

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

April 13, 2020



OVERVIEW

Headwaters Health Care Centre (Headwaters) is a medium-sized community hospital serving citizens living, working and playing in Dufferin County and the Town of Caledon. Headwaters is proud to have a team of over 700 staff, 160 physicians, and more than 300 volunteers. Located in Orangeville, Headwaters provides a full range of general hospital services including: 24/7 emergency; diagnostics; obstetrics; palliative care; medicine, surgery and ambulatory care including chemotherapy and dialysis.

Last year, we had over 42,000 visits to our Emergency Department, 4,688 day surgeries, 887 inpatient surgeries, 24,000 inpatient admissions, nearly 800,000 lab tests and over 29,400 diagnostic imaging tests, 800 births, 28,539 outpatient visits as well as 3,886 dialysis visits, over 2,300 oncology consultations and 1,244 chemotherapy treatments. Headwaters works in partnership with health service providers to deliver specialty services such as cardiac, mental health and cancer care.

In late 2019, we began renovating our main hospital lobby to improve the overall patient, visitor and staff experience. This work will be complete in early spring 2020. Renovations to our emergency department are expected to begin in 2020 and aim to improve the patient, staff and physician experience through redesigned waiting areas, clinical spaces and patient flow.

We launched our new purpose, values and strategic plan in 2019, One Community, Caring Together. These emerged from our engagement of over 2,500 local citizens, patients and families, partner organizations, staff, physicians, hospital volunteers and so

many others.

Our responses included just as many thoughtful comments about what makes Headwaters a strong community hospital and how to make it even better. It re-confirmed the widespread community pride and support in our hospital, its physicians, staff and volunteers.

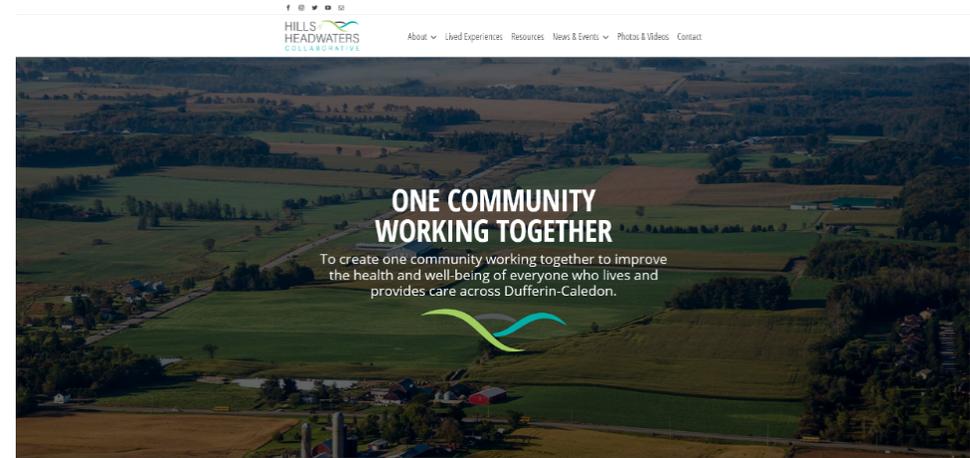
We recognize that our community is rapidly changing with population growth rates above the provincial average. Our rising population and changing demographics mean we must plan for appropriate levels of services to meet local needs now and in the future.

In 2019, Ontario announced a series of legislative and structural changes that will transform the organization and delivery of care. Ontario Health Teams (OHTs) are being formed to support this change at the local level. Positioned as a multi-year evolutionary change, OHTs will be comprised of health and care providers committed to working as one coordinated team. Headwaters Health Care Centre is a partner in one of the first, 24 Ontario Health Teams approved by the Province in December 2019, called The Hills of Headwaters Collaborative.

Over time the Collaborative will be accountable for providing care to 112,781 residents across Dufferin County-Caledon, with the ability to support population growth. The Hills of Headwaters Collaborative also builds on a rich history of collaboration and patient, family and caregiver involvement within these communities.

It includes over 70 primary care and 31 specialist physicians, patients, families and caregivers as well as executive level leadership from over 38 partners including acute care, mental health and addictions, housing, public health, social services, community supports, hospice and palliative care.

