

Let's Make Healthy
Change Happen.



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



14/06/2022

This document is intended to provide health care organizations in Ontario with guidance as to how they can develop a Quality Improvement Plan. While much effort and care has gone into preparing this document, this document should not be relied on as legal advice and organizations should consult with their legal, governance and other relevant advisors as appropriate in preparing their quality improvement plans. Furthermore, organizations are free to design their own public quality improvement plans using alternative formats and contents, provided that they submit a version of their quality improvement plan to Health Quality Ontario (if required) in the format described herein.

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Overview

The Women's College Hospital (WCH) Quality Improvement Plan, or QIP, is a public, documented set of commitments to action that we make to our patients and communities to improve the of quality of care and services we provide. This QIP has been developed with consideration of a provincial vision that the evolution of Ontario Health Teams that will support greater system integration, innovation, efficiencies and responsiveness to short- and long-term needs of patients. This platform for quality improvement (QI) has been designed in partnership with patients, families, caregivers, physicians, learners, staff, community and health sector partners to complement health system priorities and address the most pressing local opportunities to improve care.

The 2022-2023 QIP reflects the vision, mission and strategic goals outlined in our Women's College Hospital strategic plan, *Healthcare Revolutionized*, alongside our post-pandemic *Build Back Better Strategy*. This plan sees quality emphasized as a core strategic priority through our ambitious vision to see *healthcare revolutionized for a healthier and more equitable world*. Our strategic plan, our responsive efforts to build back better after the significant impacts of the pandemic to date, and the QIP are entwined as mutually reinforcing roadmaps guiding us to find new and better ways of doing things to improve care and the care experience for patients, to achieve even better health outcomes and to uncover and implement rigorously evaluated health system solutions.

WCH, fully affiliated with the University of Toronto, has an ambulatory mandate. We are the hospital working to keep people out of hospital whenever appropriate. We continue our leadership to address inequities in health, with a particular focus on sex and gender in health; to elevate virtual care delivery as Canada's first virtual hospital, to improve patient and provider experience, and to generate and perpetuate courageous solutions to improve our health system.

Women's College Hospital's Quality Improvement Plan is one tool to help us advance our current performance across priority areas. The QIP contains indicators, targets and actions for improving the safety, effectiveness, efficiency, access and patient-centredness of the care we provide. Performance against targets is monitored and reported quarterly.

At WCH, we strive to achieve what is known as the quality quintuple aim, meaning that we always work to improve patient and workforce experience, equity, health outcomes and best use of resources. Our 2022-2023 Quality Improvement Plan will focus on six objectives across the dimensions of quality:

TIMELY AND EFFICIENT TRANSITIONS

1. **Referrals Acknowledged within 14 Days:** Reduce wait times for acknowledging received referrals.
2. **AACU Avoidable ED Visits:** Reduce avoidable emergency department visits through referrals to our Acute Ambulatory Care Unit (AACU).

SERVICE EXCELLENCE

3. **myHealthRecord Activations:** Engage patients in their care using our online patient portal.
4. **Staff Equity Education:** Provide Anti-Black Racism education for WCH staff.

SAFE AND EFFECTIVE CARE

5. **Medication Reconciliation:** Improve medication safety in the ambulatory environment by completing a comprehensive review of high-risk patients' medications.
6. **Workplace Violence Incidents:** Enhance workforce safety by implementing workplace violence prevention strategies.

Centre for Quality Improvement and Patient Safety (CQuIPS) at WCH

Women's College Hospital is committed to advancing quality improvement and patient safety (QIPS) across all programs and professional disciplines. The [Centre for Quality Improvement and Patient Safety \(CQuIPS\)](#) is a joint partnership with the University of Toronto's Temerty Faculty of Medicine, Sunnybrook Health Sciences Centre, the Hospital for Sick Children ('SickKids') and Women's College Hospital. The University constituted CQuIPS as an extra-departmental unit ('EDU') and core members are University of Toronto faculty members with research or educational activities that align with the mission of the Centre.

CQuIPS offers a variety of training in QI and patient safety methods. As part of our commitment to building internal QI capacity, WCH supports the development of our people by providing opportunities to learn and apply these skills to local QI projects. In the past two years 6 WCH interdisciplinary staff have participated in CQuIPS education programs. The [CQuIPS Improvement Fellowship](#) provides one-on-one mentorship and the opportunity to become part of the CQuIPS community, learning from and with one another. Fellows are integrated within the CQuIPS team, supporting QIPS activities that are priorities for both CQuIPS and Women's College Hospital as they further develop their QIPS experience and leadership. We are delighted to share that starting in September 2022, two WCH nurse leaders are among the second cohort of CQuIPS fellows.

Patient/client Partnering and Relations

Engaging patients is essential to providing safe care. Women's College Hospital (WCH) partners with our dedicated [Experience Advisors](#) as much as possible in the design and delivery of care and services. Experience Advisors are patients, families, caregivers and community members who work with us by sharing their experiences and providing input into various initiatives and programs at WCH.

