

**Quality Improvement Plan (QIP)**

# **Narrative for Health Care Organizations in Ontario**

June 9, 2020



## OVERVIEW

Renfrew Victoria Hospital (RVH) is a small community hospital located in Renfrew, Ontario, about one hour west of Ottawa. It serves a catchment of 100,000 people that encompass all of Renfrew County to provide services. Regional Programs include Addiction Treatment Services, Domestic Violence and Older Adult Protection Services Program and a Chronic Kidney Disease Program.

The hospital offers a wide range of services and has 55 beds which include inpatient medical/surgical beds and complex continuing care beds, with two operating rooms. The Emergency Department sees approximately 25,000 patients each year and the hospital also has a satellite systemic therapy unit to allow cancer care services closer to home.

RVH embarked on a journey in 2016 to develop a new strategic direction for the organization. Our new mission "to provide the best possible health care experience for our patients and families" and our new vision "to be a model of excellence in health care" align with our QIP journey. We have been engaged in the development of a yearly quality improvement plan for many years and will continue our journey with focus on success of the new strategic plan for the organization. The mission, vision, values and strategic direction provides the direction for the delivery of quality health services. The quality improvement plan is aligned with the hospital's four key strategic directions below, with an emphasis on the provision of quality health care services:

### Quality of Care

We will deliver the highest quality care to achieve the best possible experiences and outcomes for our patients and their families

### Strength in People

We will champion an environment that positions RVH as an organization of choice for staff, physicians, volunteers and partners where everyone is empowered to be the best they can be

### System Integration

We will strengthen relationships and embrace innovative opportunities to advance the delivery of seamless high quality care that is responsive to our community's needs

### Financial Performance

We will demonstrate financial discipline and innovation to support high quality care that responds to the evolving needs of our patients and their families

The QIP is based on priorities identified by the Continuous Quality Improvement Committee (CQI) of the Board, Senior Management team and care teams. The QIP is a tool to affirm and map the commitment of the Board of Directors and all staff in the continuous pursuit of positive clinical outcomes, positive patient experiences and positive staff work life. The plan is aligned with accreditation standards and recommendations. The balanced scorecard approach ensures key improvement initiatives in the areas of safety, effectiveness, access to care integration and patient-centered care.

CQI is a method that evaluates and continuously improves the caliber of care and service delivered from a patient perspective. CQI embraces quality by focusing on continuous process improvement, teamwork, staff and patient empowerment.

Each member of the senior administration team will work with his/her departments to have defined improvement targets and initiatives to the strategic priorities. The mode for improvement

used to effectively analyze and implement change will be the "Plan, Do, Study, Act" (PDSA) model.

The 2020/21 aims and measures can be viewed in the attached detailed work plan. Targets and benchmarks along with change ideas are clearly identified within the workplan.

## **DESCRIBE YOUR ORGANIZATION'S GREATEST QI ACHIEVEMENT FROM THE PAST YEAR**

RVH has seen significant success and maintenance of some targets that were considered high performing areas when compared with other hospitals across the province. Most areas of the work plan were successfully implemented resulting in maintenance of safe hospital care and increased communication between health care providers and patients and families admitted to the hospital.

The National Research Council has changed the questionnaire for patient satisfaction which has altered the achievable targets for all hospitals. As we continue our quality improvement journey emphasis on the home first philosophy will continue to decrease the alternative level of care rates in our hospital. This indicator requires constant emphasis to ensure we are meeting targets and benchmarks that are part of our quality improvement plan.

The implementation of Best Practice Guidelines through our work as a Best Practice Spotlight Organization has resulted in significant achievements this past year. RVH has implemented five new best practice guidelines in the past three years. The five guidelines include screening for delirium, dementia and depression in older adults, assessment and management of pain, person and family centered care, women abuse screening in the emergency

department setting and decision support for adults living with chronic kidney disease. We achieved full Best Practice Spotlight Designation in April 2018. We will continue our quality work post designation into the 2020/21 year. This speaks to our commitment to quality, safety, and patient engagement.

