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Change Happen.



Quality Improvement Plan (QIP) Narrative for Health Care Organizations in Ontario



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This document is intended to provide health care organizations in Ontario with guidance as to how they can develop a Quality Improvement Plan. While much effort and care has gone into preparing this document, this document should not be relied on as legal advice and organizations should consult with their legal, governance and other relevant advisors as appropriate in preparing their quality improvement plans. Furthermore, organizations are free to design their own public quality improvement plans using alternative formats and contents, provided that they submit a version of their quality improvement plan to Health Quality Ontario (if required) in the format described herein.

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Overview

Hellenic Home for the Aged (Scarborough) Inc. is a CARF Accredited, not-for-profit, charitable organization with 128 Long-Term Care beds that is dedicated to providing exceptional quality care and services to seniors in our community to enhance their physical, mental, emotional and spiritual health. By staying at the forefront of our communities ever-changing needs, our service is second-to-none. Our seniors live in a nurturing environment that respects, enhances and promotes their dignity, independence and quality of life. The home offers a unique cultural setting-one that is proud to recognize the customs and traditions of our residents who are of a predominately Greek ethnic background but with a long-standing commitment to provide for the needs of individuals from diverse backgrounds.

Our dedicated, knowledgeable staff are supported by the Chief Executive Officer, the Board of Directors, Committees and Volunteers and provide professional practices with compassionate care. A unique combination that ultimately benefits our residents and the community overall. Our staff work with families, volunteers, and other service providers and agencies to address and provide for the needs of our residents using evidence-based practices and procedures.

Our organization's Strategic Direction guides decision-making and operational priorities, aligning them with continuous quality improvement, regulatory compliance, and accountable performance.

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 continually evolve in all we do to meet our senior's changing needs.

Our Values: Ethnicity, Excellence, Teamwork, Commitment

The Accountability Framework supports Quality Improvement Planning through the following success factors:

- Outstanding Care and Service – Ensuring resident safety, dignity, and effective risk management.
- Excellent Performance – Strengthening accountability and measurable outcomes.
- Competent People – Promoting learning, leadership, and collaboration.
- Ongoing Innovation – Supporting system improvement and best practices.
- Dynamic Partnerships – Enhancing collaboration with families and community partners.

The Quality Improvement Plan (QIP) is further aligned with the following internal initiatives and external provincial planning processes:

- 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:
- Long Term Care Service Accountability Agreement (LSAA). The home is obligated to report annually to Ontario Health its performance indicator outcomes and sign the annual declaration of compliance.
- Behavioural Support Team guidelines from Ontario Health.
- Accreditation requirements: Hellenic Home Scarborough participated in a CARF accreditation survey and achieved a three-year accreditation in June 2024 and is committed to upholding CARF standards, which are regularly monitored for ongoing compliance.
- Areas arising from other legislative/accountability requirements such as the Fixing Long Term Care Act 2021 and Ontario Regulations 246/22.
- Areas arising from the annual Resident, Family and Staff Experience surveys conducted annually.

These initiatives reflect Hellenic Home Scarborough's commitment to quality improvement through strategic projects that enhance resident care, strengthen safety, improve efficiency, and support sustainable outcomes. Ongoing efforts are monitored and refined by the Quality Improvement Committee to ensure continuous improvement.

2025–26 Quality Achievements

The Home demonstrated measurable progress in key operational and clinical areas:

- Infection Prevention & Control (IPAC).
- Updated and aligned all IPAC policies with Ministry standards.
- Partnered with an external IPAC Consultant.
- Policies uploaded to Policy Medical for streamlined staff access and compliance.

Digital Modernization, Clinical Strengthening & System Recognition Initiatives

1. Rollout of interRAI (July 2025): In July 2025, the Home successfully implemented the interRAI assessment system to enhance standardized resident assessment, care planning, and data-driven decision-making.

The implementation was aligned with provincial requirements and aimed to:

- Strengthen clinical assessment accuracy
- Improve individualized care planning
- Enhance outcome measurement and benchmarking
- Support regulatory compliance and quality reporting

Since the rollout, the Home has observed:

- Improved consistency in resident assessments
- Enhanced interdisciplinary collaboration in care planning
- Stronger use of real-time data to inform quality indicators (e.g., falls, pressure injuries, responsive behaviours)
- Increased staff competency in evidence-based documentation

The integration of interRAI supports proactive identification of high-risk residents and enables more targeted quality improvement initiatives for 2025–26.

