

Let's Make Healthy
Change Happen.



Peterborough Regional Health Centre Quality Improvement Plan (QIP) Narrative 2021/2022



Overview

At Peterborough Regional Health Centre (PRHC) our mission is to be a regional hospital, building healthier communities with our patients and partners, and to achieve this by investing in our people and technology with a focus on performance. We are driven and supported by our values: "Guided by You", "Doing it Right", and "Depend on Us", with the vision of "Exceeding your expectations, every day".

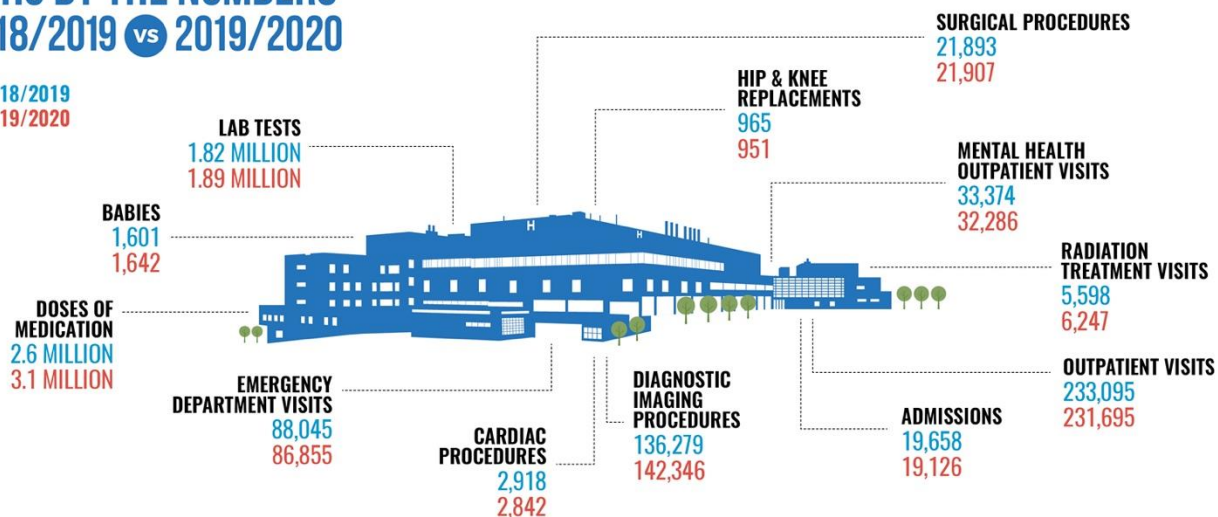
Our leaders, staff, physicians, volunteers, patients and families define our path to improvement by ensuring that we remain focused on providing outstanding, high-quality care and a first-class experience. Our 2021-2022 Quality Improvement Plan (QIP) supports the commitments made in our Strategic Plan for 2020-2023.

PRHC's QIP continues to be about our patients. We are proud that many of our Patient and Family Partners (PFPs) are engaged in informing our work, and that for the sixth consecutive year, we have used a subset of our PFPs in the development of our QIP. These PFPs have been an important voice, informing and validating our plan and monitoring progress and improvements throughout the year.

In many ways the past year has been unprecedented. The COVID-19 pandemic has had and continues to have an impact on patients, families and healthcare providers. Under Ontario Health guidance to support staff and patient safety, many required operational changes were put in place, including entrance screening, family presence restrictions and surgical and procedural service reductions. Despite these challenges, we have continued to focus on providing patients with the best possible care and experience. These efforts are reflected in continued strong performance in patient experience measures, which demonstrate that 94% of discharged patients would definitely recommend PRHC to friends and family.

PRHC BY THE NUMBERS 2018/2019 vs 2019/2020

■ 2018/2019
■ 2019/2020



Describe your organization's greatest QI achievement from the past year

Patient Experience

The success of our quality improvement efforts is best demonstrated through direct feedback from our patients. To continue to support a positive patient experience during the pandemic, numerous changes were required, including a shift from 24/7 family presence to a phased approach designed to continue to support ongoing family presence while reducing the risk of COVID-19 transmission.

This change was and continues to be tremendously challenging for patients, families and healthcare providers. Under the new policy, essential caregiver presence continues to be supported for all patients within specific, more restrictive parameters. To further support family presence within these new constraints, a Virtual Visiting Program was implemented, leveraging videoconferencing technology to connect patients with their family members and loved ones. Supported by Recreational Therapists, the program has supported more than 1000 virtual connections between PRHC patients and their families since its launch, and has been a benefit to staff, patients and their families.

"This has been a Godsend for my mother. Phone calls were ok but this has brightened her life considerably. Thank you to all who are involved and God Bless."

– Family Member of Patient Supported by the Virtual Visiting Program

Quality Improvement Model

A critical component of our quality improvement approach is the direct involvement of clinicians in our quality improvement project cycles. We have built and established a model that offers developmental opportunities for our clinical staff to temporarily leave their patient care role to support a specific quality improvement project. This model has continued through the pandemic.

