

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

March 20, 2026

OVERVIEW

Dundurn Place Care Centre is an accredited 142-bed long-term care home located in downtown Hamilton. Since opening our doors in 1977, we have remained committed to meeting the evolving needs of our community.

Originally established to provide independent living services, we expanded in 1985 to include long-term care and adult day programs. In 2011, Rykka Care Centres LP acquired our licensed beds and has continued operations through Responsive Management Inc. In 2024, Rykka Care Centres LP underwent a corporate rebranding and is now operating as Kindera Living.

In alignment with provincial directives, the Ministry of Health and Long-Term Care announced in late 2022 the reduction of “basic” ward rooms to a maximum of two residents per room. As a result, Dundurn Place Care Centre transitioned from 201 beds to 142 beds.

In November 2022, we reopened our 28-bed Convalescent Care Program, followed by the reopening of two Short Stay beds in December 2022. In 2024, the Ministry reallocated six Convalescent Care beds to our Long-Term Care census. Our current bed complement includes: 118 Long-Term Care beds, 22 Convalescent Care beds, 2 Short Stay beds.

Dundurn Place Care Centre serves adults aged 18 and older, supporting a diverse population within the downtown urban core, including individuals with complex and unique social determinants of health.

We provide a comprehensive range of services designed to support

holistic well-being, including:

Weekly physician visits, 24-hour nursing care, Diagnostic imaging and laboratory services, Pharmacy services, Full-time social work services, Full-time physiotherapy services, Nursing restorative therapy, Foot care services, Laundry and daily housekeeping services.

Our interdisciplinary approach focuses on enhancing each resident's quality of life by addressing their physical, emotional, social, and psychological needs. We are guided by a holistic philosophy that supports residents' physiological well-being, safety, belonging, self-esteem, and self-actualization.

We are committed to our mission:

"To live a culture of distinction through our commitment to the well-being of team members and residents."

We lead with our core values — Kindness, Integrity, Progressive, and Community — and uphold our commitment:

"To create communities of trust and fulfillment for our team members and residents."

ACCESS AND FLOW

Dundurn Place Care Centre offers a comprehensive range of interprofessional health services designed to support the complex and evolving needs of our residents.

In addition to delivering comprehensive primary care on-site,

Dundurn Place Care Centre maintains active collaboration with Ontario Health atHome to enhance care coordination, optimize service integration, and ensure residents have timely access to specialized community resources.

Residents benefit from 24-hour registered nursing coverage, supported by weekly physician visits. Our medical team includes four attending physicians and a dedicated Medical Director, providing consistent clinical oversight and continuity of care.

On-site and coordinated services include diagnostic imaging, laboratory services, and pharmacy support to ensure timely assessment and treatment. Our Social Work Department provides a broad spectrum of services, including supportive counselling, therapeutic discussion groups, advocacy, and assistance with financial matters such as income tax preparation.

Additional specialized services are available through referral or scheduled appointments, including: Dental and denture services, Dermatology, Audiology, Optometry, Advanced foot care, Psychiatry, Mobility and seating assessments.

Through a coordinated, resident-centered model of care, Dundurn Place Care Centre ensures access to both essential and specialized services that promote optimal health outcomes, dignity, and quality of life.

EQUITY AND INDIGENOUS HEALTH

Dundurn Place Care Centre is committed to recognizing, respecting, and celebrating the diverse backgrounds and individual needs of our residents. We uphold the fundamental right of every resident to be treated with dignity and respect, regardless of cultural or religious affiliation, socioeconomic status, sexual orientation, gender identity, citizenship, age, marital or family status, or disability.

Upon admission, residents are invited to share personal preferences and important considerations related to their cultural background, values, traditions, and beliefs. This information is incorporated into individualized care planning to ensure that services and supports are responsive, meaningful, and person-centered.

Our Recreation Department thoughtfully integrates residents' cultural and spiritual preferences into monthly programming to foster inclusion, belonging, and community engagement. In addition, our organization provides ongoing education through our learning portal to promote awareness, understanding, and appreciation of diversity and cultural competence.

All team members are guided by our Diversity Policy and are expected to demonstrate cultural sensitivity, inclusivity, and professionalism in their interactions with residents, families, and colleagues. Through these efforts, Dundurn Place Care Centre strives to cultivate an environment where every individual feels valued, respected, and supported.

PATIENT/CLIENT/RESIDENT EXPERIENCE

Enhancing the resident experience remains a central priority within Dundurn Place Care Centre's Quality Improvement Plan. Over the past four years, the Home has focused extensively on implementing the Butterfly Model of Care, reinforcing our commitment to a deeply person-centered philosophy.

Dundurn Place Care Centre has achieved "Gold – Outstanding" accreditation status for three consecutive years, reflecting sustained excellence in person-centered practice and our ongoing dedication to delivering care experiences that align with each resident's individual preferences, interests, and needs. The Butterfly Model further strengthens this approach by promoting emotional connection, meaningful engagement, and individualized care that enhances overall quality of life.

