

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

March 13, 2024



OVERVIEW

Halton Healthcare proudly presents our 2024/25 Quality Improvement Plan (QIP), signaling our unwavering commitment to enhancing care quality and patient safety. As we transition from pandemic response to a renewed focus on quality improvement, we are driven by a sharp vision outlined in our Inspiring Care Strategic Plan, which emphasizes priorities of Connect, Advance, Respond, and Engage. This year's QIP is streamlined, reflecting our organization's evolution, and concentrating on three pivotal indicators:

1. 90th Percentile time to initial physician assessment in the ED
2. Average acute length of stay
3. Education focusing on EIDA-R (Equity, Inclusion, Diversity, and Anti-Racism) and FNIMUI (First Nations, Inuit, Metis, and Urban Indigenous) cultural safety.

Our approach is rooted in internationally recognized Quality Dimensions, ensuring that our efforts are aligned with best practices in quality improvement. We remain committed to aligning with the priorities set by Ontario Health.

Halton Healthcare's QIP represents a strategic shift towards targeted interventions directly impacting patient experiences and outcomes. By focusing on these key areas, we aim to meet and exceed expectations. We are proud of our organization's resilience and adaptability, attributes that have enabled us to navigate challenges and achieve milestones.

Through collaborative efforts with stakeholders, including patients, families, and communities, we continue to foster a culture of continuous improvement. We remain steadfast in our commitment

to advancing quality and safety standards, ultimately ensuring the best possible care.

ACCESS AND FLOW

Halton Healthcare is committed to optimizing system capacity and enhancing timely access to care for our patients. Our QIP for 2024/25 reflects this commitment through focused efforts on improving patient flow and reducing barriers to access. With two out of three indicators directly addressing access and flow, we are dedicated to ensuring patients receive the right care, in the right place, at the right time.

To support this goal, we aim to implement initiatives streamlining processes in the emergency department (ED) and acute care units. Enhancing coordination between departments and implementing evidence-based practices, we strive to reduce wait times for initial physician assessments in the ED and improve access to timely care for patients.

Collaboration with primary care and other healthcare organizations across the system through the Connected Care Halton Ontario Health Team facilitated the development of new models of care aimed at preventing unnecessary hospitalizations and ED visits. Through these partnerships, we are working to make sure patients receive the appropriate level of care in the most appropriate setting, thereby improving outcomes and enhancing the overall experience of care.

In summary, Halton Healthcare is actively engaged in initiatives to optimize system capacity, improve patient flow, and enhance access to care. Through strategic interventions and collaborative

partnerships, we are committed to providing timely, high-quality care that meets the needs of patients and contributes to better health outcomes for our community.

EQUITY AND INDIGENOUS HEALTH

Halton Healthcare is actively engaged in the development of Equity, Inclusion, Diversity, and Antiracism workplans, as well as First Nations, Inuit, Metis, Urban Indigenous workplans, in collaboration between the Quality program and Organizational Development. By the end of fiscal year 24/25, our goal is to have comprehensive action plans in place to drive equity and Indigenous health initiatives across our organization.

As part of these efforts, every member of the senior leadership team will have completed mandatory education by the end of fiscal year 23/24. Building on this foundation, our plan is to expand this education to targeted groups of both staff and credentialed staff. Through targeted education and training initiatives, we aim to enhance cultural competence and awareness among our workforce, fostering a more inclusive and equitable healthcare environment for all individuals.

Halton Healthcare is committed to advancing health equity and Indigenous cultural safety initiatives, recognizing the importance of strategic and sustained efforts in reducing health inequities across our community. By prioritizing these initiatives, we are working towards ensuring equitable access to high-quality healthcare services for all individuals, regardless of background or identity.

PATIENT/CLIENT/RESIDENT EXPERIENCE

Halton Healthcare continues to prioritize patient experience with

Our Vision of Exemplary Patient Experiences, Always. To achieve this, teams employ various methods to obtain patient feedback and share feedback with programs and departments to enhance the overall patient experience.

A significant component of patient feedback is gathered through Patient Experience Surveying, which was reintroduced utilizing an online survey platform. This strategy allowed teams to obtain feedback from many patients with varied experiences throughout the organization and along the spectrum of care. Response metrics are being shared with program leaders to support identifying themes, areas of opportunity, and monitor progress related to quality improvement initiatives.

