

Quality Improvement Plan (QIP)

# Narrative for Health Care Organizations in Ontario

June 14, 2024



## OVERVIEW

Hellenic Care for Seniors (Toronto) Inc. is an accredited, not for profit charitable Long-Term Care Home dedicated to providing exceptional quality care and services to seniors in our community to enhance their physical, mental, emotional, and spiritual health.

Our commitment to excellence sets us apart as we continually adapt to the changing needs of our community. Seniors in our care experience a nurturing environment that upholds and fosters their independence, happiness, and dignity. The Home takes pride in offering a distinctive social setting that not only acknowledges the traditions and customs of our predominantly Greek ethnic residents but also upholds a steadfast dedication to meeting the diverse needs of individuals from various backgrounds.

Hellenic Care seamlessly integrates professional practices with compassionate care, creating a unique blend that ultimately enhances the well-being of our residents and the community. This accomplishment is made possible through the unwavering support of our Board of Directors and Committees, coupled with the strong and experienced knowledge of our staff. Our dedicated team collaborates closely with families, alongside other specialized organizations, to effectively address and accommodate the diverse needs of our seniors.

**Our Mission:** Hellenic Home is a not-for-profit charitable organization, dedicated to providing personalized quality care and a wide range of services to all seniors with a focus on the Hellenic Canadian population.

**Our Vision:** To be at the forefront of seniors' changing needs.

Our Accountability Framework is the foundation for planning processes and sets our success factors for strategic planning:

- Outstanding Care and Service. This principle fosters a culture that focuses on seniors' safety and risk management.
- Excellent Performance promotes accountability.
- Competent People create a culture that focuses on learning and collaboration.
- Ongoing Innovation develops systems to encourage and recognize innovation.
- Dynamic Partnerships expands and enhances community links and partnerships.

In addition, the QIP aligns with the following internal and external provincial planning processes:

1. Operating plan: the QIP change ideas are included in the goals and objectives set out for the upcoming year. The Senior Leadership team is responsible for overseeing the achievement of the goals and objectives:
2. Long Term Care Service Accountability Agreement (LSAA). The home is obligated to report annually to the LHIN its performance indicator outcomes and sign the annual declaration of compliance.
3. Behavior Support Team guidelines from the Toronto Central LHIN.
4. Accreditation requirements: Hellenic Home participates in CARF and received a three-year accreditation in June 2021. CARF standards are monitored semi-annually to ensure ongoing compliance.
5. Areas arising from other legislative/accountability requirements.
6. Areas arising from the annual Resident and Family Experience

surveys.

The outlined Quality Improvement Plan approach prioritizes the improvement of resident safety while also fostering diversity, equity, indigenous health, and cultural safety through quality initiatives and staff education. The Home's Annual Quality Improvement Plan (QIP) is driven by a continuous commitment to enhance organizational performance and enhance the quality of life for our residents.

In the current year, our emphasis on quality improvement revolves around utilizing the online learning platform Surge Learning to actively involve both staff and volunteers. The goal is to raise awareness, identify blind spots, and establish cultural competency within our team.

Hellenic Care for Seniors (Toronto) Inc. specifically aims to underscore the importance of prioritizing the indicator related to antipsychotic use without a diagnosis of psychosis. This priority has been reaffirmed as the set goal in the 2023/24 QIP was not achieved. In response, the Home will enhance the review process for antipsychotic medication use in residents without a psychosis diagnosis. This will involve conducting a quarterly audit review before Continuing Care Reporting System (CCRS) submission to ensure data accuracy, proper diagnosis, and appropriate drug indication. The objective is to identify residents who may benefit from a trial dose reduction, and potential discontinuation of antipsychotic medication.

## **ACCESS AND FLOW**

Maximizing system capacity and enhancing timely access to care are

crucial in improving residents' outcomes and the overall care experience. Hellenic Care for Seniors (Toronto) Inc. has implemented several key strategies and improvements to ensure our residents access care in the appropriate setting and at the opportune moment.