Dundurn has established a robust committee structure aligned with the Home's strategic quality priorities. Each committee meets monthly to identify areas for improvement, review performance indicators, and recommend quality initiatives. Committees are composed of interdisciplinary frontline team members—including Personal Support Workers, Nurses, Recreation Professionals—as well as resident representatives.

A designated representative from each committee participates in the Home's Quality Team, where initiatives undergo comprehensive review and approval at the leadership level. The Quality Team includes committee representatives, the Director of Nursing and Personal Care, the Executive Director, residents, family representatives, and additional leadership members as required based on identified priorities.

Partnerships with external providers play a vital role in advancing quality improvement initiatives. Dundurn Place Care Centre works closely with its pharmacy provider to conduct interdisciplinary medication reviews, particularly focusing on residents prescribed antipsychotic medications without a corresponding diagnosis. Through collaborative clinical oversight, the team actively pursues strategies to safely reduce or discontinue such medications whenever appropriate.

Strong physician engagement is also fundamental to quality care delivery. Close, ongoing relationships between physicians and residents contribute significantly to overall health and well-being. Physician participation in care conferences further strengthens communication, continuity, and collaborative decision-making.

Dundurn Place Care Centre actively supports and values its Residents' Council as a key contributor to quality care and governance. The Residents' Council represents the collective voice of all residents and meets monthly. The Council provides a structured forum for residents to express concerns, share feedback, discuss opportunities for improvement, and remain informed about initiatives and changes within the Home. Through this forum, residents maintain meaningful involvement in shaping their living environment and care experience.

In addition, resident and family satisfaction surveys are distributed regularly to gather structured feedback. Survey results are reviewed in collaboration with the Residents' Council, providing an opportunity to identify trends, celebrate successes, and develop targeted improvement strategies. This process enables the leadership team to better understand what matters most to

residents and families and ensures that care delivery remains aligned with their expectations and values.

Through strong governance, interdisciplinary collaboration, and meaningful resident engagement, Dundurn Place Care Centre continues to advance a culture of continuous quality improvement grounded in person-centered excellence.

PROVIDER EXPERIENCE

Dundurn Place Care Centre remains firmly committed to supporting the well-being, resilience, and professional growth of our team members. In response to sector-wide staffing challenges, as well as increased risks of burnout and emotional strain among healthcare professionals, the Home has prioritized comprehensive supports for staff mental health and wellness.

All team members have access to our Employee and Family Assistance Program (EFAP), which provides confidential counselling and supportive resources to address personal, professional, emotional, and mental health concerns. This program ensures that staff have timely access to assistance when needed.

To further strengthen workforce capacity and sustainability, Dundurn has leveraged newly available funding to expand student placement opportunities and implement structured preceptor roles. These initiatives not only provide mentorship and professional development opportunities for existing staff but also contribute to succession planning and recruitment efforts.

A comprehensive review of staffing models and scheduling practices has been completed, resulting in improved consistency

and predictability in team member schedules. Additionally, Dundurn has successfully eliminated the use of agency staffing, reinforcing continuity of care, strengthening team cohesion, and enhancing the overall resident and staff experience.

The continued utilization of the “Niuz” application has significantly enhanced internal communication and engagement. This centralized digital platform serves as a comprehensive resource hub for policies, updates, and operational information, while also functioning as an interactive forum where team members can stay informed about daily activities and share feedback regarding their experiences.

Ongoing engagement is further supported through an annual team member survey designed to gather meaningful feedback regarding workplace culture, services, and overall experience. Survey results inform the development of targeted SMART goals, enabling leadership to address priority areas and strengthen quality indicators that matter most to staff.

The implementation and sustained “Gold – Outstanding” achievement under the Butterfly Model of Care has also contributed positively to the provider experience. By emphasizing relationship-based, person-centered care, team members are empowered to be fully present with residents, engage in meaningful interactions, and build authentic human connections. This approach has shifted the focus from task-oriented care delivery to creating an environment where residents truly feel at home—and where staff experience greater fulfillment and purpose in their roles.

Through these initiatives, Dundurn Place Care Centre continues to cultivate a supportive, engaged, and resilient workforce committed to delivering excellence in care.

SAFETY

Dundurn Place Care Centre actively promotes and upholds the Residents’ Bill of Rights under the Fixing Long-Term Care Act (FLTCA), 2021. The Act affirms that a long-term care home is first and foremost the home of its residents—a place where individuals are entitled to live with dignity, security, safety, and comfort, and where their social, spiritual, and cultural needs are respected and supported.

This legislative framework aligns closely with the Butterfly Model of Care, which Dundurn has successfully implemented and sustained, achieving “Outstanding – Gold” accreditation status for three consecutive years. The Model reinforces our commitment to person-centered living, emotional well-being, and the creation of a genuine home-like environment.

