

# **2025-26 QIP Narrative**

## **1. Overview**

The Glebe Centre, established in 1886 and located in Ottawa, is a CARF-accredited, not-for-profit organization committed to providing exceptional 24/7 care services and support programs for seniors in the community. The Glebe Centre long term care home, with a capacity of 254 beds employs approximately 380 staff who are supported by 250 volunteers and students, all working together to deliver high-quality care and service. The Glebe Seniors Centre, Abbotsford House offers diverse senior active living programs and community support services to the broader community. Despite the ongoing challenges in the post-pandemic period, our staff remains dedicated to providing compassionate, person-centered care. We continue to enhance our programs and services to better meet the evolving needs of our residents and the community.

Our 2025/26 Quality Improvement Plan (QIP) reflects our unwavering commitment to continuous improvement, innovation, and excellence in care. At the heart of our strategic direction lies our Mission to provide compassionate Long-Term Care and meaningful community programs and services. Inspired by a long history of excellence, we support our residents and the broader community through a continuum of care that prioritizes trust, respect, and industry best-practices.

In 2019, we introduced an emotion-based model of care designed to create a home-like environment where residents feel valued and supported. Despite the obstacles presented by the COVID-19 pandemic, our staff and leadership embraced this model. In 2024, our flagship Butterfly Model floor is on track to achieve full accreditation status for the third consecutive year. We have continued to build on lessons learned, offering comprehensive training for our leaders and staff that emphasizes emotional intelligence, empathy, and a person-centered approach. Last year, we successfully expanded this care model to a further two home areas, and our goal is to fully implement it throughout the entire home by the end of 2025.

As part of this ongoing journey, our Quality Improvement Plan aligns closely with our Continuous Quality Improvement (CQI) program, which is deeply rooted in the HQO Quadruple Aim Framework. Our CQI program demonstrates our commitment to delivering the highest quality of care by adopting the principles outlined in the Excellent Care for All Act (ECFAA). The Quadruple Aim framework informs all levels of our organization, from senior leadership to front-line care teams, ensuring a patient-centered focus while striving to achieve long-term goals.

Glebe Centre's CQI Program Goals (aligned with the HQO Quadruple Aim) are as follows:

1. Highest Quality of Care: We deliver exceptional care by identifying risks, prioritizing initiatives, and empowering residents to make informed decisions about their care.
2. Improved Health Outcomes: We enhance residents' health outcomes through a holistic approach that addresses their physical, mental, and social well-being.
3. Highly Efficient Care Systems: We improve care value and efficiency by optimizing resources and ensuring the long-term sustainability of our organizational systems.

4. Enhanced Provider Experience: We support frontline employees and foster a positive, stable work environment to improve staff satisfaction and retention.

By aligning our QIP with the Quadruple Aim framework, we ensure that our continuous improvement efforts enhance both the resident and staff experience, improve health outcomes, and ensure care is delivered efficiently. As we move forward in 2025/26, our QIP will prioritize these areas, fully integrating our goals into the Glebe Centre's overall organizational strategy.

## **2. Access and Flow**

Access to long-term care beds remains a challenge across the province, and at the Glebe Centre, we are committed to addressing this challenge over the next year by maintaining 98% occupancy and reducing turnaround times. We conduct a weekly review of open beds, involving a multidisciplinary team, including the Admission Coordinator, Social Work, Dietician, and Physiotherapy. This ensures that the team is fully aware of the incoming residents' care needs and can develop mitigation strategies while maintaining appropriate capacity, access, and flow.

The Glebe Centre is also focused on reducing avoidable Emergency Department (ED) visits, a key indicator of care quality and effectiveness. In response to this, we have implemented several strategies to improve care outcomes and avoid unnecessary hospital transfers. As part of our commitment to improving the health and well-being of our residents, we have hired a full-time Nurse Practitioner (NP) to assist with managing residents' health needs and prevent avoidable ED visits. This NP will work closely with the care team to provide timely interventions and enhance the continuity of care, ensuring that acute health concerns are addressed promptly and appropriately.

We recently recruited a dedicated Manager of Education and Staff Development to focus on training our registered staff on effective goals of care discussions. In collaboration with the NP, this role will ensure that all care teams are equipped with the knowledge and skills necessary to engage in meaningful conversations with residents and their families about their health care preferences and goals. These discussions will align with the resident's wishes, ensuring that care is both person-centered and focused on improving quality of life.

As a result of these efforts, the Glebe Centre has been able to maintain a significantly lower rate of avoidable ED visits compared to the regional average. Our integrated approach to care, focused on improving communication, enhancing clinical decision-making, and supporting residents' individual goals, has contributed to better care outcomes and a more streamlined, effective healthcare delivery system.

In the coming year, we will continue to focus on these initiatives, aiming to further reduce avoidable ED visits and enhance the overall care experience for our residents. By maintaining strong collaboration across all teams and focusing on proactive, resident-centered care, we are committed to providing the highest level of support and improving the quality of life for those we serve.

