



# Quality Improvement Plan (QIP) Narrative for Health Care Organizations in Ontario 2023 - 2024

## Overview

As an organization that is entrusted to provide health care to one of the fastest growing regions in the province, Headwaters Health Care Centre continues to implement creative and innovative ways to ensure timely, safe, and patient and family centered care is being delivered.

We are proud to build on the success of our 2022/23 Quality Improvement Plan (QIP) and present our 2023/24 QIP.

This past year our teams across the organization continued to be extremely busy. Our Emergency Department saw 38,344 visits, we completed 4,047-day surgeries, 871 inpatient surgeries, and cared for 4,795 inpatient admissions. To support the care for our patients we completed 348,101 lab tests and 76,048 diagnostic imaging tests. There were 920 births, 20,213 outpatient visits as well as over 4,412 dialysis visits and over 2,150 oncology consultations with 1,161 chemotherapy treatments. We saw our largest growth in our exercise testing clinic which supports our Cardiac Wellness Program. We went from 355 visits in 2019 to 1212 visits this year, which represents a 241% increase.

Our purpose, values, and key strategic directions continue to guide our planning for 2023-2024.

In 2021, the Dufferin County-Caledon region population was 142,838. This region is forecasted to grow faster than the provincial average, reaching a population of 266,000 in 2041. Our rising population and changing demographics continue to be at the forefront of our decision making as we plan for the current needs and expected future needs of our region. We are in the final stages of our Clinical Priorities Plan (CPP), which will serve as the blueprint for our organization's ability to ensure we can meet the clinical needs of our patients and community, while upholding our commitment to *quality patient-centered care together with our community*. To support the development of our CPP we conducted in depth data analysis as well as several engagement methods resulting in over 1000 responses from hospital staff, physicians, community members and external partners.

Our physical footprint continues to be evaluated and updated to meet the ever-changing needs of our community. In 2022 we completed the renovation of our main entrance with the opening of our gift shop and café. Renovations to our emergency and dialysis departments are in the planning stages; with the aim to improve the patient, visitor, staff and physician experience through redesigned waiting areas, clinical spaces, and patient flow.

Over the last year, Headwaters has engaged in several quality improvement initiatives to make receiving care in our community safer, more equitable, accessible, timely, efficient, and patient centered. We are very proud of our teams' dedication to improving quality and look forward to building on these many accomplishments in the coming year.

## Patient engagement and partnership

Our partnerships with patients, families and external collaborators continue to be one of our most valuable assets in achieving our purpose of *One Community, Caring Together*. This past year has seen enormous advancement in engaging our community to improve care.

In 2022 we launched a Mobile Crisis Response Team (MCRT) in partnership with the Ontario Provincial Police. The MCRT program provides a joint response for crisis intervention throughout the community, as well as telephone crisis support, follow up and education for patients and families, and aims to ensure effective and efficient transition from police to hospital care. We have also worked with our paramedic partners to implement a *Fit to Sit* program in the Emergency Department, improving our ambulance offload time.

We strengthened our Patient and Family Partnership (PFAP), with the creation of a new role; Manager of Patient Experience to support our strategic direction of *Nothing About You, Without You*. This role will continue to build on the past success of the PFAP through advancing recruitment of a diverse membership, supporting the integration of PFAP at the program level, as well as developing the organization's roadmap for continuing to elevate the patient experience.



## Provider experience

Our team is comprised of 765 staff members, including 206 physicians, dentists and midwives, and more than 300 dedicated volunteers. Recognizing the challenges that the healthcare sector has faced of the last many years; it is more important than ever to ensure we are investing in the wellness of our people. Our organization has made many advancements in the last year to ensure that our teams have the tools, resources and support they need to provide exemplary care to our patients and families.

We have implemented a robust general orientation and hands-on clinical orientation for new staff joining the organization; this process ensures all team members are onboarded with an understanding of how patient safety and quality are at the forefront of everything we do.

Our HEART team (Headwaters Engagement Action and Recognition Team) continues to generate new ideas and activities that support our providers including free yoga at a local studio, wellness carts throughout the departments, as well as our Cheers for Peers program that allows any team member to recognize a peer for demonstrating our values of Passion, Teamwork, Kindness, and Courage.

Our executive team have also implemented several new initiatives to ensure staff have opportunity to share safety and quality concerns with leadership, including our Leadership Rounding, and our Take 5 initiative with our President and Chief Executive Officer.

