



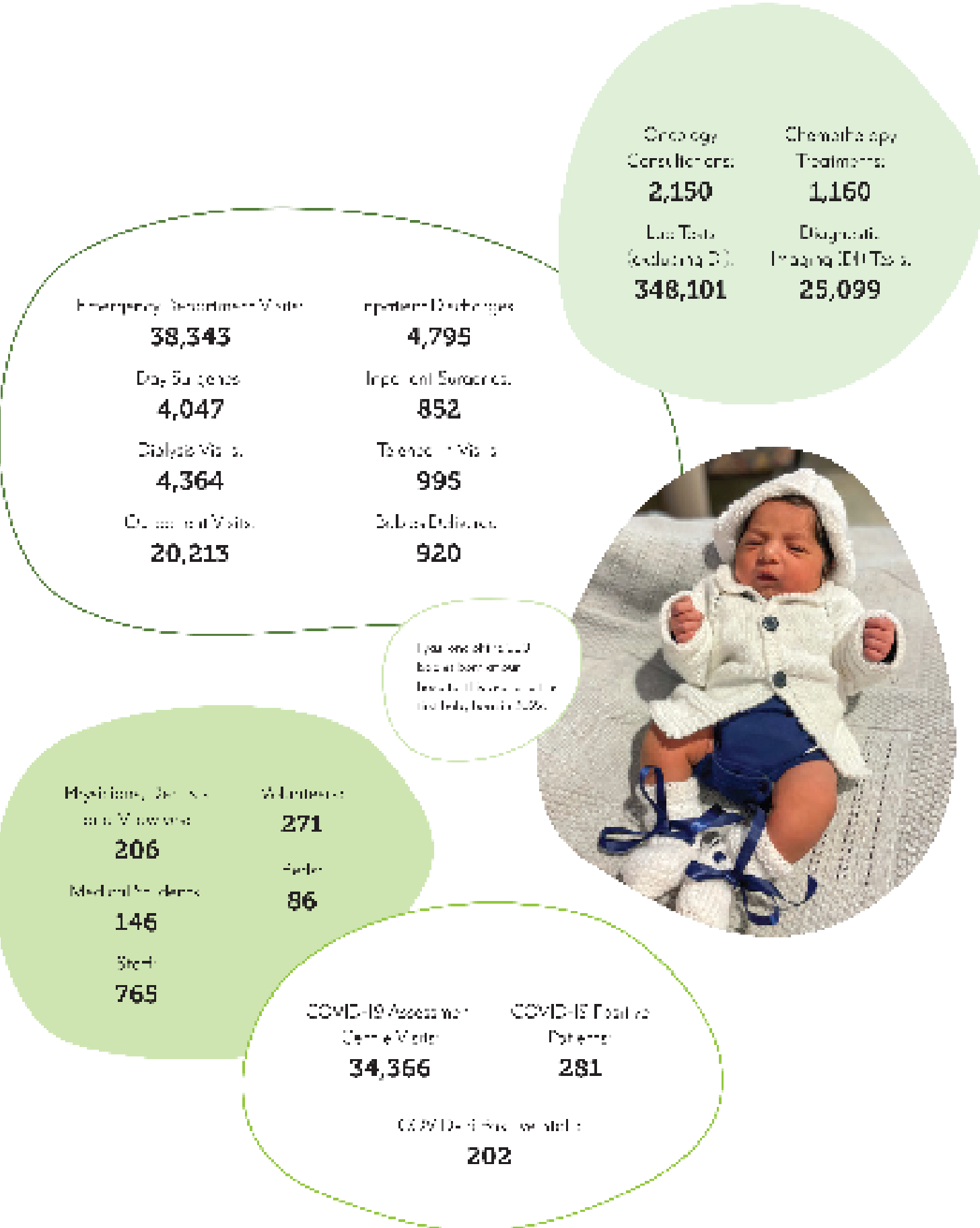
Narrative for Health Care Organizations in Ontario

2022/2023 QUALITY IMPROVEMENT PLAN

OVERVIEW



Headwaters Health Care Centre (Headwaters) is an innovative, community-centred, medium-sized hospital located in Orangeville, Ontario. The region we serve is comprised of eight municipalities and eleven communities that form Dufferin County and Caledon. This region represents a mix of rural and semi-urban geographies covering 2,175 square kilometres with a total population of over 131,000 people.



Headwaters is supporting a growing area and is also adjacent to some of the fastest growing communities in the province.

Headwaters is proud to have a team of over 760 staff, 206 physicians, dentists, and midwives and more than 250 volunteers. Headwaters provides a full range of general hospital services including: 24/7 emergency, diagnostics, obstetrics, palliative care, medicine, surgery, and extensive outpatient services.

