

Let's Make Healthy
Change Happen.



Quality Improvement Plan (QIP) Narrative for Health Care Organizations in Ontario



3/31/2018

This document is intended to provide health care organizations in Ontario with guidance as to how they can develop a Quality Improvement Plan. While much effort and care has gone into preparing this document, this document should not be relied on as legal advice and organizations should consult with their legal, governance and other relevant advisors as appropriate in preparing their quality improvement plans. Furthermore, organizations are free to design their own public quality improvement plans using alternative formats and contents, provided that they submit a version of their quality improvement plan to Health Quality Ontario (if required) in the format described herein.

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Overview

Humber River Hospital is North America's first fully digital hospital and is one of Canada's largest regional acute care hospitals, servicing a catchment area of more than 850,000 people in the northwest Greater Toronto Area. Humber River Hospital has a total of 656 beds, 3,500 staff and 700 physicians. Humber River Hospital is home to Ontario's first Centre of Excellence for laparoscopic bariatric surgery, Canada's first nocturnal dialysis program, a major cancer program, and currently, Humber River Hospital has the busiest emergency department in the Province of Ontario. Humber River Hospital also is fully affiliated with the University of Toronto and Queen's University.

Describe your organization's greatest QI achievements from the past year

Humber River Hospital is proud to report the opening of the world's first hospital quality command centre. Driving safety intelligence, our quality command centre optimizes resources to enhance access and patient flow.

Humber River Hospital continues to pioneer technological innovation and lead safety intelligence and improvement. Two notable examples include leveraging artificial intelligence in diagnostic imaging to improve the rejected x-ray image rate that decreases radiation exposure to patients and optimizes image quality; and being the first hospital in North America to explore humanoid robots as a mechanism to improve experience.

Humber River Hospital is leading an innovative partnership with Mackenzie Health, Markham Stouffville Hospital, North York General and Southlake Regional Health Centre to operate a Reactivation Care Centre that aims to help patients who no longer need acute care services, but often find themselves waiting for an alternate care facility, such as convalescent and long-term care. Humber River Hospital also joined the Joint Centres, a partnership between seven large community hospitals, that seek to share innovative ideas to improve service delivery and/or value across the system, serve as a living laboratory to demonstrate innovation, provide a forum for the rapid execution of new ideas, technologies, products and processes to improve system performance and create opportunities for shared innovation, learning and knowledge transfer.

Furthermore, Humber River Hospital continues to provide exceptional bariatric services and received comprehensive centre status through a recent accreditation by the Metabolic and Bariatric Surgery Accreditation and Quality Improvement Program. Our laboratory services equally excelled and received ISO 15189 Plus Accreditation certificate by the Institute for Quality Management in Healthcare. Humber River Hospital continues our academic affiliations with the University of Toronto and Queen's University and was represented at multiple local and international quality conferences.

Humber River Hospital remains committed to building a high reliability hospital through engineering resilient safe systems with a focus on human factors. With the busiest emergency department in the Province, Humber River Hospitals continues to lead in performance. Humber River Hospital continues to implement evidence based co-design, engaging patients and families in the design of services and processes and has had significant improvement in patient satisfaction (e.g. 11 percent improvement from the previous year), expansion of our patient and family advisors and continued connection to our Community.

Resident, Patient, Client Engagement and relations

Humber River Hospital continues to make significant improvements within patient satisfaction and overall patient experience. Based on the Canadian Institute for Healthcare Information's CPES results tool, Humber River Hospital is ranked as first in the overall hospital rating for large community hospitals, first within

the Central LHIN hospitals and sixth within all hospitals in the Province. Humber River Hospital has created a new position of Patient Experience Quality Improvement Advisor that will lead evidence based co-design with patients and families. Humber River Hospital continues to grow our pool of Patient and Family Advisors across the hospital and are integrated at our unit quality committees (Reinventing Care Councils), speciality areas (oncology, nephrology, and bariatrics) and corporately (Patient and Family Advisory Council) driving frontline ownership.

Collaboration and Integration

Humber River Hospital is the hub of care for our community, providing acute care and working with our community partners through a number of strategic initiatives including: Home First with the Central Local Health Integration Network (CLHIN), successful transitions of rehabilitation stroke patients to long-term care homes, as well as the CLHIN-wide Alternate Level of Care Collaborative. As an example, in partnership with the Central LHIN, Humber River Hospital has led the development of the Discharge Planning Pathway which is a new technology that integrates with hospital electronic medical records, and brings together information from Central LHIN Hospitals, Central LHIN Home and Community Care, and Resource Matching and Referral (RM&R).

Humber River Hospital continues to strengthen our relationships with our community partners with respect to the palliative care patients and beds within the community as well as our academic relationships. This fiscal year, Humber River Hospital has hosted and toured interested groups from across the world to showcase our fully digital hospital and the world's first quality command centre.

