

Quality Improvement Plan (QIP)

# Narrative for Health Care Organizations in Ontario

May 2, 2024



Creating healthier communities. Together.



## 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. The Quinte Health family includes the Quinte Children’s Treatment Centre, and the Assertive Community Treatment Team, providing community mental health support.

Quinte Health completed accreditation in December of 2023, and received word in January that we had not only met the fundamental requirements of accreditation—we had collectively surpassed the requirements to attain ‘Accredited with Commendation’ status. This is the second-highest designation through Accreditation Canada’s Qmentum Global accreditation program - a great achievement. Our teams worked incredibly hard to prepare for the on-site survey, reflecting on practice and advancing improvement efforts amidst intense clinical demands, and we couldn’t be prouder of the hard work and dedication that we witnessed leading up to our survey. Our collective goal was to shine a spotlight on our areas of excellence, with an appetite to learn where we can enhance our practices.

The surveyors were thoroughly impressed with many areas, including:

- Our culture of compassion and caring, with our Quinte Health values embedded widely across our teams.
- Our strong governance practices and our new strategy.
- Our dedication to quality and safety.
- The commitment and engagement of our staff, physicians, volunteers, board of directors, HEPPs, and community partners.
- Our strong partnerships with the Hastings Prince Edward Ontario Health Team, Home and Community Care Support Services, as well as our foundations and auxiliaries.
- Our culture of learning, which promotes continuous education and professional development.
- The strong collaboration and teamwork of our interprofessional teams, with patients and their families at the centre of everything we do.

2024 marks an exciting time at Quinte Health hospitals with the continued implementation of our 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 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. We are excited to evolve as a united, forward-thinking, and inspiring family of hospitals with the purpose of: Creating healthier communities. Together.

These priorities will 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. Many of the challenges facing hospitals today can only be solved in true partnership.

The five priorities outlined in our strategy create clear, measurable 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

## ACCESS AND FLOW

At Quinte Health, we aspire to deliver the best Care possible, created with patients and their caregivers, our teams, and communities.

The Quinte Health team is laser focused on building capacity - access to care, and patient flow both within our organization and outside of our walls. These efforts include initiating and/or strengthening alliances with our valued community partners to ensure patients get the care they need, in the right places when possible. We have realized a number of successes over the past year.

Examples include:

Development and Launch of Quinte@Home

Geriatric Emergency Management support in the rural EDs at NHH and PECM

Over the past year, achieved a remarkable 19% year-over-year reduction in our Alternate Level of Care (ALC) rates

Launched CT Services for remote/rural hospital NHH, creating more equitable access to diagnostics, reducing transportation and delays.

We will continue to explore ways to build capacity, particularly in pressure points where we experience delays in flow. For example, implementing process changes to reduce the length of time patients wait in the Emergency Departments for a bed on inpatient units and the length of time our partners may wait to repatriate a patient back to a Quinte Health hospital.

## EQUITY AND INDIGENOUS HEALTH

At Quinte Health, we Value Everyone. No matter who we are interacting with and for what purpose, we strive to see the whole person and we demonstrate inclusion, equity, dignity, and respect.

Achieving equity in Indigenous health requires a comprehensive and collaborative approach that recognizes the unique needs and experiences of Indigenous peoples and actively works to address the injustices of the past and present. By prioritizing equity and inclusion, Quinte Health can play a crucial role in ensuring that all individuals, regardless of their background, have access to quality healthcare services.

Inspired by our value of “Value Everyone”, Quinte Health is on a journey to listen, learn, engage, and take meaningful action. This means providing culturally safe spaces within healthcare facilities, training staff to understand and respect Indigenous cultures and traditions, and offering services that meet the needs of Indigenous patients.

Examples of efforts include:

Senior Leadership Team completing Indigenous Health Equity education.

Supporting and encouraging a strong Diversity Equity and Inclusion Committee.

DEI committee speakers’ series, including extremely well attended Indigenous Traditional Health speaker – and follow up feature article.

Ensuring space and processes to support smudging ceremonies as requested.

Building and/or strengthening partnerships with our

Haudenosaunee neighbours on the Tyendinaga Mohawk Territory including the President of First Nations Technical Institute, Community Health, Home and Community Care, and Kenhtè:ke Midwives.

Promotion and participation in Indigenous Reconciliation Day/Orange Shirt Day – including sharing education and resources internally to promote learning and to respect Indigenous team members.

Board education, and subsequent adoption of land acknowledgement practice, including at the beginning of public meetings, events, announcements and on our website.

Engagement in design and planning of new hospital in Prince Edward County.

In the year ahead, we will continue this journey by furthering education, engagement, and collaboration.

## **PATIENT/CLIENT/RESIDENT EXPERIENCE**

At Quinte Health, compassion, humanity and kindness guide the way we lead, care, partner and support one another. This includes how we support, listen to and engage with our patients and their loved ones. We love our value, “Imagine It’s You”. We show empathy and compassion with every interaction, always treating others as we would want ourselves or our family members to be treated. We ensure everyone feels safe and welcome and take an extra moment to ensure we are treating each patient, family and coworker with humanity and kindness.

