

Let's Make Healthy
Change Happen.



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



3/28/2018

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

Riverside Health Care (RHC) is a fully accredited multi-site, multi-function health care system serving the residents of the Rainy River District. RHC operates hospitals in Fort Frances, Emo and Rainy River, and Rainycrest Long-Term Care Home and La Verendrye Non Profit Supportive Housing in Fort Frances. Each community is also served by Riverside Community Counselling which provides mental health and addictions services, Community Support Services through Rainycrest, Assisted Living Services in two communities and Valley Diabetes Education Centre which provides important chronic disease management programming.

We are part of the North West Local Health Integration Network (LHIN). Located in the most south-westerly portion of Northwestern Ontario, the Rainy River District makes up 9% of the North West LHIN's population. The majority of the population we provide service to is rural and remote, spread over a large geographical area with a small population of 20,110 (Census 2016). The District has an aging population with 19% of the residents are 65 years or older (Canada = 17%), a higher indigenous population with 27% of the population identifying as Aboriginal (Canada = 5%) and a higher than average unemployment rate with 9.1% of the population unemployed (Canada = 7.7%). Major industries in Rainy River District include mining, forestry, agriculture, education and healthcare.

Riverside Health Care is currently in development of a new strategic plan. Our organization continues to focus our strategic efforts on patient and resident safety and satisfaction, staff safety and satisfaction and ensuring the community is well served across the continuum of care.

Patient and Resident Safety and Satisfaction

First and foremost the safety of our patients and residents is our priority at Riverside. All incidents and near misses (also called "Good Catches") are reported, investigated and monitored. Trends and critical events are tracked and regularly reported to administration and to the Board of Directors. Our process of reporting is currently a paper-based system and we will be migrating to an electronic solution in the spring of 2018 at our acute sites. Riverside's emergency, inpatient and resident (LTC) satisfaction surveys continue to provide feedback and ensures experiences are regularly monitored in order to achieve continuous improvement. The Patient and Family Advisory Council is established and actively involved in reviewing patient surveys and making suggestions for improvement and change. Our Advisory Council is involved in many of Riverside's new initiatives and provides valuable feedback from the patient and family perspective.

Staff Safety and Satisfaction

Staff safety is top of mind and there have been significant efforts made to assess, address and prevent workplace violence. In addition to staff safety, we are also focused on staff satisfaction. Last year, the organization redeveloped the annual performance conversation process and each manager prioritized these valuable conversations with staff. This will continue to be given priority on the QIP and the indicator of "How would you rate the organization as a place to work" has been added to demonstrate the ongoing commitment Riverside has to staff experience. As one of the largest employers in the Rainy River District we want to renew our focus on employee experience and performance conversations to become an employer of choice.

Serving our Community

At Riverside, we are committed to ensuring the community is well served and this commitment is embedded in our 2018.19 QIP. Our continuum of care reaches from pre-natal to end of life and all patient populations in between. The QIP reflects the

diversity of our services with quality indicators and change plans for all areas of care including, LTC, obstetrics, inpatient care, and emergency care.

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

Performance Conversations

With a new refined focus and redevelopment of the performance management program, 77% of our staff had their annual performance review with their manager. These conversations provided an opportunity for managers and employees to discuss their performance, provide valuable feedback and identify areas for improvement. This continues to be an area of focus for our 2018.19 QIP, with a new bi-annual time frame to complete the performance conversation, expanding the focus into Rainycrest LTC and increasing the target for completion to 95%.

Long Term Care Continuous Quality Improvement

Rainycrest LTC has prioritized the building of a strong continuous improvement program. This program includes improving the resident's common areas in the Special Care Unit, upgrading fireplaces, lounge areas, and upgrades to the serveries/kitchen with ventilation, and sufficient lighting. Recently, quality programs were initiated for Skin and Wound, Continence, Pain, Palliative, Infection Control, Restraints/PASDs, Falls/Restorative, and Responsive Behaviours and attention to these areas is on-going to ensure the programs are successful and for continued staff engagement.. These quality programs are in keeping with LTC Act and regulations. The team has been focusing on CMI and RAI coding education and this focus is reflective on the 2018.19 QIP.

ISO 15189 Plus Accreditation Achievement in Laboratory

In addition to being accredited with the Institute for Quality Management in Health Care (IQMH), our laboratory became ISO 15189 Plus Accreditation. The laboratory met the requirements to achieve this international status through demonstrating a high standard in their Quality Management Systems. Our laboratory completes regular internal audits and risk assessments as well as root cause analysis as part of the quality improvement program.

Expansion of the moreOB Program

The Managing Obstetrical Risk Efficiently (moreOB) Plus Program integrates professional practice standards and guidelines with current and evolving safety theories, principles and tools. This initiative was expanded to include all inpatient staff. The goal was to encourage/promote the model for all staff. The outcome observes is a more empowered group of staff and promotion of teamwork.

