

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

March 19, 2026

OVERVIEW

About The Bess and Moe Greenberg Family - Hillel Lodge Long-Term Care Home of Ottawa

The Bess and Moe Greenberg Family - Hillel Lodge Long-Term Care Home of Ottawa is a 121 bed Jewish faith-based home supported by a team of over 200 dedicated staff members. It is built on a Jewish Community Campus, providing unique opportunities for residents to attend programming outside of the home, intergenerational programming with children and youth, and overall integration with the Jewish community. This includes collaboration with the Hillel Lodge LTC Foundation, which is housed within the long-term care home.

Hillel Lodge's mission is to provide compassionate long-term care that empowers residents to lead full and engaged lives in a welcoming Jewish environment. We do this by living our vision, which is to be a leader in person-centred long-term care. All decision making and quality initiatives are driven by resident needs, and include input from our valuable stakeholders, including residents and families.

Compassion: We lead with empathy and kindness in every interaction.

Dignity: We honour the unique worth of every individual.

Excellence: We pursue the highest standards in everything we do

Integrity: We are transparent, accountable, and consistent in all that we do.

Quality Improvement Model at Hillel Lodge

Quality improvement has long been embedded within Hillel Lodge's leadership culture. In 2025, we advanced this foundation by shifting from broad quality improvement practices to focused, data-driven

projects that actively engaged employees at all levels of the organization. This marked a deliberate move toward strengthening a sustainable culture of accountability, measurement, and continuous improvement.

As part of this shift, we conducted a comprehensive review of our Falls Prevention Program, identifying several opportunities for improvement. Rather than implementing isolated fixes, we piloted a structured methodology to critically analyze the program in its entirety. This process included an in-depth examination of strengths, gaps, policies, procedures, and clinical practices.

The success of this pilot initiative led to the formal development of Hillel Lodge Academy, a structured training and quality framework designed to standardize education across all roles while rigorously measuring outcomes through audits and data collection. Applying the Academy methodology to falls prevention resulted in strengthened post-fall huddles, improved assessment processes, and enhanced documentation practices.

The impact of this work is reflected in our 2026/27 progress report, which demonstrates a 15.33% reduction in falls.

We will continue to apply the Hillel Lodge Academy methodology to clinical care and customer service initiatives across the home and anticipate reporting further measurable improvements in the upcoming Quality Improvement Plan cycle.

Reflections about Last Year's Quality Improvement Plan

Our 2025/26 Quality Improvement Plan was successful in decreasing our number of falls. The methodology used to overhaul the falls program is outlined in our progress report, where numerous change ideas were introduced in addition to the single change idea originally identified at the start of the reporting year. Our continued commitment to the Hillel Lodge Academy

methodology, launched in 2025, has had a significant and positive impact on both staff confidence in managing falls and overall resident quality of life.

An area where we were unable to make significant advancement was palliative care. This indicator was reflected across the “patient-centred,” “safe,” and “efficient” dimensions, particularly in relation to emergency department transfers and goals of care discussions. While our change idea of reassigning physicians to specific neighbourhoods was operationally successful, registered staff did not report a meaningful improvement in collaboration with physicians, noting that collaboration was already rated relatively high prior to the reassignment. This signals an opportunity to better understand the intended outcomes of the physician realignment project and to identify measurable improvements in satisfaction and care delivery.

Overall, progress in advancing palliative care was limited. During the 2026/27 reporting cycle, we will apply the Hillel Lodge Academy methodology to palliative care initiatives, with the goal of achieving more structured implementation, stronger interdisciplinary engagement, and measurable improvements in end-of-life care at Hillel Lodge.

Continuous Quality Improvement Committee

The Continuous Quality Improvement (CQI) Committee oversees the review of quality indicators and quality improvement initiatives at Hillel Lodge. The committee includes both internal and external stakeholders, with representation from the Board of Directors, Residents’ Council, and Family Council. Over time, the CQI Committee has evolved to strengthen active participation and ensure all members are engaged in identifying opportunities to

enhance quality and accountability.

During the 2026/27 reporting cycle, the Committee will prioritize reviews of departmental quality improvement projects and audit findings. This focused approach is intended to strengthen data collection, improve reporting practices, and enhance organizational accountability. The Committee will also play an active role in reviewing quality reports and reviewing dashboard goals for the upcoming year.

