

Let's Make Healthy
Change Happen.



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



3/29/2017

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.

ontario.ca/excellentcare

Overview

Not very many people will search for a hospital's Quality Improvement Plan (QIP). Thank you for taking the time to locate and read this narrative version. This plan is created every year as part of West Parry Sound Health Centre's (WPSHC) work to always improve our delivery of safe, quality patient and family centred care.

We have written this for the patients and families we are privileged to serve. You are someone from the community who is scheduled to receive treatment. You are someone from another province whose family member we are caring for. You have asked for a hard copy or you have found this on our website. You could be sitting in our Emergency Department reading this on your smartphone and considering your own personal measure of health care success.

Thank you for wanting to know more about quality improvement at WPSHC.

When we deliver exceptional care we want to do better. Tell us about your positive experiences.

Chances are, if you've gone to the trouble of finding this, you may be curious or dismayed. You can help us improve by explaining where and how we might have fallen short of your expectation.

Publicly posting this information is part of our commitment to openness and accountability.

Please, respectfully challenge us to be an organization that seeks, finds, and delivers quality improvement.

All of our QIP priorities align with the WPSHC Strategic Plan 2015-2020 that was developed in consultation with our community, staff, physicians, volunteers, and partner organizations. Our objectives are in alignment with the North East Local Health Integration Network's (NE LHIN) Integrated Health Service Plan and the Health System Quality Framework employed by Health Quality Ontario. Our QIP initiatives - like all of our programs and services - undergo financial evaluation and are in line with our commitment to efficiency and faithful stewardship of public funds.

We are focused on quality improvement objectives that are possible for us to reach and that are important for your care. The priorities recognized in this plan represent areas from all across the patient journey.

These are the key quality dimensions that we are focused on in our QIP: safety, effectiveness, patient-centred, timeliness, and efficiency.

These quality dimensions represent areas of interest where we are working together with regional and NE LHIN partners to improve emergency and in-patient care, surgical services, palliative care, to make care safer while providing it in the appropriate setting. We are asking patients if they are satisfied with their experience.

The priorities identified in this plan represent just some of the quality improvement issues we focus on every day. We publicly report on many safety and satisfaction indicators. This is a small part of the list. We encourage all members of the public to review information provided by WPSHC that is available from Health

Quality Ontario (www.hqontario.ca) and the Ministry of Health and Long-Term Care (www.health.gov.on.ca).

A complete description of all Quality Improvement Plan priorities can be found in Part B. This includes the full spreadsheet of objectives, indicators, and targets.



QI Achievement from the past year

Falls prevention has been identified as a Quality Improvement priority at West Parry Sound Health Centre with many clinical teams working to support better care and improved patient safety. This work has included staff, specially trained volunteers, with oversight from clinical teams and the Board's Quality and Safety Committee.

Patient fall numbers were trending downward through 2016-2017 as a result of this multi-team effort.

Staff are now completing Falls Risk Assessment scales and clinical teams have implemented a transfer assessment process and mobility signage. As a result of this work, the health centre is seeing more interdisciplinary cooperation around prevention and decline of falls, including strong support from the Hospital Elder Life Program's (HELP) staff-directed volunteers who help to maintain the mobility of some WPSHC patients.

The Falls Risk Assessment and Prevention Policy underwent significant review during 2016-2017, and the plan is annually reviewed during WPSHC's Patient Safety Days.

Population Health

The health centre makes regular use of its information management systems data to monitor efficiency and the appropriateness of programs and services. Efficiency in utilization management supports decision making with indicators such as length of stay and readmission rates. Information management systems data are used in scheduled reporting to quality/safety, finance, operational, and governance bodies. Demographic studies of the patient population are used to plan and target appropriate programs and services that align with funding opportunities and the health care needs being experienced in the community. A strong example of this includes using support from the NE LHIN and community partners to implement 'senior friendly' strategies throughout the health centre.

