

Quality Improvement Plan (QIP)

# Narrative for Health Care Organizations in Ontario

March 23, 2026

## OVERVIEW

Sprucedale Care Centre is committed to fostering a community of trust, enrichment, and continuous improvement for residents, families, staff, and community partners. Located in Strathroy, Sprucedale currently provides care for 96 residents and is preparing for an expansion of 32 additional beds in 2026, reflecting our commitment to meeting the evolving needs of our community in a safe and welcoming environment.

Quality Improvement at Sprucedale is foundational to ensuring residents receive safe, effective, and person-centred care. Guided by Health Quality Ontario's recommendations, our Quality Improvement Plan (QIP) focuses on resident safety, clinical effectiveness, and meaningful engagement. We are dedicated to ensuring residents feel respected, supported, and actively involved in their care, with an emphasis on dignity, choice, and quality of life.

A collaborative, interdisciplinary approach underpins all quality improvement activities. Monthly quality meetings and quarterly interdisciplinary Quality Committee meetings support shared accountability, performance monitoring, and the implementation of sustainable improvement initiatives across the home.

Sprucedale's QIP is grounded in our core values, ensuring initiatives uphold ethical standards, promote person-centred care, and support continuous growth. Input from residents, families, staff, and community partners is actively incorporated into improvement planning.

Our staff are essential to achieving quality outcomes. Ongoing education, professional development, and wellness initiatives

support a knowledgeable and engaged workforce.

Continuous Quality Improvement remains central to Sprucedale's mission, supporting a safe, responsive, and inclusive environment where residents, families, and staff can thrive.

The 2026/2027 Quality Improvement Plan focuses and include, but are not limited to the following:

1. To continue to reduce avoidable Emergency Department transfers.
2. To continue to reduce falls, and to reduce the percentage of Long-Term Care residents who fell in the 30 days leading up to their assessment.
3. The percentage of staff (executive-level, management or all) who have completed relevant training in equity, diversity, inclusion and anti-racism education.
4. To reduce the percentage of Long-Term Care residents whose stage 2-4 pressure ulcer worsened.
5. To continue to improve the percentage of Long-Term Care Residents without psychosis who were given antipsychotic medication in the 7 days preceding their resident assessment.
6. To improve the percentage of residents responding positively to the statement "what number would you use to rate how well staff listen to you?"
7. To improve the percentage of residents who responded

positively to the statement "I can express my opinion without fear of consequences?"

## **ACCESS AND FLOW**

Sprucedale Care Centre ensures our residents receive the right care, in the right place, at the right time across the health care system. We are committed to supporting timely, coordinated care that reduces unnecessary hospitalizations and promotes continuity of care within the community, in alignment with Health Quality Ontario's quality dimensions and system priorities.

Sprucedale supports access and flow through strong partnerships with primary care providers, hospitals, community agencies, and Home and Community Care Support Services. The use of integrated care pathways and access to ClinicalConnect has enhanced timely information sharing and proactive interventions to prevent avoidable emergency department visits and hospital admissions.

Residents benefit from comprehensive on-site and community-based services that support care delivery within the home whenever possible. These include 24/7 registered nursing care, regular physician visits, and 24 hour a day access to on-call medical services. Additional services include weekly laboratory services for bloodwork, mobile diagnostic imaging for x-ray services, regular advanced foot care, social work support, and assistance with financial management. Access to primary and preventative services is further supported through community paramedicine programs offering in-home and on-call diagnostics, nurse-led outreach services, multigenerational dental and vision clinics, and specialized clinics such as Botox services.

Interdisciplinary collaboration with physicians, nurses, social workers, dietitians, physiotherapy providers, pharmacy, oxygen services, and community partners supports timely decision-making and coordinated transitions of care. These initiatives align with Home First guiding principles and Ontario Health's Transitions Between Hospital and Home Quality Standard by prioritizing care in the community and reducing system pressures.

