

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

March 31, 2024



DEEP RIVER &
DISTRICT HEALTH



Ontario
Health

OVERVIEW

Deep River and District Health (DRDH), comprised of The Deep River and District Hospital, The North Renfrew Family Health Team and The Four Seasons Lodge is a multi-sector organization that provides primary, acute and long term care services on one integrated site. Deep River and District Health is located in Deep River, Ontario, roughly 200 kilometers north of Ottawa, and serves a catchment population from the towns of Deep River and Petawawa, the City of Pembroke and Townships of Laurentian Hills, Head, Clara and Maria, Laurentian Valley and Rapides des Joachims. The Hospital offers acute care services including an Emergency Department and 16-bed inpatient Medical Unit, supported by a multi-disciplinary care team including laboratory, medical imaging, pharmacy and physiotherapy services. The Four Seasons Lodge is a 14 bed Long Term Care Home onsite that provides long term residential care and support. The North Renfrew Family Health Team is also onsite and provides a range of multi-disciplinary primary care services including preventative health care, episodic care, dietician services, nursing services and counselling. Together, these facilities provide patients and Long Term Care residents with integrated, coordinated healthcare to support seamless movement from one care setting to another.

Throughout 2023/24, the health campus prepared for full resumption of quality activities that were paused or on hold due to pandemic response as well as an onsite Accreditation Canada survey. The health campus returned to pre-pandemic operational services, including in-person ambulatory clinics and services and welcomed back volunteers. In November of 2023, the organization welcomed surveyors from Accreditation Canada who observed all areas of the organization and provided an assessment of DRDH

practices against current Canadian best practices. Following this, Deep River and District Health was awarded for the second consecutive occasion the highest level of accredited status possible in Canada, Accreditation with Exemplary Standing.

Additionally, in 2023/24, the organization focused on building increased integration as well as the use of information technology (IT) throughout the organization. In the previous year, the organization successfully launched two electronic medical records systems, PointClickCare in the Long Term Care sector and EPIC in the acute care sector. DRDH continues to advance the use of both EMR systems, through automation and enhancements using external partners as well as adjusting internal practices. The organization subsequently successfully completed integration activities to link the two new EMR systems, creating a link between PointClickCare and Epic that enhances sharing of care information for residents that require hospital care. Another huge IT success for the organization was the participation in a pilot program for Computer Prescriber Order Entry (CPOE) in LTC. This successful pilot advanced direct order entry by physicians into the EMR, furthering integration directly with pharmacy services and enhancing medication safety in the home. This quality improvement work between DRDH, pharmacy and PointClickCare will support future integration of CPOE into the LTC sector, providing a basis for enhancement of medication safety both inside and outside of the DRDH's LTC services.

In late 2023, the health campus launched a new strategic plan, which has set the direction for the organization that will guide quality improvement activities through 2027. The new strategic plan focuses on three key pillars, People, Growth and Community,

and continues to fulfill the organizations mission with a clearer purpose to care for every person like a loved one, within a connected system. The 2024/25 Quality Improvement Plan (QIP) identifies initiatives that support the new strategic direction. Actions are identified that support staff and patient safety, improved health equity and access, as well as continued enhancement of the quality of care and services the organization provides. Items addressed in the QIP have been identified based on risk assessment, legislative compliance, patient and resident feedback, collaborative quality improvement initiatives with OHT partners and anticipated future needs of patient and residents of Deep River and District Health.

ACCESS AND FLOW

The activities in the 2023/24 QIP further serve as a basis for future program planning to support DRDH's focus on growth and community, and will support activities currently underway to advanced two capital development projects. Ground breaking ceremonies in 2024 are anticipated for the construction of, a new 11000 square foot Primary Care Building as well as construction of a new 96-bed long-term care home to help meet the growing need for primary care and long term care in our communities. Both projects work towards improvements in access and flow throughout the community, and address deficits in primary and long-term care that currently exist.

EQUITY AND INDIGENOUS HEALTH

A key pillar in the organization's new strategic plan is Community, with the focus to foster partnership and opportunities for engagement to improve the health of our community. A key commitment the organization made in its 2023-2027 Strategic Plan

is to engage “with our community to understand their needs, including seniors and equity-deserving populations.” Through this commitment, the organization has identified a new focus on both engagement and the ongoing creation of an inclusive and accessible environment for all at DRDH. Development of the organization’s first multi-year actions plans to promote both Equity, Diversity, Inclusion and Anti-Racism as well as Indigenous Health was undertaken to lay the path ahead to take active steps towards meeting this strategic commitment.

