

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

March 26, 2026



OVERVIEW

St. Patrick's Home of Ottawa is one of Ontario's oldest long-term care homes, founded two years before Confederation. Guided by our Catholic mission and the legacy of the Grey Sisters of the Immaculate Conception, we remain dedicated to providing quality, person-directed care in a home where every resident feels supported, valued, and engaged. Our approach is rooted in residents' rights to make choices about their daily lives and in our commitment to helping each person live their best life. We take pride in promoting meaningful participation from residents, families, staff, and volunteers, including active involvement from Residents' Council and Family and Friends Council representatives on committees and improvement working groups.

In 2026, we are advancing several priority initiatives that reflect our commitment to person-directed care and continuous improvement. The Person-Directed Meal Service initiative continues with a phased rollout across Resident Home Areas, guided by Quality of Life survey results. Our Person-Directed Recreation and Leisure Program is progressing through implementation, supported by an updated philosophy, refreshed program calendars, and strengthened engagement tracking. The Kindness and Teamwork initiative is entering the embedding phase, with a finalized Team Charter supporting respectful, responsive interactions across the home. The Mentorship and Staff and Resident Experience initiative continues to expand, with mentors receiving CLRI education and contributing to stronger onboarding and teamwork practices. Clinical quality work is being advanced through strengthened policies, whole-home audits, and the development of a standardized Layered Process Audit framework. Together, these initiatives support improved resident experience, enhanced communication, and strengthened

safety and quality across the home.

ACCESS AND FLOW

St. Patrick's Home continues to support access and flow within the long-term care system, particularly given the significant demand in the community. With over 900 individuals on the waitlist, the home remains committed to placing residents whose needs and values align with our mission. Despite ongoing pressures, the home consistently maintains 97 percent occupancy through strong admission practices and effective coordination.

All potential resident files are reviewed using a mission-focused lens to ensure that the home can safely and appropriately meet each person's needs. This approach supports fairness, transparency, and responsible placement decisions. As a result, fewer than 1 percent of applicants are declined.

The Board of Directors and Leadership Team are also advancing plans for affordable housing for vulnerable seniors, recognizing the key role that safe, stable housing plays in supporting access and flow across the broader health system.

Through these efforts, St. Patrick's Home continues to help ensure that people receive the right care in the right place at the right time.

EQUITY AND INDIGENOUS HEALTH

St. Patrick's Home of Ottawa continues to advance equity, diversity, inclusion, anti-racism, and Indigenous Cultural Safety as part of its commitment to creating a safe and respectful environment for residents, families, and staff. Our President and CEO, an Indigenous leader, grounds this work in lived experience and meaningful leadership, ensuring that equity and cultural safety remain central to daily practice and decision-making.

Steady progress has been made over the past two years, with staff building knowledge, awareness, and confidence in culturally responsive approaches to care. This is reflected in recent employee feedback, where 83.1 percent of staff agreed or strongly agreed that St. Patrick's is committed to advancing equity, diversity, inclusion, and accessibility.

Looking ahead, St. Patrick's Home will continue to strengthen its focus on equity and cultural safety by expanding education, increasing opportunities to learn from lived experience, and further integrating equity principles into policies and practices. The Home will also continue supporting staff to complete Indigenous Cultural Safety learning and explore meaningful partnerships with community organizations that enhance this work.

PATIENT/CLIENT/RESIDENT EXPERIENCE

St. Patrick's Home of Ottawa completed the Resident Quality of Life Survey between September 10 and October 31, 2025, using the interRAI LTC QoL instrument and achieved a 92% completion rate.

Residents reported positive experiences in key areas such as respect, safety, and interactions with staff. Several indicators related to autonomy and choice also continued to improve, reflecting progress in person-directed care.

The survey also highlighted priority areas for improvement. Residents expressed lower satisfaction with the dining experience, particularly regarding food temperature and menu variety. Opportunities were also identified to strengthen meaningful engagement through recreation and leisure programming. In addition, some residents noted challenges with staff responsiveness during busy periods, and a portion of respondents indicated they did not always feel comfortable expressing concerns.

These insights have directly informed our 2026 Quality Improvement Plan. Key initiatives include advancing the Person-Directed Meal Service to improve dining satisfaction, implementing the updated Person-Directed Recreation and Leisure Philosophy to enhance meaningful engagement, and strengthening teamwork and responsiveness through the Kindness & Teamwork Charter and mentorship program. Resident safety will also continue to be supported through focused education and improved communication practices.

