

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

April 10, 2026



OVERVIEW

Niagara Ina Grafton Gage Village is committed to continuously improving the quality of care and services provided to our residents in our Long-Term Care Home. Our organization has served seniors for over 60 years, and takes pride in delivering resident-centered care that is tailored to each resident's physical, mental, and social needs, ensuring that every individual is treated with respect, dignity, and compassion. Guided by our vision and values, we recognize that each resident is unique, has inherent worth, and deserves to experience the highest possible quality of life.

We will work in fostering a culture that prioritizes quality improvement, collaboration, and accountability across all levels of the organization. We will actively engage residents and families in open communication and decision-making processes, ensuring their voices are heard and reflected in the care we provide. At the same time, we will continue to foster a supportive work environment that promotes staff development, professional growth, and shared responsibility to achieve high excellence in resident care.

To further enhance our care, we are focusing on administrative standardizing processes and best practices to ensure consistency, compliance, and approaches that are specifically geared toward achieving the best outcomes for our residents. Through our Quality Improvement Plan (QIP) activities, we are able to demonstrate success, make informed evaluations about program performance, and identify opportunities to improve safety, enrich quality of life, and continuously raise the standard of care delivered across all services.

Our ongoing commitment is to create a culture of continuous

improvement where innovation, teamwork, and compassion drive measurable, meaningful results that directly benefit the residents' quality of life.

ACCESS AND FLOW

We are committed to ensuring that residents receive the right care, in the right place, at the right time. Our focus on access and flow is guided by the principle of supporting residents to remain in their home by avoiding unnecessary hospitalizations or emergency department visits.

To achieve this, we have implemented and continue to plan initiatives that strengthen timely access to care in-house and enhance coordination across services. These include:

- Strengthening partnerships with primary care providers and community health services to ensure residents receive prompt, appropriate care.
- Proactively monitoring residents' health status to identify early warning signs and intervene before urgent care is required.
- Standardizing care processes and communication pathways among staff to improve responsiveness and consistency in care delivery.
- Supporting residents and families in care planning and decision-making to align care with their goals and preferences.

Through these efforts, we aim to optimize resident flow within the Home and across the health care system, ensuring that residents receive safe, high-quality care in the most appropriate setting. Our ongoing Quality Improvement initiatives focus on evaluating outcomes, refining processes, and implementing best practices that reduce avoidable hospital transfers while promoting independence,

safety, and overall quality of life for our residents. Our quarterly Professional Advisory Committee (PAC) meetings also remain integral to ensuring we adhere to best practices and maintain high standards of care.

In recent years, our Home has welcomed residents with increasingly complex psycho-social, cognitive, and physical needs. This has strengthened our collaborations with the Behavioral Support Ontario (BSO), SMHO, Botox treatments for spasticity, as well as services such as social work, physiotherapy, nursing foot care, dental hygiene, eye care, and podiatry. These efforts are aimed at reducing unnecessary hospital visits by ensuring timely, coordinated services within the home.

Niagara Ina Grafton Gage Village actively seeks opportunities to expand community partnerships to enhance the quality of care and ensure a resident-centered approach, and as an essential strategy to provide comfort and stability for our residents during challenging times.

EQUITY AND INDIGENOUS HEALTH

We are dedicated to promoting equity and are committed to creating a welcoming and inclusive environment for residents, families, and staff, ensuring that everyone feels valued and respected. Our Diversity, Equity, and Inclusion (DEI) Policy fosters fair treatment and encourages the full participation of both residents and staff. In conjunction with our workplace violence and harassment prevention policies, we strive to cultivate an environment where equity is at the forefront.

From our recruitment and hiring practices of staff and volunteers to our daily operations, we are committed to promoting inclusivity. We require team members at all levels including the Board of Directors, leadership team, staff, students, and volunteers, to engage in training and education on equity, diversity, and inclusion. Through our learning management system, we provide continuous opportunities for employees to enhance their knowledge and skills in effectively working with diverse populations.

We are persistent in our commitment to care for all residents with the highest level of dignity and respect, regardless of their race, culture, beliefs, gender identity, sexual orientation, or other individual characteristics.

PATIENT/CLIENT/RESIDENT EXPERIENCE

Niagara Ina Grafton actively engages with our residents and their families to ensure a high-quality experience. We prioritize transparency by regularly requesting feedback from residents and families through various channels, such as quality improvement projects, annual resident satisfaction surveys, committees, and resident and family councils. These insights help us assess and

enhance our quality improvement efforts.

To keep residents, families, and the community informed, we have developed a variety of communication tools. Town hall presentations and experience/satisfaction surveys serve as platforms for sharing important updates and gaining valuable input on areas for improvement.

Open and responsive communication is fundamental to delivering excellent customer service and resolving concerns before they escalate. Our annual updates to the Whistleblower and Reporting Complaints policy ensure that residents, tenants, and families have the opportunity to provide feedback and voice any concerns. Additionally, our "Speak Your Mind" tool offers a more informal way for individuals to share their thoughts directly with the leaders of our organization. All concerns are carefully reviewed at weekly leadership meetings, where resolutions and follow-up actions are addressed promptly.

We also offer platforms like Family and Resident, which provide opportunities for residents and their families to share ideas for improving care and services within the Home. Moreover, we are in the process of developing an interdisciplinary Quality Improvement Committee to further our commitment to quality care and ensure ongoing accountability to those we serve, fostering continuous improvement.

