

2024 ANNUAL SUMMARY

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Contents

1. Executive Summary	2
2. Key Performance Results	3
3. Infection Prevention & Control (IPC).....	7
4. Medication Management & Medication incidents	0
5. Falls, Wounds & Resident Safety Monitoring	4
6. Workforce Stability & Planning.....	8
7. Complaints, Compliments & Feedback.....	11
8. Quality Improvement Initiatives	14
9. Leadership Oversight & Operator Review.....	17
10. Monitoring Risk, Safety & Compliance	19
11. Strategic Direction & Organizational Priorities	21
12. Resource Allocation.....	23
Resource Allocation.....	Error! Bookmark not defined.
13. Areas for Continued Improvement	25
14. Conclusion	27

1. Executive Summary

In 2024, Venta Care Centre (VCC) demonstrated continued advancement in clinical governance, workforce stabilization, resident engagement, and infrastructure modernization. Building on the foundational improvements established in 2022 and operational stabilization achieved in 2023, the organization transitioned into a more mature, data-driven model focused on measurable outcomes, regulatory excellence, and proactive risk management.

Throughout the year, VCC maintained stable occupancy while managing increasing resident acuity and complexity. A total of 108 admissions were completed, alongside 178 care conferences, reinforcing a strong commitment to interdisciplinary, resident-centered care planning. Infection prevention practices remained highly effective, with hand hygiene compliance sustained between 90–95% and full compliance achieved in IPC and Site Preparedness audits.

Significant progress was made in strengthening documentation accuracy, medication governance, and clinical oversight, as demonstrated by zero findings in the MDS/RAI audit. Workforce investments, including expanded HCA staffing and targeted education initiatives, supported improved care delivery and operational consistency. In addition, over \$120,000 in grants and capital investments contributed to meaningful enhancements in resident care environments and staff wellness.

Overall, 2024 reflects a year of measurable growth, strengthened systems, and increasing organizational maturity, with clear alignment to Alberta Continuing Care Health Service Standards.

2. Key Performance Results

Throughout 2023, Venta Care Centre (VCC) maintained operational stability while advancing organizational recovery, strengthening clinical governance, and modernizing operational processes. Building on recovery efforts following the COVID-19 pandemic, the organization focused on enhancing resident-centered care, workforce development, interdisciplinary collaboration, and quality improvement while maintaining compliance with provincial Continuing Care Health Service Standards.

2.1 Operational Performance Results

Documented Performance Results:

- Successfully coordinated 101 resident admissions, including the emergency admission of 12 wildfire evacuees from Valleyview and Edson, while maintaining continuity of care and operational stability.
- Completed 165 interdisciplinary care conferences to support resident-centered care planning, family engagement, and collaborative clinical decision-making.
- Achieved full occupancy for the first time in three years, demonstrating improved organizational capacity and continued recovery.
- Successfully implemented an integrated Point of Care (POC) documentation system, improving interdisciplinary communication, documentation accuracy, and continuity of care.
- Transitioned to the Safeway Pharmacy partnership and strengthened medication governance through enhanced medication management processes and streamlined narcotic workflows.
- Strengthened workforce development through completion of approximately 100 Health Care Aide performance reviews, revised RN/LPN performance appraisal processes, and expanded mandatory education initiatives.
- Enhanced resident safety through improvements to Resident Acuity reporting, communication between shifts, workload redistribution, and implementation of additional clinical monitoring tools.
- Expanded resident wellness, recreation, and engagement programming through environmental improvements, resident research participation, seasonal programming, and the \$10,000 Resident Wellness Room Project.
- Continued participation in provincial research and quality improvement initiatives, including the Translating Research in Elder Care (TREC) Project and preparation for the Optimize BP Research Study.

- Maintained strong performance across provincial audits, inspections, and regulatory reviews, including compliance with Continuing Care Health Service Standards, successful completion of the AHS Site Preparedness Audit, and achievement of 100% compliance on the Partners in Injury Reduction (PIR) Audit.

2.2 Performance Summary

- Resident Admissions: 101
- Interdisciplinary Care Conferences: 165
- Emergency Wildfire Evacuee Admissions: 12 residents
- Average Daily Census: 143-148
- Hand Hygiene Compliance: 90%
- Appropriate Use of Antipsychotics (AUA): 12-22%
- Approximately 100 Health Care Aide performance reviews completed.
- Mandatory staff education compliance: 100%
- Resident Quality-of-Life Research Participants: 15 residents
- Resident Wellness Room Grant: \$10,000
- Partners in Injury Reduction (PIR) Audit: 100% compliance
- Provincial Continuing Care Health Service Standards Audit completed with compliance in all identified high-risk standards.
- 38 staff completed Broda Chair education.
- 53 staff completed Lift and Transfer education.
- 24 staff completed CPR recertification.
- Continued participation in provincial research and quality improvement initiatives.

2.3 Outcomes & Analysis

The operational initiatives implemented throughout 2023 represented a significant progression from pandemic recovery toward organizational stabilization and continuous quality improvement. Successful coordination of emergency wildfire admissions demonstrated the organization's ability to respond effectively to provincial emergencies while maintaining uninterrupted care for existing residents. Achieving full occupancy for the first time in three years reflected increased operational capacity, strengthened organizational resilience, and renewed confidence in the services provided by Venta Care Centre.

Workforce development remained a key organizational priority. Completion of approximately 100 Health Care Aide performance reviews, implementation of revised performance appraisal processes, and expansion of mandatory education programs strengthened staff competency, accountability, and professional development. Enhancements to interdisciplinary communication, including implementation of the integrated Point of Care documentation system, improved Resident Acuity reporting, revised staffing schedules, and enhanced communication between shifts—supported more coordinated clinical decision-making and consistent resident care.

Investments in resident wellness, environmental improvements, recreation programming, and participation in provincial research initiatives further enhanced the resident experience while supporting evidence-informed practice. Strong performance across audits, inspections, and regulatory reviews reflected the organization's commitment to accountability, quality assurance, and continuous quality improvement. Collectively, these achievements strengthened organizational effectiveness, enhanced resident safety and quality of life, and established a solid foundation for continued growth and innovation in 2024.