ACCESS AND FLOW

During the 2025/26 reporting cycle, we built on the work initiated in 2024 by continuing our monthly emergency department (ED) transfer review meetings to analyze whether ED transfers were avoidable. In 2025, we refined our approach. Rather than reviewing all transfers, the nursing management team began pre-screening cases and selecting one or two transfers each month that were determined to be potentially avoidable. This shift enabled the team to conduct a deeper, more focused analysis of the “most avoidable” ED transfers, allowing for more meaningful discussion, root cause exploration, and targeted action planning.

Despite these structured review processes, our ED visit rates have continued to rise. We attribute this trend to the increasing clinical complexity and acuity of residents being admitted to long-term care, which presents new challenges in managing care in-house. For the 2026/27 reporting cycle, we will continue to prioritize reducing avoidable ED transfers through strengthened goals of care conversations with residents and families. We will leverage the implementation of our one-physician-per-neighbourhood model (introduced as part of our 2025/26 QIP under a palliative care change initiative) to improve continuity, responsiveness, and timely decision-making.

In addition, we plan to introduce the initiation of short-term IV antibiotics within the home to eliminate ED transfers for residents requiring time-limited IV therapy.

Through these continued and expanded efforts, we expect to see meaningful improvement in ensuring residents receive the right care, in the right place, at the right time.

EQUITY AND INDIGENOUS HEALTH

Every resident, care partner, and staff member should feel

welcomed, respected, and included at Hillel Lodge. We continue to advance diversity, equity, and inclusion (DEI) through formalized efforts addressing culture, age, gender, sexual orientation, spiritual beliefs, socioeconomic status, language, race, and Indigenous culture to promote equity across all stakeholder groups. Resident voice remains central to this work, including increased participation in our monthly newsletter, Lodge Line, through a resident-authored section.

The Bess and Moe Greenberg Family – Hillel Lodge Long-Term Care Home of Ottawa exists to provide culturally appropriate care for the Jewish community and is one of only three designated homes in Ontario meeting Jewish dietary, cultural, and religious needs. This includes adherence to kosher food preparation (including separate meat and dairy kitchens), observance of the Sabbath, celebration of Jewish holidays, and culturally meaningful programming. In 2025/26, we enhanced pluralistic Jewish programming through the hiring of a Jewish chaplain to complement the spiritual leadership of our Rabbi.

We are committed to respecting and supporting each individual's spirituality or religion, whether Jewish or of another faith tradition. Within our Jewish home, we also recognize and honour personal choice and autonomy in how individuals express and practice their spirituality, ensuring care remains person-centred and inclusive of diverse beliefs and levels of observance.

DEI education for leaders remains a core onboarding requirement. As a Jewish home serving a diverse staff and resident population, we are also increasing staff awareness of Jewish culture and religious practices through formal education, holiday teaching, and dialogue.

To further strengthen inclusion at the individual level, we are introducing an "About Me" form for each resident, incorporated

into our 2026/27 Quality Improvement Plan. This initiative is intended to deepen person-centred care, enhance belonging, and reduce responsive behaviours by ensuring staff understand each resident's identity, preferences, and lived experience.

Indigenous Health

Although we do not currently serve a significant Indigenous population, we recognize the importance of cultural safety and humility in long-term care. We remain committed to equitable access, culturally responsive care, and respectful practices should Indigenous residents seek services in the future.

PATIENT/CLIENT/RESIDENT EXPERIENCE

Communications

As outlined in our 2025/26 Quality Improvement Plan, we prioritized digital transformation by assessing communication tools, overhauling Hillel Lodge's website, and evaluating our social media presence to enhance the experience of residents and care partners. By the end of the 2025/26 reporting cycle, we successfully launched our new website, marking a significant milestone in our digital advancement. We are now monitoring website analytics to better understand traffic patterns, page engagement, and opportunities to further improve accessibility and content relevance.

In 2026/27, our focus will shift to strengthening digital integration across the organization, including migrating policies to an accessible online portal for all staff and leveraging enhanced data collection to improve communication with residents, care partners, and stakeholders. Our social media strategy will continue to be evaluated to ensure its use remains intentional, strategic, and aligned with the needs of our community.

