

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

March 18, 2026

OVERVIEW

Pioneer Ridge is operated by the Municipality of the City of Thunder Bay in partnership with the Ministry of Long Term Care. We are Accredited through Accreditation Canada. We are home to 150 residents and we employ approximately 260 full and part time staff. Under the Pioneer Ridge umbrella you will also find Jasper Place Supportive Housing, the municipal Meals on Wheels program and Homemaking Program. Also located within the Pioneer Ridge building is Grace Remus, a City of Thunder Bay Day Care Program.

Our primary goal is the well-being of each resident by providing quality services, programs and facilities as well as a skilled and caring staff. The promotion and protection of each resident's dignity, privacy, independence and self-determination is a top priority. All residents are treated equitably and fairly in an environment of compassion and care, consistent with our Resident Bill of Rights.

We have worked to align our operational plan with the City of Thunder Bay's vision, values and strategic initiatives, which include:

- * Relationships and Reconciliation;
- * Safety & Wellbeing; and
- * Growth and Sustainability.

We also work closely with our community partners to provide services to a large demographic area with a highly concentrated population. Partnerships include other LTC Homes, Supportive Housing, community organizations, NW Ontario Health Team, Nurse Led Outreach teams, BSO, Hospice Northwest, Advantage Ontario and many more. Together with these partners we strive to meet

the needs and improve the quality of life and care for our residents.

What's new at the Ridge?

On April 1st, 2025, we went live with Point Click Care, LTCF-RAI, and the following RNAO Clinical Pathways: Admission, BSO My Personhood, PURS, Delirium Screening, Palliative Performance Scale, and Resident and Family-Centered Care, which support the development of more comprehensive, evidence-informed care plans. The months leading up to this day were hectic —long hours, lots of stress, and maybe even a few tears— but thanks to a small yet mighty team of leads and champions, we did it! This implementation brings so many benefits for our residents, including improved care planning, streamlined documentation, and enhanced communication across the team. This milestone is a testament to what we can achieve when we work together for the best outcomes for our residents.

As an RNAO Best Practice Spotlight Organization since 2018, we continue to strengthen evidence-based care through gap analyses, policy review, and staff engagement. In 2025, we added a BPSO Co-Lead in response to the increasing scope of best practice work. Gap Analyses were completed for several Best Practice Guidelines, including: Transitions in Care, End-of-Life, Palliative Care, Person and Family Centered Care, Admissions and Delirium.

The BPSO Lead and Co-Lead became certified RNAO Champion Trainers and will begin delivering in-house Champions Training to further build staff engagement. In collaboration with RNAO, an Evidence Booster highlighting oral health initiatives was also developed for publication in Spring 2026.

In 2026, the focus will be on sustainability of implemented guidelines, expansion of clinical pathways (pain, falls, palliative and end-of-life), new gap opportunity reviews (oral health, restraints, pressure injuries and the 3Ds), and building internal capacity through RNAO Champion training and targeted wound care education and audits.

Last, but certainly not least, we are proud to announce that Pioneer Ridge is the 1st home in the City of Thunder Bay and Northwestern Ontario to receive Accreditation from Meaningful Care Matters for our Butterfly home area: Monarch Manor. Our journey from a task-focused model of care to one that is emotion-based, has been transformative. It involved extensive staff training, thoughtful environmental changes, and a focus on making Monarch Manor bright, inviting, and truly like home. Small but meaningful changes —such as removing uniforms and family style dining —helped shift the culture toward a more resident centered approach. Every step was guided by the goal of enhancing connection, comfort, and quality of life for our residents, and we're proud of the dedication and creativity of our team in making this vision a reality. And the work is not done...we are so excited to be able to continue to grow our Butterfly home, and will soon be beginning a new journey on home area 4!

