expand safety culture measurement tools.
- Integrate equity performance indicators into annual quality reporting.

# Resident Experience Survey Summary and Action Plan

<b>Date:</b>
February 6, 2026

<b>Number of Participants:</b>
44

<b>Top 3 Successes:</b>
1. If I have a visitor I can find a place to visit in private if I wish – 90%
2. I have enough variety in my meals – 88.89%
3. I feel safe here – 93.18%

Top 3 Areas of Improvement:	Plan:	Responsible Person(s):	Date:
1. I decide the time I get up in the morning. - 24% report rarely	<ul style="list-style-type: none"> <li>Care plan will reflect preferences as appropriate.</li> <li>Staff will accept resident guidance on when they would like to get up.</li> </ul>	Managers/all team members/RAI-C	June 2026 and at time of move-in
2. There are meaningful things to do here in the evenings if I wish to – 35.5% report rarely	<ul style="list-style-type: none"> <li>LEC and team to plan evening program opportunities.</li> <li>Plan for independent program opportunities.</li> <li>Multidisciplinary team will support resident engagement in the evenings (tune in to sports, special TV programming etc).</li> <li>MDT will be encouraged to ensure residents are kept up, if interested in attending.</li> </ul>	LEC/Programs team	April 15, 2026 and ongoing.
3. Staff ask how my needs can be met – 32.56 report rarely to sometimes	<ul style="list-style-type: none"> <li>Staff will knock, introduce themselves and ask residents what they need.</li> <li>Make effective use of Person Centered Care/Language.</li> <li>Call bells will be answered within 3-4 minutes as a first touch base and communicate next steps to resident.</li> </ul>	All staff and managers	March 15, 2026 and ongoing

**Survey Feedback:**

Shared with:	Date:	Comments:
Residents	March 10, 2026	
Families	TBD	
Team Members	March 6, 2026	Receptive, no feedback shared.
Others (Please specify)		

**All request for follow up are complete:**

- Yes
- No

# Family Experience Survey Summary and Action Plan

<b>Date:</b>
February 6, 2026

<b>Number of Participants:</b>
2

<b>Top 3 Successes:</b>
1. Unable to determine due to lack of participation
2.
3.

Top Areas of Improvement:	Plan:	Responsible Person(s):	Date:
1. Improve Family participation in survey	-Highlight survey response at resident care conference. -Ask family input through survey during visits, as appropriate. -Provide reminder at Family Council meetings. Post QR codes and provide survey links and paper copies if participants wish.	RAI-C/LEC/managers	Throughout the year until Dec 31 2026

## Survey Feedback:

Shared with:	Date:	Comments:
Residents		
Families		
Team Members		
Others (Please specify)		

All request for follow up are complete: NA

- Yes  
 No