Patient Feedback: We are remarkably proud of the work of our Patient Experience Team at Quinte Health. They interact with patients and care partners receiving suggestions, compliments, and

concerns. They are an integral hub connected to all units/departments to create an authentic flow of communication. The thank you messages are oftentimes shared on our news section and social media as part of our recognition efforts. Issues are navigated with care, compassion, and exemplify our commitment to continuously learning and improving.

Healthcare Experience Partners: After pausing our Patient Experience Partners program during the pandemic - a Patient & Caregiver Leadership Program Core Team was formed with five Healthcare Experience Partners. The purpose of the Core Team was to co-develop a formalized program that promotes patients, caregivers and families partnering with our staff in co-design. The Core Team will serve as the program governance and will set the strategic direction of the program’s activities. This work will continue in 2024 as we aspire to create a culture of patient and caregiver leadership at every level.

## PROVIDER EXPERIENCE

At Quinte Health, we have a relentless commitment to Our People and teams to support them to grow, thrive and lead. We aspire to empower teams to improve the work, care, and experience for all. We celebrate and recognize the efforts of our teams. We aspired to ensure a stable and future-focused Quinte Health team, in a culture that prioritizes safety and life-friendly work.

Celebrating Our People – In the past year, we have told over 100 stories about the remarkable work happening each and every day at Quinte Health. Some are shared externally on our website, and on our social media channels, and others in our internal Quinte Health Updates. We have held numerous recognition events and campaigns to thank our teams including small giveaways such as ice cream day, peer-to-peer recognition opportunities such as “Values in Action” week, wellness initiatives, staff BBQs and swag giveaways. The pride in being part of the Quinte Health team is outstanding. For the first time this year - by popular demand - we piloted a “pop up swag store”, resulting in the sale of more than 700 shirts proudly displaying our new brand.

Recruitment – Our recruitment focus is and will remain relentless as we draw like-minded people to our remarkable Quinte Health team. Our recruitment efforts are multi-faceted and collaborative, including working closely with our municipal partners in the communities served by Quinte Health. In total, we hired 461 new hires in 2023. We have seen a 20% increase in social media (LinkedIn particularly) followers and engagement.

## SAFETY

At Quinte Health, the safety of our patients and our teams is integral to everything we do. Examples of safety initiatives include:

Continued creation and review of our Unit-Based Threat and Risk Assessments.

Recent Regional Emergency Management Exercise called Quinte Synergy, which outlined our Hazardous Materials Decontamination Strategy and brought in a standard process for the region. We are continuing to lead the discussion with local first responders on this initiative.

Re-Launch of our TB Testing and surveillance initiative.

Implementation of advanced reporting tool to better inform on local trends and initiatives.

Sharing and reviewing safety incidents and near misses as part of Leadership Committee agenda to ensure transparency, awareness and actions at all levels of the organization.

## POPULATION HEALTH APPROACH

At Quinte Health, we are all about Connection. Together with our full range of community partners, we aspire to build stronger, sustainable communities - working across the health system to provide equitable access to care, as close to home as possible.

Health Pulse: Quinte Health is a proud leader in the development of Health Pulse (Partners United in Local Solutions for Everyone). This collaborative, cross-sector approach within the broader Hastings/Quinte Region is seeking to solve local health care challenges. Health PULSE is comprised of local leaders from the City of Belleville, City of Quinte West, Hastings County, Prince Edward

County, Loyalist College and Quinte Health. The partnership was developed to identify and focus on local health care issues and solutions, to encourage collaboration and resource sharing, and to work together as community leaders.

Health PULSE has conducted a thorough analysis and gained a comprehensive understanding of the current health care climate in the Hastings/Quinte Region and applied an evidence-based approach to understanding the current gaps and future health care requirements. Understanding the demographics and unique needs of the communities we serve is vital to ensure access to the right care, in the right place. Research directly links health outcomes to the Social Determinants of Health (SDOH), which includes employment and working conditions.

The population of Hastings/Quinte Region is 70% more likely to use more health care resources than elsewhere in Ontario, due to poorer SDOH outcomes, and the local population is growing rapidly. To prepare for the increased population and increased demand on services, Health PULSE is focused on partnering to develop innovative solutions for an effective health care system. One built on a foundation of strong communities to service the population's needs, and a system supported by a range of community-based care surrounded by a qualified and extensive workforce.

HPE OHT: Quinte Health is an active member of the Hastings, Prince Edward Ontario Health Team – working with our partners on addressing gaps based on our area's unique needs. For example – one significant area of need is local mental health and addiction (MHA) services and creating an effective referral and intra-

professional approach.

## **EXECUTIVE COMPENSATION**

A fully developed compensation plan for 2024/25 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/DESIGNATED LEAD**

Sarah Corkey  
Director Integrated Quality  
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613-969-7400 ext. 2169

## 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 **April 2, 2024**

*Lisa O'Toole*

Lisa O'Toole (May 7, 2024 15:52 EDT)

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**Lisa O'Toole, Board Chair**

*Nancy Evans*

Nancy Evans (May 7, 2024 15:36 EDT)

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**Nancy Evans, Board Quality Committee Chair**

*Stacey Daub*

Stacey Daub (May 7, 2024 10:20 EDT)

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**Stacey Daub, Chief Executive Officer**

*Matthew Campbell*

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**Matthew Campbell, Other leadership as appropriate**

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