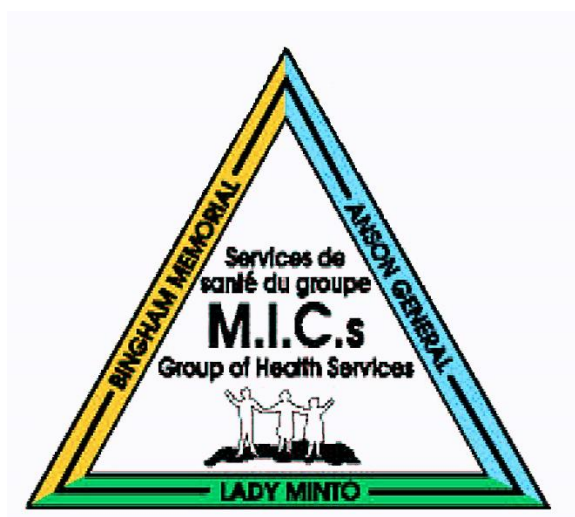


Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

April 1, 2023



Lady Minto Hospital

OVERVIEW

The MICs Group of Health Services (MICs) is a legal partnership consisting of three partners:

Matheson – Bingham Memorial Hospital

Iroquois Falls – Anson General Hospital

Cochrane – Lady Minto Hospital

Lady Minto Hospital is a 33-bed facility located in the community of Cochrane with an associated 37-bed long-term care facility (Villa Minto) attached to the hospital.

This facility provides core services such as acute and complex continuing care, hospice, emergency services and out-patient services (i.e. lab, diagnostic imaging, physiotherapy, clinical nutrition, and respiratory therapy). This facility also provides other important programs such as the MICs Diabetes Program, visiting specialist clinics and the Ontario Telemedicine Network.

The MICs Group of Health Services will update its strategic plan in the spring 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 Lady Minto Hospital and its partners within the MICs Group of Health Services are committed to delivering high-quality services and focusing on creating positive patient experiences.

By March 31, 2024, the Lady Minto Hospital is committed to:

Person Experience:

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

Effective:

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

Safety:

- Ensure Team Members are safe from incidents of workplace violence

PATIENT/CLIENT/RESIDENT ENGAGEMENT AND PARTNERING

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-centred healthcare at our hospitals.

In partnership with Accreditation Canada, patient experience surveys are distributed upon discharge from the Emergency Department, Inpatient and Outpatient areas. This provides 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) 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 discharge phone call questionnaires and in reviewing a number of our programs/policies as we prepared for our Accreditation Canada on-site survey in October of 2022. Their participation in meetings at the Board Quality Committee and the MICs Patient Care Team is exceptionally valuable. They continue to bring the patient's voice into our everyday discussions. 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 employee retention challenges due to healthcare providers leaving their workplaces and professions.

Maintaining a healthy workforce and retaining current Team Members 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 management levels, continued professional development, effective communication, and collegial relationships amongst front-line Team Members and managers.

WORKPLACE VIOLENCE PREVENTION

Team Member safety is equally as important as patient safety at the MICs Group of Health Services. One of our strategic directions is to ensure the safety of patients, residents and Team Members. Our efforts to minimize workplace harassment/violence include but are not limited to:

Orientation:

All new Team Members and students continue to receive a general orientation. New nursing Team Members also receive orientation specific to either Acute or Long-Term Care. The aim of these sessions is to orient new Team Members to routines, environments and policies that will govern their work.

In addition to this, all new Team Members receive a departmental-specific orientation as set out and monitored by their managers.

Non-Violent Crisis Intervention:

Every Team Member of the MICs Group of Health Services receives this training. Ongoing courses are offered.

Gentle Persuasive Approach:

This course continues to be offered in-house by staff train-the-trainer. The intention is for all front-line workers in both Acute and LTC settings to hold this certificate.

RL6:

We monitor workplace harassment/violence through RL6 (risk management software) and these incidents are reported to the most responsible Program/Executive Lead as well as through a tracking system for the Occupational Health and Safety Committee. This comprehensive process includes monitoring, reduction of the incidents and the prevention of future incidents. Although we collect data on workplace violence, a more formal tracking mechanism will be put in place and we plan to collect our baseline data in this area.

Policies:

Policies are regularly reviewed and are available to all Team Members through our intranet (SharePoint).

Code White/Workplace Violence:

We have a Code White policy in place to assist Team Members to recognize and deal with potential workplace violence.

Occupational Health and Safety:

We are compliant in various aspects of general Occupational Health and Safety such as information shared about the Internal Responsibility System, investigating all pertinent incidents and engaging the Team Members in conversation when performing inspections.

PATIENT SAFETY

The pandemic has strained the health care system in unprecedented ways. During each wave, the MICs Group of Health Services faced different challenges but we proudly came together to demonstrate true teamwork and collaboration.

In the past year, the MICs Group of Health Services has continued to champion quality improvement efforts and sought to keep key initiatives moving forward despite the challenges. Below are a few examples:

- Implemented SMART intravenous pumps in all three hospitals
- Participated in several working groups in our Electronic Medical Record (Meditech Expanse) upgrade project
- Introduced five additional medication Automated Dispensing cabinets
- Introduced post-discharge phone calls for discharged patients

A highlight of this past year was the MICs Accreditation survey in October of 2022. Accreditation is a voluntary, independent third-party assessment that measures health care organizations against a set

of standards of excellence. The standards are rooted in quality, patient safety and efficient care delivery. MICs received Accreditation with Commendation for having met 97.3% of the Accreditation standards.

HEALTH EQUITY

The MICs Group of Health Services continues to build partnerships in our community to be able to deliver and meet our diverse population's health care needs. We are working together to reinforce health equity and looking at ways to enhance quality across our organization while maintaining culturally, physically and psychologically safe care.

We are working collaboratively to introduce a Diversity, Equity and Inclusion (DEI) committee in the coming year.

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
- Chief Human Resources Officer

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

- Increasing awareness regarding workplace violence by:
 1. Conducting debriefs as per the Incident Debrief Protocol for every Code White and Code Silver
 2. Development and implementation of the Individual Client Risk Assessment policy

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

The annual amount of 3% per annum will be linked to the achievement of the following target:

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

CONTACT INFORMATION

For more information, feel free to contact:

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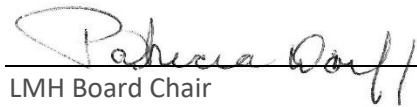
Isabelle Boucher, Chief Nursing Officer

Isabelle.Boucher@micsgroup.com

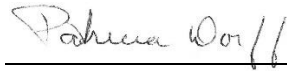
SIGN-OFF

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 March 29, 2023.



LMH Board Chair



LMH Board Quality Committee Chair



Chief Executive Officer and Long-Term Care Administrator