This Quality Improvement Plan (QIP) is focused on our most important quality improvement and patient safety priorities. Our plan also considers the health care priorities of the Ministry of Health, the Central West Local Health Integration Network (now Central Region) and the emerging Ontario Health directions. Again, we have included custom indicators which demonstrates alignment to organizational and community priorities. We regularly review data to monitor our progress and help us continue to deliver safe, effective care that meets our patients' needs and expectations.



DESCRIBE YOUR ORGANIZATION'S GREATEST QI ACHIEVEMENT FROM THE PAST YEAR

Over the last year, Headwaters engaged in several quality improvement initiatives to make receiving care in our community safer, more equitable, accessible, timely, efficient and patient centred. We are very proud of our teams' dedication to improving quality. Key quality achievements over the past year include:

Safer

- We embarked on a clinical transformation by preparing to launch Meditech Expanse in partnership with three peer hospitals
- Surgical services redesigned documentation for patients preparing for surgery using Choosing Wisely resources.

Patient-centred

- The Joan & Paul Waechter Welcome Centre construction was

initiated to enhance the safety and accessibility of our main lobby environment. Once completed, it will also provide a smooth and effortless patient experience upon entering the main doors of the hospital.

- We implemented a process to ensure that patients departing on Palliative Care plans are supported with community providers and pain management strategies.
- The Hills of Headwaters Collaborative, one of Ontario's first wave of 24 Ontario Health Teams was initiated and partnerships are flourishing.
- We strengthened our Patient and Family Advisory Partnership working collaboratively to improve patient and family experiences.
- We launched our new Strategic Plan with a refreshed brand, logo and website in addition to expanded social media channels
- We codesigned, rebranded and refreshed our website, patient guide and other communications materials, with our patients and teams.
- We partnered with the Smilezone Foundation to update and renovate our paediatric area and family waiting rooms into bright, comforting and engaging spaces for children and families.
- We launched the Hub, infotainment bedside terminals to provide patients and families with education and entertainment as well as the care providers' the opportunity to document at the bedside.
- MyChart was made available to patients allowing them to access select clinical information online.

Accessible

- Introduced a Musculoskeletal Rapid Access Clinic for patients contemplating knee or hip replacement surgeries to streamline wait times and improve communications

Efficient

- We achieved Choosing Wisely Level I designation for tackling overuse of unnecessary testing of patients
- We implemented a new budgeting and financial reporting system for internal monitoring

COLLABORATION AND INTEGRATION

We have a long history of active collaboration with a variety of partners to strengthen our local health care and social systems and provide patients and families with improved experiences.

Collaborating with our local partners helps us deliver a more seamless and safe approach to patient care in the hospital and home in the community.

We are proud of being named as one of the province's first 24 Ontario Health Teams. The partners of the Hills of Headwaters Collaborative are committed to the shared vision and priorities outlined in the visual that follows.

As the partners collaborate to achieve large-scale change and improvement, we are developing quality metrics to ensure that we can measure progress toward our targets.

The quality improvement plans that Headwaters is publicly committing to in 2020 are supportive of our participation in The Hills of Headwaters Collaborative.

Additionally, Headwaters is collaborating in the following ways:

- We are unique and fortunate to consider the Dufferin County Paramedic Service integrated team members of the hospital. The valued relationship offers efficiencies and exceptional patient experience during all transitions. The Community Paramedic Program provides seniors, the disabled and people with chronic

illnesses the ability get the care they need by offering preventative at-home health care visits as an alternative to their family doctor or the Emergency Department.

- We chair and host a quarterly meeting between Headwaters Health Care Centre, Directors of Long-Term Care Facilities, Retirement Homes and Community Partners to discuss arising issues and to collaborate on solutions. This initiative enables us to partner for seamless care of patients with complex conditions transitioning within the system.

- The Dufferin Situation Table is a group that meets weekly to address situations of immediate risk for patients. Themes have emerged from participants in this group that benefit both health and social services.

- We have memorandums of understanding (MOUs) with a number of organizations allowing us to provide care closer to home and still have access to expertise in specialty services such as haemodialysis, mental health, cardiac care and acute stroke. The MOUs are updated as care evolves and relationships strengthen to serve our community.

