

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

April 21, 2026



OVERVIEW

Markhaven Home for Seniors is a 96-bed charitable, non-profit long-term care home committed to delivering high-quality, compassionate care. Our vision is to “Enable residents to find meaning and joy in life, in a caring Christian environment.” This vision is grounded in our mission:

“We at Markhaven are committed to the physical, emotional, and spiritual well-being of residents. We strive to provide excellent service for residents of every culture in a caring Christian environment while maintaining a high level of dignity and individuality.”

At Markhaven, we are dedicated to continuously improving both the quality of care and the overall experience for residents and their families. We provide a safe, supportive, and respectful environment where dignity, comfort, and well-being are always prioritized. To uphold this commitment, we focus on key quality improvement initiatives designed to enhance clinical care and enrich the daily lives of our residents.

Markhaven is proud to be a Registered Nurses’ Association of Ontario (RNAO) Best Practice Spotlight Organization (BPSO) Designate, demonstrating our commitment to evidence-based, resident-centered care. By implementing RNAO Best Practice Guidelines and Clinical Pathways, we equip staff to deliver consistent, high-quality care, improve resident outcomes, and reduce unnecessary hospital transfers.

Through our Quality Improvement Plan (QIP), we aim to strengthen care practices, support staff education, and encourage

collaboration among interdisciplinary team members. We also value the important role of residents and families and will continue to engage them through feedback, care conferences, and council meetings. These ongoing efforts help ensure that Markhaven continues to provide high-quality, safe, and compassionate care for everyone in our community.

This year, Markhaven Home for Seniors will continue to strengthen falls prevention strategies to reduce injury risk and support residents' mobility and independence. We will maintain our focus on optimizing the use of antipsychotic medications to ensure safe and appropriate care. Additionally, we will enhance pressure ulcer prevention through early identification, regular skin assessments, and consistent implementation of preventative care practices. We will also continue efforts to reduce unnecessary emergency department transfers through proactive care.

We remain committed to promoting equity, diversity, and inclusion by increasing staff awareness and ensuring that care is respectful, culturally sensitive, and responsive to the diverse backgrounds and needs of our residents. These initiatives reflect our ongoing dedication to resident safety, high-quality care, and overall well-being.

ACCESS AND FLOW

Markhaven works closely with Ontario Health at Home to support timely and coordinated transitions into the long-term care home. Through strong collaboration and care coordination, the organization strives to ensure residents receive the appropriate supports upon admission and throughout their stay.

To enhance resident care and reduce avoidable hospital transfers, Markhaven continues to strengthen the clinical competencies of its nursing team in managing acute changes in condition and chronic disease. Ongoing education focuses on the early identification of changes in residents' health status and strengthening clinical assessment skills. The use of in-house diagnostic services such as X-rays, laboratory testing, and diagnostic equipment including bladder scanners to support timely clinical decision-making and treatment planning. Registered staff have also received training in IV therapy, skin and wound care, medication management and fall prevention to further strengthen clinical care within the home.

Markhaven collaborates closely with multiple healthcare organizations to enhance in-home care and reduce unnecessary hospital visits. Key partners include NLOT, Psychogeriatric Resource Consultant (PRC), Ontario Shores, Ontario Health at Home, RNAO, York Regions Public Health and other healthcare clinicians and organizations. These partnerships ensure access to specialized expertise, enabling the home to manage complex cases effectively while maintaining high-quality resident care.

Markhaven collaborates closely with the Nurse Led Outreach Team (NLOT) to support early identification and management of acute changes in residents' conditions. Through capacity building and prevention-focused strategies, the NLOT works alongside point-of-care staff to provide clinical consultation, support end-of-life care planning, and help reduce unnecessary emergency department transfers. The team also provides follow-up after hospital visits to support continuity of care and safe transitions back to the home.

To better support residents living with responsive behaviours,

Markhaven works in partnership with the Psychogeriatric Resource Consultant (PRC), the Geriatrician, Behavioural Supports Ontario (BSO) and Ontario Shores. These collaborations provide staff with education, clinical guidance, and person-centred strategies to effectively support residents with complex behavioural and cognitive needs and enable staff to implement individualized care approaches that promote resident safety, dignity, and quality of life.

Markhaven's Palliative Care team works closely with staff and families to provide compassionate end-of-life care within the home. A Palliative Care Clinical Coach supports staff education and guidance. Through ongoing discussions and care planning with residents and families, the team emphasizes the importance of delivering palliative care in a familiar environment with trusted caregivers, ensuring comfort, dignity, and quality of life at the end of life.

Markhaven has implemented following RNAO Clinical Pathways:

- Admission assessment
- Resident- and family-centered care
- Delirium, Dementia and Depression
- Pain
- Falls
- Palliative and End of Life Care

The clinical pathways provide evidence-based guidance that supports staff in delivering consistent, high-quality care. By implementing these best practices, Markhaven aims to provide comprehensive care within the home, minimize avoidable hospital transfers, and promote residents' overall health and well-being.

