

# Quality Improvement Planning Template: Narrative



03/05/2020

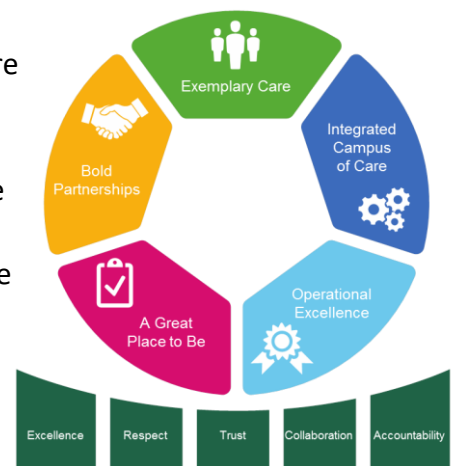
## Overview

West Park Healthcare Centre (West Park) is a leading hospital in rehabilitation and complex continuing care that has been helping patients facing life-changing health challenges to reclaim their lives and realize their potential since 1904.

West Park has created a campus of care where patients and their families are supported in responding to adversity and adapting to new circumstances. The collaborative, restorative care at West Park is empowered by advanced technology and research and gives patients and their families the skills, knowledge and confidence to lead productive, independent lives.

West Park's Quality Improvement Plan 2020-21 and the indicators identified within, align with our strategic priorities of:

- **Exemplary Care:** Deliver high quality patient and family centered care
- **Integrated Campus of Care:** Build an integrated campus of care to improve access to local, regional and specialized services
- **Operational Excellence:** Emphasize operational excellence to ensure organizational sustainability
- **A Great Place to be:** Build on our culture to create a healthy and safe environment where people want to be
- **Bold Partnerships:** Work hand-in-hand with our partners to simplify the patient and family journey



As reflected within these priorities, West Park is committed to achieving excellence in patient care, service delivery and work life through ongoing quality improvement. Quality improvement is a shared accountability across West Park for patients and families, students, employees, physicians and volunteers. As such, individuals at all levels of the organization have been engaged in the development of the Quality Improvement Plan. Patients and families have provided their perspective on the 2020-21 Quality Improvement Plan, through the development of change ideas within the workplan, the patient relations process, and other mechanisms such as a Quality Improvement Task Force comprised of representative voices from current and past patients and their families.

West Park continuously strives towards improvement for the priorities identified within its Quality Improvement Plan. We recognize that shared accountability of quality improvement will facilitate the achievement of the established targets our vision of 'exemplary care inspired by innovation and exceptional performance'.

For 2020-21, West Park Healthcare Centre has identified the following seven areas of focus:

- Workplace violence
- Virtual care
- Documented assessment of palliative care needs for patients with progressive, life-limiting illness

- High priority unmet standards from previous Accreditation Canada survey
- New stage 3 or 4 pressure injuries in Complex Continuing Care (CCC)
- Discharge information provided to rehab patients
- Integration indicator defined among OHT partners

These priorities exemplify our commitment to our staff, patients, families and community as we continually raise the bar on quality, staff and patient safety.

### **Describe your organization's greatest quality improvement achievement**

Our achievements over previous Quality Improvement Plans have demonstrated on-going and incremental improvements year over year. These results emphasize West Park's commitment to quality improvement and our vision to provide exemplary care inspired by innovation and exceptional performance. This year is no exception as West Park has had a number of quality improvement, staff and patient safety achievements. Examples include:

#### ***Best Practice Spotlight Organization (BPSO):***

West Park was an early adopter and the first rehabilitation and CCC hospital to be designated a BPSO by the Registered Nurses' Association of Ontario in 2006. During this time, twenty-five Best Practice Guidelines (BPG) have been implemented and evaluated to date and most recently, two clinical BPGs of suicide prevention and falls prevention. West Park strives to embed these best practices into all aspects of clinical activity. This approach has been integral to our contributions to the development of the North West Toronto Ontario Health Team clinical pathway. By invitation, In addition, West Park presented its BPSO accomplishments at the International Council of Nurses conference in Singapore in June 2019. West Park is particularly proud of its BPSO work and this internationally recognized designation.

#### ***Ontario Telemedicine Network (OTN) Use in Long-Term Ventilation Strategy and spread to other clinical services:***

Since 2013, West Park and OTN have partnered to allow long-term ventilated patients in the community to be followed by their West Park care team via OTN. Regularly scheduled and *ad-hoc* virtual visits with the patient, caregivers, home and community care team and West Park provide an opportunity for in-home follow-up which has led to a reduction in emergency room visits for these patients.