Resident/Family Experience and Surveys

Hillel Lodge continues to use the validated interRAI LTC Quality of Life (QoL) Resident Experience Survey to understand and improve the resident experience. In 2025, the survey was administered in partnership with Algonquin College Social Service Worker students, who supported residents in completing the survey in October 2025. In addition to the interRAI survey, an in-house resident satisfaction survey was conducted in July 2025. Residents contributed to the development of survey questions, supporting meaningful engagement in evaluating their experience. Overall results were positive. While recreation programming and meal satisfaction showed potential opportunities for improvement, when reviewed with residents these areas were not identified as priority concerns. Beginning in 2026, Hillel Lodge will transition to using the validated interRAI QoL survey as the primary resident experience tool, administered during admission and annual care conferences throughout the year. This approach will allow the home to gather ongoing feedback and identify trends over time, supporting continuous quality improvement.

Two family surveys were also conducted in 2025. The first, an in-house survey, was completed in July. The second survey, the interRAI Family QoL survey was completed in October. Going forward, the robust and validated interRAI tool will be used to capture the family experience. Participation rates in both surveys were modest, and in consultation with Family Council, strategies to improve engagement will be implemented in 2026, including conducting the survey in the spring and enhancing communication and outreach to families.

Hillel Lodge Strategy Refresh

Over several months in 2025, Hillel Lodge undertook a

comprehensive refresh of its Strategic Plan, engaging more than 150 stakeholders, including residents, families, Board members, staff, leadership, physicians, and members of the broader community. Through a series of facilitated focus groups, a formal SWOT analysis was completed to guide our strategic priorities. Stakeholders identified numerous strengths, including the breadth of programming offered to meet the diverse needs of residents and the unique intergenerational opportunities made possible by our shared campus with two daycares and an elementary school. Continuous quality improvement was also consistently recognized as a core organizational strength.

The SWOT analysis also identified opportunities to strengthen communication and address staff turnover. These findings reinforce our commitment to advancing Hillel Lodge Academy, which we anticipate will enhance the quality of person-centred resident care while also positively influencing staff engagement and retention, as outlined in the Provider Experience section of this narrative. In parallel, we continue to strengthen our communication strategy and will monitor website analytics to better understand and respond to evolving communication needs.

PROVIDER EXPERIENCE

Like healthcare organizations across the province, Hillel Lodge has been impacted by the system-wide health human resources shortage. Through sustained recruitment efforts, we have reduced reliance on agency staffing, strengthening team continuity and supporting more consistent, person-centred care for residents. In mid-2025, we identified an opportunity to further enhance staff engagement and retention by investing in structured, in-depth learning opportunities related to clinical programs, customer service, and professional development. This multi-year initiative, now formalized as Hillel Lodge Academy, provides a comprehensive framework for curriculum design, delivery, evaluation, and skills development. By engaging staff not only as learners but also as contributors to program design and delivery, the Academy aims to strengthen professional competency, job satisfaction, and long-term retention.

In parallel, we initiated a redesign of our preceptor program. The former model is being transitioned into a broader Champion Program, aligned with the Academy framework. This program will include Learning Champions, trained in adult learning principles to mentor students and onboard new hires, and Practice Champions, who coach peers in evidence-based best practices. The development and launch of the Champion Program are supported by external training through PrepLTC, alongside the expertise of our in-house Learning and Development Manager.

Together, these initiatives represent a strategic investment in workforce stability, recruitment, and retention, positioning Hillel Lodge as an innovative learning environment and employer of choice.

SAFETY

Resident safety remains a core organizational priority and is foundational to our Safe and Effective quality dimensions. During the first quarter of the 2025/26 Quality Improvement cycle, we built upon foundational work initiated in 2024/25, including leveraging teachable moments with staff to strengthen clinical judgment and decision-making, particularly related to emergency department transfers.

In July 2025, we completed a comprehensive overhaul of our Resident Safety Program policies and procedures. This redesign introduced a more structured and detailed framework for investigating safety incidents, reportable critical incidents, and complaints. The revised framework enhances consistency, strengthens accountability, and improves follow-through on corrective actions, supporting a more transparent and learning-focused safety culture.

As outlined earlier in this narrative, we also strengthened our Falls Prevention Program through the implementation of streamlined assessment tools for registered staff and enhanced auditing processes. These audits reinforce staff adoption of revised tools and allow for early identification of practice gaps. Structured review of fall data identified self-transfers as the primary contributing factor to resident falls. This finding will directly inform targeted interventions in our 2026/27 Quality Improvement Plan to reduce falls associated with self-transfers.

To further reinforce resident safety infrastructure, we expanded our nursing leadership model by hiring a second Assistant Director of Care (ADOC) and implementing a dual-focus leadership structure. Under this model, one ADOC oversees Operations while the other leads Clinical Practice and Education. This alignment strengthens operational oversight, clinical excellence, staff support, and overall resident safety outcomes by ensuring dedicated focus on both

system performance and frontline practice.

