

Let's Make Healthy
Change Happen.



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

HOSPITAL QIP 2022/23



April 1, 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

MICs Group of Health Services is made up of three partners: Anson General Hospital, Bingham Memorial Hospital and Lady Minto Hospital.

Bingham Memorial Hospital is a 17-bed facility located in the community of Black River-Matheson with an associated 20-bed long-term care facility (Rosedale Centre) attached to the hospital.

This facility provides core services such as acute and complex continuing care, hospice, emergency services and outpatient services (i.e. lab, diagnostic imaging, physiotherapy, clinical nutrition, respiratory therapy). This facility also provides other important programs like our diabetes program, visiting specialist clinics and Ontario Telemedicine Network.

The MICs Group of Health Services plans to update its strategic plan in the fall of 2023. Our Organization's Mission is "Partnering to deliver excellent health care for our communities" and our vision is "Quality care for everyone always!" The core Value of the organization is reflected in the following: "*Planning for a Better Tomorrow*".

The quality improvement plan and selected indicators are aligned with our Hospital Service Accountability Agreement, our Community Partners' Strategic Plans, Accreditation Canada and the MICs Group of Health Services Strategic Plan. Efficient, Patient-Centered, Safety and Timely are key priorities in all of the aforementioned plans prompting the organization to put strategies in place to make improvements in these areas of focus.

Our quality improvement plan demonstrates that Bingham Memorial Hospital and the MICs Group of Health Services are committed to delivering high quality services and focusing on creating positive patient experiences.

By March 31, 2023, the Bingham Memorial Hospital is committed to:

Timely:

- Improve care transitions for patients by sharing the discharge summaries with their primary care providers

Person Experience:

- Improve the patient experience in the in-patient department by providing information about managing their health after discharge

Effective:

- Prevent adverse medication events by endeavoring to complete medication reconciliation on all discharged patients

Safety:

- Support the culture of reporting incidents of workplace violence by having a discussion during our Leadership Walkrounds

Reflections since our last Quality Improvement Plan submission

The demands and management of the COVID-19 pandemic along with the pause in the Quality Improvement Plan program have significantly affected our ability to carry out our quality improvement initiatives. Despite this challenge, we have been successful in achieving most targets for the 2021/21 fiscal year.

Progress on this year's Quality Improvement Plans:

	AGH	BMH	LMH
Alternate Level of Care days	Met	Met	Met
Improve patient experience in the In-Patient Unit	Unmet	Unmet	Unmet
Workplace Violence discussion in Leadership Walkrounds	Met	Met	Met
Hand Hygiene BEFORE patient contact	Met	Met	Met
Hand Hygiene AFTER patient contact	Met	Met	Met

Patient/client/resident partnering and relations

The MICs Group of Health Services is committed to a culture of patient engagement. We welcome any suggestions and feedback to support an environment of high performing, patient-centered healthcare at our hospitals.

In partnership with Accreditation Canada, patient experience surveys are distributed upon discharge from the Emergency Department, In-patient and Outpatient area, which provide an opportunity for improvement with anonymous patient feedback.

Patients and their families can also share compliments and concerns at each hospital via the MICs Group of Health Services' website and Patient Relations Process.

Our Patient and Family Advisory Council (PFAC), which meets approximately five times per year, remains strong and very active. We are proud of the contributions they bring to the organization. This year, they have been instrumental in the development of the Patient Oriented Discharge Summary (PODS) and in reviewing a number of our programs/policies as we prepare for our upcoming Accreditation Canada on-site survey. Their participation in meetings is valuable and they bring the patient's voice to the table. We look forward to collaborating with them in future initiatives.

Provider Experience

Healthcare workers have experienced substantially increased challenges during the COVID-19 pandemic. Fatigue and burnout will likely contribute to staff retention challenges due to healthcare providers leaving their workplaces and professions.

Maintaining a healthy workforce and retaining current staff is essential to the continuity of high quality services and organizational growth. The MICs Group of Health Services is committed to fostering workplace characteristics including supportive leadership at the executive and manager levels, continued professional development, effective communication, and collegial relationships among workers and managers.

The MICs Group of Health Services has provided the following supports to our staff:

1. Increased communications – when people are informed of what changes are coming and how things are being addressed, they are better able to cope with the change.
2. Provided clear direction regarding Infection Prevention and Control (IPAC) protocols and Personal Protective Equipment.
3. Fostered relationships with our collective bargaining units.
4. Increased staffing pool in many areas to provide additional supports. This included point of entry screeners, additional housekeeping, Infection Prevention and Control and reception staff.
5. Introduced Agency nurses to support existing staff and allowing them to take much deserved vacation.
6. Provided flexible hours of work and accommodations based on individual needs where applicable, i.e. work from home, various leaves.
7. Increased our Employee Assistance Program (EAP) services by introducing additional provider.
8. Offered virtual Resiliency Training.
9. Offered small tokens of appreciation (chewing gum, face mask).

Executive Compensation

The MICs Group of Health Services is a multi-site health service organization and includes the following three hospitals and respective Long-Term Care facilities:

Matheson: Bingham Memorial Hospital (Rosedale Centre)

Iroquois Falls: Anson General Hospital (South Centennial Manor)

Cochrane: Lady Minto Hospital (Villa Minto)

Total compensation at risk of base salary for the Chief Executive Officer (CEO) will be 5% (3% to the achievement of targets + 2% personal performance).

Total compensation at risk of base salary for the following executives will be 3% (1% to the achievement of targets + 2% personal performance).

- Chief Nursing Officer
- Chief Financial Officer
- Director of Human Resources

Performance Based Compensation - 1% of annual compensation is linked to the achievement of the following targets:

- Increase awareness regarding workplace violence by having focused discussions during Leadership Walkrounds.

Total compensation at risk for the Chief of Staff will be 3% to the achievement of targets.

For our Chief of Staff, the annual amount of 3% per annum will be linked to the achievement of the following target:

- Improving care transitions for patients by sharing discharge summaries with their primary care providers.

Contact Information

For more information, feel free to contact:

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Sign-off

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

Board Chair Robert Dennis (signature)

Board Quality Committee Chair Robert Dennis (signature)

Chief Executive Officer Paul Chatelain (signature)