EQUITY AND INDIGENOUS HEALTH

Markhaven Home for Seniors is committed to advancing health equity and fostering an inclusive environment where all residents, families, and staff feel respected and supported. We recognize that residents and staff come from diverse cultural, social, and linguistic backgrounds, and we strive to ensure care is equitable, culturally sensitive, and responsive to individual needs.

As part of our Quality Improvement Plan, Markhaven continues to strengthen its focus on equity, diversity, inclusion (EDI), and anti-racism. Staff education and awareness initiatives promote understanding of cultural competence, unconscious bias, and respectful care practices. These learning opportunities enable staff to provide care that acknowledges and honors the diverse identities, experiences, and values of residents and their families. By fostering an inclusive workplace where employees feel valued, respected, and empowered, we also enhance staff engagement, job satisfaction, and retention.

We are committed to ensuring that residents' cultural, spiritual, and personal preferences are recognized and incorporated into care planning. Residents and families are encouraged to share traditions, dietary needs, and spiritual practices so these can be supported whenever possible, reinforcing a familiar and welcoming environment.

Through these initiatives, Markhaven continues to promote health equity and inclusiveness for all, ensuring that every individual—residents, families, and staff—feels supported, respected, and represented.

PATIENT/CLIENT/RESIDENT EXPERIENCE

Markhaven Home for Seniors values the feedback of residents, families, and staff and recognizes the important role that their experiences play in improving the quality of care and services provided in the home. Feedback is collected through resident and family satisfaction surveys, family council meetings, resident council discussions and direct conversations with staff and leadership.

The information gathered from these surveys and feedback opportunities is carefully reviewed by the leadership team and shared with staff during meetings and quality improvement discussions. Key themes and areas for improvement are identified and incorporated into the organization's Quality Improvement Plan (QIP) and other improvement initiatives.

Feedback related to communication, resident engagement, and care responsiveness helps guide improvements in care planning, staff education, and daily care practices. Resident and family input also supports the development of programs and activities that better reflect residents' interests, cultural preferences, and overall well-being.

Markhaven is committed to ensuring that residents and families have meaningful opportunities to share their experiences and participate in decision-making. The home will continue to engage Resident Council and Family Council members when reviewing survey results and discussing potential changes or improvements.

By actively listening to residents and families and using their feedback to guide improvement efforts, Markhaven aims to strengthen trust, enhance communication, and ensure that care

and services continue to meet the needs and expectations of those who live in our home.

Markhaven strives to enhance the experience of residents and families by providing compassionate, respectful, and responsive care. We have implemented several strategies to improve this experience, including:

- Conduct surveys and interviews with residents and families to assess satisfaction and identify areas for improvement.
- Engaging with family and resident councils to facilitate ongoing communication and collaboration regarding the home's operations.
- Ensuring a safe, comfortable, and homelike environment that supports the dignity, privacy, and autonomy of our residents.
- Supporting our team members in adapting to the increasing acuity in the sector by providing education, partnering with community organizations, and accessing government initiatives to strengthen our ability to care for residents in their homes.

PROVIDER EXPERIENCE

Markhaven Home for Seniors recognizes that a positive staff experience is essential to providing high-quality care for residents. Supporting staff recruitment, retention, and well-being helps ensure that residents receive consistent, compassionate, and safe care. As part of our commitment to continuous improvement, Markhaven is working to strengthen workplace culture and support staff engagement across all departments.

To support recruitment and retention, Markhaven continues to promote a supportive and respectful work environment where staff feel valued and appreciated. The organization encourages open

communication between leadership and staff and provides opportunities for employees to share feedback through staff meetings, surveys, and regular discussions with managers. Staff recognition initiatives are also used to acknowledge the hard work and dedication of team members.

Education and professional development are another important focus. Markhaven provides ongoing training and learning opportunities to help staff build their skills, confidence, and knowledge in areas such as resident safety, infection prevention, and person-centered care. These opportunities support staff growth and help ensure that residents receive care based on current best practices.

The organization also promotes teamwork and collaboration through interdisciplinary communication and support among staff. By fostering a respectful, inclusive, and supportive workplace culture, Markhaven aims to improve staff satisfaction and retention while strengthening the quality of care provided to residents.

Additional supports include:

- Employee Assistance Program (EAP): Offers support for staff experiencing professional or personal challenges.
- Union Representation: Provides a structured setting for staff to raise concerns and resolve issues through mediation.
- Partnerships with Staffing Agencies: Ensures safe and adequate staffing to support both regular staff and residents.

Through these initiatives, Markhaven continues to invest in its staff and build a positive work environment that benefits both

employees and the residents they serve.

