

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



OVERVIEW 2024/25 Narrative



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At Scarborough Health Network (SHN), quality and safety are at the core of everything we do. We are committed to providing exceptional quality care in culturally, physically, and mentally safe spaces. Over the past year, we have implemented initiatives to improve patient, staff, and physician safety, including workplace violence prevention, safety debriefings, adverse event prevention, and improvements to incident reporting and quality of care reviews. SHN's Quality and Patient Safety Plan encompasses key principles that demonstrate our commitment to providing a culture where safe and high-quality patient care are integrated into everyday practices. As we move forward, our focus remains on delivering the safest, highest quality healthcare and enhancing the diverse and specialized services for Scarborough.

Safety culture is a shared responsibility, and we recognize that everyone plays a vital role. To this end, we have several key themes that guide our approach to safety:

1. **Empowering and Engaging Patients:** At SHN, we believe that **patients are partners** in their healthcare journey. We empower them with knowledge, involve them in decision-making, and actively seek their feedback. Our commitment to patient-centered care drives us to create an environment where patients feel heard, respected, and informed.
2. **Whole System Quality:** Quality isn't just a department—it's a **whole-system approach**. From frontline staff to leadership, we collaborate to ensure seamless care delivery. Our focus extends beyond individual interactions to optimizing processes, streamlining workflows, and enhancing coordination across departments. By working together, we elevate the overall quality of care.
3. **Journey to Zero Harm:** Zero harm is our unwavering goal. We recognize that even one preventable incident is one too many. Through continuous learning, rigorous safety protocols, and transparent reporting, we strive for error-free care. Our journey involves fostering a culture of accountability, where every team member actively contributes to patient safety.
4. **Foster Quality and Safety by Optimizing Technology:** Technology is a powerful ally in our pursuit of excellence. We leverage cutting-edge tools to enhance diagnostics, streamline documentation, and improve communication. Whether it's telemedicine, electronic health records, or data analytics, we harness technology to elevate both quality and safety.

As we move forward, SHN remains committed to transforming healthcare in Scarborough. Together, we shape a future where quality, safety, and patient empowerment converge.

Our 2024-2025 QIP Indicators

Scarborough Health Network (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 2024-2025 QIP. These indicators are aligned with priority areas from Ontario Health as well as the Toronto Region.

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Scarborough Health Network 2024-2025 QIP Indicators

| Quality Dimension | SHN 2024-2025 QIP Indicator |
|-------------------|---|
| Timely Care | 90th Percentile Emergency Department Length of Stay |
| Efficient Care | ALC (Alternate Level of Care) Throughput Ratio |
| Effective Care | Medication Reconciliation on Discharge |
| Safe Care | Number of Workplace Violence Incidents Resulting in Lost Time |
| | Rate of Hospital Acquired Delirium |
| Patient-Centred | Did patients feel like they received adequate information about their health and their care at discharge? |
| Equitable Care | Percentage of staff who completed relevant equity, diversity, inclusion and antiracism education (For this indicator, SHN will focus on the Toronto Academic Health Science Network (TAHSN) Anti-Black Racism eLearning module) |
| | Average Emergency Department (ED) Wait Time to Physician Initial Assessment (PIA) for Individuals with Sickle Cell Disease (Canadian Triage & Acuity Scale (CTAS) 1 or 2) |

PATIENT/CLIENT/RESIDENT EXPERIENCE

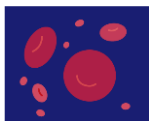
At SHN, our goal is to work together with patients and families to fulfill the mission of improving lives through exceptional care. By involving patients in the care process, we can make sure that the care we offer is respectful, compassionate, culturally safe, and competent, and that it meets the needs, values, cultural backgrounds, beliefs, and preferences of the patients. This past year our staff have maintained compassionate care, and their dedication, teamwork, compassion and resiliency have enabled patients to receive the care they require, when and where they need it the most.



Patient Partnership Principles – During Patient Experience Week 2023, we were proud to share SHN’s brand new Patient Partnership Principles (PPP) demonstrating our commitment to always working in partnership with our patients and families. The PPP was developed to build on SHN’s previous success in the delivery of patient and family centred care and to provide a base from which to continue to advance exceptional, quality care across our health network.



