

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

March 1, 2024



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 almost \$500 million and 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 consistently by our Accreditation Canada survey result (awarded every four years) of Exemplary Standing in 2015, 2019 and 2023.

Our current 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. We are embarking on a new strategic plan which will follow the same principles of delivering an exceptional patient and family experience, providing safe quality care, and ensuring TEAM RVH wants to continue to learn and practice at RVH.

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 2024-25 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:

- Implement Alternate Level of Care (ALC) leading practices to prevent hospitalization and extended stays for older adults.
- Create an equitable care experience by increasing the number of patients seen by the Indigenous Patient Services team.
- 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 workplace violence is reduced.

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

ACCESS AND FLOW

As we strive to continuously improve our healthcare delivery, it is imperative that we focus on optimizing our hospital system's capacity to meet the evolving needs of our community, ensuring timely access to care, and enhancing patient flow to improve outcomes and experiences. RVH works diligently with its community partners to improve patient access and flow within our community. RVH also continues to advocate for support from

Ontario Health, The Ministry of Health, and other provincial leaders to create systemic improvements to access and capacity across the province.

RVH has implemented several strategies aimed at maximizing efficiency and ensuring that we provide the highest quality of care. Some examples include:

- Streamlined Emergency Department (ED) operations, including the new ED Minor Conditions booking portal, a same-day or next-day arrival time to be assessed and treated for minor injuries to a limb (sprain, strain or simple fracture) or minor symptoms of flu, cold or other respiratory illnesses like RSV and COVID-19.
- Long-Term Care (LTC) Home Diagnostics Program, a collaborative project with RVH, local LTC homes, County of Simcoe, and the Barrie and Area Ontario Health Team (BAOHT) to improve access to diagnostics (x-ray and ultrasound) and reduce avoidable ED visits or hospital stay for LTC residents.
- RVH@home program, a 16-week program focused on patients who are currently in hospital, deemed Alternate Level of Care (ALC) or risk of becoming ALC and for whom traditional home and community care service maximums are not adequate to provide a safe, prompt discharge home.
- Implementation of Alternate Level of Care Leading Practices to prevent hospitalization and extended stays for older adults.

By collectively embracing these strategies, and others, we aim to optimize our system's capacity, provide timely access to care,

enhance patient flow, improving patient outcomes and experiences.

EQUITY AND INDIGENOUS HEALTH

RVH supports a culture of equity and inclusion that is violence-free, and where people feel safe, valued, and can be their true authentic and genuine self. RVH is committed to increasing awareness and celebrating diversity, promoting equity and inclusion principles, and supporting an environment where people have a deep sense of belonging.

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

In support of a culture of equity and inclusion, a formal Equity and Inclusion Department has recently been developed. Additionally, RVH is currently implementing a three-year Equity and Inclusion Strategy with endorsement from all levels of leadership including the Board of Directors.

The RVH Equity and Inclusion Council is composed of members of TEAM RVH and community members who are passionate and dedicated to promoting a place of work and place of care, where everyone belongs and is celebrated. Any member of TEAM RVH can submit an expression of interest to join the council.

RVH has a commitment to the continuous growth of Indigenous

health services within the hospital. By adding positions such as a dedicated manager for our Indigenous Patient Services portfolio, as well as an Indigenous Care Coordinator, our commitment to staff education and cultural safety is a top priority. One of RVH's Quality Improvement Plan initiatives includes an increase in Indigenous self-identification when coming to the hospital to further develop a knowledge of services being utilized and needed. As an organization, if we are able to pinpoint where services are most needed, we are able to offer the highest quality of care in a culturally safe and equitable way.

PATIENT/CLIENT/RESIDENT EXPERIENCE

RVH is committed to putting patients and their families first and that means viewing the healthcare experience through their eyes.

Our Patient and Family Advisors (PFAs) represent the voice of RVH's patient and families. Each PFA has unique experience, insights, expertise, and perspectives that are invaluable to improving care. The PFA role is an opportunity for patients and families to participate as partners in planning services and systems which can positively shape the patient experience.

Our PFA members participate in many committees, working groups, and activities throughout the health centre.

A few examples where our PFAs have partnered together with us are:

- Input into the new PET/CT imaging service, including helping to design a welcoming space for patients, developing patient brochures and assisting in the creation of preparatory videos for patients.
- Input into the Simcoe Muskoka Regional Eating Disorder program development by reviewing patient flow processes, and providing input into patient documents to promote acceptance, safety, and empowerment for patients.
- Developing Accreditation guides for PFAs.
- Assisting in the recruitment of our President and CEO.

