

Let's Make Healthy
Change Happen.



2018-2019 Quality Improvement Plan (QIP) Narrative for Health Care Organizations in Ontario



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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.

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Overview

The Ottawa Hospital's (TOH) vision is to provide each patient with the world-class care, exceptional service, and compassion that we would want for our loved ones. We strive to provide our patients with care that is accessible, effective, efficient, safe and centered on their needs. At the Ottawa Hospital, quality means delivering on all these elements. Our goal is to attain top 10 percent status among North American hospitals in the delivery of safe, high-quality care by 2020. The path to attaining this primary strategic goal is outlined in our 5-year quality plan, while the specific initiatives that will lead us there are detailed in our annual corporate workplan and our quality improvement plan (QIP).

In 2017, TOH took an innovative approach of combining the QIP with our corporate workplan to bolster consistency and rigor in improvement initiatives. This allowed for greater alignment of resources, personnel, knowledge and skills, and created the heightened attention needed to keep momentum throughout the year. Of the 15 planned improvement initiatives included on our QIP last year, we reached or exceeded our target in 2 objectives, improved on our baseline performance in 6, while 6 endeavors still left room for improvement. A summary of the individual initiatives and the impact on their objectives can be found in the QIP Progress Report.

Moving forward, we plan to build on last year's success by managing 8 high-level initiatives through the lens of TOH's quadruple aim; that is to provide better patient experience, better staff experience, better quality at less cost while working towards healthier populations. This high-level map will serve as our corporate workplan and will allow us to focus efforts and resources on large-scale initiatives that align with organizational priorities. To improve patient experience, we will continue to optimize patient flow through the hospital in addition to our continued implementation of the Ottawa Hospital Patient and Family Engagement Framework and our Community Engagement Framework. Our efforts to create a better staff experience will be centered on our health, wellness and engagement strategy and our efforts to reduce violence in the workplace. To provide increasingly better quality at less cost, we will concentrate on utilization management and the implementation of our new health information system. Finally, our work towards healthier populations will center around our new Civic campus build and our innovation agenda. The measures of success linked to each initiative constitute the 9 indicators that make up our corporate scorecard.

In conjunction with our corporate workplan, our 2018-2019 QIP will feature 12 initiatives focused on 13 indicators that will allow us to measure and track our progress on key quality and safety issues such as effective transitions, access to the right level of care, patient experience, safety and timely access to services. These more specific measures of success will allow us to directly measure the impact of these initiatives and instill an organizational-wide focus on evidence-based improvement. A detailed summary of these 12 initiatives and their corresponding indicators can be found in our 2018-2019 QIP workplan.

Together, our organizational strategy, quality plan, corporate workplan and our QIP serve as the tools that enable us to establish a culture that is focused on safety and continuous quality improvement. Our aim with this direct alignment between our quality improvement plan, our corporate work plan and our strategic priorities is to foster strong partnerships between physicians, staff, leadership, patients and families all focusing their efforts on common goals that lead to our primary objective of providing high-quality, compassionate care to every patient, every time.

Describe your organization's greatest QI achievements from the past year

1. Accredited with Exemplary Standing by Accreditation Canada

The Ottawa Hospital joined a small group of academic health science hospitals across Canada that has received Exemplary Standing from Accreditation Canada - the highest ranking possible. TOH has a strong commitment to excellence in patient care and continuous quality improvement. Every 4 years, TOH participates in an onsite evaluation survey through Accreditation Canada to assess compliance to over 3300 standards of excellence in health care which include direct patient care and administrative departments. During the week-long onsite survey, 8 survey team members from Accreditation Canada visited each campus at TOH. During the visit, they toured the facilities, observed clinical and non-clinical operations, reviewed documents, and spoke with front-line staff and patients about their engagement and experiences. Accreditation Canada says patients consistently told surveyors about the excellent care they were receiving and spoke of the compassion they experienced from staff. The Survey Team also had high praise for staff especially for the passion and excellence they saw in every corner of the hospital. One of the surveyors noted of speaking with staff that “staff are proud of their programs and they wanted to share great things”. Another surveyor said, “Quality is absolutely embedded on the units at TOH and data is used to drive performance and improvements.” The Ottawa Hospital is the largest teaching hospital in Canada, as measure by patient volume metrics, to have achieved the designation of *Accredited with Exemplary Standing*.