Through these coordinated efforts, Sprucedale continues to strengthen access, flow, and system integration to support safe, effective, and person-centred care.

## **EQUITY AND INDIGENOUS HEALTH**

Sprucedale Care Centre is committed to advancing health equity and Indigenous health by fostering an inclusive, respectful, and culturally safe environment for all residents, families, and staff. In alignment with Ontario Health's commitment to reducing health inequities, Sprucedale takes a holistic and person-centred approach that recognizes the diverse cultural, spiritual, gender, religious, and socio-economic needs of the individuals we serve.

Care delivery at Sprucedale is guided by RAO best practice clinical pathways that support culturally responsive care and promote equity across all aspects of resident experience. These pathways help ensure that care planning reflects individual values, beliefs, identity, and lived experience, supporting dignity, choice, and meaningful inclusion.

To embed equity and respect into organizational culture, all team members receive diversity, equity, and inclusion training upon hire and annually through Surge Learning, a virtual education platform.

This ongoing education equips staff with the knowledge and skills required to recognize bias, reduce barriers to care, and create an empowering and welcoming environment for everyone.

Sprucedale also recognizes its responsibility to support Indigenous health and reconciliation efforts. Located near the Oneida Nation of the Thames, Muncey Delaware Nation, and Chippewas of the Thames First Nation, the home acknowledges the importance of relationship-building, cultural awareness, and respect for Indigenous traditions. An annual National Day of Truth and Reconciliation program brings together residents, staff, and community members to engage in learning, reflection, and cultural activities, including traditional food, music, and shared dialogue.

Through ongoing education, culturally responsive practices, and community engagement, Sprucedale remains committed to advancing equity and Indigenous health as an integral part of high-quality, person-centred care.

## **PATIENT/CLIENT/RESIDENT EXPERIENCE**

Sprucedale is committed to using resident and family feedback to continuously improve the quality of care and services provided in the home. Information gathered through the annual Resident Experience Survey, Resident and Family Council discussions, and ongoing feedback is reviewed and analyzed to identify key themes and opportunities for improvement, including communication, responsiveness, and dining satisfaction. This data driven approach ensures that quality improvement initiatives are informed directly by resident experience.

Survey results are shared transparently with residents and families

through Resident and Family Council meetings and are used to guide the development of action plans. Interdisciplinary teams, including healthcare providers, leadership, administrative staff, and council representatives, collaborate to prioritize concerns, co-design solutions, and establish clear timelines and measurable goals. Monthly Resident and Family Council meetings, as well as participation in the Quality Improvement Committee, support ongoing communication, monitoring, and evaluation of improvement activities.

Results from the most recent Resident Satisfaction Survey identified opportunities related to food enjoyment and responsiveness to call bells. Only 71% of residents reported enjoying some of their favourite foods, and 72% felt they received help right away or that staff had enough time for them. These findings were reviewed with the Resident Council on January 6, 2026, and the Family Council on January 22, 2026.

In response, several actions were implemented:

1. The new Nursing Care Lead (NCL) position will help with education response times by talking with residents about any concerns they may have. NCL will review any complaints along with the Director of Care (DOC) about time management.
2. Auditing phones that receive the call alerts from Residents by the NCL position first thing in the morning and evening to ensure staff have them turned and up to receive calls and that the battery is in working condition.
3. We are working with head office to receive a new nurse call system that needs to replace the current aging system. This is in

review and should be done this year.

4. The committees recognized that the facility already offers a wide range of meal choices, indicating a potential gap in communication rather than in service provision.

These initiatives reflect Sprucedale's commitment to resident-centred care and continuous quality improvement.

## **PROVIDER EXPERIENCE**

Sprucedale Care Centre is committed to enhancing provider experience through targeted initiatives that support recruitment, retention, workplace culture, and staff well-being. A comprehensive incentive-based program supports Registered Nurses, Registered Practical Nurses, Personal Support Workers, and front-line staff in accordance with collective agreements. These incentives are complemented by opportunities for professional development, flexible scheduling, and ongoing education, which together support staff engagement and retention.