Each Resident Right is reviewed and communicated regularly at monthly Residents’ Council meetings and team member town halls to ensure awareness, understanding, and shared accountability. By invitation, the Executive Director attends Residents’ Council meetings to review the Home’s Abuse Policy, ensuring residents are informed about what constitutes abuse, how to recognize it, and the processes available for reporting concerns.

Dundurn strongly encourages residents, families, and all stakeholders to utilize the Client Service Response (CSR) process to formally submit concerns or feedback. This structured approach

enables timely review, action planning, and resolution. Data from CSR submissions is analyzed to identify trends, measure sustainability of corrective actions, and inform continuous quality improvement efforts.

The Home also utilizes a comprehensive risk management system to monitor and analyze incidents. This includes trending incident types, evaluating timing patterns, conducting root-cause analyses, and identifying contributing factors. Findings are reviewed through appropriate governance channels to implement preventative strategies and mitigate future risks.

In partnership with community stakeholders, Dundurn has worked closely with the local Fire Department and Fire Marshal to ensure environmental safety while maintaining the integrity of the Butterfly Model's homelike philosophy. The inclusion of "the stuff of life"—personalized furnishings, décor, and meaningful objects—enhances engagement and comfort but may introduce fire safety considerations. Over the past year, Dundurn has collaborated with fire safety authorities to identify safe alternatives that balance regulatory compliance with resident engagement. As a result, the Home's Fire Safety Plan has been successfully updated and approved, ensuring both safety and a therapeutic, home-like environment are maintained.

Through strong governance, proactive risk management, and ongoing stakeholder engagement, Dundurn Place Care Centre remains committed to safeguarding residents' rights while fostering a secure, dignified, and meaningful living environment.

PALLIATIVE CARE

At Dundurn Place Care Centre, our commitment to palliative care is rooted in compassion, dignity, and excellence. We believe that end-of-life care is not just a clinical responsibility—it is a profound privilege. Our team follows the evidence-based Registered Nurses' Association of Ontario Palliative Care Pathway, ensuring residents receive comprehensive, person-centred support that prioritizes comfort, symptom management, and quality of life.

A key focus of our approach is the prevention of avoidable Emergency Department transfers. Through proactive care planning, early identification of changes in condition, advance care discussions, and close collaboration with families and interdisciplinary partners, we support residents in remaining in the comfort of their home. By anticipating needs and responding swiftly with skilled clinical care, we honour residents' wishes and reduce unnecessary hospitalizations during their most vulnerable moments.

When a resident passes, we pause as a community. A Code Purple is gently announced, and staff step away from their duties to honour the life that has touched our home. Together, we accompany the resident on their final journey through our front lobby. A dignity blanket is placed over them as a symbol of respect and gratitude. As we walk alongside them to the funeral home transport vehicle, a poem is read:

“Goodbyes are not forever,
Goodbyes are not the end.
They simply mean we will miss you
Until we meet again.”

In this moment of collective reflection, we stand united in remembrance, ensuring that no one leaves our home alone. At Dundurn Place Care Centre, palliative care is about living fully, being supported completely, and being honoured deeply—right to the very end.

POPULATION HEALTH MANAGEMENT

Dundurn Place Care Centre has achieved “Outstanding – Gold” accreditation in the Butterfly Model of Care for three consecutive years, reflecting sustained excellence in person-centered practice. This distinction underscores our commitment to elevating individualized care delivery and fostering meaningful engagement between residents and care providers.

The Butterfly Model promotes early recognition of physical, cognitive, and emotional changes, enabling proactive and responsive interventions. Central to this philosophy is the active involvement of residents in decision-making processes, ensuring they maintain autonomy and choice in all aspects of their daily lives. By empowering residents to guide their routines and care preferences, Dundurn reinforces dignity, independence, and quality of life.

In 2023, Dundurn partnered with the Registered Nurses’ Association of Ontario (RNAO) and PointClickCare (PCC) to implement RNAO Clinical Pathways through PCC’s Nursing Advantage platform. These Clinical Pathways are grounded in RNAO Best Practice Guidelines (BPGs) and provide standardized, evidence-based frameworks for comprehensive resident assessment and care planning.

The integration of Clinical Pathways has strengthened the thoroughness and consistency of assessments related to pain, falls risk, delirium, and admission processes. By embedding current evidence-based practices into daily clinical workflows, Dundurn has enhanced quality of care, strengthened regulatory compliance, reduced clinical variability, and mitigated risk.

To date, Dundurn has successfully implemented five RNAO Clinical Pathways focused on: Person and Family-Centred Care, Falls Prevention and Management, Delirium, Admission, and Pain.

Through sustained accreditation, strategic partnerships, and the integration of evidence-informed clinical tools, Dundurn Place Care Centre continues to advance excellence in resident-centered, high-quality care.

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 **March 20, 2026**

Linda Calabrese, Board Chair / Licensee or delegate

Agnes Lawrence, Administrator /Executive Director

Erin Smart, Quality Committee Chair or delegate

Karolina Greaves, Other leadership as appropriate
