

Quality Improvement Plan (QIP)

# Narrative for Health Care Organizations in Ontario

March 27, 2025



## OVERVIEW

Extendicare Kirkland Lake is a long-term care home located in Kirkland Lake, Ontario and part of a large organization that provides care and services for seniors across Canada.

Improving the quality of care, we provide guides for our residents and their families. We are committed to continuous improvement, and on an ongoing basis, we seek new ways to evolve our practices and strengthen our services.

Read more about this in our Improving Care Plan.

### Our Purpose, Mission, Vision and Values

In 2024, through broad consultation with stakeholders across our organization including direct engagement of residents, team members and family members of those in our care, Extendicare conducted a refresh of the Mission, Vision and Values. Our goals were to capture who we are, what we can all achieve working together and to put the feelings of communities into words.

Our Purpose?is helping people live better.

Our Mission?is to provide people with the care they need wherever they call home.

Our Vision?is a future where everyone in Canada has access to the care and support, they need to live their best lives.

Our Values:

We embrace every person for the individual they are.?

We care for each person as we would our own family.

We collaborate with others because we achieve more together.?

We are relentless in our efforts to improve.?

We respect the resources entrusted to us.

In 2023, Revera's long-term care homes joined Extendicare. This has provided an opportunity to combine strengths, learn from one another, establish communities of practice focused on continuous improvement and collaboration, and reinforce Extendicare's deep commitment to long-term care in Canada.

Throughout our organization, integration work continues to be an important focus in 2025 and beyond. We know collaboration allows us to achieve more together. By aligning and standardizing processes, policies and systems across our homes, all Extendicare LTC homes will deliver consistent, quality care.

### Quality Improvement

Extendicare's Quality Framework outlines the ways in which our home is supported to achieve success with a focus on quality of life, safety, regulatory compliance and resident engagement. In alignment with provincial requirements, each Extendicare home in

the province is responsible for directing their quality improvement plan, with the support of a dedicated regional team who assist us with our home's quality initiatives. Our strategic direction and the initiatives that support the plan also meet or exceed standards set by Accreditation Canada and meet the requirements of our LSAA.

Our home's multidisciplinary Continuous Quality Improvement (CQI) Committee oversees our quality program. It is led by our home's CQI lead. Membership includes our home leadership team, each designated program lead, Medical Director, Dietitian, Pharmacy Consultant, resident and family council representatives, and care team representatives, including a Personal Support Worker and Registered clinical staff. Our CQI committee meets at a minimum quarterly and uses a CQI Framework in alignment with Extendicare's enterprise-wide strategic quality priorities to identify key areas for quality improvement in our home, make recommendations, monitor and measure progress, identify and implement adjustments, and communicate improvement outcomes for the current and following year. Results are discussed and shared with residents, families, team members and external partners to support our priorities, targets, and activities.

Across our organization, Extendicare measures and monitors our quality initiatives using data accuracy and quality indicator results. Home-level quality reports are circulated monthly and reviewed by homes and regional teams across our network, to help monitor progress and drive meaningful conversation at each home's continuous quality committee meetings. Performance monitoring is a key part of our relentless efforts to improve performance and include but are not limited to the following:

- Monitoring key quality indicators
- Internal audits
- External audits
- Annual Program evaluations
- Resident and Family Experience Survey results

In 2024, our home's Quality Improvement priority areas included Falls prevention and Antipsychotic reduction. We are proud that we have successfully maintained 0% in restraints and have achieved 0% in our pressure injury indicators. As a result we continue to monitor but have not included in our 2025 workplan as a priority focus. The following top areas for improvement identified from our 2023 Resident and Family Experience survey results were also included recruiting key team members such as a Medical Director/physician and a social worker, improving care conference discussions to ensure they are meaningful interactions, and communication to families regarding residents' food and beverage options.

We are proud of the following achievements and improvements that were implemented based on the 2023 survey results and that were part of our 2024 improvement plan:

In November of 2023, we recruited and retained our Medical Director and physician Dr. Jessica Moore who works closely with our team including our Nurse Practitioner Suzanne Perreault. Dr. Moore provides on-site and on-call services to the home and has developed therapeutic relationships with the residents.

In February 2024, our Registered Social Worker joined the team and has since assisted with the admission and transition process,

improved our "My Wishes" program, and advocated on residents' behalf.