The Accessibility Council met regularly throughout 2023/24 to support ongoing work to address the needs of those seeking care at the organization with both visible and non-visible accessibility needs. This committee continued to work to advance initiatives identified in the multi-year Accessibility Plan, including enhancing information and communications, education and training, physical plant and architectural elements, and policies. This committee has seen successes in improving communication through the removal of Plexiglas barriers to communication and the addition of designated waiting room space for patients using wheelchairs in the Family Health Team. With input from the PFAC and Accessibility Council, the organization is focused on improving access and services for francophone community members in 2024/25

Additionally, representatives from across the organization completed Indigenous Cultural Safety training in 2023/24 through the Indigenous Primary Health Care Council. The training addresses the potential for negative impacts on the health and wellness of indigenous communities that seek care at the organization, with the objective of ensuring equitable care for indigenous patients. The Primary Care Team participated in a day of team building focused

on Indigenous Cultural learnings, including participation in the Kairos Blanket Exercise to support enhanced knowledge that will build on the primary care development as well as programming in primary care into the future. Subsequent to this, leaders from across the organization, including Executive, Management and both formal and informal leaders participated in a second learning day dedicated to Indigenous teachings and learning. These sessions support and encourage leaders to continue to build partnerships and take active and meaningful steps towards reconciliation.

PATIENT/CLIENT/RESIDENT EXPERIENCE

As the organization undertook strategic refresh planning, patients, residents and families have identify priority initiatives within the organization as members of the Patient and Family Advisory Council (PFAC), Resident and Family Council (RAFC) and Accessibility Council. PFAC reviews their goals annually and in 2023/24 their focus was on providing input into the Long-term Care Development project, the 2023-2027 strategic refresh, the annual Quality Improvement Plan, patient education and safety education materials and to stabilize and grow a diverse membership through information sharing and engagement. In 2023, PFAC members participated in the organization’s Accreditation survey, as well as received results from the survey and supported the development of an action plan to address unmet standards and opportunities for improvement noted during the survey.

RFAC meets monthly with both residents and family members attending. This active group provides input on policy and procedure development and helps to guide the activities in the home, including home renovations, recreation activities, dietary menus and social gatherings. The RFAC has provided critical input into the

design development of the new LTC home, and continues to actively engage in activities to update the current home as well as identify priorities for the new home. They further engaged in review of Emergency Response Codes throughout the year, as well as receiving education on the Resident Bill of Rights at each meeting.

The Accessibility Council, made up of members of the organization and patient, resident and family representatives, continued to monitor and advance progress on the multi-year Accessibility Plan for 2022-2025. Highlights in 2023/24 include advancement of signage across the organization, as well as physical environment changes such as ramps in emergency exits. The Accessibility Council will continue to work across the organization to ensure that every member of the community is able to access the services within Deep River and District Health, in both its current and future buildings.

PROVIDER EXPERIENCE

A key pillar in the organization's new strategic plan is People, with the focus to retain, recruit and grow our team to provide care for today and tomorrow. This renewed focus on caring for and growing both the current and future workforce is in alignment with the strategic direction of the organization to advance the pillar of people through workforce engagement, development and creation of a safe and secure working environment.

In 2023/24, the organization continued to advanced actions within its Human Resource Plan and Medical Workforce plan to prepare for entering a period of significant growth and renewal with capital and business unit expansion. With ongoing health human resource

challenges occurring provincially and nationally, the importance of human resource and medical workforce actions will continue to be critical for the organization to support successful recovery, stabilization, and growth of the organization. Employees and physicians continue to be actively involved in the development of the new Long-term Care Home and Primary Care builds, providing valuable input at all levels of planning.

In 2023/24 the organization surveyed employees and physicians using the Worklife Pulse survey as part of the preparation for the Accreditation survey. Outstanding results from the Worklife Pulse survey showed an overall increase of 24% in overall staff satisfaction since the survey in 2019. The survey demonstrated increased scoring across many key areas, including satisfaction with relationships with colleagues and leaders, training and development opportunities and DRDH as a positive place of employment. Response rates of 55% demonstrated increased participation in the survey overall, and indicate a representative sampling of staff satisfaction across the organization. Increase results were show across all categories of the survey, with most notably a 35% increase from previous scoring to an astounding 92% satisfaction to the question "How do you feel about your job?"