2.4 Addressing 2022 Improvement Areas

Building on improvement opportunities identified in the 2022 Quality Improvement Report, VCC continued strengthening organizational systems, governance, and operational processes throughout 2023 by:

- Enhancing interdisciplinary communication through implementation of an integrated Point of Care documentation system and improved Resident Acuity reporting.
- Strengthening workforce accountability through approximately 100 Health Care Aide performance reviews, revised RN/LPN appraisal processes, and expanded staff education.
- Improving medication governance through the transition to Safeway Pharmacy, enhanced medication management workflows, and streamlined narcotic processes.
- Expanding resident-centered care through environmental enhancements, resident wellness initiatives, recreation programming, and participation in provincial research projects.
- Strengthening emergency preparedness through the successful coordination of wildfire evacuee admissions while maintaining continuity of resident care.
- Increasing leadership oversight through enhanced quality monitoring, interdisciplinary collaboration, audit review processes, and proactive risk management strategies.

These initiatives demonstrate continued progress toward VCC's strategic priorities by strengthening governance, improving clinical practice, supporting workforce development, enhancing resident quality of life, and embedding a culture of continuous quality improvement

throughout the organization. They also positioned Venta Care Centre for continued operational excellence and sustainable organizational growth.

3. Infection Prevention & Control (IPC)

Infection Prevention and Control (IPC) practices are designed to reduce the transmission of communicable diseases and protect residents, staff, visitors, and volunteers. Throughout 2024, Venta Care Centre continued to strengthen its IPC program through proactive surveillance, routine auditing, immunization initiatives, staff education, and compliance with provincial Continuing Care Health Service Standards. Building on improvements made in previous years, the organization maintained a strong focus on prevention, rapid outbreak response, and continuous quality improvement.



3.1 Outbreak Monitoring & Outcomes

2024 Outbreak Activity

- March 4–21, 2024:** COVID-19 and Gastrointestinal (GI) outbreak successfully managed and resolved.
 - Four (4) residents were affected by the gastrointestinal outbreak.
 - All affected residents made a full recovery, with no ongoing complications related to the outbreak.
- May 7, 2024:** Alberta Health Services completed a post-outbreak inspection, and Venta Care Centre was found to be fully compliant with all Infection Prevention and Control requirements, with no deficiencies identified.

Prompt implementation of isolation precautions, enhanced environmental cleaning, surveillance, communication with residents and families, and interdisciplinary collaboration supported timely outbreak containment and minimized transmission within the facility.

3.2 IPC Audit Outcomes

Venta Care Centre continued to demonstrate strong compliance with Infection Prevention and Control requirements through routine audits and inspections.

Audit Results

- AHS Infection Prevention & Control / Site Preparedness Audit (August 26, 2024): No findings identified.
- Fire Safety Audit: One minor finding, which was promptly corrected.

- Partners in Injury Reduction (PIR) / Certificate of Recognition (COR) Recertification Audit: Overall score of 96% (902 of 935 applicable points).

Highest scoring areas included:

- Qualifications, Orientation and Training — 100%
- Other Parties at or in the Vicinity of the Work Site — 100%
- Workplace Inspections — 100%
- Emergency Response — 100%
- Incident Investigation — 99%

These results demonstrate strong organizational leadership, effective risk management, and a sustained commitment to workplace safety and regulatory compliance.

3.3 Measurable IPC Outcomes

- Hand hygiene compliance remained above 90% throughout 2024, with all clinical areas consistently meeting or exceeding the organization's minimum compliance target.
- Successful containment and resolution of all reported outbreaks.
- Four residents affected during the GI outbreak, with 100% recovery.
- Zero findings during the Alberta Health Services Infection Prevention & Control / Site Preparedness Audit.
- Full compliance achieved during the post-outbreak AHS inspection.
- Ongoing monitoring of IPC indicators through leadership review and quality improvement processes.

3.4 Immunization Campaign

Resident immunization remained a key component of infection prevention throughout 2024.

Immunization outcomes included:

- 106 residents received the seasonal Influenza vaccine.
- 103 residents received a COVID-19 vaccine.
- 85 residents received the Respiratory Syncytial Virus (RSV) vaccine during the first year the vaccine was available.

These initiatives supported resident protection against vaccine-preventable illnesses while aligning with provincial public health recommendations.

3.5 Leadership Oversight

Leadership maintained active oversight of Infection Prevention and Control through regular review of:

- Outbreak surveillance and response activities.
- Hand hygiene compliance monitoring.
- Immunization uptake.
- IPC audit findings and corrective actions.
- Environmental cleaning and disinfection practices.
- Staff education and competency.
- Emergency preparedness and organizational readiness.

Performance indicators were reviewed through quality improvement and leadership meetings to identify trends, monitor compliance, and implement corrective actions where necessary.

3.6 Outcomes & Analysis

Throughout 2024, Venta Care Centre demonstrated continued maturity in its Infection Prevention and Control program. Compared with previous years, IPC practices evolved from a primarily reactive outbreak management approach to a proactive quality assurance program focused on prevention, surveillance, audit readiness, and continuous monitoring.

Consistently maintaining hand hygiene compliance above 90%, successfully containing all outbreaks, achieving 100% recovery among residents affected by the gastrointestinal outbreak, and receiving zero findings during the Alberta Health Services IPC/Site Preparedness Audit demonstrate the effectiveness of the organization's infection prevention strategies.

Achievement of a 96% PIR/COR Recertification Audit score further reflects the organization's commitment to resident safety, workplace safety, regulatory compliance, and continuous quality improvement. Collectively, these outcomes demonstrate a strong and sustainable Infection Prevention and Control program that continues to protect residents, staff, and visitors while supporting high-quality care delivery.

3.7 Addressing 2023 Improvement Areas

Building on improvement opportunities identified in the 2023 Quality Improvement Report, Venta Care Centre continued to strengthen Infection Prevention and Control by:

- Maintaining hand hygiene compliance above the organizational target of 90%.
- Strengthening outbreak surveillance, preparedness, and response processes.

- Expanding resident immunization initiatives, including implementation of the RSV vaccination program.
- Maintaining audit readiness through ongoing monitoring, education, and leadership oversight.
- Strengthening workplace safety systems through successful PIR/COR recertification.
- Continuing routine review of Infection Prevention and Control performance indicators to support evidence-informed quality improvement.

These initiatives strengthened organizational resilience, enhanced resident safety, maintained regulatory compliance, and reinforced Venta Care Centre's commitment to providing a safe, healthy, and high-quality care environment for residents, families, staff, volunteers, and visitors.

4. Medication Management & Medication incidents

Venta Care Centre continued to strengthen medication management throughout 2024 by enhancing clinical governance, medication safety systems, and interdisciplinary oversight. Building on improvements implemented during 2023, the organization expanded electronic medication management, strengthened medication reconciliation processes, and enhanced monitoring systems to improve resident safety and reduce medication-related risk.

