

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

March 30, 2026

OVERVIEW

Greenwood Court is a community of care located in Stratford, Ontario. Greenwood Court includes 48 long term care rooms that are divided into two neighborhoods: Heritage Neighborhood (15 rooms) and the Colonial Neighborhood (33 rooms) where residents receive daily support for their individualized care needs.

Greenwood Court is one of two LTC homes within the Tri-County Mennonite Homes organization and we share the same mission statement of "making every day matter." Greenwood Court aims to make every day matter by striving for high standards of care and by remaining focused on quality initiatives. Our home aligns with provincial programs and the current needs of our diverse resident population. We deliver these quality initiatives by promoting individualized and unique approaches to resident care needs and by creating positive experiences for residents, families, team members and community partners.

Greenwood Court is proud to be a predesignate home for RAO Best Practice Spotlight Organization, as we continue to implement best practice guidelines within our home. Our graduation date is May 2026. This experience allows us to build and develop community connections. Furthermore it allows us to exchange knowledge across the healthcare sector, to obtain clinical studies, developed practices and to improve our resident's daily care outcomes.

Our Continuous Quality Improvement Committee oversees the quality program in our home and is led by our RAI Coordinator and overseen by our Administrator. The interdisciplinary team consists of the home's leadership team, a resident and family representative, front-line team members, and external partners

that support our home such as our Medical Director, Dietitian, Pharmacy Consultant and other allied health professionals. This team meets quarterly to review survey results, data and input received from our Resident and Family Councils, team members, external partners and our other quality subcommittees.

After analyzing and trending home results, our CQI committee determines the prioritization of improvement initiatives and is responsible for developing action plans, monitoring the plan, providing updates to key-stakeholders and adjusting the plan. The CQI plans, actions and evaluation of the plan is shared at Resident Council and Family meetings, Team meetings and, posted on our home website.

In 2025 our home focused on the following areas: Reducing ER Transfers, decreasing Resident falls and providing Equity, Diversity, Inclusion, education for our team members to align with the provincial objectives. Through team member education and review of Homes processes the Home was able to decrease our Fall percentage from 20.44 to 17.21. The home completed education to families and our physicians on ED transfers yet continued to see an increase in transfer rate from 18.52 to 20.97. The Home completed DEI education for all staff at mandatory training sessions and registered staff completed 4 module online learning through Ontario Health.

Our 2026 CQI goals include decreasing our emergency department transfers, residents experiencing pain and improving our dining experience.

ACCESS AND FLOW

Greenwood Court actively collaborates and works alongside all community partners to ensure the most appropriate care is delivered to our residents, at the most appropriate time and place. Our home is committed to supporting our residents across the care continuum and supporting provincial strategies to avoid unnecessary hospitalizations and avoid emergency visits.

Our home has created a partnership with the Nurse Lead Outreach Team (NLOT) to support our internal medical team through collaboration to decrease the need to transfer to acute and external services.

We enhanced our teams' knowledge and skill by offering the following education opportunities: Fundamentals in Palliative Care, BPSO Championship training, GPA, Acquired brain injuries, Personality disorders and Leadership in Senior Living. Greenwood Court has maintained strong partnerships with Registered Nurses Association of Ontario, Huron Perth Seniors Mental Health and Crisis Response Team, Canadian Mental Health Association, Dale Brain Injury, Alzheimer's Society, Achieva, Ontario Health, OHAH, ODSP, CRA, Ministry of Long Term Care, Perth District Health Unit, IPAC Ontario Health Team, St Joseph's Pain and Symptom Management, Wellness and Mobility, One Care, Medigas, Whiter Smiles Dental Hygiene Clinic, Foot Care Services through OneCare and MediSystem Pharmacy.

Internal BSO meet regularly with above services to support residents within our Home.

EQUITY AND INDIGENOUS HEALTH

Greenwood Court commits to continuing to share cultural awareness and honour equity, diversity, and inclusion within our home. Tri-County Mennonite Homes is proud to continue strengthening our efforts in diversity, equity, and inclusion for the benefit of both our staff and residents. This includes a focused commitment to education, recognition, and the celebration of diverse cultural events to foster greater understanding, respect, and a sense of belonging for all.

This was met by providing annual education on diversity, equity and inclusion. Greenwood Court is proud to promote indigenous lifelong reconciliation by including a Knowledge Keeper and Elder of the Anishinnaabe Turtle Clan to provide education and cultural support to residents and team members within our home.

The Leadership team of Greenwood Court also completed Ontario Health's First Nations, Inuit, Métis and Urban Indigenous Health Framework education to share and promote cultural awareness. Greenwood Court supports the needs of indigenous cultural practices of residents and team members within the home. We adjusted our internal admission process to include cultural and diversity preferences. Information is gathered and determined via "All About Me," P.I.E.C.E.S assessment, Resident Centered Care Assessment, Spiritual Assessment and during interdisciplinary care conferences. We were also excited to celebrate our first annual Multicultural Festival, Pride month, Diwali Festival, and Christmas Bazaar. These events allow our team members and residents to celebrate and share their culture with each other building a sense of pride and respect.

PATIENT/CLIENT/RESIDENT EXPERIENCE

Greenwood Court is committed to resident-centered care and optimizing care and services for our residents. We engage our residents and families by gathering their feedback and getting input into quality initiatives within our home. We have an active Resident Council and invite a resident and family representative on our CQI Committee. Additionally we gather feedback from residents and families through open communication, concerns and compliments, care conferences and annual satisfaction surveys.

