



2022/23 Quality Improvement Plan (QIP) Narrative for Health Care Organizations in Ontario

June 2022



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OVERVIEW

SHN is forging ahead with building partnerships in our community to be able to deliver and meet our diverse population’s health care needs. We are working together to achieve our strategic directions of shaping the future of care by reinforcing health equity and launching innovative ways to enhance quality across our health network, while maintaining culturally, physically and psychologically safe care.

At SHN, we are continuing on our path of transformation through continuous education, staff engagement, and empowerment through strong patient partnerships to improve health equity.

One of the key drivers for us continues to be our Strategic Direction, Set a New Standard for Exceptional Quality and Patient Safety (see SHN’s Strategic Plan 2018-23 below). This is more than an everyday commitment — it is a relentless pursuit of the highest level of safe, quality medical care, and the kind of mindful preoccupation that boldly defines our 2021-22 Quality Improvement Plan (QIP).

At SHN, we are also aligning our quality improvement agenda with the Institute for Healthcare Improvement’s Quadruple Aim for quality: 1) Improving the health of our patient population, 2) Enhancing the care for our patients, 3) Inspiring joy in our work, and 4) Reducing the cost of providing healthcare. Using this framework, our 2021-22 QIP also connects with our three other Strategic Directions as well. Quality improvement starts with our people and the cultivation of a culture of safety; it grows through integration and shared commitment with our local health system and community partners; and it is sustained through engagement with our patients and families and by putting their experiences first.

The graphic is a rectangular layout with a white background and a blue border. On the left, the SHN logo (Scarborough Health Network) is displayed above the text 'STRATEGIC PLAN 2018-23 SHAPING THE FUTURE OF CARE'. To the right, the 'VISION' is 'Canada's leading community teaching health network – transforming your health experience' and the 'MISSION' is 'Improving lives through exceptional care'. Below this is a horizontal bar with four icons and their corresponding strategic directions: 1) People icon: 'Build our Culture to Empower and Inspire our People'; 2) Upward arrow icon: 'Improve Population Health, Health Equity, and System Integration'; 3) Refresh icon: 'Transform the Patient Experience Through Innovation, Education and Research'; 4) Star icon: 'Set a New Standard for Exceptional Quality and Patient Safety'. At the bottom, a banner reads 'IN ALL OUR INTERACTIONS WE WILL BE Compassionate · Inclusive · Courageous · Innovative'. The right side of the graphic features a collage of healthcare professionals and patients.

SHN Strategic Plan 2018-23

Our 2022-23 QIP continues to build on the momentum of SHN’s quality improvement agenda since our integration as one connected health network. We have strengthened the foundation for quality and safety across our three hospitals — Birchmount, Centenary, and General — and eight community satellite sites, and have made positive changes through the implementation of many quality initiatives.

Scarborough Health Network

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This year's QIP reflects both the progress we have made and the course we are setting for the future in partnership with our patients, families, community, and other health and service providers. SHN proudly celebrates our growth and successes, and eagerly looks ahead as we transform to deliver the best health experience. After all, we understand what quality and safety looks and feels like — it's the confidence patients and families have in their local hospital; and the trust they have in the health professionals caring for them. Safe and quality care is an expectation of everyone who comes through our doors, and who returns home to the community. This is why as we embark upon our 2022-23 QIP, SHN will consider quality and safe medical care to be the only possible outcome for our patient and families.

Our 2022-2023 QIP Indicators

Despite a provincial pause on the submission of QIPs, SHN has continued to develop a Board approved QIP which is aligned with our strategy and community priorities. This year, SHN has selected eight (8) quality indicators for our 2022-2023 QIP. This set of indicators are aligned with priority areas from Ontario Health for both the hospital and community partners. As a partner in the Scarborough Ontario Health team, SHN is committed to collaborating and aligning our quality efforts with our OHT partners across the care continuum. Therefore, a focus on efficient patient flow and effective care for patients presenting with mental health and addiction concerns continues to be a focus for how we as an organization can work with community providers to ensure that patients are receiving the right care, in the right setting, at the right time.

