

Let's Make Healthy
Change Happen.



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



3/29/2019

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 operates 722 beds and has oversight for an additional 378 beds at our Reactivation Care Centres representing a total of 1,100 beds. Humber River Hospital employs approximately 3,800 staff, 700 physicians and over 1,000 volunteers. 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. Humber River Hospital was awarded Accreditation with Exemplary Standing in 2018 and received numerous awards and accolades since its opening in 2015 for technological advancements and innovation.

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

Humber River Hospital serves a dynamic community in Northwest Toronto, housing the busiest emergency department in Ontario with an average of 390 visits per day. Recognized as North America's first digital hospital it is also prestigiously LEED Gold certified.

Humber River Hospital is proud to report the opening of two Reactivation Care Centres at our Church and Finch sites. Humber River Hospital is leading this innovative partnership with Mackenzie Health, Markham Stouffville Hospital, North York General, Southlake Regional Health Centre and Sunnybrook to operate Reactivation Care Centres that aim 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 pioneer technological innovation and lead safety intelligence and improvement. This year, Humber River Hospital's Command Centre celebrated the one year implementation anniversary of Generation 1 tiles which focussed on improving patient flow and organizational efficiencies. Results from this innovation has led to reduced Emergency Department to inpatient bed transfer time by 15 percent; reduced operating room holds by 30 percent; and has created approximately 23 beds capacity and a cost saving of \$6.5 million/year. Humber has begun seminal work as Generation 2 tiles are under development, focussing on quality care delivery, and real-time safety surveillance.

Humber River Hospital continues to provide highly reliable quality care and received Exemplary Status from Accreditation Canada, having met 100 percent of the required organizational procedures and 99.9 percent of all high priority standards. Humber River Hospital also received accreditation from the Ontario College of Pharmacists adding to our further prestigious accreditations by the Metabolic and Bariatric Surgery Accreditation and Quality Improvement Program for our Bariatric program and 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.

Furthermore, Humber River Hospital is an integral member of the Joint Centres, a partnership between seven large community hospitals comprised of Humber River Hospital, Mackenzie Health, Markham Stouffville Hospital, Michael Garron Hospital, North York General Hospital, Southlake Regional Health Centre and St. Joseph's Health Centre. The Joint Centres have done transformative work to build a

foundation for collaboration and continues to develop, implement and spread leading practices and innovative solutions to improve care for patients and families.

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 Hospital 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, expansion of our patient and family advisors and continued connection to our Community.

Patient/client/resident partnering and relations

Humber River Hospital continues to partner with patients and families on the journey to high reliability together – a partnership which has been featured on a poster presentation at the Institute for Healthcare Improvement (December 2018). Based on the Canadian Institute for Healthcare Information's Canadian Patient Experience Survey results tool, Humber River Hospital remains ranked as first for the past two-years in the overall hospital rating for large community hospitals, and first within the Central LHIN hospitals. Humber River Hospital continues to grow our pool of Patient and Family Advisors across the organization and are integrated at our unit quality committees (Reinventing Patient Care Councils), speciality areas (oncology, nephrology, and bariatrics) and corporately (Patient and Family Advisory Committee) driving frontline ownership.

Our journey to high reliability also integrates patients and families into multiple networks, resulting in emerging forms of disruptive innovation for healthcare. Genuine investment in authentic collaboration with our patients, families, and ultimately our community is critical to foster resilience. In our experience, their integration into our service design and planning goes beyond creating just a role. Through total integration, we continuously nudge the presence and mindfulness for safety via human factors into our daily operations, a concept for which Humber River Hospital has been featured and recognized by the Canadian Patient Safety Institute (2018).

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 and comprehensive foundation it has established for workplace violence management and prevention.

An evaluation of the effectiveness of key initiatives included in last year's action plan identified that while the number of reported incidents increased, the severity of incidents reduced from the previous year. Humber River Hospital's Workplace Violence Prevention program received specific mention in the hospital's 2018 Accreditation Canada report: "A very strong program to prevent and manage workplace violence is in place".

Humber River Hospital's system of identification of those who may exhibit violent, aggressive or responsive behaviours was recognized at both the 2018 International Conference on Violence in Health Care and the 2018 Institute for Healthcare Improvement conference. A recent gap analysis conducted using the newly revised Best Practice Guideline (BPG) from RNAO demonstrated compliance with the majority of requirements as did a review of recommended practices and tools from the Joint Ministry Project on Workplace Violence Prevention in Healthcare Year One Progress Report.

Joint Centre (JC) hospitals collaborated to address workplace violence and developed and implemented a common approach to risk identification and care

planning. An Alert for Behavioural Care protocol is being implemented across the JC with hospitals applying common approaches within their local context. To that end, working collaboratively with our eight partner hospitals at the two Reactivation Care Centres on the use of consistent signage to identify the risk for violence will occur.

Extending electronic notification of the risk for violence in all Outpatient Clinics at Humber River Hospital is a key change initiative planned for 2019-20. Humber River Hospital will continue its ongoing evaluation of the workplace violence prevention program and related corporate strategic directives.

Executive 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 documented assessment of needs for palliative care patients 100 percent of the time. This goal supports the key strategic directive of achieving high-reliability.

Contact Information

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Other

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

Board Chair Terry Leon _____ (signature)
Board Quality Committee Chair Susan Wolburgh Jenah _____ (signature)
Chief Executive Officer Barbara Collins _____ (signature)
Other leadership as appropriate _____ (signature)