

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

April 29, 2025



OVERVIEW

Hawthorne Place Care Centre (HPCC) operates 228 licensed beds with 209 beds for Long-Term Care and 19 beds for convalescent care program. Our vision is "To create communities of trust and fulfillment for our team members and residents", our mission is " To live a culture of distinction through our commitment to the well-being of team members and residents" Our core values enable us to deliver our mission:

Kindness: Lead with Kindness

Progressive: Take Initiative

Integrity: Do What's Right

Community: Achieve Together

We are proud to continue on our person centered culture change by further the partnership with the Butterfly Approach with Meaningful Care Matters Ltd, a leading dementia care philosophy emphasizing emotion-based, dignified, and holistic care, also to celebrate the recent accreditation of Music Care.

Our commitment to quality improvement is reflected in our fourteen monthly committees and three specialized quarterly interdisciplinary committees focused on Infection Prevention and Control (IPAC), Medication Management, and Quality Improvement. The role of the Quality Committee oversees all aspects of our continuous quality improvement (CQI) initiatives and identifies change ideas that are tested and implemented in collaboration with the interdisciplinary team. The Interdisciplinary Quality Improvement Committee meets on a quarterly frequency to monitor key indicators and elicits feedback from key stakeholders including residents and families. Through regular meetings and data review, the home can confirm whether the changes resulted in improvement and adjustment if and where required.

Our priorities align with provincial objectives, emphasizing reducing

Emergency Department visits, optimizing antipsychotic medication use, skin and wound care and preventing falls. We are also dedicated to fostering diversity, inclusion, and anti-racism education, promoting active listening by team members, ensuring resident safety, and enhancing the home-like environment. Key focus areas for 2025 include enhancing communication and involvement with Resident and Family Councils, continuing in improving dining experiences through family-style meals, and advancing Nursing Restorative Care Program. Collaboration with the Registered Nurses Association Ontario (RNAO) ensures best practice guidelines are implemented and sustained and included in our policies.

Most importantly, we remain steadfast in our zero-tolerance approach to abuse and neglect, reinforcing a culture of safety, dignity, and trust for all residents. HPCC will continue to evolve and innovate to provide exceptional care and a true sense of home.

ACCESS AND FLOW

Our collaboration across the healthcare value chain is essential to ensuring best-in-class care for our residents. Our strategy focuses on establishing a strong baseline assessment of each resident's needs, monitoring each resident, and proactively addressing both their physical and emotional well-being with the support of our expert community partners.

We have successfully enhanced our admission process by introducing the Admission Nurse role, whose main focus is on improving the accuracy and quality of baseline assessments. Additionally, we have adopted RNAO clinical pathways: Admission Clinical Pathway, Delirium: Screening, Assessment and Management, Falls Risk Screening, Assessment and Management, Pain: Opioid Therapy, Pain: Screening, Assessment and

Management, Post Fall Assessment and Palliative Performance Scale. Our regularly care conferences are completed within six weeks upon move-in and our annual care conferences which help us track and adapt to changing resident needs. Monthly Care Plans are audited to ensure that residents' plans of care remain current, comprehensive and person-centered.

To support our commitment to exceptional care, we provide a comprehensive range of services, including 24 hours a day nursing care, weekly physicians rounds, onsite diagnostic imaging, laboratory services, pharmacy services, social work services, dietary, laundry, housekeeping, full-time physiotherapy services, dental care, foot care services, nursing restorative and recreation activities.

Our community partnerships further enhance our resident care: Long-Term Care Plus program and PreviewED enables access to urgent imaging and specialist referrals without hospital transfers. Mackenzie Health's Behavioral Support Services and Psychiatric Geriatric BSS provide specialized dementia and mental health support to our in-house Behavior Support team.

Nurse-Led Outreach Teams (NLOTs) offer remote and on-site interventions, reducing emergency department visits and providing specialized education series to our Registered Staff.

A growing focus at HPCC is palliative care, ensuring residents and families understand their options while providing compassionate, end-of-life support. Our Nursing Restorative Care Committee continues to drive improvements in daily living activities, while stronger Nurse Physician collaboration enhances communication and care consistency. Through retrospectives with our Medical Director and interdisciplinary team, we proactively address emerging care needs, ensuring our residents receive dignified, person-centered care.

EQUITY AND INDIGENOUS HEALTH

To foster an inclusive and culturally responsive environment that reflects the diversity of our residents and team. Our recreation department actively supports cultural, spiritual, and social diversity through a variety of programs and community partnerships.

