

Let's Make Healthy
Change Happen.



2013/14 Quality Improvement Plan for Primary Care organizations in Ontario



April 1, 2013

This document is intended to provide primary care organizations 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 HQO (if required) in the format described herein.

Overview of Our Organization's Quality Improvement Plan

This section should highlight the main points of your organization's QIP and describe how it aligns overall with other planning processes within your organization and more broadly with other initiatives underway across the province.

[In completing this overview section of your organization's QIP, you may wish to consider including the following information:

- **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 2013/14 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.

- **Focus**

1. **Safety:**

Both organizational and client safety is a priority for the Health Centre. Over the years we have reviewed our internal processes regarding human resources documentation completeness and health care professional credentialing. This year we will ensure effective practices are maintained by:

- **increasing the completeness of Human Resource Chart Audit by 80% and maintaining health professional credentialing documentation at 100%**

NHCHC will continue to build on the substantive gains achieved in ensuring that all Health Centre staff are competent and confident in responding to Code White incidents by:

- **increasing staff participation in quarterly Code White drills by 60%**

2. **Effectiveness:**

In an effort to ensure the strategic direction to *Become the employer of choice for staff who are flexible, competent and client-focused*, the Health Centre endeavours to utilize the feedback

from staff through continual staff engagement and capacity-building. The Health Centre will continue to improve and maintain staff satisfaction by:

- **Increasing staff satisfaction in areas below a satisfaction rate of 75%.**

The Health Centre strives to enhance the financial health of the organization by:

- **Ensuring a 0% budget deficit.**

3. Access:

The Health Centre understands the importance of timely access to primary care services where the client can access “the right person, for the right services, at the right time”. We have undertaken quality improvement initiatives over the last year to enhance our accessibility to clients through decreasing appointment backlogs and decreasing our third next available appointment in primary care to below 3 consistently. This year we will implement and introduce a number of strategies that will collectively contribute to an increased percentage of clients able to see a doctor or nurse practitioner on the same day or next day, when needed to:

- **Complete the Health Force Ontario Training in Advance Access and develop a target for an increase in same day access for doctors and nurse practitioners in primary care and**
- **Increase roster size by 800 clients**

According to the recommendations from the *Living Longer, Living Well Report* submitted to the Minister of Health to inform a Seniors Strategy for Ontario, we know that we need to put an increased focus on providing more services that promote staying healthy, active and well-connected with others in ways that are respectful of changing societal needs and preferences and our overall diversity. This year we will gather information to better understand what services and programs are currently being provided and what are needed by our senior populations served by the Health Centre by:

- **Gather information regarding senior programs and services to better meet the needs of our senior population accessing our Health Centre.**

4. Integration:

Ensuring that clients are supported post-discharge from acute care services is imperative to ensuring continuity of care and reduction of care fragmentation. Leveraging our relationships with hospitals and community agencies, the Health Centre strives to ensure that services are coordinated to provide wrap around support to clients post discharge through timely access to primary care services. This year our objective is to increase the percentage of clients who see their primary care provider within 7 days after discharge from the hospital for the following conditions: diabetes, asthma, congestive obstructive pulmonary disease, and congestive heart failure:

- **Review the data from IDS regarding post discharge of our patients, develop a target for clients seeing their primary care provider within 7 days post hospital discharge.**

5. Client-centred:

Ensuring that client experience with the Health Centre is continually improving is a priority for Board and staff alike. We have a long history of receiving input and feedback from our clients and community through Client Engagement surveys, focus groups, community engagement activities at Annual General Meetings and active participation in neighbourhood “hubs”. The Health Centre will continue to survey clients to receive and utilize feedback regarding their experience with our services and programs and benchmark an 80% satisfaction rate in the following areas:

- **Client engagement regarding involvement in decisions related to their care**
- **Opportunities to ask questions of their health care provider related to their care**
- **Client perspective regarding spending enough time with their health care provider**

The Health Centre has been monitoring practice indicators to ensure we are adhering to leading practice guidelines as they relate to Primary Health Measures for a number of years and have implemented strategies to increase our reach to priority populations and ease access to receive preventative care. The Health Centre will continue to work towards maintaining cancer screening rates, periodic health examinations, influenza vaccination and interdisciplinary care management for individuals managing chronic diseases.

- **Use of the Electronic Medical Record (EMR)**

The Ontario health care sector increasingly relies on information to guide policymaking, 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.

- **Integration and 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 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.

- **Practice/community profile**

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. This year, the Health Centre has chosen to focus our quality improvement plan efforts on 5 key organizational priorities: safety, effectiveness, access, integration, and client-centred. The Health Centre is currently reviewing our patient roster to understand if there are opportunities to resituate some of our clients who may not be at high risk due to some of our historical interventions. We are partnering with the local Family Health Team to investigate if “warm handoffs” can be conducted to enable new room on our patient roster for those most at risk.

- **Chronic disease management and prevention**

Health Centre staff work diligently to address all the components of Ontario’s Chronic Disease Prevention and Management Framework at an individual, community and society level. The Health Centre’s primary care team adheres closely to evidenced based guidelines in ensuring the early detection of chronic diseases by actively screening for the presence of diseases such as cancer, asthma and diabetes. When diseases are detected the Health Centre provides programming and services to clients using a multidisciplinary, evidenced based, client focused, culturally relevant and language congruent approach. Programs address many determinants of health especially healthy lifestyles as well as access to care which includes health education and self management.

- **Accountability management**

The Health Centre has a fully electronic medical record and 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.

- **Challenges and risks**

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.

Our Improvement Targets and Initiatives

Purpose of this section: Please complete the “QIP template” (Excel file). Please remember to include the spreadsheet (Excel file) as part of the QIP package for submission to HQO (QIP@HQOntario.ca).

Sign-off

I have reviewed and approved our organization’s Quality Improvement Plan

Kathy Watts
Board Chair

Kathy Allan-Fleet
Primary Care Director

Elizabeth Beader
Chief Executive Officer