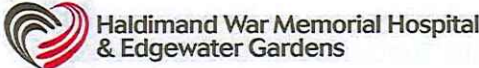


Quality Improvement Plan (QIP)
**Narrative for Health Care
Organizations in Ontario**

March 11, 2024



OVERVIEW

Haldimand War Memorial Hospital (HWMH) provides care in a safe and supportive environment within a vibrant rural community. The 2023/2024 Quality Improvement Plans (QIP) for both HWMH and Edgewater Gardens (EG) Long-Term Care Centre will focus on patient experience and advancing equity, inclusion and diversity. At HWMH and EG we are committed to continuously improving the quality and safety of the care we deliver to our patients and residents while ensuring a safe and supportive environment for our team to thrive in. Over the past year, we have launched our new strategic plan which will be integrated into our annual QIP and the new approach of having two visions for our hospital and long term care partnership. HWMH has a new mission; we exemplify high quality, compassionate care. It is our calling. EG also has a new mission; care is our calling. We are a family that loves our home. The QIPs continue to be embedded into our quarterly Mission Scorecard which will be revamped and updated to reflect our new strategic plan which highlights accountability to not only staff, but our community.

The continued focus on patient experience will be measured by the feedback received from our patient experience surveys. The invaluable information we receive from our community assists us in addressing identified issues effectively and efficiently. Working collaboratively with our Patient and Family Advisory and Family and Resident Councils, along with our regional partners we ensure that we are active participants in meeting the needs of our community. The new strategic plan identifies new values and priorities that speak to the importance of inclusion and welcoming diversity of our team and community. With a focus on diversity, equity and inclusion to inform decision making, service delivery, leadership and partnerships, we will increase our understanding and appreciation

for our community.

ACCESS AND FLOW

EG will continue to work towards the goal of decreasing potentially avoidable Emergency Department visits for our long-term care residents. With the return of our Nurse Practitioner, there will be increased surveillance of our residents, allowing for the resolution of acute issues and increased guidance for emerging health issues.

EQUITY AND INDIGENOUS HEALTH

Our new strategic plan highlights the importance of equity, diversity and inclusion to the work that we do both for our community as well as our team. In alignment with our strategic directions and priorities, a focus on equity, diversity and inclusive education and training will be made available to all staff of HWMH. Our goal is to enhance our understanding and appreciation of the population we not only serve but work alongside. In collaboration with our regional partners, HWMH is committed to advancing equity, inclusion and diversity and addressing racism. HWMH will continue to engage with our partners at the Greater Hamilton Health Network and Ontario Health by focusing on the education of our team which will contribute to better outcomes for our patients, families and providers within our community.

PATIENT/CLIENT/RESIDENT EXPERIENCE

The patient experience surveys have been updated to align with the Ontario Hospital Association and have been available to patients of HWMH since December of 2023. The feedback received from these surveys allow the hospital in collaboration with the Patient and Family Advisory to identify areas for improvement and ensure that these are meaningful quality improvement initiatives. We will continue to gather information that identifies if patients feel they received adequate information about their health and their care at discharge. We will continue to advocate for multiple modes of communication including a health information system that allows us greater opportunities to reach everyone in our community. The Resident & Family/Caregiver Experience Survey for EG was updated and available for the month of October. We saw increased responses due to the return of our volunteers to assist residents to participate in the survey. The themes resulting from the surveys will be reviewed with the Quality Committee and action plans developed.

SAFETY

HWMH participated in the Senior Friendly Care Self-Assessment and identified opportunities for continuous quality improvement. As the complexity of our patients continues, we recognize the need for a new approach. HWMH plans to begin by educating both leadership and front line staff about Senior Friendly Care. We will establish a Falls Committee that is comprised of multidisciplinary team members to reevaluate our current practice and ensure that we are applying a Senior Friendly lens.

Providing a safe environment for our residents in EG is a priority. Medication lists are reviewed quarterly and any medications no longer required are discontinued. This includes antipsychotics, which are given only when in the best interest of the residents to avoid emotional and physical distress or harm. Another important safety goal is to reduce the rate of falls for our residents. There is ongoing discussion amongst the multidisciplinary team members regarding ways of reducing falls, especially for our 'Falling Stars' or those who experience repeated falls. Balancing autonomy and safety is an ongoing challenge in keeping our residents safe, but one that we embrace willingly.

EXECUTIVE COMPENSATION

Our executives' compensation is linked to performance in the following way:

The Excellent Care for All Act (ECFAA) requires that the compensation of executives be linked to the achievement of performance targets laid out in the QIP.

Haldimand War Memorial Hospital (HWMH)

The executive positions at HWMH included in the pay for

performance monitoring are:

- President & CEO
- Chief Nursing Officer
- Chief Financial Officer

The following shows the percentage of salary at risk for each executive:

- CEO: 1.5% of base salary is linked to achieving targets set out with the HWMH indicators below. An additional 0.5% of base pay is linked to performance at Edgewater Gardens.
- Chief Nursing Officer: 1% of base salary is linked to achieving targets set out with the HWMH indicators below.
- Chief Financial Officer: 0.5% of base salary is linked to achieving targets set out with the HWMH indicators below. Note an additional 0.5% of base pay is linked to performance at Edgewater Gardens.

Quality Priority Indicators

Percentage of staff (leadership and frontline) who have completed relevant equity, diversity, inclusion and antiracism education. The target is a 75% completion rate

Percentage of patients who responded positively that they received adequate information about their health and their care at discharge. The target is a 75% of respondents will respond positively

Total Margin Balanced to budget

The executive position at Edgewater Gardens included in the pay for performance monitoring is:

- Administrator

The following shows the percentage at risk for the Administrator:

- Administrator: 1 % of base salary is linked to achieving targets

Quality Priority Indicators

Percentage of staff (leadership and frontline) who have completed relevant equity, diversity, inclusion and antiracism education. The target is a 75% completion rate

Percentage of residents responding positively to the statement "I can express my opinion without fear of consequences" The target is 100 % of respondents will respond positively

Percentage of residents responding positively to "what number would you use to rate how well the staff listen to you?" The target is 80 % of respondents will respond positively

CONTACT INFORMATION/DESIGNATED LEAD

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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

03/25/2024

Board Chair

Board Quality Committee Chair

Chief Executive Officer

Other leadership as appropriate