Research has shown that effective patient engagement leads to better patient outcomes, innovative program design, and improved patient experience. The WCH [Experience Advisor Program](#) supports and recruits individuals that are committed to working with WCH to improve care and integrate the patient voice consistently in hospital planning. In just over a year, more than 40 Experience Advisors were onboarded to the program and have collaborated with staff in a variety of ways including participating on committees, sharing their lived experience, providing input into planning, and reviewing written materials.

When the pandemic was declared in March 2020, many of the hospital's in-person activities were forced to stop for safety reasons – this included allowing Experience Advisors to enter the hospital. Despite diverting all our efforts towards a pandemic response, WCH soon recognized that having the patient voice at the table is essential. Could WCH Experience Advisors transition quickly and effectively to virtual platforms for this important work? The WCH Quality, Safety and Patient Experience team learned that the answer is a resounding yes! Experience Advisors stepped up without hesitation during these unprecedented times, working quickly to learn and adapt to virtual technologies and a new way of interacting. Over the last several months, they have provided valuable feedback to inform pandemic recovery planning, as well as helped to drive a significant revision of the 'Essential Care Partner and Visitor During COVID-19' policy.

One Experience Advisor reflected, "As the world shut down, WCH engaged with Experience Advisors. We were given the opportunity to virtually share our thoughts and opinions about WCH recovery planning and I felt extremely heard by the WCH team. I participated in meetings and saw the advice given by Experience Advisors get implemented within the WCH recovery plan. Knowing that WCH takes the voices of their Experience Advisors seriously is extremely reassuring."

WCH Experience Advisors have contributed valuable recommendations throughout the development of the quality improvement plan, specifically relating to transitions of care, access to care and services, care coordination, and barriers with accessing our patient portal myHealthRecord. The Community Liaison Advisory Committee, co-chaired by two Experience Advisors, informs the Board and the hospital on matters related to strategic planning, patient experience, program development, quality improvement, community needs and space planning. The committee consulted on the draft 2022-23 QIP and provided feedback on how they would like to be engaged in future QIP planning. A number of patient experience and/or engagement activities deployed across and beyond WCH have influenced our improvement priorities, including:

- Priorities to Build Back Better at WCH
- Validated patient experience surveys
- Multiple feedback mechanisms including informal surveys administered at the point care or in association with specific initiatives, focus groups and social media
- Feedback provided to Patient Relations Service and frontline staff
- Analyses of incidents, adverse events and quality performance data
- Patient/community advisors on hospital and program-based committees
- Patients as observers in quality and safety initiatives such as hand hygiene audits
- Patient involvement, patient journey mapping and shared decision making related to access and service design to inform new models of care
- Several quality improvements projects have engaged patients in the design and/or evaluation of important change initiatives (*e.g., referral management, patient portal, integrated care pathway for addictions, trans surgical services, access centre, visitor kiosks*)

Equity-Mobilizing Partnerships in Community (EMPaCT) was launched in 2022 and is housed at WCH. This is a novel approach to patient engagement that centres diverse lived experiences and promotes equity-oriented and inclusive partnerships. As an independent community table, EMPaCT is made up primarily of patients/diverse members of community. Researchers and other decision makers come to this table with their projects to learn how to make their project more inclusive and equitable. This work is a participatory co-design to define, build and grow EMPaCT as an innovative and scalable patient partnership model that promotes bottom-up action for health equity across the system.

Executive Compensation

Executive compensation is linked to the QIP targets and initiatives within that plan. Each executive, including the President and CEO, has pay-at-risk that is tied to achieving QIP goals for 2022-2023. The amount of pay-at-risk for executives is 5% percent of total cash compensation. The payment of pay-at-risk occurs following the fiscal year-end evaluation of results. The amount awarded is based upon the Board of Directors' evaluation of performance against specific thresholds.

The following initiatives are linked to compensation for 2022-23:

- 1. Access to Care – Referrals and Scheduling (2.5%)**
 - a. **Implement centralized referral intake and decentralized appointment scheduling** in pilot clinical area with the aim to improve time to acknowledge referrals (time referral received to time referral is acknowledged with an anticipated wait time or an appointment date and time). 80% of referrals acknowledged within 14 days (baseline and target data pending).

- 2. Equity Education (2.5%)**
 - a. **Implement anti-Black racism (ABR) organizational learning plan** with 80% WCH leadership and staff completing an ABR learning module.

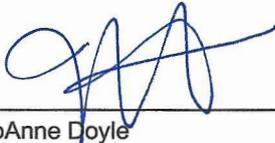
The Executives listed below will have a total of 5% of pay linked to the indicators listed above.

- President and CEO
- Vice President and Lead Medical Executive
- Vice President, Business, Technology and Corporate Information Officer
- Vice President, Finance, Partnerships and Corporate Financial Officer
- Vice President, Academics
- Vice President, Strategy, Quality, Risk and Corporate Privacy Officer
- Vice President People, Culture, and Equity & Corporate Human Resources Officer
- Vice President, Clinical Programs & Corporate Nurse & Professional Practice Executive
- Chair, Medical Advisory Committee

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 for 2022-23.



JoAnne Doyle
Chair, WCH Board of Directors



Leslie Woo
Chair, WCH Board Quality, Academic & Equity Committee



Heather McPherson
President & CEO



Jack Woodman
Vice President, Strategy, Quality, Risk & Privacy