

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

June 20, 2024



OVERVIEW

Southlake Regional Health Centre (“Southlake”) consists of nearly 6,000 staff, physicians, volunteers, students, and Patient and Family Advisors (“PFAs”), who are dedicated to creating an environment where the best experiences happen. At Southlake, we are committed to providing leading-edge, compassionate, and timely care to our patients and the communities we serve.

As we strive for excellence in patient care, we remain committed to embracing emerging technologies and methodologies with the potential to revolutionize healthcare delivery. Our forward-thinking approach positions Southlake as a leader in healthcare innovation, driving positive changes for the benefit of our patients and the wider healthcare landscape. Southlake's commitment to community well-being goes beyond our walls. This is seen through our surgical teams as they were recognized by the American College of Surgeons for outstanding patient care, with Southlake being 1 of 78 hospitals in North America to receive this distinction. Additionally, our collaboration with the Princess Margaret Cancer Centre positions Southlake as a leader in cancer care, providing enhanced resources to patients. In February 2023, Southlake inaugurated a new 12-bed Adult Inpatient Mental Health Unit, expanding our capacity to serve over 2,000 patients annually with specialized equipment and furnishings. We continue to forge new paths, champion a culture of exemplary care, create optimal patient experiences, and own our role in improving the healthcare system. These foundational principles reinforce our commitment to continuous improvement and guide our pursuit of the highest standards of care.

We take pride in our people, place, and performance.

ACCESS AND FLOW

Southlake is currently navigating unprecedented volumes and capacity challenges. In November 2022, Southlake launched the Patient Flow Steering Committee to better serve patients, allocate resources more effectively, and manage the hospital's capacity. This resulted in the Patient Access & Flow Strategy, an organization-wide plan to standardize processes and streamline access and flow to ensure the right patient is in the right bed at the right time and receiving the right care. Stakeholders engaged in a comprehensive review of access and flow, analyzing all aspects of flow to reduce inefficiencies, address bottlenecks, and streamline inter-unit communication.

As part of this strategy, Southlake implemented an electronic Expected Date of Discharge (“EDD”) to facilitate early discharge discussions with patients and families, promoting a shared understanding of care plans and hospital stay durations, while enhancing patient flow and enabling proactive planning. With transparent sharing of information across the organization on the number of expected discharges each day, we can anticipate periods of surge and better prepare and respond. Moreover, we have successfully integrated a standardized and equitable process for patients requiring access to sub-acute care settings. This enhancement ensures fair and consistent procedures for individuals requiring sub-acute care, contributing to a more streamlined and accessible process. In addition, Southlake has implemented the Blaylock Risk Assessment screening score tool for discharge planning across all acute units, ensuring early engagement of appropriate team members and prompt initiation of discharge planning upon admission.

Our proactive approach and implementation of the Patient Access & Flow Strategy have resulted in positive outcomes.

EQUITY AND INDIGENOUS HEALTH

Our Diversity, Equity and Inclusion (“DEI”) Department ensures equitable, inclusive and culturally safe services, addressing systemic racism and the social determinants of health to reduce inequities for underrepresented populations.

Southlake’s DEI Department has implemented two (2) provincial frameworks:

1. Ontario Health’s Equity, Inclusion, Diversity and Anti-racism Framework (EIDA-R); and
2. Ontario Health’s First Nations, Inuit, Métis, and Urban Indigenous Health Framework

These frameworks and associated action plans are designed to guide transformative change, specifically to combat systemic racism and foster an equitable and inclusive environment for our staff, patients and families. Our goal is to educate and integrate DEI principles throughout the organization, ensuring a holistic approach by actively cultivating relationships and collaborating with our local indigenous community to gain deeper insights into their experiences at Southlake. We provide ongoing cultural competency training and work closely with our Indigenous Patient Navigator to improve patient care for our indigenous patient population. Additionally, we offer training and education opportunities on topics such as Anti-black racism, unconscious bias and other DEI-related topics.

We offer interpretation and translation services to enhance

communications between patients and care providers. Additionally, we gather language utilization data to better understanding of the community we serve, along with religious and faith-based information to help support spiritual care services. Moving forward, we will continue to collaborate with our staff, patients, families and communities to promote and advance health equity and improve patient outcomes.



PATIENT/CLIENT/RESIDENT EXPERIENCE

As an organization dedicated to delivering the highest standard of care and enhancing patient experiences, we recognize the invaluable role that feedback from patients and families play in refining our services. Actively seeking and embracing this input is central to our commitment to People-Centered Care. We believe in collaboration and co-design, where the experiences and perspectives of our patients and their care partners directly inform

service improvements.

Patient satisfaction is a key performance indicator (KPI) in our Quality Improvement Program (QIP), and the results are shared at all levels for shared accountability. This commitment to transparency reinforces our dedication to continuous enhancement in the care we provide.

In July 2023, Southlake implemented Qualtrics, a patient experience measurement survey management tool, which provides our leaders with real-time data, enabling them to make informed decisions to enhance patient and care partner experiences at point of care. This innovative approach revolutionizes our care and service delivery, making engagement with patients more accessible, engaging, and inclusive. Qualtrics data informs the QIP.

We take pride in our Patient and Family Advisory Councils throughout the organization. These councils serve as collaborative platforms where patients and their families actively inform decision-making processes. For instance, our PFA's played a pivotal role in the transformation of our patient and retail food services, contributing to the expansion of services, enhancing variety, and transforming our patient and retail food services.

