

Quality Improvement Plan (QIP)

# Narrative for Health Care Organizations in Ontario

March 28, 2024



## 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

Anson General Hospital is a 34-bed hospital located in the community of Iroquois Falls that owns and operates a 69-bed long-term care facility (South Centennial Manor) not physically attached to the 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 Center) attached to the 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 organization 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 oncology). This organization 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 has recently updated its Strategic Plan for 2023-2026. 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: “Caring for Today and 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. EDIB (Equity, Diversity, Inclusivity and Belonging), Partnerships, Safety, Seamless Care and Sustainability 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 31st, 2025, the Lady Minto Hospital is committed to:

#### Access and Flow

- Reduce the amount of unnecessary time spent in acute and complex continuing care (Alternate Level of Care throughput ratio)

#### Equity

- Increase knowledge and awareness regarding equity, inclusion, diversity and belonging.

#### Experience:

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

#### Safety:

- Prevent adverse medication events by endeavoring to complete medication reconciliation on all discharged patients.
- Ensure Team Members are safe from incidents of workplace violence.

### ACCESS AND FLOW

Making sure our patients receive quality care in the right place at the right time is critical to supporting positive health outcomes and experiences. The need for careful monitoring of access and transitions in care for our patients stems from increasing demand on services from an aging population; lack of primary care physicians; more people needing care for multiple chronic diseases and greater numbers of patients and clients with complex health needs.

To help us identify our challenges, the MICs Group of Health Services monitors:

- Hospital occupancy rates;
- Emergency department length of stay; and
- Alternate Level of Care (ALC) rates and throughput ratio

## EQUITY AND INDIGENOUS HEALTH

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.

A Diversity, Equity and Inclusion (DEI) committee has been established in the past year. Their focus will be to create awareness and deliver education to our Team Members.

We continue to build relationships with First Nations, Inuit, and Métis organizations and communities. These relationships are founded on respect, accountability and open communication.

Our MICs Group of Health Services indigenous partners include: Ininev Friendship Centre, Sweetgrass Health Centre, Taykwa Tagamou Nation, Apitipi Anicinapek Nation, Attawapiskat First Nation, Fort Albany First Nation, Missanabie Cree First Nation, Chapleau Cree First Nation, Kashechewan Cree First Nation, Moose Cree First Nation, and Weenuk First Nation.

## PATIENT/CLIENT/RESIDENT EXPERIENCE

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, Inpatient and Outpatient areas. This provides an opportunity for improvement with anonymous patient feedback.

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

Members of the Patient and Family Advisory Council continue to meet throughout the year and have been participating in various initiatives/projects. Over the past year, they have reviewed the Quality Improvement Plans, questions for post discharge phone calls, signage project, and Patient Story templates. We have had a PFAC member join our Quality Committee of the Board as well as the Nursing Practice Advisory Council (NPAC). Their contributions provide patient perspectives and advice on strategic health policy priorities, and truly have an impact on the care and health care experience of our patients.

## PROVIDER EXPERIENCE

Healthcare workers continue to experience increased challenges. 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.

## SAFETY

During the past year, the MICs Group of Health Services continued to experience challenges with a shortage of Health Human Resources. However, through their perseverance, commitment and flexibility, our Team Members were able to maintain and deliver safe and compassionate care to our patients.

Below are a few examples:

- Expansion of Non Urgent Patient Transportation services to include weekend coverage
- Introduction of a Patient Attendant Program
- Introduction of on-site security by third party agency (on demand service)
- Re-introduction of the Clinical Educator role to support educational needs
- Investment in dedicated resources to ensure a successful implementation of our electronic medical record (Meditech Expanse) upgrade

## POPULATION HEALTH APPROACH

In August of 2023, the MICs Group of Health Services became a proud partner of the (ÉSO) Équipe de Santé Ontario Cochrane district Ontario Health Team (OHT).

Our top 3 priority populations include:

1. Older adults at risk of or experiencing frailty (ALC/palliative)
2. Mental health and addictions
3. Individuals without primary care providers

With these priority populations in mind, our goal will be to develop a collaborative plan to:

- Implement an improvement that enhances care planning delivery and outcomes
- Implement an improvement in care transition experiences
- Assess and understand available regional best practice models for patient navigation supports, aligned to provincial guidance
- Implement an improvement for self-management supports

## 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
- Director of Operations

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

- Increasing awareness regarding workplace violence by:
  1. Increase knowledge and awareness regarding equity, inclusion, diversity and belonging including anti-racism
  2. Development and implementation of the Personal Alarm 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 endeavoring to complete medication reconciliation on all discharged patients

## CONTACT INFORMATION/DESIGNATED LEAD

For more information, feel free to contact:

Paul Chatelain, CEO

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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 28, 2024**

*Patricia Dorff*

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**Pat Dorff**, Board Chair

*Patricia Dorff*

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**Pat Dorff**, Board Quality Committee Chair

*Paul Chatelain*

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**Paul Chatelain**, Chief Executive Officer

*Isabelle Boucher*

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**Isabelle Boucher**, Other leadership as appropriate

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