

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

February 26, 2024



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's top priority is to provide safe, high-quality patient-centred care, as demonstrated by our Accreditation Canada survey result (awarded every four years) of Exemplary Standing in both 2019 and 2023.

As a consistently high-performing hospital, GBGH continues to drive measurable results supporting top quality care and outcomes. With an unrelenting focus on safety, we use evidence-based practices, processes, and resources wisely, and are guided by an ethical decision-making framework. GBGH continues to monitor progress and publicly report on our performance to demonstrate accountability, a commitment to transparency, and continuous quality improvement.

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 four strategic themes – Continual Excellence, Trust & Belonging, Dedicated Team, and Sustainable Growth.

The 2024-25 QIP sets out a detailed work plan to improve quality by improving access to care and ensures we deliver patient-centred care. Specifically, we will:

- Provide timely care for patients by improving access and flow through the Emergency Department
- Create an equitable care experience through Diversity, Equity, Inclusion and Belonging (DEIB) training
- Create a care experience that is patient-centred as measured by our “Did patients feel they received adequate information about their health and their care at discharge” patient scores
- Provide a safe environment for patients to receive care and clinicians to practice by ensuring that workplace violence is reduced

This Quality Improvement Plan is in alignment with Ontario Health priorities.

ACCESS AND FLOW

GBGH is committed to increasing positive outcomes by having patients' care provided at home and at the right place and appropriate time in partnership with as many community resources as needed. In order to do this, patients must be involved in process improvement. GBGH's internal Patient and Family Advisory Council (PFAC) is very active and has created a workplan, beginning this year, with actions focused on receiving excellent discharge plans and follow-up, among other initiatives. As part of the Ontario Health Team (OHT), a community patient advisory council also meets to discuss linkages of patients to community care and any barriers that may exist which hinder transitions in care.

In September 2023, the GBGH@Home program was launched. This program provides an opportunity for patients who may not ordinarily be discharged from hospital due to complex needs, to safely return home with extended services for 16 weeks. After this time, the patient can be discharged from the program and be independent for care needs or be provided home and community care at home. The goal of the program is to assist decreasing numbers of alternative level of care patients in hospital and prevent patients from needing to return to hospital once discharged.

EQUITY AND INDIGENOUS HEALTH

GBGH strives to shape and sustain a culture of equity and inclusion where people feel safe, valued, and can be their true authentic and genuine self. GBGH is committed to increasing awareness of Diversity, Equity, Inclusion and Belonging (DEIB) and creating a space where everyone feels safe and that they belong.

Trust and Belonging is a theme of GBGH's Strategic Plan, which

includes the following directions and objectives:

- Partner to address health gaps and inequities in our community
- Ensure a focus on DEIB through providing services in a safe way for all
- Recognize our role in delivering care to our Francophone community and acknowledge their specific care needs
- Proactively engage and deepen relationships with Indigenous peoples and communities, with a meaningful commitment to making changes and creating an environment of culturally safe and sensitive care
- Develop a deeper understanding of the distinct health needs of Indigenous individuals and other vulnerable groups in our community
- Actively seek an increased representation of Indigenous voices and other marginalized groups in decision-making and planning conversations

In addition to our commitment to DEIB, GBGH is focusing on improving our relationship with our Indigenous partners. In 2023, GBGH signed a letter of relationship with Beausoleil First Nations and has joined the Indigenous Health Circle as a partner in care. The letter of relationship is a call to action for GBGH to work directly with our Indigenous partners in creating meaningful actions ensuring the best care and experience for our community. The three overarching actions are Indigenous Presence and Cultural Safety, Communication Strategy, and Performance Metrics. We look forward to making progress on these items.

PATIENT/CLIENT/RESIDENT EXPERIENCE

The perspective of patients and families is essential in our decision-making process at GBGH. We understand that patients and families provide a unique perspective based on their experience at our hospital. Our Patient & Family Advisory Council (PFAC) consists of members who are committed to investing their time in making our hospital better for patients and families. By sharing their GBGH stories and thinking beyond their personal experience, our PFAC members provide valuable feedback about how we can improve the care we offer.

Our purpose statement is ‘We Make Excellent Care Personal’ and one of our core values is “Patients First”. We listen, work as a team, and collaborate with patients to create a safe and personalized care journey for all. We know we cannot deliver on these commitments without the valued input of patient and family advisors.

PROVIDER EXPERIENCE

Not unlike hospitals across Canada, GBGH's staff and professional staff have felt the personal and professional impact of unprecedented health human resource challenges. To help support this challenge, GBGH has increased strategic and targeted recruitment efforts. Additionally, the Executive Team and Foundation have an unwavering commitment to ensuring workers feel valued and supported, as exemplified by the following:

- Each year, GBGH's Wellness Committee organizes a Team Appreciation Week in June to celebrate our staff, professional staff, and volunteers. This includes meals, events, guest speakers, entertainment, classes, and gifts.
- Throughout the year, leaders are invited to submit news about their team's celebratory and/or awareness day/week/month (i.e.,

Lab Week, Physiotherapy Month) for inclusion in the internal staff newsletter and on social media.