Patient Experience Measurement Solution in Real Time – In a recent recommendation by the Ontario Hospital Association (OHA) hospitals were advised to adopt the Qualtrics XM solution for measuring patient experience. SHN embraced the recommendation and started using real-time surveys to improve the quality of care for patients in May 2023. These surveys began in our Emergency Departments, Adult Inpatient units, Day Surgery units, and Family Birthing Centres, and will be rolled out to other areas gradually. The survey results are guiding quality improvement efforts at the organizational, program, and unit levels.



Sickle Cell Disease Community Town Hall – SHN held a Sickle Cell Disease Community Townhall on November 18, where more than 50 patients, families, community members, local leaders, staff, and physicians joined. The townhall's aim was to have productive dialogue that would help co-design Sickle Cell Disease (SCD) care that

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follows the new Ontario Health SCD Quality Standards. Attendees shared their views on treatment, the patient and family experience, and support for people living with the disease. Ideas for enhanced access to services and improving quality of care for patients with SCD were also shared.



Patient and Family Advisors - Patient and Family Advisors (PFAs) play a vital role in transforming the patient experience. They work with the hospital and our staff to ensure that Patient and Family Centred Care is at the forefront of our priorities. PFAs have participated in the development and implementation of our strategic plan, the SHN Research Institute (SHNRI) and our collaboration with the University of Toronto Scarborough (UTSC) to launch the Scarborough Academy of Medicine and Integrated Health (SAMIH). We currently have 35 Patient and Family Advisors who have given over 800 hours to various engagements at SHN.

PROVIDER EXPERIENCE

SHN cares about the health and happiness of our staff, and we are taking various steps to enhance the staff experience and foster a positive work culture. With the help of our wellness committee, SHN's wellness program aims to inform and involve all employees in resources that support our people. These efforts are shown in our fair pay packages, strong employee engagement and recognition programs, and advanced Equity, Diversity, and Inclusion (EDI strategy).

Professional Development



Career Development and Succession Planning – This year SHN launched a Career Development and Succession Planning program for managers, which is part of our commitment to fostering and motivating our people by enhancing leadership development, creating more collaboration among leaders and programs, and increasing and developing our pool of talent. The program aims to grow talent from within and advance high-potential staff to leadership positions. In support of this new program, we held our first-ever in-person Manager's Mixer on June 26. The event was a chance for managers to meet with directors to connect, network, and ask career-related questions.



PeopleFirst Compassionate Care Training Program – Starting in 2023 with regular sessions offered every month, SHN's staff, professional staff, and volunteers can participate in a PeopleFirst Compassionate Care Training Program. The program equips them with skills such as effective communication, active listening, serving a diverse population, showing compassion in critical situations, recognizing the signs of stress and anxiety, and self-regulation techniques - enabling our staff to have more productive, respectful and safe interactions.

Engagement and Recognition



Survey on Engagement of Employees, Professional Staff, and Volunteers - SHN conducts engagement surveys on a regular basis to collect feedback from its employees, professional staff, and volunteers. The survey is confidential and aims to find out how SHN can create a more inclusive work culture, enhance teams and processes, and ensure that its people feel a strong connection. In 2023, the survey had a high participation rate, with over 65% of employees and 40% of active and associate professional staff giving their feedback. The results showed that SHN's main strengths were support for diversity, teamwork, and an environment free from

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discrimination, while areas for improvement included managing workload, communication between leadership and staff, and opportunities for growth.



Rewards, Draws, and Events for Staff - At SHN, we value our employees, and we have different programs to recognize their hard work and dedication. One of these programs is the "Workin' for the Weekend" draw, which takes place during long weekends to thank staff who are working. Also, the Organizational Development department plans events throughout the year to celebrate and appreciate our staff, physicians and volunteers. Each of these events, like SHN's Ice Cream days in August 2023, offer our people a well-earned chance to mingle and unwind with their colleagues.