Our care conferences have improved; they are more of a resident centered process. Our receptionist ensures family whom the resident would like present is contacted and reminded of the meeting.

Our dietary manager led the creation of a Food Committee in which residents, families, and staff could sample food and beverage options and provide input into meal planning moving forward. Our dietary manager continues to attend Residents' Council meetings as invited to present the new menus, reviewed by our Registered Dietitian, prior to implementation.

We have maintained 0% restraints and 0% worsened pressure injury in our home. We continue to monitor and follow our processes but have not included these as priority indicators in our 2025 workplan.

Our CQI committee has determined that for 2025 our priority areas for quality improvement in our home will include Fall prevention, Antipsychotic deprescribing as well as the following areas from our Resident Experience survey as determined following consultation with our Resident and Family Councils: resident and family satisfaction with the quality of care from our social worker, resident satisfaction with input into recreational programs, family satisfaction with the quality care from our physiotherapist, and resident satisfaction with care planning/care conference process.

## ACCESS AND FLOW

Extendicare is committed to working closely with our community

partners including our regional Ontario Health at Home team, hospitals, and business partners to ensure safe, effective and high-quality care of residents across the organization and at the local home level. We do this through ongoing relationship building and partnerships with health system partners such as local long-term care homes, regional IPAC hubs, Ontario Health teams and various regulatory authorities.

In addition, our partnerships extend to our Medical Director/Physician, Nurse Practitioner, and our clinical pharmacist as we work to improve medication management, clinical care and reduce unnecessary ED visits.

We work closely with our health unit, now named Northeastern Public Health (formerly Timiskaming Health Unit) for any outbreak or IPAC concerns with frequent communication throughout. Representatives attend our IPAC committee meetings, inspect the home, and make recommendations for improvement.

The Home's partnership in our Behaviour Support Ontario (BSO) program provides enhanced services for older adults who experience or are at risk for personal expressions/responsive behaviours associated with dementia, mental health, substance use, and/or various neurological conditions. Our BSO nurse and her BSO partners provide support and education that ensures the team has the necessary tools to provide these residents with a personalized care plan to minimize behavioural expressions to improve quality of life. They ensure specialty care providers are utilized as available/beneficial. They work with our community, including other long term care homes, Canadian Mental Health Association, and our hospital, to ensure transitional support from

one environment to another. Our BSO nurse works closely with the team (including primary care providers, Medical Director, pharmacist and Nurse Practitioner) to successfully lead our Antipsychotic Reduction Initiative (ARI).

We work together with residents, their families and our health system partners to ensure safe, effective admissions to our home, and understand transitions throughout the system are not easy for those we serve. We work to apply additional care and attention to closely engage and support those in our care at times of change or at times where specialized support is required in their health care journey.

Our Home proudly partners with Ontario Association of Resident Councils (OARC). We utilize their resources to empower a quality Residents' Council and to educate our staff, residents, and families. This partnership improves our residents' understanding of their rights, ability to share their lived experience, and creates a better quality of life within the Home.

Our vendor partners (such as Motions, Prevail, 3M) ensure we are using best practice evidence products correctly and assist in finding solutions for resident specific needs, including ambulatory aids, continence, and wound care education and training for care staff and leads.

We partner with Medisystems pharmacy to ensure accurate and safe delivery of medications to our residents. Our clinical pharmacist visits onsite, provides medication reconciliation, staff education, and recommendations for practice improvements.

Lifelabs partners with Home for phlebotomy services and couriers our public health lab samples to our regional laboratory to ensure our clinicians can accurately provide quality diagnoses and treatments.

We are proud to partner with local education institutions to provide clinical opportunities for students; some of whom stay and become our own staff. Northern College routinely has practical nursing and personal support worker (PSW) students practicing within our facility, learning to provide resident specific care. In September 2024, Medix College collaborated with us to open our living classroom in which PSW students learn in the immersive environment of our Home –with their classroom on site. We will see the first round of students successfully finish the program Spring 2025.