The Long-Term Ventilation Strategy has expanded its use of OTN include to ICU patient pre-assessment for both our CAVC and THV programs. This change in process has resulted in:

- decreased costs of pre-assessments (no travel requirement with team)
- decreased length of stay in ICU (accelerated admission to WPHC)

Initially a pilot program, the use of the OTN service has expanded to patients discharged from the Transitional Home Ventilation program. More recently, the use of the OTN service has been broadened to include inter professional consultations between West Park's Geriatric services, patients with complex health needs and their primary care provider to coordinate care planning and derive new solutions for addressing the patient's chronic conditions via the Telemedicine IMPACT Plus (TIP) platform. Together, these

initiatives and the spreading of OTN use and other virtual care strategies allowed West Park to achieve the 10% improvement goal on the 2019-20 Quality Improvement Plan.

### **Patient partnering and engagement**

Person-centred care is integral to West Park interactions with patients and families. We are committed to incorporating the patient and family perspective in everything that we do. In partnership, Patient Family Advisors (PFAs) and staff, collaborate on a regular basis to improve the patient experience. Staff and PFAs work together on numerous initiatives from the work of the palliative care committee to staff recognition 'Applause' program to belonging to our Qmentors Accreditation Ready Every Day team to co-designing West Park's new hospital.

As mentioned, the voice of the patient and family is strong and present in a variety of quality improvement initiatives. One such example is the patient experience in complex continuing care working group for the 2019-20 Quality Improvement Plan. Not only were two family representatives active in the development of the change ideas but also at monthly meetings throughout the year ensuring that focus and execution remains on key issues such as regular reviews of patients' care goals and needs.

For the development of the 2020-21 Quality Improvement Plan, the Patient Family Advisory Council and all unit forums have provided their perspective and feedback through focus groups and discussions. Obtaining this feedback provides a robust mechanism to ensure that the patient and families are partners in the delivery of care. In addition, a QI Task Force has been formed with representation from past and present patients and their families. The focus of this group was to contribute to change ideas ensuring that the efforts and the direction of the QIP initiatives are clear and effective.

This ongoing partnership is an important one to improve the persons experience, by allowing patients and families to feel heard and providing them with a sense of satisfaction as their voices are recognized as being impactful. These information have been embedded in the 2020-21 change ideas and action plan to foster a positive person experience.

### **Workplace violence prevention**

The prevention of workplace violence is a strategic priority. One of West Park's strategic priorities is being 'a great place to be'. Hence, one of the human resources strategic priorities is to build a healthy workplace culture. On an annual basis, the Board of Directors receives a report outlining the status of health and safety initiatives while workplace violence events are reported on as a separate indicator as part of the 2019-20 Quality Improvement Plan.

West Park has implemented several tactics to raise awareness and reporting requirements for workplace violence. The tactics implemented to date have encouraged staff reporting of events irrespective of injuries.

- All staff are required to complete a mandatory e-learning module and complete a quiz to assist employees in understanding the hospital's commitment to a safe workplace free of workplace violence.

- The Joint Health and Safety Committee recommended to the senior leadership team that signage posted throughout West Park informing staff, patients, families and visitors of our commitment to zero tolerance of workplace violence.
- An electronic safety event reporting software was implemented in April 2019 resulting in real-time reporting and an effective and efficient tracking system of staff safety events. The real-time reporting assists multiple parties to share information and record actions taken to address concerns more quickly and easily.
- Completion of a workplace violence risk assessment utilizing the PSHSA risk assessment tool. The tool assisted West Park to implement environmental and administrative control measures in the acquired brain injury behavioral services program.

A key learning is the continual need to raise awareness and implement additional measures to maintain an environment free of workplace violence and assist staff to understand the difference between verbal harassment and a threat to cause physical harm. In the coming year, West Park will implement de-escalation education for all staff and implementation of a psychologically safe workplace plan to include the completion of the Canadian Standards for a Psychologically Safe and Healthy Work Environment.

## Collaboration and engagement

Health care in Ontario is undergoing unprecedented change as it aims to modernize and create a sustainable and integrated delivery system. As part of this change, West Park is party to six Ontario Health Teams (OHTs). See the table below which outlines the populations of focus, collaborative quality goals and collaborators for each of the six OHTs.