#### 1. Virtual Care:

- Physicians leverage the Ontario Telemedicine Network (OTN) to connect with specialists. eConsult facilitates remote consultations, follow-up, and clinical condition monitoring. These services may be required in situations where the resident's home is unable to provide them. This guarantees that our residents have timely access to expert recommendations when necessary.

- Women's College Hospital's Long-Term Care Plus (LTC+) program is a collaborative initiative combining LTC and acute care services. This program aligns with the objective of expanding capacity to deliver prompt access to high-quality integrated care within a home setting. Operating within the LTC+ Hub and Spoke model, the home collaborates with a registered nurse who advocates for residents when hospital referrals are declined. The nurse also assists in coordinating specialist appointments for residents requiring additional follow-up care. Furthermore, a Registered Nurse Practitioner visited the site to brief our team on resources offered through the LTC+ program, aiding in the internal effort to minimize unnecessary hospitalizations.

- Hellenic Care for Seniors (Toronto) Inc. participated in the LTC+ Long-Term Care Home Engagement Survey, which effectively identified existing resources within the home and highlighted potential additional resources or supports that could enhance its

operations. Furthermore, the home received an invitation to join the LTC Local Support Collaborative. This newly launched collaborative seeks the participation of homes in this Community of Practice opportunity. The LTC Local Support Collaborative, an integral part of the OH Toronto LTC Local Support Model, serves as a platform for collaboration among hospital centers and LTC leaders, working towards shared goals and priorities. The overarching objective of the OH Toronto LTC Local Support Model is to enhance equitable access to services, address unmet clinical needs for LTC residents, build capacity among providers both internal and external to LTC for high-quality clinical care, and reduce unnecessary transfers to the emergency department whenever possible.

#### 2. Interprofessional Collaboration:

- The home continues to collaborate with the Nurse Lead Outreach Team at UHN Toronto Western Hospital. The NLOT is easily accessible via telephone, offering immediate assistance to our on-site nursing staff when needed. Through the valuable resources and support provided by the NLOT, we effectively minimize numerous unnecessary emergency room visits, such as situations involving the re-insertion of a dislodged gastrostomy tube. Notably, the NLOT played a pivotal role in supporting the home during the COVID-19 outbreak by facilitating on-site intravenous administration of remdesivir for residents for whom Paxlovid was contraindicated.

- Our collaboration with Toronto Central Behavioral Supports Ontario (BSO) persists as they provide valuable support to our internal Behavioral Support Resource Team (BSRT). Each team member contributes to managing responsive behaviours, making it a collective effort within our home to enhance the quality of life for

residents. The team has observed that relying solely on non-pharmacological interventions is insufficient in addressing responsive behaviour. Consequently, we maintain our collaboration with the Geriatric Mental Health Outreach Team (GMHOT). The improved behaviours of most residents result from a balanced combination of pharmacological and non-pharmacological interventions. Additionally, our home benefits from ongoing support provided by the Psychogeriatric Resource Consultant (PRC), who educates the staff in implementing evidence-based dementia and geriatric mental health care principles. Furthermore, all new hires undergo training in the Gentle Persuasive Approaches (GPA) philosophy, equipping them with the knowledge, skills, and confidence in behavioural prevention, mitigation, and response approaches. With the support of these resources, our home proudly reports that we have successfully prevented emergency psychiatric visits in the past year.

- Our home partners with Enterostomal Therapy Consulting for residents with wounds. The wound nurse tailors wound treatment to address each resident's specific needs. This encompasses evaluating and diagnosing the specific type(s) of wounds, considering factors that impact wound healing, and formulating an individualized care plan to facilitate proficient wound management. The goal is to identify optimal treatment options that contribute to an enhanced quality of life for the resident. Wounds are treated within the home, and no residents have been transferred to the emergency department due to wound complications.
- Through active interprofessional collaboration with Westminster Mobile Medical Imaging, the team can streamline the transportation of residents to hospitals or clinics, reducing both

time and resource expenditures. This approach minimizes the disruption of residents leaving their familiar surroundings and facilitates convenient access to on-site x-ray and general vascular ultrasound services. Consequently, the team can promptly initiate appropriate treatment, potentially enhancing resident outcomes. Additionally, the on-site laboratory services offered by Dynacare seamlessly integrate with the home, eliminating the necessity for residents to venture outside for routine or urgent testing, such as blood tests, urine/stool collections, ECGs, or other specimens.

