

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario



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March 2026

OVERVIEW

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Shalom Village is a vibrant campus of care comprised of two main components: Shalom Village LTC and Shalom Community Village. Shalom Village LTC provides dedicated long-term care services, while Shalom Community Village encompasses a broad spectrum of community programs, including adult day programs, a fitness club, and assisted living apartments. As a campus of care, Shalom Village brings together these services and supports one welcoming community, meeting the diverse needs of our members and enhancing quality of life at every stage.

Shalom Village Long Term Care is a registered charitable organization that is home to 127 residents living in Long-Term Care, located in Hamilton, Ontario. Shalom Village transforms the lives of these unique individuals through a variety of programs and services. We provide an unwavering commitment to creating opportunities for these people to Make Moments that Matter. Founded by the Jewish Community, for the benefit of all individuals throughout the Hamilton Region, our Jewish values and traditions ensure that all people from a diversity of backgrounds are welcomed and benefit from the respect, compassion, and dignity inherent in the Jewish faith.

Our Vision: Shalom Village... Honouring our Fathers and our Mothers.

Our Mission: To provide opportunities for the continuity of life interests, values, and relationships for those who need supportive housing, long-term care, convalescent care, adult day services, and specialized fitness facilities within the context of Jewish Values and Kashruth. We want all those who need our services to feel AT HOME.

Our Values:

- Acknowledge: We will listen to each other and commit to being approachable, trustworthy, and helpful while valuing each person's contributions, perspectives, and differences.
- Together: We will support each other and believe that together we can achieve anything.
- Home: We will create a feeling of comfort, trust, familiarity, and

safety that honors Jewish Values and brings about each individual person's feeling of being at home.

- Organization: We will strive for learning, innovation, accountability, transparency, and excellence in all we do.
- Memories: We will share past memories and create new ones through relationships, sharing, and celebrations.
- Enablement: We will empower, encourage, and focus on each other's strengths to make possibilities possible and accomplish our goals.

Shalom's interprofessional team is passionate about the care and services we provide to our residents and is constantly reflecting on practices and areas of improvement to provide exceptional, person-centered care to our residents. Our team is committed to providing person-centered, holistic care to each resident. In this year's Quality Improvement Plan, we will outline our plan to improve quality at Shalom Village through thoughtful and representative data.

In developing the Quality Improvement Plan for 2026/27 we continue in our commitment to deliver high-quality, person-centered care and services while focusing on resident experience. We use the QIP as a standard and dynamic tool to support the quality journey within the Home and across the organization. We continue to align with the provincial quality agenda, system, and sector-wide priorities with the organization's mission, vision, values, and strategic goals.

Shalom Village's 2026/27QIP was developed with input from our inter disciplinary team members, and community stakeholders. We aim to focus our quality improvement efforts in the following areas:

- Percentage of staff (executive-level, management, or all) who have completed relevant equity, diversity, inclusion, and anti-racism education.
- Percentage of LTC home residents who fell in the 30 days leading up to their assessment.
- Percentage of long-term care residents whose stage 2 to 4 pressure ulcer worsened
- Percentage of LTC residents without psychosis who were given antipsychotic medication in the 7 days preceding their resident assessment.
- Priority to supporting the rate of potentially avoidable emergency department visits
- Improve Resident Experience – Percentage of residents responding positively to: "What number would you use to rate how well the staff listen to you?"

Shalom Village's QIP aligns with other planning processes in the organization, including the strategic plan. The strategic planning goals and objectives further align with the interim strategic plan directions.

Shalom Village's strategic directions highlight the areas in which the organization will continue to focus on in 2026/27 to sustain its mission:

- 1.Excellence of Care and Experience: Shalom Village aims to advance a culture of excellence throughout the organization that supports the delivery of quality service, care, and experience for all residents, families, community members, staff, and other stakeholders.
- 2.Investing in Our People: The organization is committed to fostering

a healthy and supportive environment for all who live, work, volunteer, and visit at Shalom Village.

3. Financial Sustainability: Shalom Village seeks to create a shared culture and practice of prudent stewardship of resources and assets to maximize potential.

