

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

March 2, 2026



OVERVIEW

Humber Meadows Long Term Care Home (LTCH) is located at 2109 Finch Ave West, North York ON with a 320-bed capacity. The Home has five (5) resident floors and divided into ten (10) Resident Home Areas (RHA). Each RHA features 32 rooms, along with its own dining room, lounge, activity room, and two outdoor spaces. Each of the north RHAs also has a private bariatric room. The design of the RHAs allows independent operation of the HVAC system and flow of services to prevent the spread of infections. Every resident has private sleeping quarters, and only those in basic accommodation have a shared “jack and jill” washroom; there are no curtains or dividers between beds.

Humber Meadows is the first Long Term Care Home in Canada to open as a Pre-designate RNAO Best Practice Spotlight Organization, supporting innovation in data integration, enhancing care outcomes, and empowering frontline staff with knowledge and skills by implementing three Best Practice Guidelines and Clinical Pathways. The Assessment Tools and Clinical Pathways are integrated with each resident’s Plan of Care via the Nursing Advantage Canada electronic platform Point Click Care (PCC) for resident assessments.

Our vision is to provide exceptional care in a home-like environment while building the future of seniors' care. We strive to fulfill this by embedding our vision in our daily operations. Staff are encouraged to demonstrate the values of compassion, professionalism, and respect in every interaction with residents, families, and colleagues. Our leadership team consistently models behaviors that reflect the vision, reinforcing a culture of excellence and people-centered care.

ACCESS AND FLOW

Humber Meadows is part of the Northwestern Toronto Ontario Health Team (NWT OHT) Hospital Hub led by Humber River Health (HRH). The Hub serves as a single access point to clinical services and system navigation to ensure high quality people-centered care, including LTC+ and Nurse Led Outreach Team (NLOT). LTC+ provides virtual support via an LTC+ Nurse Navigator following intake and triage to community and hospital services, and/or telephone consultations. It aims to improve access to outpatient clinic/resources with the aim to prevent avoidable emergency department transfers and hospitalization. The NLOT team, comprised of Nurse Practitioners and Nurse Clinicians, travel to the Home and provide on-site resident support, including resident assessments and interventions (e.g. IV therapy) as well as capacity building for registered staff to carry on with the interventions. The team also facilitates connections to additional HRH and community services and supports.

Humber Meadows, in partnership with HRH, has successfully implemented Practical Routine Elder Variants Indicate Early Warning for Emergency Department (PREVIEW-ED ©). This is a clinical deterioration tool developed from the evidenced-based NEWS2 scoring system which

identifies early decline in health status of LTC residents, focusing on four conditions: Pneumonia, Dehydration, Congestive Heart Failure and Urinary Tract Infection and includes escalation pathways to support early intervention in the Home. The tool also leverages LTC+ for additional support with the aim to reduce avoidable ED transfers and hospitalizations.

Humber Meadows has established a process to track and review residents who are at high-risk for avoidable ED transfers. The multidisciplinary team which consists of the Medical Director, Nurse Practitioner (NP), Physicians, Quality and Compliance Lead, and RAI Coordinators ensures that each of these residents has a proactive plan to prevent future avoidable transfers.

RESIDENT EXPERIENCE

The Residents' Council and Family Council continuously collaborate with the Home's leadership team to support our residents. In alignment with our mission statement and people-centered care philosophy, we value their input for improvement. Building strong relationships with residents and their families is important to us as we continue to be transparent in our approaches. The Family Council President is active and present in the Home and works closely with leadership and third-party providers to ensure clear and open communication.

Our annual resident and family satisfaction surveys were conducted in November 2025 to gather information and measure resident and family experience. The results were reported to the Board of Directors and Residents' Council. An action plan will be developed and presented to the Residents' Council and Family Council.

As part of our quality management program we track and trend complaints, good news and compliments. Additionally, throughout the year, residents and families provide input at Residents' Council and Family Council meetings; management then responds accordingly.

Our teams also documents resident engagement through Activity Pro and generates monthly "resident at risk" reports to identify those residents who require additional support and engagement opportunities.

We utilize the ActivityPro Family Portal for those who consent, allowing families to log in to see photos of their loved ones, along with their participation and engagement levels during programs.

As a home, our recreation team has set a goal that all Residents will participate in 8 or more programs per month, which is higher than the provincial benchmark of 5 programs per month.

SAFETY

Resident safety remains a top priority for Humber Meadows. We continue to explore additional processes and changes that may further enhance resident and staff safety. We have a daily risk management meeting and a “manager-on-call” rotation to ensure the presence of a manager on weekends to provide support. We strive to maintain a safe environment free of any safety risks for all our stakeholders.

Implementation of the Clinical Pathways Falls Prevention and injury reduction includes a comprehensive falls assessment as well as use of the Post fall Assessment Tool to allow a comprehensive analysis of the contributing factors that may have led to a fall. This supports transparency, learning opportunities, and identifies areas for improvement, resulting in a targeted action plan.

