



WEAVING A WEB OF QUALITY CARE

2025-2026 ONTARIO CLRI ANNUAL REPORT

OUR MISSION

A provincial resource that, in partnership, builds capacity in long-term care through education, research, and knowledge mobilization.



313,851

participants who
completed training

OUR PROGRESS



95%

of LTC homes
reached last year

Letter to the Sector

At the heart of a thriving long-term care (LTC) sector are residents who receive quality care and experience quality of life. Delivering on this promise to residents requires a web of committed team members who use leading practices to drive innovation and cultivate person-centred care across the sector.

The Ontario Centres for Learning, Research, and Innovation in Long-Term Care (Ontario CLRI) is privileged to journey alongside LTC team members and leaders, listening and learning from their expertise, and helping them on their path to deliver quality care.

A student seeking guidance in their LTC home placement. A nurse communicating with family members about end-of-life care. A food services worker adapting their approach to safely support residents during mealtimes. An educator planning and delivering education in their own home. All team members can find Ontario CLRI training and support tailored to their realities and practice. This is the interprofessional web in action.

Drawing on the research expertise of the Baycrest Academy for Research and Education, Bruyère Health Research Institute, and the Schlegel-UW Research Institute for Aging, we keep a finger on the pulse of the LTC sector, identifying themes that underpin residents' quality of life, enable a thriving workforce, and lead to culture change.

As you will see on page four and five, we are delivering quality programs on palliative care, dementia care, person-centred care, mental health, equity, diversity, and inclusion, the future workforce, and more.

Much like a web, our strength lies in integrating these thematic areas throughout our educational opportunities.

For example, when a resident approaches the end-of-life, the Ontario CLRI's web ensures that teams know how to adapt their ongoing palliative care discussions, the dietary team understands how to offer food and drinks safely, that the care team manages pain using best practices, and that cultural and spiritual needs are honoured.

At the Ontario CLRI, we do not support practice change in isolation. 71% of our activities this past year involved collaboration with partners. We draw on the collective wisdom gained from the many communities of practice and advisory committees we facilitate. And by partnering with the Ministry of Long-Term Care, we affirm our commitment to ensuring our program enhances the quality and sustainability of LTC.

We look forward to continuing to weave this web of support to ensure quality care for each LTC resident in Ontario.

Sincerely,
The Ontario CLRI Executive Team



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Weaving a Web of Quality Care

- Building LTC home cultures that promote and protect the mental health of all team members through the [Workplace Mental Health](#) program.
- Improve communication and collaboration with family members through [Team Essentials for Engaging Families in Distress](#).

Workforce Mental Health & Wellbeing

- Supporting students' exposure to the long-term care sector and enhancing knowledge and skills on leading clinical gerontological practice through the [Virtual Interprofessional Internship](#).
- Generating the next generation of PSW team members through Living Classrooms and student placements through [PREP LTC](#).

Recruiting Future Long-term Care Workforce

- Discuss issues impacting psychosocial care of residents through the [Social Worker and Social Service Worker Community of Practice](#).
- Supporting educators through the [Specialized Educator Certificate in LTC](#).
- Supporting nurses through [Nursing PLEDGE](#) and [Clinical Nursing Leadership Program](#).

