

GBGH Quality Improvement Plan Narrative 2020-2021

March 26, 2020

Overview

Georgian Bay General Hospital (GBGH) is a community hospital, serving the North Simcoe area including Midland, Penetanguishene, Tay Township, Tiny Township and Christian Island, as well as southern Georgian Bay Township and northern Springwater Township. The population base of this area is approximately 55,000 and swells to more than 200,000 for six months of the year due to tourism and seasonal residents.

In addition to serving a large seasonal population, throughout the year GBGH also serves a large Francophone and Indigenous community which is an important role for our hospital.

GBGH is facing many important strategic and operational challenges and opportunities in 2020-2021 and beyond.

We are embarking on an exciting Health Information System (HIS) project with three partner hospitals. The MEDITECH Expanse project will take our partnerships to a new level, ensuring a more seamless integration of information between our hospitals and clinicians. The project will result in many changes in our day-to-day work processes, enhancing safety, quality and the provider experience.

In December 2019, GBGH along with our core partners – Chigamik Community Health Centre, North Simcoe Family Health Team and Wendat Community Programs - submitted a Self-Assessment to create the North Simcoe Ontario Health Team (NSOHT). In anticipation of a Ministry decision in 2020/21 GBGH will continue to meet with our core group of partners and affiliates, including patient/client advisors, to prepare for the next stage in this process – Full Application.

In December 2018, the GBGH Surgical Optimization Committee began work to identify areas of need in our community and assess how our surgical program can best serve our community. In November 2019, GBGH began providing shoulder repair surgery, recognizing a need to provide this service to patients within their community. In the coming year, the hospital will continue to gradually increase in operating room capacity to provides the people of our community with exceptional care for a diverse set of surgical specialties, close to home.

Quality Improvement Plan

GBGH's annual Quality Improvement Plan (QIP) represents our formal, public commitment to continually improving the quality and safety of the care our hospital provides. The QIP and our hospital's strategic plan are designed to be mutually reinforcing. Each of the quality improvement initiatives that comprise the Quality Improvement Plan contribute to our organization's overall strategy and support at least one of our three strategic themes - Engagement and Inclusiveness, Quality and Safety, and Accountability and Sustainability.

The following key inputs were used in the development of the 2020-2021 plan:

- Ontario Health, Quality Business Unit guidance documents and the Common Quality Agenda
- GBGH performance on current and past Quality Improvement Plan initiatives
- Performance trends – Quality and Safety scorecards and performance against peer benchmarks
- Consultation with GBGH Patient and Family Advisory Council, and Patient and family experience feedback
 - Patient and family advisors as active members on our QIP development team
- Input from hospital leadership and credentialed staff (physicians, midwives, dentists)
- Legislative requirements - Hospital Service Accountability Agreement (H-SAA)
- Accreditation Canada on-site survey recommendations (Accredited with Exemplary Status, November 2019)

2020-21 Quality Improvement Pledge

GBGH pledges to continuously improve the quality of care and outcomes for our patients by using the experiences, perspectives and needs of our patients and their caregivers to achieve our stated Quality Improvement Plan goals.

GBGH Strategic Objective: We are accountable to our people, stakeholders and the patients we serve			
Quality Improvement Pledge	2020-21 Indicator	Target	
Timely & Efficient transitions	We will reduce time spent in Emergency Department and ensure timely access to our services by optimizing the patient flow process	ED Wait Time to Inpatient Bed 	Our goal is to achieve a reduction in the number of hours' patients wait in the Emergency Department for an inpatient or operating room bed. Currently 9 times out of 10 our patients are waiting 16.45 hours for inpatient bed. Our 2020-21 goal will be to reduce this time to 14.2 hours as part of a multi year strategy to achieve provincial benchmark.
	GBGH Strategic Objective: We ensure the safety of our patients, people and volunteers		
Quality Improvement Pledge	2020-21 Indicator	Target	
Safe & Effective Care	We will reduce workplace violence incidents to ensure workplace safety	Reducing Workplace Violence (WPV) 	In 2020-21 we are focused on improving WPV incident reporting culture as well as improving early identification of risk of harm in the workplace. We will assess our inpatient and Emergency Department (ED) patients to identify behaviours and triggers associated with increased risk of violence. One third of our WPV incidents occurred in the ED. We will ensure that all staff working in the Emergency Department receive workplace violence prevention training.
	GBGH Strategic Objective: We ensure the safety of our patients, people and volunteers		
Quality Improvement Pledge	2020-21 Indicator	Target	
Safe & Effective Care	We will reduce injury from patient falls through a consistent practice of rounding on our patients hourly to proactively meet their needs.	Reducing Falls with Harm (Inpatient Population) 	In 2019, 37% of the patients who fell at GBGH experienced some level of harm. Our goal is to reduce the number of falls resulting in harm by 10%. We will achieve this reduction by checking on our patients hourly. We will increase staff capacity and engagement by establishing unit level Patient Safety Champions who will champion falls prevention on their specific inpatient units.