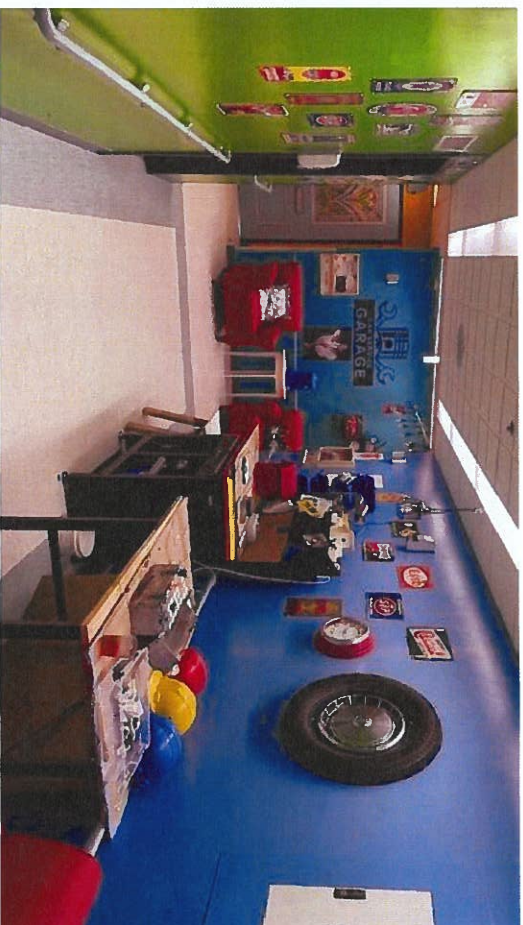
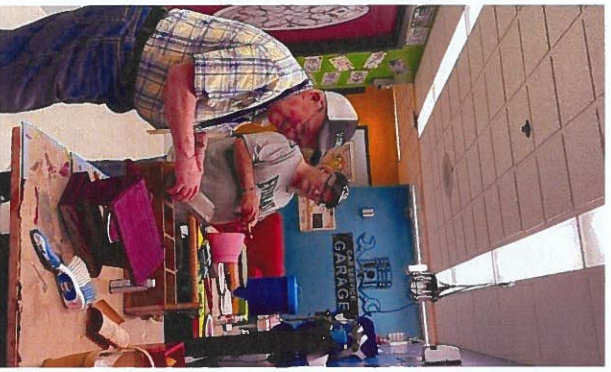
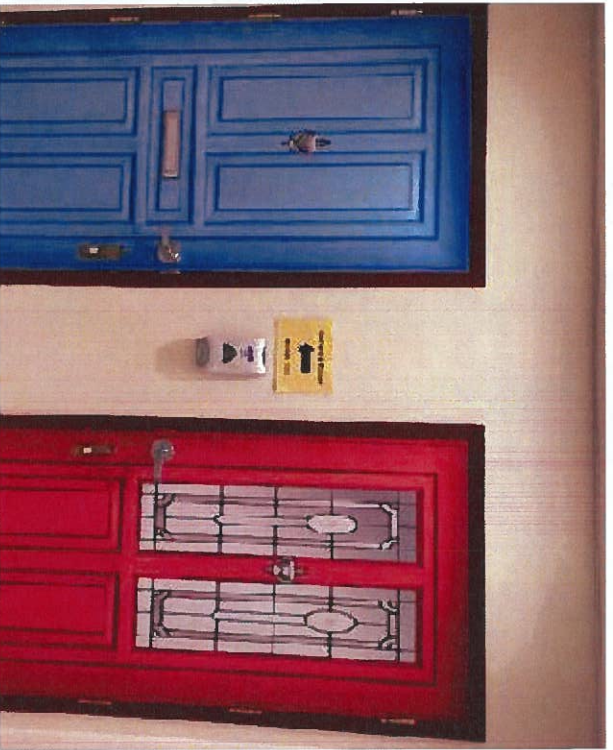


"Meaningful Care Matters is proud to partner with Pioneer Ridge Long-Term Care and Senior Services. Their deep commitment to caring for seniors and supporting families across Northwestern Ontario truly reflects the heart of their community. Through their dedication to the Butterfly Approach, Pioneer Ridge is helping to create more meaningful, compassionate experiences every day. We are honoured to stand alongside them as they continue to lead the way in reshaping the experience of aging through Butterfly!:"

Peter Bewert – Managing Director – Meaningful Care Matters









ACCESS AND FLOW

Thanks to our long-standing partnership with the Nurse-Led Outreach program through the Thunder Bay Regional Health Sciences Centre, we have a full time Nurse Practitioner supporting our residents and the tenants at Jasper Place. She is on-site 5 days a week, which enhances our ability to provide early assessment and timely intervention when health concerns arise.

