

Excellent Care  
For All.



2013/14

# Quality Improvement Plan for Ontario Hospitals

(Short Form)

St. Joseph's  
Healthcare  Hamilton

April 1, 2013

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

# Overview of Our Organization's Quality Improvement Plan

## Overview of our quality improvement plan for 2011-12

St. Joseph's Healthcare Hamilton is committed to bringing you a model of care that is **Safe, Effective Accessible and Kind (SEAK)**. As always we continue our mission to serve those most at need in our community, and we understand the importance of dignity and respect for all of our patients without exception. We believe that involving patients as advisors and partners in quality improvement helps us to stay grounded in your needs and experiences.

We also play an important role as an academic health science centre providing highly specialized regional services such as organ transplantation and cancer care. Our teaching and research brings you more effective treatment options with less invasive procedures. Our goal is to get you back to your busy lives sooner and with less discomfort. As the regional provider of mental health services we strongly believe that mental illness must cease to be a source of shame and that mental health services should be integrated with medicine and surgery so that we can deliver more effective care.

## What we will be focusing on and how these objectives will be achieved

In this year's report we will focus on four areas of improvement:

St. Joseph's Healthcare Hamilton	SEAK
1. Improve the recognition and treatment of Sepsis, a deadly form of infection	<u>SAFE</u> / EFFECTIVE / ACCESSIBLE / KIND
2. Improve hand hygiene compliance to 95% in 10 lead (beacon) units, to help us reduce infections	<u>SAFE</u> / EFFECTIVE / ACCESSIBLE / KIND
3. Reduce the number of seclusions in Mental Health with early interventions	<u>SAFE</u> / EFFECTIVE / ACCESSIBLE / <u>KIND</u>
4. Develop Team-based action plans to improve quality and patient care by boosting staff/physician frontline engagement in driving improvements	<u>SAFE</u> / <u>EFFECTIVE</u> / <u>ACCESSIBLE</u> / <u>KIND</u>

### 1. Improve the recognition and treatment of Sepsis

Sepsis is a deadly form of infection that is challenging to identify and requires a swift and intensive intervention to protect the patient. We will improve the recognition and treatment of Sepsis by implementing a treatment protocol in our Emergency Department that will, in its first year, complete a best practice fluid infusion and commence IV antibiotics within one hour of diagnosis in 75% of cases.

### 2. Improve hand hygiene compliance to 95% in 10 lead units

Hand hygiene is a very important part of our strategy to reduce infections. We have already achieved a high level of hand hygiene close to 90%. Best practice research evidence tells us that incremental improvements at this high level are very challenging, especially in an environment with frequent 'new players' such as learners and students. We will use a model highlighted by the Institute for Health Improvement (IHI) and identify 10 'beacon units' that will achieve a very high rate of hand hygiene greater than 95%. These beacon units will be role models to help us drive up the rate of hand hygiene in all units next year.

### 3. Reduce the number of Seclusions in Mental Health

Placing a patient or client in a seclusion room is an intervention designed to protect the patient from harming themselves or others, when the symptoms of their illness become severe leading to agitation. Seclusion ensures safety, but is an isolating experience for the patient/client that can lead to a loss of their sense of dignity and respect. Some seclusions can be prevented if a change in symptoms is identified and treated earlier. At St. Joseph's Healthcare Hamilton we have reduced the number of seclusions by 25% since 2011. This year our goal is to reduce the number of seclusions by 10 percent from 149 per quarter to 132. We also plan to reduce the time spent in seclusion by 10% from 3971 hours to 3,574 hours.

### 4. Develop Team-based action plans to improve quality and patient care by boosting staff/physician engagement

Staff engagement shifts decision making and problem solving to the bedside, improving the quality and safety of clinical care. Building on the results of our staff and physicians engagement survey completed in 2012, we will put in place staff and physician engagement plans. By the end of Q2 2013-14 95% of leaders in our key programs will have developed and submitted staff engagement plans.

## How the plan aligns with other planning processes

We will continue to work with our health care, academic, business, government and philanthropic partners to align the services, education, and research activities across our region with our goal of improving patient safety and quality. Current plans include, but are not limited to:

- Our new strategic plan called '**Mapping Our Future**' is focused on the goal of improving quality and patient safety which we define as care that is Safe, Effective, Accessible and Kind (SEAK) and will be driven by:
  - **Breaking Down Barriers** to provide new more integrated models of care that make patient journeys simpler, safer, more convenient, and above all, with better clinical outcomes.
  - **Engaging Staff, Physicians, Patients and Families** in the process of quality improvement
  - **Changing How We Work** to remove waste to help make Ontario health care a sustainable public publicly funded system
  - **Research and Education** to achieve the highest standards in clinical outcomes through innovation, inquiry and the education of new generations of highly skilled health care professionals

Mapping Our Future is a plan shared by three organizations: St. Joseph's Healthcare Hamilton, St. Joseph's Home Care and St. Joseph's Villa. Working together we are integrating the care we provide and building on the Mission of our founders, the Sisters of St. Joseph of Hamilton, to treat our patients, clients, residents, customers and their families with dignity and respect.