We continuously look for ways to improve communication tools and develop new tools to maintain open and prompt communication with residents and family members.

PROVIDER EXPERIENCE

Niagara Ina Grafton is committed to engaging our staff in achieving quality improvement goals and fostering a positive workplace culture. We strive to enhance the working experience for our staff, ensuring they feel valued and supported. Our Human Resources and Volunteer Services Department has developed an Employee Engagement and Retention program designed to express our appreciation, motivate employees, and boost morale and performance.

Each year, we celebrate National Recognition Days for all disciplines, as well as Employee Appreciation Days throughout the year. Additionally, we have a robust Employee Service Awards program to recognize long-term loyalty. Our staff recognition program highlights individual achievements, fosters dedication, and strengthens employees' sense of meaning and purpose in their work.

To address staffing challenges, including shortages and high turnover, we are celebrating 2 years of our PSW Living Classroom in partnership with a career college. This initiative has integrated education with real-world experience in our long-term care Home. It also fosters a culture of learning and innovation within our Home, as students gain valuable experience and are often hired upon graduation. Our residents have been a big part of this initiative, and it has been rewarding to see how students are learning from what our residents needs and wishes are.

Moreover, we have formed partnerships with educational institutions to host student placements, including PSW placements and SPEP (Supervised Practice Experience Partnerships) for RNs and RPNs. These initiatives ensure we can hire well-trained, qualified

healthcare workers, benefiting both our staff and residents.

Our Home continues to employ various Human Resources strategies to ensure our staff is highly qualified and motivated to provide our residents with the highest standard of care.

SAFETY

Resident safety is a top priority at Niagara Ina Grafton. To support this, we have implemented new Health & Safety initiatives aimed at protecting both residents and staff, ensuring a safe and healthy environment for all. We have made significant improvements to our Health & Safety program, including updates to policies, Safe Operating Procedures (SOPs), workplace inspection checklists, and incident and hazard reporting practices. As a result of our continuous reduction in workplace accidents, the Home has earned two consecutive years of WSIB premium rate reductions.

Our Infection Prevention and Control practices have also been enhanced and integrated into the recruitment process for new hires, students, and volunteers. Annual infection control training equips our staff with the knowledge needed to implement control measures that break the chain of infection and prevent the transmission of infectious diseases to protect our Residents' health and safety.

Additionally, our nursing staff continues to prioritize the reduction of falls by developing and reinforcing a Falls Awareness and Prevention Program, ensuring that resident safety remains a key strategic priority for Niagara Ina Grafton.

PALLIATIVE CARE

At Niagara Ina Grafton, we are dedicated to delivering high-quality care that prioritizes the comfort, dignity, and well-being of our residents. We are in the process of reviewing our current practices to develop a comprehensive palliative care program that integrates the entire “care team.” This team consists of clinical and non-clinical staff, including PSWs, nurses, activation staff, dietary personnel, maintenance, housekeeping, office staff, and student/volunteers. These individuals interact with residents daily and play a crucial role in optimizing the comfort and quality of life for those receiving palliative care.

Integrity in palliative care means respecting the values, needs, and wishes of the resident in the context of a life-limiting condition. This approach ensures that all members of the care team understand the importance of their contribution to the holistic care of each resident. By emphasizing open communication, collaboration, and robust quality improvement efforts, we are committed to delivering timely, high-quality palliative care services.

We are developing a program that will provide a broad spectrum of knowledge, skills, and attitudes. This includes fostering self-reflection, enhancing self-awareness, preventing burnout, and setting appropriate professional boundaries. Additionally, we are focused on grief and bereavement support for both staff and residents' families.

We are committed to providing ongoing palliative care education initiatives, ensuring that our staff have access to the knowledge and skills to support families and residents in navigating the palliative care journey.

POPULATION HEALTH MANAGEMENT

The Home has established strong community partnerships with organizations such as BSO, SMHO, Botox for spasticity, social work, dental hygiene, eye care, and podiatry. These collaborations have allowed us to provide a wide range of supportive care within our environment, significantly enhancing the health and well-being of our residents.

We also maintain regular contact with other organizations for essential support services, including Arjo Equipment for resident handling and mobilization, Lifemark for physiotherapy, and the Alzheimer’s Society for staff education. Additionally, a Student Placement Coordinator collaborates with local educational institutions and our partner, triOS College, to bring healthcare students into the Home for practical placements.

We are committed to strengthening our community partnerships to better meet the needs of our residents and continue delivering the highest standard of care.

CONTACT INFORMATION/DESIGNATED LEAD

Adam Cesare – Resident Support Coordinator

OTHER

N/A

SIGN-OFF

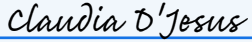
It is recommended that the following individuals review and sign-off on your organization's Quality Improvement Plan (where applicable):

I have reviewed and approved our organization's Quality Improvement Plan on **March 31, 2026**



[Jennifer Hansen \(Apr 13, 2026 10:22:38 EDT\)](#)

Jennifer Hansen, Board Chair / Licensee or delegate



[Claudia D'Jesus \(Apr 10, 2026 11:46:22 EDT\)](#)

Claudia D'Jesus, Administrator /Executive Director



[Adam Cesare \(Apr 10, 2026 11:48:25 EDT\)](#)

Adam Cesare, Quality Committee Chair or delegate



[Jay Gill \(Apr 10, 2026 13:39:47 EDT\)](#)

Amarjot Gill, Other leadership as appropriate












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Final Audit Report

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