

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

April 14, 2023

OVERVIEW

Stevenson Memorial Hospital (SMH) is a progressive, acute care, community-based hospital located in the Town of New Tecumseth that services south Simcoe and surrounding communities. SMH offers 38 inpatient beds and a range of outpatient diagnostic and treatment services, including cataract, general surgery, fracture clinic, diagnostic imaging, maternal childcare, and dialysis, as well as an Emergency Department with 24/7 coverage.

SMH was accredited with Exemplary Standing from Accreditation Canada in 2021, the highest standing in the health care quality and safety program. The future is bright at SMH and there are several projects and developments that the organization will be focusing on over the next year.

The Senior Leadership and Leadership Teams are currently undergoing a strategic planning process and the organization will be releasing a new strategic plan for 2023-2028 in the spring of 2023.

As part of the strategic planning process, the Teams have identified that the current Vision, Mission, and Values developed in 2018 will remain as follows:

VISION: Setting a New Standard for Community Hospital Care

MISSION: Promising Progress, Pursuing Perfection

Every day we deliver safe, high quality health care driven by our values: Integrity, compassion, accountability, respect, and excellence.

Much progress has been made regarding redevelopment planning. In early 2023, SMH announced the prime consultant for the design of the new expansion, Kasian Architecture. Monthly design meetings are taking place with Kasian, Senior Leadership,

Leadership, and frontline staff to review and update specific details regarding each clinical and non-clinical department that will be redeveloped.

A clear timeline has been set that identifies milestones such as design completion, early works construction projects and construction of the hospital expansion. It is estimated that construction of the hospital expansion will take place in the spring of 2025.

In the fall of 2022, SMH underwent a surge planning exercise with the increase in patients with respiratory viruses. This allowed a plan to be put in place in the case that hospital inpatient beds in the Medical/Surgical and Overflow Units are at capacity. This plan has been and will continue to be activated when increases in patients' volume occur.

PATIENT/CLIENT/RESIDENT ENGAGEMENT AND PARTNERING

Understanding how to best support and engage patients and families during an evolving post pandemic year has been a focus. In transitioning into a post pandemic era, mindful shifting visitor policies in line with public health and other similar organizations has shown positive impacts on patients and families. Families have fewer concerns over the plan of care as they are able to remain at bedside more often than during the pandemic. Balancing patient visitors with the burden of respiratory illness influx during the fall was achieved in great consultation with other neighboring acute care facilities and Infection Prevention and Control (IPAC) communities of practice. This upcoming year we will continue to transition policies to pre pandemic state opening visiting to allow

for easier caregiver participation in care. In addition, we hope to provide further resources to patients and families at the start of their inpatient journey to better meet expectations.

At the start of fiscal year 2022/2023 the contract with the existing feedback survey platform ended. Without this platform it has been challenging to understand on a grand scale patients and families' specific challenges over the last year. Stevenson continues to participate with other local hospitals and The Ontario Hospital Association to put in place an alternative solution. To gather patient experience survey data our emergency department launched a trial using a scanned QR code to an online survey. Similarly, patient relations have taken a more proactive in person role by visiting patients in their rooms while on the inpatient units to seek out positive feedback as well as concerns about their care. This upcoming year we will spread these concepts of locally delivered feedback and proactive rounding to other departments and services.

Another avenue to better understanding our patients Stevenson has undergone a successful new recruitment to our Patient and Family Advisory Council (PFAC) to ensure wider representation of our changing community. We successfully recruited 6 new members to join the committee. These members continue to participate in a Monthly meeting, sit on various hospital quality committees and participate in special events as they are available. We will continue to look for creative ways to engage community members in addition to our PFAC committee. As Ontario continues its journey to develop Ontario Health Teams (OHT) Stevenson Memorial is working with partners to work towards a designated Ontario Health Team that clinically and

fiscally accountable for delivering care to their community. Our 'in development' OHT is looking to prioritize mental health, transitions, and palliative care within and outside of the hospital.

One recent initiative to come out of our OHT is a new Transitional Care Program in partnership with Riverwood Senior Living retirement residence and Home and Community Care Support Services was recently launched in 2023 which will run for two years. The program provides patients who are no longer in need of acute health care services an opportunity to transition out of hospital and into a local retirement residence, where they can receive additional rehabilitative services as they await their permanent bed, either at home or in a long-term care facility. Upon consent received, patients will transition to Riverwood Senior Living from SMH, where a four-bed Transitional Care Unit (TCU) is available. The program allows patients to stay at Riverwood Senior Living in the TCU for up to 90 days free of charge. Services such as physiotherapy, occupational therapy and PSW support will be determined and provided for patients in the program as needed. A nurse practitioner from SMH will also provide follow-up visits with the patient.

PROVIDER EXPERIENCE

Ontario hospitals have all felt tremendous staffing pressures particularly over this last year. With many health care staff retiring, relocating, or joining agencies, daily operations have often been impacted. Many hospitals across the province had been forced to suspend programs and services due to shortages. Stevenson has continued to put in place various strategies to keep patients safe within hospital only altering services as a last resort.

