

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

March 31, 2026



OVERVIEW

Riverview Gardens is committed to continuously improving the quality of care and quality of life for the residents we serve. Our Quality Improvement Plan (QIP) reflects a coordinated effort to strengthen resident outcomes, enhance staff and resident experiences, and ensure safe, equitable, and responsive care. Guided by resident, family, and staff feedback—as well as sector best practices—we are focusing on initiatives that improve access and flow, support health equity, enrich resident experience, enhance staff well being, and strengthen safety across the home.

Our work this year includes expanding on site clinical and allied health services, advancing culturally safe and inclusive practices, and deepening our commitment to person centred communication. We are also investing in staff development, wellness, and engagement to ensure a strong and resilient workforce. Safety improvements—supported by data, technology, and proactive risk management—remain foundational to our approach.

Across all areas, Riverview Gardens continues to use data, survey results, and resident and family insights to guide decision making and drive meaningful change. Through these efforts, we aim to deliver care that is timely, compassionate, evidence informed, and aligned with what matters most to residents and their families. Our QIP outlines the work ahead and reaffirms our commitment to continuous improvement and excellence in long term care.

ACCESS AND FLOW

Ensuring good access and flow means that residents receive the right care in the right place at the right time. At Riverview Gardens, we remain committed to initiatives that help residents maintain

their health, avoid unnecessary emergency department visits and hospital admissions, and access timely primary and allied health services.

To advance this work, Riverview Gardens has implemented several important service enhancements:

- On site dental services:

Riverview Gardens operates an on site dental clinic to improve access to oral health care for eligible residents and community members. A visiting dental hygienist also provides preventive care, reducing the need for external appointments and supporting early detection and intervention.

- Strengthened rehabilitation services:

To reduce wait times and enhance mobility outcomes, Riverview Gardens has added a second physiotherapist. This expansion supports more timely assessments, more consistent treatment frequency, and improved ongoing support for residents striving to maintain or regain independence.

- Improved respiratory care access:

On site access to a registered respiratory therapist (RRT) enables timely monitoring, assessment, and intervention for residents with chronic or acute respiratory needs. This service helps prevent avoidable hospital visits and supports ongoing respiratory health.

Through these initiatives, Riverview Gardens is enhancing access, capacity, and flow, helping ensure residents receive appropriate, timely, and coordinated care.

EQUITY AND INDIGENOUS HEALTH

At Riverview Gardens, we continue to advance health equity and Indigenous health through several important initiatives designed to create a more culturally safe, inclusive, and accessible environment for all residents. Our work includes:

- Supporting Indigenous cultural practices:

Riverview Gardens has implemented an initiative that enables smudging ceremonies for residents who request them. This ensures that Indigenous residents can engage in traditional spiritual practices in a respectful, supported environment, reinforcing cultural identity and emotional well being.

- Indigenous cultural safety education:

Indigenous training has been initiated with management staff, forming the foundation for broader organizational learning. This training supports a deeper understanding of Indigenous history, cultural safety principles, and the impacts of colonialism, helping staff provide care that is respectful, informed, and responsive to residents' cultural needs.

- Creating inclusive and welcoming spaces:

As part of our commitment to equity, diversity, and inclusion, Riverview Gardens added gender neutral change rooms this year. This enhancement provides safer, more inclusive, and more affirming spaces for team members of all gender identities, supporting dignity and accessibility for everyone.

- Ongoing commitment to equity and anti racism:

Riverview Gardens continues to assess and advance policies, practices, and planning aligned with Ontario Health's equity expectations. These efforts strengthen our ability to identify and

address barriers to equitable care while promoting an inclusive and respectful environment for residents, families, and staff.

Through these initiatives, Riverview Gardens is advancing health equity and Indigenous health while strengthening our commitment to safe, compassionate, and culturally responsive care for all residents.

PATIENT/CLIENT/RESIDENT EXPERIENCE

Riverview Gardens is committed to using resident and family feedback to guide meaningful quality improvement. Insights from experience surveys, family councils, and everyday conversations directly shape our priorities and help create a more responsive, person centred care environment.

Based on the feedback received, several opportunities have been identified to enhance communication, visibility, and the overall lived experience within the home:

- **Increasing visibility at shift changes:**

Residents and families expressed a desire for clearer communication and stronger staff presence during shift transitions. Riverview Gardens is improving visibility by ensuring team members are more accessible on the care floors during these times, promoting continuity, reassurance, and timely updates.

- **Relocating offices to care floors:**

To increase leadership presence and improve access to staff, select offices are being moved directly onto the care floors. This change will strengthen relationships, support more immediate responsiveness, and keep decision makers closer to residents and front line teams.

- **Improving documentation practices:**

Feedback highlighted that staff visibility supports comfort and trust. Documentation practices are being adjusted so that more charting occurs throughout resident areas rather than in centralized care centres, increasing real time interaction and staff presence on the floors.

- **Enhancing the home environment with murals:**

To create a more welcoming and calming atmosphere, Riverview Gardens is adding painted murals in select areas. These enhancements support wayfinding, beautify the environment, and contribute to a homelike feel.

Through these initiatives, Riverview Gardens continues to ensure that resident and family voices guide quality improvement, helping us foster a compassionate, responsive environment aligned with what matters most to the people who call Riverview Gardens home.

PROVIDER EXPERIENCE

Riverview Gardens is committed to strengthening recruitment and retention while fostering a positive, supportive, and engaging workplace culture. Staff feedback and organizational priorities continue to guide initiatives that enhance staff experience and promote belonging, appreciation, and wellness. To support this work, Riverview Gardens has implemented a range of practices and engagement activities:

- **Active RVG 360 Staff Committee:**

This cross departmental committee supports workplace culture, communication, team building, and staff led improvement ideas,

helping shape an inclusive and positive environment.