Role Specific Education

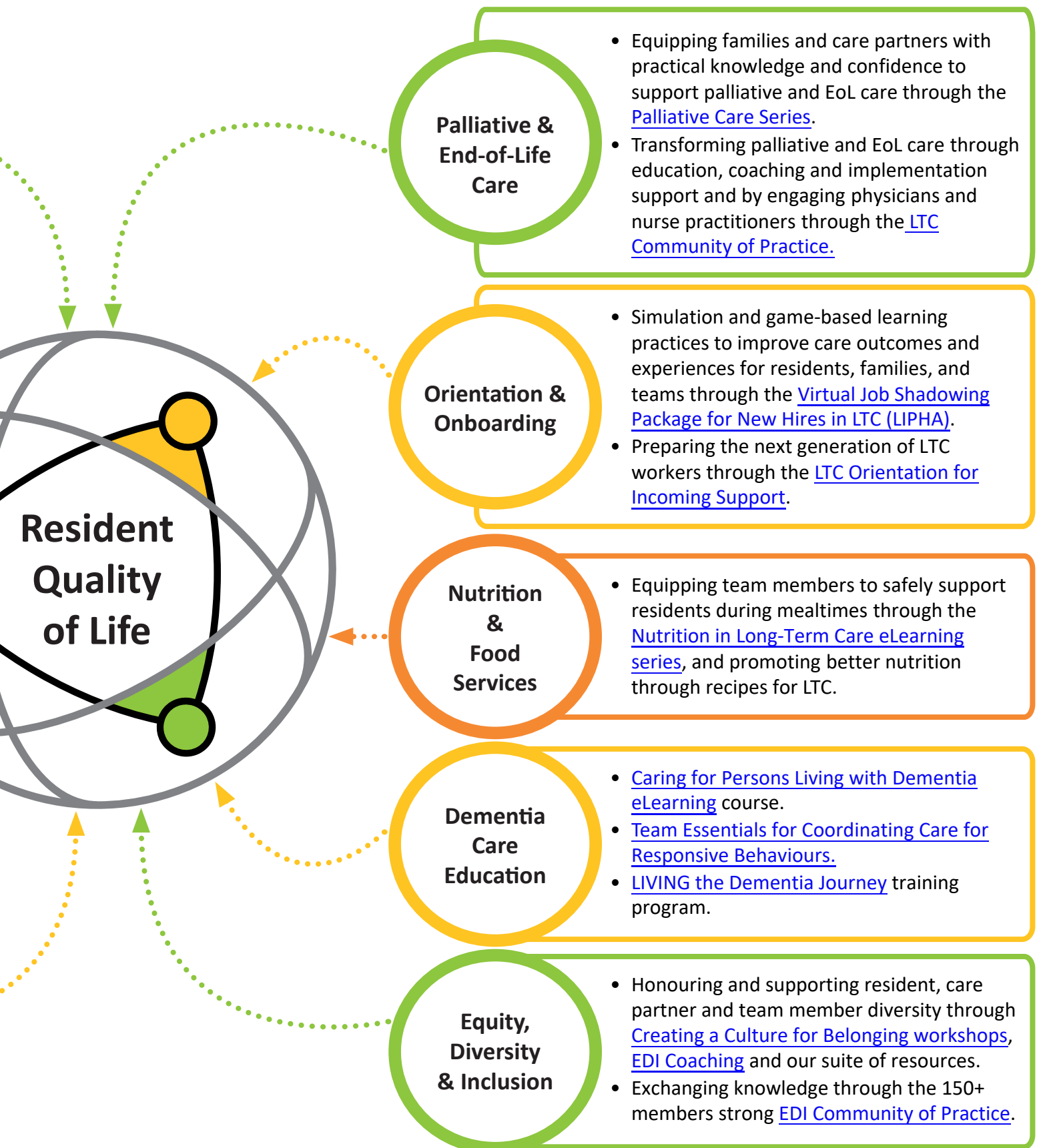
- Working with researchers at the RIA, Baycrest, and Bruyère Health to apply leading practices in the education we deliver.
- Helping LTC homes adopt innovative, Canadian-made technology solutions that improve care quality and operational efficiency through collaborating with the CAN Health Network.

Research & Innovation

- Promoting communication that respects and acknowledges the whole person first, avoids labels and promotes inclusivity through the [Person-Centred Language](#) initiative.
- Education on relationship-centred care through Caregivers as Partners and [Team Essentials: Engaging Families in Distress](#).
- Co-leading the [Person-Centred Care in LTC Community of Practice](#).