2. TOH Innovation Framework and IQ@TOH Innovation Agenda

Building quality improvement capacity and capability is a priority in our multi-year strategy. To this end, we have developed a single framework (the *TOH Innovation Framework*) to guide sustainable quality improvement across our organization. We developed a 4-day training course for change leaders to teach our framework in an applied and just-in-time manner and provide coaching throughout the execution of the change ideas. The TOH Innovation framework is taught across TOH, in partnership with the University of Ottawa Telfer Executive Programs and through the University of Ottawa Office of Continuing Professional Development as a blended provincial program (Ontario IDEAS Program).

With the launch of our IQ@TOH (Improving Quality@TOH) internal website and mobile app, we used technology to put tools and templates into the hands of end users and made it easier to share success stories and inspire others to get involved. This site features a project registry that captures all the quality improvement projects happening throughout the organization. This forum is designed to improve collaboration, access, participation, networking and building of ideas. IQ@TOH makes it easy for staff to celebrate success, learn from others and spread ideas across the organization; these are essential steps to building a culture of continuous improvement.

3. Just Culture

The Ottawa Hospital has embarked on a journey to implement a Just Culture across the organization. We did so in an effort to align and further advance both patient and staff safety together. A Just Culture is a framework that is designed to ensure that everyone can comfortably discuss safety concerns, issues or mistakes so that we can learn from them and improve the way we work. We strive to create an environment where everyone feels safe, encouraged, and enabled to discuss and learn from quality and safety issues. Launched in 2015, executive commitment and governance was established with Senior Management Team members and senior physician

leaders becoming Certified Champions. Since then we have continued to build our champion team, whereby leaders (VP's, directors and managers) became certified Just Culture trainers and developed a training program tailored to meet our specific needs.

In 2017, education materials were developed and released for leaders to conduct training for all of their staff. To date, the majority of leaders have been trained in the just culture philosophy and the application of the decision-making algorithm tool. We have also consolidated and enhanced our method of investigating incidents so that all investigations are handled in a fair and just manner, irrespective of incident type or severity of outcome. We created a toolkit to support leaders in addition to a training course for front-line leaders conducting incident investigations which will help support standardization in this method and approach. Our aim is that early into the 2018 fiscal year, all leaders will have completed the incident investigation training.

Our efforts to establish a Just Culture are contributing to increasingly empowered employees who feel that they can share information, look for ways to improve how they do their work and learn from each other and from past mistakes. A Just Culture is central to providing the safest, highest-quality care possible for all our patients and families, prioritizing patient and staff experiences, and building a workplace of choice by supporting each other with compassion and respect.

4. Patient and Family Engagement Framework

The Ottawa Hospital is committed to ensuring that every patient receives high-quality, safe, and patient and family-centered care. We are building upon the foundation of our Patient and Family Engagement Framework which was created to optimize patient and family involvement in the planning, delivery and evaluation of (1) clinical care, (2) research and (3) education with the goal of offering improved outcomes, a better health care system and increased satisfaction for all those involved. To this end, we have prioritized the recruitment of registered patient advisors and involved them in key decision-making and planning activities. This framework is at the core of true partnerships with patients and their families and it transcends the individual patient provider relationship to include health system design and improvements.

As one of the largest learning and research hospitals in Canada, engaging patients, families and communities at all levels is a necessity to produce research that is focused on patients and inspired by patients. Patients and families provide a wealth of knowledge through their first-hand experiences with healthcare. Involving them in research partnerships allows us to align research priorities with patient needs and bring a patient perspective to the entire research process from start to finish. Engaging patients and families in research is also a pillar of our patient engagement framework and led to the recent launch of the “Ask Me” campaign. This campaign aims to bring awareness about our status as a research hospital to patients and families, while inviting them to become more involved through our research ambassadors. The “Ask Me” campaign encourages patients and families to get involved by submitting research ideas, filling out surveys, participating in trials and committees and acting as advisors.

