Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

November 23, 2026

Ontario Health

OVERVIEW

“We serve with our hearts” remains at the core of Maxville Manor’s mission and guides the care and services we provide. This mission is delivered through three primary programs: our long-term care home, currently serving 114 residents; a growing community outreach program; and supportive apartments that allow seniors to remain active and engaged within the community.

Our long-term care home is currently undergoing a phased construction project that will expand capacity from 114 to 160 beds. The project is being implemented in stages to minimize disruption to residents, staff, and daily operations. Once completed, the expansion will strengthen our ability to respond to the growing needs of our community while continuing to deliver high-quality, safe, and resident-centred care. The project is expected to be completed by 2029.

In 2025, Maxville Manor updated its Strategic Plan to provides a clear direction for strengthening resident experience, community partnerships, operational sustainability, and workplace culture. The plan focuses on fostering a warm, home-like environment by advancing person-centred care, enhancing resident engagement, and strengthening family and community involvement. It also emphasizes building meaningful partnerships and exploring innovative approaches that support integrated care and community connection. Operational priorities include maintaining financial sustainability and ensuring a smooth transition through the Manor’s redevelopment project. Finally, the plan reinforces our commitment to being a workplace of choice by promoting strong leadership, staff engagement, recruitment, retention, and professional development.

Maxville Manor's 2026–2027 Quality Improvement Plan (QIP) continues to align with our Quality Framework, which is grounded in the Quadruple Aim approach adopted by Ontario Health. The priorities identified in this year's QIP are guided by quality and safety goals across the framework's key pillars.

We remain actively engaged in a number of initiatives aimed at improving the quality of care and services we provide. This plan highlights several key initiatives that build on previous efforts to further strengthen resident care and organizational performance.

Reducing Emergency Department Visits
With local hospitals continuing to operate beyond capacity, Maxville Manor is focused on supporting residents to remain safely in the Manor whenever possible, helping to reduce unnecessary transfers and emergency department visits.

Reducing Antipsychotic Medication Use
We continue our multi-year initiative to reduce the use of antipsychotic medications among residents who do not have a diagnosis of psychosis. This collaborative effort involves physicians, pharmacy partners, the Royal Ottawa Health Care Group, and Manor staff to ensure medications are regularly reviewed and safely reduced or discontinued when appropriate.

Reducing Restraints and Falls
Our care philosophy prioritizes resident mobility, independence, and dignity. Residents are encouraged to walk or move freely in wheelchairs whenever it is safe to do so, with support from clinical staff and family members. Ongoing initiatives focus on further reducing both physical restraints and fall-related incidents.

Addressing Nursing and Staffing Challenges
Recruitment and retention of healthcare staff—particularly in rural communities—continues to present challenges. In response, Maxville Manor has implemented a comprehensive recruitment and retention strategy, increased full-time staffing levels, and continues to make progress toward the provincial target of providing four hours of direct care per resident per day.

Maxville Manor looks forward to advancing these quality initiatives in 2026–2027 and remains committed to providing safe, person-centred, and high-quality care for all residents.

ACCESS AND FLOW

Maxville Manor continues to prioritize the reduction of unnecessary Emergency Department (ED) visits. Our nursing leadership team reviews all ED transfers to identify trends and opportunities for additional interventions that may support residents in remaining safely at the Manor whenever appropriate.

The Community Paramedicine program provides residents with timely on-site care for conditions such as hypoglycemia, seizures, and palliative care needs, often preventing the need for hospital transfers. Residents are also supported in expressing their care preferences, including the option to remain at Maxville Manor when it is clinically appropriate.

We will continue to educate team members and families about the Community Paramedicine program to ensure awareness of available alternatives to hospital transfers. Ongoing engagement and training will support efforts to reduce avoidable ED visits while maintaining resident safety and respecting individual care preferences.

EQUITY AND INDIGENOUS HEALTH

Maxville Manor acknowledges that we are located on the traditional and unceded territory of the Algonquin people. We recognize the enduring presence, knowledge, and contributions of Indigenous peoples who have lived on and cared for this land for generations. As a healthcare organization, we are committed to fostering respect, learning, and meaningful reconciliation while providing culturally safe, equitable, and inclusive care to all residents, families, team members, and members of our community.

Our team members, who are primarily recruited from the local community, are well positioned to support residents in their preferred language. Many team members are bilingual in English and French, and in situations where another language is spoken, team members or volunteers are available to assist with communication whenever possible.