Greatest QI Achievement

In November 2019, GBGH participated in an on-site survey assessing our hospital against Accreditation Canada requirements for quality and safety. Accreditation Canada works with providers, policy makers and the public to improve the quality and safety of health and social services.

As a result of this rigorous evaluation process, GBGH was awarded the highest possible level of performance – Accredited with Exemplary Standing. Our hospital met 100% of required organizational practices (ROPS), and 98% of over 2,300 quality and patient safety standards. The Accreditation program is designed to integrate with our GBGH quality improvement program. Results from the survey help our hospital understand where we excel and where there are opportunities to improve our quality improvement activities.

The 2020-21 Quality Improvement Plan was purposefully designed in alignment with Accreditation standards and ROPs. This ensures we are continually improving the care GBGH offers, in alignment with our vision to provide Exceptional Care, Every Person, Every Time.

Required Organizational Practices (ROPs)

Falls Prevention and Workplace Violence Prevention are two of 31 Accreditation Canada Required Organizational Practices (ROP), as well as two QIP indicators for 2020-2021. GBGH incorporates ROP guidelines and best practices to reach our quality improvement goals.

To reduce the amount of time our admitted patients wait in the Emergency Department for an inpatient bed, GBGH also follows Patient Flow ROP guidelines to improve the patients' journey from admission to discharge.

Improving Wait Times

In 2019 GBGH made investments into state-of-the-art lab equipment and implemented extensive process improvements with the goal of improving patient care through early diagnosis and treatment. It also results in patients receiving appropriate care in the right place at the right time. As a result of this investment and process improvement in the Emergency Department, we have reduced the waiting time for test results on vancomycin-resistant enterococci (VRE) and methicillin-resistant staphylococcus aureus (MRSA) from several days to 2 - 4 hours.

Partnering and Engagement

At GBGH, we strive to incorporate patients and families in everything we do. We are committed to continually expanding and improving the ways we engage patients and families during their stay.

Some of the highlights from 2019 include;

- The introduction of the "Warm Welcome" program
 - A volunteer-driven program to help patients understand what to expect when admitted to our hospital
- An updated 2019 Patient Handbook, created with input from our Patient and Family Advisory Council
- The installation of new, bilingual, patient-friendly whiteboards in all inpatient rooms
 - By incorporating visual management principles, the new boards are a user-friendly communication tool between patients/families and care providers
 - These were designed with input from our Patient and Family Advisory Council

- Continuous improvement of our Patient Oriented Discharge Summaries
 - This tool, implemented in 2017, was co-created with patients and provides patients/families with easy-to-understand discharge instructions
 - Since implementation, GBGH has provided these summaries to thousands of patients discharged from hospital
 - In 2019 our focus has been on monitoring and improving the quality and ease of understanding the information provided on the summary
- Our Patient and Family Advisory Council is regularly asked to provide input into care and service delivery processes throughout the hospital
 - Monthly meetings
 - Participation on committees (i.e. Quality Committee of the Board, French Language Services)

Collaboration and Integration

Regular meetings are held throughout the year with our community partners to discuss issues of mutual concerns, learn more about each other and to align our efforts to tackle common quality issues through partnership and collaboration.

Regional Birthing Program

GBGH has partnered with Orillia Soldiers' Memorial Hospital (Orillia) to grow a low-risk birthing program and a gynecological clinic at GBGH. In this partnership, GBGH provides low-risk birthing services in Midland, while higher-risk births are transferred to OSMH. There is a comprehensive process to assess and direct mothers to the appropriate centre for labour and delivery of their babies. The Regional Birthing Program at the GBGH site has increased the services it provides, offering epidurals, nitrous oxide and has also purchased a birthing tub as an additional pain management option in labour. Nursing staff, midwives and physicians have also been participating in enhanced training to ensure their skills are aligned with Best Practices.

MEDITECH Expanse – Electronic Health Record

Leveraging technology to improve the patient experience and timely access to information has been a motivating factor in GBGH's partnership with other hospitals to transition to a new electronic health record – MEIDTECH Expanse. GBGH has partnered with Royal Victoria Regional Health Centre (Barrie), Collingwood General & Marine Hospital and Headwaters Health Care Centre (Orangeville) to implement this new system by February 2021. Expanse will ensure a more seamless integration of information between our hospitals and clinicians, better functionality, secure and easy access with a more user-friendly interface. Through streamlines processes, safety features and a full picture of a patient's entire medical journey, this system will enhance quality and safety for patients and providers.

Ontario Health Teams

In the spring of 2019, members of the North Simcoe Sub-Region Planning Table met to discuss the potential of preparing a submission for an Ontario Health Team (OHT) in North Simcoe. It was determined the Formal Alliance participating in the initial submission would include the following partners:

- Centre de santé communautaire CHIGAMIK Community Health Centre
- Georgian Bay General Hospital
- North Simcoe Family Health Team
- Wendat Community Programs

Waypoint Centre for Mental Health is an affiliate member in the submission and it is the intent for membership to expand, possibly including other members of the North Simcoe Sub-Region Planning Table, as well as First Nations/Métis/Inuit, Francophone and other members to be determined.