#### Prevention and health promotion

Throughout the year, we support and participate in organization-wide awareness campaigns that educate team members, residents and families. Our home has access to an annual awareness calendar that highlights key health promotion and professional recognition events, which are supported nationally through communication and education, and locally at our home with activities that are tailored to the home's needs and demographics. Organization-wide campaigns include:

**Safe Spaces:** Combining four key autumn safety awareness events – Infection Control Week, Canadian Patient Safety Week, Seniors' Safety Week, and Fall Prevention Month – Safe Spaces is a six-week sustained safety campaign. Aimed at promoting a culture of safety

across the organization through education, resources and home-level activities, the campaign equips our team members with knowledge and tools to continuously improve quality and safety and engages residents and families as partners in care.

**Stick it to the flu:** Through Extendicare's annual influenza vaccination campaign, all homes are encouraged to aim for 90% vaccination of residents and staff. Individual and home-wide incentives are provided for achieving this benchmark, and our home hosts on-site vaccination clinics.

**Hand Hygiene Day:** Led by our IPAC team, this annual day is marked with an intensive focus on tools and education to promote proper hand hygiene practices for team members, residents and families. Homes across Extendicare participate in a friendly challenge to find the most creative and engaging ways to promote hand hygiene – from writing jingles to hosting events.

**Alzheimer's awareness:** We care for a population that is impacted by rising rates of Alzheimer's and dementia. In addition to intensive communication focus during Alzheimer's Awareness Month every January, our home has access to tools and education year-round that helps our team members to tailor care to the unique needs of those living with dementia – from Gentle Persuasive Approaches (GPA) training to dementia-focused tools for skin and wound care.

#### Right care in the right place at the right time

On an ongoing basis, we work hard to support, train, retain and recruit qualified and compassionate team members to work together in the service of quality care for residents. We know

strong interdisciplinary teams are essential to the delivery of quality care and we foster a culture of collaboration to contribute coordinated expertise, as resident plans of care are executed. In addition, we successfully recruited a Nurse Practitioner to strengthen our collaborative care model. Through ongoing team professional development, we ensure our staff can address the unique needs of our residents such as wound care, palliative care, and behavioural support education.

### Building capacity

We recognize how important long-term care is within our health system. At an enterprise-wide level, Extendicare is actively working to increase access to care through the construction of new homes built to modern design standards with the ability to welcome more people on the province's long-term care waiting list. In communities across the province, Extendicare is building for the future, with plans to redevelop every older home in our network. New homes are designed to deliver significant improvements to residents' quality of life, with private bedrooms for all, enhanced communal lounges for activities and family visits, increases in space for restorative therapies and more.

## EQUITY AND INDIGENOUS HEALTH

Extendicare is committed to improving equitable access, experience and outcomes to reduce health inequities and advance indigenous health across our organization.

At Extendicare, we embrace every resident for the individual they are, and care for them as we would our own family. Our Equity and Indigenous Health program reflects our core values by recognizing

and honoring the diverse identities, cultures, and experiences of each resident. By integrating culturally appropriate care and Indigenous traditions, we affirm the importance of personal heritage in shaping well-being. Through culturally diverse programming, menu selection, staff education and meaningful community partnerships, we create a safe and inclusive environment where residents feel valued, respected and empowered to be their authentic selves. This commitment is essential to providing compassionate and equitable care.

Our Equity and Indigenous Health program is informed by our Resident Council and Family Council, and by the data we gather from our annual Resident and Family Experience Survey. Our Registered Social Worker has a background grounded in Indigenous health and advocates accordingly. She and the entire team ensure cultural beliefs and practices are included in residents' care plans. Along with our activities department, we have listened to our residents' wishes and incorporated indigenous practices into our holistic programs and care plans. We partner with Beaverhouse First Nations and Matachewan First Nations to attend pow wows, perform smudging ceremonies onsite, and create indigenous style art and cuisine.

Personalized support ensures residents feel seen, respected and connected to their heritage.

Implementing mandatory training on cultural safety, anti-racism, and the history of Indigenous Peoples in Canada for all staff, fosters awareness and equips caregivers with the skills to address systemic barriers and biases. Identifying and addressing systemic gaps in care, including access to interpreters, culturally appropriate meals

and resources, and the provision of trauma-informed care, are skills taught in staff training. Regularly assessing program outcomes through resident feedback, and staff input, helps us ensure continuous improvement.