4.1 Medication Governance Improvements

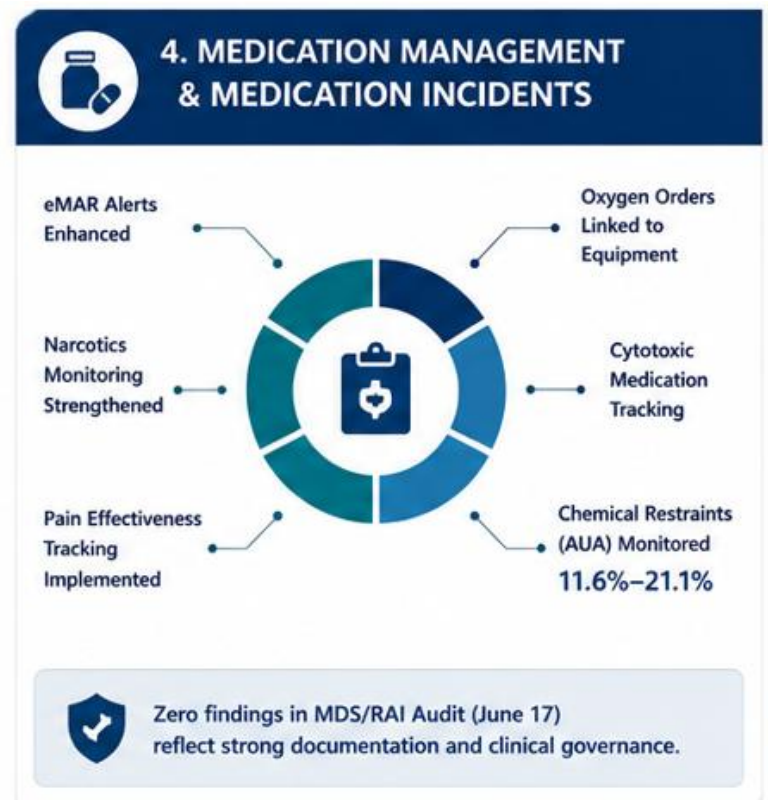
Key medication management initiatives implemented during 2024 included:

- Expansion of electronic Medication Administration Record (eMAR) alerts to improve medication safety.
- Implementation of cytotoxic medication tracking to strengthen medication handling and monitoring.
- Enhanced narcotic monitoring processes through improved documentation and accountability measures.
- Pain effectiveness tracking integrated into medication reviews to support resident comfort and clinical decision-making.
- Improved linkage of oxygen orders with oxygen equipment to enhance documentation accuracy and resident safety.
- Continued collaboration between physicians, pharmacists, nursing leadership, and front-line staff to support safe medication practices.

4.2 Medication Incident Monitoring

Medication incidents continued to be reviewed through established reporting systems and interdisciplinary quality review processes.

Leadership monitored:



- Medication incidents and contributing factors.
- Opportunities for system improvement and workflow redesign.
- Staff education following identified incidents.
- Ongoing quality monitoring to reduce medication-related risk.

Medication trend analysis continued to demonstrate strengthened clinical oversight and proactive management, with no evidence of systemic medication safety concerns.

4.3 Chemical Restraint Oversight

Chemical restraint monitoring continued to mature throughout 2024 through enhanced digital tracking systems and structured interdisciplinary review.

Performance included:

- Appropriate Use of Antipsychotics (AUA) rates monitored throughout the year, ranging from 11.6% to 21.1%.
- Ongoing physician and pharmacist medication reviews.
- Continued evaluation of medication appropriateness and therapeutic effectiveness.
- Regular interdisciplinary review to ensure the use of psychotropic medications remained clinically appropriate and resident-centred.

4.4 Medication Reconciliation & Medication Compression Audits

Medication reconciliation remained a key patient safety initiative throughout 2024.

A comprehensive review of resident medication profiles was completed, with more than 25% of resident charts undergoing detailed medication reconciliation and medication compression audits.

Audit activities evaluated:

- Polypharmacy and medication burden.
- Duplication of therapy.
- Medication appropriateness.
- Therapeutic effectiveness.
- Opportunities for deprescribing and medication optimization.

Compared with 2023, an increased number of medication compression recommendations were identified. This reflected the growing clinical complexity of residents admitted from acute care settings, many of whom returned with increasingly complex medication regimens and higher

rates of polypharmacy. Recommendations were communicated to attending physicians and the interdisciplinary team, supporting evidence-informed prescribing practices and individualized resident care while reducing unnecessary medication burden whenever clinically appropriate.

4.5 Audit Outcomes

Medication governance continued to demonstrate measurable improvement throughout 2024.

Key outcomes included:

- Alberta Health Services MDS/RAI Audit: Zero findings, reflecting excellent documentation accuracy and clinical governance.
- Continued strengthening of medication safety through enhanced electronic documentation, reconciliation processes, and interdisciplinary oversight.
- Improved consistency in medication monitoring across all clinical units.

4.6 Leadership Oversight

Leadership maintained active oversight of medication management through routine review of:

- Medication incidents and trends.
- Medication reconciliation findings.
- Medication compression recommendations.
- Narcotic management processes.
- Chemical restraint monitoring.
- Documentation quality.
- Pharmacy collaboration and physician recommendations.

Medication safety indicators were reviewed through interdisciplinary quality meetings to identify trends, monitor compliance, and implement quality improvement initiatives where appropriate.

4.7 Outcomes & Analysis

Throughout 2024, medication management evolved from process improvement toward a mature, data-driven governance model supported by enhanced electronic systems, structured interdisciplinary review, and proactive medication optimization. Expanded medication reconciliation and medication compression audits identified increasing opportunities to reduce polypharmacy, reflecting the growing clinical complexity of residents admitted from acute care hospitals. Despite increasingly complex medication regimens, strengthened governance processes, improved documentation accuracy, and enhanced collaboration between physicians,

pharmacists, and nursing staff supported safe medication practices, improved clinical decision-making, and resident-centred medication management.

4.8 Addressing 2023 Improvement Areas

Building on improvements identified in the 2023 Quality Improvement Report, Venta Care Centre continued to strengthen medication management by:

- Expanding electronic medication safety systems.
- Enhancing medication reconciliation and medication compression processes.
- Improving chemical restraint monitoring through digital tracking.
- Strengthening narcotic accountability and medication documentation.
- Increasing interdisciplinary collaboration between physicians, pharmacists, and nursing.
- Supporting evidence-informed prescribing practices to address increasing polypharmacy and resident complexity.