Our Home has implemented several safety initiatives to enhance the quality of care and ensure resident well-being. One of these initiatives is our comprehensive medication incident follow-up process. This includes the completion of a Medication Incident Report followed by a thorough review involving the Clinical Pharmacist and Medical Director. Together, they analyze trends, identify contributing factors, and develop a corrective action plan to prevent future occurrences. This collaborative approach strengthens our medication safety practices and promotes continuous quality improvement.

The Home also conducts thorough reviews and analyses of complaints and critical incidents to identify recurring issues and trends. This information is used to guide quality improvement initiatives and strengthen risk management activities.

We strive to maintain consistent staff assignments across all 10 Resident Home Areas, ensuring that each resident is supported by a familiar and limited group of staff. This approach fosters stronger therapeutic and trusting relationships between residents and staff, enhances continuity of care, and supports effective cohorting during outbreaks.

PALLIATIVE CARE

A priority at Humber Meadows is the delivery of compassionate, people-centered palliative care which supports residents and their loved ones through every stage of their journey. The Home is committed to ensuring that all team members have a high level of comfort with both palliative care and end-of-life care. Education and support are essential. A key goal for

the Home is to ensure that a Nurse Practitioner or Physician has a conversation with a resident and/or family regarding their goals of care.

In 2025, Humber Meadows implemented RNAO's Clinical Pathway and the Palliative Approach to Care and End-of-Life Care Best Practice Guideline. Additionally, using a Coaching and

Assessment Tool (COAT), the Home collaborated with NWT OHT Palliative Clinical Coaches to identify gaps associated with Palliative Care. Subsequently, an action plan was developed in October 2025; implementation will extend into Spring 2026. Then this process will be repeated.

POPULATION HEALTH MANAGEMENT

As a BPSO pre-designate, Humber Meadows is dedicated to continuous quality improvement and enhancing the experience of residents and their families through the implementation of the People-and Family-Centred Care Best Practice Guideline. Our goal is to support residents and their families in achieving their personal health and quality-of-life goals.

We use Connecting Ontario, a digital health platform, that enables us to securely access resident information such as resident health history and medications, which is helpful in developing a resident's plan of care.

The Home has partnership with HRH's Nurse Led Outreach Team (NLOT), LTC+ and IPAC Hub. This partnership involves assessing resident needs, developing plans of care and making recommendations to ensure residents received appropriate care.

External providers who offer Mental Health Services to residents at Humber Meadows:

- HRH Geriatric-Psychiatrist visits regularly and is available for consults
- HRH GMHOT (Geriatric Mental Health Outreach Team) which includes Geriatric Psychiatrist and nurses
- Center for Addiction and Mental Health (CAMH) offers assessment, interventions, inpatient programs, day hospital services, continuing care, outpatient services and family support
- Toronto Rehab Institute (TRI) offers a Geriatric Rehabilitation Program which provides both active functional rehabilitation and psychiatric services to the medically complex and frail older adult population
- Baycrest Centre for Mental Health offers a multi-component treatment program for people dealing with late-life mental health problems using psychosocial approaches such as exercise and behavioural activation, as well as innovative drug therapies and psychotherapies both for the prevention and treatment of severe mood and anxiety disorders. Additionally, they offer psychiatric assessment and treatment for seniors within the community who are experiencing mental health challenges

- CAMH, TRI and Baycrest each provide virtual consults and follow-ups. There is an opportunity for CASS (Centralized Access to Seniors Speciality) hospital beds to be utilized such that a resident is admitted to their inpatient unit for hands on assistance
- Psychogeriatric Resource Consultant (PRC) for BSO Rounds (complex cases) who support and educate staff and also assist with GPA training when needed. The PRC is the main support for the Home's BSO team when they require training or assistance and act as a resource during BSO rounds
- LTC Baycrest Behavioral Support Outreach Team (BSOT) sends nurses and PSWs to conduct observations, complete assessments, trial non-pharmacological interventions and develop a behavioural support plan for a resident
- Surrey Place Centre is a disability center and supports organization that offer services to young clients with intellectual and development disabilities

Continuing priorities for Humber Meadows are meeting the requirements of *the Fixing Long Term Care Act 2021* and Ontario Regulation 246/22, respecting Residents' Bill of Rights, to maintain an environment which supports evidence-based practices and innovation.

In Spring 2026, Humber Meadows will launch its first-ever Strategic Plan including a new vision statement, mission statement and values. This will usher in a new era of accountability and organizational alignment enabling the Home to deliver on its commitment to deliver exceptional care. Our residents deserve nothing less.

CONTACT INFORMATION/DESIGNATED LEAD

Stephanie Karapita
Executive Director

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

Board Chair

Executive Director

Quality Committee Chair