Our Registered Social Worker will lead our new Diversity, Equity, and Inclusion (DEI) Committee that will further create an inclusive and welcoming environment for residents/staff/visitors that promotes ethical, culturally sensitive, trauma informed care. With representation from a variety of staff, residents, and family members, the DEI committee will identify and address systemic barriers that may impede equitable care, conduct open and respectful dialogue regarding DEI issues identified as effecting residents/staff/visitors in the Home, work to increase awareness of resources available to meet the unique diverse, equity, and inclusivity needs of residents/staff/visitors, encourage resident/staff/visitor education relevant to DEI and make recommendations regarding learning and educational needs, increase team and community building within the home to promote a positive environment and monitor and evaluate progression towards identified goals.

## **PATIENT/CLIENT/RESIDENT EXPERIENCE**

Active engagement of residents and families is essential to our values. Annually, through an anonymous survey, we seek feedback from residents and their families about what is going well and what we can do to improve. The annual survey provides our home with a summary of the scores and comments for each of the areas of care and services offered. We use this report to collaborate with the residents and family councils to determine an action plan to improve the experiences of those we serve. On a regular basis

during the year, we discuss progress updates and strategies for improvement via town halls, resident and family council meetings and newsletters.

Our ongoing goal is to incorporate feedback to continually improve the quality of care we provide by ensuring the care each resident receives is reflective of their individual needs and wishes.

Extendicare is proud to have a National REACH (Resident Experience Action Council for Homes) comprised of resident and family representatives from our long-term care homes in each province we serve. The council is co-led by resident and family members and provides valuable input on organizational initiatives and decisions. A head-office supported community of practice meeting is held bimonthly and is open to all residents and families interested in sharing best practices and learning new ways to approach engagement, co-design, and council roles and responsibilities.

Our 2024 Resident and Family Experience Survey Results:

Date of 2024 Annual Resident and Family Experience Survey:  
September 3 – October 11, 2024

Resident: Would you recommend this home? 75.7%

Family: Would you recommend this home? 75%

Survey results were reviewed by CQI committee: January 28th 2025



Survey results were provided to, shared, and discussed with Resident Council: December 23rd 2024

Survey results were provided to, shared, and discussed with Family Council: November 27th 2024

Survey results shared with staff in the home: November 27th 2024

Top four areas Resident Experience survey priorities for improvement in 2025:

1. On the 2024 resident satisfaction survey, 20.6% of residents were satisfied with the quality of care provided by the Social Worker. To improve this measure, with a goal of 50% satisfaction on the 2025 resident satisfaction survey, we will improve the visibility of the social worker in the home with residents and families, and to have the social worker schedule visits with different residents each month.

As identified, having a Registered Social Worker is a new role within our Home. One that we are not sure all residents are aware of. We want to increase the visibility of the Social Worker. She will attend Residents' Council and Family Council meetings as invited to discuss her role, as well as present measures for the impact she has had on residents' quality of life at our Continuous Quality Improvement committee meetings.

2. On the 2024 resident satisfaction survey, 27% of residents were satisfied with their input into recreational programs. To improve this measure, with a goal of 50% satisfaction on the 2025 resident satisfaction survey, we will implement monthly Program Planning Meetings to inform and engage residents in program decision making and use real-time feedback tools to seek resident feedback.

More resident input in programs and outings, spiritual ministry, and social activities to enrich the lives of our residents. Encouraging participation in diverse events not only enhances their well-being but also fosters a sense of community and belonging. By offering a variety of programs, from art classes and music therapy to gardening clubs and cultural celebrations, we can cater to the unique interests and needs of each resident. Additionally, collaborating with local organizations and volunteers can bring new energy and ideas, making every day more vibrant and fulfilling.

3. On the 2024 family satisfaction survey, 14.3% of families were satisfied with the quality of care provided by the Physiotherapist. To improve this measure, with a goal of 50% satisfaction on the 2025 family satisfaction survey, we will improve the visibility of and communication with the Physiotherapist in the home with residents and families, to track referrals made to the Physiotherapists on admission to ensure her ability to assess all residents, and for both the Physiotherapy and the Assistive Device Program applications to be completed promptly.

To have our Physiotherapist /PTA minutes made and to be

available. Assessments are done in a timely manner and ADP completed in shorter times. Encouraging regular communication between the physiotherapy/PTA and residents ensures that everyone is informed and engaged in the care process. Additionally, implementing feedback loops can help identify any emerging needs or adjustments required in care plans, ultimately enhancing the quality of life for the residents. By fostering a collaborative environment, we can ensure that care is both personalized and efficient, benefiting everyone involved. Minutes are not often met due to absences.

