

Let's Make Healthy
Change Happen.



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



North
Hamilton

Community Health Centre

3/27/2018

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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Overview

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 2018/19 derive from our strategic directions: Advocate, Engage and Participate within our Communities; Be a Strategic Leader in an Evolving Health Care System; Ensure We Have Sustainable and Diversified Resources to Enable Flexibility and Responsiveness to Needs and Opportunities; Become the Employer of Choice for Staff who are Flexible, Competent and Client-focused; Provide Services that are Enabling; Integrate and Validate Quality at Every Level; and 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.

Describe your organization's greatest QI achievements from the past year

NHCHC continues to see advancement in our improvement initiatives from last year.

In the dimension of Timely we continue to work towards improvement in the target panel indicator which has increased from 65% achievement last year to our target of 70% at December 31, 2017. We anticipate that by March 31, 2018, we will surpass our target performance as we continue to welcome new clients who face barriers to accessing primary health care services onto the roster.

In the Effective dimension, we have been able to maintain our performance in percentage of clients who saw their PC provider within 7 days post hospital discharge for selected conditions. This year we also collected baseline data to examine our performance in identifying Health Link clients to ensure that they are offered access to health Links approach. From our change ideas this year we learned that currently 61% of our clients seen in unscheduled ED visits received PC care within 2 weeks of hospital visit.

We continue to see cancer screening indicator performance to increase in terms of cervical, colorectal and breast cancer screening. Health care providers have received additional EMR training to ensure that all cancer screening documentation is being inputted consistently and in the appropriate fields for data collection. Increased performance in HbA1C testing was also noted in the last year where performance increased to 37% at December 31, 2017 from 34% from the previous year.

In the area of Patient Experience, NHCHC continues to exceed indicator target for feedback regarding client experience in terms of being involved in decisions about care. The Health Centre continues to strive to reach the target for clients involved in self-management initiatives but continues to see the performance improve yearly.

In the dimension of Efficient we continue to see increases in the total number of clients registered to physicians and nurse practitioners from 4124 to 5155 as we continue to welcome new clients who face barriers to accessing primary health care services onto the roster.

We continue to monitor our cancer screening rates with an inclusion lens, analyzing the data to access an inequities in terms of ethno-racial or age stratification.

Resident, Patient, 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.

We have 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 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.

Collaboration and Integration

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 a number of community health tables 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.

The Health Centre has worked closely with the Resettlement Assistance Program in Hamilton, where over 1000 government assisted refugees arrived in 2016/17. The Health Centre welcomed almost 700 new clients onto the primary care roster from this vulnerable newcomer population. In the last year we have also provided access to vulnerable and disadvantaged client population from the hospital transition beds and dual diagnosis programs. 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.

Engagement of Clinicians, Leadership & Staff

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. 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.

This year we incorporated two client members onto our Board Quality & Safety Committee to enhance the ability to respond to the voice of the client and incorporate client perspectives onto the quality improvement initiatives at the Health Centre.

Population Health and Equity Considerations

The Health Centre provides client-centred health care programs and services to members of the north Hamilton community and the priority populations served by NHCHC (i.e., Immigrants/Refugees across Hamilton, Teens with barriers across Hamilton, seniors with barriers across HNHB LHIN, Individuals with chronic disease across HNHB LHIN). All of the populations served face barriers to accessing care (uninsured and underinsured residents). Data collected by the Social Planning and Research Council identified North Hamilton as a neighborhood with a high number of immigrants, highest rates of persons living below poverty line and highest concentration of clients living with mental illnesses, lower educational levels and highest drop-out rates, as well as the highest numbers of persons who are unemployed or receiving social and /or government assistance.

