

**Quality Improvement Plan (QIP)**

# **Narrative for Health Care Organizations in Ontario**

March 27, 2024



## OVERVIEW

The Glebe Centre, based in Ottawa, is a CARF-accredited, not-for-profit corporation dating back to the year 1886. The Centre is comprised of a 254-bed long-term care home and, Abbotsford House, a senior centre offering community programs and support services to residents and members of the community. The Glebe Centre employs approximately 380 staff members and has the support of 250 dedicated volunteers and students to deliver its programs and services. While we continue to recover from the challenge of Covid 19, we have continued and will continue to strive to provide the best care possible. The Glebe Centre staff are proud of our reputation as a leading long-term home and of the recognized innovative and agile approaches that were applied to navigate the challenges of the pandemic while continuing to provide excellent care to our residents. As we look forward to 2024, we keep our successes in mind and use them to propel our future quality improvements.

In 2019 the Glebe Centre began the implementation of an emotions-based model of care with the goal of creating a long-term care where residents are living in a home that feels like home, where staff are valued and supported and we are thinking of the value of residents' lives and not just meeting their basic care needs. Despite the pandemic and the challenges that created our dedicated leaders and staff embraced the model and in 2023 our flagship Butterfly Model floor received full accreditation status for the second year.

To evaluate the positive impact on residents, families and staff we adopted a quality-of-life indicator tool. This tool identified:

- Increased staff interactions with residents.

- Enhanced staff relationships with residents.
- Decreased medication use and exit attempts.
- Less rigid, task-oriented roles for staff.
- Increased staff sense of freedom, self, inclusion, and job satisfaction.
- Relaxed, less-structured environment with fewer restrictions and enhanced autonomy for residents: Modified paint and décor to create homelike atmosphere and wayfinding.
- Improved sense of teamwork and connection to colleagues.

We have continued to build on lesson learned and have developed a robust strategy to expand the model across the home. The strategy includes comprehensive training for leaders and staff with a focus on the nurturing of emotional intelligence, empathy, and a person-centered approach to care, continuing education to hone these skills and environmental enhancements.

## ACCESS AND FLOW

Access to long-term care beds continues to be a challenge across the province. The Glebe Centre will continue to focus over the next year on maintaining 100% occupancy and reducing turn around time through a series of key initiatives. On a weekly basis a full review of open beds is conducted with a multi disciplinary team including the Admission Coordinator, Social Work, Dietician and Physiotherapy. This ensures that the team is fully cognizant of the incoming residents care needs and can develop mitigation strategies while maintaining appropriate capacity, access and flow.

The Glebe Centre has developed a comprehensive Falls Prevention and Management Program to implement, monitor and evaluate an interdisciplinary team falls prevention approach and management

strategies that fosters resident independence and quality of life while ensuring safety for the resident and other residents and staff. The key objectives are:

- To improve and maintain a resident's optimal functional level and quality of life
- To identify and reduce or eliminate environmental risk factors for residents
- To identify and reduce or eliminate health risk factors for residents
- To reduce the frequency of falls
- To reduce the severity of injuries from falls
- To ensure best practice interventions for residents who have fallen
- To monitor and track trends related to resident falls.

The program focuses on reducing the incidence of residents' falls and mitigating risks of falls through a resident focused, team approach which ensures that a resident's environment and social, physical, cognitive and emotional strengths are supported.

Upon admission to the Glebe Centre a comprehensive assessment is conducted to identify those at risk for falls and after any significant change in health status, or at least annually. Screening includes identifying a history of previous falls; assessing gait, balance, and/or mobility difficulties; and using clinical judgment. Fall risk assessment tools that have a scoring system are also key to understanding the resident's risk of falling. Through implementation of these tactics and ongoing monitoring the Glebe Centre has maintained their fall indicator well below the provincial average.



## EQUITY AND INDIGENOUS HEALTH

The Glebe Centre has committed to promote health equity by adopting policies, programs, and practices that support equitable access to quality health services. Equity, Diversity, Inclusion and Belonging (EDI&B) are a key focus moving through 2024 and onwards and the Glebe Centre is fortunate to welcome residents, families, and staff from diverse populations. Our interview process has been revised to reflect inclusive language and questions designed to encourage insightful conversation to ensure that candidates feel comfortable and able to be their authentic self. During the resident admission process we ask optional questions with respect to spiritual, language, social, and cultural preferences and this information facilitates the design of resident focused and recreational programming. This baseline data will be collected to enable Glebe Centre to understand our resident population and to better plan and implement programs and services to meet their individual needs.