Our Human Resources team is in the final stages of developing and implementing our People and Culture strategy which will serve as a three-year framework to outline the areas of focus, identify priority actions, and set performance measures. The People and Culture Strategy is built around the most predominant themes from the 2022 Employee Engagement Survey and includes four key pillars: Talent Management, Health, Wellbeing & Safety, Learning & Development, and Culture & Recognition.

## Workplace violence prevention

At Headwaters Health Care Centre we seek to ensure that our values of kindness, passion, courage and teamwork create an environment that is safety and respectful for anyone who provides care, supports care, receives care or visits our organization.

Workplace Violence continues to be a top priority for the organization, and we have made several steps towards the prevention of workplace violence. In May 2022, our Joint Health and Safety committee was reviewed and updated to reflect a broad membership that better represented all areas of the organization, including corporate teams such as interprofessional practice. Additionally, we introduced Management of Aggressive Behavior (MOAB) training for our frontline staff and continue to offer this education.

To ensure our physical environment is conducive to safety for patients, staff and visitor, a full environment scan of all entrances, line of sight for staff in each area, as well as lighting and signage was completed.

Workplace violence reports are routinely investigated in a timely manner to confirm that necessary supports are in place, as well as mitigation strategies explored. With the many initiatives and supports we continue to put in place, we anticipate a decrease in workplace violence prevalence across the organization.

## Patient safety

With the introduction of our Integrated Quality and Safety Framework we are working to ensure that the six quality dimensions of Health Quality Ontario's framework guide the way in which we build the organizations adoption of quality and safety.

With a focus on medication administration safety, we have implemented "smart" technology hospital wide to support best practice in safe medication administration. In September 2022 we implemented smart IV pumps with medication specific safeguards. In February 2023 we implemented automated dispensing units in all areas to reduce risk associated with controlled substances, increase medication availability and timely access, as well as improve documentation and traceability.

We are in the final stages of implementing our Quality and Safety huddle boards in every department, both clinical and non-clinical across the organization. Building on the culture of all team members playing a role in safety, teams will use corporate and program level metrics to monitor, improve and innovate on key safety issues such as falls, hand hygiene and two patient identifiers. The huddle boards will continue to cultivate our *Just Culture*, promoting quality and patient safety in a trusting environment, in which everyone has an accountability.



We have made advancements with supporting the clinical care of our patients through the implementation of on-going education for our teams. In 2022 we implemented in-house Fetal Health Surveillance courses, Neonatal Resuscitation Provider (NRP) courses, Electronic Canadian Triage and Acuity (eCTAS), as well as Pediatric Emergency Assessment, Recognition and Stabilization (PEARS).

As part of our journey to be a more data informed organization, we are in process of enhancing our data reporting systems to further support measuring and monitoring key safety indicators in real-time for our leaders and teams to be able to use in their daily work. This includes the development of program level scorecards, real time dashboards, and regular reporting from our incident management system.

## Health equity

Headwaters Health Care Centre is committed to ensuring equal access to care and improved well-being for all patients and their families, regardless of social, economic, or demographic status.

In January 2022 we embarked on a fulsome review of our organization as part of our Multi-Year Accessibility Plan which aims to identify, remove, and prevent barriers to persons with disabilities who receive care, visit, use or are employed or volunteer with Headwaters Health Care Center.

In 2022 our People and Culture team relaunched the previous Accessibility and Equity Committee to be expanded into our organizational Inclusion, Diversity, Equity and Accessibility (IDEA) Committee, with a vision of further embracing inclusion and diversity as a focus at Headwaters.

## 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:

President & Chief Executive Officer, Chief of Staff & VP Medical Affairs, VP Patient Experience, Health Integration and Chief Nursing & Health Disciplines Executive, VP Corporate Services & CFO, and VP People & Culture will have his or her Performance-Based Compensation tied to the achievement of all seven key indicators in the Board approved 2023-24 QIP.



## Contact Information

Natasha Thompson  
Director, Interprofessional Practice, Quality, Risk and Patient Experience  
Headwaters Health Care Centre  
100 Rolling Hills Drive  
Orangeville, ON  
L9W 4X9  
T: 519-941-2410 x2804  
E: [nathompson@headwatershealth.ca](mailto:nathompson@headwatershealth.ca)

## Sign-off

I have reviewed and approved our organization's Quality Improvement Plan on March 31, 2023

Board Chair: Dr. Hugh O'Brodovich  
Board Quality Committee Chair: Barb Fitzgerald  
Chief Executive Officer: Kim Delahunt