- Vendor markets:

Seasonal onsite vendor markets provide convenient access to local products and foster community partnerships.

- Thriving Thursdays:

Wellness providers visit the home to share health promoting products, services, and education, supporting self care, stress reduction, and overall well being.

- Dedicated wellness room:

A designated wellness room offers staff a quiet, restorative space that supports mental health and resilience.

- Job fairs and recruitment events:

Riverview Gardens participates in local job fairs and outreach events to attract new talent, including nurses and personal support workers.

- Staff appreciation and service award events:

Annual celebrations recognize contributions, milestones, and long serving staff.

- Special dress up days:

Themed days encourage creativity, fun, and team spirit, contributing to an engaging workplace culture.

- Monthly staff newsletter:

A monthly publication keeps staff informed of updates, recognition, events, and wellness resources.

Through these initiatives, Riverview Gardens continues to build a supportive and rewarding work environment that strengthens retention, attracts new talent, and ensures staff feel valued and empowered.

SAFETY

Riverview Gardens has implemented and planned several initiatives that strengthen our ability to anticipate risks, respond effectively, and maintain a safe environment for residents, staff, and visitors. Our focus continues to shift from reacting to harm toward proactive, real time safety monitoring and organizational resilience.

Robust Joint Health and Safety Committee (JHSC):

Riverview Gardens maintains an active joint health and safety committee that meets regularly to review trends, identify emerging risks, and recommend preventive measures. This collaborative approach ensures hazards are detected early and addressed promptly, supporting a shared culture of safety.

Workplace violence prevention initiatives:

Recognizing the unique challenges within long term care, Riverview Gardens continues to advance workplace violence prevention strategies. These include monitoring incidents, completing environmental assessments, educating staff, and implementing controls to promote a safe and respectful work environment.

Gentle Persuasive Approach (GPA) training for all staff:

To enhance staff capability in managing responsive behaviours safely and respectfully, Riverview Gardens is implementing GPA training for all staff. This evidence informed approach helps prevent

and de-escalate behaviours before incidents occur.

New housekeeping and IPAC software:

New digital tools for housekeeping and infection prevention and control (IPAC) support real-time monitoring, task tracking, and rapid response to emerging issues. These systems improve data-driven decision making and strengthen infection resilient practices.

Infrastructure improvements:

Preventive upgrades, including the replacement of kitchen floors to reduce slip hazards and installation of new ceiling lifts to support safe resident handling, further enhance safety for residents and staff.

Through these initiatives, Riverview Gardens is strengthening proactive safety management, fostering resilience, and building a responsive safety culture where risks are anticipated, mitigated early, and managed collaboratively.

PALLIATIVE CARE

Palliative care at Riverview Gardens is integrated throughout the illness trajectory—not only at end-of-life—to ensure that residents receive holistic, person-centred care that supports physical, emotional, spiritual, and psychosocial well-being.

1. Serious Illness Conversations (SIC) Training

Riverview Gardens is working toward having registered staff complete Serious Illness Conversations (SIC) certification. This evidence-based approach strengthens staff capacity to engage in early, clear, and compassionate discussions about residents' goals, values, and care preferences. This supports individualized care

planning, reduces uncertainty for families, and aligns care with resident wishes, meeting the expectations of the Palliative Care Quality Standard.

2. Compassionate Follow Up and Bereavement Supports

Following a resident's death, staff from the resident's home area sign personalized sympathy cards, and families are provided with a bereavement support handout outlining local grief and community resources. These practices extend emotional support beyond death, acknowledge the grief of care partners, and promote healthy grieving by connecting families with appropriate supports.

3. Service of Remembrance

Riverview Gardens invites families to attend a Service of Remembrance, providing space for reflection and shared acknowledgement. This fosters community connection, offers culturally sensitive support, and demonstrates respect and dignity throughout and beyond the end-of-life journey.

4. Using Data and Feedback to Improve Care

Ongoing review of resident and family feedback, end-of-life conversations, SIC training insights, and bereavement feedback guides improvements in communication, education, and symptom management. This ensures palliative care remains responsive, compassionate, and aligned with best practice standards.

POPULATION HEALTH MANAGEMENT

Riverview Gardens applies population health-management principles by partnering with organizations across the health system to better understand and respond to the unique health and social needs of our residents. These partnerships support proactive,

person centred, and equitable care.

Riverview Gardens is an active member of Advantage Ontario, which provides access to education, best practice resources, and sector-wide learning. This partnership strengthens our ability to use evidence-informed approaches to enhance resident care and apply population-health concepts across clinical, operational, and experience focused initiatives.

We also maintain a strong collaboration with Public Health, supporting preventive and population-level health measures. This includes on-site vaccination clinics, outbreak monitoring and management, and infection prevention and control (IPAC) guidance. These activities help protect vulnerable residents and ensure rapid, coordinated responses during periods of increased community risk.

Riverview Gardens uses PointClickCare, which integrates information from several health system partners. Some partners can send new resident information directly into our system, improving continuity of care, reducing duplication, and enabling more accurate and timely clinical decision making. This supports smoother transitions into long term care and enhances our ability to respond to resident needs proactively.

Across these efforts, Riverview Gardens continues to incorporate data, partnerships, and community insights to improve wellness, prevention, and coordinated care. By working collaboratively with health partners, we contribute to a more integrated and responsive system that supports healthy aging and equitable access to care for the residents we serve.

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

Board Chair / Licensee or delegate

Administrator /Executive Director

Quality Committee Chair or delegate

Other leadership as appropriate