Person-Centred & Caregiver-Centred Education

This web shares the thematic areas of focus for the Ontario CLRI, as well as examples of initiatives and programs that are improving the health and well-being of people who live and work in long-term care (LTC).



Specialized Educator Certificate in LTC

Educators play a vital role in long-term care (LTC). They are team members who plan, coordinate, and deliver training in LTC, helping others on their team build their knowledge, confidence, and skills in their roles, enabling them to provide high-quality, person-centred care. As the LTC sector in Ontario evolves, there is a need for meaningful professional development to help educators foster positive learning cultures.

Designed and led by the Ontario CLRI at Baycrest, the [Specialized Educator Certificate in Long-Term Care \(SECL\)](#) has helped educators across Ontario acquire evidence-based competencies. These competencies include experiential learning, peer collaboration, and relational education approaches that support both team development and residents quality of life.

“This course also made me understand my role. As an educator, it is not only about delivering the content of training but also about being a facilitator of growth and relational learning. I realized that education in long-term care is not just about teaching clinical skills; it is also about creating safe spaces, fostering trust, and empowering staff to think critically.”

- Past Participant

Building Competence, Impacting Home Learning: SECL's Three Levels

SECL consists of three progressive levels that guide participants in developing and applying practical educator competencies.

This past year, 115 applied, with 50 selected for **SECL Level One**. These diverse and passionate educators were introduced to the Six-Step Educator Competency Framework (analyze, co-develop, adapt, facilitate, coach, and evaluate), which is a structured approach to planning, delivering, and evaluating educational initiatives. Grounded in the

principles of relational education, the framework emphasizes learning through connection, reflection, and shared experience. The impact of this foundational approach to learning is reflected in participant feedback: 93% indicated they intend to apply what they have learned in this course to their role in LTC.

SECL Level Two builds on the Level One foundation through interactive virtual workshops that deepen relational educator competencies. This past year, 40 participants were provided with practical tools to apply appreciative, experiential, and collaborative educational approaches. Participant feedback highlights the program's effectiveness, with 92% agreeing that the workshop series was an effective way to learn the covered approaches and tools.

To enhance the learner experience, the Ontario CLRI prioritized hands-on, practical application during sessions, allowing participants to engage more directly with key relational educator approaches in a focused and efficient way.

The Ontario CLRI also removed certain program components from both SECL levels one and two to better align with the realities of participants' workloads.

Starting in 2026-27, **SECL Level Three** will offer individualized coaching by an Ontario CLRI interprofessional educator as participants apply the Six-Step Framework to an educational implementation project in their LTC setting.

“I must admit that I did not think I would gain anything from this course. I have taught nursing students, PSW students, and been the educator in an LTC [home], so what would I really learn from this? This course opened my eyes to other educational approaches which will contribute to our success.”

- Kimberley Armstrong, RN, SECL Level One Participant

By strengthening educator competencies across the sector, SECL is a pillar of the Ontario CLRI's strategic goal to transform learning to foster workforce competence and engagement. For the last five years, SECL has been helping strengthen teams, improve learning cultures, and enhance the quality of life and care of LTC residents.

Looking forward, SECL is expanding to offer 150 spots for Level One and Two, increasing our impact on LTC home learning.

93%

of Level One participants understand how to use the Six-Step Framework to enhance training and education

100%

of Level Two participants indicated they intend to apply what they learned within their LTC roles

133

participants across all SECL levels since inception

83

LTC homes across Ontario have participated in SECL since inception



PSW Fund: Fostering a Confident and Skilled Workforce

The [PSW Education Fund for Long-Term Care \(PSW Fund\)](#) serves as a vital thread in the complex web of delivering quality care to Ontario's Long-Term Care (LTC) sector. This program provides continuing education to any LTC team member or leader in Ontario.

The PSW Fund doesn't just train team members; it strengthens the fibres of LTC by supporting the adoption of person-centred models of care, fostering a confident and skilled workforce.

