

Quality Improvement Plan (QIP)

# Narrative for Health Care Organizations in Ontario

March 31, 2026



## OVERVIEW

Langs is a dynamic, neighbourhood-based, multi-service organization that has been promoting health and well-being since 1978. Rooted in a community development approach, we work closely with residents to shape programs and services that respond to the evolving needs of our diverse population. Over time, Langs has grown into a trusted provider of comprehensive primary care, health promotion, social services, and community programs.

Our vision, “Changed lives, healthy communities,” guides our commitment to high-quality, equitable, and culturally safe care. Continuous quality improvement is embedded across the organization, and we consistently seek ways to remove barriers, strengthen access, and enhance patient and participant experience.

The 2025–2026 period represents meaningful progress and expanded impact. We are proud of our success in strengthening access to team-based primary care, reducing waitlists in Cambridge and North Dumfries, and expanding supports through initiatives such as the Saturday Clinic and the new Youth Wellness Hub Cambridge. These developments reflect our ongoing efforts to deliver timely, integrated care for residents across the region.

Partnerships with our Ontario Health Team, community agencies, and local hospitals continue to improve care transitions, expand access to specialty services, and create more coordinated pathways of support. Engagement with our Board, staff, patients, and participants ensures that quality improvement efforts remain grounded in community needs and lived experiences.

As we move forward, Langs remains focused on improving access,

enhancing experiences, and delivering safe, coordinated, and patient-centred care for everyone in our community.

## **ACCESS AND FLOW**

Langs is committed to ensuring patients receive the right care in the right place at the right time by strengthening attachment to primary care, expanding access points, and reducing barriers that contribute to avoidable emergency department use. Over the past year, interprofessional primary care expansion funding allowed us to eliminate waitlists for both the Cambridge and North Dumfries sites. With waitlists now at zero, our focus has shifted to maintaining timely attachment and preventing new backlogs through close collaboration with Health Care Connect, our Care Connector, and our Ontario Health Team partners.

To support timely access, Langs introduced a Saturday Clinic for current patients of Langs and North Dumfries CHC. Operating from 8:30 am to 2:30 pm on a rotating-site basis, the clinic provides structured weekend appointments for urgent concerns that cannot wait until the following week. This helps patients receive timely care in the community and reduces pressure on weekday schedules.

Access and flow are further strengthened by our interprofessional team, which includes physicians, nurse practitioners, social workers, allied health, and health guides. These roles help individuals navigate the system, address barriers to care, and remain supported in the community. The new Youth Wellness Hub Cambridge expands timely, integrated services for youth aged 12 to 25, offering mental health, substance use support, primary care, peer support, and navigation.

Langs also contributes to system flow through our partnership with Cambridge Memorial Hospital and our Ontario Health Team, advancing the RAO Care Transitions Best Practice Guideline to support safer discharges and more coordinated follow up. Through the Regional Coordination Centre, regional access is enhanced through centralized intake pathways for diabetes, orthopedics, and cataracts. Increased access is also supported through online appointment booking, which increases flexibility for patients and reduces phone delays.

## **EQUITY AND INDIGENOUS HEALTH**

Langs is committed to advancing health equity and supporting Indigenous cultural safety across all programs and services. Our goal is to create environments where people feel respected, represented, and able to access care without barriers. This commitment is reflected in organization-wide efforts that align with Ontario Health's equity priorities and Indigenous health framework.

We continue to strengthen our Inclusion, Diversity, Equity, and Accessibility (IDEA) work through ongoing staff training and reflective practice. Over the past year, teams participated in IDEA 101, Spectrum Rainbow Diversity Foundations, and other sessions designed to deepen understanding of identity, culture, and lived experience. Indigenous Cultural Safety training remains a priority, and we are working to expand access across the organization to support culturally safe interactions and better relationships with Indigenous clients and partners.

Our partnerships with Indigenous-led organizations continue to grow. With Crowshield Lodge, we offered men's circles, cultural

teachings, and opportunities for healing and connection. Smudging and other traditional practices remain available at our sites, and we continue exploring ways to create safer cultural spaces in collaboration with Indigenous partners.

Equity-focused collaborations with community groups such as Muslim Women of Cambridge, Healing of the Seven Generations, and Rhythm and Blues broaden representation and ensure diverse voices inform planning and decision making.

Langs supports Indigenous cultural safety through both internal work and regional partnerships. Through the Regional Coordination Centre, we participate on the Regional Older Adults Indigenous Table, which recently released an infographic - Providing Safe Diabetes Care with Indigenous Older Adults - developed with Indigenous community partners (including Healing of the Seven Generations), Indigenous Elders, and older adults living with diabetes. The infographic was created to help staff and providers deliver safer, more culturally informed diabetes care by reflecting Indigenous perspectives and lived experiences, and by making key guidance easier to understand and use in practice. An initial First Nations version has been released, and Inuk and Métis-specific versions are also being developed to further strengthen cultural relevance and inclusion.

