

Peterborough Regional Health Centre Quality Improvement Plan (QIP) 2024/25



Overview

At Peterborough Regional Health Centre (PRHC) we are driven by our purpose – “One team, here when you need us most” – and guided by our values:

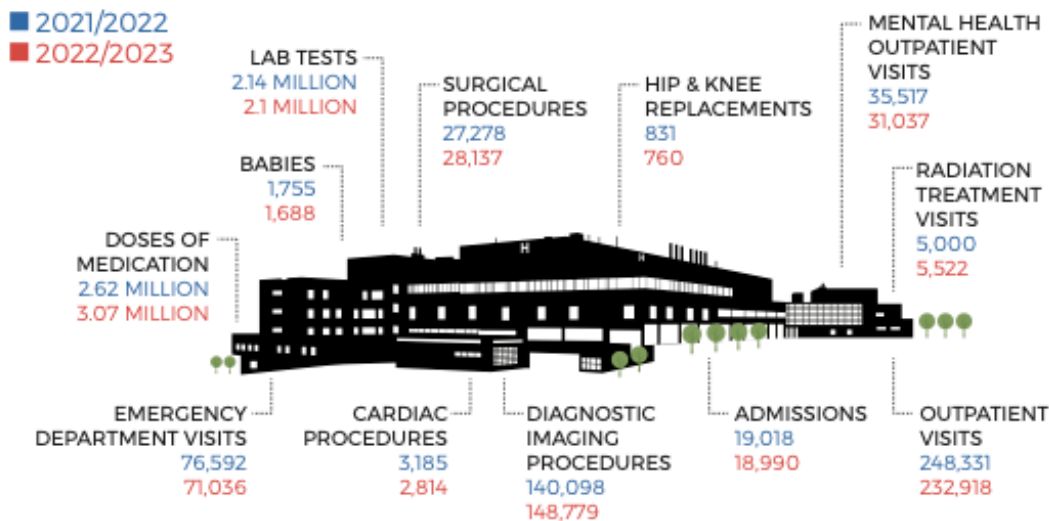
- Act with courage
- Embrace our community
- Find common ground
- Lead and learn
- Recognize and appreciate.

Our people are our most important resource. 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.

PRHC’s Quality Improvement Plan (QIP) continues to be about our patients. We are proud to have Patient and Family Partners (PFPs) engaged with our work, and that for the ninth consecutive year, a subset of our PFPs has guided the development of our QIP. They have been an important voice, informing and validating our plan and monitoring progress and improvements throughout the year.

The COVID-19 pandemic has had and continues to have an impact on patients, families, healthcare providers and the healthcare system. Despite these challenges, we have continued to focus on providing patients with the best possible care and experience. These efforts are reflected in a continued strong performance in patient experience measures, which demonstrate that more than 90 per cent of discharged patients would “definitely recommend” PRHC to their friends and family.

PRHC BY THE NUMBERS



Access and Flow

The COVID-19 pandemic has had a profound and lasting impact on the ability of patients to access the healthcare system as a whole. Hospitals and the communities they serve continue to experience healthcare staffing shortages at a level never seen before, and wait times for surgeries and procedures have increased significantly as a result of mandated stoppages during the pandemic.

The combined effect is an increase in the volumes and acuity of those requiring hospital-level care. More patients are coming to the Emergency Department and more patients are requiring hospital admission, which has resulted in increased wait times. PRHC recognizes that reduced access to care is the greatest safety risk our patients are facing. We also recognize that access delays are the greatest risk to achieving health equity, as those struggling with access to healthcare are more likely to be those experiencing marginalization in our community. Improving access and flow is a top organizational priority for PRHC, as evidenced in our 2024-2025 QIP. In October, PRHC facilitated its first-ever Patient Access and Flow Improvement Day. With representation from across the organization – including a PFP – the team identified several initiatives designed to improve access and flow, which will become key actions in our 2024-25 QIP.

Population Health

The Integrated Comprehensive Care Program (ICCP) offers a collaborative and individualized approach to home care services for older adults with multiple co-morbidities, including Chronic Obstructive Pulmonary Disease (COPD). The ICCP was co-designed with system partners and – most importantly – with older adults in our community. It supports the complex healthcare needs of older adults in real time, allowing providers to work with patients and families at home to adapt care plans. The program focuses on maximizing the functional potential of patients and collaborating with them to develop and attain their healthcare goals.

Talk Now is an integrated care model that provides urgent, low-barrier access to mental health and addictions services. Through a collaborative of six organizations – including Peterborough Regional Health Centre; Canadian Mental Health Association - Haliburton, Kawartha, Pine Ridge; Fourcast Addiction Services; Peterborough Family Health Team; Kinark Child & Family Services; and Peterborough Youth Services – Talk Now provides urgent access to mental health services for individuals across their lifespan, and is coordinated through a single entry point that includes service navigation, a brief assessment, and scheduling of urgent appointments with the appropriate organization. As a priority project for Peterborough Ontario Health Team, Talk Now provides integrated, single-entry access into the mental health and addictions system and removes the burden of system navigation from the individual, allowing for the least intrusive and most appropriate treatment intervention in an urgent timeframe to improve outcomes.