Long Service Awards and Service Milestones - SHN's Long Service Awards program honours and acknowledges the long-term dedication and loyalty of our staff and professional staff who have reached significant years-of-service milestones. Usually celebrated every year, long service recognition is a chance for SHN to express its gratitude and to acknowledge its employees for all their hard work. This past year, SHN honoured 806 recipients of the award, with more than 234 of them reaching 20 years or more, two professional staff members marking 50 years of service, and one professional staff achieving an amazing 55 years of service!



Recognizing Staff and Teams - At SHN, recognizing and supporting staff is a top priority. SHN has implemented various initiatives to acknowledge the hard work and dedication of its teams and individuals. For example, the Team Spotlight series introduces the network to the incredible teams working at SHN, showcasing their vital work in the community. The Thank You card program allows staff to recognize and support each other with handwritten cards, providing a personal touch to show appreciation. SHN's Senior Leadership Team also conducts regular rounding on the units to provide real-time, in-person recognition. These are just a few examples of how SHN is committed to recognizing and supporting its staff, promoting a positive and healthy work environment.

Celebrating our People



Waterstone Capital Most Admired Culture Award – In December 2023, SHN received the recognition of being one of Canada's Most Admired Corporate Cultures™ for 2023 by Waterstone Human Capital. This distinguished award is given to only 50 organizations annually and SHN has been selected in the Not-for-Profit category. The award acknowledges leading Canadian organizations for having cultures that have helped them improve performance and maintain a competitive edge. This is a huge achievement for the team at SHN to be named one of Canada's Most Admired Corporate Cultures™.



SHN's Recruitment Campaign: "Where the World Comes to Work" - In June 2023, SHN launched a new recruitment campaign called "Where the World Comes to Work" to draw in the best healthcare professionals. Inspired by the rich diversity of our workforce and accelerated by the widespread health human resource challenges brought to light during the pandemic, "Where the World Comes to Work" is a vital recruitment strategy to attract the best healthcare professionals as SHN grows its reputation for innovation in healthcare. The campaign is based on the diverse backgrounds of SHN's staff and aims to highlight SHN as a place where people from different cultures, ethnicities, genders, faiths, and life experiences work together to deliver excellent quality care.

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Wellness Strategy - SHN offers various programs and initiatives to promote the physical, mental, and emotional well-being of its staff as part of its Wellness Strategy. This includes the Employee and Family Assistance Program (EFAP), which gives personalized support through leadership coaching, time management skills, and more. SHN is also working on a staff mental health strategy to help post-pandemic psychological health, including offering The Working Mind Training, associated with the Mental Health Commission of Canada.

ACCESS AND FLOW

SHN is focused on establishing a proactive approach and ensuring preparedness to respond to anticipated or actual demand for acute care capacity, specifically during times of long-term surge. The goal is to ensure a standardized and coordinated approach to timely access to care and enhance efficiencies to promote seamless patient care across the continuum. This approach aligns with the provincial “Plan to Stay Open” strategy and is driven by Ontario’s Health ALC Leading Practices.

Optimizing System Capacity

- Early Transitional Reactivation - Proactive transitional care planning
- HomeFirst Refresh Initiative - Collaborative quality improvement initiatives with Scarborough Ontario Health Teams (SOHT) partners Geriatric Medicine Consultation Services - Building capacity to improve outcomes for high-risk seniors
- Alternate Level of Care (ALC) Remote Care Monitoring Programs -24-hour monitoring services with Personal Support Worker access
- Emergency Department (ED) Diversion Initiative - Provide enhanced resources to promote timely discharge from the ED

Partnerships and New Models of Care

- Bayshore SHN@Home - Collaborative reactivation program
- Nurse-Led Outreach Team (NLOT) - Collaborate with Long Term Care (LTC) to divert unnecessary hospital transfers
- Integrated Palliative Care Teams - Coordinating palliative care with community teams
- Collaborative Corporate Complex Discharge Rounds - Weekly consultations
- Behaviour Support Team - collaborates with patients and families in development of individualized plan
- Shared Care Model - Serves to care for LTC residents with complex mental health needs
- SHN Transitional Rehab Pathway for Nephrology ALC patients- Access for dialysis patients
- Geriatric Mental Health Outreach Teams - Supports LTC residents to support successful repatriation