In 2025-2026, **6,940 participants** received training across seven initiatives, representing a **25% increase in participation** compared to the previous year:

- Better Together Dementia Care (BTDC)
- Creating a Culture of Belonging: From Awareness to Action (CCB)
- Equity, Diversity, Inclusion, and Belonging (EDIB) Champion Coaching Program
- LIVING the Dementia Journey (LDJ)
- One Day: Person-Centred Culture, Making a Difference Every Day (One Day)
- The Virtual Job Shadowing Package for New Hires (LIPHA)
- The Working Mind Long-Term Care (TWM)



Participant and LTC leadership feedback highlighted each project's success, with 95% of LTC home leaders reporting increased confidence among their teams in applying practices taught in CCB, LDJ, One Day or TWM.

Highlights from the PSW Fund this past year included:

- The Equity, Diversity, Inclusion, and Belonging Champion Coaching Program launched. Delivered by the Ontario CLRI at Bruyère Health, this program provides seven sessions of virtual implementation support, empowering change agents to navigate resistance and integrate EDI into organizational practices and policies. 47 team members from 28 homes completed the Program.

"[EDIB Champion Coaching program] has given me a lot more confidence... to have discussions, to stand up for people, [and] to be able to make change. With our [LTC] home, it's an uphill journey. I feel empowered in the fact that I now have the knowledge and the support to help start this change."

- EDIB Champion Coaching Program Past Participant

- The Better Together Dementia Care program, delivered in partnership with Plum Tree Memory Care, more than tripled the number of people trained compared to the previous year, reaching 254 participants across **11 LTC Homes**.
- The Virtual Job Shadowing Package for New Hires continued to support learners from both the LTC and academic sectors this past year. The program, led by the Ontario CLRI at Baycrest, explored the value of LIPHA with more than **19 LTC homes and trained more than 3,000 students**.
- LIVING the Dementia Journey, led by the Ontario CLRI at the RIA, welcomed **1,255 participants from 90 LTC homes** to both virtual and in-person sessions.

Recognising the value of face-to-face learning and team-based discussions, the PSW Fund increased its focus on in-person education opportunities. The number of on-site training sessions doubled from eight to 16.

As the needs of Ontario’s LTC sector evolves, the PSW Fund remains committed to helping build a skilled, confident, and compassionate workforce equipped to provide high-quality, person-centred care for residents across the province.

“PSW Fund training enhanced person-centred and dementia-responsive care by reinforcing inclusive communication, individualized routines, and relational care practices. Staff are better prepared to support residents’ well-being, preferences, and safety through meaningful engagement and flexible daily routines.”

- LTC Leader whose team participated in LDJ and One Day



CEoL Fund

The [Communication at End-of-Life Education Fund for Long-Term Care \(CEoL Fund\)](#) is dedicated to improving the quality of care in Long-Term Care (LTC) by addressing the critical need for comprehensive palliative and end-of-life support. Delivered by the Ontario CLRI at Bruyère Health, CEoL Fund advances practice change through education, coaching, quality improvement, implementation support, and system partnerships that help LTC homes deliver high-quality, person-centered palliative care.

This past year, the CEoL Fund supported initiatives that engaged **16,065 team members across Ontario**.

Among the learning opportunities offered through the CEoL Fund, we'll dive into Aim Align Achieve Quality Palliative Care and the Collaborative Project to Sustain a Palliative Approach to Care in Long-Term Care.

AAA: Delivering Quality Improvement

The Aim Align Achieve (AAA) Quality Palliative Care program focuses on equipping leaders and front-line staff with practical knowledge in quality improvement (QI) and change management methods for palliative care. The program supports participants in defining QI goals and testing improvement changes—and brings together a diverse interprofessional web of expertise, including Medical Directors, Directors of Care, PSWs, Nurses, and quality professionals.