She works in collaboration with our Physician to provide proactive, on-site clinical support to residents and staff. By offering guidance, education and support to our staff it helps our staff feel more confident in managing complex care needs in our home and our residents benefit from reduced stress and fewer disruptions to their routine.

It is our goal to eliminate unnecessary transfers to hospitals, keeping our residents safely in their home and optimizing healthcare resources.

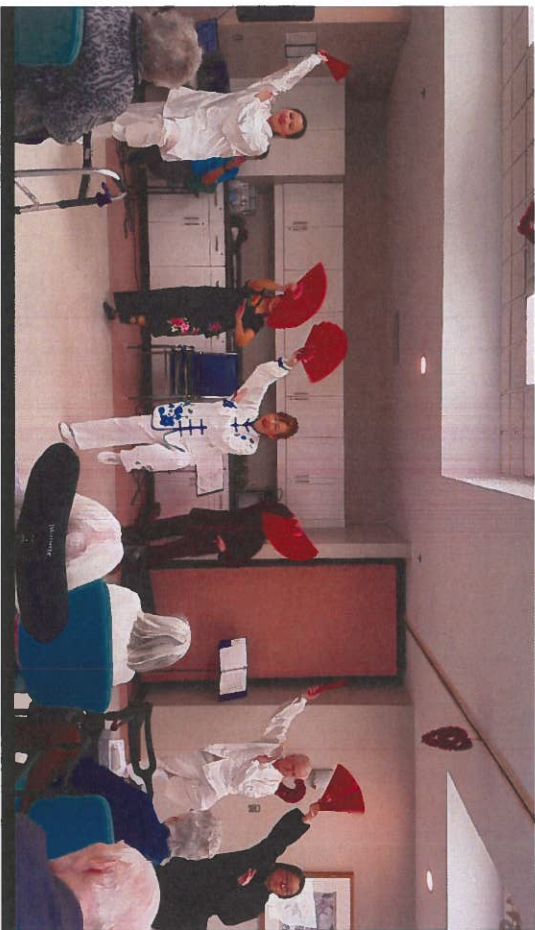
EQUITY AND INDIGENOUS HEALTH

Pioneer Ridge is committed to equity, diversity, inclusion, and anti-racism (EDIR) and continues to look for ways to celebrate and include diverse cultures within our home environment, ensuring that residents and staff from all backgrounds feel represented, valued, and supported.

In the past year:

- All of our staff completed educational modules designed to increase awareness and understanding of EDIR principles.
- As part of the Butterfly model, all residents on Monarch Manor had a "Life Story" created, which helps caregivers to learn more about the people they care for. We are currently working to create life stories for our residents on all home areas.
- Care plans have been reviewed to ensure they include personal preferences regarding culture, language, religion, and identity.
- We continue to provide diverse food options on our menu and we hold monthly food committee meetings with residents, where we ask their input into the menu options we provide. Regular favourites include: Borscht, Perogies and Cabbage Rolls, Chinese Fried Rice with Sweet and Sour Pork and Egg Rolls, Irish Stew, Mild Curried Pork & Peppers with Basmati Rice and French Canadian Pea Soup.
- Our Therapeutic Recreation department organizes activities celebrating cultural holidays or events representing the cultural diversity of our residents and staff.

We will continue looking for ways to celebrate and include diverse cultures within our home, ensuring that residents and staff from all backgrounds feel represented, valued, and supported.