4. Serving Our Community and Leading Together: Shalom Village is dedicated to engaging and serving more people in the communities it serves and optimizing healthy aging through visible, authentic, collaborative, and values-driven leadership.

Providing quality care and services is the foundation of everything Shalom Village does. Our programs and services are aimed at improving the quality of life for those it serves, and this is accomplished through a robust quality improvement program. Quality improvement is practiced at all levels of the organization, from the front-line team to the Board of Directors. These practices are promoted and supported by the leadership team to ensure continuous progress and alignment with the organization's mission and values.

ACCESS AND FLOW

Shalom Village is committed to optimizing system capacity and flow by working collaboratively with residents, families, and system partners to ensure timely access to care and services. In collaboration with our partners, we strive to be a leader in providing integrated healthcare services to residents and their families.

One way this is achieved is through Shalom Village's Convalescent Care program, which helps people recovering from illness or injury return to independent living at home. Participants may stay up to 90

days in the program. The goal of the Convalescent Care program is to help participants regain strength, improve functioning, and build confidence to ensure a smooth transition back to independent living.

By implementing the PoET Project (Prevention of Error-Based Transfers), an award winning initiative designed to reduce unnecessary hospital transfers for long-term care residents, Shalom Village continues to support avoidable transfers, which can cause stress, complications, and disruptions in care. By improving communication, decision-making, and clinical documentation, PoET helps ensure residents receive appropriate care in their home environment whenever possible. This initiative strengthens staff training, enhances advance care planning, and improves coordination between healthcare providers to support better decision-making. By reducing unnecessary transfers, PoET contributes to better health outcomes for residents while also easing demands on families and the healthcare system. Shalom Village remains committed to providing high-quality, resident centered care that supports long-term well-being. In 2025, re-education was completed and shared with the entire Shalom Village Home and Community team through education sessions for all staff. Following this initiative, we successfully obtained our three-year PoET Certification. Our interdisciplinary team actively participates in a PoET Community of Practice alongside other long-term care homes across Ontario to remain current and engaged in best practices.

PoET education has been imbedded into our admission package for residents and families, as well as into orientation for all new

employees, supporting sustainability and consistency across the home to strengthen our commitment to meeting the needs of all our residents.

SCALE Program placeholder

SCALE (Support for Caregiver Awareness, Learning, and Empowerment) webinars are psychoeducational sessions designed to assist caregivers navigate the challenging emotions and stressors associated with caregiving. These webinars provided accessible, on-demand mental health support created by the Ontario Caregiver Organization with educational content focused on caregiver stress, coping techniques, emotional regulation, and self-care. This 8-week series was highly attended by participants to create a welcoming and supportive environment to foster connection, comfort, and engagement among participating caregivers, who experience significant stress in their role as caregivers.

Cultural Homes Pilot

Shalom Village is part of Ontario's Cultural LTC Homes Pilot, launched in June 2025, which allows designated homes to prioritize admissions for residents who share their cultural, religious, or language background. As a home that serves the Jewish community, this pilot supports our ability to provide care that respects and reflects Jewish traditions and values. We had 8 admissions throughout the project. We have **18** people on the waitlist for the pilot.

EQUITY AND INDIGENOUS HEALTH

Shalom Village is deeply committed to driving improved and equitable outcomes to reduce health inequities. This commitment involves strategic and sustained efforts to advance health equity for all communities in the province while addressing the urgent need to combat antisemitism and other forms of discrimination. As an organization, we continually seek to combat all forms of discrimination, including antisemitism, and celebrate the complexities of individual experiences beyond predetermined categories. We greatly value diversity of thought and experience. This is an ongoing journey that requires dedication, continuous learning, and a commitment to combating all forms of discrimination and hate.

Shalom Village is committed to further advancing First Nations, Inuit, Métis, and Urban Indigenous Health by learning from Indigenous partners, particularly the historical and ongoing impacts of colonization on the health disparities experienced by Indigenous people, to be a partner that strengthens and supports the resilience of Indigenous people and communities.