PROVIDER EXPERIENCE

St. Patrick's Home continues to strengthen provider experience through the ongoing work of the Recruitment, Retention, and Mentoring Committee. After completing foundational work in 2024 and 2025 to improve recruitment processes, interview tools, and onboarding, the primary focus for 2026 is launching the Home's Mentorship Program.

Beginning in Q1 2026, mentors will complete CLRI education, receive training on St. Patrick's Teamwork Expectations, and participate in buddy shifts with experienced "Super Mentors." This approach supports confidence, consistency, and stronger peer support for new staff.

The Committee will continue to refine onboarding and orientation processes and maintain its commitment to supporting staff development through ongoing education and review of HR policies that contribute to long-term retention. These efforts aim to strengthen teamwork, improve staff experience, and support quality care across the Home.

SAFETY

Safety continues to be a priority at St. Patrick's Home. The Health and Safety team has concentrated efforts on workplace violence, recognizing it as a key area of risk for staff. Over the past year, the Home implemented new workplace violence risk assessments to better identify and address potential hazards, and this work will continue throughout 2026. The Joint Occupational Health and Safety Committee remains an active partnership with frontline staff, working together to monitor safety concerns and support improvements that strengthen staff well-being. The Home will also maintain its focus on wound care and prevention, as it remains a key quality indicator requiring continued improvement.

PALLIATIVE CARE

Palliative care is an ongoing part of life at St. Patrick's Home of Ottawa. We follow a multidisciplinary approach involving teamwork across many areas, including medical, nursing, nutritional services, housekeeping, recreation, social work, and spiritual and religious care. Upon admission, residents and their families are asked about any special needs or cultural requests they may have for end-of-life care, and these preferences are reviewed at regular care conferences as needs change.

When a resident requires palliative support, the team works together to provide comfort, dignity, and emotional support. Upon request, co-resident volunteers may also accompany residents who are dying, in addition to the support provided by staff, volunteers, and pastoral care.

The Palliative Care Committee has prepared several resources to assist residents who are palliative and to offer practical support

when a resident dies. After extensive consultation, and with family permission, the Home introduced a custom sign this past year to inform others when a resident is at end of life, helping to create an environment that is respectful of the resident's stage of life. The Committee is also working on a guide to offer insight into being present with a loved one who is dying.

A long-standing tradition at St. Pat's is the Leaving Ceremony, which provides staff an opportunity to say farewell and offers consolation to grieving families. Bereaved families also receive a package including messages of support, grief resources, and knitted hearts, and a photograph is displayed to honour the deceased.

In the coming year, the Committee plans to develop a survey to gauge how we are doing and identify areas for improvement.

POPULATION HEALTH MANAGEMENT

St. Patrick's Home of Ottawa continues to advance its strategic priorities by strengthening partnerships and contributing to improved outcomes for seniors in the community. Our work focuses on identifying health-system gaps, understanding the needs of older adults, and collaborating with health and social-service partners to support better coordination and connection across the continuum of care.

A key area of focus is the development of affordable housing for vulnerable seniors. Access to safe and stable housing is closely connected to population health and plays a critical role in reducing hospital use and long-term care demand. This work supports individuals who may not yet require long-term care but would benefit from supportive housing options in the community.

St. Patrick's Home is also exploring opportunities to engage with Ontario Health Teams. While not yet formally part of an OHT, we continue to monitor developments, seek opportunities for collaboration, and share insights from our long-term care experience to support system planning and identify areas where seniors would benefit from improved integration and transition support.

Through this work, St. Patrick's Home remains committed to being a purposeful partner in the health system, contributing to a stronger understanding of community needs and supporting coordinated approaches that enhance health and social outcomes for seniors in Ottawa.

CONTACT INFORMATION/DESIGNATED LEAD

Korry MacLeod
Coordinator, Quality and Risk Management
2865 Riverside Dr.
Ottawa, ON
K1V 8N5
Tel: 613-731-4660
Fax: 613-731-4056
Direct line: 613-731-0094 ext. 244
korrymacleod@stpats.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 **March 26, 2026**



Michael Garvey, Board Chair / Licensee or delegate



Monique Patterson, Administrator /Executive Director



Sean Gehring, Quality Committee Chair or delegate



Korry MacLeod, Other leadership as appropriate