Equity

West Parry Sound Health Centre continues to be an active participant in the District of Parry Sound HOME Network. This partnership is established and maintained by the Parry Sound District Social Services Administration Board (DSSAB) with wide-ranging participation from public and private housing providers, health and social services, courts, and law enforcement. The Network's intention is to understand the impacts of homelessness and under-housing on the social determinants of health, to improve overall health and wellness, and remove barriers that disrupt equal access to social and health care programs and services.

The Network is aligned with work being done by the North East Local Health Integration Network (NE LHIN) and the priorities and recommendations identified in the NE LHIN's 2016 report, Innovative Housing with Health Supports in Northeastern Ontario.

This is one example where WPSHC is actively working with community partners to better understand and remove social inequalities that are negatively effecting population health.

Integration and Continuity of Care

West Parry Sound Health Centre is taking part in a regional health information system project. This work has northeastern hospitals and physicians working together to create best practices for patient care that will be used throughout the region. WPSHC's board of directors has committed to working together with regional partners to achieve this goal.

This regional system will provide many benefits for our patients.

A single north-easterner hospital information system will support efficiency and improve patient care and safety by linking a large number of partner hospitals and medical services. It will support equitable care for all patients. A shared hospital information system will improve care and safety for patients in every participating community. Patients transferred from one hospital to another will not need duplicate tests or be asked to tell their 'story' every time they have an appointment in a new location or in a different doctor's office.

This is one example of how WPSHC is working with partner organizations to improve our delivery of safe, quality patient and family centred care.

Access to the Right Level of Care - Addressing ALC Issues

Alternate Level of Care (ALC) patients are those waiting in hospital beds who could be better cared for in other parts of our health care system, such as in a long-term care home, in supportive housing, or at home with some home care services, for example.

Conditions contributing to the current pressures at WPSHC, and related issues of community capacity, continue to be largely outside of the health centre's direct control and are not viewed as short-term challenges.

WPSHC continues to be engaged with the NE CCAC, the NE LHIN, and other service providers in the community in search of ways to provide an appropriate level of care for all citizens.

The ALC challenge is a system issue. It will take a variety of strategies to establish solutions that are effective and efficient, sustainable, and that address the long-term needs of West Parry Sound.

Engagement of Clinicians, Leadership & Staff

Quality improvement is a daily focus at WPSHC. It is a priority shared from the bedside to the boardroom; from the meeting room to operating room. Staff, physicians, board members and other community representatives regularly review quality improvement processes and indicators with appropriate levels of oversight ranging from point-of-care to policy and governance.

All medical services at WPSHC are subject to oversight of the Medical Advisory Committee. Clinical and medical staff also form the Medical Quality Improvement Committee. The Quality and Safety Committee - with clinical staff representation - is a standing committee of the health centre's Board of Directors. Quality and safety targets are annually established in this Quality Improvement Plan, and indicators are regularly measured and reported through these committees.

Operational and utilization reviews for medical programs are a responsibility of the Medical Advisory Committee, reporting to the Board of Directors.

Resident, Patient, Client Engagement

We proactively engage our patients in 'quality conversations' with in-house and external (NRC Canada) satisfaction survey tools. Our ongoing request for information (My Voice, a web-based tool at wps hc.com) is visible throughout the health centre, in our printed material, and on-line. As required by the Excellent Care for All Act, we maintain a formal process (Patient Relations) to deal with the concerns of patients and families whenever specific issues are brought directly to our attention.

During 2016-2017, West Parry Sound Health Centre's Community Engagement Committee (a committee of the Board of Directors) launched a schedule of off-site meetings with community groups throughout the area served by the health centre. This work is endorsed by the Board's Community Engagement Policy and the Board's Community Engagement Model. With a focus on Senior Friendly programs and services, these ongoing community outreach events provide an opportunity for any patient/family member to speak directly with Board members and staff about their health care journey. We are hearing about experiences ranging from satisfaction to disappointment, and from child birth to the stresses of caring for an ill and elderly partner.