OHT	Year 1 population	Collaborative quality goals	Collaborators
West Toronto	<ul style="list-style-type: none"> <li>• COPD</li> <li>• Mental Health &amp; Addictions</li> <li>• Frail Seniors</li> </ul>	<ul style="list-style-type: none"> <li>• Reduce ED revisits within 30 days of rapid access to rehab discharge for acute exacerbations of COPD.</li> <li>• Working towards a joint common indicator and change ideas for Frail Seniors and Mental Health and Addiction.</li> </ul>	<ul style="list-style-type: none"> <li>• Unity Health- St Joe’s site, West Park, Stonegate CHC, TC LHIN Home and Community Care, TC LHIN Telehomecare</li> <li>• TBD. Below is the list of the core organizations participating in this OHT: <ul style="list-style-type: none"> <li>○ West Park Healthcare Centre</li> <li>○ St. Joseph’s Health Centre/Unity Health</li> <li>○ Stonegate CHC</li> <li>○ Unity Health</li> <li>○ Four Villages</li> <li>○ Storefront Humber</li> <li>○ Regeneration Community Services</li> <li>○ Reconnect CHC</li> <li>○ Crosstown FHT</li> </ul> </li> </ul>

			<ul style="list-style-type: none"> <li>○ Village Family FHT</li> <li>○ LAMP CHC</li> <li>○ Dorothy Ley Hospice</li> <li>○ Home and Community Care</li> <li>○ West Toronto Primary Care Strategy Team</li> <li>○ Toronto Public Health</li> </ul>
North Western Toronto	<ul style="list-style-type: none"> <li>● COPD/CHF</li> <li>● Mental Health &amp; Additions</li> </ul>	<ul style="list-style-type: none"> <li>● Timely access to primary care</li> <li>● 7 day physician follow-up post discharge</li> <li>● 30- day inpatient readmissions rate</li> <li>● Patient/ resident/ client experience</li> <li>● Percent patients/ clients attached to primary care</li> <li>● Service utilization</li> <li>● Employee engagement</li> <li>● Wait-time to access services, with each provider/ program reporting against different targets</li> <li>● Decrease in ALC days</li> <li>● Information transfer at transitions in care, receiving discharge/ transfer information. Notification within a specified time-period</li> </ul>	<ul style="list-style-type: none"> <li>● Black Creek Community Health Centre</li> <li>● Humber River Family Health Team</li> <li>● Unison Health and Community Services</li> <li>● Humber River Hospital</li> <li>● Runnymede Healthcare Centre</li> <li>● West Park Healthcare Centre</li> <li>● Lumacare</li> <li>● SE Health</li> <li>● Addiction Series for York Region</li> <li>● COTA Health</li> <li>● LOFT Community Services</li> <li>● The Canadian Mental Health Association Toronto Branch</li> <li>● Villa Colombo Home for Aged Inc.</li> </ul>
Brampton-Bramalea-North Etobicoke-Malton-West Woodbridge Area	<ul style="list-style-type: none"> <li>● Individuals attached with an OHT primary care provider</li> <li>● Diabetes</li> </ul>	<ul style="list-style-type: none"> <li>● Timely access to primary care</li> <li>● Avoidable emergency department (ED) visits (ED visit rate for conditions best managed elsewhere)</li> <li>● Rate of hospitalization for ambulatory care sensitive conditions (ACSC)</li> <li>● 7-day physician follow up post-discharge; and</li> <li>● 30-day inpatient readmission rate.</li> </ul>	<ul style="list-style-type: none"> <li>● William Osler Health System;</li> <li>● Central West LHIN;</li> <li>● West Park Healthcare Centre</li> <li>● Central Brampton FHT</li> <li>● Sienna Senior Living</li> <li>● 1to1 Rehab</li> <li>● WellFort Community Health Services</li> <li>● CANES Community Care</li> <li>● Bayshore Healthcare Ltd.</li> <li>● Nurse Next Door</li> <li>● Punjabi Community Health</li> </ul>