4. On the 2024 family satisfaction survey, 67.6% of residents were satisfied with the care conference process: where they discuss what is going well, what could be better, and how we can improve things. This goal was identified specifically as a priority by the residents' council.

To improve this measure, with a goal of 75% satisfaction on the 2025 family satisfaction survey, we will obtain feedback on annual care conference process from residents and families and review the annual care conference process as a multidisciplinary team.

To have the residents more involved in their care plans more than once a year. It's important to establish regular check-ins and open lines of communication between healthcare providers and residents. This could involve monthly meetings where residents can discuss their concerns, ask questions, and actively participate in decision-making about their health and well-being. Additionally, creating personalized care journals or digital platforms where residents can update their progress, and preferences can further enhance their involvement. By fostering a collaborative environment, residents are empowered to take charge of their own

health, leading to more personalized and effective care plans that truly reflect their needs and wishes.

## PROVIDER EXPERIENCE

Extendicare Kirkland Lake is part of a large organization in which there are many opportunities to engage with staff and leadership in sharing quality improvement goals and commitments. This is achieved through employee engagement surveys, sharing of best practices organization wide, regional quality labs and participation in the Ontario Long Term Care Association Quality Committee and annual quality forums.

Our annual employee engagement survey provides an opportunity for team members to give their feedback on various issues such as staff satisfaction, innovation, and work environment. Based on previous employee engagement results we worked this year to improve two-way communication to better engage our team members. This included the launch of two communication forums accessible to all, enabling employee access to timely information and updates from across the organization. ?

The resulting improvements include Quarterly turnover improving from 9.6% to 6.8% across Extendicare ?and employee engagement increased by 6 points with almost 16,000 surveys completed.

Extendicare has a nationwide Care Champion Program which celebrates the meaningful work, commitment and passion demonstrated by our dedicated team members. This program places a spotlight on team members who go above and beyond to improve care, every day for our residents. Active team members at

our long-term care homes can be nominated by our residents, family members, co-workers or managers for special recognition of the extraordinary care they provide.

Extendicare Kirkland Lake is always working to retain staff and improve workplace culture. In our rural environment, nurses can access the “Canada Student Loan Forgiveness Program” through the Federal Government in which they receive Tuition reimbursement as well as “Temporary Reimbursement of Fees for Internationally Educated and Inactive Nurses” through Health Force Ontario. We have also supported multiple Internationally Educated Nurses through the College of Nurses of Ontario’s process to establish their necessary practice hours and support their Registration with the College. We are grateful to have Personal Support Workers, Practical Nurses, and Bachelor of Science in Nursing students complete clinical experiences within our home. From this pool of students, many enjoy their experience and join the team following graduation.

## SAFETY

At Extendicare, we take a system approach to preventing and reducing resident safety incidents. At the core of this approach is system learning and process improvement.

Incidents and risks are escalated rapidly within the organization, so that they can be addressed and mitigated, with rapid response support provided to home care teams by specialized organizational support team members. When a root cause of an incident in one home is identified that may pose a risk elsewhere, an alert is sent out to all care teams across our organization. These alerts flag

issues and risks home leaders should be aware of, and preventative measures homes need to take in relation to care practice and risk prevention.

Safety data is analyzed continually from all Extendicare homes, to identify improvement opportunities. Standardized process, policy, practice and technology improvements are developed in response, and shared through education with care teams across all our homes. Biweekly education and question and answer (Q&A) webinars are held on safety and clinical practice topics derived from this analysis and attended by leaders and clinicians from all Extendicare homes throughout the year.

From front-line to senior leadership, safety incident reporting, awareness and response, is embedded in our roles and daily work. All these program elements, and more, comprise our safety culture program.

Our Home ensures our Emergency Response Plan is current, relevant, and feasible. We test our Home’s responses to multiple emergency situations such as fire, extreme weather, and violence within the home. Debriefing these drills/mock codes allows our team to identify gaps and ensure we are prepared should the real emergency occur.