Shalom Village regularly reviews organizational policies and procedures to identify and eliminate systemic barriers to inclusion and diversity, with a strong focus on combating antisemitism. A key priority is advancing our understanding of Jewish history and values to equip others with the knowledge and tools to address antisemitism effectively. Shalom Village continues to sustain strong community partnerships with the Hamilton Jewish Federation and Margaret's Legacy to further identify education and training

opportunities in recognizing and combating antisemitism. These initiatives help foster awareness, promote meaningful dialogue, and support a culture of respect and understanding. By integrating these efforts into our quality improvement initiatives, Shalom Village continues to drive positive change and uphold our AT HOME values, ensuring an inclusive and respectful environment for all individuals, regardless of background, culture, or identity.

The 2026/27 Quality Improvement Plan indicator: "Percentage of staff (executive-level, management, or all) who have completed relevant equity, diversity, inclusion, and anti-racism education," our leadership team will continue to complete antisemitism education. This ongoing initiative is designed to promote awareness of antisemitism and other forms of discrimination, equipping staff with the knowledge and skills to foster a workplace free from bias and inclusiveness of all individuals, this is directly tied to our Strategic Plan and our Values in Honoring our Jewish roots.

Shalom Village is also actively engaged in meaningful community partnerships with diverse groups to ensure that its services are accessible and responsive to the unique needs and perspectives of all individuals. This includes ongoing collaboration with Jewish community organizations and other groups to address antisemitism and promote understanding and respect among diverse populations.

PATIENT/CLIENT/RESIDENT EXPERIENCE

Resident and family engagement continues to be a priority of Shalom Village. We are committed in our partnership with residents and their families. Our QIP is shared with our residents, families,

and staff for their respective input. The outcomes and ongoing progress are reviewed with Resident and Family Councils, the Operational and Board Quality Committees, and the Board of Directors. The resident and family satisfaction survey results are in the high 90% with the level of satisfaction from both our families and our residents.

We continue to seek opportunities to engage residents and their families to support improvements that reflect the collective experiences and voices of those living at Shalom Village.

Resident/Family Councils and Resident/Family Town Halls: We seek feedback and input from residents and families through council meetings, town halls, and informal discussions. These venues also provide peer-to-peer support and the opportunity to share information, discuss potential program ideas, and stay informed.

Quality Committee Meetings:

Shalom Village's LTC Operational Quality Committee meets quarterly, at a minimum, and utilizes an interdisciplinary approach to evaluate sources of data and discuss, plan, and prioritize quality improvement initiatives. Inclusion of residents, families, and frontline team members in CQI (Continuous Quality Improvement) committee meetings has provided rich discussions and diverse, lived experiences. There have been several positive impacts from their participation. This fosters a new approach to quality planning that is co-created and co-led with families and residents rather than being professionally driven.

The Resident and Family Satisfaction Survey was conducted in November 2025, in alignment with legislative requirements to gather feedback from residents and their families.

Survey results showed that 93% of residents and 90% of families/caregivers reported being very satisfied to completely satisfied. The results are shared during monthly Family Council meetings, bi-weekly leadership meetings on Tuesdays, and with frontline staff. The Resident Satisfaction Survey results were specifically shared with the Family Council on January 22, 2026, and with the Resident Council on February 26, 2026.

Shalom Village implemented several quality improvements in 2025 based on resident feedback from surveys and council meetings. Program expansion included pet therapy, intergenerational programs, Concerts in Care, which provides professional musicians into seniors' homes, long-term care, and assisted living facilities across Ontario, to bring the joy and stimulation of live music to our resident who can no longer attend concert venues. Outings were expanded to include trips to enable personal shopping, restaurants, and a holiday lights tour, with more planned for 2026/27.

In 2025 Shalom Village invested in the purchase of *Obie*, a state-of-the-art interactive projection system designed to turn any flat surface into an engaging environment for play, therapy, and socialization. The platform uses motion sensors and interactive content to stimulate physical movement and cognitive engagement, helping older adults and residents maintain their mental sharpness and physical health, this program is very popular amongst the residents and families.