Using a hands-on approach, participants are mentored on change-management skills and the science of improvement. Over the past four years, we have welcomed and supported 24 clinical staff members who have provided leadership on numerous quality improvement projects, including enhanced communication with patients, developing a diabetes education program and the prevention of falls with harm. Their feedback highlights that the time they spend focusing on quality improvement enhances their understanding of how to lead change in the hospital setting, increases their confidence in making improvements in their own work environments, and that organizationally we are focused on the right improvement work for patients and staff. This model is helping to build our organizational capacity for quality improvement while providing unique personal and professional development opportunities for our staff.

Clinical Information System

Finally, PRHC is well on its way toward implementing a new clinical information system – the single greatest patient safety transformation initiative a hospital can undertake. Developed in partnership with six (6) of PRHC's partner hospitals in the central east region of Ontario, the new system will replace current paper-based documentation processes with an electronic documentation system. In addition to providing the care team with new tools and technology to support patient care and safety, patients will have access to a personalized electronic "portal" to access and track their own health information. Despite the challenges of the pandemic, PRHC staff, physicians and Patient and Family Partners have continued to guide system design and implementation readiness activities.

Collaboration and integration

Peterborough was excited to be among the first communities in the province to be announced as an Ontario Health Team (OHT). Peterborough OHT recognizes that through partnership, there is enhanced capacity, knowledge, and leadership to improve population health outcomes in Peterborough and the surrounding region. Our OHT partners have been collaborating for many years, both formally and informally, to provide care for patients. As an OHT, we are committed to building on these partnerships to ensure the patients we serve are able to navigate through the healthcare system in a seamless and coordinated way.

Patient/client/resident partnering and relations

To ensure shared decision-making in partnership with patients and families, we continue to build and expand our network of Patient and Family Partners (PFPs). These individuals are key members of many groups, including the Patient and Family Experience Steering Committee, Program Quality Councils, Unit-Based Councils, Work Groups, and the Post-Discharge Phone Call Program. New this year was the addition of two Patient and Family Partners as members of the Board Quality of Care Committee. The integration of PFPs at the board level will provide a strong patient voice and perspective in quality of care governance and accountability. To ensure we listen to and act on the needs of patients in daily care delivery, we continue to focus on sustaining patient partnership best practices, including Bedside Nursing Handover and Daily Patient Experience Rounding. As a component of our regional work, 17 patient and family members have been engaged as members of the Peterborough OHT Patient and Family Advisory Committee, two of whom are voting members of the Peterborough OHT Steering Committee.

Workplace Violence Prevention

Workplace violence prevention is a strategic priority for our organization, as staff safety is critical to achieving our vision of “exceeding your expectations, every day.” This can only be achieved when staff feel safe and cared for in the work environment. Following an in-depth review of our existing supports, we are refreshing our violence prevention program. We have maintained Workplace Violence Prevention as a key dimension within our Integrated Risk Model and QIP, with a focus on risk identification, communication and staff training.

Virtual Care

As a component of our work with Peterborough Ontario Health Team (OHT), we have committed to enhancing and expanding our virtual care programs. Currently Peterborough Family Health Team (PFHT), Canadian Mental Health Association (CMHA) Haliburton, Kawartha Pine Ridge, and Peterborough Regional Health Centre run a variety of virtual care clinics. PRHC provides virtual services via the Ontario Telemedicine Network (OTN) and has successfully implemented this service in a multitude of inpatient and outpatient programs, including mental health, stroke care and telestroke initiatives, nephrology, orthopedics, geriatric services, diabetes and wound care, and neurology. OTN visits over the last five years have doubled in number, representing approximately one per cent of PRHC’s total ambulatory care visits last year. In addition to OTN visits, PRHC provided nearly 20,000 clinical telephone visits, supporting activities including intake assessments and nurse teaching. Given the decreased travel time and time to access a specialist, patients and families who receive care through virtual visits continue to demonstrate a high level of satisfaction.

Executive Compensation

The Excellent Care for All Act (ECFAA) requires that the compensation of the CEO and executives reporting to the CEO be linked to the achievement of the performance improvement targets laid out in the QIP. The purpose of the performance-based compensation related to ECFAA is to drive accountability for the delivery of the QIP, enhance transparency and motivate executives. ECFAA mandates that hospital QIPs must include information about the manner in and extent to which executive compensation is linked to the achievement of QIP targets.

Contact Information

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Other

We thank you for taking the time to review our 2021-2022 Quality Improvement Plan and thank all those who have supported our quality improvement efforts in 2020-2021.

Sign-off

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

<i>Position</i>	<i>Name</i>	<i>Signature</i>
<i>Board Chair</i>	Louis O'Brien	
<i>Board Quality Committee Chair</i>	Margaret Keatings	
<i>Chief Executive Officer</i>	Dr. Peter McLaughlin	
<i>Other leadership as appropriate</i>		