Name Here



- Born in **Serra Padaga, Italy, April 24, 1936**
- Moved to **Canada** at 23
- Speaks **Italian, English**
- Married **Jilly 1959** 
- Lived in **Port Arthur**
- 2 children: 
- 5 grandchildren & 1 great grandchild
- Member of **St. XOC Church, the Church choir & the Catholic Women's League;** **spiritually very important**
- Worked in a **jewellery store**
- Loves **cooking, gardening, crafts & music**
- Once met **Jay Leno**



NAME HERE



- Born in **CITYNAME, SK, Apr. 19, 1931**
- Has **2 sisters & 2 brothers**
- Married to 
- Moved to **Thunder Bay, ON, in her 20s**
- 3 children: 
- **6 grandchildren & 7 great grandchildren**
- **Housekeeping & Laundry Aide at Name Of General Hospital for 40+ years**
- Hobbies: **reading, window shopping, going to the movies & watching soaps** 
- Travelled to **Hawaii** three times with friends 
- Camped at different lakes with their family trailer 
- Great **guitar player**, played at all their parties 
- Loves **Country music and Elvis**
- **Ukrainian** culture is important to her 



PATIENT/CLIENT/RESIDENT EXPERIENCE

We review the resident and family/caregiver satisfaction results quarterly, during our Continuous Quality Improvement committee meetings and use the results to determine potential quality improvement initiatives. We also meet with resident and family council members regularly to obtain their input on QI goals, programs and services. We are always looking for input to ensure we provide the best possible service / outcomes for residents and we welcome and encourage resident and family/caregiver participation on our committees, this can be challenging due to the high acuity level of many of our residents.

Resident and family satisfaction surveys are available year round on our website and paper copies can be obtained by request. We endeavor to host a "survey blitz" each year, where Recreation staff assist residents in completing their surveys online.

PROVIDER EXPERIENCE

Pioneer Ridge continues to experience ongoing human resource challenges reflective of broader workforce pressures. Human resource challenges in Thunder Bay are particularly significant due to the community's smaller labour pool and the high demand for healthcare workers across multiple organizations. Hospitals, LTC homes, home and community care providers, and other health services are competing for the same qualified staff, making recruitment and retention more difficult.

Geographic factors, including our region's isolated northern location combined with the lack of available and affordable housing has proven to significantly impact our applicant pool. In 2025, we implemented targeted recruitment initiatives, including social

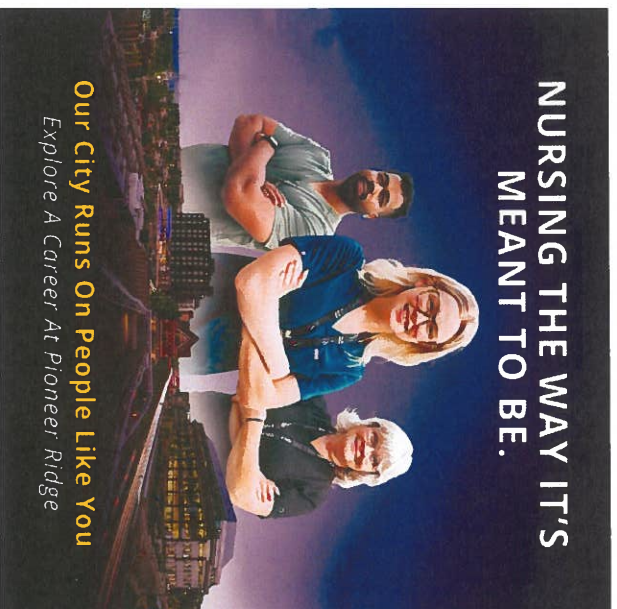
media advertising (Facebook and Instagram) using actual staff members photos in the ads. We continue to offer commitment and relocation incentives, as well as signing bonuses for eligible staff (8000\$ for RPNs and 9000\$ for RNs). We also implemented drop-in hiring events with on-site interviews to increase applicant interest and visibility within the community. These efforts have resulted in filling 8 out of 14 available PT rotations.

We continue to focus efforts on strengthening workplace culture, enhancing student placement appeal and experience, and exploring incentives to support retention and workforce stability.