Process Improvements

- Performance Monitoring - ALC dashboard to drive improvement actions
- Building on Foundational Initiatives and Expanding Existing Programs
- Discharge Planning - Focusing on transitional care needs and leveraging community partnerships
- Upstream and Beyond the Hospital Walls - Working in Partnership with Ontario Health ALC Quality Improvement initiatives.
- Early intervention and community partnerships while focusing on ensuring sustainable change.

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PATIENT SAFETY

At SHN, patient safety is a top priority. SHN has implemented various initiatives to learn from patient safety events and prevent future occurrences. Through education and awareness, we highlight our person-centred policies, practices, and programs that ensure compassion, equity, dignity, safety, and well-being for all.



Tiered Huddles - SHN re-established a structured Quality Management System focusing on quality and safety through the implementation of tiered huddles with cascading metrics across SHN. The SHN C.A.R.E.S. huddles provide a structured approach by having everyone focused on common goals and Key Performance Indicators (KPIs) ensuring that each level of the organization understands its specific role in driving our quality and safety performance.



Quality of Care Review and Multi-incident Review Process - At SHN, we have a robust patient safety incident process that includes a review of cases within our electronic incident reporting system, S.A.F.E.T.Y., that requires further investigation. In addition, Quality of Care Reviews, best known as root cause analyses, are conducted to assess and evaluate the provision of health care and how to make system improvements and implement effective mitigation strategies to enhance patient safety. Over the past year, SHN began the journey to utilize the Multi-Incident Review process to provide a more comprehensive analysis and deeper understanding of system issues and patterns. This process also has the potential to reveal trends and patterns of contributing factors that were not previously perceivable in independent case reviews.



Patient Safety Operational Report - Over the past year, Patient Safety has been developing and presenting operational data on a quarterly basis to our Quality of Care Committee related to our patient safety incidents. This data is a comprehensive analysis of our critical incidents, never events, and patient safety incidents occurring throughout the organization, to ensure preventive measures are in place to minimize risk and enhance patient safety.

Education and Training



Patient Safety Week 2024 - Patient Safety Week is a yearly opportunity for SHN to recognize and showcase some of the projects and actions that have been done as we continue to provide high quality safe patient care. In 2023, our Safety champions took the learning onto units with educational games, while virtual seminars and resources were distributed to the entire organization. Together, we pursued a new way of patient safety based on examining, learning, and acting to make care safer and reduce all kinds of harm—including those caused by culturally unsafe care.



S.A.F.E.T.Y. Matters Newsletter - The S.A.F.E.T.Y. Matters newsletter offers important information, advice, and recognition on topics related to quality and safety for staff. By

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covering a range of relevant topics such as medicine reconciliation, surgical safety checklist, and workplace violence prevention, staff can update their knowledge while celebrating safety achievements with their colleagues.



Operation Vaccination: Flu and COVID-19 Vaccination campaign - Operation Vaccination is an initiative at SHN to encourage staff to get vaccinated against both the flu and COVID-19. By getting vaccinated, staff can protect themselves and those they care about from these illnesses. Encouraging staff to get both vaccinations encouraged health care workers to take responsibility for their own health and the health of others, and to make a difference in the fight against flu and COVID-19.

EQUITY AND INDIGENOUS HEALTH

At SHN, we are dedicated to improving health outcomes and reducing health inequities for our patients and communities. To achieve this goal, we have established SHN's Equity, Diversity and Inclusion (EDI) strategy to provide us with a plan and measurable goals to help increase EDI across our health network, address systemic barriers faced by under-represented groups and foster transformational change. We are proud to share our quality improvement initiatives that are driving equity and advancing Indigenous health and cultural safety at SHN.