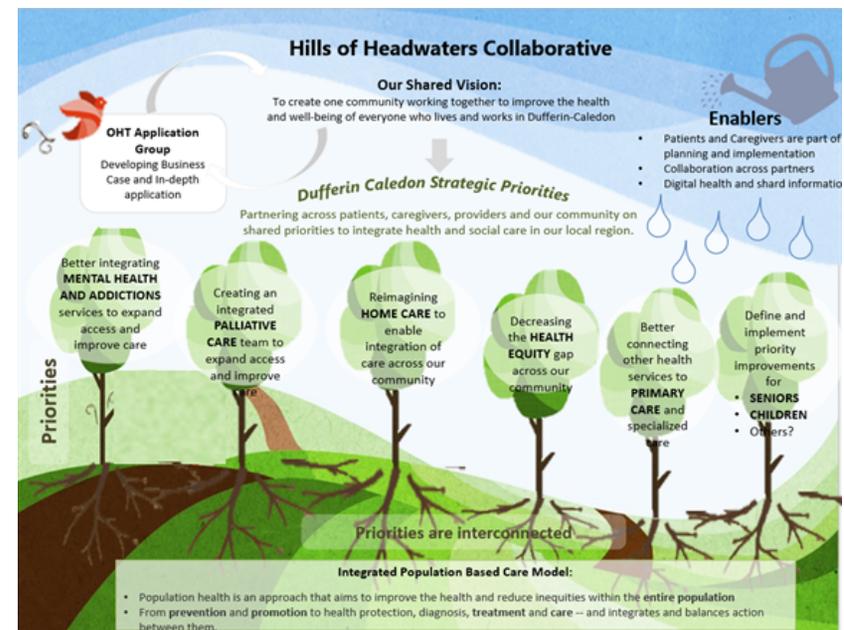
- We also contribute health information to Connecting Ontario in addition to using the content. Connecting Ontario links digital health systems so clinicians have access to complete, up to date and accurate information to provide patients with the best possible care.

- We leverage technology and collaboration with the Ontario Telemedicine Network with virtual critical care consultations, tele-

homecare, telepsychiatry and consultation with other partners in caring for our patients with mental health and addictions diagnoses.

- We contribute to Public Health's acute care enhanced surveillance program and partner with local public health units to ensure safe and healthy communities.

- Together with Collingwood General and Marine Hospital, Georgian Bay General Hospital and Royal Victoria Regional Health Centre, we are working on a clinical health information system project called Care4, that expands access to patient records across all four organizations to one unified health record. The project will go live in February 2021 and staff and physicians across all hospitals are heavily involved in this transformative project.



PATIENT/CLIENT/RESIDENT PARTNERING AND RELATIONS

Last year we committed to strengthening our partnerships with patients and families in their individual care and in how we develop and drive improvement to our programs and services. Over the past year we are proud to share that we:

- Strengthened our Patient Family Advisory Partnership by continuing to build relationships within the group and community.
- Co-designed an annual work plan that is supportive of Headwaters' annual priorities and strategic directions.
- Thoughtfully engaged patients, families, caregivers, partners and community members in the application and development of The Hills of Headwaters Collaborative through the development of the Community Wellness Council.
- Involved Patient Family Advisors in the direction and implementation of organizational projects, gathering their views and feedback and incorporating their lived experiences in improvement initiatives.
- Leveraged trends from patient satisfaction survey results.
- Incorporated thematic information from patient and family feedback in the form of compliments, inquiries and complaints.
- Integrated themes and insights provided by reviews and reflections from patient safety events.

- Engaged our patients and their families at the bedside and in waiting rooms with surveys and questions to guide our QIP development.
- Launched MyChart to empower patients with access to elements of their own clinical information.
- Implemented the Hub, an infotainment system at the bedside, to engage patient in learning with their care providers with educational tools and opportunities for feedback in the moment.

WORKPLACE VIOLENCE PREVENTION

Ontario is experiencing an increase in the frequency and severity of workplace violence incidents in the health care sector, particularly in the field of nursing. Headwaters is committed to providing a safe, inclusive workplace free of violence and harassment.

Headwaters was not unique this year. We had an increased number of workplace violence events reported by our team members. We are encouraged by our reporting culture but concerned about the prevalence of these incidents.

In 2019, we reviewed and revised our Workplace Violence Prevention Policies and Procedures and communicated these with all staff members at Headwaters. Similarly, we revised policies and procedures for responding to violent or potentially violent events and educated our team members accordingly.

Recently, we conducted workplace violence risk assessments in every area and department of the hospital to inform next steps for the Workplace Violence Prevention Committee and leadership.