2. Implementation of Multi-Factor Authentication (MFA) (July 2025): In July 2025, the Home implemented Multi-Factor Authentication (MFA) to strengthen cybersecurity, improve information flow, and enhance system integration.

3. Implementation of HealthConnex (July 2025): In July 2025, the Home implemented HealthConnex to strengthen Infection Prevention and Control (IPAC) auditing. This platform focuses on IPAC auditing and is aligned with Public Health Ontario requirements.

Performance Highlights:

- Hellenic Home Scarborough participated in a Ministry Compliance Assistance review, benchmarking 24 months of data against 69 other comparable homes (121-128 beds).
- Achievements included:
 - Resident Quality Indicators are significantly better than the category average.
 - Fifteen non-compliances versus a group average of 33.
 - Twenty-three critical incidents versus a group average of 84.

These results and ongoing initiatives demonstrate the Home's commitment to safe, high-quality, resident-centered care and continuous improvement.

Access and Flow

In 2025, Hellenic Home Scarborough was recognized by the Ministry of Health and Long-Term Care for innovation, operational excellence, and resident-centered care. This recognition strengthened our sector reputation, boosted staff engagement, and affirmed our commitment to high-quality care, and modernized initiatives that foster pride, collaboration, and accountability.

QIP Alignment:

- Standardized interRAI assessments improve care accuracy, risk management, and support timely interventions, helping reduce unnecessary ED transfers.
- Implementation of HealthConnex. This platform focuses on Infection Prevention and Control (IPAC) auditing and is integrated with the electronic health record documentation platform Point Click Care (PCC).
- Implementation of Multifactor Authentication (MFA). This is a security feature that requires users to verify their identity using two or more methods before accessing Point Click Care (PCC). This adds additional protection to residents' health records.

2026 Project Focus: Launching an AI-enabled fall prevention program to reduce falls and injuries through predictive analytics, real-time alerts, and targeted interventions. This initiative enhances resident safety, response times, and operational efficiency while further supporting ED avoidance.

Hellenic Home continues to advance safe, resident-centered, and data-driven care, demonstrating leadership and innovation in long-term care.

Equity and Indigenous Health

Hellenic Home Scarborough is committed to Equity, Diversity, Inclusion, and Indigenous Health. While we honor Greek Orthodox services as part of our heritage, we also accommodate the spiritual and religious needs of residents from diverse faiths.

We are steadfast in our commitment to making Equity and Indigenous health a core organizational value, supported by clear policies and visible leadership engagement. Our Inclusive Culture & Accountability Framework ensures a safe and respectful environment, enforces a zero-tolerance approach to abuse, neglect, and discrimination, and tracks staff and resident experiences to guide improvements.

We actively collect demographic and outcome data to identify inequities and drive continuous improvement. This data drives education and training initiatives, including annual online sessions and mandatory in-person Equity Diversity Inclusion and Accessibility (EDIA) and anti-racism training tailored specifically for long-term care.

Staff and residents participate in decision-making through Resident Council and Family Council meetings, Quality and Best Practice meetings, staff meetings, and multidisciplinary meetings that promote personhood and leadership opportunities.

We provide culturally relevant care, including appropriate meals, celebrations, language support, and inclusive physical spaces. Clear reporting structures, support systems, and policy reviews help eliminate systemic barriers. We also collaborate with local cultural organizations to enhance programming and support.

We prioritize transparency and accountability by sharing updates, celebrating progress, and openly addressing challenges. By setting measurable goals, regularly evaluating outcomes, and integrating EDIA into daily operations, Hellenic Home ensures long-term sustainability and continuous improvement in equity and inclusion.

Patient/Client/Resident Experience

At Hellenic Home Scarborough, feedback from residents and families is a key driver of continuous quality improvement. Experience surveys and ongoing engagement help identify strengths, gaps, and opportunities for enhancement, ensuring care remains resident-centered, culturally appropriate and focused on improving quality of life.

The proposed Annual Residents and Family Experience Satisfaction Survey questions for 2025 were presented to the Resident Council on August 28, 2025. The council was given the opportunity to provide feedback, and no suggestions were made. The same was shared with the Family Council on August 28, 2025, for their review and feedback with a request for any recommendations to be provided by September 11, 2025. There were no recommendations received from the Family Council. The Resident Survey was launched from October 09 to 30, 2025. The Family Satisfaction Survey was distributed October 09 to 30, 2025. The Staff Experience Satisfaction Survey was launched on December 02 to 16, 2025.

