

Let's Make Healthy
Change Happen

Item 7.3.3.2



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



3/2/2015

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.

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North Hamilton Community Health Centre (NHCHC) is committed to providing excellent, community-focused, comprehensive primary care services combined with a wide range of health promotion and community development services. We strive to meet the needs of our community and clients through compassionate care and innovative practices. Our vision of "No Obstacles to Health" engages staff at all levels to ensure that we meet the needs of our underserved community. In keeping with the mandate of CHC's across the province, the Health Centre, through its services and programs, seeks to address the broad social determinants of health including income, education, equity, community, environment and employment.

Leveraging the Health Centre's value of Accountability, NHCHC is committed to quality as a fundamental strategy and enabler to achieve our goals. The Health Centre's Quality Improvement Plan (QIP) is one component in our overall planning and quality process. The QIP goals for 2015/16 derive from our strategic directions:

- o Advocate, Engage and Participate within our Communities;
- o Be a Strategic Leader in an Evolving Health Care System;
- o Ensure We Have Sustainable and Diversified Resources to Enable Flexibility and Responsiveness to Needs and Opportunities;
- o Become the Employer of Choice for Staff who are Flexible, Competent and Client-focused;
- o Provide Services that are Enabling; Integrate and Validate Quality at Every Level; and
- o Be Accountable Stewards for our Resources; Demonstrate Excellence in Environmental Practices.

The QIP is integrated with our strategic plan, our Governance Balanced Scorecard, our Multi-Sector Accountability Agreement, and the Canadian Centre for Accreditation standards.

Integration & Continuity of Care

As a primary health care provider, NHCHC has a role in ensuring smooth transitions as clients proceed on their health care journey. By focusing on improving our ability to coordinate services and connect with partners in a timely manner will help ensure continuity of care and reduction of care fragmentation. Our ongoing participation in the 3 Hamilton Health Links allows us to represent the vulnerable client populations that we serve as well as be involved in the development and implementation of change initiatives to help improve the client experience of health care service utilization. Our strong relationships with partner agencies across different sectors - hospitals, CCAC and community agencies will enable us to make the necessary connections to help clients access high quality care and reach positive health outcomes.

Challenges, Risks & Mitigation Strategies

North Hamilton Community Health Centre recognizes that change may present risks and challenges related to our strategies for continuous improvement. These can include financial constraints or the evolution of our partnerships with the community and/or our patients. Fundamentally, community health centres are accountable to function within their budgets and to collaborate with multiple partners. To mitigate these risks, NHCHC has committed resources to the achievement of our priority goals, and continues to work collaboratively with LHIN partners to address complex system issues that extend far beyond the doors of NHCHC

Additionally NHCHC recognizes that in order to be successful in our efforts we must support our staff in their quality improvement efforts. We have demonstrated a strong and sound commitment to safety and quality in our organization and have invested in education and training so staff have the necessary tools and knowledge to support quality improvement projects. In relation to the priority initiatives, each will have leadership sponsorship, and focused resources to support quality improvement initiatives and for ongoing monitoring of progress at all levels of the organization.

Information Management Systems

The Ontario health care sector increasingly relies on information to guide policy making, program design, management, evaluation, and service provision decisions. The Health Centre has implemented a fully Electronic Health Records System that allows all disciplines access to client information, increasing the efficiency and effectiveness of client care. The Health Centre informs and utilizes the Integrated Decision Support (IDS) Data Warehouse and Business Intelligence Solution which allows us to make evidence based planning and operational decisions using our data, as well as hospital and CCAC data. NHCHC health care providers also have access to Clinical Connect which provides real-time access to client's electronic medical information (hospital, CCAC, Oncology Centres) to help bridge the gap between disparate information systems spanning a wide geographical area and multiple health care facilities.

Engagement of Clinical Staff & Broader Leadership

The QIP is one of many quality initiatives that we use in an effort to achieve continuous quality improvement at all levels of the organization. Every year we receive feedback from our clients, volunteers & staff through engagement surveys. The Board of Directors participates in ongoing education throughout the year consisting of environmental scans, education panels, as well as Board strategic thinking days looking at "Wicked Questions". This information as well as analysis of critical incidents, complaints and health and safety reports which is used to help us determine our priorities for the upcoming year. The Health Centre continues to review the patient roster to understand if there are opportunities to re-situate some of our clients who may not be at high risk due to some of our historical interventions. We continue to partner with the local Family Health Team to provide "warm hand-offs" to enable new room on our patient roster for those most at risk. We continue to work with the Children's Aid Society of Hamilton to providing primary care services to their Hamilton clients who require access to primary care services due to the closure of their medical clinic.

Patient/Resident/Client Engagement

We know from research that when people are engaged in their health care, their quality of care and experience of their care is improved. Our staff want to ensure that we are meeting our clients' important needs. Our health care providers want to work "with" our clients and their families instead of just "doing" things to them or for them.

Every year North Hamilton Community Health Centre provides clients an opportunity to give us feedback by way of a survey. Each year we usually hear from over 100 clients from across the entire Health Centre to let us know about their experience of our services. They are able to give us feedback regarding their satisfaction with the services, our accessibility, where we could make improvements and what else they would like us to do.

We also hold community engagement events throughout the year where we are able to reach out to our clients and ask them for feedback about the Health Centre, what's going on in the community and what we can do as a partner agency to assist the

diverse communities that we serve. At our annual Park'n Party event, clients and community members were asked to comment on the Health Centre programs and services in terms of improvement initiatives and safety.

In 2014, we decided that we wanted to broaden our approach to getting input and we installed comment boxes throughout the Health Centre to allow people to give us feedback on a regular basis regarding their needs and experiences. We have also included a "contact form" on our new website page to allow anyone to send us feedback regarding any questions, concerns or comments.

Working together with our clients to ensure that they are able to reach their optimal health goals is the goal of every staff and Board member. We want to ensure that we provide a welcoming and inclusive environment for everyone that we provide care for.

Accountability Management

The Health Centre has a fully electronic medical record, Clinical Connect access as well as IDS connection that allows us to have access to pertinent client data for both internal client interactions and external health care encounters (hospital & CCAC data). The QIP indicators will be monitored on a monthly basis and reported to the Board of Directors on a quarterly basis. Progress reports will also be submitted to Health Quality Ontario and the HNHB LHIN as required.

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

Board Chair

Clinician Lead

Executive Director / Administrative Lead

CEO/Executive Director/Admin. Lead

Other leadership as appropriate _____

(signature)