In the post-program evaluation of AAA:

- 91% of learners felt their understanding of healthcare quality concepts and methodologies was now high or very high.
- 97% of learners found the training effective in enhancing their awareness and knowledge of QI methods.

Following the training, AAA participants joined facilitated Coffee Hour check-ins. They shared with their peers and the QI expert trainers their challenges and future quality improvement plans and the anticipated impacts, including:



- “Working with the nursing team to implement a QI tracking system specific to pain management for our pain and palliative program”
- “Focusing on a quality improvement project regarding increasing the occurrences of serious illness conversations with residents and families”
- “Assessing how to streamline the implementation of projects to account for potential overload on staff”



Collaborative Project: Applying Improvements, Enhancing Care

The Collaborative Project to Sustain a Palliative Approach to Care in Long-Term Care (Collaborative Project) pools regional and provincial expertise to strengthen palliative care in LTC homes. Over the past year, more than 75 LTC homes participated in the Collaborative Project.

New this year, 38 LTC homes completed an impact assessment to capture and reflect on both quantitative and qualitative insights following completion of the 9-month improvement cycle. Early findings revealed improvements in a variety of areas, including:

- Earlier identification of palliative care needs
- Increased confidence in serious illness and goals of care conversations
- Stronger interprofessional collaboration
- Greater alignment of care with resident goals
- Reduced avoidable hospital transfers

To achieve these improved quality-of-care outcomes, a key enhancement in the Collaborative Project was the expansion of the OPCN Palliative Care Competency Framework Workshop. As well, new follow-up sessions supported participants beyond the initial learning phase. These additions improved participants’ ability to apply the framework in practice, through reflection, peer discussion, and problem-solving.

As one palliative care leader shared on the impact of the Collaborative Project: “What we achieved in several months... we would not have achieved in 10 years on our own.”

16,065
team members

engaged in CEoL Fund education and training in 2025/26

2000+
hours

of CEoL Fund education and coaching in 2025/26.

1,148
care partners
and families

trained in 2025/26

500+
participants

in Aim, Align, Achieve over three years.

64,550
CEoL Fund participants
trained

over the last 7 years.

Building Belonging in LTC

The [Ontario CLRI's Equity, Diversity, and Inclusion \(EDI\) Program](#) is a catalyst for sustained learning, unlearning, reflection, and action across the long-term care (LTC) sector.

By weaving together education, implementation support, and community engagement, the Program addresses deeply rooted challenges, including systemic bias, inequities in care experiences, and workforce training gaps.

With guidance from the EDI in LTC Advisory Committee, the EDI Program offers a connected system of resources and education that enhances resident experience, improves staff belonging, and delivers culturally safe care.

At the heart of the program is a diverse suite of offerings for LTC leaders and teams, including:

- Creating a Culture of Belonging workshops (delivered with backfill support through the PSW Fund)
- Equity, Diversity, Inclusion and Belonging Champion Coaching (delivered with backfill support through the PSW Fund)
- Cultural Humility in Palliative Care eLearning
- 2SLGBTQ+ Education Program (in collaboration with Rainbow Health Ontario)

- EDI in LTC Community of Practice
- Implementation-ready resources (toolkit, calendars, resource suite including videos, posters, facilitation guides and a newsletter)

One of our most significant initiatives in 2025-26 was our Creating a Culture of Belonging (CCB) workshop, which equips LTC team members and leaders with the knowledge and tools to foster a more inclusive and affirming environment for residents, care partners/caregivers, and fellow team members. From case studies that focus on supporting residents' gender identity to navigating language and cultural barriers, participants build practical skills for recognizing bias and responding with dignity and respect.

Participant feedback for CCB was overwhelmingly positive:

- 97% of participants anticipate a positive home impact if using what they learned in the workshop
- 93% would recommend the workshop to others

Among the many positive responses, one participant shared, "CCB provided practical, real-world strategies to build a culture of belonging beyond just awareness. The content was relevant, engaging, and easy to apply in everyday work."