Indigenous Health



Indigenous Patient Navigator - Part of SHN's new Equity, Diversity, and Inclusion strategy focuses on addressing anti-racism, intersectionality, anti-oppression, and Indigenous Cultural safety. An important step in prioritizing health equity at SHN is advancing our Indigenous Health Program. With our future direction clearly laid out for us, we were thrilled to introduce SHN's new Indigenous Patient Navigator (IPN) in September 2023. Our IPN brings many years of experience in supporting care within First Nations communities and across various healthcare settings. She provides vital navigation of the healthcare system while building connections to traditional healing and wellness practices, making the patient journey a culturally safe experience. We have also created a new Indigenous Health Strategic Advisor role, and an SHN physician has been appointed.

Equity Education and Awareness



Stand Up for Health Equity Training Program - The Stand Up for Health training program is an interactive training program that aims to create a future where healthcare providers have a deeper understanding of the social determinants of health and how it shapes their patients' health. Trained providers are better equipped to address health disparities and promote health equity. Through interactive training, the program seeks to empower healthcare providers to become advocates for health equity and to work towards creating a more just and equitable healthcare system.



Health Equity Certificate Program - The Health Equity Certificate Program (HECP) is a one-year program offered by SHN for healthcare providers to learn about the social factors that affect health and develop ways to reduce health inequities. After finishing the program, participants will have a solid knowledge of how social determinants of health

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influence health outcomes and how to deal with them. The HECF is now in its fourth cohort and has had 225 graduates, including 32 physicians. These graduates come from a diverse group of 33 organizations, including academic institutions, healthcare organizations, and medical clinics. The collaboration has enriched the learning experience for all involved.



Health Equity Data Collection – SHN's health equity data collection initiative aims to better understand the specific needs of the community and improve the programs and services offered. SHN has broadened its health equity data questionnaire to enhance outreach and access for marginalized groups. The questionnaire was revised in 2023 and now includes an extended list of questions, chosen because they are widely recognized as "equity variables" that affect patient and client health outcomes significantly. These variables include language, born in Canada, race/ethnicity, gender, sexual orientation, disability, and income, all of which have been shown to influence patient and client outcomes.



Anti-Black Racism e-Learning Module - The Anti-Black Racism e-learning module is a training tool developed by Women's College Hospital and Dr. Notisha Massaquoi, Assistant Professor of Health Equity at the University of Toronto Scarborough Campus. It is designed to support SHN employees, medical staff, students, and volunteers in their Anti-Black Racism learning journey and is a significant component of SHN's Equity, Diversity, and Inclusion Strategy 2022-2025. The module covers an introduction to the historical roots and ongoing legacy of Anti-Black Racism in Canada, insight into the forms that Anti-Black Racism can take in people's lives, and opportunities for reflection and/or discussion on how to address Anti-Black Racism in work and personal life.

POPULATION HEALTH APPROACH

At SHN, we are dedicated to implementing population health-based approaches to care for the unique needs of our community. This involves taking a proactive approach to meeting the needs of our entire population, including providing services that promote health, prevent disease, and help people live well with their conditions at every interaction with the health system. We are proud to work in partnership with other health system providers and as part of the Scarborough Ontario Health Team to implement these approaches and improve the health and well-being of our community.

Building Connections



Community Mental Health Centre – In March 2023, SHN announced plans to create a new Community Mental Health Centre in Scarborough's Golden Mile district. The centre aims to enhance access, equity, inclusivity, and cultural safety by centralizing outpatient mental health services. The centre will provide a "one door" approach to care, making it easier for individuals with mental illness to access integrated services all in the same space.



Building Inclusive Communities for Health Conference - On October 13&14, SHN and the University of Toronto Scarborough Campus hosted the Building Inclusive Communities for Health conference. The event brought together health professionals, community perspectives, and cutting-edge research to address key health challenges. The conference focused on exploring the root causes of health inequity, the consequences of health inequity, the role of communities in promoting health equity, and policies and programs to support community solutions.