The outcome of the Resident and Family Experience Satisfaction Survey Summary, recommendation, and proposed Action Plan from 2025 was shared with residents at the Resident Council on February 18, 2026, with no recommendations provided. In addition, it was shared with the Family Council on February 25, 2026, with a request for any recommendations to be provided by March 06, 2026. There were no recommendations received from the Family Council.

The Staff, Resident and Family Experience Satisfaction Survey Outcomes and Action Plans were presented to staff on January 26 and February 12 2026, at staff meetings and will be discussed at simultaneous staff meetings. Likewise, a

summary of the action plan was placed in the staff communication binder on all units. Survey results and action plans were discussed at the Best Practice meeting with program leads on February 26, 2026.

The results were subsequently shared with families on March 11 2026, through the newsletter, Cliniconex, and main reception TV display.

Hellenic Home Scarborough would like to highlight some of the excellent results from the Residents and Family Survey 2025:

The 2025 Resident and Family Survey show high satisfaction across all domains, including respect, privacy, care provision, home environment, and communication, with over 85% of responses rated “Usually/Always.” Building on these strong results, the survey highlights areas of exceptional performance where residents and families expressed the highest levels of satisfaction.

- Resident - Would you recommend % probably/definitely - Yes 100%.
- Family - Would you recommend % probably/definitely - Yes 100%.
- Resident - The home overall % excellent/very good/good - Yes 100%.
- Family - The home overall % excellent/very good/good - Yes 100%.
- Resident - Staff treat me with courtesy, respect - Usually/Always 100%.
- Resident - There is a variety of food and drinks offered to me - Usually/Always 100%.
- Family - The overall quality of food and drinks my loved one receives is good - Usually/Always 95%.
- Resident - I like the activities provided in the Home - Usually/Always 97%.
- Family - My loved one has access to enjoyable thing to do on the weekends - Usually/Always 85%.
- Residents - I am given opportunities to make decisions about my care - Usually/Always 100%.
- Family - I am involved in decisions about my loved one’s care - Usually/Always 100%.

Despite the overall high ratings from the resident and family surveys, management understands the importance of maintaining the results overtime. Management will continue with all interventions currently in place that monitor and evaluate operations to ensure Resident and Family Satisfaction ratings remain high.

Additionally, based on the survey results, management will provide targeted mentorship to Nursing, Activation, Dietary, and Environmental Services staff to strengthen care approaches and enhance communication practices, with the goal of improving overall care experience.

Management will continue to seek ongoing feedback from stakeholders during MDC meetings, Residents Council, and Family Council. Management will continue with audits, including environmental services audits, personal care audits, night shift audits, dietary services audits.

Resident Education

Education for residents and families was facilitated by the Nurse Led Outreach Team (NLOT), Nurse Practitioner (NP) Infection Prevention and Control (IPAC) Manager, Pharmacist and External Community Partners, on the following topics:

- February 25 - Heart Awareness Education
- June 13 - Presentation on Osteoporosis
- August 7 - Police Presentation on Elder Abuse
- October 8 – Depression and Mental Health Education
- November 7 – Hand Hygiene and Respiratory Etiquette Education
- November 13 – Diabetes Awareness
- November 19 – Fall Prevention
- December 2 – Dentist Presentation on Oral Care

In 2027, resident education will be further enhanced through the integration of technology and interactive learning approaches, empowering and encouraging residents to actively participate in care decisions and promoting greater autonomy, safety, and overall quality of life.

Provider Experience

Hellenic Home Scarborough successfully implemented interRAI, strengthening standardized resident assessments, interdisciplinary care planning, and data-driven decision-making. This has improved consistency in documentation,

enhanced early risk identification, and supported measurable quality indicator monitoring (e.g., falls, skin integrity and responsive behaviours).

Hellenic Home Scarborough also implemented Multi-Factor Authentication (MFA). This is a security feature that requires users to verify their identity using two or more methods before accessing Point Click Care (PCC). This adds additional protection to residents' health records, enhancing cybersecurity, protecting resident health information, and improving secure information sharing. Additionally the Home implemented HealthConnex. This platform focuses on Infection Prevention and Control (IPAC) auditing and is integrated with the electronic health record documentation platform Point Click Care (PCC).

