

Quality Improvement Planning Template: Narrative



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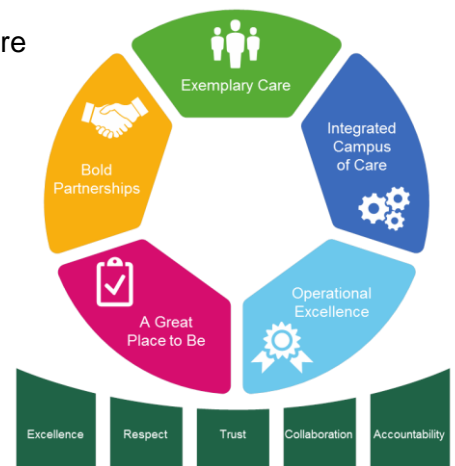
Overview

West Park Healthcare Centre (the Centre) is a national 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.

The Centre has created a nurturing 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 2019-20 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 and work life through ongoing quality improvement. Quality improvement is a shared accountability across the Centre for patients and families, students, employees, physicians, leadership, volunteers and Board members. 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 2019-20 Quality Improvement Plan, through the development of change ideas within the workplan, the patient relations process, and other mechanisms such as patient experience survey feedback.

Over the past few years, West Park has strived to work collaboratively with partners across sectors. In 2019-20, West Park will continue these efforts. The Centre is involved in an Improving & Driving Excellence Across Sectors (IDEAS) initiative to reduce the number of repeat emergency department visits for patients with acute exacerbation of Chronic Obstructive Pulmonary Disease (COPD) by improving the patient experience through the delivery of high quality patient care, enhanced education, support, and self-management in the community. This exciting initiative is an intersectoral collaboration with Unity Health (St. Joseph's Healthcare Centre), West Park Respiratory Rehabilitation program and home and community care in the Toronto Central Local Health Integration Network (TC LHIN).

The Centre continuously strives to work towards improvement for the priorities identified within its Quality Improvement Plan. The shared accountability of quality improvement will facilitate the achievement of the established targets and work towards West Park's vision of 'exemplary care inspired by innovation and exceptional performance'.

For 2019-20, West Park has identified the following six areas for improvement:

- Preventing workplace violence
- Leveraging technology through Ontario Telehealth Network (OTN) consult activities to improve accessibility to West Park's specialized services
- Early identification: documented assessment of needs for palliative care patients
- West Toronto Population-based Integrated COPD Care Pathway
- Enhancing the positive person experience in complex continuing care
- Enhancing the positive person experience in rehabilitation focusing on discharge transitions

These priorities exemplify our commitment to our staff, patients 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 past year is no exception as West Park has had numerous quality improvement, staff and patient safety achievements that the Centre is proud of. A few examples include:

Accreditation with Exemplary Standing by Accreditation Canada: West Park follows the Accreditation Canada's Qmentum program to guide many of its quality improvement initiatives by assessing its services against Accreditation Canada's standards and using the results to make continuous improvements. Accreditation, through the Qmentum program allows for the quality of care and safety practices that we provide to be compared to national standards of excellence.

In June 2018, West Park was awarded Accreditation with Exemplary Standing by Accreditation Canada – their highest ranking and met over 98% of the standards over the eight dimensions.

This success was achieved through the commitment and dedication to quality, patient safety and practice across the entire organization. In preparation for the on-site survey and also, for West Park to be Accreditation Ready – Every day, a core group of 'Qmentors' were assembled. The Qmentors demonstrated the incredible value of front-line leadership and commitment to excellence across the Centre. The Qmentors continue to provide additional expertise to promote and embed best practices and continuous quality improvement throughout the organization – every day!

Reducing workplace violence in Acquired Brain Injury Behavioural Services (ABIBS): Innovative improvement efforts within the Centre's ABIBS unit through the use of artificial intelligence (AI) and machine learning to predict aggressive behaviours in advance of their occurrence. This exciting work is in

conjunction with a technology partner Spxtrm AI Inc. and an exciting example of how we are leveraging technology to provide exemplary care.

Improving Length of Stay Efficiency in patients with stroke: Efficient post-stroke rehabilitation can help to improve patient outcomes and reduce the financial burden placed on the healthcare system. Yet, unnecessarily long lengths of stay in rehab are not in the best interest of the patient. During the 2018-19 fiscal year, streamlining of and improved communication of discharge dates and expectations helped patients to regain their functional independence and return back to the community sooner and more confidently.

Patient/person partnering and relations

West Park continues to emphasize the importance of a person-centred approach to care. One of the varied forums in which to engage patients and families is through the Centre's Patient & Family Advisory Committee (PFAC). This committee provides patients and families an opportunity to propose new ideas and improvements, become involved with planning and decision-making, offer feedback, and have direct access to the Centre's Senior Leadership Team, amongst other activities. In addition, unit forums take place across West Park and are supported by staff. These forums are by and for patients and family members to enhance care and drive improvements. For the development of the 2019-20 Quality Improvement Plan, the Patient Family Advisory Council and all unit forums have provided their perspective and feedback through focus groups and discussions.

At West Park, the patient relations process is also an important driver to understand the person experience. Analyzing trends assists in determining the areas that are working well and opportunities for improvement for the Centre to focus its efforts. Another mechanism that is being used to obtain in-depth feedback is patient experience surveys. The surveys are representative of the rehab and complex continuing care populations. Responses to the survey questions will help to inform change ideas and quality improvement activities.

Obtaining this feedback provides a robust mechanism to ensure that the patient and families are partners in the delivery of care. This partnership has made patients and families feel heard and have provided them with a sense of satisfaction as their voices are recognized as being impactful. These information have been embedded in the 2019-20 change ideas and action plan to foster a positive person experience.

Workplace violence prevention

West Park Healthcare Centre is committed to providing a safe and healthy workplace free from actual, attempted or threatened violence within the workplace or during work-related activities and recognizes the right of staff to freedom from violence.

The Centre is committed to: ensuring a work environment that is safe, healthy, secure and respectful of each person and will take every reasonable precaution and make every effort to prevent staff, patients and visitors from exposure to any form of violent, abusive or aggressive acts or potential violent acts in the workplace; and the implementation of measures and procedures to prevent, control and minimize the risk of workplace violence through its Human Resources strategy, Occupational Health, Safety & Wellness plan as well as, Violence Prevention policies and Program.

The Centre's prevention of workplace violence plan includes training to prevent and address workplace violence, regular review of policies and safety incidents, and workplace violence risk assessments. Additionally, efforts are already underway to enhance support, identify and integrate improvements when incidents occur. The Centre maintains a commitment to the safety and well-being of our staff and ensuring West Park is a Great Place to Be.

Compensation

The Centre 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 Chief Executive Officer, Chief of Staff, Chief Nursing Executive, VP Development, VP Programs, VP Corporate Services and CFO and for our VP Strategy, Innovation and Chief Information Officer.

Contact Information

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