## **EQUITY AND INDIGENOUS HEALTH**

Hellenic Care for Seniors (Toronto) Inc. is privileged to have a workforce that embraces diverse cultures. The home upholds a non-discriminatory hiring approach, prioritizing the assembly of a highly skilled team of professionals dedicated to providing the best possible care for the individuals served.

Hellenic Care for Seniors (Toronto) Inc. is proactively working to establish an Equity, Inclusion, Diversity, and Anti-Racism Work Plan (EIDAR). The home will engage in the following steps to develop this plan:

- **Review of existing policies:** Assessing current policies for inclusivity and making necessary adjustments to rectify potential biases or gaps in equity. This step aims to identify areas where improvements are needed in terms of inclusion, diversity, and anti-racism within the organizational framework.
- **Sensitization Training:** Provide training on cultural sensitivity, anti-racism, and diversity. Schedule regular training sessions to ensure that all employees, including new hires, are well-informed about these crucial topics.
- **Continuous Learning:** Implement ongoing educational programs

to keep employees informed, engaged, and up to date on matters related to equity, inclusion, diversity, and anti-racism. This fosters a culture of continuous learning and awareness within the organization.

- Cultural Celebrations and Awareness Events: Organize events and celebrations that highlight Indigenous cultures, history, and contributions. Also, celebrate the culture of all the staff members, choosing a different culture each month with staff and residents. Incorporate a monthly cultural theme through the programs department to celebrate and learn about different cultures. This initiative creates a sense of anticipation and exploration among staff members and residents.
- Through our program department we plan on Introducing traditional foods through tastings or cooking demonstrations. This can be an engaging way for staff members and residents to experience and appreciate different culinary traditions.

Our quality improvement plans for this year center around providing awareness training, identifying blind spots, and fostering cultural competency among our staff and volunteers. The home utilizes the online learning platform Surge Learning to facilitate these initiatives.

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

Hellenic Care for Seniors (Toronto) Inc. firmly believes in establishing a partnership with residents as active participants in their healthcare decisions. We achieve this by actively engaging residents and their families in all aspects of their care. We foster open communication with residents and their families and encourage them to participate in various events such as annual resident/family satisfaction surveys. These surveys serve as

valuable tools to assess the effectiveness of our quality improvement initiatives, ensuring that the care we provide aligns with the preferences and needs of our residents.

The Home complies with the Fixing Long-Term Care Act, 2021, through annual participation in the Alliance Resident and Family Satisfaction Survey. The Resident's Council guides and collaborates on the survey, with results and actions shared in the Ministry's Quality Improvement Initiative report. In November 2023, the Home engaged in the Alliance Group Experience Survey, presenting results to the Resident Council in March 2024, and plans on communicating results and action plans to families through newsletters in April 2024.

Outcomes of the 2023 Resident/Family Experience Satisfaction Survey:

Hellenic Care for Seniors would like to spotlight positive outcomes from the resident and family surveys, including:

- Resident Survey - Staff treat me with respect – 96% Always/Usually.
- Family Survey - Staff treat my family member with respect – 100% Always/Usually.
- Resident Survey – Staff respect my privacy – 100% Always/Usually
- Resident Survey – Staff are available to me within a reasonable time when I need them – 100% Always/Usually
- Resident Survey – I receive daily care that meets my needs – 100% Always/Usually
- Resident Survey – Staff support me to access other health professionals if needed (i.e. dentist etc.) – 100% Usually/Always