Our indicators link to the six quality dimensions outlined by Ontario Health (formerly Health Quality Ontario or HQO), the provincial advisor on quality in health care. These dimensions of quality are further broken into 11 key issues facing health care:

- **Effective:** Effective transitions, Coordinating care, Population health
- **Patient-centred:** Person experience and Information sharing
- **Efficient:** Access to the right level of care
- **Safe:** Safe care, Medication safety, Workplace safety
- **Timely:** Timely access to care/services
- **Equitable:** Health equity for our community, and diversity and inclusion for staff and physicians

These provincially-identified issues closely match the priorities that SHN has set, and serve as a framework for the development of our 2022-2023 QIP.

Scarborough Health Network 2022-2023 QIP Indicators

Quality Dimension	SHN 2022-2023 QIP Indicator
Efficient	Conservable Beds
Timely	Percentage of Discharge Summaries sent within 48hrs of discharge
Patient-Centred	Percentage of MyChart Activations
Safe	Number of Workplace Violence Incidents
	Reduction in Rate of Patient Incidents with Moderate Harm or Higher
Effective	Medication Reconciliation on Discharge
	Repeat Emergency Department Visits for Mental Health Patients
Health Equity	Number of staff attending sessions on diversity, health equity, and inclusion

REFLECTIONS SINCE OUR LAST QIP SUBMISSION

Over the last year, SHN has continued to face the challenges of a global pandemic, and working with our Scarborough Ontario Health Team partners, through testing, vaccinations, and our ongoing expert frontline care, we have significantly changed the course of COVID in Scarborough and helped to keep our community safe.



Community Response:



Testing

SHN was among the first in Ontario to establish COVID-19 Assessment Centres, which were set up in trailers at each of our hospitals starting in March 2020. Later in the fall, the Assessment Centre at our General Hospital was transitioned to a Cold/Flu/COVID-19 Clinic, while we partnered with the University of Toronto - Scarborough Campus (UTSC) and Centre for Immigrant and Community Services (CICS) to temporarily move our Birchmount and Centenary centres to warmer indoor facilities for the winter months. In addition to our assessment centres, SHN's mobile teams supported COVID-19 testing in our community.



Vaccinations

SHN and our Scarborough Ontario Health Team (SOHT) partners were instrumental in rolling out the COVID-19 vaccine across Scarborough. We began in December 2020, as soon as vaccines were available — providing the first to healthcare workers, long-term care patients and staff, and other vulnerable and at-risk community members. Then we began vaccinations for the wider community, opening six vaccine clinics — at Birchmount and Centenary hospitals, Centennial College, Carefirst Seniors and Community Services Association, The Hub by Scarborough Centre for Health Communities, and TAIBU Community Health Centre— and running hundreds of pop-up clinics and mobile visits. In a community where 16 of 17 postal codes were designated COVID-19 hot spots in April 2021, this extraordinary level of vaccination has had a transformational impact. As of March 2022, at least 82 per cent of people 12+ in Scarborough are fully vaccinated.



Long-Term Care (LTC)

In April 2020, we formed an incident management system in partnership with 20 of Scarborough's LTC and retirement homes to share tailored guidance, education, resources and staffing to support COVID-19 testing, cleaning, infection prevention and control, and resident care. Carefirst Seniors and Community Services Association generously provided transportation to and from the homes for our staff. Additionally, SHN took on voluntary management agreements with Altamont Care Community, Extencare Guildwood, Rockcliffe Care Community, and Craiglee Nursing Home, to help them restore and maintain safe care environments. Even now, SHN continues to work collaboratively with these important partners to support healthier spaces for everyone who lives and works among this community.

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Vax Facts Clinic

In April 2021, SHN launched a new VaxFacts Clinic geared towards hospital staff as part of a larger policy to help staff make informed decisions about receiving the vaccine. In June, the VaxFacts Clinic became available to the larger Scarborough community, and today the clinic takes appointments from across Ontario and even Canada! Through this clinic, community members can book an appointment for a one-to-one phone conversation with a qualified and compassionate SHN doctor, who provides information on the benefits versus risks of receiving the COVID-19 vaccine, answers questions, and clarifies the facts. Since its launch, the VaxFacts Clinic has helped over 1800 clients, of which 82% agreed on the spot to have a vaccine booking scheduled by clinic staff.

Thanks to relentless focus on quality and safety, our robust in-depth pandemic planning, and our innovation and ability to pivot and respond throughout four waves of the pandemic, we have been able to successfully manage the spread of COVID-19 at our hospitals and deliver exceptional care for our patients and families.