Workplace Violence Prevention

Hillel Lodge recognizes the critical importance of preventing and addressing workplace violence and harassment. As part of our enhanced new hire orientation, staff review the Workplace Violence and Harassment Policy alongside a facilitated, in-person discussion designed to strengthen understanding and support practical application in the workplace. This approach promotes staff awareness, encourages open dialogue, and reinforces the shared responsibility of maintaining a safe and respectful work environment.

In 2025, a HSQA Workplace Violence Assessment was completed. Overall results were favourable and confirmed that key policies and processes are in place. Opportunities identified through the assessment will be addressed through ongoing quality improvement initiatives during the coming year.

We also continue to promote the Employee Assistance Program (EAP), which provides confidential access to mental health counselling and support services for all employees. Ongoing communication about the EAP reinforces the home's commitment to staff well-being and psychological safety.

Psychological safety principles will also be embedded within the Hillel Lodge Academy Champion Program, where Learning and Practice Champions will model respectful communication, peer support, and a culture where staff feel safe to ask questions, raise concerns, and engage in continuous improvement.

PALLIATIVE CARE

As part of the Hillel Lodge Academy, we will advance palliative care as a comprehensive, organization-wide program. This approach ensures that every employee understands their role in providing a palliative approach to care, from early comfort-focused interventions to end-of-life support. Embedding palliative principles across all disciplines will strengthen consistency, compassion, and quality of care.

We continue to honour residents and their families through our "Dignity Departure" practice. When a resident passes, an overhead announcement is made and staff gather to hold space as the resident leaves the building for the final time. This tribute occurs regardless of family presence, ensuring every resident is honoured with dignity and respect.

As outlined in our 2025/26 Quality Improvement Plan, we reorganized physician coverage so that one physician is assigned to each floor to enhance continuity and accountability. In addition, we recruited a Nurse Practitioner to support in-depth and compassionate goals of care conversations with residents and families.

Through strengthened clinical leadership and structured palliative care education within the Hillel Lodge Academy, we expect to see meaningful improvement in our palliative care program and greater alignment between resident goals, decision-making, and care delivery.

POPULATION HEALTH MANAGEMENT

Overview

Hillel Lodge prioritizes the health and well-being of residents, employees, and all stakeholders. We are committed to minimizing the impact of communicable illnesses through proactive prevention

strategies, including the timely activation of enhanced precautions and appropriate personal protective equipment (PPE) protocols when a suspected case arises. We actively promote immunization and provide on-site influenza and COVID-19 vaccination clinics for both residents and staff to support community-wide protection.

Resident Population Health

Hillel Lodge aligns with the World Health Organization's definition of health as a state of complete physical, mental, and social well-being—not merely the absence of disease. We recognize that promoting health extends beyond physician care and includes prevention, early intervention, and access to comprehensive supports.

To support holistic well-being, residents are assisted in accessing paramedical, dental, occupational therapy, and optometric services. Where financial barriers exist, we work collaboratively with residents and families to identify funding supports and benefit programs to facilitate access to care. We emphasize preventative strategies, including regular dental and eye care, appropriate assistive devices, seating systems to support skin integrity, and orthotic supports, recognizing that proactive care reduces complications and enhances quality of life.

Staff Population Health

Hillel Lodge is committed to supporting the physical, mental, and social well-being of our employees. All full-time staff are eligible for an extended health benefits plan, which includes dental, optometric, pharmaceutical, and paramedical coverage for themselves and their dependents. We also provide a comprehensive occasional sick leave program, enabling employees to prioritize recovery and return to work safely.

Our Employee Assistance Program (EAP) further supports employee

well-being by offering confidential access to mental health counselling, physical health and nutrition resources, as well as financial and legal advisory services.

We recognize that psychological safety and a sense of belonging are essential to employee health. Through leadership engagement, structured orientation, and initiatives such as Hillel Lodge Academy and the Champion Program, we promote respectful communication, peer support, and a workplace culture where staff feel valued, supported, and empowered to contribute to continuous improvement.

CONTACT INFORMATION/DESIGNATED LEAD

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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 19, 2026**

Janet Dollin, Board Chair / Licensee or delegate

Ted Cohen, Administrator /Executive Director

Shannon Fraser, Quality Committee Chair or delegate

Other leadership as appropriate