5. Civic Campus Redevelopment and Project Fusion

Civic Campus Redevelopment

TOH's vision for the future includes a new campus in the heart of the nation's capital that will deliver 21st century health care to the communities it serves. The new campus will be one of the world's leading facilities, offering critical care services and life-saving medical research as well as educational programs to promising students from around the globe. The planning for a new hospital

is an opportunity to foster collaboration between the community and healthcare administrators as we co-design both a new hospital and a solution to our healthcare needs.

Project Fusion

The Ottawa Hospital, in partnership with five other Ottawa-region healthcare centres, is implementing the Epic Health Information System in June 2019. In simple terms, this means that there will be one patient record with enhanced standardized clinical processes, integrated across a continuum of care so that informed decisions are made with the most up-to-date information. Our access to real-time clinical information will be improved and staff and physicians will have access to enhanced analytics enabling enhanced decision-making. Known as Project Fusion, this initiative will impact several hundred clinical and operational workflows across the continuum of care. This is a milestone we are very proud of as it will be a big step forward to help us deliver seamless, world-class care to patients in Eastern Ontario.

6. Financial Sustainability

The Ottawa Hospital continues to fully embrace the drive for efficiency across our programs and services and as a result we have reduced the average cost per patient receiving services in hospital (CPWC) significantly over the last few years. We are now proud to be recognized as one of the most efficient teaching hospitals in Ontario. However, in the current tight financial landscape, we recognize that efficiency cannot be a one-time success and hence we have embraced sustainability as one of our key strategic priorities.

The financial sustainability program (FSP) at TOH is an engagement effort that works with staff to foster ideas to save money and generate additional revenue allowing TOH to continue to provide high quality care to each patient. Staff, patients and the public are invited to submit suggestions for cost savings or new revenue ideas through the TOH website or by contacting the FSP team.

This program is already yielding significant benefit with numerous projects underway all focused on finding ways to maximize efficiency while ensuring other aspects of quality are maintained or heightened as a result. A few of the specific areas of focus include: standardization of supplies and reduction of spending on postage, linen and travel.

Our efforts to maximize efficiency must be balanced with continued high-quality care and patient satisfaction. In 2017-2018 we saw overall patient satisfaction and ED satisfaction increase while our Hospital Standardized Mortality Rate (our main patient safety indicator) continued to remain amongst the lowest in the country. The success of the FSP represents a commitment to a sustainable health system as well as an investment in high quality care.

Resident, Patient, Client Engagement and relations

Each year, our Patient and Family Advisory Council (PFAC) is consulted for feedback and input during the development of our quality improvement plan and throughout the year as we implement our improvement initiatives. Specifically, members of the PFAC participated in the planning meetings and provided feedback based on what was most important from the patient perspective. Furthermore, advisors have provided valuable insights and opinions carried through on individual QIP projects. As part of our patient and family engagement framework, a focus over the last year has been the creation of an advisor recruitment process resulting in 85 new patient advisors. These advisors are now being matched with committees and quality improvement initiatives allowing them to play a key role in program development. This partnership with patients and their families transcends the individual

patient-provider relationship to include health system design, quality improvement and partnering in research.

In addition to involving patients and families in the development of our QIP, strong public engagement is a strategic priority as we move forward with the planning our new Civic campus. Integrating the perspectives and ideas of our patients, families, and community members will be integral in making it the best it can be. The hospital has committed to a meaningful, inclusive and transparent process, using the Ontario Public Engagement Framework as a guide. Open discussion and deliberation around important issues, including greenspace, design, accessibility, transportation planning and parking will be a priority. Patients, families and community members are encouraged to share their opinions through TOH public website (<http://greaterotogether.ca/>) and in-person sessions (e.g. town-halls, focus groups and other community events). There will also be a permanent community and patient working group which will serve as the main forum for deliberation and will include members who represent a wide variety of interests. These various opportunities for engagement allow the community to co-design the future along with us.