- The Health Integration Network (LHIN) Clinical Integration Plan and Senior Friendly Service Planning
- The redevelopment of our regional mental health hospital campus at West 5<sup>th</sup> and Fennel to provide state of the art care and meet the future needs of our community. This new campus will help us to champion the integration of medical and mental health services.

Other examples include: Strategic Planning for Cancer Services with Cancer Care Ontario, accreditation with Accreditation Canada, Clinical Service Planning with Hamilton Health Sciences and other regional partners, and academic planning for learners and research with our partners at McMaster University and Mohawk College.

## Integration and continuity of care

We are working closely with our regional partners to improve the continuum of care for patients. Two key areas are:

- **The LHIN Clinical Integration Plan** – a long term plan that will integrate services across our region to provide higher quality, better coordination and integration, and lower cost.
- **Integrated Comprehensive Care** - a pilot project with St. Joseph’s Home Care, our local Community Care Access Centre (CCAC), the Ministry of Health, and other partners, to improve the experience of patients as they transition from hospital to home. This project has been very successful. 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. Preliminary results show very high patient satisfaction, improved clinical outcomes, fewer readmissions to hospitals, fewer Emergency Department visits, shorter hospital stays, and lower costs.

## Health System Funding reform (HSFR):

St. Joseph’s Healthcare Hamilton is playing a leading role in the development of quality based procedures in Nephrology and through the pioneering work of the Integrated Comprehensive Care Program (see above). Our goal is to build our processes of care around the journey taken by the patient, working closely with partner agencies and our Local Health Integration Network (LHIN) to make those patient journeys simpler, safer, more convenient, and above all, with better clinical outcomes.

To increase our capacity to integrate our services around patient journeys we are working closely with two of our partner agencies – St. Joseph’s Home Care and St. Joseph’s Villa Dundas. Working together we have combined our three boards into a single committee and developed a single joint strategic plan (see Mapping Our Future). Our goal is that patients, clients and residents will no longer feel that they are moved from one health care provider to another, but rather that they are staying with a single team as their care needs change.

## Challenges and risks

As we implement our plan we will face some significant challenges. These challenges include:

- An increasing prevalence of ‘superbugs’ in our community, such as MRSA, VRE and C-difficile.
- An increasing demand for emergency services and a corresponding need for medical beds.
- Limited funding to address the high level of inflation in health care and the increasing needs of our community.

To mitigate these challenges we will continue to work with our health care and academic partners to improve our models of care and contribute to greater integration of services. We will continue our long tradition of financial stewardship and the prudent use of taxpayer and philanthropic dollars.

## Link to performance-based compensation

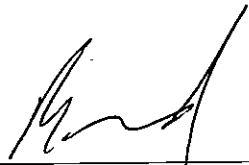
The President's salary will be reduced by 10% and the salaries of the executives (listed below) will be reduced by 5%:

- the Vice President, Clinical Programs and Chief Nursing Executive
- the Vice President, Medical and Academic Affairs, and Chair of the Medical Advisory Committee
- the Vice President, Quality and Strategic Planning
- the Vice President, Business Programs and Chief Financial Officer
- the Vice President Research
- the Integrated Vice President for Diagnostic Imaging and Laboratory Services
- the Vice President, Mental Health and Addiction Services

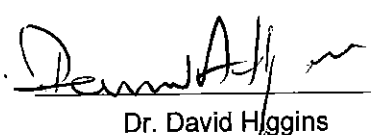
The salary reduction may be earned back and this is linked to performance targets associated with the following indicators.

## Accountability Sign-off

I have reviewed and approved our organization's Quality Improvement Plan and attest that our organization fulfills the requirements of the *Excellent Care for All Act*.



Ben Gould  
Board Chair



Moira Taylor  
Quality Committee Chair

Dr. David Higgins  
President

## Our Improvement Targets and Initiatives

Please complete the *Improvement Targets and Initiatives spreadsheet* (Excel file). Please remember to include the spreadsheet (Excel file) as part of the QIP Short Form package for submission to HQO ([QIP@HQOntario.ca](mailto:QIP@HQOntario.ca)), and to include a link to this material on your hospital's website.

[Please see the [2013/14 QIP Guidance Document for Ontario Hospitals](#) for more information on completing this section.]