Information and opinions gathered during these meetings are being shared with staff involved in Senior Friendly services, with Board members through the Quality and Safety Committee, and directly to the Board through 'Voice of the Patient'

delegations. We are using this important feedback to help inform our progress and to support quality improvement indicators, particularly those aligned with patient-centredness and patient satisfaction.

We are committed to this Board-based outreach that supports other patient and family engagement strategies, improving our understanding and sharing empathy among patients, families, and all WPSHC care providers.

Patient/family engagement model endorsed by Health Quality Ontario* and Accreditation Canada

Figure 1. A current framework for patient and family engagement in health and health care



Factors influencing engagement:

- Patient (beliefs about patient role, health literacy, education)
- Organization (policies and practices, culture)
- Society (social norms, regulations, policy)

*Engaging with Patients: stories and successes from the 2015/2016 Quality Improvement Plans, Health Quality Ontario as adapted by HQO with permission from Canada et al 2015



Staff Safety & Workplace Violence

The West Parry Sound Health Centre provides mandatory training to all newly hired staff and students on the prevention of workplace violence. In addition, all staff are required to participate in yearly refresher training on the subject. We have a comprehensive Prevention of Workplace Violence policy and also have an entire section of our Occupational Health and Safety manual dedicated to various policies and procedures designed to educate, inform, and keep our staff safe while they are at work.

We also have an electronic reporting system r/L solutions that is available to our staff throughout their shift and also a reporting mechanism for staff to report incidents of workplace violence after hours when not at work. This reporting system is constantly monitored.

In addition to our monthly management workplace inspections, and our monthly occupational health and safety work inspections we also conduct Risk Assessments of each area in our workplace focused on the potential risk of workplace violence. From these Risk Assessments, staff and management provide input into measures that will reduce the likelihood of exposure to workplace violence (e.g. doors to the Emergency Department from the waiting room are card access only). Our workplace is also monitored inside and outside with video cameras and building monitors (security personnel) who are available both day and night for the safety of our patients, visitors, staff, and building.

Performance Based Compensation

Executive compensation at West Parry Sound Health Centre is linked to performance. Senior health care executives are not eligible for performance bonuses and under current legislation, compensation plans (at time of writing) cannot be amended to include bonuses or pay increases. Therefore, executive compensation for fiscal 2017-2018 provides for a portion of the base compensation to be at risk should specific performance targets not be met. WPSHC has determined that five percent of the base salaries for the following executives are linked to achieving the priority targets set out in the Quality Improvement Plan: Chief Executive Officer; Chief Nursing Officer and Director of Patient and Family Centred Care; Chief Partnerships, Planning and Information Officer; Chief Financial Officer and Director of Corporate Services.

Each of the targets has an equal weighting, representing 50 percent of the total five percent compensation at risk. For each target not achieved in fiscal 2017-2018, each executive will be required to return 2.5 percent of his or her total base salary to the health centre. For targets achieved or exceeded, no monies need to be returned.

Executive Compensation - at the amount of 2.5% each - to be linked to two of the quality improvement indicators, specifically:

(a) Home support for discharged palliative patients (Percentage of palliative care patients discharged home from hospital with the discharge status "Home with Support"). Target = 90%

(b) Hand hygiene before patient contact (Number of times that hand hygiene was performed before initial patient contact). Target = 90%

The Senior Leadership Team receives monthly updates on these - and other - quality indicators. These indicators are also reported quarterly to the Board's Quality and Safety Committee.

Contact Information

Deborah Randall-Wood
Chief Nursing Officer and Director of Patient and Family Centred Care
West Parry Sound Health Centre
6 Albert Street, Parry Sound, P2A 3A4
For additional contact information visit www.wps hc.com

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



Terry Fraser, WPSHC Board Chair



Carrolle Gray, WPSHC Quality and Safety Committee Chair



Donald Sanderson, WPSHC Chief Executive Officer