SAFETY

DRDH has made significant investments in improving patient safety with ongoing advancements of Electronic Health Records in both Long-term Care and the Hospital. These new electronic platforms include electronic physician order entry which includes imbedded electronic clinical decision support systems and closed loop medication administration, including electronic Medication Administration Records. The organization's Long-term Care Home

was the first Home in Ontario to pilot an electronic physician order entry program as part of the PointClickCare EMR and are eager to share learnings with the Long Term Care sector across the province.

In 2023/24 all Emergency Preparedness policies were updated to ensure alignment with the Fixing Long Term Care Act, 2021. Education was provided to all staff on all emergency preparedness policies, with regular practice drills completed. Participation in mock codes across all areas of the organization and in partnership with local police, has supported teams to learn from testing their response to emergency situations. 2024/25 will see further education provided to teams throughout DRDH on emergency response and workplace violence prevention, as well as mock situations in conjunction with local partners such as the local Police and Fire Departments.

A focus for both patient, resident and staff safety in 2023/24 has remained workplace violence prevention. Through a robust quality and risk management processes the organization reports, tracks and reviews all incidents of workplace violence. Trends are tracked on monthly departmental dashboards and through quarterly quality and risk reports reviewed by JHSC, PFAC and Quality, Risk and Safety Committees. In response to an increase in workplace violence incidents, the organization has developed processes for immediate debriefing following violent incidents. This initiative has worked to decrease the impact of violent incidents, and will be continued to be built into practice throughout 2024/25.

POPULATION HEALTH APPROACH

DRDH works towards advancements in population health as an

active partner in the Ottawa Valley Ontario Health Team (OVOHT). In 2023/24 through the OVOHT, DRDH successfully implemented electronic referrals for diagnostic imaging services from primary care providers, improving both access and flow as well as provider and patient experience. DRDH further has successfully expanded online booking for Family Health Team patients, in partnership with OHT primary care partners. DRDH maintains active participation in initiatives across all sectors with OHT partners that include work towards shared quality improvement activities, enhancement in digital services and targeted population health initiatives in primary and acute care. Through the quality working group, DRDH actively participates on the OVOHT collaborative annual Quality Improvement Plan which aims to align individual organizational quality improvement activities with partner organizations.

DRDH has undertaken many initiatives that aim to improve population health through the Family Health Team (FHT) in 2023/24. Over 2023/24, the FHT focused on resuming community programs and education including hypertension programs, community nutrition programs as well as health promotion education activities. In partnership with others across the OHT, the FHT successfully implemented initiatives aimed at women's health including hosting a PAP screening clinic for unrostered patients. Through this initiative, the FHT improved access for cancer screening to patients without access to primary care and was further able to attach patients that required ongoing care to a primary care provider. The FHT also successfully implemented a new model of care in 2023/24 that aimed to connect unrostered patients with a primary care provider within the collaborative model of interdisciplinary care provided in the family health team. Through the Integrated Virtual Care (IVC) model, patients who

otherwise would not have access to a family physician are attached to the FHT and rostered to a physician that works off site. Patients have access to all integrated services and supports onsite at the FHT while being supported by a family physician who is part of the integrated care team. Through this initiative in partnership with the Integrated Virtual Care Program, Renfrew County Virtual Triage and Assessment Center and the Petawawa Centennial Family Health Team, the DRDH has increased the ability of the organization to provide primary care and improve population health and wellness for the community.

EXECUTIVE COMPENSATION

Performance based compensation is linked to achievement of strategic priorities. The CEO, EVP/CFO, CNE/VP Clinical Services, and the Chief of Staff compensation frameworks are in keeping with the Broader Public Sector Executive Compensation Act. As such, each role includes performance based pay (pay at risk). The Board of Directors approves strategic priorities on a yearly basis along with performance targets for activities that support advancement of quality.

In 2024/2025, executive compensation is linked through the Quality Improvement Plan to achievement of actions to advance all of the organization's strategic priorities under the pillars of People, Growth and Community. Actions are identified in the Quality Improvement Plan under LTC resident engagement satisfaction, workplace violence prevention, acute care patient flow through the Emergency Department and gathering of sociodemographic data in primary care. These strategic action items improve the safety, accessibility and quality of care and services provided to patients and residents throughout the organization both today and into the future.

CONTACT INFORMATION/DESIGNATED LEAD

Janna Hotson, Chief Executive Officer - janna.hotson@drdh.org

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

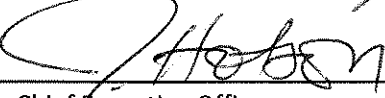
2024/04/03



Board Chair



Board Quality Committee Chair



Chief Executive Officer

Other leadership as appropriate