In December 2019, formal alliance partners – Chigamik Community Health Centre, North Simcoe Family Health Team and Wendat Community Programs - submitted a Self-Assessment to create the North Simcoe Ontario Health Team (NSOHT).

As part of the Self-Assessment, OHTs must identify a target population for their submission. In Year 1, the North Simcoe OHT will focus on complex, frail seniors (65+ and 55+ for Indigenous). This population was selected to continue the progress made through the North Simcoe Health Links program. It is also a population within which success can be measured and realistic progress can be achieved through integrated care.

At maturity (3 - 5 years), the North Simcoe OHT could provide services to approximately 48,300 residents.

Approval to proceed to a full application is pending and anticipated in 2020.

Mental Health Crisis Services

GBGH continues its long-standing partnership (since 2007) with Wendat Community Programs and Waypoint Centre for Mental Health to provide crisis care for mental health clients arriving at the GBGH Emergency department. Although GBGH is not yet a Schedule 1 hospital, our facility receives high numbers of mental health visits due to our catchment area being home to a large population of persons with mental illness. GBGH also serves as the ED for Waypoint Centre for Mental Health Care.

Bundled Care Initiative

GBGH is committed to working with the North Simcoe Muskoka Local Health Integration Network (NSM LHIN) to develop and implement strategic integration initiatives that will promote improved, high-quality patient care. A new partnership in which GBGH has been actively participating is the new NSM LHIN Bundled Care initiative. Bundled care is

a service delivery and funding model designed to promote greater integration and improve patient outcomes and experience.

In a bundled care model, a group of healthcare providers receives a single payment to cover all the care needs of an individual patient's full spectrum of care for a specific health issue. GBGH sees this as an opportunity to strengthen our patients-first approach for the residents in our sub-geography who require non-surgical care closer to home.

Beausoleil Family Health Centre

GBGH is an active partner with the Beausoleil Family Health Centre (BFHC), Chigamik and the Georgian Bay Native Women's Association. Due to the partnership with BFHC, GBGH employs an Indigenous Patient Navigator. To date, the results indicate this program has a significant impact for patients

Virtual Care

Using technology to improve the patient experience, virtual care eVisits connect patients to specialists quickly and conveniently. They reduce patient backlogs and associated wait times, and ultimately, enable better patient outcomes.

At GBGH we have effectively integrated eVisits into a broad range of therapeutic areas of care including pre-op and post-op surgery, psychogeriatric care, nephrology and outpatient oncology.

Telemedicine capacity is strong in North Simcoe with Telemedicine Coordinators at all partner organizations. GBGH currently employs one full-time coordinator who facilitated 1,129 telemedicine events in 2018-19.

GBGH is proud to be participating in Phase 1 of a multi-phase project designed to increase the quality of Critical Care Services across the North Simcoe Muskoka region by implementing a Virtual Critical Care Program. The program will provide support to organizations who do not have specific ICU services patients require and who may be able to be supported via telecommunication technology. This program will have measureable short-term, medium-term and long-term outcomes including:

- Increased timely access to expert consultation
- Decreased number of patient transfers
- Decreased costs associated with patient transfers
- Standardize care provision
- Ensure care is provided closer to home for patients and families
- Increase the knowledge base of critical care nurses in more rural sites

Workplace Violence Prevention

Improving the safety and well-being of our people and patients is one of GBGH's strategic priorities under the theme of Quality & Safety. Prioritizing the safety of our patients, people and volunteers, GBGH has created a zero tolerance policy for workplace violence at our organization.

In 2019 GBGH conducted an organization-wide risk assessment to understand specific unit/department level risks and develop a risk mitigation action plans. GBGH's leadership team regularly tracks and reviews workplace violence statistics. Additionally, workplace violence statistics are reviewed by our Joint Health and Safety Committee, as well as by our Performance Excellence Committee and the Quality Committee of the Board on a quarterly basis.

Patients, family members and visitors also have a role to play and are encouraged to report any incidents of disruptive behaviour to staff. Bilingual signage stating GBGH's zero tolerance for violence and harassment is displayed throughout the hospital. Our hospital's Code of Conduct is included in our revised Patient Handbook which is provided to patients on admission (as part of the Warm Welcome program), and is also available in outpatient and waiting room areas.

Our 2020-21 Quality Improvement Plan Workplace Violence Prevention initiatives are focused on:

- Providing information and training to team members on the prevention of workplace violence
 - We will place a strong focus on Emergency Department staff training as one-third of our workplace violence incidents occur in the Emergency department
- Implementing best practices for early identification of those who may exhibit aggressive or violent behaviours
 - All patients in the Emergency department and inpatient units will be screened using a validated tool and based on risk scores, appropriate interventions are put in place

GBGH met all criteria related to the Accreditation Canada Workplace Violence ROP during our November 2019 on site-survey.