

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

December 16, 2025



OVERVIEW

The Elliott Community (TEC) remains steadfast in its commitment to continuous quality improvement and excellence in care, embracing the person-centred principles at the heart of the Fixing Long-Term Care Act, 2021. Through the collective expertise of our interdisciplinary teams and strong collaboration with residents, families, and community partners, we continue to lead the way in reimagining what compassionate, individualized care looks like in long-term care.

Guided by our strategic imperatives—Enhance the Resident Experience and Bring Out the Best in Everyone—TEC is proud to celebrate the achievement of “Excellent” level of accreditation in The Butterfly Approach from Meaningful Care Matters™ in June 2025. This distinction represents not only recognition of our success in delivering emotion-focused, person-centred care but also our emergence as a leader in transforming dementia care across Ontario. The Butterfly Approach’s focus on meaningful connection, empathy, and individuality has improved residents’ quality of life—reducing responsive behaviours, strengthening relationships, and restoring a true sense of home.

As we move into 2026–2027, TEC’s priority is to sustain and spread The Butterfly Approach across all home areas, with a goal of becoming the first fully accredited Butterfly long-term care home in our community. Embedding these principles into every aspect of daily living and organizational practice means ensuring that emotion-focused care is not a project, but a culture—one that endures through leadership, training, and continuous reflection.

In 2025, we enhanced the structure of our quality improvement

program through the creation of the Clinical Leadership Team (CLT)—a cross-functional group responsible for driving clinical excellence, risk management, and data-informed decision-making. The CLT integrates quality, safety, and performance measurement across programs, ensuring alignment with internal and external drivers – such as CARF Standards and insights from the Resident & Family Annual Experience Survey – with our organizational strategic imperatives.

Through this renewed structure and enduring commitment to person-centred care, The Elliott Community continues to demonstrate leadership, innovation, and compassion—building a culture where residents, families, and team members truly thrive.

ACCESS AND FLOW

The Elliott Community is committed to ensuring that every resident receives the right care, in the right place, at the right time. Our focus on timely access to evidence-based, person-centred care supports residents in living well and avoiding unnecessary hospitalizations or emergency department visits.

In partnership with the Registered Nurses' Association of Ontario (RNAO), we are advancing clinical excellence through the implementation of Best Practice Clinical Pathways—a three-year initiative that embeds standardized, evidence-based care processes directly into our electronic health record system. Throughout 2025, we successfully launched five pathways: Resident Admission, Delirium, People and Family-Centred Care, Prevention of Falls, and Pain Management. These pathways enhance interdisciplinary coordination and ensure residents receive proactive, consistent care tailored to their individual needs and preferences.

This work has also strengthened our approach to advance care planning and palliative care. By supporting a deeper understanding of each resident's values and priorities, our teams can better support decision-making that honours their wishes and promote comfort and dignity. In 2026, we will expand this work through a “train-the-trainer” model for the Serious Illness Conversation Guide, which will integrate with our next pathway—Palliative Care and End-of-Life Care.

The Elliott Community continues to demonstrate strong system stewardship, with a very low rate of potentially avoidable emergency department transfers, consistently significantly below regional and provincial averages. To further enhance continuity of care, in 2025 we introduced a Post-Care Conference Experience Survey to gather feedback from residents and families, ensuring we are measuring their satisfaction and acting on their feedback to inform improvements in our approach to collaboration, care planning, and communication. Some educational resources have been developed to help residents, families, and team members clearly understand the differences between palliative and end-of-life care, however we also plan to improve upon the use and dissemination of this information in the coming year.

Through these initiatives, The Elliott Community continues to lead in delivering coordinated, compassionate care that keeps residents well-supported at home and connected to the right care that enhances their quality of life.

EQUITY AND INDIGENOUS HEALTH

The Elliott Community is deeply committed to fostering an inclusive

environment where all residents, families, staff, volunteers, and visitors feel valued, respected, and empowered. In 2025, we developed and adopted The Elliott Community Equity Statement through a collaborative process that invited input from residents, families, and team members across multiple forums. This statement—now publicly posted on our website—serves as a guiding framework for our decisions, policies, and daily interactions.

Our Equity Statement commits us to honour diverse identities, empower individuals, cultivate person-centred relationships, and create a welcoming home for all. It guides how we adapt care plans, design programs, and shape organizational culture. By integrating these principles into every aspect of care, we are ensuring that equity is not a standalone initiative, but a lived value that informs our continuous quality improvement efforts.

To advance equity in practice, several leaders have completed 2SLGBTQ+ Leadership Learning Foundations training through Rainbow Health Ontario, strengthening our understanding of inclusive care and affirming our role as a safe and welcoming organization. We have also created Positive Space environments across the home, displaying visible symbols of inclusion such as posters and stickers that reflect our commitment to diversity and belonging.

Through our ongoing Butterfly Approach transformation, we have embedded a Person-Centred Language Guide to promote dignity and respect in all communication. This initiative helps shape policies, staff education, and resident engagement practices to ensure language reflects empathy, individuality, and compassion.