In-Hospital Response:



Pandemic Plan

SHN tailored our Pandemic Plan to COVID-19, and it serves as a roadmap for how we respond and adapt to our rapidly changing environment. This ensures we have the right people, protocols, resources, and policies already in place, so that we can continue to deliver high-quality care for our patients and their families. The plan has guided us in responding to surges in COVID-19 cases, planning for pivoting our services, ethically prioritizing care, and more. As the pandemic evolves, we continue to adapt our evidence-based plan.



Active Screening and Visitor Policy

It is vital to mitigate the risk of spreading COVID-19 within our hospitals. One of the protective protocols put in place was active screening for COVID-19 among patients and visitors. We screened everyone coming into our hospitals through designated entrances for symptoms of the virus. We also adjusted our Visiting Policy to limit visitors in line with Provincial and Regional guidelines. Understanding the important role that families and loved ones play in supporting patients, we have empowered our care teams to make decisions on a case-by-case basis with respect to what's best for our patients' care and outcomes. By leveraging technology, virtual visits were supported by staff and volunteers to build vital connections between patients, their families, and their care teams.



COVID Dedicated Units

As SHN continued to experience growing volumes of COVID-19 patients across our health network, we opened dedicated COVID-19 inpatient units at each of our hospitals. These units allowed us to place patients in the most appropriate bed possible for their comfort and safety and alleviate patient flow pressures. In addition, high resource intensity units were implemented to provide specialized care for the patient population requiring additional support and staffed by teams who received training and education to manage their unique needs.

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Team-based Model of Care

As pandemic pressures across our hospitals increased, SHN shifted our practices to best support our patients. This included transitioning to a Team-Based Model of Care on our inpatient units, which allowed us to make better use of the skills, expertise, and qualification levels of the entire care team. This highly collaborative model of care enabled us to bolster our nursing and patient care capacity as we simultaneously leveraged strategies that positively impacted our recruitment outcomes.



Post Discharge COVID order set developed

During the first wave, we heard from colleagues on the frontlines of the pandemic that one of the biggest challenges they face with COVID-19 is knowing when and how to safely discharge a patient. We knew there was an opportunity to help. SHN developed a comprehensive Discharge Order Set — essentially a clinical playbook for healthcare professionals to help guide them through the discharge process with evidence-based best practices. Our partners at Think Research jumped on board to turn it into a resource that could be accessible to hospitals anywhere.

PATIENT/CLIENT/RESIDENT PARTNERING AND RELATIONS

Even in the face of a pandemic that is taking a heavy, sometimes tragic toll on our community, SHN isn't losing sight of our commitment to shaping the future of care in Scarborough. We continue to chart a new course for a healthier tomorrow through expanding services, achieving greater health equity, and building stronger connections with our patients and our community.

Partnering with Patients during the pandemic

SHN's commitment to partnering with patients during the pandemic resulted in the evolution from a Patient and Family Centered Care (PFCC) approach to a Person-Centred Care (PCC) philosophy. This shift signals the importance of being treated as a person first, and as a patient second. PCC encourages the patient's voice in the design and delivery of the care they receive and enables them to be more actively involved in their health care experience. The philosophy of PCC is closely tied to three of our strategic directions:

- Setting a New Standard for Exceptional Quality and Patient Safety
- Transforming the Patient Experience through Innovation, Education and Research
- Improve Population Health, HealthEquity, and System Integration

At SHN we have a robust Patient Family Advisory (PFA) program consisting of over 40 PFAs. These advisors share their lived experiences and partner with us to improve health outcomes for patients, families and caregivers by working to improve quality and safety measures for patients and providers.

This past year, PFAs were involved in many initiatives including SHN's QIP. SHN is fortunate to have corporate and department level Patient and Family Advisory Council (PFAC). All PFACs meet monthly basis to discuss key QIP initiatives and drive work plans. Furthermore, SHN has PFAs who support working groups, councils and committees involved in clinical service planning and QI work across the organization. Some of the work that the PFAs are involved in include:

- Participating on interview panels
- Tracer Exercises with Facilities
- Sharing their patient journey with medical learners
- Accreditation working groups (corporate and department level)
- Program Committees
- Co-creation of patient education materials

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Community engagement to address COVID-19 concerns

We are grateful for the ongoing support from our community. Every message, sign, donation, and letter positively impact us at every level. Shaping a healthier future is core to the work that we do at SHN. But we can't do it alone. This past year saw the strength in health partnerships to provide critical quality and safe patient care.