Staff engagement and appreciation activities continue to be prioritized to promote a positive work environment and support retention. We celebrate every department/role throughout the year, providing small tokens of appreciation (like custom pop sockets) and sharing our gratitude on social media. We host a large staff appreciation BBQ in the summer, and a large Christmas drop in buffet in December. New in 2025, we purchased large word search posters on Amazon and put them up in the staff stairwell for all staff to play - these have been a big hit! We also have We are also looking at opportunities to update or modify our rotations, to make them more appealing to current and new staff.

Our Student Placement Coordinator has been working hard to promote Pioneer Ridge as the premier choice for placements and employment opportunities, visiting classes to speak with students prior to placement selection and attending job fairs. All of our preceptors have completed the iPrecept course through the LTC-Prep program, which helps to ensure students feel welcome and supported from the start. We also offer interviews to students

midway through their placements, which helps expediate the hiring process.



Happy Social Work Week! 🎉

This week we celebrate the incredible impact social workers have in long-term care — advocating, supporting, and ensuring the best possible care for our residents every single day. It's a profession that's often underappreciated, but it's one that's absolutely essential. Our social workers are the heart and soul of our team. Dennis is the most compassionate and wonderful down to earth. He brings warmth and humor to even the most challenging days — always laughing, always smiling, and always making other feel at ease.

Most importantly, Dennis is a strong and steady advocate for our residents. He ensures their voices are heard, their dignity is upheld, and their needs are front and center in everything we do. And if you ever hear a little rock music playing in the background, chances are Dennis is nearby — bringing a little extra rhythm and joy to the day. 🎸

Thank you, Dennis, for the heart you bring to our home every single day. We appreciate you not just this week, but always!





SAFETY

The safety of our residents and our staff is our highest priority. We continue to ensure that:

- Mandatory Abuse training for all staff, students and volunteers is done upon hire and annually;
- Staff know the process of reporting safety concerns or incidents;
- Staff receive training to perform the duties of their job safely, including any use of equipment;
- Medication safety initiatives such as medication incident review and medication room audits are completed regularly;
- We have an Emergency Preparedness Plan and we hold regular drills for all emergency codes;
- We hold debrief meetings after a safety incident occurs to identify areas for improvement (not to assign blame);and

- We complete an annual review and evaluation of all programs that support resident care and services.

However, we do acknowledge that many of our safety responses are reactive and we are trying to shift to a more proactive safety culture. Some of the things we have implemented in 2025 are:



- Created "near miss" categories in the Risk Management Tool in Point Click Care. This encourages staff to report incidents that they may previously not have reported. This allows us to provide education, change processes or eliminate/correct safety hazards or equipment concerns before a true incident occurs.
- Created "high alert safety incident" posters following near miss incidents as a communication and educational tool for staff.

- Point of Care Risk Assessment training and policy creation. Point of Care Risk Assessments had been referred to within many of our policies, but it became clear that many staff were unsure what that meant, or how to do it. We created a specific policy/procedure outlining its purpose and how it's done. We also found a Youtube video to support our policy. Both the policy and video have been added to our Surge Learning, and are assigned to all staff on hire and annual review. Staff on 2 of our home areas also received in person training as part of Lifts, Transfers and Falls training and the plan is to continue this in-person session for staff on our other 2 home areas in 2026.

**HIGH ALERT:
Resident and Staff Safety Incident**

<p>1 Incident</p> <p>Ceiling Lift Fell from Track during care and injured staff, near miss to resident</p> 	<p>2 Root Cause</p> <ul style="list-style-type: none"> Overdue Safety Equipment Check on Equipment Incomplete Equipment Check at Point of Care
<p>3 Policy</p> <p>Staff are responsible for completing the pre-start up check lists for all lift equipment on each shift.</p> <p>Sign off in POC</p>	<p>5 Policy</p> <p>A Point of Care Risk Assessment (POCRA) is a quick, informal check-in that should be performed by worker in a health care environment before every resident interaction or task.</p>
<p>4 Corrective Action</p> <p>Always complete Lift Safety Pre-Start Up. Do not use if damaged do maintenance immediately. Management to ensure regular inspections occurring as per schedule.</p> 	<p>6 Follow Up</p> <ul style="list-style-type: none"> Review POCRA Policy Review Equipment-Operation, Maintenance Policy Both attached