These initiatives demonstrate our dedication to incorporating the insights of our patients, families, and care partners into our ongoing improvement strategies. Through collaboration, we aim to deliver an experience that aligns with our core values and acknowledges the perspectives of our patients, families, and care partners.

PROVIDER EXPERIENCE

At Southlake, our people are our greatest assets and source of pride. We have taken significant steps to prioritize the health and safety of our staff, offering amenities like on-site massages and free gym memberships. Recently, we have begun implementing the National Standard for Psychological Health and Safety within the organization to enhance morale and address various forms of staff burnout stemming from the pandemic.

We have successfully initiated phase one of our people strategy, concentrating on cultivating a work environment where individuals feel valued, supported, empowered, and engaged. We actively recognize and appreciate the contributions of each team member to help foster a sense of importance and satisfaction. Recognizing our people through our Champion Awards, Loyalty Awards, and the Shout Out program remains a key focus at Southlake. These programs are essential in acknowledging the hard work, and dedication of our team members.

We also offer innovative professional development and career advancement programs tailored to our staff's diverse needs and aspirations. We currently offer a Front-line Leaders program that creates opportunities for our frontline staff to enhance skills, network, and develop leadership skills. This program is designed to empower staff with the tools and knowledge they need to excel in their roles and to inspire others. It includes workshops, mentorship opportunities, and collaborative projects that focus on leadership development, communication skills, and team management.

SAFETY

At Southlake, our top priority is creating a safe environment where patients receive the best care possible. Over the past year, we've laid a solid groundwork for continual safety improvements, demonstrating how collective efforts can help us meet our objectives. Our Wound and Skin Committee Working Group and Best Practice Guidelines (BPG) team have successfully reduced Pressure Injuries (PI), as evidenced by a significant drop in their occurrence during the last three quarters of 2023. Our interdisciplinary team continuously educates our clinical staff on preventing pressure injuries, with recent emphasis on managing moisture, choosing appropriate surfaces, and minimizing layers under patients.

We've also recognized the critical need to prevent falls. To this end, we've updated our fall risk assessment tool and prevention methods. We now use the Johns Hopkins Falls risk assessment tool, involving frontline staff in the process for a more personalized approach to minimizing risks. Alongside implementing this tool, we provided a toolkit to staff with fall prevention information, contributing to a notable decrease in fall incidents.

Looking forward, Southlake remains dedicated to nurturing a culture of safety and superior care. We will persist in assessing and enhancing our practices to maintain this standard of excellence.

POPULATION HEALTH APPROACH

The Northern York South Simcoe Ontario Health Team (NYSS OHT) is at the forefront of implementing a comprehensive population health approach to elevate community well-being and curtail hospitalization rates. Within the framework of Avoiding

Unnecessary Admission and Enhancing Well Being, the NYSS OHT has demonstrated proactive measures, including Daily Rounds@ED, resulting in the timely discharge of 145 patients during Q3 2023/24, effectively averting unnecessary hospital admissions.

A particular emphasis on long-stay ALC patients is evident in the weekly Complex Monthly Discharge Rounds, successfully aligning transition plans with targeted discharge dates. This initiative led to the discharge of 8 patients with ALC lengths of stay surpassing 100 days, demonstrating the OHT's commitment to efficient care transitions.

The introduction of remote care monitoring for pre- and post-hip surgery patients on December 18th reflects NYSS OHT's forward-thinking approach to minimize ED admissions post-surgery, showcasing an innovative stance on healthcare delivery. Collaboration with Western York OHT and Eastern York North Durham OHT resulted in the launch of "communityurgentcare.ca," a shared platform designed to provide resources during holidays, diverting care-seeking from the ED during peak periods.

The integration of data and geo-analytics into NYSS OHT's population health strategy further exemplifies its commitment to innovative healthcare practices. In cancer preventative care, the OHT leverages diverse strategies, including education sessions, community outreach, and partnerships, reaching approximately 2000 community members. This initiative, particularly focused on vulnerable populations, underscores NYSS OHT's dedication to enhancing care navigation, accessibility, and preventive care within the community.

EXECUTIVE COMPENSATION

Our executives play important leadership roles in driving quality improvement efforts, and they help enhance accountability for the delivery of our quality improvement priorities. As such, a portion of their annual compensation is directly linked to achieving the targets set out in our Quality Improvement Plan, through a performance-based compensation model. All six indicators on the 2023/24 QIP are linked to executive compensation, and equally weighed.

The executive team members at Southlake include:

- President and Chief Executive Officer
- Chief of Staff
- Vice President Patient Experience & Chief Nursing Executive
- Executive Vice President and Chief Operating Officer
- Vice President, Facilities & Business Develop
- Vice President, Strategy, Analytics and Communications
- Vice President, Digital Health
 - Vice President, Finance and CFO
- Vice President, Employee Experience, and Chief Human Resources Officer
- Vice President, Medical Affairs

CONTACT INFORMATION/DESIGNATED LEAD

For QIP inquiries, please contact:

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OTHER

Quality improvement is an endless journey. At Southlake, we continue to embrace change as we strive to provide the best experience and outcome for everyone. Thank you for taking the time to read our Quality Improvement Plan.

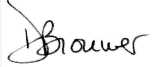
SIGN-OFF

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 **June 20, 2024**



Marilee Harris, Board Chair



Diane Brouwer, Board Quality Committee Chair



Paul Woods, Chief Executive Officer