Creating New Connections:



Scarborough Ontario Health Team

SHN is proud to collaborate with local and regional health care partners as members of the Scarborough Ontario Health Team (SOHT). This network is made up of over 30 organizations with a history of collaboration and of providing health and community services across the continuum of care, to the people of Scarborough. The SOHT is working together with the Scarborough Family Physicians Network of primary care doctors and includes a Client and Family Advisory Committee to help co-design practical solutions to providing care.



TAHSN Partner Organizations

In June, SHN joined the Toronto Academic Health Science Network, a dynamic network of academic health organizations providing leading edge research, teaching, and clinical care. SHN and TAHSN have a shared commitment to health education, to growing capacity in research, and to health system innovation. SHN is excited to be a new member of TAHSN, and to bring our focus on community health, health equity, and population health research in diverse communities to the Network's academic and research collaborations, and its broad contributions to health care innovation.



Anchor Institutions

SHN is fortunate to have amazing partners in Scarborough. Among those partners are Scarborough Anchor Institutions, which include the Toronto Zoo, Centennial College, University of Toronto Scarborough, and the Scarborough Business Association (and SHN). Throughout COVID-19, we have worked together to make Scarborough one of the most vaccinated communities in Canada. We were honoured to partner in creating the first-ever Scarborough Hero Award, presented to everyday people who have accomplished extraordinary things for their community.

Our teams continue to expand, enhance, and roll out new services to better support our community's needs, including:

- **SCOPE (Seamless Care Optimizing the Patient Experience)** – a joint collaboration between SHN and Scarborough Centre for Healthy Communities (SCHC). Together, the two partners have come together to support their community primary care physicians with a resource hotline that connects family doctors with specialized SHN hospital staff and other community resources
- **SHN@Home** – a partnership with BayShore HealthCare helping to transition patients from hospital to home with ongoing restorative care
- **Adult Outpatient Mental Health centralized referral form** – a streamlined intake process that enables easier access to services
- **Virtual Urgent Care Clinic** – offering consultations and care through virtual appointments (phone, mobile, or computer) for patients who have an urgent medical condition that isn't life- or limb-threatening
- **Long COVID Service** – providing care for COVID-recovered individuals who continue to experience persistent COVID-related symptoms
- **Orthopedic Trauma Centre of Excellence** – featuring a dedicated orthopedic daytime trauma surgical room and staff for emergent non-scheduled cases, and a dedicated Trauma Orthopedic unit at SHN's General Hospital.

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- **COVID Therapeutics Clinic** – provides care for high-risk patients who have been diagnosed with COVID-19, with eligible patients now having access to one of two treatments — as aligned with direction from Ontario Health.
- **Off Site Transitional Care Unit** - With the ongoing challenges throughout Wave 5 and through incredible coordination and cooperation we opened an offsite Transitional Care Unit at the Tendercare Living Center- McNicoll Site which provided additional bed capacity for our health network while offering the right care, in the right place, at the right time for patients who don't require acute care but need services as they transition to be ready to go home.
- **Tiered Resuscitation Model** - The new model, including roll-out of new manual defibrillators, transport monitors, automated external defibrillators (AEDs), and code carts, was implemented at SHN's Birchmount and General hospitals, to provide an enhanced level of patient safety, and enable better clinical outcomes.
- **Code Pink Exchange Carts (Broselow)** - introduced as the final stage of standardization of equipment for SHN's tiered-response resuscitation model, new Code Pink Broselow carts were rolled out at SHN's General Hospital, in areas servicing paediatric patients.

Implementation of EPIC

SHN partnered with six other hospital organizations representing 14 hospitals in Ontario's central east region to deliver a new, world-class clinical information system called Epic. We began preparing to implement our new Epic CIS for more than two years and were excited to go live with the new system on Friday, December 3. The Epic CIS now delivers a better patient experience to 1.5 million people across the region — from SHN to Campbellford Memorial Hospital and up to Haliburton Highlands Health Services. Patients are even able to view and share their personal health records using a free, online portal called Central East MyChart.