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Community Outreach



SHN's LTC+ Virtual Care Phone Line - SHN's LTC+ virtual care phone line is a program that provides long-term care (LTC) homes with access to medical specialist consultation and nurse navigation services. By calling the LTC+ phone line, long-term care home Directors of Care, Nurse Practitioners, and Primary Care Physicians can select the service they need from five options, including Internal Medicine Consults/Clinics, Nurse Navigator, Fracture Clinic, Diagnostic Imaging, and Nurse-Led Outreach Team (NLOT). The NLOT provides assessments and treatment on-site at LTC homes and is available 7 days a week. The LTC+ program aims to provide capacity-building, reduce transfers from LTC to the Emergency Department, and augment palliative care supports for those who can be treated safely within LTC homes.



Helping Scarborough Seniors - SHN's Geriatric Assessment and Intervention Network Clinic (GAIN) Clinic and Behaviour Support Ontario teams (BSO/BST) attended a Seniors Fair in June 2023 at the Scarborough Civic Centre, hosted by MP for Scarborough Centre, Salma Zahid. The team set up across two large tables featuring four poster boards and shared information about their work at SHN and Seniors Health programming across Scarborough. They engaged many of the over 150 people who attended the fair in discussions about their health and that of their loved ones. The team was able to directly connect participants with the care they needed through referrals and brought translated materials, like their delirium prevention handout, which were very popular and helpful to have in a variety of languages.



Health Education Partnerships - The SHN and Woburn Collegiate Institute "Working Together for Better Health" education program is a new health education program in partnership with Scarborough high schools. The program aims to improve population health, serve the Scarborough community, and cultivate the next generation of healthcare workers by educating youth about various diseases and conditions. This will improve their health literacy and empower them to take care of their own health, as well as spread knowledge to their school community and their families. In its inaugural year, the program has partnered with Woburn Collegiate Institute, with 40 students attending the first orientation meeting at Centenary in October 2023. This initiative will contribute to the Specialist High Skills Major (SHSM) in Health and Wellness that these students are pursuing. Members of the Senior Leadership Team, including David Graham, Dr. Elaine Yeung, and Michele James, are spearheading the program.



Breast Health and Awareness Workshops - Scarborough Health Network, the Scarborough Ontario Health Team, and Regional Cancer Centres are working together to raise awareness about breast cancer in marginalized communities, through targeted screening events. The first Breast Health and Awareness Workshop was hosted on October 28 for Black, Indigenous, and other people of colour (BIPOC) community members. Hosted in partnership by SHN, The Olive Branch of Hope, the Black Physicians Association of Ontario (BPAO), and TAIBU Community Health Centre, the workshop brought together over 75 community members for Breast Cancer Awareness Month to discuss the realities of breast cancer development and screenings. The success of this workshop has already led to the planning of upcoming breast health awareness events aimed toward other underrepresented racialized communities, including one for Scarborough's South Asian community in March 2024.

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OTHER

Our hospital operations continue to innovate and transform the health experience for patients and families. A few of these accomplishments have included:

- Pressure Injury Task Force
- Discharge Medication Reconciliation Process
- Medical Quality Leads
- Centralized Patient Scheduling
- Clinical Trials Ontario and Grants

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, 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 2024/25 are:

1. Chief of Staff and Interim Executive Vice President, Medical
2. Executive Vice President, Chief Nursing and Allied Professional Executive
3. Executive Vice President, People & Transformation
4. Executive Vice President, Education
5. Executive Director, Public Affairs
6. Vice President, Finance and Corporate Services
7. Vice President, Redevelopment

For 2024/25, a subset of QIP indicators will be linked to executive compensation. Additional indicators that are not in the QIP will also be identified. Allocation of executive performance-based compensation is at the discretion of the Chief Executive Officer (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 2024-2025 QIP, please contact Melitta Chan, Interim Director of Quality, Patient Safety and Experience at mchan1@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

Scarborough Health Network

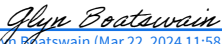
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Jay Kaufman (Mar 26, 2024 10:09 EDT)

Jay Kaufman, Board Quality Committee Chair


Glyn Boatswain (Mar 22, 2024 11:58 EDT)

Glyn Boatswain, Executive Vice President and Chief Nursing and Allied Professional Executive


David Graham (Mar 26, 2024 09:41 EDT)

David Graham, President & CEO