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



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.

[ontario.ca/excellentcare](https://ontario.ca/excellentcare)

## Overview

Humber River Health (rebranded from Humber River Hospital) is one of Canada's largest community acute care hospital, primarily serving the northwest part of Toronto and a population of over 850,000. Humber River Health is the multi-site hospital currently operating out of its Wilson Avenue acute care site, Finch Reactivation Care Centre, and Church Street Reactivation Care Center. Humber River Health currently operates 729 beds/bassinets across the three sites, with over 4,600 employees, approximately 800 physicians, and over 350 volunteers. Humber River Health is proudly affiliated with the University of Toronto and Queen's University, and is also a member of the Toronto Academic Health Science Network.

Humber River Health uses the most current technologies to enhance all aspects of quality patient care delivery, improve efficiency, accuracy, reliability and safety. As the first fully digital hospital in North America with the world's first healthcare quality Command Centre, enhancing quality of care delivery and patient safety has always been at the forefront of our technological advancements. Since its opening in October 2015, Humber River Health has received numerous awards and accolades for technological advancements and innovation ([www.hrh.ca](http://www.hrh.ca)), and most recently was awarded Accreditation with Exemplary Standing in October 2023 by Accreditation Canada.

Patient, families, and caregivers are at the forefront of Humber River Health's 2023-2026 Strategic Directives: advance the empowerment of our people and patients, foster innovation, research and academics, deliver comprehensive quality care closer to home, and embrace equity, diversity and inclusion.

## Access and Flow

Access and Flow at Humber River Health is facilitated through the Command Centre in partnership with the Emergency Department and all Clinical Programs.

Recent improvements to Access and Flow and planned QIPs are aimed at ensuring that the organization continues to ensure effective patient flow 24/7 are as follows:

### 1. Structural Changes to Leadership

- a. Daily leadership oversight of staff performance as it relates to Command Center flow and safety metrics.
- b. Aligning the role of Program Director Medicine to include a Transitions Role to oversee the Command Centre and to ensure alignment of all access and flow resources recognizing most admissions are to medical units.
- c. Realigning the discharge planning to the Command Centre; this to ensure alignment of priorities to a single leader

### 2. Committee Structure

- a. Introducing a new Committee Structure to the Command Centre
  - i. **Steering Committee**
    1. Responsible for the vision of the program, and to ensure alignment with corporate expectations of access and flow
  - ii. **Operations Committee**
    1. Task with the daily oversight of the program, as well as developing and defining a new Program Scorecard to monitor access and flow
    2. Responsible for course corrections for any measures performing below target

### 3. Community Integration

- a. Alignment of Community Outreach Programs into the Command Centre
  - i. SCOPE Plus

1. Maximize the use of SCOPE is a virtual interprofessional care team that supports primary care providers through a single point of access.
- ii. NLOT
  1. Maximize The “Nurse Led Outreach Team” of specialized nurses who provide Emergency Mobile Nursing Services to the residents of local Long-Term Care Homes

## Equity and Indigenous Health

Humber River Health serves a community characterized by diversity, and this makes both our organization and community stronger. However, it also brings to light the multifaceted issues of health inequities, discrimination, and exclusion that many face. We acknowledge these challenges and are profoundly committed to addressing them head-on. As outlined in our 2023-2026 Strategic Plan, HRH has a strategic direction to 1) embrace equity, diversity and inclusion in everything we do, 2) address racism with a focus on anti-Black racism, and 3) pursue partnerships and integration opportunities to advance equitable and inclusive care for our community. As part of our efforts to address racism, with a focus on anti-Black racism, HRH launched the Introduction to Anti-Black Racism Module for all Leaders, Staff, Physicians and Volunteers. In addition, HRH has begun to conduct staff, physician and volunteer listening sessions to understand racism at HRH and solutions to it within the workplace. The next sessions are for community focus groups, again to understand what anti-black racism looks like in our hospital when seeking care. HRH will implement the Ontario Health Measuring Health Equity survey to support with evidence-based quality improvement planning at the organization.

## Patient/Client/Resident Experience

Humber River Health continues to actively engage patients and families in our journey to high reliability. HRH seeks patient and family feedback through various mechanisms such as post discharge surveys, our website - “we are listening” and multiple intake processes in-person and virtually through the Patient Relations department. Additionally, the Humber River Health Board of Directors have received regular reports from our Patients and Family advisors, and continue to invite them to board meetings to receive feedback on patient and family experience.