These initiatives further strengthened medication governance, enhanced resident safety, improved medication optimization, and reinforced Venta Care Centre's commitment to continuous quality improvement and high-quality clinical care.

5. Falls, Wounds & Resident Safety Monitoring

Resident safety remained a strategic priority throughout 2024, with continued investment in falls prevention, wound management, interdisciplinary review, and proactive monitoring systems. Building on improvements introduced in previous years, Venta Care Centre strengthened centralized data collection, enhanced clinical oversight, and implemented targeted interventions to reduce resident risk while improving quality of care.

5.1 Falls Monitoring Activities

Falls prevention activities included:

- Daily 24-hour review of all fall-related incidents.
- Weekly interdisciplinary review of fall-related RUAIRs.
- Weekly wound prevalence monitoring and trend analysis.
- Structured post-fall evaluations completed following resident falls.
- Enhanced Resident Acuity reporting and centralized fall tracking.
- Ongoing review of recurrent fallers and individualized prevention strategies.
- Daily interdisciplinary communication regarding residents at increased risk.
- Implementation of synchronized Q2H repositioning schedules to improve consistency in preventative care.

5.2 Prevention Strategies Implemented

To reduce fall risk and improve resident safety, VCC implemented multiple evidence-informed interventions, including:

- Regular staff education on fall prevention and safe resident handling.
- Individualized fall risk assessments and resident-specific care plans.



- Medication reviews for residents identified as high risk for falls.
- Scheduled toileting programs and increased monitoring for high-risk residents.
- Increased staffing support during identified high-risk periods.
- Expanded use of bed alarms, wheelchair alarms, and fall mats.
- Ongoing Occupational Therapy post-fall assessments and fall incident tracking.
- Introduction of Red Light Therapy and standardized wound management protocols.
- Enhanced feeding and nutrition support through equipment upgrades and increased family involvement.

5.3 Falls & Injury Outcomes

During 2024:

- Total falls: 165, representing an 18.3% reduction compared with 202 falls in 2023.
- Average monthly resident census: 143.2 residents.
- Unit 2000 recorded the highest number of falls, while the evening shift continued to experience the greatest proportion of incidents.
- February and August recorded the highest monthly fall totals, with 16 falls each.

Injury Severity Distribution

- 123 falls (76.9%) resulted in No Apparent Harm.
- 33 falls (20.6%) resulted in Minimal Harm.
- 5 falls (3.1%) resulted in Moderate Harm.
- 0 Severe Harm injuries.
- 0 Fall-related deaths.

Emergency Department & Hospital Utilization

- 3 residents required Emergency Department assessment.
- 3 residents required hospitalization following a fall.

5.4 Wound Management

Wound prevention and management remained a significant organizational priority throughout 2024.

- Monthly wound prevalence ranged between 35 and 56 wounds involving 20 to 38 residents.
- Standardized wound tracking calendars were implemented.
- Wound treatment protocols were reviewed and standardized.
- Red Light Therapy was introduced to support wound healing.
- Weekly wound prevalence reviews strengthened early intervention and interdisciplinary oversight.

5.5 Leadership Oversight

Leadership continued to review resident safety indicators through Weekly Care Meetings and interdisciplinary quality review processes.

Monitoring included:

- Fall trends by unit and shift.
- Injury severity.
- Repeat fallers.
- Wound prevalence and healing outcomes.
- Resident acuity changes.
- Medication-related fall risks.
- Effectiveness of individualized interventions.
- Environmental safety concerns.

Quality indicators were routinely analyzed to identify trends, implement corrective actions, and support continuous quality improvement.

5.6 Outcomes & Analysis

Falls continued to decline throughout 2024, with an 18.3% reduction compared with 2023, representing the lowest annual fall total reported over recent years.

Occupational Therapy participation increased by 37%, while expanded use of bed alarms, wheelchair alarms, and fall mats corresponded with fewer falls, supporting the effectiveness of these interventions. The Occupational Therapy program continued to play a significant role through ongoing fall tracking, post-fall assessments, and individualized recommendations to reduce resident risk.

Despite increasing resident complexity, over 97% of falls resulted in either no apparent harm or minimal harm, with no severe injuries or deaths reported. Continued investment in staff education, medication reviews, individualized care planning, repositioning schedules, environmental modifications, and interdisciplinary collaboration contributed to improved resident safety and reduced fall-related harm. Furthermore, Venta Care Centre's fall rate of 10.8% remained substantially lower than the Edmonton Zone (17.5%), Alberta (17.5%), and the Canadian average (16.7%), demonstrating the effectiveness of the organization's comprehensive falls prevention program.

5.7 Addressing 2023 Improvement Areas

Building on recommendations identified in the 2023 Quality Improvement Report, Venta Care Centre continued to strengthen resident safety by:

- Expanding centralized falls and wound monitoring systems.
- Enhancing interdisciplinary review of resident safety indicators.
- Increasing Occupational Therapy involvement in falls prevention.
- Standardizing wound management practices and introducing Red Light Therapy.
- Strengthening staff education related to falls prevention, safe transfers, repositioning, and individualized care planning.
- Increasing use of evidence-informed interventions, including bed alarms, wheelchair alarms, fall mats, medication review, and scheduled toileting programs.
- Enhancing data analysis to support proactive risk identification and earlier intervention.

These initiatives contributed to measurable improvements in resident safety, reduced overall falls, minimized injury severity, strengthened clinical oversight, and reinforced Venta Care Centre's commitment to continuous quality improvement and resident-centered care.

6. Workforce Stability & Planning

Venta Care Centre continued to strengthen workforce capacity throughout 2024 by expanding staffing resources, investing in staff education, enhancing professional development, and promoting employee health and wellness. Building on workforce initiatives implemented in previous years, leadership focused on improving staffing stability, competency development, workplace safety, and employee engagement to support high-quality resident care.

6.1 Workforce Enhancements

To support increasing resident acuity and operational demands, several staffing enhancements were implemented during 2024, including:

- Revision of the staffing funding model to better align staffing resources with resident care needs.
- Addition of five (5) Health Care Aides to day shift staffing.
- Addition of one (1) Night Float Health Care Aide to enhance overnight clinical support.
- Increased nursing coverage during statutory holidays to maintain continuity of resident care and support safe staffing levels.
- Continued investment in performance management, competency assessment, and interdisciplinary collaboration to strengthen workforce capacity.