Collaboration and Integration

Over the past few years, the Ottawa Hospital has worked with our community partners to improve patient transitions, ensuring their health information follows them as they move from family doctors to hospitals, nursing homes and home-care agencies. Last year, we continued work to ensure safe, effective and timely discharge from hospital with greater emphasis on transitions to follow-up care and enhanced communication with patients. TOH leadership team came together to collaborate on the best patient care options through the collaboration with Health Links and we were able to address many of the issues that had previously caused frustration and challenges.

Implementation of the systematic Ottawa Model for Smoking Cessation approach to tobacco cessation in partnership with the Ottawa Heart Institute is another collaborative effort that will carry significant benefits to patients while aligning with legislative changes realized in January 2018 that required all hospital environments to be completely 'smoke-free'.

The procurement process to acquire a new Health Information System has engaged five health care partners in Eastern Ontario in this digital network. Once launched, health care providers will have real-time access to medical information to make timely informed decisions based on the most comprehensive data. The benefits, across various care settings are enormous and include the potential for greater collaboration, improved quality of care, better disease management, reduction of wait times, length of stay, reduction of waste and medical errors while allowing us to reach more patients and sustain a healthy business. True collaboration is essential to achieving success with wide-spread improvement efforts and Project Fusion represents an opportunity to standardize processes and communication across five different healthcare centres in the region.

Engagement of Clinicians, Leadership & Staff

The initiatives set out on our QIP are the result of a comprehensive planning process that included engagement of clinical and non-clinical teams for each priority indicator. Clinicians, leaders and staff are a key source of change ideas in addition to providing the expertise required to put these ideas into action. The Ottawa Hospital Academic Medical Organization (TOHAMO) offers alternate funding plans for innovative projects and is a key driver of healthcare improvement. In addition to supporting the development of new and innovative approaches to healthcare delivery, TOHAMO provides a structure for accountability and leadership growth. This year, we have introduced distinct quality dimensions into the project evaluation which has helped promote collaboration and drive new knowledge across the

healthcare system. This funding structure has paved the way for numerous quality improvement initiatives which have resulted in improved patient outcomes and enhanced clinical processes.

Employee and physician engagement strategies have a significant influence on staff experience and help to build a culture of continuous improvement. Following the 2015 Staff Engagement Survey, a comprehensive consultative process was undertaken with our employees to develop a corporate action plan to address the main drivers that increase employee engagement. TOH aims to become a Workplace of Choice through the implementation of Just Culture, by enhancing staff wellness and resiliency and empowering staff and leaders as team coaches. The goal is to empower staff and make initiative and innovation a part of our organization's DNA. These efforts were recently recognized as TOH has received the National Capital Region's Top Employer's Award for 2017-2018.

A specific engagement plan has also been developed for physicians based on their unique engagement drivers and identified priorities. Specific areas of focus include raising awareness through Leadership Development Institute workshops for TOH staff, Medical Staff Association Meetings and through the Stethoscope physician newsletter. Further feedback will be obtained over the next few months through a series of Wellness/Engagement Consults with TOH departments and divisions. Available supports and services include access to a Family Doctor On-site Service, to the Morneau Shepell Employee and Family Assistance Program, and to physician coaches. Resilient physicians are recognized through an annual Physician Health and Wellness award. Ongoing work includes adapting resiliency models for challenging events, specific clinical situations, being involved in the implementation of a new HIS and with the Civic Campus redevelopment. This TOH wellness approach is being presented internationally and the physicians leading this initiative are regarded as wellness experts in Canada. These engagement efforts are vital to creating a better staff experience which is an essential foundation for building a culture of continuous improvement.

Population Health and Equity Considerations

Addressing health inequity in our community remains a top priority for the Ottawa Hospital. To provide equitable care for our patients and community means that we are constantly striving to provide the most appropriate care to meet the needs of the people and ensuring that access to high quality care is obtainable regardless of sex, race, language, income, disability, sexual orientation or gender. The list of what we call sociodemographic information has been shown to affect access to care and health outcomes; however, the cause of the effects is not well understood. As more and more health care organizations recognize the importance of these factors, the list of sociodemographic information is expected to change based on recommendations from the Ministry and the province of Ontario and the Ottawa Hospital will adapt accordingly.