PROVIDER EXPERIENCE

Not unlike hospitals across the nation, RVH's employees and professional staff have felt the impact of unprecedented health human resources challenges both professionally and personally.

To directly address the human resource challenges, a detailed strategy for recruitment and retention has been developed with input from both leaders and staff. This strategy includes innovative attraction strategies such as community career fairs and social media campaigns to boost recruitment. RVH continues to work with the Barrie-Area Physician Recruitment Taskforce, which brings together municipalities, community leaders and healthcare providers to recruit highly specialized physicians to Simcoe Muskoka. The recruitment and retention strategy also includes the Horizons Project, which seeks to improve the retention of our highly skilled team members by using evidence-based patient care models to allow healthcare professionals to work at their full scope of practice and better balance their workload.

To support employees and professional staff during this challenging time, RVH has invested in multiple supports including a People Health and Wellbeing Consultant role, the Stepped Care Model and digital tool for wellbeing, a facilitated meditation labyrinth, and a frontline wellness psychoeducational group for healthcare workers. Additionally, to support the engagement and efficiency of the RVH professional staff, RVH has significantly increased the Physician Assistant team, implementing new positions in the Emergency Department, Birthing Unit, Gastroenterology, Vascular Surgery and Urology.

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. RISE Peer Responders will offer and connect callers with additional resources and supports for further relief and assistance.

Retention is critical at this time and RVH continues to invest in programming to celebrate the successes of TEAM RVH and investing in a culture where everyone feels safe and that they belong. Our Equity and Inclusion Council is critical in celebrating the diversity of RVH and supporting the development of practices and policies that create culturally safe experiences for all.

SAFETY

At RVH, safety is a top priority. We promote a culture of safety that safeguards patients from harm. This includes 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 is aligned with RVH's strategic and quality improvement plans.

Our patient safety objectives are to:

- 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.

At RVH, we believe in 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 and 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 the workplace violence prevention, worker incident statistics are gathered by the People Safety team and shared with the Joint Health and Safety Committee, Senior Leadership Team, and Board of Directors.

POPULATION HEALTH APPROACH

The Royal Victoria Regional Health Centre is a partner within the Barrie and Area Ontario Health Team, contributing to a consortium of 21 partners devoted to population-based health approaches in our community. Our collaborative efforts revolve around two primary priority populations: the integration of palliative care and the wellbeing of frail older adults. Additionally, we have forged a path in diabetes care through the establishment of an integrated pathway focused on lower limb preservation.

Examples of current major initiatives include:

- The implementation of the MEDITECH Expanse Hospice Platform is a testament to our commitment to collaboration. In conjunction

with five Hospices and acute care partners, we are building a shared Electronic Medical Record (EMR) across the North Simcoe Muskoka Hospices. This collaborative project marks a significant stride toward cohesive and comprehensive palliative care services.

- A collaborative project involving the advancement of the Patient Care Model for Select 9-1-1 Patients. By designating Hospice as an alternate destination for eligible palliative care and end-of-life patients, we are fostering collaboration among Emergency Medical Services (EMS), Hospices, Home and Community Care, and service providers. This initiative has far-reaching implications, positively impacting Simcoe County EMS and residents alike.
- Recognizing the urgency of specialized geriatric services for frail seniors, we have implemented a Central Intake and Triage Model. This model is designed to significantly reduce wait times, ensuring that vulnerable seniors receive prompt and tailored care.
- In collaboration with key partners, including Mamaway Wiidokdaadwin, the Gilbert Centre, Barrie and Community Family Health Team, Barrie Community Health Centre, County of Simcoe, and Home and Community Care Support Services, we have introduced the Good Foot Forward Program. This program, which has been co-designed with persons with lived experience and clinical teams, is aimed at individuals without access to foot care services, advancing our commitment to reducing lower limb amputations and promoting holistic diabetes care.

As part of the Barrie and Area Ontario Health Team, RVH is an architect of transformative change, dedicated to enhancing the health and wellbeing of our community through innovative and

collaborative population-based health approaches.

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. Due to current external pressures and constraints in the broader healthcare system, RVH will not include the ALC indicator as part of the hospital's executive compensation plan.

CONTACT INFORMATION/DESIGNATED LEAD

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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 26, 2024



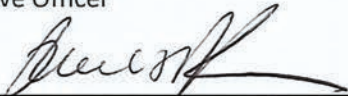
Board Chair



Board Quality Committee Chair



Chief Executive Officer



Other leadership as appropriate
