

Quality Improvement Plan (QIP)

# Narrative for Health Care Organizations in Ontario

April 2, 2024



## OVERVIEW

Hanover and District Hospital (HDH) is a rural hospital that provides exceptional care in all that we do. HDH works closely with our health system partners to provide a full range of acute care services, and selected secondary care services to meet the needs of the region that we serve. The hospital's vision is to "partner for excellence in rural health care" while living our values of integrity, compassion and collaboration.

These past few years have been particularly challenging for HDH. The hospital has been under tremendous pressure in relation to the Emergency Department closures in the south Grey Bruce region. However, HDH is proud that our hospital has remained steadfast in our commitment to ensure that patients in our region have access to Emergency Department Care when they need it the most. Further, the patient experience at HDH is paramount in all that we do; as such, we are proud that our patient satisfaction scores have been reflective of the exceptional care that HDH provides.

Looking ahead, this year's quality improvement plan (QIP) seeks to 1) Enhance the overall patient experience across all departments – Especially, the Emergency Department, and 2) Optimize patient flow initiatives such as facilitating timely access to inpatient beds and ensuring our patients are prepared for their discharge home. Lastly, this year's QIP will place a special focus on Diversity, Equity, Inclusion and Anti-Racism for both of staff and patients.

## ACCESS AND FLOW

At our institution, the pursuit of improved patient care is a perpetual journey. Grounded in a process-driven approach, we meticulously evaluate and refine our practices, leveraging direct feedback from patients alongside performance metrics to steer our course. This relentless commitment to refining our processes ensures that every aspect of care delivery is scrutinized and optimized to meet the evolving needs of our patients.

Our QIP serves as our guiding beacon in our relentless pursuit of enhancing the patient experience. Through a series of carefully curated initiatives, we are dedicated to ensuring that patients receive timely access to care precisely where and when they need it most. By aligning our efforts with the principles of the QIP, we are committed to streamlining processes and optimizing resources to facilitate efficient and effective care delivery. Our focus will be ensuring timely access to inpatient beds from the Emergency Department and ensuring that medication reconciliation and instructions are understood and communicated to the patients at discharge to prevent future readmission.

## EQUITY AND INDIGENOUS HEALTH

At HDH, our commitment extends beyond providing exceptional healthcare to fostering a workplace and patient care culture rooted in diversity, equity, inclusion, and anti-racism. We recognize that embracing diversity enriches our organization, making us more resilient, innovative, and empathetic in our approach to patient care and staff support. We are dedicated to cultivating an environment where every individual, regardless of background or identity, feels valued, respected, and empowered to thrive.

The Health Equity Committee at HDH has undertaken a significant initiative in developing a comprehensive five-year work plan to guide our efforts in promoting diversity, inclusion, equity and anti-racism. This plan serves as a roadmap, outlining key strategies and actions to address disparities and advance equitable healthcare practices within our organization. In creating this plan, HDH has actively sought input and collaboration from leaders representing Indigenous communities and other diverse groups. By engaging in meaningful consultation, we ensure that the perspectives and needs of these communities are central to our approach. The past two years, HDH has actively engaged in Indigenous education and training, and will continue to do so this year in our quest to provide inclusive care. This year, our plan is to provide education on LGBTQ2S+ to ensure that our staff are equipped with the knowledge and skills to provide respectful and inclusive care.

HDH is steadfast in upholding the principles of diversity, equity, and inclusion, striving to create a healthcare environment where everyone has equitable access to quality care and opportunities for optimal health and well-being.

## PATIENT/CLIENT/RESIDENT EXPERIENCE

At HDH, we prioritize the patient experience above all else. To ensure that we continuously meet and exceed patient expectations, we employ a multifaceted approach to gather valuable feedback. Our Patient and Family Advisory Committee (PFAC) serves as a vital resource, providing insights and perspectives that help shape our practices and policies. Additionally, we regularly conduct surveys to capture feedback directly from patients and their families, allowing us to identify areas for improvement and celebrate successes. Furthermore, our commitment to excellence extends beyond the initial encounter, as we conduct follow-up phone calls to gather post discharge feedback and address any lingering concerns. By actively listening to the voices of those we serve, we can adapt and evolve to deliver the compassionate, patient-centered care that defines our commitment to excellence at HDH.

In the past year, our Patient and Family Advisors were instrumental in providing valuable information that improved the patient's experience with the following projects: parking, registration kiosks locations, creating a patient information pamphlet for HDH's flex clinic, and creating patient friendly signage. The PFAC is also actively involved with helping HDH determine strategic and QIP goals.