Last year, we had over 38,300 visits to our Emergency Department, 4,047 day surgeries, 852 inpatient surgeries, 746 inpatient admissions, over 348,000 lab tests and over 25,099 diagnostic imaging tests, 920 babies delivered, 20,213 outpatient visits as well as 4,364 dialysis visits, over 2,150 oncology consultations and 1,160 chemotherapy treatments. Headwaters works in partnership with health service providers to deliver specialty services such as cardiac, mental health, and cancer care.

Our purpose, values, and key strategic directions, launched in 2019, *One Community, Caring Together*, continue to guide our planning for 2022-23. A Leadership Retreat, held in March 2022, has led us to refine and revise our strategic priorities to help refocus our work in *Getting Even Better, Nothing About You,*

Without You, and Integrated Care, Close to Home.

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 2020, we completed the renovations on our main hospital lobby to improve the overall patient, visitor, and staff experience. Renovations to our Emergency Department remain in the planning stages, and aim to improve the patient, staff and physician experience through redesigned waiting areas, clinical spaces, and patient flow.

Headwaters continues as a partner in the Hills of Headwaters Collaborative Ontario Health Team. 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. Over time, the Collaborative will be accountable for providing care to the residents across Dufferin County-Caledon, with the ability to support population growth.

REFLECTIONS SINCE OUR LAST QIP SUBMISSION

Over the past eighteen months, and despite the many challenges faced by our teams during the pandemic, Headwaters engaged in several quality improvement initiatives to make receiving care in our community safer, equitable, accessible, timely, efficient, and patient centered. We are very proud of our teams' dedication to improving quality. Key quality achievements over the past year include:

Safer

- We successfully launched MEDITECH Expanse in partnership with three peer hospitals, facilitating a clinical transformation in standardized documentation for staff and physicians.
- We are in process of enhancing our data reporting systems to further support measuring and monitoring key safety indicators in near real-time.
- We procured an agreement with Royal Victoria Health Centre to support a 24/7 pharmacy model to ensure medications are delivered to our patients in the most timely and safe manner.

Patient-centered

- We strengthened our Patient and Family Advisory Partnership (PFAP), working collaboratively to improve patient and family experiences through the development of a three year work plan.
- Patient and Family Advisors were actively engaged virtually in the design and launch of the new 'my health care' patient portal, part of the peer hospital partnership, so that patients may access their clinical information online.
- Patient and Family Advisors were part of the hospital's annual report editorial team, to ensure the patient, caregiver and family voice was considered.
- Patient and Family Advisors also supported the hospital's efforts in its renewed wayfinding and signage strategy.

Accessible

- An agreement is now in place with Ontario Health and William Osler Health Centre to provide funding for a Headwaters Crisis Worker.

- We have established a third shift in our Dialysis unit to increase annual patient volumes.
- We established a COVID-19 Assessment Centre, as well as vaccination clinics, for our staff, family members, and our broader community.

Efficient

- We created an additional ultrasound room to support patient volumes and reduce wait times for testing.
- We revised our Just-In-Time cart system to improve supply needs, delivery tracking, and efficiencies across all units.

As we now look to adapt and improve our quality processes within this changing healthcare environment, Headwaters will be launching an Integrated Quality & Safety Framework (ISQF) in April 2022. This is our road map to build, grow, and shape our organization's quality and safety agenda. This Framework is aligned to our values and acts as a declaration to our community of our ongoing commitment to excellence in Quality and Safety.

The IQSF places the patient at the center, and ensures Headwaters maintains focus on four key elements:

1. Strategic Planning Alignment
2. Quality Improvement and Reporting
3. Organizational Safety
4. Enterprise Risk Management



The purpose of this Framework is to provide an organizational structure for key principles and practices necessary to implement and monitor quality improvement, while maintaining a continuous focus on quality, patient safety, and risk management.

It aims to reinforce a common understanding of our approach to quality, and is intended as a resource for planning, aligning, and implementing quality initiatives.

A key element of our Framework is the establishment of Quality & Safety Boards in every department to help focus the quality improvement work at the local level. We will resume regular review of data to monitor our progress in the delivery of safe, effective care that meets our patients' needs and expectations, while maintaining a safe and supportive work environment for our health care team members.



Photo caption: Marie, a dedicated member of our Quality team.



Over the past year, Headwaters, like many healthcare facilities, has turned to virtual means to stay connected with our PFAP. This dedicated group of past patients, family members, and caregivers is an integral part of organization.

The partnership members ensure that the needs and priorities for patient and family-centered care are considered and incorporated into the decisions made throughout Headwaters.

The PFAP is a small group of dedicated individuals who meet monthly to participate in discussions regarding delivery models, corporate planning for wayfinding and space planning, and planning staff educational sessions to help promote a Patient-Centered Care philosophy. Working virtually has been difficult and some long-time members have left the group, moving on to other projects within the community. Recruitment has also been a challenge, with volunteers slow to return with the ongoing pandemic restrictions.