Collectively, healthcare systems in Canada have known for a long time that health inequities exist and that these inequities affect all Canadians; however, they have a disproportionately significant impact upon the health of those living in poverty and of low socioeconomic status. Despite recent studies suggesting the importance of health equity information, much of this information remains unknown to healthcare providers and administrators. Because of this growing disparity, the Ottawa Hospital in collaboration with the Champlain Local Health Integration Network has begun work to look at how we can gather sociodemographic information in the most appropriate manner and position ourselves to best support the health of individuals and our population without causing them any fear of discrimination.

Although identifying a holistic equity approach is still in its infancy, specific activities targeted at addressing known population health risks have been fostered through the Regional Cancer Program at TOH. The Integrated Cancer Screening and Prevention team (ICS) and the Aboriginal Cancer Program

have collaborated with organizations across the region to address disparities in cancer care among unique populations in the Champlain region. Together, the ICS and Aboriginal team have engaged with First Nations, Inuit and Metis communities to build relationships and to provide cancer prevention education and cancer screening. Over the last year, engagement and education activities hosted by the teams included the Inuit Community Wellness Day; Elder Teas with the Inuit Community; "Mammogram Days" with residents of Akwesasne and Pikwakanagan; and a "Tota" and Me Dance with Akwesasne communities. These engagement efforts have built the foundation for sustained improvements in cancer care and have provided opportunities to promote general health and wellness to vulnerable populations in a comfortable setting. They have also raised awareness for cancer screening for groups that are known to be under-screened or never screened. In the spirit of Truth and Reconciliation, the Ottawa Hospital has also been providing ongoing cultural awareness training so that all staff have an appreciation of the legacy of the residential school system in Canada and its impact on the health and well-being of First Nations, Metis and Inuit peoples. TOH has recently released a publication "Stronger Voices, Better Care: Serving the People of Nunavut" that highlights the opportunities and challenges we must consider strengthening the relationships for those that we serve. This engagement was primarily developed to support the vision of the new campus but aligns well with many of our current initiatives and desires to provide equitable care. Stronger Voices, Better Care is the first of three dialogues to be carried out with Indigenous Peoples in the Champlain region.

Access to the Right Level of Care - Addressing ALC

The number of ALC patients continues to grow which continues to be a cause for concern and heightened risk. This population group continues to pose a significant impact on overall patient flow; in particular, the flow of patients from the ED to an inpatient unit bed. We also remain concerned about our need to provide the 'right care, at the right time, in the right place by the right providers', while being conscious that the hospital setting is not the best care setting for ALC patients. We remain committed to pursuing all efforts possible to ensure optimal patient flow for all patient populations and working with our community partners to achieve this goal.

Opioid Prescribing for the Treatment of Pain and Opioid Use Disorder

Our nation is currently in the grips of an opioid crisis. 865 people died from opioid related causes in 2016 in Ontario and these numbers are only increasing. From May to July 2017, there were 336 opioid-related deaths in Ontario, compared with 201 during the same time period in 2016, representing a 68 per cent increase. From July to September 2017, there were 2,449 emergency department visits related to opioid overdoses in Ontario, compared with 1,896 in the three months prior, representing a 29 per cent increase. Providing adequate support and treatment for patients suffering from pain is a strategic priority for our organization. Below are 2 key initiatives focused on this essential service.