Members of the EDI Advisory Committee during their gathering in Thunder Bay.

Strengthening the Program through Meaningful Relationships and Collaboration

The EDI program is enriched by a vast web of collaborators, advisors and partners.

This year, the Advisory Committee deepened its commitment to Indigenous cultural safety through a meaningful visit to Hogarth Riverview Manor in Thunder Bay. During this visit, Committee members engaged in training developed by St. Joseph's Care Group entitled Repairing the Sacred Circle: An Indigenous Cultural Awareness and Education Primer, participated in ceremonies in honour of National Day for Truth and Reconciliation, engaged in planning and strengthened committee relationships.

EDI Initiatives in Action

Across Ontario, LTC homes are putting EDI tools and learning into action. One example is Jarlette Health Services, where all 14 LTC homes have embraced EDI. All Jarlette homes have a Diversity Cafe Committee, where awareness-raising efforts are discussed, and challenges and solutions are identified. For the last 3 years, they have used the Organizational Assessment Tool in the Embracing Diversity Toolkit to identify areas of improvement. The Toolkit is further relied upon during onboarding, as every new team member completes the Self-Reflection Tool.



The Ontario CLRI was proud to hear multiple organizations presenting about their EDI efforts, including Jarlette Health Services at the OLTCA's Together We Care Conference, and Peel Region at the AdvantAge Ontario Convention, both highlighting the importance of the Ontario CLRI in their journey.

As the EDI program moves forward, we remain committed to ensuring that every resident, caregiver and team member feels seen, heard, and valued.

289,000

EDI digital calendar
pageviews since 2021

5,352

downloads of the
Embracing Diversity
Toolkit since 2020

154

homes represented
in our Community of
Practice

3,980

participants reached
in 2025-26 through
presentations,
workshops and
training

PREP LTC is Transforming the Workforce and Care

Every student placement represents an opportunity. Not just to develop skills, but to inspire the next generation of long-term care (LTC) professionals to consider a career in the sector.

In a sector facing workforce shortages, increasing care demands, and ongoing recruitment challenges, creating positive and meaningful placement experiences has never been more important. Started in 2021, the [Preceptor Resource and Education Program in Long-Term Care \(PREP LTC\)](#) helps LTC homes turn those opportunities into lasting workforce solutions by supporting the people, processes and partnerships that make high-quality clinical placements possible.

PREP LTC helps homes build the foundation for successful placements through funding, education, practical resources and hands-on support. The program recognizes that excellent placement experiences require dedicated coordination, prepared preceptors, and strong relationships between homes, students and educational institutions.

The Integral Role of Student Placement Coordinators

One of PREP LTC's most significant contributions has been helping homes create capacity to support student placements. Student Placement Coordinators play a vital role in managing relationships with schools, coordinating student onboarding and evaluations, supporting preceptors and ensuring placements run smoothly. By taking on these responsibilities, they allow leadership teams and frontline staff to focus on showing students how to provide exceptional resident care.

“[PREP LTC has] been a godsend throughout the [home] expansion process. I'm not sure we would have been able to hire without the funding. The student placement coordinator is essential - [they do] all the paperwork and the follow up with the preceptors. Having someone able to dedicate the time is a great help.”

– LTC Home Administrator



The program also invests in preceptors. Through flexible education and practical resources, PREP LTC equips preceptors with the skills and confidence to guide students through real-world situations and difficult conversations. Just as importantly, the program recognizes and celebrates their leadership role in shaping the future workforce.

In Year 5 alone, **nearly 90% of LTC homes participated in PREP LTC**, helping recruit 2,514 new team members into Ontario's LTC sector.

"When we work with homes to implement these programs, the impact stretches beyond a temporary placement. Homes are realizing that from the moment a student walks through the door, they are looking at a potential future team member. By fostering supportive learning environments and deep connections with residents and staff, they're actively building a stronger, more sustainable workforce."