- Family Survey - Staff respect my family member's privacy – 100% Always/Usually.
- Family Survey - My family member's daily care needs are met – 100% Always/Usually.
- Resident Survey - The Home is clean and tidy – 100% Always/Usually.
- Family Survey - The Home is clean and tidy – 100% Always/Usually.
- Resident Survey – The building and grounds are well maintained – 100% Always/Usually
- Family Survey – The home is free from odours – 100% Always/Usually
- Family Survey – I am aware of who to contact to initiate a concern/complaint – 97% Always/Usually
- Family Survey – I receive updates about my family member's health – 96% Always/Usually
- Resident Survey – There are activities that support my religious/spiritual beliefs – 96% Always/Usually
- Resident Survey – There is a good variety of food and drinks offered to me – 96% Always/Usually
- Resident Survey - Staff listen to me – 100% Always/Usually

The satisfaction rates expressed by our residents and their families through the surveys are notably high, indicating an overall positive sentiment. Across various domains including dignity and respect, care provision, recreation, food and dining, home environment and services, communication, and COVID-19 related responses, the majority of areas received favorable ratings. Importantly, none of the areas reached or exceeded the 15% threshold for responses indicating dissatisfaction ("never/sometimes"), highlighting widespread contentment among respondents. To maintain or even

surpass these satisfaction levels, the home is dedicated to actively seeking input from the Resident's Council and involving families in Multidisciplinary Care Conferences. Additionally, the Home's Management will persist in implementing and upholding current interventions aimed at monitoring and assessing operations, thereby ensuring that resident and family satisfaction remains a central focus.

## PROVIDER EXPERIENCE

We recognize the significance of provider experiences within the evolving healthcare landscape. Creating a positive workplace culture and sustaining the provision of high-quality healthcare services in our home necessitate addressing workforce challenges prevalent in the healthcare sector and enhancing the overall experience of our employees. To achieve this, Hellenic Care for Seniors (Toronto) Inc. has embraced several innovative practices, including:

### 1. Employee Recognition Program:

We annually celebrate the dedication and service of our experienced employees through Long-Term Service Awards, acknowledging those who have contributed five, ten, fifteen, twenty, or twenty-five years, and as of 2024 thirty years to our organization. Financial awards are presented to express gratitude and inspire a culture of appreciation. Additionally, our Senior Leadership team dedicates specific weeks periodically to highlight each healthcare profession within our organization during Recognition Weeks. This serves to express appreciation for the achievements of each area, acknowledging employees for their valued contributions and emphasizing their importance as

individuals and team members. Inclusive events, such as BBQs and Summer Staff Appreciation Day, are organized to foster a positive and collaborative atmosphere, with active support from our senior leadership team. We have instituted a Health and Safety Award to recognize and reward outstanding performance in ensuring the well-being and safety of both residents and staff. Commending exceptional dedication, we present monthly Bravo awards to staff who have gone above and beyond in their service to residents. Additionally, the home organizes a Staff Appreciation Party to collectively recognize and celebrate the hard work and contributions of our employees, creating a moment of fellowship and acknowledgment. We warmly welcome our newest staff members as they join our team, bringing fresh perspectives and valuable contributions to our shared goals. As we honor the dedicated service and remarkable contributions of our retiring coworkers, we express our deep appreciation for their longstanding commitment and wish them a fulfilling and joyful retirement journey.

## 2. Professional Development Opportunities:

Efforts to support employee retention and professional growth at Hellenic Care for Seniors (Toronto) Inc. encompass a range of initiatives. Continuing incentives, including educational and monetary benefits, are provided to encourage employees to remain on board following their hiring. There is a strong commitment to promoting the advancement of personal support workers, facilitating their transition to roles as registered practical nurses or registered nurses once they acquire the necessary credentials. Furthermore, nursing, and personal support worker students are offered employment opportunities immediately upon obtaining

their licenses. The organization also extends opportunities for volunteer positions, particularly in association with the programs department involving summer students. These multifaceted approaches aim to create a supportive and rewarding environment for staff, fostering both professional development and a sense of commitment to the organization.