			<p>Services</p> <ul style="list-style-type: none"> <li>• WeCare Health Services</li> <li>• Saint Elizabeth Health Care</li> <li>• Etobicoke Services for Seniors</li> <li>• Peel Senior Link</li> <li>• CMHA Peel Dufferin</li> <li>• Right at Home</li> <li>• North Peel Family Health Team</li> <li>• Dorothy Ley Hospice</li> <li>• Heart House Hospice</li> <li>• Brameast Family Health Organization</li> <li>• Queen Square Family Health Team and Family Health Organization</li> <li>• Wise Elephant Family Health Team</li> <li>• Closing the Gap Healthcare Group</li> <li>• Woodbine Family Health Team</li> <li>• Peel Addiction Assessment and Referral Centre</li> </ul>
Mississauga	<ul style="list-style-type: none"> <li>• Primary Care focus</li> <li>• 24/7 care coordination</li> </ul>	<ul style="list-style-type: none"> <li>• Access to Modernized Primary Care</li> <li>• Access to Timely, High Quality Diagnostics</li> <li>• Urgent Access to Specialist Advice (with Virtual Options)</li> </ul>	<ul style="list-style-type: none"> <li>• Credit Valley FHT</li> <li>• Summerville FHT</li> <li>• CarePoint Health</li> <li>• Home Care</li> <li>• Trillium Health Partners</li> <li>• Metamorphosis Network of 45 Agencies</li> </ul>
North York Toronto Health Partners	<ul style="list-style-type: none"> <li>• Mental Health &amp; Addictions</li> <li>• Seniors with Chronic Conditions</li> <li>• Palliative</li> </ul>	Working on developing shared quality improvement plans and initiatives. No specific indicators and targets yet.	
Regional Services Delivery Network for People with Disabilities	<ul style="list-style-type: none"> <li>• Adult with disabilities</li> </ul>	<ul style="list-style-type: none"> <li>• Timely access to primary care</li> </ul>	<ul style="list-style-type: none"> <li>• Access IL</li> <li>• Bellwood's Centers</li> <li>• March of Dimes Canada</li> <li>• North Yorkers</li> <li>• Nabors</li> <li>• Nucleus</li> <li>• PACE Independent Living</li> <li>• Reena</li> </ul>

			<ul style="list-style-type: none"> <li>• Safehaven</li> <li>• Vibrant Healthcare Alliance</li> <li>• UHN – Hillcrest</li> <li>• Balance for Blind Adults</li> <li>• Bob Rumball Centre for Excellence for the Deaf</li> <li>• West Park</li> <li>• Home and Community Care</li> <li>• Vibrant Healthcare Alliance</li> <li>• UHN – Toronto Rehab Institute</li> </ul>
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### Alternate level of care

West Park is committed to ensuring patients are in the right place at the right time. West Park has maintained a low Alternate Level of Care (ALC) rate over several years and continues to work to ensure patients are supported through transitions in care. West Park recognizes that improving patient flow and access is a complex issue that requires systems thinking. Therefore, West Park is undertaking several strategies to maintain a low ALC rate and support good patient flow by enhancing partnerships, linking processes across the continuum of care identifying innovative options for expedited admissions from and promoting early supported discharge when safe and appropriate.

### Virtual care

As the healthcare landscape shifts in Ontario there is an emphasis on facilitating seamless transitions for patients and caregivers. There is a focus on taking a *digital first approach*, in alignment with provincial digital health policies and standards, including the communication and sharing of health information among providers. Virtual care has emerged as an important tool for care provision while also acting as an enabler for collaboration amongst providers.

In recent years, West Park has used virtual care to provide the right care in the right settings. For example, the respiratory rehabilitation team has supported patients on long-term mechanical ventilation by providing care in the community using virtual consults - proactively reducing admission to emergency and intensive care units. Additionally, West Park staff has aimed to use virtual care to improve patient access to West Park's specialty services and expertise. As an example, physicians and clinicians conduct virtual visits with patients to either assess their admission to West Park or support their transitions to the community. Our work with virtual care to date is evidence that the use of digital health can expand the access to services.

West Park is continuing to build virtual care capability at the Centre. This year we explored using virtual care for on-call physician consultations with patients. In partnership with the Ontario Telemedicine Network (OTN), our goal was to use secure videoconferencing to support on-call physicians' in the provision of patient care. Our work on care delivery innovation using virtual care is ongoing in multiple areas with the goal of improving access and quality of care for patients.



## Executive Compensation

West Park holds its executives accountable for the achievement of quality improvement targets. Achieving targets is linked to 5% of base salary within the acceptable performance variance as set out below for our President & Chief Executive Officer, Chief of Staff, Chief Nursing Executive, Vice President, Campus Development & Support Services, Vice President, Programs, Vice President Corporate Services and Chief Financial Officer and 1% of base salary for the Vice President, Strategy, Innovation and Chief Information Officer.

## Contact Information

For further questions or information please contact: [publicrelations@westpark.org](mailto:publicrelations@westpark.org) or Lisa O'Drowsky, Director, Quality, Risk and Patient Safety: [Lisa.ODrowsky@westpark.org](mailto:Lisa.ODrowsky@westpark.org)

## Sign-Off

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

**Board Chair**

**Board Quality Committee Chair**

**President & Chief Executive Officer**

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Charles Rate

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Dee Patterson

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Anne-Marie Malek