Cultural and spiritual diversity is celebrated through inclusive programs and events that honour the traditions, backgrounds, and beliefs of those who live and work at The Elliott Community. These efforts strengthen relationships and foster a true sense of belonging.

Our ongoing goal is to sustain an environment where every individual—regardless of background, identity, or ability—feels seen, heard, and supported to live fully and authentically within our community.

PATIENT/CLIENT/RESIDENT EXPERIENCE

At The Elliott Community, we are dedicated to delivering truly person-centred care by actively integrating feedback from residents and families into our quality improvement initiatives. Input gathered through experience surveys, care conferences, and direct engagement is central to shaping services and ensuring they reflect the individual needs, preferences, and values of those who live at The Elliott.

Resident-Driven Decision-Making: Through the Resident and Family Councils, people regularly discuss care, living environment, and available services. Meeting minutes from council meetings are reviewed and influence organizational decision-making. Additionally, care conferences provide structured opportunities for residents and families to meet with interdisciplinary care teams, review care plans, address concerns, and make personalized adjustments to care plans, strengthening both care quality and satisfaction. Also, after families have had time to grieve and reflect, we invite their feedback through surveys on the care and support provided at the end of life to help us understand how well we met

their needs during such a meaningful time. In 2025, we introduced Post-Care Conference Experience Surveys, which gather feedback after care conferences, allowing us to continuously refine the conference process and ensure that residents' and families' voices are heard.

Insight-Driven Quality Improvement: Our Annual Resident and Family Experience Survey collects feedback from residents and families. To promote accessibility, surveys are offered in multiple formats—digital, hard copy, and assisted methods. Responses are reviewed by the Senior Leadership Team, Clinical Leadership Committee, and Corporate Affairs Committee, ensuring that key opportunities for improvement are translated into actionable initiatives. Each year, our Annual Experience Survey Key Results and Action Plan is posted to our website and communicated to residents and families through council meetings, newsletters and on the digital screens throughout the home.

By amplifying resident and family voices, fostering meaningful engagement, and translating feedback into action, The Elliott Community ensures that care remains responsive, compassionate, and consistently aligned with the values and preferences of those we serve.

PROVIDER EXPERIENCE

At The Elliott Community, we are committed to fostering a workplace where every team member feels valued, inspired, and connected to our shared purpose of providing exceptional, emotion-focused care. Our approach to recruitment, retention, and workplace culture is rooted in recognition, personal growth, and meaningful connection—values that reflect the essence of The

Butterfly Approach and our ongoing culture transformation.

In 2025, The Elliott Community continued to strengthen professional development through The Butterfly Approach training series, consisting of eight interactive workshops focused on emotion-focused care, empathy, and relationship-building. These sessions help team members understand the “why” behind their work, deepening their ability to connect meaningfully with residents and one another. The Medical Director and attending physicians have also embrace this model by no longer wearing scrubs in the home and collaborating with the nursing and pharmacy team to safely apply the antipsychotic de-prescribing algorithm, enhancing the quality of life for those who live here. Our Learning Management System further supports ongoing annual education, ensuring staff have access to best practices and compliance training. There are also periodic opportunities for in-person skills development education through our service providers, and partners as well as through train the trainer initiatives we have in place. Examples are Gentle-Persuasive Approach (GPA), CPR, wound care, lifts and transfers, denture care and hearing aid care.

We believe appreciation fuels engagement. Through initiatives like Elliott-branded apparel, the Moment Maker Cart—where leadership visits staff with a well-stocked cart full of treats, wellness items, and quotes of gratitude—and our “Do What You Love” HR program, which contributes to the cost of personal well-being activities, we celebrate the people who make our community thrive. Staff are also spotlighted in internal communications, sharing their stories, favourite music, spirit animals, and words of wisdom—strengthening connection and pride across the organization.

As part of our Butterfly Approach culture change, we've introduced friendly competitions that celebrate creativity and teamwork. In 2025, team members on each home area collaborated to design themed balcony experiences for residents. During the grand opening, residents and team members toured every balcony and voted for their favourite design. The passion and commitment demonstrated by staff reflected the meaningful culture transformation taking place through The Butterfly Approach implementation. In addition, our monthly "Rising Star" program fosters healthy competition by rewarding the home area with the fewest resident falls with a celebratory takeout meal.

Through these initiatives, The Elliott Community continues to nurture a workplace where joy, compassion, and purpose come together—creating an environment where team members love what they do and residents feel that love in every moment of care.

SAFETY

Safety is foundational to our mission of providing compassionate, high-quality care. Our approach integrates proactive risk prevention, continuous education, and a culture of shared responsibility among leadership, team members, residents, families, and partners.

As part of our Continuous Quality Improvement (CQI) program, we conduct systematic tracking and quarterly analysis of complaints, incidents, and near misses. Each event undergoes a thorough root cause analysis with interdisciplinary input to identify trends, implement corrective actions, and share lessons learned. This transparent approach fosters accountability and strengthens our

culture of safety.