In November 2015, the Federal Government announced a five stage plan to welcome 25,000 Syrian refugees to Canada. Over a four month period (November 2015 to February 2016), approximately 1,100 Government Assisted Syrian Refugees were resettled in local communities within the Hamilton Niagara Haldimand Brant (HNHB LHIN) Local Health Integration Network (LHIN). In 2016, in response to the influx of Syrian refugees to Hamilton, NHCHC took on approximately 450 government and privately-sponsored refugees as new clients. Another 215 refugee clients were welcomed as Primary Care clients at NHCHC in 2017. This influx of new refugee clients in a short period of time has placed an increased demand on our primary care, mental health, client advocacy and youth coaching services due to the complexity of the needs and barriers faced by the newcomer population. According to Ministry of Health and Long-Term Care, Syrian refugees that arrived in Ontario may be at higher risk than the general population for mental health issues due to their experiences of war, violence and displacement. Refugee clients experience additional barriers to access mental health supports beyond the ones Ontarians in general face as many health care providers outside of the Community Health Centre are neither adequately trained nor set up to provide services that are linguistically and culturally appropriate. In addition, many of the newly arrived refugees and vulnerable newcomers have arrived with limited or no English language skills and low levels of education.

As a quality improvement initiative, the Health Centre has been examining the equity of our cancer screening across the diverse populations that we serve. As a result of the initiative we have provided cultural and language appropriate education to specific cultural groups where it was discovered that there was a lower participation rate of cancer screening in comparison to the overall Health Centre population.

NHCHC has implemented a LGBTQ committee tasked with examining how the Health Centre can do better in understanding and meeting the needs of this population. Staff education sessions are held throughout the year to enhance health care providers knowledge and awareness of language and practices that create barriers for the population to access health care services. Health care providers have attended a number of important LGBTQ+ community consultations throughout the year to hear and provide input regarding the assets and gaps in Hamilton in terms of making this community a safe and welcoming place for Trans people to live, work, play and learn. Most recently NHCHC has become an active member of the Hamilton Trans Health Coalition.

Access to the Right Level of Care - Addressing ALC

In the last year, NHCHC has partnered with both hospital partners in Hamilton to help provide appropriate primary care access to clients. By way of a direct referral, appropriate clients currently in Hamilton Health Sciences Transitional Care Beds and the St. Joseph's Healthcare Dual Diagnosis Housing Program that need access to primary care services are being addressed. Currently there are marginalized clients in the hospital systems that are ready to be discharged from the hospital but need more supports to be able to go home or into Long-Term Care or Assisted Housing programs that require primary care services.

Opioid Prescribing for the Treatment of Pain and Opioid Use Disorder

In an effort to support effective treatment of pain and opioid use disorder, NHCHC primary care providers have undertaken efforts to ensure best practices are being followed and alternative treatment options are available to clients. A narcotic/controlled substance database is maintained for all primary care clients that is monitored and updated on a regular basis. This allow providers to ensure that timely education about opioid use is provided, narcotic agreements are annually updated, and random urine drug screens are being completed. The team has also participated in continuing education sessions provided by Health Quality Ontario and Choosing Wisely.

Workplace Violence Prevention

North Hamilton Community Health Centre is committed to providing a safe, healthy and supportive work environment by treating all staff, learners, volunteers and clients with respect, fairness and sensitivity. The Health Centre is committed to preventing workplace violence as violence in the workplace can have devastating effects on one's quality of life and organizational productivity. The Violence Prevention policy defines behaviour that constitutes workplace violence and explains procedures for reporting and resolving such incidents.

All staff receive information regarding the occupational health and safety and violence prevention programs at the Health Centre upon hire as part of their orientation as well as refresher training throughout the year at all-staff meetings. The Code White and Joint Health and Safety committees are made of management and staff representatives who meet at least 6 times per year to review safety process and discuss potential hazards.

Contact Information

Quality Lead: Kathy Allan-Fleet allanfleet@nhchc.ca 905-523-6611 x2050

Other

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 Dwayne Cline Dwayne A Cline (signature)

Quality Committee Chair or delegate Lisa Williamson Lisa Williamson (signature)

Executive Director / Administrative Lead Elizabeth Beader Elizabeth Beader (signature)

Other leadership as appropriate Kathy Allan-Fleet, Quality Lead Kathy Allan-Fleet (signature)