

2026-27 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 400 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 long-term care sector, 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 2026/27 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 2025, our flagship Butterfly Model floor has achieved 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 all home areas, and met our goal 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 2026/27, 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 nursing leadership team, 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. NP will also conduct education sessions for interdisciplinary team members on avoidable ED visits in collaboration with Manager of Education and Staff Development.

Our nursing leadership team has been focusing on training our registered staff on developing effective goals for care discussions. In collaboration with the NP, we 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. In 2026 we are embarking on an initiative called "Admission Matters" with the support of advocate Deborah Bakti. This will include a full review of the admission process ensuring person-centred approach throughout and a positive experience for residents, families and staff.

As a result of these efforts, the Glebe Centre has been able to maintain a 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 2026 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. 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 action plans tailored for these surveys is shared with both the Residents' and Family Councils, offering an opportunity for the councils to provide direct input and guide the development of our Quality Improvement Plan (QIP). In 2026, we saw a slight decline in participation compared to previous year, with less residents taking the survey.

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 2025, we recruited and onboarded 85 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 2026 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 games such as find the gnomes and surprise visits from the Easter Bunny, we will be reintroducing 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 recognized annually celebrating milestones from 5 years 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 in summer months in our courtyards, a Halloween costume competition, and Valentines Day cupcake treat for all staff. Ongoing staff engagement initiatives from the identification of a monthly *Hand Hygiene Champion* who win a gift hamper to muffin cook offs 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 implement 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 2026, 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. We continue to purchase fall prevention and management equipment to enhance quality of care of our residents who are at high risk for falls.

Palliative Care

At the Glebe Centre, delivering high-quality palliative care is a priority, guiding our commitment to evidence-based practices, interdisciplinary collaboration, and meaningful support for residents and families during life's most vulnerable moments. 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. Through this partnership we conducted a root cause analysis to identify opportunities for improvement in our palliative care practices. We engaged 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 documentation. This update aims to ensure alignment with the Ontario Palliative Care Network model of care, verifying 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 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.

7. 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
- Behaviour Support Ontario
- Ottawa Public Health & Ontario Public Health
- 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 Continuous Quality Improvement Committee (CQIC) meetings, 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.

8. Contact Information/ Designated Lead

Kinjal Joshi

Quality & Risk Manager

9. 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 meet quarterly and are dedicated to ensuring that quality standards are consistently applied across the organization.

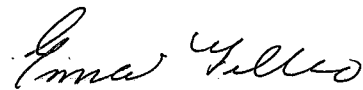
SIGN-OFF

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-

A handwritten signature in cursive script that reads "Anne Scotton".

Anne Scotton, Board Chair / Licensee or delegate

A handwritten signature in cursive script that reads "Emma Tibbo".

Emma Tibbo, Administrator /CEO