To reduce access barriers, we advanced interpreter and translation work, including refining policies, strengthening tools, and reviewing documents that require translation based on safety, frequency, and accessibility. Equity-focused clinical supports also continued, including our low-barrier massage therapy clinic delivered with Mohawk College, which provides affordable care for individuals

with chronic pain who may have limited benefits.

Langs continues to use sociodemographic data to identify inequities, understand community needs, and guide improvements. These insights help ensure programs and services remain culturally safe, welcoming, and responsive.

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

Langs values patient and client experience as a core driver of quality improvement. We continue to strengthen how we gather, review, and act on feedback to ensure services are responsive, inclusive, and aligned with what matters most to the people we serve.

The Langs Listens survey remains an important tool for capturing experiences across programs. To improve accessibility, both tablet and paper options were offered at reception and community events. This approach helped increase participation and allowed individuals who may not complete online surveys to share their perspectives.

Our structured approach to feedback continued through the Quality Improvement Committee's survey working group. The group has been reviewing the Patient Experience Survey and Langs Listens tool, identifying improvements to question order, response options, clarity, and the inclusion of sociodemographic questions. A Net Promoter Style item has been recommended to better understand overall satisfaction and loyalty. These updates help ensure that tools remain relevant, easy to use, and culturally inclusive.

A significant development this year was the transition from Community Services Committees to a formal Patient and Family

Advisory Council. PFAC members have already contributed meaningfully, including supporting the redesign of the client experience survey. Their lived experience provides direct insight into how changes will impact patients and families.

Survey results continue to be reviewed through QIC and shared with teams to inform training and service improvements. Feedback has influenced several initiatives, including enhancements to customer service training at reception.

Langs is also improving transparency by developing public and staff-facing spaces where survey results and follow-up actions will be posted. This helps close the loop and demonstrates our commitment to acting on feedback.

By centering patient and client voices, Langs ensures experience remains foundational to quality improvement.

## **PROVIDER EXPERIENCE**

At Langs, provider experience is viewed as part of overall staff experience. Everyone contributes to patient care, whether through clinical, administrative, or support roles, so our efforts focus on building a workplace where staff feel valued, supported, and able to thrive. Psychological safety, strong communication, and meaningful engagement remain core priorities.

To better understand staff needs, Langs conducts organization-wide engagement and well-being surveys twice each year. These surveys provide insight into workload, teamwork, communication, and overall satisfaction, and continue to guide improvements across departments. Work is underway to streamline these tools into a

single survey platform to make sharing feedback easier and more consistent for staff.

Reducing administrative burden continues to be a key focus of improving provider experience. This year, staff across multiple disciplines adopted AI scribe technology to support documentation. Feedback has been positive, with many reporting reduced charting time, improved workflow, and greater ability to focus on direct patient care and teamwork. This has been an important contributor to workplace satisfaction in busy clinical areas.

We continue to monitor turnover, workplace culture indicators, and participation in Social Wellness Committee activities to better understand overall staff well-being. These insights help us identify emerging pressures and respond proactively with supports or process improvements.

Langs has also developed a Strategic Wellness Plan that provides an organization-wide framework for staff well-being. The plan outlines priorities that support psychological health, workload balance, team connection, and resilience, helping ensure our wellness efforts are coordinated, meaningful, and sustainable.

Langs also shares its approach to psychological health and safety through conferences, networks, and learning collaboratives. These opportunities allow us to learn from peers while contributing to system-wide conversations about workforce well-being in primary and community care.

Our commitment remains to foster a supportive, inclusive environment where staff feel engaged, appreciated, and equipped

to do their best work.

## **SAFETY**

Langs is committed to fostering a proactive, resilient safety culture where staff, clients, and community members feel secure and supported. We continue to shift from a focus on past harm toward real-time safety monitoring, early identification of risks, and practical strategies that strengthen day-to-day reliability across the organization.

Our cybersecurity and risk management work has continued to mature through regular meetings of the Cybersecurity Emergency Response Team, ongoing scenario review, and tabletop exercises. This real-time monitoring helps us identify vulnerabilities early, strengthen system safeguards, and ensure staff understand how to respond to potential threats. Our integrated risk management framework supports continuous oversight, helping teams act quickly when emerging risks are identified.

We continue to refine our patient complaint process to make it accessible and easy to navigate. Clear signage and online information support timely reporting and reinforce a culture where speaking up is encouraged and safe.

Trauma-informed safety practices also strengthened this year. The Shower Coordinator role has provided consistent, structured support for individuals experiencing housing instability, helping maintain a respectful and predictable environment around high-need services.