We offer spiritual services for multiple religious faiths and spiritual groups, ensuring residents can practice their beliefs with dignity and support. We partner with local entertainers and cultural organizations to celebrate significant events, including Black History Month, Diwali, Christmas, and New Year's.

Throughout the year, we host multicultural celebrations for events like Easter, Lunar New Year.

To provide truly person-centered care, we gather comprehensive resident profiles before move-in, ensuring we understand individual preferences, including spirituality, meal choices, social needs, hobbies, and languages spoken.

For our dedicated team members, we provide annual Diversity, Equity, and Inclusion (DEI) training and maintain a twelve months cultural calendar to plan, recognize, and celebrate key events. Through these initiatives, we strive to create an environment where every resident and team member feels valued, respected, and at home.

PATIENT/CLIENT/RESIDENT EXPERIENCE

We continue the Butterfly Model as our person-centered care philosophy which has transformed the way we engage with residents, families, and team members. This shift has led to more meaningful interactions, reduced restrictive care practices, and improved overall well-being of both residents and team members. Residents experience increased emotional connection, resulting in a positive and calming environment that enhances their quality of

life.

Resident safety remains a top priority, reinforced through monthly Health and Safety meetings and discussed at every shift report. Our Social Workers and Recreation teams play a crucial role in identifying opportunities to enhance both our residents and family experiences. Feedback from residents, families, and stakeholders directly impacts service enhancements and our future quality goals.

The Resident Council meets monthly to provide advice and recommendations to the home on what the residents would like to see the improvement in care and the quality of life in the home, also to provide peer to peer support. Resident Council also meet to exercise several powers for examples, sponsoring and planning activities, collaborating with community groups, reviewing the financial documents and operations of the LTC home, and attempting to resolve disputes.

Family Council meets monthly to share experiences, make recommendations, and advocate for positive changes that enhance residents' quality of life. Also serve as a channel to receive updates from the home.

The Resident Council and Family Council acts as a major channel on top of client service response, newsletters for a two-way communication between the home, residents and family members. Annual Resident and Team satisfaction Surveys provide valuable insights into what we should stop, continue, and improve. Recent survey results will be shared and discussed in the resident council on 31 March, 2025, family council on 27 March, 2025 and Town Hall meetings on 31 March, 2025. Survey results reaffirmed our focus on service excellence, resident respect, and dignity. However, they also highlighted the need to enhance the time of responding to requests and variety of dietary and taste food options. These findings have

been incorporated into our 2025/26 continuous quality improvement plan. Our governance structure ensures ongoing evaluation and implementation of improvements. Resident-focused interdisciplinary meetings address client service responses and incidents, with findings elevated to council and leadership discussions. Specialized subcommittees, including Falls Prevention, Skin & Wound, and Pain & Palliative Care, work to protect resident safety and quality of life. Our home also provides the Convalescent Care Program (CCP), a maximum 90-day program to support individuals from either the hospital or the community who need specific medical, nursing, and rehabilitation services to help them recover their strength, endurance, and mobility before returning home. Interdisciplinary team members are dedicated to support the residents in the recovering process with an aim to safely return to the community.

PROVIDER EXPERIENCE

We implement strategic initiatives to enhance team member retention and attract high-performing professionals through strong community collaboration. Our dedicated frontline team continues to provide exceptional care, making our residents mental health and well-being a top priority. A supported and engaged workforce is essential to maintaining service excellence and ensuring residents receive the highest quality of care.

To promote well-being, we have a Wellness Committee that fosters both physical and mental health through initiatives such as monthly recognition events, theme days and a variety of culture celebrations. Our revamped orientation and onboarding program has helped us become an employer of choice, attracting and retaining talent at every level. We implement extensive recruitment strategies, including employee referral program, job fairs, college partnerships, and community outreach.

Creating an environment where team members feel valued and heard is essential. Our annual team engagement survey provides insight into team concerns, with leadership and frontline team members collaborating on action plans based on the results. A key focus has been improving communication, ensuring information flows seamlessly across departments through Town Hall Meetings, monthly departmental meetings, and huddles. Our CARE teams integrate members from various disciplines to enhance collaboration and knowledge-sharing.

By fostering a culture of appreciation and engagement, we empower our team members to continue making a difference every day.