The 2025 satisfaction survey was conducted by a third party and provided a 67% response rate. Overall rates were positive with 94% indicating they like the Home, 90% feel supported and 84% would recommend the Home to family member or friend. Areas for improvement included programming satisfaction and pleasurable dining. The survey results and action plans were shared with residents, families and staff via departmental meetings, resident council, emails and posters.

The Home continually advertises and promotes the creation of a formalized Family Council via discussions at admission, care conferences, emails and town halls.

Quality committee has reviewed 2025 data and approved the 2026 quality improvement plan to include working on our pain indicator, emergency department transfers and pleasurable dining.

Through the RAO best practice guidelines for Resident and Family Centered Care, Greenwood Court updated the Move in process to allow for individualized care and positive experience. The Home has enhanced our palliative process by improving EOL conversations and embedding our support early.

PROVIDER EXPERIENCE

Greenwood Court has conducted a satisfaction survey for our team members via an independent consulting firm to allow team members to provide feedback. The Home had a response rate of 48%. Key highlights show that 83% reported the mission, vision and values inspire them, 89% see themselves continuing to work at Greenwood and they expressed high levels of satisfaction with onboarding, role clarity and colleagues. 84% indicated that DEI is valued in the workplace.

Areas of opportunity included communication, teamwork and mental health supports. The home is implementing tri-weekly multidisciplinary huddles, newsletters, monthly departmental meetings and creation of email addresses for all employees to assist in improving communication and team work. Human Resources will be assisting the Homes to promote our EFAP program and provide wellness tips for weekly huddles.

To support ongoing recruitment strategies, Greenwood Court has partnered with international non profit organizations Talents Beyond Boundaries and the CNO's Supervised Practice Experience Partnership. These partnerships provide employment opportunities for international individuals with clinical experience and education. Greenwood Court also partners with PREP-LTC for preceptorship within the long term care sector to promote recruitment and retention.

Career and co-op opportunities are available for students of local high schools, community colleges, and universities for student placements (NPs, RNs, RPNs, and PSWs).

SAFETY

The safety and security of our residents is paramount to all at Greenwood Court. In our resident satisfaction survey for 2025, 97% of residents agreed that they felt safe and secure in the home. Our home has a robust process for responding to resident safety events which includes incident reporting, analyzing safety events and developing individualized safety plans. Our quality teams meet monthly and analyze our data and look for opportunities to improve practices or implement changes to prevent future safety events.

We have increased our Falls Prevention resources by purchasing additional alarms, fall mattresses and hip protectors. We have upgraded our electronic medication management program to enable further enhancements to medication safety and we complete the ISMP Medication System Safety Assessment annually with our Pharmacy partner to identify further opportunities. We partner with pharmacy with electronic medication incident reporting which increases our ability to trend medication incidents and look at root causes with more advanced reports.

PALLIATIVE CARE

Greenwood Court continues to enhance the palliative and end of life care program within the home. Our mission is to enhance the experience for residents and family. We continue to provide education, update internal practices and partner with community providers. Greenwood Court supports residents and families through the palliative care experience by providing opportunities for legacy building, emotional and spiritual support and sharing knowledge on what to expect during a loved one's journey. Greenwood Court is honoured to walk alongside with family and residents.

Greenwood Court adapted internal processes by providing team member education (Fundamentals in Palliative Care, and CAPCE). In addition, we included a Lay Pastoral Minister, and Indigenous Elder/Knowledge Keeper/ Death Doula as a part of our regular staff compliment.

All staff support residents throughout their journey and at end-of life. We honor and respect our residents. A rose is placed at the door of our residents who are passing so that residents and staff are aware and have the opportunity to visit. Once our residents pass, we place a Dove on their door, our team holds an honor guard as each resident is leaves the home , and we place a memorial picture and flower in the lobby for their friends and co-residents to write a memory that is then shared with loved ones.

The Home has worked hard to support EOL care and earlier communication/discussions with our residents and family members. Registerd staff are enrolled in education to support difficult conversations to increase their ability to communicate with success.

POPULATION HEALTH MANAGEMENT

Our home partners with the Ontario Health at Home to review applications for appropriate placement. Our home has been able to support more complex care needs with the support of additional funding for equipment, technology and staffing. We have utilized external supports such as the NLOT program to assist with capacity building and to support complex care needs such as IV therapy, and others.

We also have several internal programs that are supported by allied health care professionals that aim to promote health for our residents. Some of our partners include Physiotherapy, Occupational Therapy, Registered Dietitians, Pharmacy Consultants, and others. Each allied health team member brings expertise and suggestions on how to support our LTC population. Our home has several external partnerships which support the complex care needs of our residents. We work closely with our local Public Health team to support the home with Outbreak and Case Management. We also partner with the Seniors mental Health to support residents with reactive personal expressions. We have access to pain and palliative care specialists, nurses with advanced wound care training and other specialists. We also have access to virtual care platforms for advice or consultations.

Several of our team members participate in local communities of practice such as Regional Health meetings where regional focuses are discussed and planned, Public Health forums, and forums with other managers in similar roles. Our organization maintains its membership with OLTCA and we have corporate membership on the Board.

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 26, 2026**

Bruce Bechtel, Board Chair / Licensee or delegate

Amie Wilker, Administrator /Executive Director

Theresa Burns, Quality Committee Chair or delegate

Sherri Lemke, Other leadership as appropriate