The Patient Relations office implemented various strategies focusing on collaboration with clinical programs to identify and address complaint themes; and support educational sessions offering staff and physicians strategies to manage challenging interactions. A Patient Relations Feedback Dashboard is available for each program, empowering leaders to promptly resolve concerns, monitor complaint themes, and foster a commitment to improving the patient experience amongst their teams.

In keeping with Our Vision, metrics and themes collected through patient experience surveys and the Patient Relations office continue to be monitored and analyzed throughout fiscal year 24/25 to aid in the development and monitoring of progress related to quality improvement initiatives. Halton Healthcare is committed to using the input received from our patients and families with the goal of promoting safe, quality care and adjusting to the evolving needs of our patients and communities.

PROVIDER EXPERIENCE

Halton Healthcare remains steadfast in its commitment to nurturing the well-being and engagement of valued staff, professional staff, and volunteers. Aligned with the strategic priority of Engage, the organization diligently crafted programs aimed at fostering a sense of belonging and recognition among our workforce.

Through targeted efforts in talent attraction and retention, we have successfully welcomed over 1700 new members to our organization, resulting in a notable reduction in the vacancy rate from 9.8% in January 2023 to a current rate of 4.3%. Notably, 157 of these new hires were referred by our employees, underscoring the invaluable role they play as ambassadors for the organization.

In a bid to further enhance a culture of recognition and celebration, we are set to launch the Recognition and Celebration Advisory Table. This initiative, slated to commence shortly, will focus on refining existing awards and recognition activities with a keen eye toward inclusivity and meaningful acknowledgment.

We are proud to announce the completion of our inaugural Workplace Mental Health Assessment, a crucial step in prioritizing the well-being of our workforce. This milestone underscores an unwavering commitment to promoting a supportive and nurturing workplace environment.

Halton Healthcare's dedication to fostering a positive workplace culture is recognized through our recertification for Canada's Most Admired Corporate Cultures Award program. This prestigious accolade, received for the third consecutive year, is a testament to the ongoing efforts in preserving and enhancing our corporate

culture.

Moving forward, insights gleaned from our Workplace Mental Health Risk Assessment and the 2023 Experience Survey will inform targeted interventions aimed at bolstering well-being, retention, recognition, communication, and trust within the organization. The establishment of the Recognition and Celebration Advisory Table further underscores our commitment to continuous improvement, ensuring that recognition and celebration activities remain meaningful and impactful for all members of our workforce.

SAFETY

Halton Healthcare places significant importance on both patient safety and experience. To enhance the identification of potential safety risks, we have an incident reporting system fostering accountability and transparency. This system facilitates thorough review and learning from incidents to continuously improve patient safety.

Upon incident entry, notifications promptly alert the relevant program, enabling comprehensive review and determination of appropriate actions. Certain incidents may require a quality-of-care review, a thorough investigation to identify root causes and formulate suitable recommendations.

Following approval, these recommendations are communicated to both staff and patients to ensure everyone is informed about review findings and resulting recommendations. Concurrently, the Patient Relations department engages with patients and families, providing updates on patient safety processes and ensuring follow-up regarding recommendations, including arranging family

meetings.

Dedicated to innovation, we implemented the Early Warning System, a proactive tool designed to help staff identify early signs of deterioration in patients' health, allowing for timely intervention and improved safety. Staff were introduced to this system by first understanding the underlying rationale. We conducted educational sessions, provided just-in-time training and support, and continued education through discussions of early warning signs during huddles. We profiled an interactive poster highlighting early warning signs at our annual patient safety expo. Lastly, we incorporated the Early Warning Sign score into our SBAR communication with other providers.

In summary, our approach underscores a comprehensive dedication to patient safety and quality enhancement, characterized by learning from incidents and implementing innovative measures to elevate patient care standards.

POPULATION HEALTH APPROACH

Halton Healthcare, in partnership with our local OHT, Connected Care Halton Ontario Health Team (CCHOHT) is actively engaged in population health-based approaches to address the unique needs of our community. CCHOHT is a partnership with primary care, local community agencies, the hospital and the voice of the patient and families represented by a dedicated Patient and Family Advisor. Through initiatives like Remote Care Management and SCOPE (Seamless Care Optimizing the Patient Experience), we are broadening our focus beyond traditional healthcare delivery to promote health, prevent disease, and support individuals in living well at home with their conditions.

