

2024-25 QIP Narrative

Overview

Riverside Health Care is a multi-function health care system serving the residents of the Rainy River District. Riverside consists of a hospital in Fort Frances, health care centres in Emo and Rainy River, a long-term care home, and nonprofit supportive housing. Each community is also served by mental health and addictions, community support services, diabetes education, and assisted living (Fort Frances, Atikokan and Rainy River).

Riverside is a fully accredited, multi-site organization that was awarded Commendation standing from Accreditation Canada in the fall of 2023.

Riverside provides 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.

Access and Flow

As a multi-sector organization, Riverside works as a team. With community partners, we optimize timely access to care, and smooth and safe patient flow to improve outcomes and ensure a positive experience for patients, clients, and residents.

Riverside's Client, Patient and Resident Flow Strategy details the roles and responsibilities of our team members to create safe and efficient care transitions and meeting the needs of our community. We monitor our success in client flow through our QIP, CIHI, LTC Quality Indicators as well as routine experience surveys.

Riverside works with community partners to support clients access to care in the right place at the right time is the Rainy River District Rapid Access Addiction Medicine (RAAM). The RAAM is a low-barrier clinic that people can attend for substance use disorder without an appointment or formal referral. The overall goal is to stabilize clients in the short term and subsequently link them to community care providers for ongoing monitoring, support, and rehabilitation of their substance use disorder.

In partnership with Ontario Health's Home and Community we support the overflow home care services through the Community Nursing program. To ensure easy access to hospice care, Riverside houses the hospice care bed which is accessible through the community. In addition, the palliative care committee has representation from all community partners including Riverside.

Equity and Indigenous Health

A key pillar of our Strategic Plan is “Striving to Excel In Equity, Diversity, and Inclusion (we will support EDI in all that we do)”. We began this focus through training and from 2021-2023 96 % of our staff completed mandatory Indigenous Cultural Safety training focused on diversity and sensitivity. Starting in 2024 annual mandatory training will be completed annually each April. This training will include Indigenous, multi-cultural, racism and LGBTQ2+ education as well as code of conduct and customer service modules.

Riverside supports Indigenous healing practices and treatment. We support Indigenous obstetrical practices. Indigenous Care Coordinators (ICC) were introduced at La Verendrye General Hospital (LVGH) in June 2021 and are a valuable resource in the delivery of care. The ICCs are staff of Gizhewaadiziwin Health Access Centre and this program is planned for future expansion to other sites. Riverside is in the process of onboarding an Indigenous Liaison that will work collaboratively with ICC, staff, and physicians to support the patient experience and directly with Indigenous communities to enhance care.

Our LTC home, Rainycrest, hosts pipe ceremonies and drums provided by many of the local First Nation communities. Each of Riverside’s hospital and long term care sites provides traditional meals items on their menu. In partnership with Gizhewaadiziwin Health Access Centre the ground floor meeting room at LVGH is the future site for the first ceremonial space. This space has been fully renovated and includes specialized ventilation to support smudging and burning.

We participate in Orange Shirt Day and the National Day for Truth and Reconciliation. Residents and staff attended the Truth and Reconciliation Pow Wow at Rainycrest Long Term Care Home.

Riverside ensures access to interpretative services to anyone who wishes this service.

Patient/Client/Resident Experience

In 2023/24 Riverside embarked on a full refresh of our experience surveys provided to our patients, clients, residents, and staff. This initiative was included in our QIP with the goal to achieve the second of four milestones outlined in our project charter. We believe engaging with and hearing from those who receive and provide care is key to continuous quality improvement at Riverside.

A complete environmental scan and evaluation of our current processes, surveys and methodology was completed and gaps were identified. Surveys were modified to mitigate gaps and response rate targets were established for each area. Questions were standardized where possible, and many were adapted from standardized survey questionnaires.



A standardized reporting template was developed, tested, and implemented. A reporting schedule and flow chart were established and communicated to leaders to ensure the results were being seen by the appropriate groups, in an appropriate order.

Overall Riverside has over 20 ongoing and annual experience surveys that monitor patient, resident, client, family and staff experience. This feedback is used to improve care, service and experience to achieve our Strategic Vision of “Caring, Together”.

Provider experience

Employee recruitment and retention continues to be a priority for Riverside. This priority is reflected on the 2024/25 QIP, continuing efforts from previous years to stabilize our workforce. We measure employee retention, position stabilization, agency staffing overtime and vacation utilization.

We are building a positive workplace culture. Staff appreciation pop-ups, BBQs and holiday meals are enjoyed by the staff each month. Lunch with leadership and the Riverside Innovation Awards are held regularly. The Wellness Committee and in person corporate orientation were re-instated. All departments hold monthly (minimum) staff meetings. Staff meetings are key venues to share and discuss topics to move the Riverside vision of “Caring, Together” forward. It was noted by the Accreditation Surveyors in October 2023 that there is a positive culture at Riverside.

