

**Quality Improvement Plan (QIP)**

# **Narrative for Health Care Organizations in Ontario**

June 30, 2020

**St. Joseph's**  
Healthcare  **Hamilton**

## OVERVIEW

Message from the Joint Boards of Governors

St. Joseph's Healthcare Hamilton is guided by the legacy of the Sisters of St. Joseph who have provided us with the framework to continue their work. Their passion for healing, their dedication to all those we serve and their compassion for the poor and marginalized provide the inspiration for our efforts.

Our new strategic plan launched November 2019 and charts our direction for the next five years, enabling us to take bold and innovative steps to lead St. Joe's through the healthcare challenges of today and to build a healthier community for tomorrow.

This is our promise and our challenge to each other and to our patients and community for the next five years: We are Committed to Excellence. Dedicated to Discovery.

We will meet the challenge through four clear directions: Leading. Learning. Building. Caring. Through these directions, we will work with our community to transform patient care, discover life-saving pathways to create a healthier community, embrace and engage our diverse, talented and dedicated workforce and partner with patients to deliver state-of-the-art care with compassion, dignity and respect, every time.

St. Joseph's Healthcare Hamilton is highly focused on providing innovative and integrated care. Some examples include:

- Integrated Comprehensive Care – now a permanent program that

links St. Joseph's Home Care, our region's Home and Community services, the Ministry of Health, and other partners to improve the experience of patients as they transition from hospital to home. It provides patients with a case manager who organizes both their hospital care and their home care and includes a 24/7 phone number to call if they have concerns.

- Renal Program – now a LHIN-wide program that is structured under St. Joseph's Healthcare Hamilton. This program is the largest renal program in the province and the ultimate aim of the renal initiative is to ensure the absolute best patient experience across the entire continuum of kidney care services, from early detection, to dialysis, to kidney transplant.
- Mental Health and Addiction Program - St. Joe's is the regional leader in the provision of psychiatric care and research, innovating programs to help radically reduce the disability and stigma associated with mental illness and addiction. Specifically, St. Joe's is a leader in the areas of early intervention, outreach services, rehabilitation, recovery and integration into the community.

## DESCRIBE YOUR ORGANIZATION'S GREATEST QI ACHIEVEMENT FROM THE PAST YEAR

We are very proud of our achievements from the past year. Many of our efforts were focused on ensuring integration and enhancing the patient and family experience. Our patients have told us through various sources that there was opportunity to improve the discharge planning process as well as the transition from hospital. The success of our work has been facilitated with the use of our Electronic Health Record that launched in December 2018.

A few examples of successful projects include:

- Medication Reconciliation
  - o Complete and correct information to patients and families at discharge is key to a successful transition from hospital.
  - o The journey to successfully complete a Best Possible Medication History (BPMH), and then consistently complete Medication Reconciliation at care transitions and at discharge was started with the foundation we built into our paper charting system. Then, the electronic health record allowed for additional standardization and measurement.
  - o As of January 2020, over 92% of our patients receive a Best Possible Discharge Plan prior to discharge, this includes a BPMH and Medication Reconciliation
- Care Transitions
  - o Our patients only spend a short time with us during their acute episode, therefore timely information to primary care providers is vital to a successful transition
  - o As of January 2020, our patient's community care providers receive a completed discharge summary within 48 hours 85% of the time
  - o In line with the Patient Oriented Discharge Summary (PODS), we recognize the need for patients and families to receive timely information about their care as well as information related to their immediate discharge. At St. Joe's this information is called the After Visit Summary
  - ? As of January 2020, over 90% of our patients receive an After Visit Summary upon discharge

## COLLABORATION AND INTEGRATION

The Hamilton Health Team (HHT) of which St. Joseph's Healthcare Hamilton is a member, was selected in the first round of Ontario Health Teams to proceed to development. In the Self-Assessment,

the HHT is committed to redesigning care to ensure integration across providers and sectors for Older Adults with Multiple Chronic Conditions (MCC) and Individuals with Mental Health and Addictions (MHA) concerns.

- Over the last 10 years, Hamilton has had a 23% increase in older adults and by 2041, we will have more seniors than children and youth. Aging is often associated with an increase in chronic conditions and functional limitations which may lead to increased health care utilization, sub-optimal health outcomes, and poor patient experiences. Integration of both health and social services is required to reactively and pro-actively support this population.
- MHA is also a significant local health burden in our community. Mental illness accounts for 21% of the disability-adjusted life years in Hamilton. Suicide is a leading cause of death for those under 45. Opioid-related deaths tripled from 2005 to 2017. Strengthened and integrated health and social services for this population is also essential with significant increases in prevalence and mortality over the last few years.
- We are working with our community to provide enhanced support with an ultimate goal of seeing fewer visits to the Emergency Department for patients with Mental Health and Substance use concerns. We are working with Emergency Medical Services to ensure patients are taken to appropriate locations for the services they require and in some cases that includes space at our withdrawal management service. We have also partnered with The Good Shepherd, Healthlinks and Shelter Health Services..

