

2026-27 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, community nursing program, medically stable patient transport, specialist and diagnostic transport, 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 and with community partners to optimize timely access to care, and smooth and safe patient flow to improve outcomes and ensure a positive experience of care for patients, clients, and residents.

Riverside's Client, Patient and Resident Flow Strategy detail 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 Indicator Flow sheet as well as regular patient, resident/client experience surveys and quality audits. Riverside has instituted a full-time ALC position that is addressing needs in the community before they advance to the ER department. The position works closely with both our Manager of Patient/Client Experience and Utilization and our Community Support Services program as well as our Health Systems Navigator in the ER. New to this team in February is a full-time social worker in hospital to enhance support and system flow.

Riverside has just been approved for the Hospital to Home program funding and as well is now also utilizing the remote care monitoring program through Ottawa Civic Hospital to support client in their home rather than becoming another ALC patient in hospital.

One example of how Riverside works with community partners to support patient/client/resident access to care in the right place at the right time is the Rainy River District Rapid Access Addiction Medicine (RAAM) clinic. The RAAM clinic is a low-barrier clinic that people can attend to get help for a substance use disorder without an appointment or formal referral. The overall goal is to stabilize patients in the

short term and subsequently link them to community care providers for ongoing monitoring, support, and rehabilitation of their substance use disorder.

Riverside is now also instituting Substance Use Disorder Integrated Care Pathways and has engaged both a program manager and hired a much-needed RAAM clinic coordinator to support our clients from ER to appropriate supports and treatment and will also maintain peer support in the ER.

Specialist and Diagnostic Transportation has been implemented through our OHT partners and is an example of the organization finding solutions to address the medical transportation needs of the district. This program did not fully become operational until late April but has quickly become a highly utilized necessity to mobilize hundreds of community members to their medical appointments in Thunder Bay. There is a call from the public to increase services to 5 days a week and to expand transportation to Winnipeg as well. We are currently seeking funding to maintain this service. Medically Stable Patient Transport continues to grow and has assisted in reducing the burden of our EMS by mobilizing non-urgent patients to and from the airport as well as from other facilities. We continue to work with RRDSB and our indigenous partners at Gizhewaadiziwin to address the gaps that are caused by HR constraints.

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)”. Mandatory training will be completed each April. This training will include Indigenous, multi-cultural, racism and LGTBQ2+ education as well as code of conduct and customer service modules.

Riverside supports Indigenous healing practices and treatment. For example, we may provide the umbilical cord to mothers, if desired. We welcome doulas in the labour & delivery rooms, as well as facilitate traditional practices during natural delivery and c-section births. Rainycrest hosted Couchiching First Nation last year to complete a pipe ceremony and drumming for everyone who wished to participate during Resident Council week. In partnership with Gizhewaadiziwin Health Access Centre the ground floor meeting room at LVGH celebrated the opening of our ceremonial space. This space has been fully renovated and has specialized ventilation to support smudging.

Indigenous Care Coordinators have been on site at LVGH since June 2021 and are proving to be a valuable resource in the delivery of care. This program is planned for future expansion to other sites. Indigenous Care Coordinators (ICC) are staff of Gizhewaadiziwin Health Access Centre. Gizhewaadiziwin



Health Access Centre currently provides support for interpretation services for indigenous population accessing care in our facilities.

We also have instituted an Indigenous Liaison to collaborate with indigenous patients/clients/residents in all facilities as well as engage with community leaders and residents in their own communities. She also provides translation services and FNIHB navigation. She supports clients in family meetings, through our complaints process as required and with local and regional indigenous governance. This past year saw almost 1/3 of our staff attend an all day, in person indigenous training with Robert Horton. (Seven Generations Educational Institute)

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

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 successful and will be continued as well as evaluated for improvements as needed. We have instituted rapid survey Kiosks at locations frequented by families, visitors and patients within our organization. We believe engaging with and hearing from those who receive and provide care is key to continuous quality improvement at Riverside.

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 for those who receive and provide care and service at Riverside.

Provider experience

Recruitment and retention continue to be a priority for Riverside. This priority is reflected on the 2026.27 QIP, continuing our efforts from previous years to stabilize our workforce. This includes measuring employee retention, position vacancy, agency staffing utilization, overtime utilization and vacation utilization.

Riverside continues to work to improve workplace culture. The Wellness Committee and in person corporate orientation were re-instated. Staff appreciation pop-ups, BBQs and holiday meals continue to be enjoyed by the staff each month. All departments hold monthly (minimum) staff meetings. These are key venues to share and discuss topics to move the Riverside vision of Caring, together forward. Lunch with Leadership has also proven to be a successful event in which staff engage confidentially and directly with senior leadership.