6.2 Staff Education & Professional Development

Professional development remained a key organizational priority throughout 2024, with significant investment in mandatory education, clinical competency, and evidence-informed practice.

Education initiatives included:

- 58 Health Care Aides completed MDS/RAI education and refresher training.
- CPR and First Aid recertification sessions provided for clinical staff.
- 79 staff completed continence and incontinence management education.
- 40 staff attended Prevail skin integrity and pressure injury prevention education.
- Seven (7) nurses completed advanced wound care education.
- Clinical staff participated in diabetes management education.
- Ongoing MDS/RAI refresher education provided throughout the year.

- Online mandatory education module completion increased to 75% by December 2024, demonstrating continued improvement in staff participation and competency development.

These education initiatives strengthened clinical knowledge, supported regulatory compliance, and promoted consistency in resident care practices.

6.3 Occupational Health & Safety

Venta Care Centre continued to promote a safe and healthy workplace through proactive occupational health and safety initiatives.

Key outcomes included:

- Workplace injury incidents declined during the year, with zero reported staff injuries during May and June.
- A \$24,000 Staff Footwear Wellness Grant was secured to support employee health and injury prevention.
- Skechers footwear was provided to eligible staff as part of the workplace wellness initiative.
- Ongoing Occupational Health and Safety education, hazard identification, incident review, and workplace inspections supported a culture of safety and continuous improvement.

6.4 Outcomes & Analysis

Workforce investments throughout 2024 strengthened staffing capacity, clinical competency, and employee wellness while supporting increasingly complex resident care needs. Expansion of frontline staffing, increased access to professional development opportunities, and enhanced occupational health initiatives improved workforce preparedness and supported safe, high-quality care delivery.

The significant participation in clinical education, combined with improved mandatory education completion rates and targeted wellness initiatives, demonstrates Venta Care Centre's continued commitment to developing a knowledgeable, engaged, and resilient workforce. These initiatives contributed to improved staff competency, strengthened interdisciplinary collaboration, enhanced workplace safety, and increased organizational capacity to respond to the evolving needs of residents.

6.5 Addressing 2023 Improvement Areas

Building on workforce initiatives introduced in 2023, Venta Care Centre continued to strengthen workforce development by:

- Expanding frontline staffing resources to better support resident acuity.
- Increasing access to mandatory and specialized clinical education.
- Strengthening competency in MDS/RAI, wound care, continence management, diabetes management, and pressure injury prevention.
- Improving mandatory education completion through enhanced online learning.
- Investing in employee wellness through occupational health initiatives and the Staff Footwear Wellness Program.
- Supporting safe staffing, employee engagement, and professional development through continued leadership oversight and performance management.

These initiatives strengthened workforce stability, enhanced clinical competency, promoted employee wellness, and reinforced Venta Care Centre's commitment to providing safe, high-quality, resident-centred care through a skilled and supported workforce.

7. Complaints, Compliments & Feedback

Venta Care Centre remained committed to providing resident-centered care by actively seeking feedback from residents and families and using that information to guide quality improvement initiatives. Throughout 2024, the organization continued to strengthen communication, expand resident engagement opportunities, and foster meaningful partnerships with families and the community.

7.1 Resident & Family Experience Surveys

Resident and family satisfaction surveys were completed throughout the year to evaluate the quality of care, communication, and overall resident experience.

Survey participation included:

- 18 residents completed the Resident Experience Survey.
- 47 family members participated in the Family Experience Survey.

Common feedback themes included:

- Positive feedback regarding interdisciplinary care conferences and resident-centered care planning.
- Recognition of special events, recreation programming, and resident celebrations.
- Appreciation for staff compassion, professionalism, and responsiveness.
- Opportunities to further enhance communication with families regarding resident care and organizational updates.

In addition to survey feedback, nine (9) formal complaints were received during 2024. All complaints (100%) were investigated and resolved in accordance with the organization's complaint management process, demonstrating continued responsiveness and commitment to quality improvement.

7.2 Actions Implemented

Resident and family feedback directly informed several quality improvement initiatives, including:

- Enhanced communication strategies between staff, residents, and families.
- Expansion of resident recreation, wellness, and special event programming.
- Strengthened family engagement initiatives and follow-up communication.
- Continued interdisciplinary care conferences to support collaborative care planning.

- Ongoing leadership follow-up regarding resident and family concerns to improve service delivery.

7.3 Volunteer & Community Engagement

Community partnerships and volunteer involvement continued to enhance resident quality of life throughout 2024.

Highlights included:

- Volunteer Appreciation Lunch recognizing the contributions of community volunteers.
- Celebration of Venta Care Centre's 70th Anniversary, bringing together residents, families, staff, and community partners.
- Resident Christmas celebrations and seasonal programming.
- Continued success of the Montessori program, with four residents demonstrating significant improvement in engagement, independence, and overall quality of life.
- Ongoing collaboration with community organizations to expand resident programming and meaningful engagement opportunities.

7.4 Outcomes & Analysis

Resident and family feedback continued to play an important role in shaping organizational priorities and service improvements throughout 2024. Survey results reflected positive satisfaction with resident-centered care, interdisciplinary care conferences, recreation programming, and staff responsiveness, while also identifying opportunities to strengthen communication with families.

The resolution of 100% of formal complaints demonstrates Venta Care Centre's commitment to timely, transparent, and responsive concern resolution. Expanded recreation programming, enhanced family engagement, community partnerships, and continued success of the Montessori program further contributed to improved resident quality of life, meaningful engagement, and overall resident experience.

7.5 Addressing 2023 Improvement Areas

Building on quality improvement initiatives implemented during 2023, Venta Care Centre continued to strengthen resident and family engagement by:

- Enhancing communication strategies and family follow-up processes.
- Expanding resident recreation, wellness, and community programming.
- Continuing interdisciplinary care conferences to support resident-centred decision-making.

- Strengthening volunteer and community partnerships to increase resident engagement opportunities.
- Maintaining timely investigation and resolution of resident and family concerns.
- Continuing to use resident and family feedback to guide quality improvement planning and service delivery.

These initiatives reinforced Venta Care Centre's commitment to resident-centred care, continuous quality improvement, and meaningful engagement with residents, families, volunteers, and the broader community while supporting a positive living environment and high-quality care experience.