As the Glebe Centre begins our journey in EDIB, we know how important it was to collaborate with experts. We have partnered with the Canadian Centre for Diversity and Inclusion (CCDI) to assist in the development of key policies and education modules. In conjunction with the development of these policies, to ensure that all are welcome within our home, we will be implementing mandatory leadership training from external organizations such as the Wabano Centre for Aboriginal Health. This will enhance our leaders knowledge, awareness, and skills when working with Indigenous people.

## PATIENT/CLIENT/RESIDENT EXPERIENCE

The Glebe Centre continues to identify innovative ways to enhance the care and services offered to residents. We are currently the only long-term care home in Ottawa to offer culturally specific care to residents of Chinese descent and this includes the provision of care in appropriate dialects and traditional meals and snacks to ensure these residents needs are fully met.

The Glebe Centre conducts annual resident and family experience surveys, and these are shared through the Residents and Family Councils. These councils are a critical forum for ongoing collaboration and engagement, and through consistent attendance the leadership team and council members have strengthened this vital relationship. The management team is invited to attend Council meetings to report on specific quality initiatives, while the Executive Director attends all meetings as the leadership representative and seeks input and engagement from both councils on various aspects of the centre operations such as technology and innovation, facility renovations, nutritional offerings, recreational programming, and quality improvement. The minutes are made available to all stakeholder, including our highly engaged Board of Directors, along with the resultant action plans which outline responses to feedback, input and concerns.

Continuous quality improvement is key to enhancing resident, family and staff experience and we strive to exceed their expectations. A member of the Family Council attends the Continuous Quality Committee meetings, participates in the discussions, and brainstorms on the initiation of quality improvement initiatives.



## PROVIDER EXPERIENCE

The Glebe Centre continues to focus on recruitment, retention and recognition of our employees and the stabilization of our workforce is a key strategic priority for 2024.

### Recruitment

The continued Healthcare Human Resource (HHR) has negatively impacted the ability of the Glebe Centre to recruit through the traditional methods and although we continue to utilize several sources to attract potential employees such as leveraging direct networking and recruitment platforms, we have also employed innovation to increase recruitment numbers. In 2024 we will be introducing a "Living classroom" in collaboration with a private college which will enable PSW students to obtain hands on experience in the long-term care sector. This will also provide the opportunity to interact with qualified PSW staff for gain valuable mentorship. The Glebe Centre continues to hire employees from diverse backgrounds to create a diverse workforce representative of varied age groups, cultures, religions, sexual orientations, and educational levels. From January 01, 2023, to December 31, 2023, approximately 100 new employees were hired at the Glebe Centre

### Retention

The Glebe Centre HR conducts staff satisfaction surveys to team members in the Home to gather feedback on the employee's experience at the Glebe Centre. We will conduct a staff satisfaction survey in 2024 which will be initiated through Human Resources to ensure employee privacy and anonymity for comments and answers. The results of the survey will be reviewed, and an action plan developed to address those areas where high percentages of unfavorable responses are noted. These action plans are reviewed

regularly throughout the year to assess the impact the associated initiatives are having on the areas of focus identified through the survey.

### Recognition.

Meaningful recognition of our employees in a way that is valuable to them is a priority for the Glebe Centre and strengthens the bond between the employer and employee. Personal thank you notes are encouraged in addition to seasonal tokens of appreciation such as Candygrams for Valentines Day and surprise visits from the Easter Bunny and Father Christmas bearing chocolates.

In 2024 we initiated our formal Glebe Centre Guardian Angel recognition program which acknowledges team members who exemplifies our Values; Civility and Respect, Safety and Security, Compassion for Those We Serve and Innovation. Nominees are chosen by their peers and receive a beautiful angel that they can attach to their lanyard or uniform. Long service awards occur on an annual basis and recognize those employees who have remained with the Glebe Centre family for one year through to 40 years. We are fortunate to have many team members who have remained with us for more than 25 years and their contribution to resident care, mentorship and knowledge transfer has been priceless.

## SAFETY

At the Glebe Centre, ensuring resident and staff safety is of utmost importance and we have established robust procedures to learn from and prevent safety incidents. Our foremost priority is to ensure that residents and staff are safe and receive the appropriate care when an incident occurs. Following this, we initiate our incident report analysis process, which involves a multidisciplinary



team of healthcare professionals who review the incident and identify the root cause(s) related to the safety event. We have various forums and structures in place to review safety incidents, which includes quality of care reviews as well as discussions on resident experiences and narratives at both the department and organizational levels.