Maxville Manor also provides a range of spiritual and religious programming to support the diverse needs and preferences of residents. These include church services led by Anglican, Catholic, Presbyterian, and United clergy (offered in person and virtually during outbreak situations), hymn sings and Friendship Circles featuring hymns and scripture readings, the Rosary, Sacrament of the Sick, and Communion, participation from a Spiritual Youth Music Group, and one-on-one visits from clergy.

To support an inclusive and respectful workplace, all employees complete annual training on Equity, Diversity, Inclusion, and Anti-Racism through the SURGE Learning platform. The required module, Diversity, Equity, and Inclusion at Work, is refreshed annually to ensure team members remain informed about best practices in equity and culturally responsive care.

Through these initiatives, Maxville Manor strives to maintain a culturally safe, equitable, and inclusive environment for residents, team members, and families.

PATIENT/CLIENT/RESIDENT EXPERIENCE

Maxville Manor actively engages residents and families in care planning and organizational decision-making through a variety of communication and feedback channels. The Resident and Family Councils continue to play an important role in providing input and recommendations, with appropriate follow-up and actions taken where necessary.

The annual resident and family satisfaction survey, conducted each fall, offers another formal opportunity to gather feedback and identify areas for improvement. In addition, interdisciplinary care conferences are held annually, and discussions take place as needed when there are changes in a resident's health status or care needs, ensuring residents and families remain actively involved in care decisions.

Residents and family members are also invited to participate in quarterly quality sub-committee meetings, where they can provide valuable perspectives on quality improvement initiatives and organizational planning. In 2026–2027, the family engagement platform will be fully implemented and operational, allowing family members to stay informed about resident care, health updates, and activities in real time.

Communication is further supported through weekly newsletters shared with residents and families, helping to maintain transparency, strengthen connections, and encourage ongoing engagement in all aspects of life at Maxville Manor.

PROVIDER EXPERIENCE

Maxville Manor is an active member of the Great River Ontario Health Team and participates in several collaborative tables, including the Steering Committee and the Collaboration Council. The Manor also co-chairs the Lived Experience Partners Table and engages with AdvantAge Ontario to support broader sector initiatives. Our Board of Directors, representing a diverse cross-section of the community, meets bi-monthly to help set priorities that support the delivery of high-quality health and community services for seniors.

We maintain strong working relationships with local hospitals, community support service organizations, and neighbouring long-term care homes. These partnerships support a coordinated and collaborative approach to care and service delivery across the region.

Engagement of Clinicians, Leadership, and Team members
As part of our commitment to quality improvement, Maxville Manor actively engages clinicians, leadership, and frontline team members through a number of established committees and forums. Program-specific quality initiatives, trends, and action plans are regularly reviewed through the following groups:

- Management Committee
- Professional Advisory Committee
- Falls Prevention Committee
- Palliative Care Committee
- Restraints Committee
- Skin and Wound Committee
- Infection Prevention and Control (IPAC) Committee
- RN and RPN meetings
- Unit tours

These structures support collaboration across disciplines and help ensure that leadership and frontline team members remain aligned in delivering safe, high-quality, and resident-centred care.

Access to the Right Level of Care – Addressing ALC
Maxville Manor continues to support local hospitals by accepting crisis placements for individuals awaiting long-term care, even when the Manor may not be their preferred or first-choice home. This approach helps alleviate hospital pressures while ensuring individuals receive appropriate care in a supportive environment.

The Community Outreach Team further enhances the quality of life and independence of seniors and individuals with special needs living in the community throughout Glengarry County and East Stormont. With the support of volunteers and trained team members, the team provides a range of services, including:

- Adult Day Programs hosted at the Manor
- Meals on Wheels delivery
- Transportation for medical appointments, treatments, shopping, and social activities

These services help individuals remain in their homes and communities for as long as possible while supporting health, independence, and social engagement.

Opioid Prescribing and Pain Management
Pain management and opioid prescribing are carefully monitored by the Manor's physicians and nurse practitioners. All prescriptions are assessed for appropriateness, and the nursing team closely monitor residents' responses to treatment to ensure effectiveness and safety. Non-pharmacological approaches, such as heat therapy, massage, and physiotherapy, are routinely incorporated into care plans to support resident comfort.

Although concerns related to addiction are uncommon within our resident population, counselling and support services are available through local community programs should the need arise.

SAFETY

Resident safety remains one of Maxville Manor's highest priorities, alongside supporting residents' quality of life. The majority of residents are accommodated in private rooms, which provide greater autonomy, personal space, and privacy. Resident rooms and common areas are designed to be open and well lit, utilizing both natural and artificial lighting to promote safe mobility and orientation throughout the home.