The leadership team continues to participate and engage in a variety of festive events, further strengthening the relationships across the Home with residents and families.

PROVIDER EXPERIENCE

Employee wellbeing and a positive workplace culture are crucial for providing exceptional care for residents and their families. Shalom Village's vision for care and services focuses on providing exceptional, person-centered care while fostering a sense of community and belonging, rooted in its heritage as a center for Jewish life in Hamilton. Developed through extensive consultation with residents, families, staff, and external stakeholders, the vision was shaped by co-design sessions, interviews, and feedback opportunities. This input ensures that the future direction aligns with the needs of the community, guiding efforts to deliver high quality care and continuously improve services.

The ongoing human resources challenges in the healthcare sector have prompted Shalom Village to prioritize the psychological health and wellbeing of its employees. This includes addressing staff shortages, heavy workloads, and the impact of pandemic-related stress.

To ensure that employees have a voice in shaping their work environment, Shalom Village provides various channels for feedback, such as team meetings and town halls. Furthermore, employees play a vital role in the development and execution of the 2024–2026 Strategic Plan and associated operational objectives.

The leadership team at Shalom Village is committed to fostering an inclusive and supportive workplace culture. This involves providing formal and informal support to the staff, along with innovative recruitment and retention practices. By empowering employees and implementing forward-thinking strategies, Shalom Village aims to enhance overall employee experience and address the current workforce challenges in the healthcare sector.

At Shalom Village, several initiatives are in place to support employee wellbeing, prioritizing a workplace environment where staff feel valued, supported, and resilient in the face of current health workforce challenges:

- **Psychological Health Support:** Programs and resources are in place to address the psychological health and wellbeing of employees, tackling the challenges of demanding work environments and stress from the pandemic. Shalom Village is also working with the Ontario Centres for Learning, Research, and Innovation in Long-Term Care (CLRI) on the Workplace Mental Health in LTC program. This initiative helps implement the National Standard of Canada for Psychological Health and Safety in the Workplace, fostering a healthier and more resilient workforce.
- **An Employee Engagement survey** was carried out in 2025 to further ensure staff engagement and involvement at Shalom Village. This is a 3-year commitment to ensure our staff continue to be heard and that their voice matters in shaping the culture of Shalom Village.
- **Employee Involvement in Strategic Planning:** Employees are actively engaged in the development and implementation of the organization's 2024–2026 Strategic Plan and associated operational

objectives, shaping the future of workplace culture and initiatives.

- **Leadership Support:** The leadership team provides both formal and informal support for the staff, demonstrating a commitment to fostering a supportive, respectful environment in alignment with our AT HOME values.
- **A Wellness Committee** comprised of front-line staff, supported by management enables to commitment to Diversity initiatives by integrating and imbedding a variety of culturally appropriate programs in fostering our shared responsibility to DEI initiatives.
- **Recruitment and Retention Practices:** Innovative practices are being implemented to improve recruitment and retention, ensuring that employees feel valued and supported in their roles.

In 2025, Shalom Village partnered with a third party to conduct an Employee Engagement Survey, in our efforts to continue to strive to continuously improve our workplace, staff were invited to participate in the survey with sharing their honest feedback, in an effort to shape the workplace culture. This initiative is a commitment to continuing to engage with workforce, by ensuring everyone's voice is heard.

SAFETY

Resident safety is a critical component of Shalom Village's Continuous Quality Improvement Program. It is a pervasive theme within our care teams during care conferences and team huddles. Resident safety is also well supported through our Operational

Quality Committee and Quality Committee of the Board, as well as through long-term care policies and procedures.