Virtual solutions to identified challenges

Throughout the pandemic, it became even more crucial to reduce in-person visits and keep more patients at home when it is safe to do so, as recommended by public health officials. As a result, SHN has expanded our virtual care capabilities, with more and more of our programs providing video and phone appointments and consultations, which patients and their families can attend from their own homes.

Advancing Health Equity knowledge

By working closely with our community partners, we are playing a role in health education and promotion activities, as well as removing barriers to provide care that is more accessible to everyone. During the Pandemic, we maintained in person interpreters and received over 8000 requests last year. We are making it easier for people to access services and move from one provider to the next, throughout their journey. Our focus in the last year has been on bringing vaccinations right into Scarborough neighbourhoods at community centres, schools, local malls, and places of worship. We are also proud to have begun the second cohort of our leading Health Equity Certificate Program, designed to empower individuals involved in delivering health and community services to promote wellness and develop strategies to reduce health disparities.

PROVIDER EXPERIENCE

Throughout the pandemic, safety and quality care of patients has been paramount — and has depended on also ensuring the safety of our hospital staff, volunteers and physicians and their own well-being. We have made every effort to ensure a safe workplace environment and foster a culture that puts our SHN health care workers and teams in a position to meet the challenges of COVID-19 and achieve their best work and patient care. This has included many new safety measures, protocols and policies and providing wellness supports and resources.

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Supporting our People:



Wellness

Staff wellness is critically important delivering the highest quality and safest patient care, which is why SHN increased mental wellness supports for employees and medical staff. Near the start of the pandemic, we introduced two bi-weekly, anonymous, self-monitoring surveys to help staff become more aware of feelings of anxiety and depression. We also expanded our on-unit wellness rounding with our wellness coordinator and staff from our Spiritual and Religious Care and Mental Health programs and continued to promote our Employee and Family Assistance Program and other resources to support mental well-being and build resiliency during this crisis.



Sharing Information

To ensure our health care teams and leaders are always up to date, we developed new communication tools, including: staff townhalls, a COVID-19 Resources intranet site, a COVID-19 Daily Update internal e-newsletter, and several online dashboard reports, including the Operations Dashboard, PPE Supply Dashboard, Internal Staff COVID-19 Cases Dashboard, and Vaccine Dashboard. These tools provide a timely window into the activities taking place throughout our hospitals and provided a larger breadth of information to support the work of our staff.



Personal Protective Equipment (PPE)

Before the first COVID-19 outbreak, SHN identified and procured the appropriate PPE for caring for patients (i.e.: gown - Level 2, gloves, procedure mask, N95 respirator, eye protection – goggles or face shield), and aligned our PPE guidelines with the most current, evidence-based practices and directives from the Ministry of Health. This included universal masking inside the hospital, maintaining our aerosol generating medical procedures (AGMP) list, and putting in place an infection prevention protocol for point-of-care risk assessments that all health care workers must perform before every patient interaction to determine the appropriate PPE.

OTHER

While COVID-19 has created burden on our health care systems, our hospital operations continue to innovate and transform the health experience for patients and families. A few of these accomplishments have included:

1. Opening of the specialized Integrated Stroke Unit at the Birchmount Hospital (April 2020)
2. Surgery launched a new Pediatric Ophthalmology program
3. Cardiology created a new Cardiac Amyloidosis Clinic at our General Hospital's Cardio-Oncology clinic, a first for Scarborough
4. Redevelopment of the Critical Care spaces at Centenary Hospital

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5. SHN opened its redeveloped Sexual Assault and Domestic Violence Clinic at our Birchmount Hospital (September 2020)
6. SHN established a Pediatric Complex Care clinic to provide care to children in their local community
7. Partnered with Bayshore HealthCare, Integrated Care Solutions to create SHN@Home – a seamless discharge care plan for patients who require continued restorative care when they are transitioning home from the hospital.

Quality Improvement Indicators (Additional Services, Non-COVID related)

Emergency Department Mental Health Revisits

RAAM Observation Clinic-Medical Detox Program: As the pandemic has forced many of us to rethink the way we connect, SHN has expanded virtual supports, education, and resources, enabling patients to get the care they need at home, including the Online Psychotherapy clinic and our Mental Health App Library for those living with anxiety and depression. Additionally, our Day Hospital and Day Treatment programs provide support and skills development, while the First Intervention Treatment Team (FITT) is there for young people when they need support for their first episode of psychosis.