These advancements support digital modernization, regulatory compliance, and system integration.

Hellenic Home Scarborough was selected as one of five long-term care homes to collaborate with the Ministry of Health and Long-Term Care in a provincial stock photography initiative featuring residents and staff. This recognition reflects Hellenic Home Scarborough's innovation, strong leadership, and high-functioning operations.

Collectively, these initiatives strengthen clinical quality, digital security, staff engagement, and the Home's position as a sector leader, directly supporting 2026–27 QIP priorities in safety, performance improvement, and organizational excellence.

Over the last three years, the Home has continued to provide strong support for new staff members. The leadership team assigned mentors to assist new employees in navigating language barriers, adapting to a new healthcare system, and learning unfamiliar protocols. Despite these challenges, both new graduates and internationally educated nurses have made significant contributions to our team. The implementation of staff mentorship, extended orientation timelines, and ongoing education has helped ease their transition, strengthen their skills, and build confidence in their roles.

Staff resilience, dedication, and diverse expertise enhance our environment, improving resident outcomes and workforce sustainability. To optimize practice, we partner with external organizations—Nurse Lead Outreach Team, Achieva Health, Responsive Health Management Consultants, Dietary Consultants, Infection Prevention and Control and Environmental Services Consultants, and Registered Nurses Association Of Ontario Coaches—to deliver leadership and coaching training for all management, clinical, and unregulated staff. Resident Council feedback and the 2025 Resident and Family Experience Survey reflect appreciation for staff engagement and communication.

Hellenic Home Scarborough would like to highlight the outcome of the Employee Experience Survey 2025:

- Would you recommend Hellenic to a friend as a good place to work? Probably Yes/Definitely Yes - 100%.
- Level of morale you experience working at Hellenic. Excellent/Very Good/Good - 100%
- Learning opportunities that are available to you to receive in-services, training and education. Excellent/Very Good/Good – 98%
- Opportunities provided for employees to bring forward concerns and comments. Excellent/Very Good/Good - 97%.
- The timelines when workplace or equipment risks are identified. Excellent/Very Good/Good – 97%.
- How safe and free from hazards the workspace and equipment are. Excellent/Very Good/Good - 99%

Overall, employee respondents at Hellenic Home Scarborough report very high satisfaction with their work life and the organization. This is reflected in both the excellent ratings across all survey domains and the high number of employees who would recommend the Home.

Specifically, 98% of employee respondents indicated that they would recommend Hellenic Home Scarborough as a good place to work, which is consistent with the 99% reported in 2024.

Safety

At Hellenic Home Scarborough, resident safety is a continuous priority embedded in culture and our daily operations. As part of the Home's Quality Improvement framework, several targeted safety initiatives were implemented to reduce the likelihood of risk recurrence and strengthen resident safety outcomes.

A comprehensive review of the identified incident(s) was completed, including root cause analysis to determine contributing factors. Findings informed the development of corrective action plans with clearly defined timelines and

accountability measures. Relevant policies and procedures were reviewed and updated to align with legislative requirements and best practice standards.

Moreover, the Home has demonstrated a substantial quarterly decrease in the quality indicator “Residents who were given antipsychotics without a diagnosis of psychosis”. In 2025, the rate declined to 12.8% in Quarter 2, compared to 15.1% in Quarter 4 (source: CIHI).

Staff interviews, investigations, education, and re-training sessions were conducted to reinforce expectations related to clinical assessment, adherence to the plan of care, documentation standards, reporting protocols, and the management of responsive behaviours, where applicable. Attendance was tracked, and competency validation was completed to ensure effective knowledge translation into practice, including Gentle Persuasive Approaches (GPA) training, the Resident Bill of Rights, and staff wellness initiatives.

Care plans were audited and updated to ensure individualized interventions accurately reflect residents’ current needs and risk factors. Interdisciplinary team collaboration was strengthened to support consistent implementation of preventive strategies like unit quality rounds, BSO huddles and care plan huddles.

All Critical Incidents (CIs) are formally reported and tracked to ensure a consistent and effective approach to incident management, as well as to support the mitigation of future events. In 2025, the Home experienced a slight increase in the number of Disease Outbreak-related CIs.