8. Quality Improvement Initiatives

Continuous Quality Improvement (CQI) remained a strategic organizational priority throughout 2024. Building on the quality initiatives implemented in 2022 and 2023, Venta Care Centre continued strengthening governance, clinical practice, resident safety, workforce development, and organizational performance through evidence-informed decision-making and ongoing quality monitoring.

Quality improvement initiatives throughout the year focused on enhancing documentation accuracy, strengthening clinical oversight, improving interdisciplinary communication, expanding workforce education, and implementing sustainable operational improvements.

Leadership continued to utilize audit findings, performance indicators, incident trend analysis, resident and family feedback, and provincial standards to guide organizational priorities and support continuous improvement.

8.1 Quality Improvement Initiatives

Key quality improvement initiatives implemented throughout 2024 included:

- Strengthening electronic documentation systems and clinical reporting processes.
- Enhancing wound prevalence monitoring, falls surveillance, and resident safety reporting.
- Expanding medication reconciliation and medication compression processes to address increasing resident complexity and polypharmacy.
- Improving Infection Prevention and Control surveillance, audit readiness, and immunization programs.
- Increasing staff participation in mandatory education and specialized clinical training.



- Strengthening interdisciplinary communication through enhanced Resident Acuity reporting and structured leadership review processes.
- Expanding resident-centered programming through research participation, Montessori initiatives, and quality-of-life projects.
- Investing in infrastructure improvements, including dining room renovations, resident equipment upgrades, and continued hospice planning.

8.2 Outcomes & Analysis

The quality improvement initiatives implemented throughout 2024 demonstrated continued progression from individual process improvements toward an integrated, organization-wide quality management system. Enhanced documentation practices, strengthened clinical governance, expanded education initiatives, and improved interdisciplinary collaboration contributed to greater consistency in resident care, improved operational efficiency, and strengthened regulatory compliance.

Significant organizational achievements included zero findings during the Alberta Health Services MDS/RAI Audit, zero findings during the Infection Prevention and Control/Site Preparedness Audit, achievement of a 96% Partners in Injury Reduction (PIR)/Certificate of Recognition (COR) Recertification Audit score, maintenance of hand hygiene compliance above 90%, and continued improvements in medication governance, falls prevention, wound management, and resident safety monitoring.

Investments in resident-centered programming, workforce development, environmental improvements, and evidence-informed clinical practice further enhanced the quality of care delivered throughout the organization. Collectively, these initiatives strengthened organizational resilience, improved resident outcomes, increased staff competency, and reinforced Venta Care Centre's commitment to continuous quality improvement and operational excellence.

8.3 Addressing 2023 Improvement Areas

Building on opportunities identified in the 2023 Quality Improvement Report, Venta Care Centre continued to strengthen organizational systems by:

- Enhancing documentation accuracy and clinical governance through improved electronic reporting systems.
- Expanding medication safety processes, medication reconciliation, and medication compression reviews to support increasingly complex resident needs.
- Strengthening falls prevention, wound management, and resident safety monitoring through enhanced data analysis and interdisciplinary review.

- Improving Infection Prevention and Control monitoring, audit preparedness, and immunization programs.
- Increasing workforce competency through expanded education, mandatory training, and professional development opportunities.
- Supporting resident-centered care through environmental enhancements, research participation, and quality-of-life initiatives.
- Continuing leadership oversight of organizational performance indicators, quality improvement initiatives, audit outcomes, and regulatory compliance.

These initiatives demonstrate Venta Care Centre's continued commitment to embedding continuous quality improvement into everyday practice. By strengthening governance, supporting evidence-informed clinical care, investing in workforce development, and promoting resident-centered service delivery, the organization continued to build a sustainable culture of quality, safety, and organizational excellence.

9. Leadership Oversight & Operator Review

Leadership maintained active oversight of organizational performance through a comprehensive governance framework that emphasized accountability, quality assurance, regulatory compliance, and continuous quality improvement. Throughout 2024, organizational performance was routinely monitored using clinical, operational, workforce, financial, and resident experience indicators to ensure organizational objectives were achieved and opportunities for improvement were identified proactively.

9.1 Leadership Oversight

Leadership demonstrated active oversight through:

- Weekly interdisciplinary Care Meetings reviewing resident incidents, falls, wounds, medication events, infection prevention indicators, and quality improvement initiatives.
- Routine monitoring of Infection Prevention and Control performance, including outbreak activity, hand hygiene compliance, immunization uptake, and provincial audit outcomes.
- Ongoing review of medication safety indicators, including medication incidents, medication reconciliation, medication compression initiatives, narcotic accountability, and Appropriate Use of Antipsychotics (AUA) rates.
- Regular monitoring of Resident Assessment Instrument (RAI/MDS) quality indicators, Case Mix Index (CMI), resident acuity, documentation quality, and clinical outcomes.
- Interdisciplinary review of resident safety initiatives, falls prevention strategies, wound prevalence, and effectiveness of clinical interventions.
- Monitoring workforce performance through staffing levels, education completion, occupational health and safety indicators, workplace injury trends, and competency development.
- Review of resident and family satisfaction, complaint trends, quality improvement initiatives, and resident engagement outcomes.
- Oversight of organizational grants, capital improvement projects, research initiatives, and strategic priorities to ensure resources were effectively utilized and project objectives achieved.
- Review of provincial audit findings, regulatory compliance, and organizational performance indicators to support accreditation readiness and legislative compliance.

9.2 Outcomes & Analysis

Leadership oversight throughout 2024 strengthened organizational accountability by ensuring performance data was routinely analyzed and incorporated into operational and clinical decision-

making. Regular review of quality indicators enabled early identification of emerging trends, timely implementation of corrective actions, and ongoing evaluation of quality improvement initiatives.

The integration of performance monitoring across resident safety, medication management, Infection Prevention and Control, workforce development, resident experience, and organizational performance supported a more proactive approach to governance than in previous years. Enhanced data visibility, interdisciplinary collaboration, and evidence-informed leadership decision-making contributed to improved regulatory compliance, strengthened organizational performance, and continued advancement of resident-centered care.

9.3 Operator Review

The Operator continued to receive regular reports regarding organizational performance, quality improvement initiatives, audit outcomes, resident safety indicators, financial investments, workforce development, and regulatory compliance. Ongoing collaboration between leadership and the Operator supported strategic planning, resource allocation, risk management, and continuous quality improvement across all areas of the organization.