Workplace culture is strengthened through structured and inclusive communication processes that ensure staff voices are heard across all shifts. Monthly departmental meetings, Registered and Non-Registered Staff Committee meetings, and quarterly Town Hall meetings held on all shifts provide regular opportunities for dialogue and shared problem-solving. Staff surveys are conducted throughout the year to gather feedback on operational changes, workplace priorities, and quality improvement initiatives, with results used to inform leadership decision-making.

Sprucedale invests in staff well-being through multiple support

mechanisms, including access to the Dialogue Employee Assistance Program, an open-door leadership policy, and regular communication through weekly and monthly staff updates. Digital platforms such as Niuz and UKG provide staff with access to education, wellness resources, and self-directed learning opportunities. Additional benefits, including Perkopolis membership, offer access to fitness programs, stress management resources, and employee discounts.

As a learning organization, Sprucedale hosts clinical placements throughout the year for PSW, RN, and RPN students from multiple colleges and universities, including Western University and regional post-secondary institutions. Physicians affiliated with the Western Schulich School of Medicine support weekly medical student placements, fostering a culture of learning and mentorship.

Staff recognition and morale are supported through a staff-led Social Committee, the Connected with Kindness recognition program, and regular appreciation events. These combined initiatives support a positive provider experience, contributing to workforce stability, professional growth, and high-quality resident care.

## **SAFETY**

At Sprucedale Care Centre, resident safety is a foundational element of care delivery and is embedded into daily operations, decision-making, and quality improvement activities. Our approach to safety extends beyond measuring past harm and focuses on proactive, real-time monitoring, early risk identification, and system responsiveness to support a resilient safety culture.

Resident safety is overseen through a structured governance framework that includes the Quality Improvement Committee, Medication Management Committee, and Health and Safety Committee. The Quality Improvement Committee, comprised of an interdisciplinary team with resident and family representation, meets monthly to review safety trends, near misses, and emerging risks related to medication administration, falls, expressive behaviours, and other safety indicators. This proactive review supports timely interventions and continuous improvement. Medication safety is further supported through quarterly Medication Management Committee meetings, where incidents are analyzed to identify opportunities to reduce risk and improve processes.

Infection Prevention and Control is led by a full-time Registered Nurse IPAC Lead who is actively engaged in the daily life of the home and serves as a member of the Health and Safety Committee. This role supports real-time surveillance, staff coaching, and rapid response to potential infection risks.

Ongoing education and competency development are essential to maintaining a safe environment. All staff receive education upon hire and annually, including training in infection prevention and control, falls prevention, safe transfers and lifts, medication management, residents' rights, zero tolerance for abuse and neglect, emergency preparedness, and least restraint as a last resort.

Residents and families are valued partners in safety initiatives through their active participation in resident and family councils and the quality improvement program. Their feedback, along with

collaboration with external partners such as the Registered Nurses' Association of Ontario, supports early identification of risk and the implementation of evidence-based interventions to enhance resident safety.

## **PALLIATIVE CARE**

Sprucedale Care Centre integrates a palliative approach across the illness trajectory, beginning early in a resident's stay and continuing through end-of-life care. This approach is grounded in person-centred care and aligns with the Ontario Quality Standard for Palliative Care and the Palliative Care Health Services Delivery Framework, with a focus on improving quality of life for residents with life-limiting illnesses and supporting their families and care partners.

First, Sprucedale supports informed decision-making and early advance care planning through structured education and communication. Educational brochures related to palliative and end-of-life care are introduced at the six-week care conference and revisited as residents' needs evolve. Evidence-based resources from Strengthening a Palliative Approach in Long-Term Care (SPA-LTC) are also utilized. Family feedback consistently highlights the value of timely, clear information in reducing anxiety and supporting preparedness. This feedback is reviewed and used to refine educational resources and approaches.