We continue to commit to the following strategies to prevent workplace violence:

- Sustainable offerings of Gentle Persuasive Approach for Dementia and Management of Aggressive Behaviour (MOAB) courses for our team members and prioritizing team members in working in areas and departments considered to be at higher risk for workplace violence. During 2019, 31 staff members attended MOAB training.

VIRTUAL CARE

Headwaters has been an active participant in using virtual care for patients and families for several years. The achievements listed below provide an initial summary of areas in which virtual care is currently used:

- Virtual intensive care consultations –in partnership with the intensivists at William Osler Health System’s Intensive Care Unit (ICU), Headwaters’ ICU patients benefit from a virtual and collaborative interaction for specific patients. The consultations enable collaboration with a broader health care team allowing some patients to remain close to home.

- Tele-homecare is provided in partnership and complements our home and community care services. The local telemedicine program supports patients with heart failure and lung disease.

- Telemedicine is a service Headwaters offers to many patients that are eligible for virtual visits and consultations with care providers. Care accessible through telemedicine enables patients to reduce the time and resources required to travel further to access the same care.

- Telepsychiatry is offered in partnership with William Osler Health System’s Mental Health programs to support patients to access early psychiatric assessments and collaborate to develop a care plan.

- MyChart is a patient portal enabling patients to access elements of their health record. Patients need to enrol in order to have access to MyChart.

- My pockethealth is an application that provides patient access to

their diagnostic images. There is a nominal one-time fee for this service.

- Integrated Bedside Terminals with a digital platform (locally called The Hub) enables patients to actively participate in their care experience and improve their health literacy during hospitalization. The platform provides a suite of applications that are focused on empowering patients with access to information and educational material. The iMD Health library application provides a comprehensive digital, interactive and educational approach to self management and health literacy. Patients can email content to themselves to retain the information gained during their hospitalization for future reference. Hospitalized patients are actively involved in their care plan as clinical bedside documentation can be shared real time and patients can have meaningful input to their goals of care.

- Perhaps the most exciting opportunity on Headwaters' horizon will be the clinical transformation with Meditech Expanse, now called Care4. An advanced Electronic Medical Record (EMR), Care4 will provide a patient portal and self-management applications for a number of chronic conditions.

Headwaters' participation in the Hills of Headwaters Collaborative Ontario Health Team also expands the opportunities to utilize virtual care with collaborative members. Several opportunities are currently being explored within the Virtual Care Working Group that are aligned with provincial digital health initiatives.

EXECUTIVE COMPENSATION

The Chief Executive Officer (CEO) and the executives reporting to

the CEO are accountable for the achievement of performance targets in our QIPs.

The purpose of performance-based compensation is to:

- drive performance and quality of care
- establish clear performance expectations and expected outcomes
- ensure consistency in the application of the performance incentive, accountability and transparency
- enable teamwork and a shared purpose.

Performance-based executive compensation is linked to achieving the specific QIP targets, as well as achieving other organizational improvement targets. The amount of compensation that is performance-based for each executive team member is determined as a percentage of that member's base salary.

Headwaters' Executive Team Composition and Portion of Compensation Linked to Performance.

The performance-based percentages for the 2020/21 fiscal year are: President & Chief Executive Officer 3.6%, Chief of Staff & VP Medical Affairs 1.42%, VP Patient Services and Chief Nursing Executive 1.79%, VP Corporate Services 1.79%.

Each Member listed above will have his or her Performance-Based Compensation tied to the achievement of one key indicator in the Board approved 2020 QIP. Specifically, Performance-Based Compensation will be based on achievement of the following indicator:

- Complaints acknowledged in a timely manner (Health Quality

Ontario (HQO) priority indicator)

*Please note, HHCC has undertaken a review of its Executive Compensation program in accordance with the 2018 government direction. As the latter was cancelled by the new government and new direction has yet to be determined this portion of the QIP may be updated when the new Executive Compensation plan is approved and implemented.

CONTACT INFORMATION

If you wish to discuss Headwaters' QIP Plan please contact:

Sandy Critchley, Director, Quality Improvement, Planning and Performance.

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 13, 2020**

Lori Ker, Board Chair

Sandy Kang-Gill, Board Quality Committee Chair

Kim Delahunt, Chief Executive Officer

Sandy Critchley, Other leadership as appropriate