10. Monitoring Risk, Safety & Compliance

Venta Care Centre continued to strengthen organizational risk management throughout 2024 by enhancing clinical safety systems, improving documentation processes, expanding regulatory monitoring, and implementing proactive risk mitigation strategies. Leadership maintained ongoing oversight of organizational risks through structured review processes, interdisciplinary collaboration, incident monitoring, and continuous evaluation of regulatory compliance requirements.

10.1 Risk Mitigation Strategies

Key risk mitigation initiatives implemented throughout 2024 included:

- Expansion of electronic Medication Administration Record (eMAR) alerts to strengthen medication safety and reduce the risk of medication errors.
- Implementation of cytotoxic medication tracking to improve safe handling, documentation, and monitoring of high-risk medications.
- Continued enhancement of narcotic monitoring and accountability processes.
- Adoption of standardized suicide screening processes to support early identification of residents requiring additional assessment and intervention.
- Implementation of an enhanced oxygen order verification process to improve documentation accuracy and resident safety.
- Security fencing upgrades to strengthen resident security and reduce environmental safety risks.
- Review of Fire Safety Audit findings and completion of corrective actions.
- Expansion of online clinical documentation processes to improve documentation quality, reduce transcription errors, and strengthen regulatory compliance.
- Implementation of a formal referral tracking system to improve communication, accountability, and follow-up of interdisciplinary referrals.

10.2 Outcomes & Analysis

The risk management initiatives implemented throughout 2024 strengthened organizational safety, reduced operational risk, and enhanced regulatory compliance across multiple clinical and operational areas. Enhanced electronic documentation, medication safety systems, referral tracking, and standardized clinical processes improved consistency in care delivery while reducing opportunities for documentation errors and communication gaps.

Leadership continued to proactively identify organizational risks through routine monitoring of incidents, audit findings, quality indicators, and regulatory requirements. Improvements to

medication safety, environmental security, clinical documentation, and interdisciplinary communication supported earlier identification of potential risks and more timely implementation of corrective actions.

Collectively, these initiatives strengthened organizational resilience, enhanced resident and staff safety, improved accountability, and supported a culture of continuous quality improvement and proactive risk management.

10.3 Addressing 2023 Improvement Areas

Building on improvement opportunities identified in the 2023 Quality Improvement Report, Venta Care Centre continued to strengthen organizational risk management by:

- Expanding electronic safety systems and clinical documentation processes.
- Strengthening medication governance through enhanced monitoring and verification systems.
- Improving interdisciplinary communication through formal referral tracking and standardized documentation.
- Enhancing resident safety through environmental improvements and proactive risk assessment processes.
- Strengthening regulatory compliance through routine audit review, leadership oversight, and ongoing monitoring of organizational performance.
- Continuing to embed proactive risk identification and continuous quality improvement into everyday clinical and operational practice.

These initiatives demonstrate Venta Care Centre's continued commitment to maintaining a safe, accountable, and high-quality care environment through proactive risk management, strong clinical governance, and ongoing organizational improvement.

11. Strategic Direction & Organizational Priorities

Venta Care Centre's strategic direction from 2022 through 2024 demonstrates a progressive evolution from organizational recovery to operational maturity. Over the three-year period, the organization systematically strengthened governance, clinical practice, workforce capacity, and quality management systems while maintaining a strong commitment to resident-centered care and continuous quality improvement.

Following the operational challenges experienced during the COVID-19 pandemic, **2022** focused primarily on restoring organizational stability through strengthened Infection Prevention and Control practices, workforce stabilization, regulatory compliance, and re-establishing core operational processes.

Building on this foundation, **2023** emphasized the development of more consistent clinical and operational systems. Strategic priorities included strengthening interdisciplinary communication, enhancing medication governance, improving documentation processes, expanding workforce development, modernizing clinical workflows, and increasing leadership oversight through enhanced quality monitoring and performance reporting.

Throughout **2024**, the organization transitioned from implementing individual quality improvement initiatives to embedding continuous quality improvement into everyday operations. Strategic priorities focused on strengthening clinical governance, expanding data-driven decision-making, enhancing resident safety monitoring, improving medication management, supporting workforce sustainability, and investing in infrastructure and resident-centered programming. Major initiatives included hospice planning, modernization of clinical documentation systems, expansion of resident engagement and Montessori programming, enhanced wound and falls surveillance, workforce wellness initiatives, and continued investment in technology and capital improvements.

Across all three years, the organization's strategic priorities remained centered on:

- Delivering safe, high-quality, resident-centered care.
- Strengthening regulatory compliance and organizational governance.
- Enhancing resident safety and clinical outcomes.
- Supporting workforce development, education, and employee wellness.
- Expanding evidence-informed practice, research participation, and innovation.
- Improving operational efficiency through technology, quality monitoring, and data-informed decision-making.
- Investing in infrastructure and environmental improvements that enhance resident quality of life.

11.1 Outcomes & Analysis

The progression from 2022 through 2024 reflects a significant maturation of Venta Care Centre's quality management framework. What began as a focus on organizational recovery evolved into a comprehensive system of clinical governance, performance monitoring, interdisciplinary collaboration, and continuous quality improvement. By integrating quality improvement into routine operations, strengthening leadership oversight, and investing in workforce development and resident-centered innovation, Venta Care Centre established a sustainable foundation for future growth while continuing to improve resident outcomes, operational performance, and regulatory compliance.

This strategic progression positions the organization to respond effectively to increasing resident acuity, changing regulatory expectations, and the evolving needs of residents, families, staff, and the broader continuing care system. The initiatives implemented over the past three years have strengthened organizational resilience and reinforced Venta Care Centre's commitment to excellence in resident-centered care, safety, and continuous quality improvement.

12. Resource Allocation

Venta Care Centre continued to strategically invest financial resources throughout 2024 to strengthen resident care, enhance workplace safety, modernize infrastructure, and support long-term organizational sustainability. Resource allocation decisions were guided by resident needs, quality improvement priorities, regulatory requirements, staff feedback, and strategic organizational objectives. Investments focused on improving the resident living environment, supporting frontline staff, enhancing clinical care, and strengthening organizational capacity.

12.1 Financial Investments

Significant investments made throughout 2024 included:

- \$75,000 secured through the Casino Fundraiser to support resident care and organizational initiatives.
- \$24,000 Health Excellence Canada Grant supporting quality improvement and resident-centered initiatives.
- \$24,000 Alberta Continuing Care Association Staff Footwear Wellness Grant promoting employee health, safety, and injury prevention.
- Replacement of 120 resident mattresses to improve resident comfort, pressure injury prevention, and infection prevention practices.
- Purchase of 40 new bedside tables to enhance the resident living environment and improve accessibility.
- Installation of a new commercial dishwasher to improve operational efficiency and infection prevention practices.
- Upgrades to the Physiotherapy Room to enhance rehabilitation services and resident mobility.
- Development of a dedicated Montessori Room to expand resident-centered programming and cognitive engagement.
- Installation of enhanced security fencing to improve resident safety and environmental security.