In support of our ongoing efforts to reduce falls and minimize the use of restraints, several safety measures are in place, including:

- Fall risk assessments completed on admission and reviewed quarterly for all residents
- Post-fall huddles to review incidents and identify strategies to reduce future risk
- Bi-monthly high-risk fall meetings to analyze trends and implement targeted interventions
- Fall mats placed beside beds for residents identified as being at risk
- Call bells accessible to all residents
- Bed upgrades through an ongoing capital plan to provide wider,

safer beds
- Nightlights in resident washrooms and additional environmental safety features throughout the home
- Staff Safety and Workplace Violence Prevention

The Joint Health and Safety Committee continues to prioritize a safe and respectful workplace. In 2026–2027, the team will continue to participate in mandatory in-class training on Bullying and Harassment in the Workplace. This training focuses on:

- Recognizing different forms of bullying and harassment
- Strategies for responding to incidents
- Reporting procedures to ensure appropriate follow-up and accountability

The goal is to empower team members to help maintain a respectful, violence-free workplace, whether they experience or witness inappropriate behaviour.

Maxville Manor remains committed to ongoing team member education, thorough incident investigation, and timely follow-up to ensure the safety and well-being of both residents and team members across the organization.

PALLIATIVE CARE

Maxville Manor ensures that team members roles, responsibilities, and accountabilities related to the implementation and ongoing delivery of our palliative care program are clearly defined and regularly communicated to all team members.

Palliative care at Maxville Manor is an approach focused on relieving suffering and enhancing quality of life for residents living with serious illness. Our program supports residents and their families or caregivers by addressing physical, psychological, social, spiritual, and practical needs, while recognizing individual expectations, hopes, and concerns.

The program also helps residents and families prepare for and navigate end-of-life decisions and the dying process, while providing support to cope with loss and grief. Care focuses on both treating active symptoms and preventing new concerns from arising, while promoting meaningful experiences, personal growth, and spiritual well-being.

Our palliative care approach is person and family centred, complementing other treatments throughout the course of illness and continuing through end-of-life and bereavement. The integration of palliative care supports residents' goals of care, whether focused on recovery, prolonging life, or maximizing comfort.

Program Progress and Initiatives
Maxville Manor has made meaningful progress in strengthening palliative care services across the organization. Palliative care conferences are held to support coordinated care planning and communication among the interdisciplinary team, residents, and families. Volunteers are also available to provide companionship for residents who may not have family present.

Team members continue to receive education and training in palliative and end-of-life care to enhance their clinical knowledge and confidence in supporting residents and families during this

stage of life. In addition, the CADDS medication administration system will be implemented to support the timely and accurate delivery of palliative medications, helping to improve resident comfort and provide reassurance to families.

Through these initiatives, Maxville Manor continues to strengthen its commitment to compassionate, high-quality palliative care, ensuring residents experience dignity, comfort, and support throughout the end-of-life journey.

POPULATION HEALTH MANAGEMENT

Maxville Manor continues to promote resident health and well-being through strategic partnerships and innovative staffing initiatives.

On-Site Physiotherapy
In partnership with The Individual Approach (TIA) Rehabilitation Services, we offer on-site physiotherapy to residents. Since the program's launch in February 2023, participation has grown from 39 to 44 residents, reflecting its positive impact on mobility, strength, and overall health.

International Nurse Recruitment
To address ongoing staffing challenges, Maxville Manor has partnered with NB Group to recruit international nurses. Launched in 2023–2024, the program has been highly successful, with many international nurses remaining as Personal Support Workers (PSWs) or pursuing roles as Registered Nurses (RNs) at the Manor. Recruited nurses sign two-year contracts and receive support to complete their CNO licensure.

Recruitment and Retention
We continue to strengthen workforce stability through targeted strategies, including:

- Participation in local college job fairs
- Hosting Manor-led recruitment events
- Posting opportunities on Indeed and other online platforms

These initiatives ensure that Maxville Manor maintains a skilled, sustainable workforce to support the health, safety, and quality of life of all residents.

CONTACT INFORMATION/DESIGNATED LEAD

Paule Juillet, RN
Director of 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
March 13, 2026

Patricia A. Cole, Board Chair / Licensee or delegate

Steven Golden, Administrator /Executive Director

Paule Juillet, Quality Committee Chair or delegate

Caroline Plourde, Other leadership as appropriate