Second, Sprucedale implemented the POET (Prevention of Error-Based Transfers) Project to support early, values-based conversations regarding goals of care, health care directives, and informed consent. POET ensures care decisions reflect resident priorities such as comfort, dignity, and quality of life rather than

reactive, crisis-driven choices. This proactive approach supports continuity of care, reduces unnecessary hospital transfers, and strengthens trust between residents, families, and the care team.

Third, Sprucedale enhances comfort and dignity through a comprehensive Palliative and Pain Program. Palliative care carts include sensory supports, music therapy, essential oils, and comfort gowns to address physical, emotional, and psychosocial comfort. Environmental signage supports a calm and respectful care environment during end-of-life care, aligning with standards related to symptom management and compassionate care.

A strong emphasis is placed on workforce education to support high-quality palliative care delivery. Personal Support Workers are provided educational opportunities through the PACE Program offered by Hospice Palliative Care Ontario (HPCO), enhancing their ability to recognize and respond to palliative needs. Registered staff are supported in completing Comprehensive Advanced Palliative Care Education (CAPCE) and Fundamentals of Pain and Palliation training. Ongoing interprofessional education, combined with resident and family feedback and care outcome trends, is used to continuously evaluate and strengthen palliative practices, ensuring care remains timely, coordinated, and responsive.

## **POPULATION HEALTH MANAGEMENT**

Sprucedale Care Centre's population health management approach is grounded in collaboration, person-centred care, and a deep understanding of the lived experiences of residents. Through strong regional partnerships and internal evaluation tools, the home works to support resident well-being across the continuum of care.

Sprucedale actively participates in the Facility Liaison Advisory Group (FLAG), a collaborative forum that brings together long-term care homes across the Middlesex–London Region. FLAG meets monthly to support shared learning, sector-wide problem-solving, and coordinated planning to strengthen system effectiveness. Representation from organizations such as the Ontario Long Term Care Association, Advantage Ontario, and Ontario Health Teams ensures alignment with broader system priorities while advocating for the needs of residents, families, and staff. A longstanding shelter agreement, supported by annual reviews and practice drills, further strengthens regional preparedness and continuity of care.

To better understand and enhance the quality of daily life for residents, Sprucedale utilizes the Qualitative Interaction Schedule (QUIS). This observational tool measures the culture of care by assessing the nature and quality of interactions between residents and staff. QUIS supports a shift from task-focused care toward meaningful engagement and person-centred practices, helping to inform improvements that enhance residents' lived experiences.

Resident well-being is further supported through a wide range of meaningful programs and activities designed to reflect individual interests, abilities, and preferences. Opportunities for social connection, creative expression, spiritual support, and community engagement promote inclusion and quality of life.

As part of its commitment to person-centred care, Sprucedale collaborates closely with external partners, including Behavioural Support Ontario (BSO), to support residents during transitions into the home and throughout their stay. These partnerships enable access to specialized expertise and resources, ensuring care

approaches are responsive, coordinated, and aligned with residents' evolving needs.

### **CONTACT INFORMATION/DESIGNATED LEAD**

Corrie Van Heeswyk, Executive Director  
96 Kittridge Ave, Strathroy ON  
N7G 2A8  
Phone Number: 519-245-2808 ext 7127  
Email Address: corrie.vanheeswyk@sprucedale.ca

Kate Faria, Quality Improvement Coordinator  
96 Kittridge Ave, Strathroy ON  
N7G 2A8  
Phone Number: 519-245-2808  
Email Address: kate.faria@sprucedale.ca

Jennifer Turnbull, Director of Care  
96 Kittridge Ave, Strathroy ON  
N7G 2A8  
Phone Number: 519-245-2808 etc 7101  
Email Address: jennifer.turnbull@sprucedale.ca

## 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

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Board Chair / Licensee or delegate

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Administrator /Executive Director

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Quality Committee Chair or delegate

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Other leadership as appropriate

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