Our incident analysis process is a collaborative effort and includes a review by physicians, nurses, pharmacists, and leaders from across the organization. To analyze the incident, we use a structured framework that includes reviewing the documentation, interviewing staff involved in the care, and examining policies, procedures, and best practices related to the incident. Once the root causes(s) of the incident have been identified, we develop an action plan to address them. This action plan includes specific steps designed to prevent future recurrences of the same incident. We closely monitor the effectiveness of the action plan as we implement it and make necessary adjustments when required. We share the results of our analysis and action plan with our staff members through a variety of communication methods, such as staff meetings, email updates, bulletins, department huddles, and committee presentations.

One of the greatest ongoing challenges for our clinical teams comes in the form of resident wandering. Residents may become disoriented or confused especially for those living with dementia, which may lead to the wandering or becoming lost. Keeping wandering residents and those around them safe requires active risk management that draws on clinical and security resources. To address this risk more effectively, the Glebe Centre partnered with Tenera Care, piloting a system of beacons and wearables to support

real-time monitoring. The system leverages geofencing, a virtual perimeter set by strategically placed beacons, that identify when a wearable sensor approaches. Alerts are sent to a handheld device, alerting staff to the location of the resident, giving them enough response time to help direct a resident back to their room. Over the course of the pilot, Tenera Care was demonstrated to pinpoint a wearable on the dashboard map within 1 metre of its physical location and achieved a 100% alert accuracy with zero false alarms. The bracelets come with a 9-to-12-month battery life, ensuring devices do not have to be taken off for frequent recharging, leaving a window of risk if the resident wanders. Ultimately, the new system brings peace of mind for clinical staff as well as the residents we care for and their loved ones.

Additionally, we have introduced the Safety Star Award to recognize and commend staff for their efforts in raising safety concerns, promoting a supportive culture that encourages identifying risks, and advocating for resident and employee safety.



## POPULATION HEALTH APPROACH

Population health is defined by the Public Health Agency of Canada as “an approach to health that aims to improve the health of the entire population and to reduce health inequities among population groups”. For seniors, poor oral health and hygiene can lead to other health conditions, including stroke and cardiovascular disease. Many seniors arrive at long-term care living facilities with their own teeth, however care providers must adapt and equip themselves to manage oral health as well as monitor things like implants, bridges, crowns. Poor oral health in people living in long-term care homes is multifactorial in nature. It seldom results from a single underlying condition or cause, but rather from a combination of contributing and predisposing factors.

Given the oral health challenges faced by seniors in long term care facilities and the importance of oral health to overall health of seniors the Glebe Centre has made the provision of an oral health assessment by an appropriately trained and licensed/registered health professional available upon admission and annually thereafter. Beginning as soon as possible after admission, a referral process to an on site dentist for examination, diagnosis and treatment planning is coordinated with the resident and/or POA. At the Glebe Centre we have a dedicated room available at all times and this in conjunction with service being provided in the resident room ensures that accessible, consistent dental care is available.

## CONTACT INFORMATION/DESIGNATED LEAD

Board Chair/ Licensee or delegate Anne Scotton

Administrator /Executive Director Emma Tibbo

Quality Committee Chair or delegate Susan Zorz

## OTHER

Collaboration and Integration

The facility's interdisciplinary team works with numerous members of Ottawa's healthcare community to enhance the care of Residents. Relationships exist with:

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

The centre collaborates extensively with various colleges and universities to engage, support and train students on placement for Social Services, Personal Support Work and Registered Nursing students.

Engagement of Clinicians, Leadership & Staff

Quality improvement initiatives are reported and evaluated across various standing committees which oversee the facility's operations as well as interdisciplinary and departmental staff meetings. Staff

and physician communication channels such as quarterly MAC, town halls, newsletters and bulletin boards are utilized to increase awareness of improvement opportunities, action plans and reporting requirements and the Glebe Centre has increased its use of internal and external audits and surveys to obtain valuable feedback from staff.

A key area of focus for 2024 is the revamp of the current website which is dated and does not meet new accessibility requirements. This will not only increase our visibility to external and internal stakeholders but provide an forum to communicate the exceptional work that our team is doing.

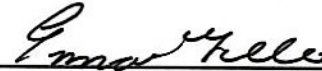
## SIGN-OFF

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

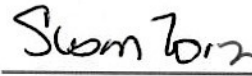
I have reviewed and approved our organization's Quality Improvement Plan on **March 27, 2024**



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Anne Scotton, Board Chair / Licensee or delegate



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Emma Tibbo, Administrator /Executive Director



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Susan Zorz, Quality Committee Chair or delegate

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Other leadership as appropriate

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