### **3. Equity and Indigenous Health**

The Glebe Centre is committed to fostering an inclusive, respectful, and equitable environment for residents, families, and staff. Through the development and implementation of policies, programs, and practices that promote health equity, the Glebe Centre has prioritized Equity, Diversity, Inclusion and Belonging (EDI&B) as a core focus for 2024 and beyond. We recognize that our diverse community brings a wealth of unique perspectives, and we aim to create a culture that celebrates and supports every individual's identity and needs.

Our journey toward promoting EDI&B began by revising our interview processes to ensure that inclusive language and questions are used to create an open environment where candidates feel comfortable and can be their authentic selves. During the resident admission process, we ask optional questions related to spiritual, cultural, and language preferences. This data helps tailor care plans and ensures that all residents have access to person-centered care and recreational programming that reflects their diverse backgrounds.

To guide our progress and deepen our understanding of EDI&B, we have engaged with experts and partnered with organizations such as the Canadian Centre for Diversity and Inclusion (CCDI). CCDI is instrumental in helping us develop crucial policies, training modules, and strategies. As part of our commitment to leadership development, our leadership team completed Indigenous cultural safety training provided by the Wabano Centre for Aboriginal Health in July. Additionally, we hosted the "Let's Start the Conversation: Addressing Racism Workshop" on September 18 for our LTC leaders, which had strong participation and sparked meaningful dialogue on addressing racism in healthcare.

In line with our goals, all Glebe Centre staff completed mandatory surge learning courses on EDI education as part of our annual required training. This ensures that everyone in the organization, regardless of role, is equipped with the knowledge and skills to support an inclusive and welcoming environment for all.

### **4. Patient/client/resident experience**

At the Glebe Centre, we place great importance on involving residents and families in shaping the care, programs and services we provide. Our Residents' and Family Councils play a key role in this process, serving as essential platforms for ongoing engagement, collaboration, and feedback. These Councils provide valuable insight into the experiences and needs of our residents, allowing us to continuously refine our practices to better meet their expectations.

To ensure that we are aligned with the needs of our residents and their families, we conduct annual Resident and Family Experience Surveys. The feedback collected through these surveys is shared with both the Residents' and Family Councils, offering an opportunity for the councils to provide direct input into the findings and guide the development of our Quality Improvement Plan (QIP). In 2024, we saw a significant increase in participation compared to previous years, with more residents taking the time to share their thoughts and experiences. This increased participation ensures that we have a comprehensive and representative understanding of the areas in which we are excelling, as well as those in which we need to improve.

The results from these surveys are a key driver for the Glebe Centre's continuous quality improvement efforts. Through ongoing collaboration with the Residents' and Family Councils, the leadership team is able to identify key themes and areas of focus for enhancing the resident experience. These insights directly inform our action plans and improvement initiatives, allowing us to address concerns and implement changes that enhance the quality of life for our residents. By fostering an environment of open communication and active participation, the Glebe Centre ensures that our residents and their families are at the heart of the decisions that shape their care. Through these efforts, the Glebe Centre remains committed to improving the quality of care and services, guided by the voices of our residents and families.

## **5. Provider experience**

The Glebe Centre continues to focus on improving staff experience while facing ongoing healthcare human resource (HHR) challenges and dedicated to recruitment, retention, and recognition to stabilize and strengthen our workforce.

To tackle HHR challenges, we've implemented innovative strategies to attract new talent. Our "Living Classroom" program, launched in 2024 in collaboration with an accredited education facility, we offer PSW students hands-on experience and mentorship from qualified staff. Alongside traditional recruitment methods, this initiative will help us build a skilled workforce. In 2023, we recruited 100 new employees utilizing traditional mechanisms while maintaining a commitment to diversity in staffing.

Employee retention remains a top priority. We conduct annual staff satisfaction surveys to gather feedback, with the 2024 survey being anonymous and conducted by our HR team. After analyzing the results, action plans are developed to address areas for improvement, ensuring continuous progress in employee satisfaction.

Recognizing our staff is essential to maintaining morale. In addition to personal thank-you notes and seasonal tokens such as Candygrams and surprise visits from the Easter Bunny and Father Christmas, we introduced the *Glebe Centre Guardian Angel* recognition program to highlight employees who embody our core values. Long service awards are also a key part of our recognition program, with employees celebrating milestones from one year to over 40 years of service.

Throughout the year, we also hosted several fun events, including a Christmas turkey meal for all staff, an ice cream truck visit, staff BBQ which included a pie-in-the-face competition with leadership in summer months in our courtyards, a Halloween costume competition, and a Beavertails food truck during Winter months. New initiatives included monthly *Hand Hygiene Champion*, themed specific gift hampers, Chilli cook off and bake sales.

## **6. Safety**

At the Glebe Centre, ensuring the safety of residents and staff remains a top priority. We have established robust procedures to learn from and prevent safety incidents, ensuring that all incidents when they occur are appropriately addressed and analyzed.