Remote Care Management enables healthcare providers to remotely monitor and support patients with chronic conditions, such as diabetes or heart disease, from the comfort of their homes. By using connected devices and telehealth technologies, healthcare teams can provide ongoing monitoring and proactively intervene to prevent complications, improve outcomes, and enhance the overall quality of life for patients.

Our SCOPE program facilitates seamless communication and collaboration among healthcare providers, allowing for shared care planning and coordination across different settings. Through SCOPE, primary care providers, specialists, and community agencies can access and contribute to a patient's care plan in real-time, ensuring continuity of care and optimizing health outcomes.

These initiatives, along with others offered through Connected Care Halton, enable a holistic approach to care delivery that addresses the social, behavioral, and clinical factors impacting health. By leveraging data and technology, we can identify individuals at risk, intervene early, and provide personalized support to promote healthier lifestyles and prevent the onset of chronic conditions.

Furthermore, we are actively engaging with community partners to address social determinants of health, such as housing, food insecurity, and social isolation, through collaborative programs and initiatives. By working together, we can create a healthier, more equitable community where everyone can thrive.

EXECUTIVE COMPENSATION

The Excellent Care for All Act (ECFAA) requires that the

compensation of the CEO and Executive Team be linked to the achievement of performance improvement goals laid out in our Quality Improvement Plan (QIP). The purpose of a performance-based compensation model related to ECFAA is to drive accountability for the delivery of QIPs, enhance transparency and motivate executives. Below describes the ways in which the Executive Team compensation will be linked to the QIP.

Terms

Each of the priority indicator change initiatives will be equally weighted for a total of up to 4% of executive compensation, subject to an evaluation, at the discretion of the Board of Directors, of extraordinary events outside the control of the Executive Team. Achievement is linked to Quality Improvement Plan (QIP) performance measured against the Methods identified for the Change Ideas identified as “performance based” in the 2024/25 QIP workplan and as noted above. The indicators are equally weighted, and all members of the Executive Team participate equally in the performance-based compensation plan set out in the QIP. The Performance Based Compensation program is regulated under the Broader Public Sector Executive Compensation Act (BPSECA) and may be amended from time to time. Evidence of achievement will be presented to the Quality Committee of the Board followed by the Board of Directors in early 2025.

The eligible positions, subject to change as Designated Executive roles become vacant or change, include:

- President and CEO
- Chief of Staff

- Senior Vice President, Clinical Operations
- Senior Vice President, Patient Engagement and Chief Nursing Executive
- Senior Vice President, Corporate Services, Performance and Chief Financial Officer
- Senior Vice President, Redevelopment, Facilities and Retail Operations
- Vice President, Medical Affairs
- Vice President, Strategy and Partnership and Chief Communications Officer
- Chief Human Resource Officer
- Chief Operating Officer, OTMH
- Chief Operating Officer, MDH & GH

Quality Dimension	Indicator	Change Idea
Timely	90 th percentile Physician Initial Assessment (PIA) Time	Modify physician scheduling to ensure more consistent coverage in the Rapid Assessment Zone (C) at the OTMH ED.
Timely	Average Acute Length of Stay (excludes the Obstetrics Adult and Newborn patient days and discharges)	Ensure patients receive early communication of their estimated date of discharge (EDD) to enable timely discharge.
Equitable	Percentage of staff (identified groups) who have completed relevant equity, diversity, inclusion, and anti-racism education	Implement mandatory education for identified groups focusing on EIDA-R (Equity, Inclusion, Diversity, and Anti-Racism) and FNIMUI (First Nations, Inuit, Métis, and Urban Indigenous) Cultural Safety.

Signature: 
Carole Moore (Mar 14, 2024 16:04 EDT)

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CONTACT INFORMATION/DESIGNATED LEAD

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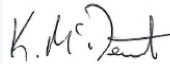
SIGN-OFF

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 7, 2024



Board Chair Samantha Horn



Board Quality Committee Chair Ken McDermot

Melissa Farrell

Chief Executive Officer Melissa Farrell

Carole Moore

Other leadership as appropriate

Carole Moore, SVP Patient Engagement / Chief Nursing Executive

Signature: 
Melissa Farrell (Mar 20, 2024 12:51 EDT)

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2024 QIP Narrative Halton Healthcare_Signed+SH-KM

Final Audit Report

2024-03-20

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