SAFETY

Markhaven Home for Seniors is committed to fostering a strong culture of safety that focuses on preventing harm and proactively addressing potential risks. Our approach emphasizes continuous monitoring, open communication, and learning from both best practices and safety events to enhance care for residents.

Markhaven continues to enhance its falls prevention program, implementing the RNAO Falls Clinical Pathway to minimize fall-related injuries while supporting resident mobility and quality of life. Medication safety is reinforced through annual Medication Management Safety Assessments (MMSA) with The Institute for Safe Medication Practices and the use of automated drug dispensing cabinets for secure, timely access to medications.

IPAC is integral to residents and staff safety, ensuring a clean, hygienic environment that prevents the spread of infection. Markhaven also maintains a zero-tolerance policy for abuse and neglect, reinforcing our commitment to a safe, respectful, and caring environment.

Each resident receives a personalized plan of care, designed to meet individual needs while promoting safety, independence, and quality of life.

By encouraging staff to speak up, fostering teamwork, and emphasizing continuous learning, Markhaven strengthens organizational resilience and maintains a proactive safety culture that protects the health, dignity, and well-being of all residents.

PALLIATIVE CARE

Markhaven Home for Seniors is committed to integrating palliative care throughout the illness trajectory to support residents with life-limiting conditions and enhance their quality of life. Our approach emphasizes comfort, dignity, and person-centered care, while also providing guidance and support to families and care partners.

Palliative care is delivered by an interdisciplinary team that collaborates closely with residents, families, physicians, and other healthcare providers to ensure care is tailored to each resident's needs, preferences, and goals.

Advance care planning is a central part of our approach. Residents and their families are encouraged to participate in discussions about goals of care, treatment preferences, and future care needs. These conversations ensure that residents' wishes are understood, documented, and reflected in individualized care plans, supporting informed decision-making and aligning with the quality standard for Palliative Care.

The care team works together to manage symptoms, maintain comfort, and provide emotional, social, and spiritual support. Nursing staff, physicians, and other team members communicate regularly to ensure care plans are shared and updated as residents' needs evolve.

Markhaven also prioritizes support for families and care partners during and after a resident's end-of-life journey. Families are provided with information, emotional support, and bereavement resources, and their feedback is reviewed to identify opportunities for improvement.

We continue to collaborate with the Palliative Care Clinical Coach through Oak Valley Health/Ontario Health Team, who provides ongoing education and guidance to ensure our palliative care services are continuously enhanced.

POPULATION HEALTH MANAGEMENT

Markhaven Home for Seniors recognizes the importance of working collaboratively with health system partners to support the health and well-being of residents. These partnerships enable our care team to respond proactively to changes in residents' conditions, provide timely interventions, prevent unnecessary hospital visits, and improve overall health outcomes.

We work closely with hospitals, primary care providers, and community agencies to support safe transitions of care, ensuring residents receive timely and appropriate services. Collaboration with these partners ensures that residents requiring hospital care experience smooth transitions back to Markhaven, supported by clear communication and updated care plans that maintain continuity of care.

Markhaven uses Connecting Ontario, a secure digital health platform that allows access to essential resident information, including new admissions, medication histories, and lab or diagnostic results. This enables our team to make informed decisions and provide timely care.

Our IPAC program addresses infection risks and implements preventative measures for all residents, in alignment with public health guidelines. We work closely with York Region Public Health

team and the IPAC Hub to manage outbreaks and individual cases effectively.

A dedicated Behavior Support Lead collaborates with the Psychogeriatric Resource Consultant, Behavioural Support Ontario–Mackenzie Health, interdisciplinary teams, and families to manage dementia-related behaviors, enhancing residents' quality of life and emotional well-being. We also partner with the Geriatric Mental Health Outreach Team at Markham Stouffville Hospital to support residents with reactive personal expressions, and with Ontario Shores for more complex mental health cases.

Markhaven collaborates with a Palliative Care Clinical Coach to ensure that individualized palliative care approaches are effectively implemented. The organization also works with NLOT to provide advanced wound care and acute care support. In addition, partnerships with physiotherapy, pharmacy, and other clinical services allow the care team to address residents' evolving health needs comprehensively and proactively.

Through these collaborative efforts, Markhaven supports a coordinated, person-centred approach to care that enhances access, promotes well-being, and improves the quality of life for all residents.

CONTACT INFORMATION/DESIGNATED LEAD

Executive Director-Janice Carmichael Pitts 905-294-2233 ext. 3304
Quality Lead-Evangeline Rabena 905-294-2233 ext. 3303

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 19, 2026**

Jonathan Tucker, Board Chair / Licensee or delegate

Janice Pitts, Administrator /Executive Director

Evangeline Rabena, Quality Committee Chair or delegate

Other leadership as appropriate