Despite these challenges, the group has chosen to sit on a variety of committees within Headwaters – such as the Board Quality Committee, the Infection Prevention & Control Committee, the Patient Portal Working Group, and the Space Planning Committee. For three years, the hospital’s annual report editorial team has included members of PFAP, ensuring the voice of patients,

families, and caregivers is taken into consideration. It is this level of interest that continues to support the importance of the voice and the lived experience of the patient in all that we do at Headwaters.

The PFAP is excited about their newly developed 3-year (2022-2025) work plan – a formal document that outlines the work they wish to do in the immediate, short, and long term. The plan provides structure, accountability, and measures for their goals – to ensure that Headwaters honours its strategic priority of **Nothing about you, without you**. Additionally, the group is launching a new recruitment campaign – aimed at reaching out to staff for potential new members, as well as using social media to attract community members who have utilized services at Headwaters to join the group.

Our drive to achieve our Quality Improvement Plan goals for 2022/23 will be supported by collaboration between dedicated staff, physicians, volunteers, patients, family members, and caregivers.

More than words, **our values** are what define and connect us. They determine how we work, how we behave, and how we relate to our patients, families, and caregivers as well as each other.



TEAMWORK



COURAGE



KINDNESS



PASSION



Photo caption: Several members of our PFAP.

PROVIDER EXPERIENCE

The current environment has posed many challenges for health care providers. Similar to other facilities, Headwaters has experienced higher incidences of staff illness, fatigue, burnout, leaves of absence, and early retirements over the past two years. As a medium-sized hospital, any negative changes in the overall staffing complement creates a significant impact to the team dynamics and ability to manage ongoing pandemic concerns.

Headwaters has met, and continues to meet, these challenges with a variety of strategies to best support its team members. Our Human Resources Department has provided oversight, guidance, and expertise to ensure a comprehensive plan to meet the ever-evolving needs of our staff. Headwaters has utilized multiple approaches and tactics through the Occupational Health team, the Human Resources team, and the Wellness Committee, which include, but are not limited to:

Occupational Health team

- Increased occupational health staff complement to enable dedicated time to complete staff related COVID-19 case line listing, investigations, and daily wellness calls
- Onsite COVID-19 Assessment Centre, with dedicated appointment slots for staff and their families, to meet timely assessment needs. This includes facilitated in-house testing to ensure results are provided in a timely manner
- Onsite COVID-19 Vaccination Clinic, with dedicated appointment slots for staff and their families, along with daily drop-in sessions for COVID-19 vaccinations, to increase staff access to vaccines

Human Resources team

- Staff education sessions, formal and informal, to promote awareness of all Ministry of Health-related

guidelines managing COVID-related illness

- Collaboration with Finance Department Team to monitor appropriate sick-time compensation for COVID-related illness or while off work under government restrictions throughout the pandemic
- Provided regular access to our Employee Assistance Program (EAP) representative, including a counsellor onsite to assist staff to address physical, financial, social, and psychological challenges as a result of the pandemic
- Leading HEART (Headwaters Engagement Action & Recognition Team), which has been designed to foster a culture of recognition, engagement, and celebration of our teams at Headwaters, supporting the health and wellbeing of all.

Activities have included

- Community sponsored brown bag lunches
- Organization sponsored meals and coffee/tea for staff working onsite
- Circulating to all units and departments a Kindness Cart, filled with feel-good lotions, hand sanitizers, treats, and water bottles
- Provision of an application called 'Calm' to support overall well-being and mindfulness techniques to support better mental health.



We celebrate the resilience and ongoing dedication that each and every member of the Headwaters team has demonstrated. The ability to continue to care for patients as we have would not have been possible without their professionalism and strength. We will continue to look for new ways to express our deep appreciation to all members of Headwaters for their hard work and commitment to focus on quality patient care and family support.



Photo caption: A few members of our COVID-19 vaccination team.

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 current performance-based percentages for the 2022/23 fiscal year are: President & CEO 3.6%, Chief of Staff & VP Medical Affairs 1.42%, VP Patient Experience, Health Integration and Chief Nursing & Health Disciplines Executive 1.79%, VP Corporate Services 1.79%, and VP People & Culture 1.79%.

Each member listed above will have his or her Performance-based compensation tied to the achievement of all four key indicators in the Board approved 2022-23 QIP.



Photo caption: (top left to right) Kim Delahunt, President & CEO, Dr. Peter Cino, Chief of Staff & Vice President, Medical Affairs (bottom left to right) Cathy van Leipsig, Vice President, Corporate Services & Chief Financial Officer, and Jack Hutchison, Vice President, People and Culture.

I have reviewed and approved our organization's Quality Improvement Plan on April 13, 2022.

Dr. Hugh O'Brodovich,
Board Chair

Kim Delahunt,
President & CEO

Catherine Cotton,
Interim Quality Lead



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