The main QI initiative for 2019/20 and ongoing into 2020/21 is the implementation of a full electronic medical record (EPIC). This has led to implementation of Best Practice Guideline, related to EHealth. The new EPIC EMR will provide opportunity to improve quality and safety through detailed analysis of numerous metrics now available to the health care team at RVH.

RVH completed our hospital accreditation with Accreditation Canada in December 2017. We achieved "exemplary status" from this visit, which is the highest designation that an organization can achieve.

## **COLLABORATION AND INTEGRATION**

RVH has taken the administrative lead on the Highway 60 Health Team (H60HT) submission. We were not one of the initial proposals chosen to advance in the first round. Collaboration and integration efforts among the H60HT partners are well advanced. The H60HT builds on a long history of collaboration and integration that started over twenty years ago when the Renfrew Victoria Hospital and the St. Francis Memorial Hospital voluntarily established a shared administration. Over the years, this collaboration has been significantly enhanced as many of the H60HT partners came together either physically on the same campus, organizationally under the same administration and/or fundraising body, and/or voluntarily as an integrative collaborative. The ten-year history of

the Madawaska Communities Circle of Health (MCCH) further exemplifies our history of collaboration. The MCCH is a unique example of how health and social service organizations spanning multiple sectors can work collaboratively and innovatively to wrap care around patients and support a vibrant, healthy community. Patient, families and caregivers in the H60HT have also benefitted from significant integration with The Ottawa Hospital and the University of Ottawa Heart Institute. For twenty years, our efforts have: brought services closer to home; tied care and quality to the regional centres; decreased barriers and improved integration; and, brought a rural voice to the table. The H60HT encompasses the Algonquins of Pikwakanagan First Nation. Further, we are cognizant that residents of this catchment area are not only providers of services but also consumers of it, which is a common feature of a rural health model.

Our rural model has been and will continue to be driven by: patient, family and caregiver choice; the goal of improving quality care; service utilization; a focus on health equity incorporated into care planning; the needs, strengths and challenges of patients, families, caregivers and the organizations themselves; as well as the natural flow of patients in their health journey and the trust among partners.

The H60HT is now working with two other OHT applications from Renfrew County to align and potentially move forward as one collective OHT.

## **PATIENT/CLIENT/RESIDENT PARTNERING AND RELATIONS**

The Patient and Family Advisory Committee continues to meet regularly and members are involved in care team meetings regularly in all areas of the hospital.

The Patient and Family Advisory Committee advise the hospital on matters pertaining to patient experience as one example of their role. The Committee has been involved in the numerous change initiatives in 2019/20 and will continue to be involved in 2020/21. All ideas presented are reviewed and implemented wherever possible. They have been involved in the review and set up of MyChart for patients as part of new EMR.

RVH uses a variety of other approaches to engage patient/families:

- Focus groups were conducted with all patients at various phases of construction of the new Nephrology Centre and Oncology Unit at RVH. These will continue with the upcoming capital projects for Emergency Department and In-Patient Units.
- Discharge planners phone all patients >65 after discharge to get feedback on care at RVH. The information is tracked and trended as well as reported back to teams, Board CQI committee and PFAC
- Patients and families were invited to participate in focus group which resulted in the development of a newsletter for renal patients that is published quarterly
- NRC Patient Satisfaction data is used to make changes in care as well. A structured process is in place for patient/family feedback at our hospital and this feedback is tracked/trended and changes are made when required
- Patients are involved in trials for new equipment that is purchased whenever possible

For the upcoming year RVH will continue our work related to best practices to maintain our RNAO Best Practice Spotlight Organization designation.

In our accreditation survey in December 2017, RVH met and exceeded all standards related to patient and family centered care and our work was described as "stellar" by the surveyors.

## WORKPLACE VIOLENCE PREVENTION

Violence in the workplace presents a risk to the well-being of Renfrew Victoria Hospital staff, physicians, volunteers, patients and visitors. It is everyone's responsibility to prevent violence in the workplace. At RVH, we strive to create a positive environment with mutual respect and open communication.