## PROVIDER EXPERIENCE

At HDH, our strategic focus on our people and teams underscores our commitment to fostering a workplace culture that thrives on positivity and support. With a staff workplace satisfaction rate of 92%, we take great pride in the dedication and passion of our team members. Central to our efforts is our Wellness and Mental Health Committee, which spearheads initiatives aimed at nurturing a healthy and balanced work environment. Through a variety of activities and programs, we prioritize the well-being of our staff, promoting both physical and mental wellness. Additionally, we have created a Recognition Program to recognize and appreciate the exceptional care provided by our staff. We utilize various channels, including thank you notes, shout-outs, appreciative social media posts, team meetings and huddles. These gestures not only express our gratitude but also reinforce the sense of camaraderie and teamwork that defines our workplace culture. At HDH, we are committed to partnering our staff to create an environment where they feel empowered, valued, supported, and inspired to deliver exceptional care each day.

HDH places a strong emphasis on staff education and development. We recognize that providing our team members with the knowledge and tools they need is essential for delivering exceptional care to our patients. Through comprehensive training programs, workshops, and continuing education opportunities, we empower our staff to continually enhance their skills and stay abreast of the latest advancements in healthcare. By investing in staff education, we not only ensure the delivery of high-quality care but also foster a culture of continuous learning and professional growth, leaving our staff feeling valued.

## SAFETY

At HDH, ensuring safety is vital to our mission of providing exceptional care. We have implemented a range of initiatives dedicated to safeguarding both our staff and patients. Our incident management system serves as a crucial tool for promptly reporting and addressing any incidents that may occur, allowing for thorough follow-up and resolution. Additionally, our Patient and Medication Safety Committee meticulously reviews all medication-related, falls, and miscellaneous incidents to identify opportunities for improvement and prevent future occurrences. We maintain robust policies for patient safety, subject to annual review to ensure they remain current and effective. HDH has an active Joint Health and Safety Committee that is focused on ensuring that the workplace is a safe environment. Regular inspections, from a safety lens, are conducted to ensure staff and patient safety.

## POPULATION HEALTH APPROACH

HDH is dedicated to ensuring that patients receive high quality care close to home through strategic partnerships with a variety of organizations. One such collaboration is with Bright Shores Health System, where we've established an outpatient Rapid Access Addiction Medicine (RAAM) Clinic within our hospital premises, providing timely and specialized care for individuals facing addiction challenges. Additionally, our close partnership with the Hanover Family Health Team enables us to deliver comprehensive support to obstetrical and postpartum patients, ensuring continuity of care and optimal outcomes for mothers and newborns, as well as support to our Acute Care Unit.

Furthermore, our alliance with Home and Community Care Support Services (HCCSS) allows us to extend our reach through Flex Clinic care, delivering essential medical services to patients within our region who may face barriers to accessing traditional healthcare settings. These partnerships exemplify our commitment to innovation and community engagement, ensuring that individuals in our area have access to a broad spectrum of healthcare services tailored to their specific needs.

At HDH, our longstanding dedication to collaboration and partnership underscores our mission to provide compassionate and comprehensive care that enriches the lives of our patients and strengthens the health of our community.

## EXECUTIVE COMPENSATION

The Board agrees the following executives will be linked to the Organization's achievement of the targets set out in the annual QIPs: 1) President & CEO (Administrator), 2) Chief of Staff, 3) Senior Management reporting directly to the President & CEO

Each year, QIP targets are reviewed with the Board Governors indicating the degree to which the targets have been met. As indicated in the Hospital Board Policy and QIP, 5% of the President/CEO annual base salary (step increase) is considered to be "at risk" and is linked to achieving 100% of the targets set out in the QIP.

Achievement of all targets would result in 100% payout; partial achievement of targets will result in partial payout, as determined by the Board of Governors.

Summary: Performance based compensation accounts for 5% of each executive's annual compensation.

## CONTACT INFORMATION/DESIGNATED LEAD

Executive Assistant to the CEO  
(519) 364-2340, ext. 209

## SIGN-OFF

It is recommended that the following individuals review and sign-off on your organization's Quality Improvement Plan (where applicable):

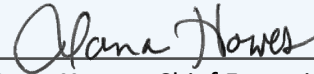
I have reviewed and approved our organization's Quality Improvement Plan on **April 1, 2024**



**Tina Shier**, Board Chair



**Pamela Matheson**, Board Quality Committee Chair



**Dana Howes**, Chief Executive Officer

Other leadership as appropriate



















## Measure - Dimension: Effective

Indicator #3	Type	Unit / Population	Source / Period	Current Performance	Target	Target Justification	External Collaborators
Medication reconciliation upon internal transfer to Surgical Services	C	% / Other	Local data collection / 2024-25	84.00	95.00	To promote patient safety, enhance patient outcomes and satisfaction.	Brightshores Health System (Pharmacy Department), Community Pharmacies as needed

## Change Ideas

Change Idea #1 To ensure that medication reconciliation is occurring at the transfer of care of surgical patients.

Methods	Process measures	Target for process measure	Comments
1) Education on importance and proper completion of medication reconciliation, 2) Education given to nurses and physicians, 3) Audit charts to ensure that medication reconciliation is happening at transfer of care to surgical services	1) Education sessions to all staff, 2) Audit medication reconciliation of all surgical patients to ensure that medication reconciliation is completed	We are targeting for 95-100%	