Communication is key to building a strong and unified workplace culture. Each month a President & CEO Monthly Update is provided to staff. Our staff portal is well utilized, and we are excited to have our newly launched public website live since November.

Safety

When patient safety incidents occur, it is reported through the Adverse Event Management System (AEMS). AEMS supports the reporting of patient, resident, and client safety incidents as well as other reportable events. All incidents are investigated by managers. After each safety event, managers are responsible for sharing what was learned and any identified improvements to process with the entire team. An employee incident section will be developed in conjunction with an evaluation of the effectiveness of the current tool.

The process for quality-of-care reviews includes debriefs, huddles, and comprehensive case reviews. Recommendations and learning from adverse events are shared with staff, MAC, patients, residents, clients and families as appropriate. Patient Safety Data Trends are reviewed quarterly. Trends and planned quality improvement are shared with leaders, Committees, Board, MAC, PFAC and are posted on the staff portal for reference.



Quality, safety, and risk are standing items on agendas at all levels of the organization including departmental staff meetings, Board of Directors and committee meeting agendas. Leaders routinely discuss safety incidents, issues, and concerns with staff on a regular basis and bring forward any concerns.

Two roles including Quality Assurance auditor and Nursing Practice were introduced in 2023. Recent infrastructure improvements including upgrades to the sprinklers systems and air conditioning at Rainycrest LTC and Rainy River Health Centre were important activities to contribute to our patient and residents' safety. Riverside is in pursuit of a new HVAC system at La Verendrye General Hospital and enhanced generator coverage to be utilized during power outages.

Population Health Approach

Riverside is an active and dynamic partner in the Rainy River District OHT. Collaborative initiatives include medically stable patient transportation and access to specialty care services with Gizhewaadiziwin Health Access Centre, Riverside Health Care and Atikokan Hospital. Riverside has taken the lead in coordinating services for all sites and utilizing programs of Riverside, the Town of Fort Frances, and Gizhewaadiziwin Health Access Centre to ensure appropriate out of town care is accessed. Riverside and Gizhewaadiziwin Health Access Centre are working together on numerous initiatives to improve care to the indigenous communities, including translation services, Indigenous Care Coordinators, ceremonial spaces, in addition to other initiatives.

The Rainy River District OHT has collaborated in the virtual wound care initiative with St Joseph's Care Group utilizing Tele-View glasses for assessment and training to improve wound care outcomes. There is ongoing work to see this expanded into other areas of health throughout the district. OHT partners agree that Digital Health information is accessible across the health care system. The RAAM program a collaboration with Gizhewaadiziwin Health Access Centre, Giishkaandago 'ikwe Health Services, Fort Frances Family Health Team and Canadian Mental Health Association and including St. Joseph (MetaPHI).

Executive compensation



Executives accountable for performance-based compensation include the President & CEO, Chief Nursing Executive, Chief Financial Officer, and Quality Assurance Auditor.

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:

- EDI Training
- Review of Residents in Daily Physical Restraints in LTC
- Experience Survey Redesign
- Emergency Department Wait Time for Physician Initial Assessment

The percent of salaries linked to each achievement of the QIP targets recommended by the Riverside Board of Trustees is 3% for President & CEO and 1% for Chief Nursing Executive, Chief Financial Officer and for Quality Assurance Auditor. The terms that will be used to determine a payout are detailed in the chart below.

Measure/Indicator	2023.24 performance	2024.25 Target	Overall Weight per indicator	Total Weight CEO	Total Weight CNE, CFO & QAA	100% Earned	50% Earned	25% Earned	0% Earned
EDI Training	n/a	90%	25%	0.75%	0.25%	90% or higher	75%-89%	25%-74%	24% or lower
Review of Residents in Daily Physical Restraints in LTC	n/a	3 of 3 facilities reviewed	25%	0.75%	0.25%	3 of 3 complete	2 of 3 complete	1 of 3 complete	0 of 3 complete
Experience Survey Redesign	Milestone 2	Milestone 4	25%	0.75%	0.25%	Milestone 4	Milestone 3	Part of Milestone 3	Milestone 2
Emergency Department Wait Time for Physician Initial Assessment	n/a	Milestone 1	25%	0.75%	0.25%	Milestone 1 Complete	Part of Milestone 1	-	Not Started



TOTAL			100%	3%	1%				
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Contact information

You can opt to include your contact information so that other organizations can connect with you after your QIP is posted publicly.

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Other

Is there anything else you would like to share with us about quality improvement in your organization that has not been mentioned above