Innovations Improving Quality of Patient Care

Regional Critical Care Response (RCCR) is virtual ICU direct into TBRHSC ICU. Lead by a physician with ORNGE, this initiative has improved patient care, the timeliness of care and allows for socialized standardized medication administration and ventilation to occur remotely.

Spacelabs upgrades in Rainy River and Emo involved an updating of the cardiac monitoring system and upgrades to the servers in LaVerendrye General Hospital in Fort Frances. With this upgrade the emergency department physician in Fort Frances can view a monitored patient in Rainy River when needed.

Resident, Patient, Client Engagement and relations

Patient and resident satisfaction monitoring is an area of concentration for our organization. Over the past year, the quality improvement activities mainly focused on developing a process for gathering feedback, setting response rates that

would be statistically significant and setting up a database for storing and analysing the results. Patient and resident satisfaction continues to have a strong presence on the 2018.19 QIP with an emphasis on sharing the results and valuable feedback more broadly, using the feedback to drive change and further improving in the process.

The Patient and Family Advisory Council (PFAC) is a valued committee that is very involved in monitoring patient satisfaction responses as well as providing feedback to new initiatives at Riverside's acute sites. PFAC members participated in the development of the 2018.19 QIP. Recruitment continues to be a challenge; however the PFAC has put a lot of effort into developing a plan for recruitment of new members, which will allow us to further engage our advisors on more committees and initiatives. The LTC resident council is a well-established resident council and meets regularly.

Collaboration and Integration

At Riverside we work closely and collaboratively with community partners to improve patient care and coordination. Key partnerships contributing to quality improvement include:

- Fort Frances Tribal Area Health Services - Riverside and Tribal Health work closely together to support patients transitions to and from community. Tribal Health is a key partner in the Opioid strategy with the newly opened Mino Ayaa Ta Win Healing Centre (Detox and Treatment), as well as in the continuity of care for our mental health patient population.
- OPP - Riverside works closely with the local OPP to ensure patients and staff are safe within the community and while in hospital. OPP is an important partner in facilitating transfers of patients who are on a Mental Health Form 1.
- Education Partnerships include Confederation College, Lakehead University, Seven Generations Education Institute and the Northern Ontario School of Medicine to provide placements for students in the health care field.
- Tbaytel - A new partnership between RHC and Tbaytel to provide patients, family and visitors with free Wi-Fi while at the hospital was launched. This will enhance the patient experience and allow our patients, families and visitors to stay connected.
- Rainy River District Sub Region Planning - Led by the LHIN and comprised of service providers in the District, this groups acts as an advisory group to the LHIN on the specific and unique needs of the Rainy River District.
- Rainy River West Local Health Hub - Riverside LTC works with partners from across the health care continuum on table top exercises, to enable collaboration and integration in serving our community.
- Canadian Mental Health Association - Rainycrest LTC, Emo Health Centre and Rainy River Health Centre work closely with CMHA to enhance care for residents with various concerns such as Behavioral, Pain, Mental Health etc.
- Community groups - Rainycrest works closely with various community groups and organizations to enhance the resident experience. This included education sessions with The Alzheimer's Society, concerts with the local

elementary schools, an Indigenous Christmas Celebration for our Elders at Rainycrest, and The Fort Frances Legion held a Christmas Tea for our Veterans and spouses.

- North West Home & Community Care - HCC is an important partner for facilitating transfers between hospital and LTC as well as from hospital to the community.

Engagement of Clinicians, Leadership & Staff

At Riverside, we routinely engage staff, physicians and managers in quality improvement activities. One example of this collaboration is with the moreOB program; the physician co-leads the regular lunch and learns with direct care team members. During our lab accreditation the laboratory technologists were involved in ensuring the quality management program was maintained by the team. Front line staff were also involved in our 2018.19 QIP planning a workshop.

Although there is regular engagement of managers, clinicians and staff in quality improvement activities, this is an area for improvement. Staff need to know about the quality initiatives and have more involvement to have more impact on the outcomes. As part of our overall QIP plan, regular communication to staff, managers and patients on our progress throughout the year is planned.

Population Health and Equity Considerations

Our Emergency Departments provide many services to meet the unique needs of the local community. We are the only facility providing emergency care between Fort Frances and Rainy River. Many residents in the Rainy River District do not have access to a family physician and there are no walk in clinics in the area. Our emergency departments have high volumes and see a number of patients with non-urgent concerns.