– Ontario CLRI Regional Engagement Liaison

By investing in students today, PREP LTC is helping build a stronger workforce for tomorrow, one that is better prepared to deliver high-quality, person-centred care for residents who live in Ontario's long-term care homes.

556

LTC homes enrolled in Year 5

2,514

new team members recruited in Year 5

20,949

students registered in Year 5

56,501

students registered for PREP LTC (Year 1 - 5)

98%

of students agree that their placement prepared them to work in LTC



Putting Care First: The Impact of Training for Lee Manor

For the dedicated staff at Lee Manor in Owen Sound, delivering quality care is not just about completing daily tasks—it is about fostering dignity, independence, and meaningful connections. With 155 residents and 280 team members, the home has embraced Ontario CLRI training to navigate the complexities of long-term care (LTC) and elevate the standard of resident experiences.

The core motivation behind this commitment is a desire to see residents thrive. Team members, including Registered Practical Nurse (RPN) Kaydee Byers and Personal Support Workers (PSWs) Joanne Fryer and Keira Bonnar, emphasize that training has given them new tools to better support residents to receive the best possible care.

“I think staff can get stuck in old patterns. It’s really important to see what tools or knowledge are out there and how we can approach things differently. We not only want residents to thrive, but our staff to thrive too,” shared Kaydee.



Ha Lhan (student), Steve (resident) and Tanja (RPN) share a moment together

By shifting focus from a task-oriented approach to a person-centred culture, the training has encouraged staff to look beyond immediate clinical needs. They are now empowered to ask deeper questions: What is a resident’s personal routine? What brings them joy? How can I honour the dignity of each resident as they face new challenges in their lives?

For Karen, a resident at Lee Manor, these efforts do not go unnoticed. “I feel very satisfied with the care I receive. Some days it’s hard to be here, but the staff help me feel better.” Karen also shared her appreciation for the monthly ceremony that honors residents who have died. This ceremony reflects the type of thoughtful (or meaningful) practices supported through the [CEoL Fund's training and implementation support](#).

One training learning shared by Keira and Joanne was the link between loneliness, boredom, and responsive behaviours. To help combat these circumstances within LTC, [LIVING the Dementia Journey](#) highlighted how simple, empathetic actions can de-escalate situations and significantly improve a resident’s day. Instead of rushing through clinical duties, staff dedicate small windows of time, whether it’s facilitating a tea party or chatting while painting nails, to build genuine relationships.

“When people get upset and are expressing behaviours, it can take 20-30 minutes to de-escalate. But it may have only taken 10 minutes to check in. I do a lot of nail painting for ladies, and they all love it. It’s a time when they can sit and chat and get a little bit of pampering. These moments are so important and help reduce boredom and loneliness,” shared Joanne.

This shift in approach has led to more meaningful interactions amid daily care, helping reduce distress.

David, a resident, shared that these extra moments of connection are important. “I like that the staff make me laugh and can joke around.” David is also an active participant in the Chop and Chat session, a unique program where residents, with support from team members, help with meal preparation by cutting vegetables.

Ontario CLRI training has helped foster confidence, helping team members feel more resilient and prepared for the challenges of their roles. This is especially evident among students during their placements. At Lee Manor, the next generation of caregivers is entering the field with greater competence.

“As a preceptor through our “Colour It Coach” program [Grey County’s PREP LTC initiative], I see a huge difference with students. I like being able to have that extra layer of support for students and helping them become ready to enter the field,” shared Keira. This confidence to enter LTC was reflected in what Kafaya, a student who participated in the “Colour It Coach” program, shared the following:

“The rewarding part of my placement was connecting with the residents. Seeing their smiles and knowing I made their day a little better made me feel proud and fulfilled. I want to thank the Colour It Coaches for their guidance, patience, and support during my placement. They created a welcoming environment where I felt comfortable learning and asking questions. Their encouragement and feedback helped me build confidence and improve my caregiving skills.”