Our approach to resident safety includes both prevention activities and post-incident follow-up and management. The following examples illustrate some of the work that supports resident safety and incident management:

Prevention:

- **Standardized Documentation:** Over the past year, Shalom Village has adopted a structured and standardized documentation approach using SBAR (Situation, Background, Assessment, and Recommendation). Embedding this into our documentation practices has fostered clearer, more concise communication among care teams.
 - **RNAO Clinical Pathways Initiative:** In 2026/27 we will continue with the implementation of the RNAO Clinical Pathways, an evidence-based framework designed to enhance resident care by standardizing best practices and improving clinical decision-making.
 - **ISMP Medication Management Project:** Our team collaborated closely with the pharmacy partners to streamline the admission medication communication processes. As a result, we achieved resolution of 100% of medication errors related to admission medication omissions.
- InterRAI transition:

Shalom Village successfully transitioned to InterRAI effective January 1, 2026. Through intense training during October - December 2025 which included ongoing best-practice learning webinars in collaboration with other long-term care homes. Our RAI Coordinator led focused training for team members responsible for accurate

coding to ensure accurate reflection of the resident acuity related to residents receiving high quality of care.

Post-Incident Management:

- **Post Falls Assessment Tool:** This tool allows for a comprehensive analysis of the contributing factors that may have led to a fall. Its purpose is to support transparency, learning, and identifying areas for improvement.
- **Follow-Up on Medication Errors:** A standardized process follows any medication errors, including the completion of a medication error report and follow-up with the in-home clinical, medical, and pharmacy team.
- **Review and Analysis of Complaints and Critical Incidents:** The leadership team reviews and analyzes all documented complaints and critical incidents monthly during the CQI meetings. This data is used to identify recurring trends and guide quality improvement and risk management activities.

PALLIATIVE CARE

At Shalom Village, our interdisciplinary team is committed to providing a compassionate, resident-centered palliative care approach that upholds the autonomy and dignity of all individuals in our care. Recognizing that palliative care extends beyond end-of-life support, we prioritize a holistic framework that addresses the physical, emotional, social, and spiritual needs of our residents throughout their journey with us.

As a PoET-certified organization, we are proud to integrate the Individualized Care Plan into our practice. Upon admission, each resident completes a personal summary, offering them an opportunity to share their values, preferences, and goals for their care. This vital document serves as a guide for our team, ensuring that every aspect of a resident's care reflects their unique wishes and priorities—including how they envision their final days.

While discussions about end-of-life preferences can be sensitive, we believe they are essential for fostering trust, understanding, and meaningful care. Our team is dedicated to approaching these conversations with empathy and respect, creating a supportive environment where residents and their families feel heard and valued.

Through this proactive and personalized approach, we strive to honor the dignity and individuality of our residents, providing comfort, continuity, and peace of mind throughout every stage of life.

Shalom Village has partnered with the Foundation of Shalom Village, who provides philanthropic funds to support resident centered programs and initiatives, through the generous donations of our benefactors, to support residents who do not have a loved one overnight our team will support with one-to-one care. We believe no one should pass away alone.

POPULATION HEALTH MANAGEMENT

Shalom Village continues to demonstrate its commitment to population health-based approaches by actively partnering with other health system providers and Ontario Health to meet the unique needs of the community. The organization values research and innovation and fosters partnerships with academic institutions and community stakeholders.

The Fitness Club at Shalom Village is a unique initiative that highlights its proactive approach to care. It is an exercise program tailored for individuals aged 65 and over, developed from a research project in collaboration with McMaster University. The study revealed significant benefits of age-appropriate exercise, including a reduction in fall incidence and improvements in mobility. Participants reported feeling better and found everyday tasks, such as sitting and standing, much easier to perform. This program is open to all seniors aged 65 and over in the Hamilton region, alongside Shalom Village residents.

Shalom Village continues to work closely with community partners, Home and Community Care programs, hospitals, and stakeholders to ensure safe and effective integrated care for residents. Partnerships with organizations like Behavior Supports Ontario,

Ontario Health West, and local long-term care homes enable Shalom Village to reduce stressors on the healthcare system and provide care at the right place and time.

Through these partnerships, Shalom Village addresses social determinants of health, promotes equity, and fosters an inclusive environment. These efforts align with the principles of population health, ensuring comprehensive and integrated services that enhance the overall well-being of the community.

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 (Larisa Volman)

Administrator /Executive Director (Fiorinta Flammia)

Quality Committee Chair or delegate

Chief Executive Officer Marianne Klein
