

Quality Improvement Plan (QIP)

# Narrative for Health Care Organizations in Ontario

March 23, 2023



## 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 540,000 residents of the region. The Senior Leadership Team is accountable for a budget of over \$400 million. It also provides oversight of approximately 4500 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 (update after 2023).

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 2023-24 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

This Quality Improvement Plan is in alignment with Ontario Health priorities.

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

During the pandemic, 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 are strategically and safely welcoming them back. Our volunteer Patient and Family Advisors (PFAs) have remained steadfast partners over the last two years.

Examples of just some activities our PFAs have partnered with us on are: 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 the 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, 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.

## WORKPLACE VIOLENCE PREVENTION

At RVH, Safety is Our Promise is an integral part of our mission statement and one of our core values is 'Value People' – engaging and supporting our staff, credentialed staff, volunteers, and students in achieving their best through a healthy and respectful workplace. RVH recognizes the potential for violence in the workplace and is committed to taking every precaution reasonable in the circumstances to identify then minimize or eliminate potential sources of this risk.

Our workplace violence prevention program provides a framework for consistent identification, reporting, response, documentation, investigation, control, follow-up, and education regarding all acts of, attempted acts of and threats of violence and harassment in the workplace.

To measure the effectiveness of workplace violence prevention, worker incident statistics are gathered by Occupational Health and Safety and shared with the Joint Health and Safety Committee, Senior Leadership Team and Board of Directors.

## PATIENT SAFETY

At RVH "Safety is our promise" and is a top priority. We promote a culture of safety that safeguards patients from harm including encouraging reporting of incidents and reviewing critical incidents to look for opportunities and recommendations. Our Patient Safety Plan integrates people, policies and procedures with comprehensive program initiatives designed to achieve our goals for patient safety. Our Patient Safety Plan aligned with RVH's strategic and quality improvement plans are grounded in our mission, vision and values of the MY CARE philosophy.

Our patient safety objectives are:

Deliver high quality, safe care always; Engage staff and patients in safety work at all levels in the organization; Promote a culture of patient safety; Build processes and education that improve our capacity to identify and address patient safety issues; Educate staff and patients about the programs and initiatives that aim to improve patient safety and prevent harm

Guiding principles of our patient safety program are:

Value the perspectives and vital contributions of all employees, credentialed professional staff, volunteers and the public in their role in patient safety; Create learning environments that promote innovation in quality improvement; Advance learning and research that enhances patient care; Be transparent in all organizational processes; Honour our core values: Work Together, Respect All, Think Big, Own It and Care.

## HEALTH EQUITY

RVH supports a culture of equity and inclusion where people feel safe, and valued, and can be their true authentic and genuine self.

RVH is committed to increasing awareness of Diversity, Equity, Inclusion and Belonging (DEIB) and creating a space where everyone feels safe and that they belong. In support of this, a formal DEIB program was developed and a Director, DEIB was recruited.

Diversity – encompasses the variety of human differences (visible and invisible)

Equity – fair (not equal) and impartial access to all opportunities and resources

Inclusion – the act of including, involving and empowering others  
Belonging – a culture where people feel like they are an important member of a group simply because of who they are

Contained within the RVH Strategic Plan refresh is the Strategic Direction of Value People, and within this strategic direction is the goal of "Support a culture of equity and inclusion that is violence-free and where people feel safe and valued."

### Diversity & Inclusion Council

The RVH Diversity & Inclusion (D & I) Council is composed of TEAM RVH staff and community members who strives to ensure RVH is a safe, welcoming place where everyone feels they belong. Membership is open to all TEAM RVH.

As part of RVH's ongoing commitment to DEIB, the D & I Council developed the Belonging Campaign, featuring members of TEAM RVH sharing how it is that they self-identify as well as their stories of diversity, equity, inclusion & belonging at RVH. This poster campaign is the first step in a larger DEIB framework that will continue to shift RVH's culture forward in being a safe and inclusive

space, where DEIB is at the centre of everything RVH does – for TEAM RVH and for our patients, families and community members. When members of TEAM RVH can truly be their authentic and genuine self then we can perform at our very best and contribute fully to our patients as a care provider and to each other as colleagues in the workplace. Belonging matters.

### 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.

### CONTACT INFORMATION

Rachel Kean, Vice President, Quality, Risk and Patient Experience & Chief Privacy Officer  
201 Georgian Drive  
Barrie, Ontario L4M6M2  
(705) 728-9090 x 42540  
keanr@rvh.on.ca

### OTHER

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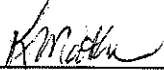
**SIGN-OFF**

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 March 28, 2023



Board Chair



Board Quality Committee Chair



Chief Executive Officer

Other leadership as appropriate