## 3. Recruitment and Retention:

Hellenic Care for Seniors (Toronto) Inc. employs proactive strategies to manage its staffing needs effectively. The home has established a Recruitment Lead position to designate a specific individual responsible for the hiring of new staff and recruitment efforts. Vacant positions are consistently posted through various platforms, including recruiting agencies like Indeed and the home's official website. The organization swiftly reviews submitted resume applications and promptly schedules interviews to expedite the hiring process. To diversify its workforce, pathways have been established to welcome internationally designated nurses and allied healthcare providers into the home. Additionally, a robust support system is in place to conduct thorough inquiries and root cause analyses, facilitating the identification and resolution of gaps in scheduling processes. Daily meetings between the staff scheduler and the Director of Care ensure a comprehensive evaluation of scheduling procedures, allowing for timely adjustments and enhancements to meet staffing requirements effectively. This approach emphasizes a continuous commitment to refining processes and schedules for optimal organizational functionality.

## 4. Volunteer Management Program



The implementation of this platform is poised to significantly reinforce our ability to manage and monitor volunteer data efficiently. This encompasses crucial information such as schedules, contact details, and communication records. The central goal of this initiative is to transition from manual volunteer management to a secure, user-friendly remote environment. Key features of the platform include the ability to track volunteer profiles, monitor and generate reports, facilitate online applications, search for volunteers, and enable text and email communication. Moreover, the platform will support volunteer onboarding and training processes, ensuring it can be customized to meet our specific requirements. Priority will be given to safeguarding data, granting secure access to volunteers, and devising effective strategies for seamless implementation and utilization of the platform. This comprehensive approach is designed to streamline volunteer management processes and enhance overall efficiency.

## SAFETY

At Hellenic Care for Seniors (Toronto) Inc., our primary objective is to deliver the highest standard of care to our residents while actively mitigating any risks of harm. In the past year, our focus on quality and safety has strengthened through the Continuous Quality Improvement (CQI) program, allowing us to make data-driven improvements. We employ strategies to extract insights from safety events, and key enhancements include our Falls Management and Medication Management Programs, reflecting our commitment to ongoing care excellence.

Reducing falls at our Home poses a challenge due to residents' comorbidities, mobility issues, balance problems, and cognitive impairments, heightening vulnerability and resulting in various

consequences from minor injuries to severe complications like fractures or head injuries.

Hellenic Care for Seniors (Toronto) significantly reduced falls, with rates dropping from 7.5% to 4.1% from CIHI Quarter 2-2021 to Q2-2023, contrasting sharply with the Provincial Average of 16%.

Achieving this improvement involved strategic changes, including updating our Falls Management Policy in alignment with FLTCA, 2021. Our approach to mitigating falls risk involves a systematic process that our team follows when falls occur:

- **Fall Risk Assessment and Strategies, Post Falls Assessment, Program Evaluation:** Conducting comprehensive assessments to identify fall risks, implementing tailored strategies to address these risks, and evaluating the effectiveness of our falls management program.
- **Safety Huddles:** Our safety huddles bring together multidisciplinary teams, fostering open communication and collaboration. This ensures swift responses to safety concerns and enables a proactive approach to preventing falls.
- **Root Cause Analysis:** In the event of significant safety incidents, we conduct thorough root cause analyses. This process helps us uncover underlying factors contributing to the incidents, promoting transparency. We disseminate the findings to our staff, residents, and families to enhance awareness and understanding.
- **Incident Reporting System through Risk Management in PointClickCare:** Allows staff to promptly document and report resident safety events. The subsequent analysis of reported incidents helps the team identify trends, root causes, and areas that require improvement. This system facilitates continuous improvement in our falls management practices.

Through these initiatives, Hellenic Care for Seniors has successfully reduced falls, showcasing a commitment to resident safety and continuous improvement in our care services. Our collaborative approach ensures that we address safety concerns promptly and transparently, contributing to a safer and more secure environment for our residents.

Annually, our management collaborates with the pharmacy consultant and medical director to conduct the Medication Safety Self-Assessment for Long-Term Care, reinforcing our medication management systems. This tool allows us to identify concerns, creating an action plan for improvement. This proactive approach reflects our commitment to safety, continuous improvement, and advanced medication practices. This year, we implemented corrective actions, such as enhancing communication regarding residents with swallowing difficulties, ensuring accurate coding of allergies, reporting incidents like unresponsive hypoglycemia, and improving familiarity with common abbreviations. Additionally, we adopted proactive strategies, focusing on resident safety and incident management plans. Our priorities include taking actions to mitigate risks, enhance the quality of care, and contribute to an effective response to safety issues.

