

Let's Make Healthy  
Change Happen.



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



Quinte Health

Creating healthier  
communities. **Together.**

2/15/2023

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.

[ontario.ca/excellentcare](http://ontario.ca/excellentcare)

## Overview

Quinte Health is a family of four hospitals – Belleville General Hospital, North Hastings Hospital, Prince Edward County Memorial Hospital and Trenton Memorial Hospital – that are working to “Create Healthier Communities. Together”. The team of 2,600 staff and physicians provide care through four emergency departments, operating rooms at three hospitals, a rehabilitation day hospital, ambulatory care clinics, and a range of diagnostic services. There are more than 335 inpatient beds for acute medical patients, intensive care, obstetrics, paediatrics, mental health, complex continuing care, rehabilitation, and surgery. In addition, Quinte Health is proud to operate the Quinte Children’s Treatment Centre, community mental health programs, and to be a member of the Hastings Prince Edward Ontario Health Team.

2023 marks an exciting time at Quinte Health hospitals with the implementation of a new five-year strategy, co-created with our teams, our patients and their loved ones, our partners and our community. Our strategy was created to provide hope and direction to create a brighter future. It provides a solid foundation to impact every patient experience and shape each decision we make at Quinte Health over the next five years. It is dynamic enough to allow for adaptation as we learn and as the world around us evolves, and can be easily adopted at every level of our organization, enabling individuals, programs, teams, and leaders to have the power to advance.

Our vision over the next five years is to foster healthier, more connected people and communities. We will achieve this by working even more closely between our teams, hospitals and partners to provide care as close to home as possible and to help build a stronger health care system for the future. The pandemic has reinforced the value of teamwork and collaboration, and that we are indeed stronger together. Many of the challenges facing hospitals today can only be solved in true partnership.

Our aspirations of Care, Connection, Compassion and Our People, describe how we work and will guide us in achieving our vision. Quinte Health fosters healthier, more connected people and communities – builds off the purpose to describe what we are trying to achieve through this five-year strategy. Our four reimagined values – Imagine it’s you, Value everyone, We all make a difference, and Stronger together - will guide us in our interactions. Our five priorities will focus our efforts. The development of our strategy has truly been a thorough and collaborative effort. We are excited to evolve as a united, forward-thinking and inspiring family of hospitals with the purpose of: Creating healthier communities. Together.

The five priorities outlined in our strategy create clear, measureable areas of focus that will help us advance our vision and are aligned with our current efforts to address the immense patient care and staffing pressures being felt across the health system.

1. Create a high-quality health care experience for all
2. Create a healthy and sustainable workplace
3. Create relationships and partnerships across Quinte Health and its communities
4. Create high impact, integrated digital and information supports
5. Create a culture of patient and caregiver leadership at every level



## Patient/client/resident engagement and partnering

We have put people at the centre of everything we do at Quinte Health, including patients, their families and our team members. The importance of compassion and humanity cannot be overstated. Health care is more than just applying good standards of practice. It's about engaging patients and our communities in decisions that impact them, and being supportive, empathetic and equitable in the care we provide.

We have a responsive and dedicated team of patient experience specialists that expertly navigate over 200 contacts each month, predominantly with patients and care partners providing valuable feedback about their experiences at our hospitals. We strive to listen and learn in all interactions. We celebrate positive feedback by spotlighting the great work of our teams. We investigate complaints thoroughly including implementing action items for improving patient and caregiver experience whenever possible.

Much progress had been made on engaging patients and care partners within our programs before the pandemic. We are thrilled to be working on the revitalization of patient and caregiver engagement. We currently have a few highly engaged patient and caregiver leaders who have formed our core team. This core team will co-design the foundation and lay the path for program growth. The core team is working on building equitable representation of all the communities served by Quinte Health hospitals. In addition, we have peer support and highly engaged partners in our Stroke, Mental Health Outpatient and Oncology programs. Together, we have embraced their involvement in co-design and look forward to the new path ahead.

## Provider experience

Creating a healthy and sustainable workplace is one of our five priorities at Quinte Health. In the current climate of significant Health Human Resources (HHR) challenges, supporting our frontline care providers across our four hospitals requires a multifaceted approach focusing on 1) recruitment, retention and recognition; 2) developing community partnerships to support patient flow and diversion; and 3) exploring innovative models of care to optimize the competencies and experience of our team members while creating a more sustainable work life balance.

### 1) The three R's:

**Recruitment:** Our dynamic Human Resources (HR) and Medical Affairs team is employing a number of creative strategies focused on recruiting staff to Quinte Health in the most competitive environment we have faced. This includes a number of municipal and Foundation partnerships on the physician and NP recruitment front, including in Prince Edward County, Quinte West and in Belleville. We aspire to continue building on these successful partnerships. The team remains focused on recruiting extender roles such as physician assistants and nurse practitioners. The HR team is also working with clinical management on strategies to gradually reduce the use of agency staffing in nursing and diagnostics.