- GBGH has created a new peer to peer recognition initiative called "Kudos to the Crew", through which team members can send e-cards to their colleagues to recognize them for their work/support/comradery.
- Through Executive Rounding with various departments throughout the hospital, senior leaders ask staff if there are teams or individuals they would like to recognize. This recognition is passed along to those named for recognition.
- GBGH has also developed a line of spirit wear (shirts, jackets, hats) for team members to show their pride working at the hospital.
- GBGH has also featured stories of staff who've gone above and beyond their role in a regular feature called 'Staff Spotlight'. These are included in the newsletter, washroom poster holders and screensavers.
- Each year, we also celebrate staff and professional staff for their Years of Service. We have developed a strategy to recognize staff for their milestone years of service in the month they reach them through the presentation of a certificate and gift during a team huddle.
- GBGH has created an Awards & Recognition wall, which provides a dedicated space to highlight accomplishments and awards given to team members and the organization.

SAFETY

At GBGH, patient safety is a top priority. We promote a culture of safety where all measures are taken to protect patients from harm. We encourage the reporting of incidents and the review of critical incidents to look for opportunities and recommendations. Our Patient Safety Plan integrates people, policies and procedures with

comprehensive program initiatives designed to achieve our goals for patient safety. Our Patient Safety Plan is aligned with quality improvement plans which are grounded in our purpose statement, values, and strategic themes.

Our patient safety objectives are to:

- Encourage and promote a culture of openness to improve the patient safety culture at all levels of the organization
- Engage patients and their families in understanding their role in partnering with the organization and our team members to promote patient safety
- Promote and monitor organizational commitment and accountability for safety at all levels
- Align organizational quality and safety objectives with provincial patient safety priorities, in alignment with our strategic goals and values
- Provide education to both staff and professional staff regarding the Patient Safety Plan and make it relatable to their daily objectives
- Be transparent in all organizational processes to honour our values of Inspire Dedication, Patients First, Empower Others, Lead with Empathy, and Think Forward
- Ensure all patient safety activities support patient and family centered care pillars

At GBGH we are committed to engaging and supporting our staff, professional staff, volunteers, and students in achieving their best through a healthy and respectful workplace. GBGH recognizes the potential for violence in the workplace and is committed to taking every precaution reasonable in the circumstances to identify, then minimize or eliminate, potential sources of risk. Our workplace

violence prevention program provides a framework for consistent identification, reporting, response, documentation, investigation, control, follow-up, and education regarding all acts of, attempted acts of, and threats of violence and harassment in the workplace.

To support this commitment, GBGH has recently upgraded its security camera system to ensure better coverage in all areas of the building, as well as more detailed footage to assist in reviewing incidents.

To measure the effectiveness of workplace violence prevention, worker incident statistics are gathered by Occupational Health and Safety and shared with the Senior Leadership Team and Board of Directors.

POPULATION HEALTH APPROACH

GBGH continues to work proactively with our community partners focusing on community needs and community engagement.

The North Simcoe Ontario Health Team (NSOHT) Collaborative Council includes partner representatives from areas such as Ontario Health, GBGH, Simcoe County, physician partners, the North Simcoe Family Health Team, Centré de santé CHIGAMIK Community Health Centre and Wendat Community Programs. The partnership, with the broader provincial strategy, has identified five key areas of focus, including:

- Integrated care through equity approaches, patient navigation, and digital access
- Collaborative leadership
- Decision-making and governance
- Primary care engagement and leadership
- Continued COVID–19 response and recovery

Work over the next year will highlight specific actions and progress will be reported and measured throughout the year.

In addition, GBGH has formed a partnership with Beausoleil First Nation and other FNMI partners to be part of the Indigenous Health Circle. This important work is focused on GBGH's continued work with First Nations communities, strengthening relationships, equality in care, and the provision of culturally safe care which addresses the unique needs and healing goals of patients.

EXECUTIVE COMPENSATION

GBGH's Board of Directors is committed to strengthening the accountability of the hospital as an organization receiving valuable public funds. We regularly report publicly on key performance indicators and annually we develop personal accountability agreements. GBGH leaders are held accountable for performance on strategic initiatives including quality, patient experience, and sustainability-focused metrics. Each member of GBGH's executive team is evaluated on their ability to meet a wide range of performance targets. A portion of their compensation is directly linked to the achievement.

CONTACT INFORMATION/DESIGNATED LEAD

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SIGN-OFF

It is recommended that the following individuals review and sign-off on your organization's Quality Improvement Plan (where applicable):

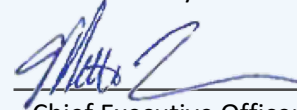
I have reviewed and approved our organization's Quality Improvement Plan on
March 28, 2024



Board Chair



Board Quality Committee Chair



Chief Executive Officer



Other leadership as appropriate