Patient and Family Advisors have allowed our healthcare teams to make fewer assumptions and consider the patient and family’s perspective when implementing quality improvement initiatives. There are currently over 50 active Patient and Family Advisors (PFAs) throughout HRH. PFAs participate in Corporate Patient and Family Advisory Committee (Corporate PFAC), Nephrology Patient and Family Advisory Committee, Oncology Patient and Family Advisory Committee, Bariatric Patient and Family Advisory Committee, 21 Reinventing Patient Care Councils (RPCCs) across the organization, various Quality improvement working groups, other hospital committees (e.g. Infection Prevention & Control Committee, Corporate Patient Safety Committee, Corporate Ethics Forum, Storytelling on the patient experience at HRH). The input from PFAs is sought on numerous plans, policies, initiatives, procedures and projects.

We are so proud to have PFAs co-lead our quality improvement initiatives and provide continuous dialogue with our healthcare teams to drive excellence in patient-centered care at HRH. HRH plans to empower and enable our patients through diverse avenues using our Patient and Family Advisory Program to continue building

an institution with robust patient safety culture. We operate the Post-Discharge Call Centre (PDCC) and the Patient, Family and Staff Resource Centre to enhance patient experience.

## Provider Experience

Humber River Health is committed to continuous workplace improvement to support Staff, Physician and Volunteer engagement. As outlined in our 2023-2026 Strategic Plan, HRH has a strategic direction to advance the empowerment of our people with specific objectives to 1) Evolve workflows and align scopes of practice to improve patient care and the provider experience and 2) Expand learning, career development and recognition opportunities. To this end, HRH conducts regular Employee engagement surveys, and implements both corporate and department specific action plans. As a result of the engagement surveys, one of our most recent outcomes are the launch of a new 7-dimension of Wellness framework, a Professional Development Catalogue and a Peer-to-Peer recognition program. With our unwavering commitment to employee engagement and leadership practices that focuses on regular open communication, HRH strives to overcome the current human resources challenges by regularly assessing and adjusting workplace strategies that meet the needs of our current workforce.

## Patient Safety

Humber River Health (HRH) prioritizes patient safety and regularly compares organizational performance against provincial benchmarks. At the closing of the 2022/23 fiscal year, HRH's hospital harm rate was reported at 2.3, which is significantly lower than the provincial average of 6.2.

Patient safety is paramount at HRH. Patient safety incidents are reported and reviewed and analyzed by the hospital patient safety team and program leadership team. Remedial actions and quality improvement initiatives are completed, evaluated and documented. As a commitment to our high reliability journey, HRH is proud to have always included the monitoring and tracking of Never Events in the hospital's Patient Safety Plan. Upon opening of Ontario Health's reporting platform, HRH is prepared for reporting Never Events centrally. HRH continues the complex work towards achieving the medication reconciliation at discharge target of 81% as a strategic priority across all programs.

## Population Health Approach

Humber River Health is a member of the North Western Toronto Ontario Health Team (NWT OHT). The NWT OHT is developing a Community Care Hub that will embed population-health based approaches. The space of the hub was provided in-kind by Humber River Health at the Finch campus (2115 Finch Avenue West, North York, ON M3N 1N1, Suite 204). The Hub will leverage a community health service integration approach and will include partners from both health and social services sectors. Current partners engaged in this project include but are not limited to Across Boundaries, Black Creek Community Health Centre, COSTI, etc. A key feature of this hub is to increase care coordination and collaboration to help improve the patient experience and outcomes, as well as provider experience. The services delivered at the hub will reflect the needs of our community. The hub will include culturally relevant and equity-based services/programs for community members, their families, and caregivers. Services at the Hub may also include the following: mental health and addictions, youth, senior services, employment and social services, service navigation, health promotion, digital health, chronic disease management, and primary care. The Community Care Hub is expected to open in early 2024.

## Executive Compensation

In compliance with the Excellent Care for All Act, the Senior Team (President & CEO; Chief Nursing Executive & Executive Vice President and Chief Clinical Programs; Chief Financial Officer) will have executive compensation linked to the indicator "medication reconciliation at discharge". This goal supports the key strategic directive of achieving high-reliability.

## Contact Information

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## 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 \_\_\_\_\_  \_\_\_\_\_ (signature)  
Michael Iacovelli

Chief Executive Officer \_\_\_\_\_  \_\_\_\_\_ (signature)  
Barbara Collins