The numbers speak to the success of the “Colour It Coach” program across Grey County’s three homes. Since 2024, there have been:

- 95+ Colour It Coach (Preceptor) applications
- 420 student placements supported (55,000+ placement hours)
- 70+ students hired by Grey County Long-Term Care

Last year alone, 52 team members from Lee Manor participated in six Ontario CLRI trainings,

with leaders supporting them to apply their new learning in their daily practice. These efforts reflect a LTC home dedicated to continuous learning.

As Lee Manor Executive Director, Tolleen Parkin, put it, “Ontario CLRI initiatives have helped strengthen our commitment to resident-centred care by providing our team members with practical tools, knowledge, and confidence to support residents in meaningful ways. These learning opportunities reinforce our Colour It Your Way promise by encouraging us to see each resident as a unique individual, honour their choices, and focus on what matters most to them. The result is stronger relationships, more personalized care experiences, and positive impacts not only for residents, but also for families and team members who benefit from a culture of continuous learning, compassion, and belonging.”

Lee Manor is setting a standard where residents are seen, heard, and supported with the dignity they deserve. For LTC homes across the province, the message from the Lee Manor team is clear: when it comes to enhancing care, education is a key component in creating a home where everyone truly belongs.



David and Melissa participate in Lee Manor's Chop and Chat program

420

student placements supported (55,000+ placement hours) across Grey County LTC homes

70+

students hired by Grey County Long-Term Care across Grey County LTC homes

52

team members from Lee Manor participated in six Ontario CLRI trainings last year

OUR IMPACT

Fiscal Year	% LTC Homes Reached	# of Training Hours Completed	# of Course Completions
2021-2022	91%	48,412	26,142
2022-2023	90%	251,711	54,518
2023-2024	92%	193,704	212,667
2024-2025	95%	228,803	250,960
2025-2026	95%	265,630	313,851
Total	93%	1,066,048	857,987

*Note: Role information was not captured for every participant, so these student counts reflect only those who disclosed a role and should be read as conservative minimums.



26,801

students completed
an e-learning course*

OUR REACH



34

new resources
developed



105

training opportunities
offered (i.e., eLearning,
training, coaching,
workshops, apps)



40

knowledge mobilization
activities (i.e.,
presentations, posters,
webinars, recordings)

Looking Ahead: Putting Outcomes at the Centre

This year marked an important evolution in how the Ontario CLRI demonstrates its impact. With the creation of our new Program-Level Output and Outcome Framework, we can now answer two key questions: how much are we doing, and what difference is it making for the long-term care sector?

Outputs, as illustrated on these pages — the training delivered, resources shared, partnerships formed, and research activities undertaken across the program — remain essential for understanding our reach and our program planning, and we will continue to report on them. What is new is our ability to pair that picture of reach with consistent evidence of change. Our framework establishes 12 program-level outcomes organized under our **three strategic goals**:

- transforming learning to foster workforce competence and engagement,
- catalyzing research and innovation to meet emerging needs, and
- connecting people to improve care and services.

Each outcome is measured using standardized indicators that emphasize observable change, including learners' knowledge, confidence, adoption, application, and sustainment. Applied consistently over time, this framework will allow us to demonstrate not only how many people we reach, but how newly acquired knowledge is applied, promising practices are adopted and sustained in long-term care homes, how the workforce is strengthened, and how those shifts contribute to resident outcomes and to change across the sector.

Together, these efforts strengthen our accountability to the Ministry of Long-Term Care and, most importantly, to the residents, families, care partners, and teams at the heart of long-term care.

As we continue to build and expand our web of quality care for residents, we remain committed to deepening partnerships, honouring and learning from the incredible team members and leaders we engage with, and championing the quality and sustainability of Ontario's LTC sector.

Connect with us



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