Alcohol Medical Intervention Clinic (AMIC) and Regional Opioid Intervention Service (ROIS)

TOH has been instrumental in developing 2 partnership programs with the Royal Ottawa Mental Health Centre. Both services offer instant access to addiction medicine physicians, social work, and nurses that specialize in addiction (with consultation from Psychology and Psychiatry). The ROIS program provides rapid access to outpatient treatment for opioid use disorders, alongside treatment for mental health problems (i.e. buprenorphine/ naloxone; mental health assessment and treatment; counselling and case management; linkages with primary care and community services). The service is a collaborative partnership which integrates a clinic at The Royal with a network of community agencies, hospital programs, and primary care physicians and nurse practitioners throughout the Champlain LHIN, who each play a role in serving people struggling with opioid problems. ROIS also has a strong

partnership with Ottawa Public Health, with a focus on harm reduction and overdose prevention and response. ROIS also provides training, mentorship, and ongoing consultation for primary care physicians, nurse practitioners, and addiction and mental health providers in order to build system capacity to identify and treat opioid use disorders throughout the region.

Strategic Framework for Integrated Pain Medicine

The gravity of the opioid crisis underscores the need for a strategic framework for integrated pain medicine across TOH and the community. This approach will guide the identification, evaluation, treatment and rehabilitation of patients suffering from acute or chronic pain. This includes management of pain in patients in the acute, rehabilitation, chronic and palliative medicine settings as well as those with substance use disorders. Strategic Focus Areas include:

- Equitable and timely access to care.
- Community engagement and knowledge transfer between professions and disciplines.
- Education to provide expertise for staff, reduce stigma and provide information to the public
- Prioritizing research and establishing a pain medicine research unit.
- Quality improvement focused on reducing wait times, improving quality of life through pain relief and improved function, improving patient safety and clinical effectiveness and addressing inefficiencies and barriers to quality patient medicine.

The Ottawa Hospital is also developing a harm reduction policy and attendant protocol to reduce the risk to patients, staff and the public. The policy will assist in ensuring that we build a culture within the organization that reduces stigma associated with substance use disorders.

Workplace Violence Prevention

Monitoring, reducing and preventing workplace violence is a strategic priority at The Ottawa Hospital (TOH) and fostering a better staff experience is part of our quadruple aim. Considerable amounts of work have been done over the last couple of years to address the issue of workplace violence. We included this as a custom indicator in our Quality Improvement Plan in 2017/2018 and are pleased to see that this is now recognized as a mandatory indicator for all hospitals across the province.

In the past year TOH has built on an existing collaboration with our Joint Health and Safety Committees (JHSC), labour representatives and front-line staff to forge a new partnership with the Ontario Nursing Association to accelerate our adoption of best practices and the transformation of our safety culture. Working together we have compared our practices against new standards from ONA, the Public-Sector Health and Safety Association (PSHSA) and others and implemented rapid changes in priority areas so that we can learn and then carry out these changes across the organization.

We continued to update our risk assessment process and practices, and this was the focus of our QIP activity in 2017/2018. We can now provide better background on the specific risks of each area we are examining to the assessment team. We have also worked with our JHSCs to identify gaps and solutions where assessments are taking too long to complete.

As of September 1, 2017, our paper based staff safety incident reporting system has been eliminated and we now have a single, integrated electronic Safety Learning System for both staff and patient safety concerns, including reporting violence and harassment issues. The number of incidents being reported has improved, the quality of information being reported is much better, and follow-up by leaders is easier to see, track, and communicate.

At TOH we know that there is still much work to be done towards preventing workplace violence. Our Board and Senior Leadership Team are committed to preventing workplace injuries and ensuring our staff have the best work experience possible and have adopted this as a strategic priority to ensure we meet our vision. The feedback from our JHSC and labour partners suggests that we are making significant progress and we are excited by the improvements we have accomplished.

Performance Based Compensation

Accountability for the execution of both the annual QIP and the Corporate work plan are delegated to the President & CEO from the Board of Governors through a delegation of authority policy. The plans are reviewed, approved and monitored by the Board of Governors through quarterly performance evaluations of the President & CEO and the Chief of Staff which are then cascaded to all the Executives of the hospital. It is the sum of all objectives in these plans that determine the performance pay component for the Hospital Executives including the Chief of Staff.

Contact Information

For more information related to TOH's QIP, please contact: Quality@toh.ca

Other

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



Ms. Katherine Cotton
Board Chair

Ms. Lillian Thomsen
Quality Committee Chair

Dr. J.B. Kitts
Chief Executive Officer