In alignment with Healthcare Excellence Canada's Rethinking Patient Safety resource, our safety strategy prioritizes prevention in key areas such as medication management, falls, pressure injuries, and the appropriate use of antipsychotics. In 2025, The Elliott Community joined the Health Excellence Canada Appropriate Use of Antipsychotics (AUA) Program, supporting our commitment to person-centered, non-pharmacological approaches for residents living with dementia. This work complements our implementation of The Butterfly Approach, which focuses on understanding resident expressions, reducing responsive behaviours, and preventing instances of violence or abuse.

Environmental safety is actively monitored through monthly Joint Health and Safety Committee (JHSC) inspections, which identify and resolve potential hazards, promote awareness, and reinforce a safety culture. In 2025, in response to an increased trend in incidents, we provided education, tools and resources to help staff stay safe when arriving and leaving work. Residents and families also received information about maintaining building security, including being mindful of individuals attempting to follow them inside. Given our urban location, we remain vigilant about safety while promoting compassion and understanding toward individuals experiencing housing insecurity, substance use, and mental health challenges.

In 2025, we continued our work to enhance our emergency preparedness program through the implementation of Get Ready, a digital emergency management platform that strengthens situational awareness, communication, and role clarity during

emergencies. Supporting infrastructure improvements—including new overhead paging system and mobile devices for more of our direct care team members—ensure timely access to information when it matters most.

Through these coordinated initiatives, The Elliott Community continues to promote a safe, inclusive, and learning-focused environment for all who live, work, and visit here.

PALLIATIVE CARE

At The Elliott Community, we integrate a palliative approach throughout the illness trajectory to ensure that residents and their families experience dignity, comfort, and compassionate care. Our model prioritizes early identification of needs, person-centred planning, and open communication to enhance quality of life at every stage.

Palliative care begins when people move-in, where Substitute Decision Makers (SDMs) are identified, and advance care planning discussions are initiated. Through implementation of the People and Family-Centred Clinical Pathway, we use best practices to co-create individualized care plans that reflect personal goals, values, and preferences. As part of The Butterfly Approach, life stories are developed and represented through meaningful symbols and personalized spaces, reinforcing identity and belonging. Life stories show team members what is important to people who live here to foster connection and empathy that supports our ability to provide emotion-focused care at any stage of life.

We have adopted a train-the-trainer model for the Serious Illness Conversation Guide, led by our CAPCE-certified Pain and Palliative

Care Lead. This program strengthens staff confidence in holding early, compassionate, and ongoing conversations with residents and families about care goals and preferred settings for end-of-life. In 2026, our goal is to expand this training to all registered staff. We also actively participate in the Long-Term Care Palliative Care Community of Practice, ensuring alignment with best practices and shared learning across the sector.

In 2025, we implemented the RNAO Pain Management Clinical Pathway, improving how pain is assessed and managed through use of individualized tools. Post-care surveys, sent to families several weeks following the death of a loved one, provide valuable insights into end-of-life experiences and guide ongoing improvements in comfort care, communication, and emotional support. Post-care conference survey feedback also provides insights into how we are supporting residents and families throughout their care journeys.

Through these initiatives, The Elliott Community continues to fulfill the Quality Standard for Palliative Care, ensuring that care remains compassionate, coordinated, and meaningful for residents and their families.

POPULATION HEALTH MANAGEMENT

At The Elliott Community, we take a proactive, person-centred approach to meeting the health and social needs of older adults—both those who live within our Long-Term Care Home and those living in our community more independently. Through strategic partnerships and integrated care practices, we aim to ensure that seniors receive the right care, in the right place, at the right time, while supporting the sustainability of the health system.

We partner closely with local hospitals to enhance care coordination and communication with LTC resident transfers. The AMPLIFI tool facilitates real-time information exchange between hospital and long-term care teams, supporting accurate medication reconciliation and reducing the risk of adverse events. This collaboration strengthens continuity of care, minimizes avoidable hospital readmissions, and ensures residents return home safely and promptly.

In partnership with acute care hospitals, The Elliott Community provides transitional care beds within our retirement home. These beds support individuals who no longer require hospital-level care but are not yet ready to return home. This initiative bridges care gaps, promoting successful recovery and reintegration while helping to alleviate hospital capacity pressures.

Recognizing the health impact of loneliness and social isolation among older adults, and integrating principles of The Butterfly Approach, we are focusing on data tracking of engagement scores and identifying residents potentially at risk with lower scores. In our Long-Term Care home, we are encouraging an interdisciplinary approach to spontaneous and meaningful engagement with all residents, regardless of where they are on their dementia journey. More broadly, The Elliott Community opens up our community centre programs that foster inclusion and engagement for seniors who live here independently in our Life Lease building. Through onsite access to activities, events, and meals—including frozen meals and hot lunches offered via our General Store and Hub Café—we promote nutrition, connection, and overall well-being.

By advancing these partnerships and our community offerings, The

Elliott Community supports the older adults who live here to live healthier, more independent lives, while contributing to reduction of emergency department use, improved transitions of care, and enhanced quality of life across our community.

CONTACT INFORMATION/DESIGNATED LEAD

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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

Board Chair / Licensee or delegate

Administrator /Executive Director

Quality Committee Chair or delegate

Other leadership as appropriate
