

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

March 28, 2024



OVERVIEW

Collingwood General and Marine Hospital (CGMH) is an 84-bed facility offering comprehensive acute care services encompassing obstetrics, medicine, emergency care, surgery, dialysis, mental health, and outpatient services. As a medium-sized community hospital, we are focused on enhancing the patient journey, improving access and flow, providing equitable access, and prioritizing safety through innovative practices. By investing in our people and nurturing strong partnerships, we aim to meet the evolving needs of a growing and aging population while upholding our vision of "Outstanding Care - For Life."

At CGMH, we take immense pride in our dedicated staff and physicians who continuously innovate to reduce surgical wait times and maintain a high throughput rate for Alternate Level of Care (ALC) patients. Our commitment to quality improvement continues as we implement a comprehensive Quality Program, expand our Patient, Family, and Caregiver Advisory Committee (PFCAC), and integrate Patient and Family Advisors (PFA) into various projects, initiatives, and recruitment efforts to ensure the patient voice is heard loud and clear throughout CGMH's initiatives.

The 2024/25 CGMH Quality Improvement Plan (QIP) aligns with our objectives of enhancing access and flow, improving the patient experience, and ensuring equitable, safe care delivery. To address these priorities, CGMH has identified the following key metrics:

- 90th percentile wait time to inpatient bed to optimize access and flow.
- Percentage of staff completing relevant Inclusion, Diversity, Equity, and Antiracism (IDEA) education to promote equity.
- Patient perception of involvement in their care and treatment to enhance the patient experience.
- Bedside Medication Verification (BMV) rate to prioritize patient safety.

These priority indicators, alongside our True North Scorecard, enable CGMH to uphold its commitment to providing outstanding care while supporting our strategic pillars of Innovation, Our People, Partnership, and Patient Experience.

ACCESS AND FLOW

At CGMH, we believe in providing patients with the care they need, when and where they need it. Our commitment to delivering outstanding care underpins our focus on providing timely access and seamless patient flow. This year, we continue our efforts to enhance the quality of care by prioritizing initiatives that optimize access and streamline transitions throughout the patient journey.

Central to our strategy is the development and implementation of tools and processes aimed at facilitating smooth discharges from the moment of admission. By actively involving patients and their families, we aim to ensure that discharge planning begins early, with sufficient information provided for a safe transition to their next destination, leading to positive patient outcomes.

Our primary goal is to reduce the time from decision to admit to inpatient bed by addressing barriers and adhering to best practices. Through collaboration with our care teams, patients, and families, we are committed to achieving targeted lengths of stay for specific diagnoses, delivering standardized discharge information, and meeting daily discharge targets.

Our commitment to access and flow extends beyond our hospital walls, as we collaborate with EMS, Primary Care, and other community partners to facilitate timely access to emergency care and support smooth transitions for our patients to appropriate care settings.

EQUITY AND INDIGENOUS HEALTH

At CGMH, our dedication to fostering an Inclusive, Diverse, Equitable, and Accessible (IDEA) environment is integral to the Our People pillar within our current Strategic Plan. Within this pillar, we are steadfast in our commitment to cultivating a workplace that is healthy, safe, and inclusive, upholding our organizational values and reflecting the diversity of our community.

Advancing IDEA is a journey that CGMH has embarked on by establishing strong foundations within our organization. With a focus on listening and learning, we are taking proactive steps to address discrimination, structural racism, gender bias, and institutional oppression.

As an initial step in this journey, we introduced the I CARE AT Commitment to Excellence, designed to articulate behaviors and actions that embody our organizational values. With inclusivity at the forefront, the I CARE AT Commitment emphasizes:

- We recognize that our diversity is a strength. We treat each other with dignity and compassion.
- We strive to create a safe place for all members of our community.
- We empower patients and their families, putting them at the center of decision making. They are experts in their care.

While the I CARE AT values serve as guiding principles for every employee, credentialed staff, and volunteer, we understand that merely stating expectations is insufficient. Therefore, we are dedicated to fostering an inclusive environment where our people collaborate towards shared objectives, feel supported, and experience a sense of belonging.

To facilitate our efforts, we have developed an IDEA people plan as a roadmap to steer our initiatives and gauge progress. This plan includes a comprehensive assessment of our current state and

identification of short and long-term goals. Additionally, our Senior Leadership Team has embraced IDEA education, which will subsequently be extended to other team members in the upcoming year.

PATIENT / CLIENT EXPERIENCE

At CGMH, our commitment to enhancing the patient experience is underscored by our diligent utilization of patient feedback to drive meaningful improvements. We employ various channels, including the Qualtrics patient experience survey, emails, phone calls, and in-person meetings with patients and their families, to gather feedback in the form of compliments, complaints, and suggestions for enhancing care and the overall patient experience.

This feedback is invaluable in identifying areas for improvement, which are promptly shared with relevant teams and departments to ensure that actionable steps are taken. Aggregate-level data, including identified themes, is shared with key stakeholders such as the Quality, Risk, and Safety Committee, the Patient Family and Caregiver Advisory Committee (PFCAC), the Quality Committee of the Board, and the CGMH Board of Directors. A patient experience summary is presented at the outset of each PFCAC, Quality Committee, and Board of Directors meeting to facilitate shared learning and opportunities for improvement.

Our commitment to leveraging patient experience feedback has already yielded tangible results, such as revisions to our CGMH visitors' policy and enhancements to patient discharge information. To sustain our focus on the patient

experience, we have incorporated the question "Were you involved as much as you wanted to be about your care and treatment" into our 2024/25 Quality Improvement Plan (QIP) indicators. This ensures that patient perspectives remain central to our ongoing efforts to deliver outstanding care.