Throughout the pandemic, SHN's Mental Health and Addictions team worked hard to keep doors open for patients. SHN's Rapid Access Addition Medicine (RAAM) Clinic has continued to treat patients on a walk-in basis, despite the significant increase in volumes associated with substance use disorders (upwards of over 200 per cent from 2019 to 2021). Beyond continuing to deliver exceptional care, SHN's Addictions program opened the new RAAM Observation Clinic – a clinic that focuses on day detox from opioid and alcohol use disorder.

Patient Flow Improvements to Reduce Conservable Beds

Advancing Care Daily Initiative: The Advancing Care Daily initiative is based on the principle that care must progress 7 days a week for patients in hospital. The initiative builds on the foundation of daily team bullet rounds with clear expected LOS targets for every patient on the whiteboard. It includes the importance to access necessary tests and consults daily that are required to advance patient care. Lastly, it includes the importance of day before discharge check out with MRP and Charge Nurse to ensure all conditions and services for discharge are proactively completed to facilitate planned discharge the following day.

Corporate Complex Discharge Rounds (CCDR): The diversion of Alternate Level of Care (ALC) is influenced by proactive discharge planning that includes an escalation process for support to remove barriers that impact the patient's discharge from hospital. CCDR occur weekly for all sites and includes social workers, HCC coordinators, unit managers, and ethicist to address complex issues facing discharge for patients. Timely escalation is facilitated that can include consultation with patient relations, risk management, program directors and Chiefs. Weekly escalation status reports are provided by program and senior team.

Harm Reduction

Falls Prevention Champions: Our strategic plan, Shaping the Future of Care, and our Strategic Direction to set a New Standard for Exceptional Quality and Patient Safety, strengthens our commitment to keeping our patients safe by reducing falls and preventing injuries from falls.

The Falls Champion Program at SHN was implemented as a driver to shift the culture from reaction to prevention. To support sustainable change, there is a monthly focus for the champions that includes ongoing education to strengthen the champion's knowledge. The champions then share this knowledge at the unit level. The goal of the champions program is to support their local teams by coaching staff to implement interventions and promote best practice for falls prevention and injury reduction.

Health Human Resource (HHR) Initiatives

Working with the Human Resources Team, SHN's Professional Practice Team played an integral role in recruitment, onboarding, training, and knowledge transfer of best practices for new hires. The collaborative work continued with corporate priorities and initiatives to ensure the safety of patients, nurses, physicians and staff.

Summary of Initiatives:

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- Community Commitment Program for Nurses (CCPN)
- Nursing Resource Team
- Nurse Graduate Guarantee (NGG) Program
- Extern Program
- Critical Care Sponsorship Program
- Internationally Educated Nurses
- Supervised Practice Experience
- Surgical Enroute Program
- Clinical Preceptors – for mentorship and coaching

EXECUTIVE COMPENSATION

The Quality Improvement Plan (QIP) executive compensation framework is designed to link the achievement of performance targets established under the annual QIP to executive compensation as an at-risk component, in accordance with the Excellent Care for All Act, 2010 (ECFAA). ECFAA requires that the executive compensation framework be outlined in the QIP.

The executives who will participate in the QIP executive compensation program for 2022/23 are:

1. Chief of Staff
2. Executive Vice President & Chief Administrative Officer
3. Executive Vice President, Medical & Clinical Programs
4. Executive Vice President, Chief Nursing and Allied Health Executive
6. Executive Vice President, People & Transformation
7. Executive Director, Communications & Public Affairs

The calculation model for executive compensation in 2022/23 is summarized below:

The percentage of performance pay will be a maximum of 1.5% of base salary for each eligible executive as determined by the Board of Directors.

Allocation of executive performance-based compensation is at the discretion of the CEO and the Board.

Consideration may be given to special circumstances that present a barrier to achievement of the targets for some or all of the indicators. Allowances for special circumstances will require CEO and Board approval.

Contact Information

If you would like to learn more about the activities described in the Scarborough Health Network 2022-2023 QIP, please contact Stephanie Robinson, Director of Quality, Patient Safety and Experience at srobinson@shn.ca

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



Matt Ainley, Board Chair



Lianne Jeffs (Jul 4, 2022 11:17 EDT)

Lianne Jeffs, Board Quality Committee Chair



David Graham (Jun 29, 2022 14:26 EDT)

David Graham, Interim President & Chief Executive Officer

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