The Home’s IPAC Manager and team continue to work closely with the Scarborough Health Network (SHN) Infection Prevention and Control (IPAC) HUB, and Toronto Public Health. These partnerships provide specialized program support, guidance, and training to ensure the Home meets IPAC standards and adheres to established protocols, safeguarding the health and safety of residents, staff, and visitors.

Environmental safety rounds and equipment inspections were strengthened to proactively identify and mitigate potential hazards, with an increased focus on enhanced, high-touch cleaning, disinfecting, and sanitation best practices. Incident reporting processes were also reinforced to ensure timely documentation, appropriate escalation, and thorough follow-up.

Ongoing monitoring through quality audits, leadership oversight, and performance indicators have been established to evaluate the effectiveness of these interventions and support continuous quality improvement.

Palliative Care

The Palliative Care Program at the Hellenic Home Scarborough continues to demonstrate strong performance and meaningful alignment with the Home’s commitment to high-quality, person-centered care. Over the past year, the program supported 1–4 residents per month, ensuring individuals were able to remain in the Home and experience a peaceful, dignified end-of-life journey surrounded by familiar staff, routines, and cultural practices. Notably, 100% of residents receiving palliative care remained at the Home until end of life. This stability has been especially important for residents with cognitive impairment or complex medical needs, for whom transitions can be distressing and disruptive.

Front-line staff have played a significant role in the program’s success. Ongoing education in palliative and end-of-life care – including symptom recognition, comfort-focused interventions, communication skills, and culturally informed approaches, has strengthened staff confidence and bedside capacity. Team members report feeling better equipped to anticipate needs, manage distress, and engage families in shared decision-making. This enhanced competency has reinforced the Home’s interdisciplinary model, enabling seamless collaboration among nursing, personal support workers, social work, the nurse practitioner, spiritual care, dietary services, and recreation. Together, these disciplines ensure residents receive holistic support that addresses physical comfort, emotional well-being, spiritual needs, and meaningful family involvement.

Family experience remains a central indicator of program quality. Post-death satisfaction surveys, completed by approximately 60% of families, continue to reflect excellent satisfaction, with no complaints reported. Families consistently highlight the compassion of staff, the clarity of communication during the final days, and the respectful manner in which their loved ones were cared for. These results reinforce the program’s effectiveness in symptom management, emotional support, and preservation of dignity at end of life.

The program has also demonstrated responsiveness to emerging needs. Staff incorporate learnings from case reviews, quality improvement initiatives, and external best-practice guidelines, allowing the Home to adapt to evolving resident profiles and increasing clinical complexity. Partnerships with external palliative care specialists continue to provide valuable consultation and mentorship when needed, ensuring residents benefit from current evidence-based practices.

Overall, the palliative care program remains a well-established, compassionate, and responsive service that upholds the Home's values and supports residents and families through one of life's most vulnerable stages. It stands as a key component of the Home's broader commitment to culturally attuned, person-centered care.

Population Health Management

For 2026–27, our Population Health Management (PHM) approach will focus on improving resident outcomes through proactive, data-driven, and equity-informed care that reflects the cultural and linguistic needs of the Greek community we serve.

Using risk stratification and predictive analytics within our Home, we will identify residents at higher risk for clinical decline, hospitalization, or reduced quality of life. Such as, Residents living with complex chronic conditions and those experiencing cognitive impairment, dementia, depression, anxiety, or social isolation; cardiovascular disease, diabetes, unmanaged expressions and frailty, who are at increased risk of acute care transfers.

Recognizing that many residents maintain strong cultural, linguistic, and faith-based connections—often centered around organizations such as Greek Orthodox Archdiocese of Canada and local Greek community associations—we will continue to provide culturally specific engagement strategies in our model of care.

By combining data-driven identification of need with culturally responsive resident focused interventions, we aim to reduce avoidable hospital transfers, improve chronic disease stability, enhance quality of life, support resident and family satisfaction, and advance health equity for residents in our care.

This approach will be supported through quality indicator comparisons, interprofessional team-based care, standardized care pathways, and continuous quality improvement processes. Progress will be monitored using key performance indicators, including potentially avoidable ED transfer rates, updated care plan completion rates, chronic disease management outcomes, and access to specialized services such as the Geriatric Mental Health Outreach Team (GMHOT), the Nurse Lead Outreach Team (NLOT), and on-call physician support. Ongoing evaluation will also identify and address additional gaps in care delivery as they emerge.

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