

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

March 14, 2023



OVERVIEW

In October 2020, Blanche River Health (BRH) was established as an amalgamation of the Englehart and District Hospital and the Kirkland and District Hospital.

BRH is a fully accredited community hospital committed to providing quality, patient-centered health care services in Northern and Central Timiskaming. Our hospital sites continue as leaders in health care services by collaborating with community health partners to create safe and healthy communities and ensuring seamless transitions to other health services. The hospitals follow a Hospitalist based care model for in-patients at both sites.

The Englehart site has 26 designated acute care beds, and employs 100 team members. In partnership with Sudbury's Health Sciences North Hospital, the Englehart site provides Virtual Critical Care. BRH Englehart site has a 24/7 Emergency Department and offers Diagnostic Imaging, Laboratory, Physiotherapy, Occupational Therapy, Hospice Palliative Care and Ontario Telemedicine Network (OTN) to both in-patients and out-patients.

The Kirkland Lake site has 48 beds (42 Medical/Surgical, 4 ICU and 2 step-down care beds) employs 261 team members, and has 9 Visiting Specialists, 7 Physicians (including 1 General Surgeon and 1 Anesthetist.) In partnership with Sudbury's Health Sciences North Hospital, the Kirkland Lake site provides satellite services in the patient care areas of Dialysis, Chemotherapy, Cardiac Rehabilitation and Virtual Critical Care. BRH Kirkland Lake site has a 24/7 Emergency Department and offers Diagnostic Imaging, Laboratory, Respiratory, Clinical Nutrition, Pharmacy, Physiotherapy, Timiskaming Diabetes Program, Hospice Palliative Care and Ontario

Telemedicine Network (OTN) to both in-patients and out-patients.

BRH is committed to a culture and environment of teaching/learning for students. BRH is affiliated with many Ontario Colleges and Universities including the Northern Ontario School of Medicine (NOSM), Nipissing University, College Boreal (DI) and Northern College, while the Englehart site is affiliated with the Northern Ontario School of Medicine (NOSM). Several student placements take place at each hospital.

BRH's 2023/24 QIP is aligned with Accreditation Canada, NELHIN and Ministry of Health & LTC (MOHLTC) priorities including:

- NELHIN Integrated Health Services Plan
- Hospital Service Accountability Agreements (H-SAA)
- Accreditation Canada Required Organizational Practices (ROP)
- Mandatory and Publicly Reported Requirements
- Ontario's Action Plan for Health Care

BRH's Quality Improvement Plan (QIP) continues to build upon strategic priorities and commitment to quality patient care by strengthening partnerships, leadership, integration, financial accountability and transparency.

Our vision is that BRH is a partnership-based integrated health service hub – the one stop source of excellent, equitable, collaborative patient centred care across our rural district. BRH continually demonstrates a strong patient focus and

commitment to a high level of accessible care, “outside the box” thinking, and exceptional leadership in Ontario. Our ultimate objective is to have a measurable impact on improved community health by fulfilling our organization's mission.

BRH's mission is to provide the Right care, in the Right place, by the Right person, at the Right Time.

PATIENT/CLIENT/RESIDENT ENGAGEMENT AND PARTNERING

BRH is committed to a culture of patient engagement. The hospital welcomes any suggestions and feedback to support an environment of high performing, patient-centered healthcare at both hospitals sites.

As an opportunity for improvement with anonymous patient feedback, Emergency Department patient surveys are on an on-line platform and distributed by mail for both patient sites. Information gathered drives change with the goal of improving communication and wait times for our patients.

For the in-patient population, all discharged patients returning home receive a 48-hour post-discharge survey call from the hospital. Patient experiences, information sharing, cleanliness and hand hygiene information is gathered from the surveys. Patients and their families can also share compliments and concerns through the BRH website and with our Patient Relations Department. Feedback comment boxes are located at both hospital sites in the Emergency, In-Patient, and Diagnostic Imaging and Laboratory departments. These cards provide another opportunity to receive feedback. Emergency department wait times is a common theme

captured by the cards.

BRH has developed a Patient Experience Advisory Program. This program fosters patient and family involvement in policy review and special projects occurring at both hospital sites to align with Accreditation Canada guidelines.

Our Patient Advisors have participated in Accreditation, Strategic Planning, Footprint Renovations and Patient Accessibility, Quality of Care reviews and Quality Improvement Planning and the creation of an Indigenous Healing Centre at the Kirkland Lake site.

Patients and Family Advisors review our QIPs and feedback is incorporated. In order to support an understanding of the Quality Improvement process and the QIP, a detailed explanation of the Quality Improvement process and the QIP documents was provided.

Patient and family input suggests ways to make the QIP and the accompanying narrative more meaningful and easier to understand for those stakeholders. Suggestions include:

1. The Quality Improvement Plan (QIP) should include a section at the end to provide a definition of vocabulary and acronyms.
2. QIP documents to capture a description of specific tools or programs identified in change ideas.

Our BRH Leaders continue to collaborate with the Health Leaders of our Indigenous Communities. In 2019, BRH, in partnership with our Indigenous communities, established a Healing Centre for patients and or family members wishing to participate in traditional

ceremonies while at the Kirkland Lake site. It is the goal of the BRH Leadership that the Englehart site will also provide a Healing Centre by 2024. Traditional sprays are available for those patients as an alternate smudging method.

