

Let's Make Healthy  
Change Happen.



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



3/31/2020

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.

## Overview

HUMBER RIVER HOSPITAL is one of Canada's largest community acute care hospitals, serving a population of more than 850,000 people in the northwest Greater Toronto Area. The multi-site hospital currently operates out of its Wilson Avenue acute care site and Finch and Church Street reactivation care centres with a total of 722 beds, over 4,000 employees, approximately 700 physicians and over 1,000 volunteers.

Affiliated with the University of Toronto and Queen's University, Humber River Hospital is North America's first fully digital hospital. Part of Humber River Hospital's digital infrastructure includes automated laboratory services, robotics for sorting and mixing medications, electronic health records, computerized physician order entry, patient bedside computer terminals, tracking systems for patients undergoing surgery that provides updates to families through their cellphones. The implementation of these technological and digital solutions have enabled HRH to automate information, enhance communication and eliminate paper wastage, providing a connected experience for patients, staff and families.

Humber River Hospital was awarded Accreditation with Exemplary Standing in 2018 and since its opening in 2015 has received numerous awards and accolades for technological advancements and innovation ([www.hrh.ca](http://www.hrh.ca)).

## 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 American's first digital hospital, Humber River Hospital is also prestigiously LEED Gold certified.

Humber River Hospital is committed to fostering a high reliability culture through engineering resilient safe systems and a focus on human factors. With the busiest emergency department in the province, Humber River Hospital continues to lead in performance. This year, Humber River Hospital was also awarded not one, but two of the Canadian College of Health Leaders (CCHL) Awards. Humber River Hospital was awarded the Studer Group award for Excellence in Canadian Patient Care, as Humber River Hospital continues to be the highest rated overall patient experience hospital in the Central Local Health Integrated Network (<https://www.studergroup.com/resources/articles-and-industry-updates/insights/july-2019/huron-studer-group-canada-2019-award>). Dr. Burkoski received the CCHL Nursing Leadership Award, which recognizes nursing leaders committed to patient-centred care and administrative leadership (<https://www.baxter.ca/baxter-newsroom/baxter-canada-honours-exemplary-nursing-leader-humber-river-hospital>).

Humber River Hospital continues an excellent track record with a low medication error rate of 0.009% as a result of the uniquely designed closed loop medication administration system which delivers over 3.4 million doses of medications to patients every year (<https://www.longwoods.com/content/25817/closed-loop-medication-system-leveraging-technology-to-elevate-safety>). With respect to achievements in infection control, Humber River Hospital has had over 20 months of no outbreaks, over 36 months of no hospital-acquired VRE bacteremia and over 48 months of no ventilator-associated pneumonia. Humber River Hospital aggressively monitors hand hygiene practices, and has awarded four clinical units for high reliability designations for continuous sustained hand hygiene rates over a period of 12 months at the HRH Annual Scholarly Practice Conference.

Humber River Hospital continues to implement evidence based co-design practices, engaging patients and families in the design of services and processes, which have made significant improvement in patient satisfaction. HRH continuously engages in activities with patient and family advisors focusing on continuously strengthening connections with the community that we serve. Through unit-driven quality councils (Reinventing Patient Care Councils) in collaboration with patient and family advisors, Humber River Hospital submitted and received acceptance for an impressive 21 poster abstracts to the Institute of Healthcare Improvement in December 2019.

## **Collaboration and integration**

Humber River Hospital continues to lead the innovative partnerships with Mackenzie Health, Markham Stouffville Hospital, North York General, Southlake Regional Health Centre, Trillium Health Partners, William Osler, St. Joseph's Health Centre Toronto and Sunnybrook, in operating our two Reactivation Care Centres (RCC's). The RCC's have successfully supported 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 has also expanded the innovative Humber's Elderly Assess and Restore Team, a collaboration between skilled multidisciplinary teams that focus on maintaining or restoring our senior's strengths and overall health. This initiative has supported seniors to return home, live independently and remain in the community for as long as possible.

Also through a unique partnership with the Hospital for Sick Children (SickKids), Holland Bloorview, and Children's Hospital of Eastern Ontario as part of the Kids Health Alliance, HRH has demonstrated commitment in advancing excellence in pediatric care. This year, six surgeons from SickKids have provided general surgery services at Humber River Hospital for local pediatric patients in need. This collaboration strengthens pediatric health within our community by improving timely access to coordinated, consistent, high-quality care for children, youth and their families.

## **Patient/client/resident partnering and relations**

Humber River Hospital continues to engage 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. Corporately, our Patient and Family Advisory team continues to grow and there are now over 45 advisors supporting a variety of services, initiatives such as our Reinventing Patient Care Councils. These committed team members represent the voices of our patients and families who have unique healthcare experiences and perspectives that have proven to be been invaluable to improving care. We would like to recognize our Corporate Patient and Family Advisory Committee with a special note of appreciation. Over the years, the advisory committee has provided genuine patient/family leadership, strategic feedback for numerous corporate initiatives and supporting patient and family advisors beginning their journey at Humber River Hospital.

## **Workplace Violence Prevention**

A core strategic directive at Humber River Hospital is to champion a people-centered workforce with excellent staff and physician engagement. Humber River Hospital has also continued to build on the solid and comprehensive foundation it has established for workplace violence management and prevention.

As noted previously in the 2018 Accreditation Canada report, HRH possesses “a very strong program to prevent and manage workplace violence”. In May 2019, HRH published a research study to explore the experiences of nurses regarding the implementation of technology-based violence prevention

interventions. The three themes identified from the hospital's study indicated that: 1) Staff felt reassurance of safety, 2) an increase in proactive measures, and 3) some limitations of technology. Nurses held positive perceptions of the impact of technology-based interventions on violent incidents. The interventions were regarded as effective for the detection of potentially violent patients as well as for providing assistance from security staff when a violent incident occurs or appears imminent. Engaging staff, patients and families in this unique digital and technology-enriched environment has been critical for the successful implementation of the violence prevention electronic flagging system. Additionally, patient and family advisors were essential in providing feedback to address concerns related to stigmatization.

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.

## **Virtual care**

Our first in Canada Command Centre uses real-time data, advanced algorithms, predictive analytics, and data display tiles to show a comprehensive view of how patients move through the hospital. As a result, HRH does not experience "hallway health care", and in fact, through the use of the command centre, we have freed up 23 beds at no additional cost. Newly developed clinical applications and analytic tiles integrate standardized early warning systems, predictive analytics and provide real-time information from multiple digital systems. Professional expertise is supported through these analytic tiles, providing an 'added layer of protection' for patients with unstable or unpredictable health conditions. Analytic tiles synthesize large sets of complex patient health care data resulting in the early identification of patient deterioration, this allows direct care providers to intervene proactively to reduce risk of further patient deterioration.

The launch of these four new analytic tiles in the HRH Command Centre marks a major milestone in the hospital's multi-generational roll-out. The next phase will introduce additional Command Centre functionality, with analytics designed to further integrate the hospital with the community it serves so that more patients can receive care at home.

## **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 open patients in truly unconventional "hallway medicine" spaces. This goal supports the key strategic directive of achieving high-reliability.

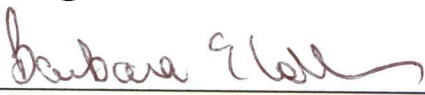
## **Contact Information**

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## Sign-off

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

Board Chair  (signature)  
Terry Leon

Chief Executive Officer  (signature)  
Barbara Collins