There is a large indigenous population in the Rainy River District and Riverside continues to work closely with community partners and the indigenous community to enhance the experience of this patient population. We accommodate smudging and other traditional healing practices within the facility. Rainycrest LTC holds a monthly smudging ceremony for our indigenous residents. We engage regularly with Fort Frances Tribal Area Health Services and Gizhewaadiziwin Health Access Centre to advance the cultural awareness in our palliative care program. Our senior leadership team is planning meetings with Elders and Local Chiefs.

Access to the Right Level of Care - Addressing ALC

At Riverside, we have unique challenges when addressing ALC and the length of stay for the ALC population is higher than the provincial average. Our district has aging population, a remote location, limited community services and only one LTC facility, as well as two facilities (Emo Health Centre and Rainy River Health Centre) providing care through the Elderly Capital Assistance Program (ELDCAP). ELDCAP provides services to Long-Term Care residents in units that are collocated within hospitals in small northern communities.

We continue to seek opportunities to address the challenges with moving the ALC population to the most appropriate destination. Convalescent care beds in LTC and respite beds provide alternative beds for patients who otherwise be in ALC beds. We were also recently approved for a hospice bed. Rainycrest's Special Care Unit provides an appropriate environment for residents with responsive behaviour. The Patient Experience and Flo Coordinator has improved efficacy of patient flow and placement. The Patient Navigator, a new position for Riverside will further

improve efficacies of patient flow and placement for patients who live with addictions.

Opioid Prescribing for the Treatment of Pain and Opioid Use Disorder

To help to manage opioid use disorder in our inpatient population, we work closely with OATC and a local pharmacy to order and deliver methadone to the patients in the treatment program, during their hospital stay. A full time Navigator was recently recruited to assist patient with addictions navigate the healthcare system. In partnership with the RRDSSAB, Riverside has requested funding to host one-time training for front line staff, service providers and community stakeholders across the Rainy River District, related to offering opioid training. This community based proposal provides an opportunity for a collaborative learning and educational experience.

Workplace Violence Prevention

Workplace violence prevention is a priority for Riverside. Significant efforts have been made to assess, address and prevent workplace violence. We are committed to keeping our staff safe at work and preventing violence in the workplace. We have policies to address bullying, harassment, and investigating workplace violence. We have a code of conduct and a declaration of patient rights and responsibilities to set the minimum expectation for those working and using the facility. A great amount of attention has been put towards improving the overall security of all of our facilities. Investments have also been made to ensure those who require training such as Non-Violent Crisis Intervention and Gentle Persuasive Approach have these skills. A risk assessment through the Failure Mode Effect Analysis (FMEA) is in progress to identify and mitigate risks identified in the Emergency Department after hours.

Performance Based Compensation

Executives accountable to performance based compensation include President & CEO, Vice President, Operations & CFO and Vice President Health Services & CNE. The executive team continues to supporting the quality improvement work of our staff across all sites and all sectors within the QIP, as well as ensuring we are fostering engaged work teams. The indicators selected for performance based compensation are:

- LTC Resident Satisfaction (indicator: "I can express my opinion without fear"),
- Hospital Patient Satisfaction (indicator: "Overall how would you rate the care and services you received at the hospital"),
- Staff Satisfaction (Indicator: "Percent of performance conversations complete),
- LTC Resident Care & Financial Accountability (Indicator: Maintaining the Quality of the RAI Program).

The percent of salary linked to each achievement of the QIP targets recommended by the Riverside Board of Trustees is 3% for President & CEO, 1% for Vice President, Operations & CFO and 1% Vice President Health Services & CNE. The terms that will be used to determine performance based compensation are detailed in the chart below.

The percent of salary linked to each achievement of the QIP targets recommended by the Riverside Board of Trustees is 3% for President & CEO, 1% for Vice President, Operations & CFO and 1% Vice President Health Services & CNE. The terms that will be used to determine performance based compensation are detailed in the chart below.

Measure/Indicator	218-19 Target	Overall Weight per indicator	Total Weight: CEO	Total Weight: VP	100% Earned	50% Earned	0% Earned
Maintain the Quality of the RAI Program (52152 - Rainycrest only)	CMI of 100 or better (adjusted)	33.3%	1%	0.333%	CMI of 100 or higher	CMI of 90-99	CMI of 89 or less
Percent of performance conversations completed	95.0%	16.7%	0.5%	0.167%	95% or higher	75%-94%	74% or lower
Overall how would you rate the care and services you received at the hospital?	90.0%	33.3%	1%	0.333%	90% or higher	80%-89%	79% or lower
I can express my opinion without fear?	88.0%	16.7%	0.5%	0.167%	88% or higher	68%-87%	67% or lower
TOTAL		100%	3%	1%			

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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 JAN BEAZLEY

Beazley

Quality Committee Chair Shanna Weir

Shanna Weir

Chief Executive Officer Ted Scholten

Ted Scholten