PROVIDER EXPERIENCE

The current healthcare environment places additional stress on our healthcare providers. Stress factors include staffing shortages due to COVID, increased occupancy rates, COVID outbreaks and on-going changes due to the pandemic. Agency staffing has been heavily supporting many departments at our hospital sites. Our physician team also supports our community. During the pandemic, the team experienced a practice shift resulting in the incorporation of a virtual care model.

The Alternate Level Care patient population continues to contribute to high occupancy rates for many reasons including long wait times for Long Term Care (LTC) beds, isolation and infection control measure and restrictions placed on LTC homes and community challenges with human resources. The introduction of Bill 7 assists hospitals with the management of bed availability.

Internal communication and staff recognition has been a key focus during the past years. Wellness initiatives, random prize draws, community food donations, staff BBQs and breakfasts served by the Executive Team, BRH hospital merchandise and staff carnivals were among the events that supported a positive team/organization culture.

With the use of Accreditation Canada Worklife Pulse instrument, BRH is in the process of analyzing feedback from all employees and physicians. Identifying themes and developing actions plans will improve/address any flagged areas in the survey. Staff huddles and professional/departmental meetings will provide the venue for staff discussion.

WORKPLACE VIOLENCE PREVENTION

Staff safety and workplace violence is a key priority for BRH.

Both hospital sites have adopted the OHA Emergency Measures Codes and have established a common Joint Health and Safety Committee. This committee meets regularly and conducts inspections to identify any workplace hazards including emergency codes. Our hospitals have an integrated Respectful Workplace Committee that meets to review safety incidents, staff safety plans and no trespass orders to ensure a safe workplace. All staff is encouraged to initiate any emergency code or to contact the police if an unsafe situation arises. A debrief and a summary of the outcome of codes is shared via email with all of the staff/affected departments.

We have a robust on-line incident reporting system that notifies the team when any risk develops. Emergency Codes and Safety & Security incidents are also reported via the on-line system. Patient violence is flagged in the patient's chart as a critical care indicator. The team is able to trend the data and make safety improvements to provide safety for all. All staff are required to participate in on-going training for Crisis Intervention. This training is offered on-line and in-person.

The management team is available to support staff 24/7 as we have a rotating call schedule that designates a Manager-on-call. The Central Registration department at the Kirkland Lake site is staffed 24 hours providing support to staff at both hospital sites; initiate Emergency Codes and to notify the Manager on call of situations requiring escalation.

On an annual basis, the hospital sites provide mandatory education to all staff on respectful workplace, health & safety, emergency measures, infection control, quality improvement and patient safety. Many other topics such as cultural safety, privacy, and patient engagement initiatives are presented.

Both sites have upgraded the Nurse Call System. This new system will lead to increased staff safety. The system provides staff with a badge that allows them to trigger an alarm if they face an unsafe situation.

The review of work environments and identifying safe spaces are in place to ensure secure areas are available if required by staff.

PATIENT SAFETY

In September 2021, BRH surpassed the fundamental requirements of the accreditation program and received accreditation with commendation meeting 98.4% of the criteria.

Accreditation Canada's Qmentum program incorporates Required Organizational Practices (ROP) into the standards for the patient safety areas of safety culture, communication, medication use, work-life/workforce, infection prevention and control and risk assessment. Examples of ROPs that are part of our daily routines are hand-hygiene compliance and education, fall prevention and injury reduction, narcotics safety, high-alert medications, client identification and accountability for quality of care. BRH is 100% compliant with all of the ROPs at both hospital sites.

HEALTH EQUITY

Health equity is created when individuals have a fair opportunity to reach their fullest health potential, ensuring all people have access to care that is appropriate and effective. Achieving health equity requires reducing unnecessary and avoidable differences that are unfair and unjust. Many causes of health inequities relate to social and environmental factors including income, social status, race, gender, education and physical environment. BRH promotes health equity and provides on-going training to all employees in the areas of mindfulness, cultural competence and safety, accessibility, discrimination and customer service.

As a hospital in Northern Ontario, demographics and travel are some of the challenges that exist. In 2019, BRH established a Non-Urgent Patient Transfer service for the Englehart and Kirkland Lake sites. The transfer service allows for the timely transfer of patients between BRH sites as well as travel to out of district appointments, tests and consults and treatments promoting health equity.

Other challenges lie with mental health and limited resources across the North for psychiatric assessment and access to Schedule 1 mental health facilities. Access to blood collection locations and primary care in our district is also limited, which in turn increases the pressures at the Emergency Departments at both hospital sites.

We continue to strategize with our health care partners to remove these barriers and to provide equitable health care to all of members of our communities.

EXECUTIVE COMPENSATION

The Board of Directors (BOD) follows the framework for executive compensation set out by the Ontario Hospital Association and provincial legislation. Quality indicators with targets built within the balanced scorecards are reviewed quarterly at the Board Resource & Audit and Quality and Strategic Planning committees. The BOD utilizes these indicators for decision-making.

CONTACT INFORMATION

Cindy Honeyborne
Quality and Patient Safety Leader
Blanche River Health
cindy.honeyborne@blancheriverhealth.ca
705-567-5251 ext. 3202
705-544-2301 ext. 5236

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 21, 2023



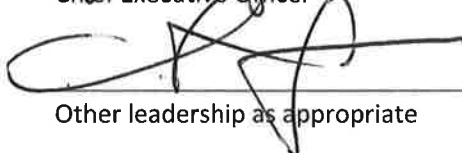
Board Chair



Board Quality Committee Chair



Chief Executive Officer



Other leadership as appropriate