Our incident report analysis process is a collaborative effort involving a multidisciplinary team, including physicians, nurses, pharmacists, and leaders across the organization. This team uses a structured framework to analyze the incident, review documentation, interview staff involved and assess relevant policies and best practices. Root causes are identified, and an action plan is developed to prevent future recurrences, with close monitoring to ensure the effectiveness of these actions. We prioritize communication throughout this process, sharing results and action plans with staff via meetings, email updates, department huddles, and committee presentations.

A significant challenge for our clinical teams continues to be resident wandering, particularly for those with dementia. To better manage this risk, the Glebe Centre partnered with Tenera Care to pilot a system of beacons and wearables for real-time monitoring. This system uses geofencing to alert staff when a resident wearing a beacon approaches a predetermined area, allowing staff to respond quickly and safely. The system has demonstrated 100% accuracy, with no false alarms, providing peace of mind to both staff and families.

In 2024, we reviewed our falls prevention program to ensure appropriate safety measures are in place for residents at high risk for falls. Our fall rates currently remain below the provincial average, and we are further enhancing safety by increasing the number of surveillance cameras throughout the facility to improve overall monitoring and security. Additionally, we continue to recognize staff contributions to safety through our *Safety Star Award*, which commends those who actively raise safety concerns, promote risk awareness, and advocate for the well-being of both residents and staff.

## 7. Palliative Care

At the Glebe Centre, delivering high-quality palliative care is a priority, and we are committed to continuously improving our practices to ensure that residents receive the best possible care in their end-of-life journey. We have implemented several initiatives in collaboration with specialized teams, focusing on education, program documentation, and assessment tools to enhance palliative care delivery.

1. **Education and Training:** In collaboration with the Bruyère Pain and Palliative Outreach Team, we have focused on providing ongoing education for our nurses and leadership team. This partnership recently completed a root cause analysis to identify opportunities for improvement in our palliative care practices. We are also engaging our Nurse Practitioner (NP), Manager, Education and Skill Development and other interdisciplinary team members in developing palliative care guidelines and delivering educational sessions to ensure staff competency in providing compassionate, person-centred care to residents in need of palliative services.
2. **Program Document Redevelopment:** To ensure we meet current legislative requirements and best practices in palliative care, we are in the process of revising our program document. This update aims to align with the Ontario Palliative Care Network model of care, ensuring that our palliative care processes and standards are clearly defined, up-to-date, and in line with provincial guidelines.
3. **Palliative Performance Scale (PPS) Tool Implementation:** To improve the identification of residents in the end stages of life and ensure timely, accurate assessments, we are

implementing the Palliative Performance Scale (PPS) tool. This tool helps staff assess the functional status of residents and plan care, accordingly, ensuring they receive the appropriate interventions at each stage of their palliative care journey.

## **8. Population Health Management**

At the Glebe Centre, we take a proactive approach to meet the health needs of our residents by focusing on promoting wellness, preventing disease, and supporting residents in living well with their conditions. We recognize that addressing the broader health needs of our community requires collaboration and partnerships with key healthcare providers.

Our interdisciplinary team works closely with various partners within the Ottawa healthcare system to enhance care for our residents. Notable partnerships include:

- Medi-System Pharmacy Services
- Royal Ottawa Geriatric Outreach Team
- Ottawa Hospital's Nurse Lead Outreach Team (NLOT) Program
- Behaviour Support Ontario
- Ottawa Public Health & Ontario Public Health (research collaboration)
- Bruyère Centre for Learning, Research, and Innovation
- CARF Canada Accreditation Services
- Surge Learning (education, surveys, and audits)
- AdvantAge Ontario – Advancing Senior Care

We also collaborate with several colleges and universities to provide opportunities for students in Social Services, Personal Support Work, and Registered Nursing to gain valuable experience through placements at the Glebe Centre.

In addition to these partnerships, we are committed to engaging clinicians, leadership, and staff in ongoing quality improvement initiatives. These initiatives are regularly reported and evaluated through standing committees, interdisciplinary meetings, and departmental staff sessions. To ensure transparency and continuous improvement, we communicate through various channels such as quarterly Medical Advisory Committee (MAC) meetings, town halls, newsletters, and bulletin boards. The Glebe Centre has also increased its use of internal and external audits and surveys to gather valuable feedback from staff and ensure we are meeting the needs of our residents and the broader community.

## **9. Contact Information/ Designated Lead**

Kinjal Joshi  
Quality & Risk Manager

## **10. Other**

The Glebe Centre's Continuous Quality Improvement (CQI) Program was redeveloped in 2024 following the appointment of a Quality and Risk Manager. The home's internal Quality Council

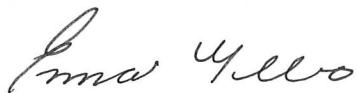
and Continuous Quality Improvement Committee (CQIC) are key committees who meets quarterly and are dedicated to ensuring that quality standards are consistently applied across the organization.

### **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-

  
**Anne Scotton**, Board Chair / Licensee or delegate *18/03/2025*

  
**Emma Tibbo**

**Emma Tibbo**, Administrator /CEO

