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Change Happen.



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



3/29/2019

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.

[ontario.ca/excellentcare](http://ontario.ca/excellentcare)

## Overview

Riverside Health Care is a fully accredited multi-site, multi-function health care system serving the residents of the Rainy River District. Riverside 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 Counseling 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.

Riverside works closely with community stakeholder to enhance and integrate the delivery of services. Riverside is affiliated with the Northern Ontario School of Medicine (NOSM) and local colleges and universities to provide learning opportunities for students.

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%)

Riverside strives to provide a welcoming, respectful and culturally sensitive environment.

Riverside is proud of the excellent quality and range of services provided to allow our patients, residents and clients to receive care close to their home communities.

## Describe your organization's greatest QI achievement from the past year

Riverside faced unique challenges in the past year. Rainycrest LTC, the only LTC home in the district was closed to admissions for a full year. This closure to admissions caused pressure on the rest of the local healthcare system, including Riverside's two ELDCAP homes and three acute locations. La Verendrye General Hospital expanded services and activated beds on the inpatient unit to accommodate the higher than usual ALC population awaiting placement for LTC. Riverside also experienced a significant flood at the Rainy River location, causing the closure of the three acute beds at that site and relocating the emergency department that was damaged in the flood.

Despite the challenges, Riverside saw significant improvements on the QIP indicators and implemented a number of quality improvement initiatives. The most notable improvements on the QIP were the person experience indicators. The acute inpatient experience score rose from 90% to 98.6% in positive responses, the post-discharge phone calls showed an improvement in "did you receive enough information" from 50% to 86.6% positive and the LTC resident experience on "how well staff listen to them" rose from 55.6% to 83% in positive responses. These improvements are attributed to a wide range of quality improvement initiatives. These improvements include the implementation on Point-Click Care into all three of the Riverside LTC and ELDCAP homes. This system is more user-friendly and resident focused than the previous documentation system used in the homes. Riverside also made efforts in addressing the local and province-wide PSW shortage by offering a "Living Classroom" style learning opportunity for PSW students to learn and practice within the LTC home. This was a successful partnership with the local

Confederation College and is expected to generate an addition 11 PSWs for the community and some have accepted conditional offers with Riverside. Riverside has also focused on capacity building for our local surgical and obstetrics programs by developing an anesthesia agreement. In addition, Riverside continues to successfully run the MoreOB program to ensure a strong obstetrics program.

Riverside saw improvements in supply change management with a collaborative partnership with the Northern Supply Chain and St Joseph's Health Care in Thunder Bay to decrease costs associated with equipment and supplies.

### **Patient/client/resident partnering and relations**

Riverside continues to look for opportunities to partner with patients, residents, clients, families and local community to enhance the care provided. Riverside has developed a strong foundation to grow these partnerships. Our current partnership and relations include:

- The Patient and Family Advisory Council (PFAC) meets monthly and has taken a key lead in developing the electronic process recently implemented to provide patient experience surveys via email.
- Each of the LTC and ELDCAP homes have strong Resident Councils and Family Councils. These councils have been important partnerships in supporting the changes required to address compliance issues and to reopen Rainycrest to admissions.
- Riverside recently developed a Community Advisory Council as an avenue for advice and community input on the delivery of current and future services in the Rainy River District.
- Patient, resident and client experience surveys provide valuable feedback on what the experience is like to be cared for at Riverside. There are well established processes for surveying inpatients, residents and emergency patients. In the past year additional surveys were implemented including Community Counseling (OPAC survey), Diagnostic Imaging, Telemedicine and Endoscopy.
- Riverside's Concerns, Complaints and Compliments (CCC) program is another means of receiving feedback for those who use our services. This program will be a focus on the 2019.2020 QIP to further improve our processes related to the CCC program
- Engagement of patients, residents, clients and families is integrated into quality improvement activities. These groups are engaged in the annual QIP planning activities and the LTC Continuous Quality Improvement (CQI) committees have resident and family representation.

### **Workplace Violence Prevention**

Riverside has a strong Workplace Violence Prevention Committee that works to proactively prevent and address safety issues related to workplace violence. This committee, led by the Occupation Health and Safety Coordinator, has a workplan to address workplace violence. It has focused much attention on completing workplace violence risk assessments, securing after hours access at the La Verendrye General Hospital site as well as implementing a GPS-based pendant alarm system at all four hospital and LTC locations. Education for staff in Non-Violence Crisis Intervention and Gentle Persuasive Approach are also provided.

## Executive Compensation

Executives accountable to performance based compensation include President & CEO, Vice President Corporate Services, Chief Operations & Financial Officer and Vice President Health Services & CNE.

The executive team continues to support 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 Emergency Patient Satisfaction (Indicator: Overall how would you rate the care and services you received at the Emergency Department?)
- Employee Engagement (Indicator: "Percent of performance conversations complete),
- Staff Satisfaction (Indicator: Overall, how would you rate your organization as a place to work?)

The percent of salary linked to each achievement of the QIP targets will be recommended by the Riverside Board of Trustees. The terms that will be used to determine payout 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 and 1% for Vice President Corporate Services, Chief Operations & Financial Officer and 1% for Vice President Health Services & CNE. The terms that will be used to determine payout 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
"I can express my opinion without fear?"	88.0%	16.7%	0.5%	0.167%	88% or higher	83%-87%	82% or lower
Overall how would you rate the care and services you received at the Emergency Department?	85.0%	33.3%	1%	0.333%	85% or higher	80%-85%	79% or lower
Percent of performance conversations completed	95.0%	16.7%	0.5%	0.167%	95% or higher	84%-94%	83% or lower
Overall, how would you rate your organization as a place to work?	65%	33.3%	1%	0.333%	65% or higher	60%-64%	59% or lower
<b>TOTAL</b>		<b>100%</b>	<b>3%</b>	<b>1%</b>			

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**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

Board Chair *[Signature]* (signature)  
Board Quality Committee Chair *[Signature]* (signature)  
Chief Executive Officer *[Signature]* (signature)  
Other leadership as appropriate \_\_\_\_\_ (signature)