Engagement of Clinicians, Leadership & Staff

Humber River Hospital conducted a staff and physician engagement survey in October, 2017. Significant improvements in both staff and physician participation and engagement were seen representing a 20 percent improvement in the overall engagement score for both staff and physicians compared to the previous engagement survey year. Notably, 72.6 percent of staff felt quality improvement is encouraged by Humber River Hospital.

Population Health and Equity Considerations

As reported by the Central Local Health Integration Network (LHIN), it has a "population of approximately 1.9 million, has the most residents and is among the most diverse and fastest growing LHIN. Central LHIN residents are reported to have the highest life expectancy at birth of 83.6 years and the second highest life expectancy at age 65 in Ontario. However, social determinants of health such as unemployment, education levels and risk behaviours have all been shown to affect how healthy people are. The prevalence of multiple chronic conditions increases dramatically with age. Nearly 40 percent of current Central LHIN residents aged 65-74 and 56 percent of those aged 75 plus have two or more chronic conditions. These conditions account for six out of 10 deaths, 20 percent of acute hospital discharges, and 25 percent of acute hospital days for our residents".

As a significant component of patient experience, Humber River Hospital recognizes the importance of providing safe, patient and family-centered care every time, for every person that seeks care.

The hospital recognizes and values the rich linguistic and cultural diversity of our patient population and Humber River Hospital provides full access to qualified interpreter and cultural services, such as spiritual care, to ensure patient privacy, quality communication and optimal patient outcomes. Our Patient and Family Resource Centre further provides resources that are relevant to patients and families.

We continue to build capacity with our patient and family advisors and integrate our advisors into continuous quality improvement initiatives, supporting the hospital's ability to leverage the insights and rich perspective of patients and their families in order to improve our daily hospital processes.

Access to the Right Level of Care - Addressing ALC

Humber River Hospital is leading the innovative partnership for operating the Reactivation Care Centre that aims to help patients who no longer need acute care services, but often find themselves waiting for an alternate care facility, such as convalescent and long-term care. Humber River Hospital continues to participate in the Central LHIN Alternate Level of Care Collaborative. The Discharge Planning Pathway was implemented and successes are being seen in optimizing hospital capacity, patient safety and reducing costs. For example, Humber River Hospital continues to see a significant decrease in the ALC rate and on average has increased capacity for acute patients by approximately 20 beds.

Opioid Prescribing for the Treatment of Pain and Opioid Use Disorder

At Humber River Hospital, we have a multifaceted approach for the effective treatment of pain that recognizes that patients are different and have complex needs. As opioids can have serious side effects and risks, including overdose and addiction we utilize multiple approaches to manage pain including a stepwise approach that utilizes non-opioid drugs, non-pharmacological considerations and multi-modal analgesia/opioid sparing regimens. Furthermore, opioid stewardship strategies include regular reassessment of pain and function, using the lowest possible dose for the shortest possible time, and avoiding sedatives (e.g. benzodiazepines) while taking opioids. Providers diligently work with patients to establish treatment goals (including pain). All of the aforesaid approaches are aligned with best practices by the College of Physicians and Surgeons of Ontario, the College of Nurses of Ontario and the Ontario College of Pharmacists.

Workplace Violence Prevention

A core strategic directive at Humber River Hospital is to champion a people-centred workforce with excellent staff and physician engagement. Humber River Hospital continues to build on the solid foundation it has established to make the workplace safe and free of violence.

Several initiatives implemented in 2017 (e.g. workplace violence prevention task force, flagging systems, development and communication of specialized care plans, root cause analysis with corrective actions after each incident) have positioned Humber River Hospital to continue its prevention journey by establishing a robust focus on the importance of reporting workplace violence incidents. A baseline of the number of incidents stratified by type of incident and type of workplace violence has been established.

Building on our past success and using the Joint Ministry Project on Workplace Violence Prevention in Healthcare Year One Progress Report and accompanying tools as reference information, Humber River Hospital will be a member of the Joint Centres and are collaborating to prevent workplace violence through development and implementation of a common approach to risk identification and care planning. In addition, Humber River Hospital will continue its ongoing evaluation of the workplace violence prevention program and related corporate strategic directives.

Performance Based Compensation

In compliance with the Excellent Care for All Act, the Senior Team (President & CEO; Chief Nursing Executive/Chief People and Strategy; Executive Vice-President and Chief Clinical Programs; Chief Financial Officer, Chief Information Officer; Vice-President, Clinical Programs) will have 2 percent of their base salary at risk if Humber River Hospital does not complete medication reconciliation on admission

100 percent of the time. This goal supports the key strategic directive of achieving high-reliability.

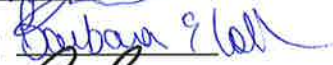
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Other

Sign-off

I have reviewed and approved our organization's Quality Improvement Plan

Board Chair 
Chief Executive Officer 
Chief of Staff 