

Quality Improvement Plan (QIP)
Narrative for Health Care
Organizations in Ontario

February 2, 2026



OVERVIEW

North Centennial Manor is a 78-bed not-for-profit long-term care home located in Kapuskasing, Ontario. The manor has been providing holistic care services to elderly residents, people with disabilities, and those who have a chronic or prolonged illness since 1967.

We are committed to providing excellent care to all our residents in a safe home-like environment. We strive to be the model long-term care facility in the north and we are proud of the services that we provide for our family, friends and community.

ACCESS AND FLOW

Our resident population is changing and more residents are being diagnosed with dementia. In 2023 we had 57% of residents with a diagnosis of dementia and at present our rate is 72%. In order to meet the needs of the residents we serve; we expanded our Behavioral Support Ontario (BSO) team in 2025 and look forward to continuing our growth. We are looking to add additional human resources as well as make environmental changes to accommodate these residents.

We will continue with our Gentle Persuasive Approach (GPA) training for all employees and look to improve the process of "Personhood" to share who the resident was and is for the caregivers to better understand the residents in our care.

In 2025, we continued on our journey working with the Registered Nurses Association of Ontario (RNAO) to become a "Spotlight Organization" and with PointClickCare and RNAO we continue to implement "Clinical Pathways". Our goal is to improve the services we offer to our residents and families using the best practices available. The current area of focus for 2026 is "Palliative Care" and "End of Life Care".

In October 2025 we retired the MDS reporting software and implemented LTCF into the homes workflow.

EQUITY AND INDIGENOUS HEALTH

Our Activity Department works closely with the community Indian Friendship Centre to provide events that share the Indigenous culture with the residents in the home. We have a very small percent of residents that identify as Indigenous (2%).

Being the majority of our residents are Francophone, our home initiated in house French classes for our anglophone employees.

This initiative has been recognized by the "Reseau du Mieux-êtres Francophone du Nord de L'Ontario" where we received the "Fournisseur de service de santé" which recognizes the exceptional work and efforts to enhance the quality of life and care in a health care setting.

Since the pandemic there has been a lot of retirements in our community and we have experienced a human resources crisis. Our home has been very grateful for immigration, as the majority of our current employees are immigrants that have chosen to make our community their home. We also participate in the RCIP and FCIP Immigration Program to support our employees in their immigration pathways.

All of our employees take training in "Cultural Competencies in Healthcare" and "Diversity, Equity and Inclusion in the Workplace" to educate themselves on their own biases and what is appropriate in the workplace. We also hold a multicultural day every year as part of our Employee Recognition Program.

PATIENT/CLIENT/RESIDENT EXPERIENCE

The majority (62%) of our residents are aged 80 to 105 years of age. We currently have 3 centenarians and it is becoming more common in the home.

Our seniors remained in the community in their homes with all the services available to them. This is a positive reflection of the home care services that are available in the community and respects the wishes of the seniors to remain in their homes for as long as they can manage.

In 2026, we are working to improve on the feedback that we receive from residents and families through the Multidisciplinary meeting process. We have formalized the process to give the resident and family an opportunity to come and discuss with the team any concerns they have and how we can improve our approach in caring for the resident.

They are also given surveys in person in an effort to improve our response rate. Anything learned during the meeting that can add value to the resident and family or care is added to the residents care plan and shared with the team.

PROVIDER EXPERIENCE

In 2025, the Leadership team took "Workplace Mental Health in LTC" training through the Centers for Learning, Research and Innovation (CLRl). The training allowed the team to develop an action plan for 2025 to engage with the employees to make improvements.

The team was able to engage with the employees and focus on changes that could be implemented.

Employees were surveyed in December 2025, and the results justified the improvements. The vast majority of the employees stated being proud to tell others they work in our home, would work in our home for a long time and felt their work meant something and was not just a job.

The area of improvement identified by the employees was improving communication about changes to their work flow and roles.

SAFETY

Resident safety is front and center in the work that we do everyday. Our goal is always to decrease the risk of harm, injury and pain in all the care that we provide.

In 2025, we decreased our medication incidents, our resident falls and our use of restraints. We will continue on this journey to improve the lives of the residents we serve.

In 2026, we will focus on how we can better support our residents diagnosed with dementia that have complex needs.

PALLIATIVE CARE

The residents that are being admitted to the home are older and have multiple co-morbidities. The resident and family are able to share their goals of care on admission, annually or after a significant change. This allows the residents and families to guide their care based on what the residents and families want. We provided education in 2025 to all Registered staff on Palliative Medications.

In 2026, the Registered staff will receive education and additional assessments will be added to our palliative care process through the "RNAO Clinical Pathways" software. These assessments are based on new evidence based practices and will give the resident and family an opportunity to communicate their feelings, symptoms, hopes and spiritually around their end of life in a formal process with the team.

POPULATION HEALTH MANAGEMENT

At North Centennial Manor, we recognise the importance of population health management. As a small non-profit home our

resources are limited but we work external healthcare partners to ensure a tailored environment meeting the health and social needs of our residents.

As part of our effort to support broader healthcare systems, we have established strong partnerships with local colleges and universities to help train and develop new qualified nursing professionals and unregulated healthcare workers. By investing in our workforce development, we contribute to the long-term sustainability of the healthcare sector and help address the growing demand of skilled healthcare providers in our community.

We work collaboratively with community partners such as Behavioral Support Ontario (BSO), Registered Nurse Association of Ontario (RNAO), Alzheimer's Society, North East Specialized Geriatric Services, Hospitals, Institute for Safe Medication Practices (ISMP) to implement best practices in our home to support our residents. Our goal is to improve the care and services we provide for our population. Understanding the complex needs and behaviors has been key in implementing a BSO Team, which includes 1 BSO Lead and 2 BSO PSWs, who have received specialized training including Dementia Journey, Dementiability, UFirst and many more.

Our waitlist in the community is long and we are grateful for the services that keep residents in their homes for as long as possible. To meet the needs of our aging population and increasing volume of individuals with complex behaviors requiring access to long-term care beds, in our community, proper staffing and enhanced planning is needed. Our community needs additional beds to address the long waitlist and ensure individuals who require

specialized care and services have access to it when needed. Moving forward, we will continue to explore collaborative opportunities with other sectors to enhance our populations health approach and, ensure our residents benefits form high quality care as we envision for their future in our Home.

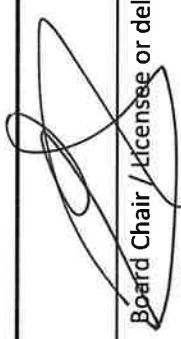
CONTACT INFORMATION/DESIGNATED LEAD

Pauline Frechette Keating
Director of Resident Care

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