Our Home promotes a safe and “Just Culture” in which staff understand near miss and incident reporting are important to improve the system, minimize the risk of harm, and provide quality care to our residents rather than create a punitive environment. In a “Just Culture”, employees who are performing their duties to the best of their abilities and within the scope of their education and

experience are not “blamed” for the incident. Incidents are learning experiences and debriefs are shared during daily interdisciplinary team meetings, departmental meetings and at the Continuous Quality Improvement Committee (an interdisciplinary team whose role is to continuously bring about positive change and ensure real improvements are made within our Home).

Our Home has focused specifically on resident safety related to falls. We have recognized falls as a leading cause of adverse events and see the impact of fall related injuries on our residents’ quality of life. We strive to continue to improve our Falls Prevention Committee, with representation from staff of multiple disciplines and shifts, as well as residents and families. Our nursing consultant and national quality team have assisted us in ensuring ongoing best practice standards are being followed within the home. As a team, we have focused on identifying the root cause of fall incidents in order to implement resident specific interventions to prevent further falls. These specific interventions include ensuring appropriate referrals to in-house restorative care program and Physiotherapy for rehabilitation, appropriate adaptive aids, and strength training; team post-fall huddles to improve communication; and our “fall buddies” system in which residents at high risk of falls are monitored in closer proximity to PSWs, resident care aides, or activity aides when they are charting or completing other tasks. Our Falls committee reports to our CQI committee.

## **PALLIATIVE CARE**

Residents and families in long-term care deserve compassionate, high-quality care. Our teams collaborate with residents and families to tailor plans of care based on each residents’ individualized needs.

We provide enhanced palliative care training for interdisciplinary teams, in partnership with Pallium Canada, enabling high-quality clinical, spiritual and emotional palliative care supports for residents and their families. In 2025 as an organization, we are training additional facilitators so we can provide ongoing educational opportunities as we continue to build a culture utilizing a palliative approach to care.

In collaboration with Pallium, all Extendicare homes have a registration link to family caregiver education on palliative care. The CARERS course is available free of charge and is an excellent educational opportunity we promote for caregiver support.

We are currently updating our Palliative Program policies and procedures to further emphasize the importance of a palliative care philosophy. The revised policies and procedures will be implemented in 2025 with associated staff education and training. The focus will be on earlier awareness and identification of those who require a palliative approach to care through implementation of a standardized Palliative assessment which is designed to guide staff in addressing the holistic needs and symptom management of each resident.

Over the past four years, our home has had an emphasis on a palliative approach to care through our evolving palliative care program.

We discuss palliative/end of life care residents daily during our morning interdisciplinary team meeting and weekly during our high risk rounds interdisciplinary meetings. Our home’s palliative care

program is regularly brought up and discussed by residents at residents' council meetings.

We have provided and continue to provide all staff with annual education highlighting holistic, resident-centered care.

We have developed an interdisciplinary palliative care committee that meets quarterly, includes resident and family representatives, as well as external stakeholders/resources. As a committee, we have collaborated with Centre for Learning, Research, and Innovation (CLRI) and completed a project to sustain a palliative approach to care. We have also set and achieved many palliative care goals in our home such as implementing the purple butterfly project and identifying and obtaining resources to enhance holistic care at end of life.

We have embraced resources made available to us such as the CLRI's palliative webinars and courses for staff and families, the LEAP program through Pallium Canada, and the Fundamentals of Palliative Care program.

We participate in our district's Timiskaming Hospice Palliative Care Planning & Advisory Committee in which we provide a voice for our home and the long-term care sector.

## **POPULATION HEALTH MANAGEMENT**

The population within our Home has grown in diversity amongst age groups, diagnoses, abilities, and complex needs. To meet the needs of this changing population, we have increased staff support and education on medical disorders, resident behaviours, dementia, mental health, trauma-informed care, and developmental disabilities. We collaborate with external stakeholders to provide resident specific care as well as activity programs, such as Community Living Kirkland Lake's passport program for those with a diagnosis of developmental delay. Our Home is equipped to provide bariatric care to residents including assessments by our Registered Dietitian.

## **CONTACT INFORMATION/DESIGNATED LEAD**

Stephen Brown

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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  
**March 27, 2025**

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**Erin Coreno**, Board Chair / Licensee or delegate

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**Stephen Brown**, Administrator /Executive Director

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**Jessica Janssen**, Quality Committee Chair or delegate

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**Delee Danchuk**, Other leadership as appropriate

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