Similarly, the impacts of Bill 124 have created limitations on compensation. As we await results of the appeal, we are actively trying to mitigate how this will impact future staff compensations. The organization is focusing on retention and recruitment strategies including exploring creative scheduling and models of care to ensure safe care and a strong provider experience. Similarly, to increase recruitment Stevenson will be working on branding and will attend university road shows and recruitment fairs.

This past year we launched an all-nursing clinical orientation and specialized infection prevention and control course to build capacity in staff. This work will continue with specialized clinical courses as resources to the front-line staff.

WORKPLACE VIOLENCE PREVENTION

This past July Stevenson launched a new incident reporting platform. Since implementing this platform, we have seen increases in violence reporting allowing for better support and follow up to the staff who require it. This is a great improvement however we still feel there are more instances to capture and ongoing all staff and physician engagement will continue. Our organization also maintains an extensive Employee Assistance Program for those who require professional and confidential supports post an incident.

All staff training on violence prevention including de-escalation has been challenging due to key trainers being lost from staff turnover. The work will continue to train the highest risks areas as well as provide other optional training to other areas. Other smaller education programs have begun to educate key staff on topics such as caring for those with mental health challenges.

We have committed to workplace violence incident management for the upcoming 2023/2024 year.

PATIENT SAFETY

Excellent care is of our largest priority for this upcoming year. In addition to the mentioned Quality initiative for workplace violence, and the initiative related to equity we have committed to 5 initiatives related to patient safety for the upcoming 2023/2024 year.

1) Improving patients time to inpatient bed or operating room The Emergency Department is not designed for caring for patients who require a longer stay in hospital. This is why Stevenson is committed to looking closely at the transition between emergency patient and inpatient to minimize time spent awaiting their

destination for ongoing care. The team will take a deep dive this upcoming year into the process from start to finish to determine high impact initiatives to facilitate efficient transition.

2) Timely receipt of discharge summary to community primary care providers

The transition from inpatient to home can also be exciting but challenging. Ensuring patients are well supported in the community after a hospital stay is reliant on their primary care providers being aware of the interventions and treatments that aided the patients discharge home. Stevenson continues to strive for high percentage of discharge summaries received by primary care providers so that follow up is timely and informed.

3) Adequate information about health and care on discharge
A large piece of a patients' stay in hospital is about learning about their condition and how to best care for themselves or have family support when they return to their home. Similarly, not understanding their care or their condition can be very distressing. This emphasizes our team's need to provide many opportunities for questions but also provide information in a variety of forms to ensure best understanding is achieved. In this upcoming year we will strive to provide those opportunities and ensure at discharge patients and their caregivers feel prepared and informed.

4) Medication reconciliation at discharge

A large proportion of our inpatients we serve have several medications on entering the hospital and similarly go home with many medications. During a hospital stay medications are often changed, discontinued, or newly started to better manage their illness. Ensuring that the patient goes home with the correct

compliment and dosage of their medications is of utmost importance and a medication reconciliation is the tool that allows providers to ensure this happens. While we will be continuing to make this a priority for the 2023/2024 year, we are shifting to better understand the variations in practice between all types of providers and at any time of the day. A deeper understanding will allow us to create a process that eliminates barriers to completion of the reconciliation.

5) Percentage of patients waiting excessively long for all surgical procedures

Surgical procedure postponement during the pandemic has left a backlog of patients awaiting procedures. Along with the ministry, Stevenson is prioritizing reducing those long wait lists by finding efficiencies and increasing the number of time slots for operating rooms to the community's surgeons.

HEALTH EQUITY

Ensuring that the communities we serve have the best health outcomes regardless of the barriers they face is of great priority to Stevenson. Our newly developed Diversity Equity and Inclusion (DEI) committee works towards understanding how to better serve equity seeking patient groups. Stevenson participates in the Central Region Ontario Health Teams Equity Community of Practice as well as has informal partnerships with other hospitals to share resources and develop policy. This past year in partnership with Southlake Regional Health Centre and Oak Valley Hospital we launched the use of pronouns within our electronic medical records including organizational education on the importance of asking for preferred pronouns.

As our focus on DEI develops, we have committed to implementing the Equity Diversity Inclusion and Anti-Racism (EDIAR) Framework on policy and program development here at Stevenson. This Framework was developed by Ontario Health will help keep these concepts top of mind for all leadership. A first step to its implementation will include leadership training sessions.

EXECUTIVE COMPENSATION

Performance-based executive compensation is linked to the priorities in the QIP allowing us to:

- Drive performance and improve quality of care.
- Establish clear performance expectations and expected outcomes.
- Ensure consistency in application of the performance incentive, accountability, and transparency.
- Enable teamwork and a shared purpose.

CONTACT INFORMATION

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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 **April 4, 2023**

DocuSigned by:

Norm Depta

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Norm Depta, Board Chair

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Nishika Jardine

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Nishika Jardine, Board Quality Committee Chair

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Jody Levac

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Julia Mullen

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Julia Mullen, Other leadership as appropriate