## **POPULATION HEALTH APPROACH**

In our home, we emphasize interprofessional collaboration to offer proactive health services, prevent diseases, and support residents in navigating their health conditions seamlessly. This involves partnering with UHN Toronto Western Hospital's Nurse Lead Outreach Team to minimize unnecessary emergency room visits. In managing chronic diseases, our physicians at the home refer residents to nearby hospitals, enabling consultations with

specialists either in-person or remotely. These referrals are personalized to meet the specific needs of each resident. Furthermore, we engage in collaboration with Women's College Hospital's LTC+ program, which integrates long-term and acute care services. This partnership ensures residents receive comprehensive and timely care, addressing both their ongoing health conditions and any acute needs that may arise.

Our ongoing partnerships extend to mental health support through collaboration with Toronto Central Behavioral Supports Ontario (BSO) and the Geriatric Mental Health Outreach Team (GMHOT), ensuring non-pharmacological strategies and psychiatric evaluation for residents. Additionally, we collaborate with Enterostomal Therapy Consulting for tailored wound care.

The integration of on-site medical imaging and laboratory services from Westminster Mobile Medical Imaging and Dynacare contributes to our commitment to enhancing the health and well-being of both residents and the broader community. These collaborative efforts aim to streamline healthcare services, reduce unnecessary hospital visits, and improve the overall quality of life for those we serve.

Another crucial measure involves the vaccination programs implemented in our home through collaboration with Toronto Public Health, playing a vital role in protecting our residents from the transmission of infectious diseases. This is particularly significant considering the heightened vulnerability of this population. At Hellenic Care for Seniors (Toronto) Inc., our unwavering commitment to the health and safety of residents, staff, and volunteers is reflected in our ongoing encouragement for

everyone to maintain up to date COVID-19 vaccinations. This proactive approach aims to shield our residents from severe COVID-19 outcomes, including hospitalizations and fatalities. The home is dedicated to adhering to the recommended dosing schedule for residents and staff. Additionally, we align with hospital recommendations by promoting influenza vaccinations during the respiratory virus season.

Both COVID-19 and influenza vaccines are readily accessible on-site to all residents and staff. Participating in the Respiratory Syncytial Virus (RSV) prevention program, crucial for combating lower respiratory illnesses, we have seen approximately 65% of residents received the Arexvy vaccine since the program's inception.

Continuing our commitment to education, we proactively provide information and advocate for vaccination among both caregivers and residents. The healthcare team consistently provides guidance on vaccinations including Adacel, Pneumovax, Prevnar 20, and Shingrix, contributing to the prevention of avoidable diseases among our residents.

Ongoing efforts to strengthen infection control measures continue, aimed at minimizing the risk of respiratory infections. These measures encompass heightened cleaning and disinfection protocols, the promotion of proper hand hygiene, and the provision of personal protective equipment for employees, caregivers, and visitors. To further disseminate crucial information, we maintain the display of Public Health posters in common areas, offering guidance on responding to respiratory symptoms, details about COVID-19 vaccines, and proper handwashing techniques. Additionally, numerous COVID-19 updates will be prominently posted in common areas, ensuring that residents, staff, and visitors are

informed of any changes to our response measures.

### **CONTACT INFORMATION/DESIGNATED LEAD**

Sherly Corpuz-Celis, Manager of Quality Improvement & Education  
Cathy Smilis, Director of Care  
Nicholas Georgantonis, Administrator

Board Chair / Licensee or delegate \_\_\_\_\_

Administrator /Executive Director \_\_\_\_\_

Quality Committee Chair or delegate \_\_\_\_\_

Other leadership as appropriate \_\_\_\_\_

## 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 20, 2024**

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**Mike Neroulas**, Board Chair / Licensee or delegate

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**Nicholas Georgantonis**, Administrator /Executive Director

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**Sherly Celis**, Quality Committee Chair or delegate

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**Kosta Kostouros**, Other leadership as appropriate

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