**HIGH ALERT:
Resident Safety Incident**

<p>1 Incident</p> <p>Choking episode that resulted in CPR and transfer to hospital</p> 	<p>2 Root Cause</p> <ul style="list-style-type: none"> Resident on isolation due to illness Not Supervised during mealtime
<p>3 Nurse 1</p> <p>Any choking episode must result in a Nurse 1 being called. Nurse 1 for backup/all hands on deck unless indicated otherwise by RN</p>	<p>5 Policy</p> <p>"Residents must have 1:1 supervision when their meal is taken in their room unless the Care Plan indicates otherwise"</p>
<p>4 Corrective Action</p> <p>Follow Careplan. If not care planned that resident can eat in room alone, then they CANNOT eat in room alone</p> 	<p>6 Follow Up</p> <ul style="list-style-type: none"> Review Nurse 1 Policy Review Pleasurable Dining Policy Leadership to create Tray Service Policy/Meatime during isolation Ensure you follow careplan

PALLIATIVE CARE

Palliative and end-of-life care has been a longstanding focus at Pioneer Ridge, well before its inclusion in the Fixing Long-Term Care Act. We are committed to supporting residents to remain and receive care in the place they know as their home, where they experience comfort, familiarity, and dignity at the end of life. (Quality Statement 11)

In addition to providing compassionate, resident-centered care, we offer education and emotional support to families throughout the journey. We offer education sessions to families and caregivers through our "Pioneer Talks" education sessions and via our external partners (i.e. Hospice Northwest). We also connect families with supports through Hospice Northwest for palliative/end-of-life support as well as grief/bereavement counselling. (Quality Statement 8)

One of the ways we integrate palliative care into care along the illness trajectory is through the use of RNAO's Clinical Pathways. This is currently completed using the Admission Clinical Pathway, and in 2026 we will open the Pain, Palliative and End of Life Pathways, which will ensure comprehensive identification and assessment of needs and identification of goals of care. (Quality Statement 1 and 4)

All care plans are developed with input from the resident and caregivers, with the support of the best practice guidelines. On Admission, we provide the families with a Spiritual Assessment Questionnaire. These responses support and enhance the palliative and EOL trajectory. Our Therapeutic Recreationists include the answers from this questionnaire in the BSO "My Personhood

Assessment" which all staff ~~do~~ have access to. (Quality Statement 5)

Our Resident Counsellor is accessible to both residents and their families/caregivers to provide or coordinate access to psychosocial supports to address their mental, emotional, social, cultural, and spiritual needs. (Quality Statement 7)

Our Best Practice Clinician facilitates regular Pain and Palliative Care Committee meetings, providing an opportunity for staff to review complex cases, discuss concerns, and learn about best practices related to pain management and end-of-life care. Our Physician and Nurse Practitioner play an active role in supporting timely pain assessment, medication review, and comfort-focused care planning. This collaborative approach strengthens staff confidence, promotes consistent use of evidence-informed practices, and helps ensure residents receiving palliative care experience optimal comfort, dignity, and quality of life. (Quality Statements 6 and 12)

We participated in the "Palliative Model of Care initiative" led by our Regional Palliative Care Clinical Coach. We worked together to assess gaps and determine what education or practice changes were required. In March 2025, we also hosted our 4th "Palliative Care for Front Line Workers" training event delivered by CERAH (The Centre for Education and Research on Aging and Health). This 2 day education had been recently updated and was open to staff from LTC homes in the region. In October, we sent 10 staff to CERAH's annual conference, "Aging Across the Life Cycle", which focused on 4 key areas: Aging in Place, Dementia and Seniors' Mental Health, Indigenous Peoples' Health & Aging, and Palliative Care. (Quality Statement 13)

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



Board Chair / Licensee or delegate



Administrator /Executive Director

Tanya Baker

Quality Committee Chair or delegate

Other leadership as appropriate