**Retention and Recognition:** In today's highly competitive market, a number of efforts are underway to ensure we keep our team members at Quinte Health. Efforts include a calendar of recognition activities and events to celebrate the work of our teams such as recognizing various professions, raffles and other give away opportunities, and peer recognition opportunities. Our communication activities are founded in storytelling – sharing the good work of our teams including celebrating successes and innovation. We have invested in support for individuals and teams by having a mental health professional in the role of Manager of Wellness and

Team Support, providing in house training on mental health and support, and have continued to engage our EAP provider to ensure team members have a safe outlet when needed.

## **2) Developing Community Partnerships:**

In line with our purpose of “Creating healthier communities. Together”, Quinte Health is building on existing partnerships and proactively seeking new partnerships to help ensure patients receive the right care in the right place. These efforts help to reduce the strain on hospital capacity and, in turn, supports a manageable environment for our teams. Partnerships include initiatives that divert patients from the emergency department, enable patients that no longer need acute hospital care to transition home with support, and revising processes with local home care services to streamline how we work together. We are also working to maximize beds and services at the Transitional Care Unit operated by Quinte Health at Quinte Gardens.

## **3) Exploring innovative models of care:**

Knowing the HHR challenges are a systemic issue, actions are underway to consider ways to continue to meet patient care needs in the current climate. There is significant opportunity for innovation. Quinte Health is implementing extender roles and exploring new models of care. For example, we’ve added personal support workers, physiotherapy assistants and medical laboratory assistants to help our dedicated team of nurses and physicians in the Emergency Departments. A new model of care is currently under development in our Family Medicine and Internal Medicine programs at BGH and TMH using enhanced collaboration and building as much support as possible around our physician team. In the new model, nurse practitioners are the most responsible provider for post-acute patients. We have launched a supportive program for nursing students coming into the workplace and international graduates.

## **Workplace Violence Prevention**

Efforts to prevent violence in the workplace include:

- Streamlined incident review process to include Safety Office follow up on each reported Workplace Violence Incident. Review of major incidents and findings are shared with key stakeholders, including Joint Health and Safety Committee.
- Workplace Violence Committee has been reintroduced, with front line membership being a focus.
- Department-specific Workplace Violence Risk Assessments are underway for all departments at all four Quinte Health hospitals.
- Ensuring the vast majority of team members in higher risk units, such as the ED, have Nonviolent Crisis Intervention (NCI) training by offering the training monthly.
- Ensuring the vast majority of team members on the Behavioural Supports Transition Unit have Gentle Persuasive Approach certification by offering the training quarterly.

## **Patient safety**

At Quinte Health, we strive to provide the best care possible, created with patients and their caregivers, our teams, and communities. We aspire to use innovation, imagination and technology to enable the best possible care possible. That’s why we are embarking on a number of initiatives around patient safety. Over the next 18 months we will work toward the implementation of a new, common regional Hospital Information System with six hospital partners in the southeast region. The project is called “Lumeo”. Our current systems are outdated which can lead to delays, miscommunication and duplication. The systems are currently not connected and



there are multiple areas along the patient journey where information loss and duplication can occur. Having access to information and data through Lumeo will support clinicians with a single repository of the person's health history, treatment plan, treatment outcomes and access to the same clinical pathways, regardless of where care is provided. Lumeo unites care teams under the highest standard of care, making it easier to collaborate and offer timely, quality treatment. All members of a person's care team can access up-to-date health information as soon as it's needed. Information is available from every touchpoint and it follows a clear standard.

We will continue to enhance quality of care through the Quality Improvement Plan and Best Practice Spotlight Organization initiatives. Areas of focus include:

- Medication reconciliation at discharge
- Revitalizing and building on the use of Patient Oriented Discharge Summaries (PODS)
- Pressure injury audits and advanced staff education
- Refresh the Quinte Health quality framework

### **Health equity**

At Quinte Health hospitals, we aspire to value everyone's unique journey and ensure we take a "nothing about us, without us" attitude. This includes being mindful in considering health inequities that can result from social and environmental factors such as income, social status, race, gender, education and physical environment.

Efforts are underway to reinvigorate the Diversity, Equity and Inclusion Committee at Quinte Health. The mandate of the Committee is to hold the Quinte Health community accountable to its vision of care, connection and compassion, being an environment where every person is treated with compassion and kindness, where we value everyone's unique journey, the dignity and uniqueness of every individual is respected, where differences are recognized and affirmed, and where all are made to feel valued.

The work of the DEI Committee is to: raise awareness; provide learning opportunities; celebrate successes and, assist Quinte Health in changing existing policies and practices, or creating new ones. Priorities for the year are focused on raising awareness and include a regular cadence of DEI lunch and learn educational opportunities, the development of a resource and sharing section on the Quinte Health intranet, and policy reviews.

### **Executive Compensation**

A fully developed compensation plan for 2023/24 will be presented to the Quinte Health Board of Directors for final approval in June. Once approved, we will notify HQO of the plan and post an updated plan on the Quinte Health website.

### **Contact Information**

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### **Sign-off**

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

I have reviewed and approved our organization's Quality Improvement Plan

Nancy Evans, Board Chair



Christian Sauvageau, Board Quality Committee Chair



Stacey Daub, President and Chief Executive Officer

Stacey Daub  
Stacey Daub (Mar 31, 2023 16:16 EDT)