## PATIENT/CLIENT/RESIDENT PARTNERING AND

## RELATIONS

We are committed to involving patients and families in the care that we provide as well as program development and decision-making. St. Joe's was among many hospitals throughout Canada that removed specific visiting hours throughout the organization as we encourage and promote the concept of patients and families as partners in care. Our current focus is to enhance partnerships with patients, families, staff, and physicians through the concept of co-design. Aligned with our strategic plan, this work will ensure we provide care with compassion, dignity and respect every time.

St. Joe's has developed a strong Patient and Family Advisory community with over 50 Patient and Family Advisors that receive orientation and on-going education and networking opportunities. These Advisors are involved in numerous roles and activities from the Quality Committee of the Board to front-line improvement activities.

In addition to the Corporate Patient and Family Advisory Council which has been in existence since 2011, the Mental Health and Addictions program has a long-standing and active Family Advisory Council, Peer Support Council, as well as a Youth Council, and the Kidney Urinary Program also has an advisory council. Each of these councils have a membership that is made up of a majority of Patient and Family Advisors.

All program quality councils have at least one Patient Advisor, and there are a number of other committees that also have Patient Advisors as members including Hand Hygiene, Wayfinding, Advanced Care Planning, and Falls to name a few.

Feedback received from many avenues was incorporated into the creation of this Quality Improvement Plan. These avenues include direct feedback from Patient and Family Advisors, feedback from our complaints and compliments process, as well as patient satisfaction surveys. In addition, many of the improvement projects involve Advisors; either directly on working groups or through program Quality Councils.

## WORKPLACE VIOLENCE PREVENTION

Employees, physicians, learners and volunteers have the right to do their jobs in a safe environment, free of violence. St. Joseph's Healthcare Hamilton (SJHH) is committed to ensuring a work environment that is safe, healthy, secure and respectful for all. Preventing and mitigating workplace violence at SJHH requires a multi-faceted approach. SJHH is committed to the implementation of measures and procedures to prevent, control and minimize the risk of workplace violence. Effective leadership and accountability are critical in any workplace safety program — including violence prevention. Leadership's commitment to preventing workplace violence provides the necessary resources and clarity for employees, physicians, learners and volunteers and management to successfully implement a workplace violence prevention program and make it a priority to continually improve. Prevention and early intervention strategies are cornerstone to decrease the likelihood that a behaviour will lead to aggression and/or violence.

The Executive Committee on Prevention of Violence in the Workplace leads and align the needs assessment, prioritization, strategy development, decision making and communication surrounding issues related to violence in the workplace in order to ensure employee, physician, learner and volunteer safety for all St. Joseph's Healthcare Hamilton campuses and programs.

## VIRTUAL CARE

In June 2018, St. Joe's launched MyDovetale, a secure online patient portal that encourages patients to play a more active role in their care by staying informed and provides more opportunities for self-management. Within MyDovetale, patients have access to review

their medication lists, allergies, medical history, lab test results and diagnostic imaging reports. They have the ability to electronically request or cancel appointments, securely message their care team and complete questionnaires in between visits that file back into their Dovetale chart. The portal also helps clinicians better connect with a patient's story, and their family. In January 2019, St. Joe's added video conferencing functionality to MyDovetale, which allows providers to schedule and launch a video conference with a patient from within Dovetale. All clinical documentation remains within the patient's chart, further supporting one integrated patient record. The implementation of MyDovetale and video visits has enhanced the patient-provider relationship in participating programs, empowers patients, supports care between visits and, most significantly, result in better patient outcomes.

Ontario Telemedicine Network (OTN) defines Virtual Care to "include virtual visits that allow patients to interact with their healthcare providers using telephone, video or [secure] electronic messaging; websites and apps that provide patients with easy access to their health records; innovative programs and apps that help patients manage their condition from their homes; and tools that allow patients to book appointments online and connect with the care they need." St. Joe's is consistently exceeding the lower limit provincial target (2%) and is close to achieving the upper target (5%). St. Joe's plans to expand the Partner Video Project all ambulatory clinics between 2020 – 2021.

## EXECUTIVE COMPENSATION

Executive Compensation in 2020/21 will be linked to the achievement of three priorities:

1. Ensuring that patients at risk of suicide have a “complete” safety plan – meeting all three established criteria.
2. Increasing the percent of discharge summaries sent from hospital to community care provider within 48 hours of discharge.
3. Implementation of communication boards in the special care nursery.

For SJHH pay at risk is assigned to the following executives:

- President
- Vice President Education
- Vice President Clinical Programs
- Executive Vice President Clinical Operations & Chief Nursing Executive
- Vice President Mental Health and Addictions
- Vice President, People, Culture and Diversity
- Vice President & Chief Financial Officer
- Vice President & Chief Information Officer

## 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 \_\_\_\_\_

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Board Chair

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Board Quality Committee Chair

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Chief Executive Officer

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Other leadership as appropriate

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