- Completion of dining room renovations to improve the resident dining experience and overall quality of life.

12.2 Outcomes & Analysis

Strategic investments throughout 2024 supported both immediate operational needs and long-term organizational priorities. Infrastructure improvements enhanced resident comfort, safety, and quality of life while improving the efficiency of clinical and support services. Investments in resident equipment, rehabilitation spaces, dining environments, and Montessori programming promoted a more therapeutic, engaging, and resident-centered care environment.

Funding secured through grants and community fundraising allowed the organization to undertake improvements that may not have otherwise been possible while minimizing the impact on operational resources. Investments in staff wellness, workplace safety, and clinical infrastructure further strengthened workforce sustainability and organizational capacity to respond to increasing resident acuity and evolving care needs.

Collectively, these investments demonstrate Venta Care Centre's commitment to responsible stewardship of financial resources, continuous quality improvement, and creating a safe, supportive, and high-quality environment for residents, families, staff, volunteers, and visitors.

12.3 Addressing 2023 Improvement Areas

Building on priorities identified in the 2023 Quality Improvement Report, resource allocation during 2024 focused on:

- Enhancing resident safety through replacement of aging equipment and environmental improvements.
- Supporting resident-centered care through expansion of Montessori programming and rehabilitation services.
- Strengthening workplace safety and employee wellness through targeted grant funding.
- Improving operational efficiency through modernization of equipment and facility infrastructure.
- Investing in sustainable improvements that support long-term organizational performance and continuous quality improvement.

These strategic investments reinforced Venta Care Centre's commitment to delivering safe, high-quality, resident-centered care while ensuring organizational resources were allocated in a manner that supports both current operational needs and future organizational growth.

13. Areas for Continued Improvement

Venta Care Centre remains committed to a culture of continuous quality improvement through ongoing evaluation of organizational performance, resident outcomes, workforce development, and regulatory compliance. While significant progress was achieved throughout 2024, leadership has identified several strategic priorities that will continue to guide quality improvement initiatives and organizational planning.

13.1 Strategic Priorities for 2025

Building on the progress achieved throughout 2024, Venta Care Centre will continue to focus on the following areas:

- Increasing mandatory education completion rates to achieve full organizational compliance while supporting continued staff competency and professional development.
- Continuing to reduce wound prevalence through enhanced prevention strategies, standardized treatment protocols, early intervention, and interdisciplinary monitoring.
- Further strengthening Appropriate Use of Antipsychotics (AUA) monitoring through ongoing physician, pharmacist, and interdisciplinary medication reviews to ensure psychotropic medications remain clinically appropriate, evidence-informed, and resident-centered.
- Supporting workforce recruitment, retention, and staff wellness initiatives to maintain a stable, skilled, and engaged workforce while continuing efforts to reduce workplace injuries.
- Expanding integrated clinical documentation, quality dashboards, and consolidated reporting systems to strengthen trend analysis, improve organizational performance monitoring, and support evidence-informed decision-making.
- Continuing to strengthen falls prevention, medication safety, Infection Prevention and Control, and resident safety monitoring through proactive surveillance, leadership oversight, and interdisciplinary collaboration.
- Supporting the continued development of hospice services, resident-centered programming, and environmental enhancements to meet the evolving needs of residents and families.
- Maintaining strong regulatory compliance, audit readiness, and continuous quality monitoring across all operational and clinical programs.

13.2 Looking Forward

Venta Care Centre has established a strong foundation of quality improvement, clinical governance, and organizational performance over the past several years. Future initiatives will

focus on sustaining these achievements while continuing to strengthen resident-centred care, workforce excellence, operational efficiency, and evidence-informed practice. Through ongoing leadership oversight, interdisciplinary collaboration, and data-driven decision-making, the organization remains committed to delivering safe, high-quality care while continuously improving services to meet the changing needs of residents, families, staff, and the broader continuing care community.

14. Conclusion

Throughout 2024, Venta Care Centre demonstrated continued advancement in organizational performance, clinical governance, resident safety, and operational excellence. Building on the recovery achieved in 2022 and the operational stabilization established in 2023, the organization successfully transitioned toward a more mature, integrated, and data-driven quality management framework.

Significant progress was achieved across all organizational domains. Resident safety was strengthened through continued reductions in falls, enhanced wound management, improved medication governance, and proactive Infection Prevention and Control practices. Regulatory performance remained strong, with zero findings during the Alberta Health Services MDS/RAI Audit, zero findings during the Infection Prevention and Control/Site Preparedness Audit, and a 96% Partners in Injury Reduction (PIR)/Certificate of Recognition (COR) Recertification Audit score. These achievements reflect the organization's continued commitment to clinical excellence, regulatory compliance, and evidence-informed practice.

Investments in workforce development, expanded staffing resources, professional education, employee wellness, resident programming, and infrastructure improvements further strengthened organizational capacity to meet the increasing complexity of resident care. Enhanced documentation systems, quality monitoring processes, leadership oversight, and interdisciplinary collaboration supported more proactive decision-making and improved consistency in clinical practice.

Resident and family feedback continued to guide organizational planning, while ongoing participation in research, quality improvement initiatives, and strategic partnerships reinforced Venta Care Centre's commitment to innovation and continuous learning. Investments in the resident environment, technology, rehabilitation services, Montessori programming, and future hospice development further enhanced the quality of life and care experience for residents.

The progression achieved over the past three years demonstrates the organization's evolution from pandemic recovery to operational stability and, ultimately, to a mature system of continuous quality improvement. Leadership has successfully embedded quality assurance, performance monitoring, risk management, and evidence-informed decision-making into everyday operations, creating a sustainable framework for ongoing organizational excellence.

Venta Care Centre remains committed to delivering safe, compassionate, and resident-centered care while fostering a culture of accountability, innovation, collaboration, and continuous quality improvement. Through ongoing investment in people, infrastructure, technology, and clinical excellence, the organization is well positioned to respond to future challenges, meet evolving regulatory expectations, and continue improving outcomes for residents, families, staff, volunteers, and the broader continuing care community.