PROVIDER EXPERIENCE

CGMH, like many hospitals across the province, remains deeply committed to addressing health human resource challenges by prioritizing recognition, recruitment, and retention initiatives. Our multifaceted approach includes the following strategies aimed at supporting our staff and sustaining a positive work environment:

- The CGMH Wellness Working Group orchestrates a range of events throughout the year, from hikes to wellness activities and community events, fostering a culture of well-being for staff and their families.
- The Senior Leadership Team sponsors regular lunches and breakfasts, opting for a year-long celebration of appreciation over a single week. Additionally, the Hospital Foundation provides monthly free coffee, tea, and treats to staff working on long weekends.
- Leaders are encouraged to submit news about their team's celebratory events or awareness days for inclusion on internal platforms such as the Pulse (Intranet) and the hospital's social media networks.
- "Our People Inspire" nominations, highlighting peer-to-peer recognitions, continue to thrive. Letters are published on the hospital's intranet and recipients receive personalized recognition and swag from a Senior Leader.
- Annual celebrations recognize employees, volunteers, and credentialed staff for their Years of Service and the Board Awards of Excellence. These events are celebrated with presentations by

leadership and the Board.

- Various recruitment strategies, such as healthcare career events for high school students and a Housing for Healthcare Portal, have been implemented to attract individuals to the hospital and healthcare professions and support future staff interested in moving to the Collingwood/South Georgian Bay area.
- An employee engagement survey was conducted to identify areas of opportunity. The survey sparked the new Employee Engagement Committee, a collaborative space for leadership and front-line staff to work together to improve the lowest levels of engagement on the survey and strengthen the culture at CGMH.

These comprehensive efforts collectively contribute to the ongoing recognition, recruitment, and retention initiatives at CGMH, reinforcing our commitment to supporting and sustaining our dedicated teams.

PATIENT SAFETY

At CGMH, fostering a culture of safety is paramount to our mission. We focus on protecting patients from harm through proactive reporting of safety incidents and conducting thorough interdisciplinary reviews for continuous improvement.

Our Patient Safety Plan integrates people, policies, and procedures into comprehensive initiatives aimed at achieving our patient safety goals. We uphold a shared responsibility among all employees, professionals, and patients to ensure the utmost safety in patient care and services. Central to our approach is the reporting of safety events, including near misses, which enables us to address issues promptly and uphold a fair and just culture.

Incident follow-up is a crucial aspect of our process, providing feedback to submitters to maintain transparency and foster engagement with frontline staff. Our various working groups and committees analyze trends in safety incidents, such as falls prevention and medication safety, to drive data-informed quality improvement initiatives.

In cases where an interdisciplinary quality of care review is warranted, we actively seek feedback from patients and families to inform discussions and identify opportunities for enhancement. Recommendations stemming from these reviews, including the implementation of standardized protocols, are shared with all stakeholders involved, promoting transparency and accountability. Recommendations implemented as a result of these reviews include establishing standardized ICU rounds and standardized transfer of accountability within and between departments.

POPULATION HEALTH APPROACH

CGMH is dedicated to fostering partnerships that support population health-based approaches to address the evolving needs of our community. These partnerships are instrumental in delivering seamless care and improving health outcomes for our diverse population.

One such partnership involves collaborating with the North Simcoe Muskoka Specialty Geriatric Services to enhance care for frail seniors, ensuring they receive comprehensive support across the healthcare system. Additionally, our partnership with the South Georgian Bay Ontario Health Team (SGBOHT) focuses on creating and implementing an Integrated Model of Care for patients with congestive heart failure (CHF) and chronic obstructive pulmonary disease (COPD), enabling them to receive holistic care in the community and during acute episodes, with a smooth transition back home.

CGMH has forged numerous other partnerships to cater to the unique needs of our community members. Through collaborations with Toronto Grace Hospital and Bayshore, among others, we have successfully launched programs like CGMH@Home, providing inpatients and Emergency Department patients with effective care and support at home. Similarly, our partnership with Royal Victoria Hospital (RVH) helped to facilitate the implementation of a Fast Track program in our Emergency Department, reducing wait times and ensuring timely care for less acute patients.

Furthermore, our collaboration with the Midwives of Nottawasaga at the Collingwood Well Baby Clinic ensures comprehensive support for newborns and new mothers, covering areas such as weight gain, breastfeeding, and post-partum mental health. Additionally, partnerships with organizations like Waypoint, CAMH, and the OPP, along with our Mobile Crisis Response Team, enable us to provide vital support for individuals facing mental health crises.

To enhance these partnerships, CGMH is committed to ensuring seamless access to patient health information by connecting health information electronically through Meditech Expanse and the CARE4 partnership. Using project Amplify, we are working towards enhancing health information access between acute care and long-term care, improving coordination of care between settings for our shared patients.

EXECUTIVE COMPENSATION


CGMH's Board of Directors is deeply committed to upholding stringent standards of accountability within the organization to safeguard the responsible use of public funds. This dedication to transparency and fiscal responsibility is reflected in the quarterly reporting of key performance indicators, along side annual disclosures of executive performance plans, all of which are made publicly available on the CGMH website.

A portion of executive compensation is directly linked to designated performance indicators, including those outlined in the QIP.

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 on



Board Chair



Board Quality Committee Chair



Chief Executive Officer

Other leadership as appropriate