We know communication is key to building a strong and unified workplace culture. Our staff portal continues to be well utilized, and we were excited to have our new website launched in November. Riverside has worked hard to establish a positive culture, and this was reflected in the Work life Pulse survey that reflective the highest level of satisfaction of employees seen in over a decade.

Safety

When patient safety incidents occur a report through the Adverse Event Management System (AEMS) is made. AEMS supports reporting of patient/resident/client safety incidents as well as reportable events. All incidents are investigated by managers. Managers are responsible for sharing learning and improvements to process with the entire team after each safety event. An employee incident section will be developed later this year within the AEMS program. Quality Auditor, Risk and Professional Practice work as a team to ensure that issues are addressed in a timely manner.

Process for event reviews include debriefs, huddles and the Quality-of-Care Committee. Recommendations are shared with staff, MAC, patients/residents/clients/families as appropriate.

Learning from adverse events is communicated to team members via departmental communications (memos, e-mails, staff meetings), as well as the staff newsletter and Staff portal when appropriate.

Patient Safety Data Trends are reviewed monthly as we have instituted a scorecard review which are shared at both our Quality, Safety, Risk working group and our QSR board committee. Trends and any planned quality improvements are shared with leaders, Committees, Board, MAC, PFAC and will now be posted on the staff portal for reference. Professional Practice has ensured appropriate orientation and education is addressed and maintained.

Quality, safety and risk are a standing item on departmental staff meeting agendas as well as many committee agendas. Leaders routinely discuss any safety incidents, issues, concerns with staff on a regular basis and bring forward any concerns.

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.

The requirement of e-learning modules including LGBTQ, multicultural, indigenous, and customer services training builds capacity within the team to provide services and care that is culturally and psychologically safe for those who work and are cared for at Riverside.

Palliative Care

Riverside has a robust palliative care program at all three sites as well as a respite bed at our long-term care home. Home care nursing and community support services are also available to those wishing to palliate at home are also provided.



Riverside provides Medical Assistance in Dying (MAID) in both LVGH and Rainy Crest long-term care. Patient Controlled Analgesia is available in all facilities as well as mental health counsellors and clergy. Our Indigenous Liaison ensures that traditional care is available for our Indigenous clients. Clergy and chapel spaces are available as well to those that are requiring support as well as our newly added social worker. All codes (blue/pink) are now attended by one of either our Health Systems Navigator, our Indigenous Liaison or our Social Worker to ensure that families are supported during this difficult time.

Population Health Approach

Riverside is an active and dynamic partner in the Rainy River District OHT. Some of the collaborative initiatives include the medical transportation collaborative 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, Town of Fort Frances and Gizhewaadiziwin Health Access Centre to ensure appropriate out of town care is accessed.

The 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 and can be expanded into other areas of health throughout the district. Digital Health is a current initiative with all partners on agreement to have information access appropriate to care across all partners. Riverside is also partnering with Giishkaandago'ikwe Health Services on a shared EMR for the RAAM program

RAAM program collaborative with Gizhewaadiziwin Health Access Centre, Giishkaandago'ikwe Health Services, Fort Frances Family Health Team and Canadian Mental Health Association including St. Joseph (MetaPHI) continues to grow and expand with support from the OHT and the influx of new funding for substance use disorder.

Emergency Department Return Visit Quality Program.

Riverside has incorporated a Quality Assurance Auditor who assists with the P4R program in both the LVGH and Rainy River sites. Continual quality improvement and ongoing audits of return visits are being followed as part of the P4R program as well as independent facility audits as well. All audits were completed and no sentinel events were noted at this time. Minor improvements from audits were instituted to refine process and support quality care.

Executive Compensation

Executives accountable to performance-based compensation include the President & CEO, CNE, Chief Financial Officer and Quality Assurance Auditor/OHT Executive Lead. 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:



- Employee retention (excluding retirements)-Goal 98%
- Performance Conversation-Goal 100%
- Mandatory Education Compliance-Goal is 100%
- Appropriate Referral to Addiction Services follow-up -collecting baseline
- # Riders utilizing Specialist and Diagnostic transportation-goal 500 visits
- Number of WPV reported LTC/ELDCAP-goal decrease events by 10-20% (reporting validated last QIP)

The percent of salary linked to each achievement of the QIP targets recommended by the Riverside Board of Trustees is 1% for President & CEO, CNE, Chief Financial Officer and for Quality Assurance Auditor/OHT Executive Lead. The terms that will be used to determine payout are full compensation for a minimum of 3 out of 6 goals achieved.

Contact information

Joanne Ogden RN
Quality Assurance Auditor and
OHT Executive Lead
Riverside Health Care Facilities Inc
110 Victoria Avenue
Fort Frances, ON P9A 2B7
Phone: 807-274-4847
Fax: 807-274-4832