Patient Engagement & Partnership

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 Advisory Committee (PFAC), Program Quality Councils, Unit-Based Councils, and Work Groups. The integration of PFPs at the board level has provided a strong patient voice and perspective in quality-of-care governance and accountability.

Due to the significant negative impact of the pandemic on patient engagement throughout the healthcare system, we have continued to focus on the recruitment of PFPs and standardizing our onboarding and orientation processes. Over the past year, we have recognized the increasing diversity of the community we serve and have made a concerted effort to expand the diversity of lived experiences represented across our PFP team. In 2024-25, we will continue to focus on recruitment with a lens for diversity, and will be working closely with our PFAC and PFPs as we develop a comprehensive patient and family engagement strategy that is aligned with our new strategic plan.

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 Patient Experience Rounding.

Provider Experience

Post-pandemic health human resource shortages continue to have a significant impact on the healthcare system, including PRHC. Increased levels of staff fatigue, burnout and stress have become the reality in healthcare organizations world-wide. In 2022/23, the hospital struck a Health Human Resources (HHR) Incident Management System Command Table, whose members included interdisciplinary leaders and staff from across the organization. Regular HHR updates were provided to the entire organization, including reporting on metrics such as vacancy rate, new hires, and orientation days. A holistic approach to wellness was adopted, and four working groups were established to focus on retention, recruitment, scheduling, and redeployment/models of care.

PRHC continues to support multiple initiatives aimed at addressing HHR challenges and improving worker wellness, including redeployment, weekend and holiday incentives, staff wellness and appreciation events, scheduling improvements and a refer-a-friend recruitment bonus. We will continue to work to identify and implement immediate, medium, and long-term solutions to maximize HHR capacity in all areas and roles throughout the organization.

Workplace violence prevention continues to be a strategic priority for our organization, as it is critical for our staff to have a work environment where they feel safe and cared for in order to provide excellent care and support themselves. We continually gather information regarding workplace violence within the hospital. Staff regularly use the incident reporting system, IMPACT, to identify any near-miss or harmful event related to workplace violence. Annual Workplace Violence Risk Assessments are completed at the department level by all managers, in consultation with staff. The scope of the assessment includes a review of current measures related to workplace violence and identifying risks and/or areas for improvement.

We have maintained Workplace Violence Prevention as a key dimension within our Integrated Risk Model and 2024-25 QIP, with a focus on risk identification, communication, and staff training. In 2023, a new Workplace Violence Prevention Response and Oversight Committee was struck to help guide and lead improvement work, and in early 2024 PRHC hired a Workplace Violence Prevention Lead to support the ongoing implementation of improvements.

Patient Safety

Patient Safety incidents at PRHC are recorded in our electronic Incident Management System, IMPACT. Staff complete incident reports for near-misses as well as incidents that result in minor, moderate, or major harm to the patient. A robust feedback loop is in place, whereby a notification is generated by email to the manager and senior leadership, depending on the severity of the event. The manager reviews the incident and documents the investigation and follow-up within the IMPACT system.

Patient Safety incidents and trends are monitored at the governance level through regular Patient Safety Reports to the Board Quality Committee and at the operational level by various working groups, such as the Falls Working Group, Medication Safety Committee, and unit-based councils. Any incident that results in moderate or major harm to a patient prompts a quality review, facilitated by the Risk and Patient Safety Team. The outcomes of quality reviews are shared with the Board of Directors, and leaders are held accountable to implement follow-up recommendations and actions. Patients and families are engaged in quality reviews by the Patient Relations team; their feedback is incorporated into the final recommendations, which are provided back to patients and families.

Equity & Indigenous Health

PRHC is committed to advancing health equity by addressing factors that contribute to health disparities. In 2022/23, PRHC struck a Health Equity, Diversity & Inclusion (HEDI) Committee, which includes multi-disciplinary membership across the organization and a Patient and Family Partner. To support this work at the governance level, the PRHC Board of Directors also established an EDI Committee.

The purpose of these committees is to support and guide the development and monitoring of PRHC's Health Equity Plan, which will be integrated into the organization's day-to-day practices. A critical factor in improving our performance is the ability to better understand the experiences patients and their families have at PRHC. Since 2022, PRHC has been asking patients if their cultural beliefs and preferences were respected during their time with us, and in 2023, PRHC implemented a new digital patient experience survey. The redesigned survey will better support our ability to stratify patient experiences with demographic data, which will be used to identify and implement improvements.

Additionally, PRHC will continue to focus on building and maintaining strong partnerships within the Indigenous communities we serve, including Curve Lake First Nation, Hiawatha First Nation, and Alderville First Nation. We are committed to doing our part to support the Truth and Reconciliation Commission's Calls to Action to address systemic racism in healthcare.

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.

Contact Information




Sean Martin
Vice President, Clinical Services & Health Equity, Chief Quality Officer
705-743-2121 x 3230
semartin@prhc.on.ca

Other

We thank you for taking the time to review our 2024-2025 Quality Improvement Plan and thank all those who have supported our quality improvement efforts in 2023-2024.

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>	Robert Gibson	
<i>Board Quality Committee Chair</i>	Deborah Pidgeon	
<i>Chief Executive Officer</i>	Lynn Mikula	
<i>Other leadership as appropriate</i>		