RVH's commitment to the prevention of Workplace Violence is reflected in our Value Statement that relates to "Safety and Wellbeing": Renfrew Victoria Hospital will make every effort to support the safety and wellbeing of individuals within our environment. Our Board of Directors, and Senior Leadership team, have recognized the importance of a safe environment, and have made it a priority in the Hospital's 5-year Strategic Plan. In the quadrant "Strength in People", it is highlighted that we will sustain and enhance an environment that supports Health, Safety and Wellness. In addition to above, department-specific goals and objectives target the improvement of Workplace Violence and safety for all.

In response to Bill 168 (Act to amend the Occupational Health and Safety Act with respect to violence and harassment in the workplace and other matters), RVH has updated its violence and harassment policies and programs, employee reporting and incident investigation procedures, an emergency response procedure for violent events, and a process to deal with incidents, complaints and threats of violence. In addition, a new process for identifying patients at risk of violence has been implemented. RVH continues to strive to investigate ways to improve staff safety, i.e. the

implementation of a more robust panic alarm system.

Extensive education has taken place for all RVH staff, and staff in key areas and roles have received non-violent crisis intervention training, gentle persuasive approach training as well as general education on the new and/or revised policies, procedures and protocols.

In 2018, a new Panic Alarm system was implemented on a high-risk area. We continue to install the Panic Alarm system throughout the hospital. The system provides actual tracking of a staff's location if depressed. The hospital is moving forward with installing this system in other patient care areas.

## VIRTUAL CARE

Virtual Care is an efficient way of providing quality patient care closer to home. Virtual Care helps people access the care they need when and where they need it. By increasing access to care and reducing travel and wait times, virtual care makes health care more efficient and available to rural patients.

Most patients need to arrange transportation to and from TOH, Toronto etc.. Weather and parking costs can be a factor causing increase in cancellation rates. Initially there are a lot of trips to the city but for a 15 minute follow-up appointment where the doctor does not really need a hands on appointment this is a very efficient way to deliver care. Making sure the patient has had all the required testing done prior to the appointment is also a key factor. Often times a patient may come for a Telemedicine appointment and have their blood work done the same day in preparation for CHEMO the next day thus saving another trip to the hospital. Cannot count how many times a patient has said "I'm sure glad I didn't have to drive into the city".

With TOH and RVH being connected through EPIC it makes it easier

to navigate the Health Care System.

8000 + Health Professionals Connected to OTN.

2015 - 1871 patients seen – 38,755 minutes of Virtual Care

2019 – 2657 patients seen – 73,240 minutes of Virtual Care

Clinical Services provided include: Mental Health/Addictions – Children, Transitional Youth, Adult – School boards and Phoenix Centre; Oncology; Hematology – Thrombosis/Blood Disorders; Nephrology; Respiriology; Endocrinology; Cardiology F/U OHI – Includes Cardio Prevent, Cardio Rehabilitation; Pre Op Clinic TOH – CHEO – UOHI; Infectious Disease - Wound Care, Hep B, C; Dermatology; Gastroenterology; Neurology; Transplant; Thoracic Surgery; Administrative and Educational

## EXECUTIVE COMPENSATION

Two percent of compensation for executives (defined as Chief Executive Officer, Chief of Staff, VP Patient Care Services/CNE, VP Corporate Services and VP Financial Services) is linked to three of the five following indicators:

- Percentage of complaints acknowledged
- Reduce wait times for admission from Emergency
- Medication Reconciliation
- Improve patient satisfaction
- Number of workplace violence incidents
- Unconventional spaces

The Senior Executive team will be responsible to ensure success in the five key indicators. Refer to the QIP Workplan for specific performance targets for 2019/20.

As per the above statement, two percent of executive compensation will be associated with three of five QIP indicators within the RVH plan.

Indicator data will be reviewed at the CQI Board Committee quarterly with regular feedback to the Finance Committee and overall Board Committee of the hospital to ensure targets are met.

## CONTACT INFORMATION

Christene Ferguson, VP Patient Care Services/CNE

## OTHER

RVH implemented the EPIC/Project Fusion health information system in June 2019. This allows us to audit, track and ensure quality in many areas. 2020/21 will be to refine, review and ensure accuracy of data in this new system.

## 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 \_\_\_\_\_

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Board Chair

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Board Quality Committee Chair

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Chief Executive Officer

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Other leadership as appropriate

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