



Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

June 8, 2022



OVERVIEW

Royal Victoria Regional Health Centre (RVH) is a busy, complex regional health centre - the largest in North Simcoe Muskoka - providing specialized services and advanced technology to the more than 450,000 residents of the region. The Senior Leadership Team is accountable for a budget of over \$365 million. It also provides oversight of approximately 4000 employees, physicians, volunteers and learners.

RVH's top priority is to provide safe, high-quality patient-centred care, as demonstrated by our Accreditation Canada survey result of Exemplary Standing in both 2015 and 2019.

Our MY CARE strategic plan puts patients and families at the centre of everything we do. It means that at every moment, during every interaction, the care and safety of patients comes first as we deliver exceptional healthcare to residents of the region.

Our Vision: Make Each Life Better. Together.

Our Mission: Exceptional care is our passion. People are our inspiration. Safety is our promise.

Our Values: Work Together, Respect All, Think Big, Own It, Care.

Our Strategic Directions: Focus on MY CARE, Drive Clinical Excellence, Value People and Accelerate Teaching and Research.

As a consistently high-performing health centre, RVH continues to drive measurable results supporting top quality care and outcomes. With an unrelenting focus on safety, we use evidence-based practices, processes and resources wisely and are guided by an

ethical decision-making framework. RVH continues to monitor progress and publicly report on our performance to demonstrate accountability, a commitment to transparency and continuous quality improvement.

RVH's annual Quality Improvement Plan (QIP) is guided by a comprehensive assessment of our opportunities to improve quality while ensuring we continue our journey to enhance access to outstanding healthcare close to home. The 2022-23 QIP defines our priorities; it sets out a detailed work plan to improve quality by improving access to care; and ensures we deliver patient-centred care. Specifically, we will:

- create a care experience that is patient-centred as measured by our "Did patients feel they received adequate information about their health and their care at discharge" score for all medical and surgical patients
- provide a safe environment for patients to receive care and clinicians to practice by ensuring that a) patients are being discharged with the correct medication, and b) that workplace violence is reduced
- ensure primary care physicians are receiving discharge summaries in a timely manner

REFLECTIONS SINCE YOUR LAST QIP SUBMISSION

Although last year's QIP was paused while hospitals focused on a safe, timely response to the COVID-19 pandemic, RVH has remained committed to ensuring safe quality care.

In response to the pandemic, we opened a 70 bed Regional Pandemic Response Unit to build capacity for both RVH and our regional partners. In an effort to keep Ontario's hospital system functioning safely, RVH also accepted the transfer of more than 250 patients from overburdened GTA hospital. We also continue to operate a busy COVID testing centre, as well as the region's only hospital-run Immunization Clinic.

While new QIP metrics were not developed, we continued measuring and reporting the last submitted QIP's targets. Further, we continued our program quality meetings, our Quality and Safety Council, our Quality Care Reviews and our Quality Care Committee.

Using an in-house continuous quality improvement methodology, RVH initiated quality improvement initiatives that focused on improving patient outcomes and finding efficiencies.

PATIENT/CLIENT/RESIDENT PARTNERING AND RELATIONS

To ensure the safety of our patients, workers, and volunteers, we made the difficult decision to pause all volunteer activities that occur on site. However, our volunteer Patient and Family Advisors (PFAs) have remained active and steadfast partners over the last two years.

Examples of just some activities our PFAs have partnered with us on include: developing the flow of our COVID-19 vaccination and testing centre; input of our Interim Family Reintegration Policy; assisting us with developing virtual visitation events; developing Accreditation guides for PFAs; participating in various committees; the recruitment of our incoming President and CEO.

Our MY CARE strategy places the patient and families at the centre of all we do, and that has not changed.

PROVIDER EXPERIENCE

Not unlike hospitals across the nation, RVH's employees and credentialed staff have felt the impact of COVID-19 both professionally and personally.

Chaired by RVH's President and CEO, the Caring For YOU committee was developed and designed to find ways to thank our workers for their countless dedication. Examples have included sending gift baskets of recognition to workers, offering vouchers for meals, and bringing on site massage therapy - just to name a few!

Further, RVH has adopted the Resilience in Stressful Events (RISE) program. RISE is a peer-to-peer support program of hospital volunteers who act as compassionate and confidential resources for workers to discuss stressful, difficult and/or distressing situations. RISE Peer Responders will provide a caring, supportive and safe space for workers to share their experiences in order to aid with coping and re-establishing resilience. When needed or appropriate RISE Peer Responders will offer and connect callers with additional resources and supports for further relief and assistance.

EXECUTIVE COMPENSATION

RVH's Board of Directors is committed to strengthening the accountability of the health centre as an organization receiving valuable public funds. Four times a year we report publicly on key performance indicators and, annually, we share details of our executive performance plans. These are posted on the RVH website.

RVH leaders are held accountable for performance on strategic initiatives and metrics associated with the QIP on a monthly basis and integrate relevant action into 90 day plans. The Board of Directors endorsed strategic plan objectives and measures are updated annually to ensure an up-to-date, relevant blueprint to guide the organization's operational work.

Each member of RVH's executive team is evaluated on their ability to meet a wide range of performance targets. A portion of their compensation is directly linked to the achievement of the organization's Quality Improvement Plan targets.

CONTACT INFORMATION

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OTHER

N/A

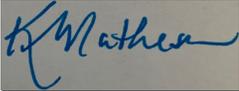
SIGN-OFF

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 June 1, 2022



Board Chair



Board Quality Committee Chair



Chief Executive Officer

Other leadership as appropriate