Our Critical Debrief Action Team continued to develop its capacity

to support staff following difficult or emotionally challenging events. This work enhances psychological safety and builds organizational resilience by ensuring staff receive timely, compassionate support.

We also advanced the modernization of our incident reporting process to make reporting clearer and more actionable. This includes enhancing training, clarifying workflows, and improving follow up so that reports lead to meaningful learning and system improvements.

Digital safety remains a priority, supported through ongoing expansion of eReferrals, eConsults, OLIS, HRM, electronic prescribing, and online appointment booking.

Langs remains focused on proactive safety practices that strengthen resilience and support a safe experience for everyone who walks through our doors.

## **PALLIATIVE CARE**

Langs remains committed to providing patient centered palliative care that aligns with the Ontario Palliative Care Network model and the Quality Standard for Palliative Care. Our approach focuses on supporting patients in their preferred care setting, integrating advance care planning, and ensuring continuity of care through collaborative and team based models.

Langs continues to support home based palliative care by offering home visits before patients transition to the Ontario Health At Home Palliative In Home Team. When appropriate, our primary care providers use a shared care model, working alongside palliative

nurse practitioners to support non cancer patients who remain stable in the community. Some patients may return to their Langs primary care provider for ongoing management, with the palliative team re engaged as needed.

Advance care planning continues to be a central part of care at Langs. Providers use structured tools such as the Serious Illness Conversation Guide and the palliative toolbar in PS Suite to support early discussions and document patient goals and preferences. This helps ensure that care remains aligned with what matters most to patients and their families while improving communication during difficult transitions.

Several Langs providers have completed training through Pallium Canada, strengthening skills in serious illness communication and palliative approaches. This ongoing education supports a consistent standard of high quality, compassionate care across our teams.

Through collaborative models, proactive planning, and continued provider training, Langs remains focused on offering coordinated and supportive palliative care for individuals and their families throughout their journey.

## **POPULATION HEALTH MANAGEMENT**

Langs uses a population health management approach to understand the evolving needs of our community and to co-design proactive, person-centered services that address health and social factors across the continuum of care. Guided by local and provincial data, as well as insights from partners and service providers, we work to identify priority populations, reduce barriers, and strengthen coordinated care for individuals with diverse and

complex needs.

A major focus this year continued to be chronic disease management and smooth transitions between services. The Pediatric Type 1 Diabetes Program, which transitioned from Cambridge Memorial Hospital to Langs, now provides children and families with community-based education, navigation, and consistent follow up. The program maintains collaboration with pediatric specialists and creates a clearer pathway into adult diabetes services, enhancing continuity during a critical developmental period.

Food insecurity remains a significant population health issue in Cambridge and North Dumfries. Langs continues to address this through weekly Mobile Food Market visits offered with the Cambridge Food Bank, food vouchers for families experiencing financial strain, and an emergency food cupboard accessed hundreds of times annually. These supports ensure rapid access to nutritious food during periods of instability, informed by both community data and direct feedback from users.

Housing instability, trauma, and related social needs are addressed through our Health Guides, on-site housing partners, and the HART Hub. Working closely with the Langs Outreach Team, the Hub provides harm reduction supplies, safer use education, navigation, and warm connections for individuals facing homelessness, substance use challenges, mental health concerns, or unstable housing. Our Interprofessional Primary Care Team also continues outreach to shelters and social service organizations, improving access to primary care for individuals experiencing precarious housing.

Our Ontario Health Team partnership remains central to population-level improvement, particularly through the implementation of the RNAO Best Practice Guideline for Care Transitions. This work strengthens discharge planning, communication, and coordinated follow up for individuals returning from hospital to the community.

Social prescribing continued to grow through the Links to Well Being initiative, delivered with the Alliance for Healthier Communities and the Seniors Active Living Centre, connecting individuals to recreation, social programs, and structured activities that reduce isolation and improve well-being.

This year, Langs also officially launched the Youth Wellness Hub Ontario Cambridge location. The Hub provides youth aged 12 to 25 with timely access to mental health and substance use services, primary care, peer support, employment and education pathways, system navigation, and recreation in a welcoming, low-barrier environment co-designed with youth.

These initiatives are supported by strengthened use of sociodemographic, local, and provincial data to identify gaps, monitor trends, and guide the development of responsive, equitable services for our community.

## CONTACT INFORMATION/DESIGNATED LEAD

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## SIGN-OFF

It is recommended that the following individuals review and sign-off on your organization's Quality Improvement Plan (where applicable):

I have reviewed and approved our organization's Quality Improvement Plan on **March 31, 2026**

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**Jennifer Davis**, Board Chair

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**William Homerston**, Quality Committee Chair or delegate

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**Debbie Hollahan**, Executive Director/Administrative Lead

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**Lynda Mackinnon**, Other leadership as appropriate

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