SAFETY

Safety is our top priority. We are committed to fostering a secure

environment for both residents and team by implementing best practices from HealthCare Excellence Canada. Our approach focuses on risk mitigation, proactive intervention, and continuous learning. To reduce safety incidents, we provide ongoing education through our e-Learning, Surge, platform, featuring safe practices such as Lifts and Transfers training and third-party expert-led sessions. New team members receive comprehensive orientation training, and all team members are encouraged to identify and report potential safety hazards and are educated of the process regularly.

Incident response is immediate and thorough. In the case of a fall, for example, an interdisciplinary team investigates the cause, location, and contributing factors. Based on findings, interventions such as floor mats, hip protectors, repositioning, and resident/family consultations are implemented. Frequent fall occurrences trigger real-time reassessment and intervention updates.

Our Health and Safety Committee meets monthly to review workplace safety concerns, implement corrective actions, and promote best practices. Monthly inspections led by both leadership and worker representatives serve as proactive surveillance, ensuring compliance and hazard prevention.

HPCC upholds a zero-tolerance policy for abuse and neglect. To reinforce this, our in-house GPA educators conduct monthly training sessions for all team members, equipping our team with the knowledge and skills to prevent, identify, and respond to potential risks.

To maintain high-level emergency readiness, we conduct monthly fire drills across all shifts and annual color-code drills to prepare for various emergency scenarios. Post-drill debriefing sessions allow us to analyze response effectiveness and implement continuous improvements.

Safety is an ongoing priority embedded into our culture through Resident and Family Council meetings, interdisciplinary leadership discussions, and regular team training. We ensure that all team members are informed, engaged, and empowered to contribute to a secure, resident-centered environment.

By prioritizing prevention, rapid response, and continuous learning, HPCC remains dedicated to fostering a safe and supportive home for all residents and team members.

PALLIATIVE CARE

We are committed to delivering compassionate, person-centered palliative care that prioritizes dignity, comfort, and quality of life. Our approach aligns with Ontario's Palliative Care Network model of care recommendations and focuses on early conversations, team education, and interdisciplinary collaboration.

To ensure timely and proactive palliative care, we initiate conversations about palliative needs upon move in. This allows residents and families to discuss care preferences, and symptom management options early in their journey. We incorporate Prevention of Error based transfers (PoET), fostering open communication from the start, we help ease transitions and ensure residents receive the support they want.

Embracing early conversation. We offer palliative care education packages to residents and their family members on move-in day, resulting in better knowledge, understanding and attitude towards palliative and end-of-life care, ensuring family members feel informed and supported throughout their loved one's care journey. Team training and competency development also play a crucial role in our palliative care strategy. Collaborated with the Centre for Learning, Research, and Innovation in Long-Term Care (CLRI) to provide education for Physicians, Nurse Practitioner, and

interdisciplinary team members. The comprehensive understanding of the Palliative care approach enhances the quality of life and care experiences for residents and their family members.

To further support team competency, we have implemented ongoing training programs focused on palliative and end-of-life care. New and existing team members receive specialized education, including sessions from the Palliative Approach to Care and All-in Palliative Care training hosted by CLRI. This ensures that all team members are equipped to provide compassionate and informed care.

All Registered Staff receive training from the Registered Nurses' Association of Ontario (RNAO) on best practices in palliative care approaches. Additionally, we conduct quarterly interdisciplinary education sessions to reinforce a palliative approach, emphasizing compassionate communication and holistic care planning. Through early conversations, structured education, and interdisciplinary collaboration, HPCC remains dedicated to delivering high-quality, proactive palliative care approach that enhances residents' comfort and overall well-being with respecting their end-of-life wishes.

POPULATION HEALTH MANAGEMENT

Our partnerships extend to various collaborative initiatives that improve access and care coordination. Our Executive Director participates in monthly meetings with our local Ontario Health Team to align resources and strategies for better care delivery. Additionally, weekly discussions with Ontario Health atHome ensure timely support for residents transitioning into and out of our care.

To enhance clinical expertise, HPCC utilizes the Nurse Practitioner-Led Outreach Team (NLOT), providing remote and on-site nursing support as needed. We also collaborate with the local Infection Prevention and Control (IPAC) Hub to strengthen our infection control practices and response measures. In addition to our third-party support IPAC consulting team who conducts regular audits on our IPAC processes.

By leveraging these partnerships, HPCC ensures a comprehensive, integrated, and equitable approach to health management, improving outcomes and well-being across our care continuum.

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