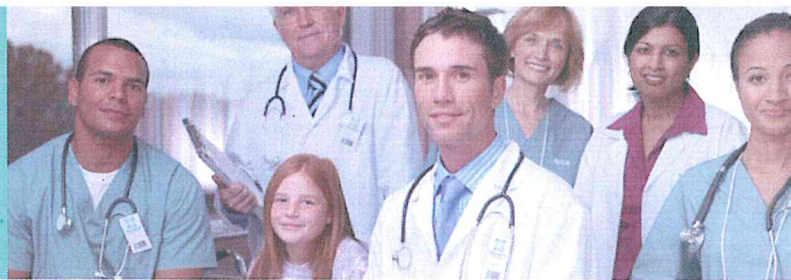


Let's Make Healthy
Change Happen.



Ontario Shores
Centre for Mental Health Sciences

Ontario Shores Centre for Mental Health Sciences Quality Improvement Plan (QIP) Narrative for Health Care Organizations in Ontario

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Overview

Ontario Shores Centre for Mental Health Sciences (Ontario Shores) is a leading specialty mental health hospital providing a range of inpatient and outpatient services from adolescents to seniors. Patients benefit from a recovery-oriented environment of care, built on compassion, inspiration and hope. Ontario Shores actively engages in research, education and advocacy initiatives to advance the mental health care system.

Ensuring consistent, strategic and exemplary care for patients and families is at the root of our approach to quality and safety at Ontario Shores. We are dedicated to continuous quality improvement and enhancing safety for everyone at Ontario Shores.

Our Quality Improvement Plan (QIP) is one of the many ways we demonstrate that commitment. Through our Quality Improvement Plan, we were able to make significant enhancements. We have reached or exceeded our targets in many areas including median wait times for patient admission, medication reconciliation, inpatient satisfaction scores and reducing incidents of seclusion and restraint. There is always more work to be done and we will continue to focus efforts on these areas both through the next QIP and other corporate quality improvement initiatives.

For the 2017-2018 QIP, our areas of focus have been deliberately chosen to demonstrate our ongoing commitment to quality. We have selected improving access, fiscal responsibility and evidence-based practices as the themes for next year's QIP. We will ensure there is continued alignment with our organization's Balanced Scorecard as well as our program score cards. It is only through consistent measurement and evaluation that we can effectively develop strategies to enhance quality and safety at Ontario Shores.

We have proposed six indicators where we feel that a focused quality improvement strategy will make a positive difference for our patients and their families.

Objective: Improve transitions between care providers (% discharge summaries sent to community care providers within 48 hours)

Patients face risk of adverse outcomes during the transition from hospital to home. The continuity of care during a patient's transition from hospital to community is critical, and it is believed that increasing availability of information from hospital to community providers enables better decisions and improves outcomes of care once patients are discharged to the community. To this end, Ontario Shores will strive to ensure that information regarding hospital care will be communicated to community providers in a timely manner to optimize outcomes.

Objective: Improve inpatient satisfaction (Patient Experience: I think the services provided here are of high quality (OPOC #31))

We continue to identify new methods of measuring this indicator in a meaningful, consistent and timely manner along with our peer hospitals. Last year, we introduced a new survey tool called the Ontario Perception of Care for Mental Health and Addictions. This tool is a validated survey that will be used along with our peer hospitals, providing a collaborative approach to measuring patient experience

across the mental health care sector. We will ensure that action plans developed at the local level against low scoring indicators are thoughtful and sustainable. We also regularly receive feedback from our patient and family councils. We continue to focus our initiatives on inpatient units as our scores are lower in that area. We are seeking to continue to improve our results in this key indicator through collaborative engagement with our quality councils, frontline staff, patients and families.

Objective: Reduce unnecessary time spent in hospital (ALC rate)

Ontario Shores recognizes this indicator to be a challenge as we have introduced effective ways of determining patient identification for ALC which have in turn increased this indicator's baseline over the past year. We continue to strive to work with external partners to develop innovative strategies in this area.

This indicator tends to fluctuate during the course of the year and is dependent on many external variables beyond our control. We will continue to strive to decrease our ALC rates while at the same time ensuring that we have safe discharge plans for our patients.

Objective: Reduce use of seclusion (Average duration of seclusion per incident)

Our organization has continued on its journey to eliminate the use of seclusion. We are working collaboratively with our hospital partners to understand the issues and drivers of change. We continue to be engaged in a detailed quality improvement and research plan with four of our peer hospitals. Our target reflects the next step on our journey of change. We ultimately hope to have a target of zero; however, the experience of other hospitals has influenced our appreciation of the fact that this is a lengthy process of change management and must be accomplished in a progressive manner over time.

Objective: Improve transitions and wait times for specialized mental health (% of inpatient discharges with an outpatient appointment at an Ontario Shores outpatient clinic within 7 days).

Establishing smooth transitions between areas of care is critical to managing conditions so they do not worsen, potentially leading to hospitalizations that may have been avoided. Smoothing out transitions has been identified as a key area for focus; in particular, timely follow up with a community clinician following a hospitalization is believed to contribute to better outcomes, and will be an area for improvement in the coming year.

Objective: Reduce wait times for specialized mental health (Median wait for outpatient service at Ontario Shores from referral)

We continue to work diligently to reduce wait times to our inpatient beds but will be shifting our focus to outpatient services as demands continue to rise. For 2017-2018, we will focus on our Outpatient Services as we continue to find efficiencies and streamline our processes from the time a patient is referred to our hospital for an outpatient appointment to the time a patient sees a clinician.

QI Achievements from the Past Year

Ontario Shores is proud of our advancements in the areas of quality improvement and safety. Along with our Quality Improvement Plan and organizational quality improvement initiatives, formal Action Plans are developed and actioned on an annual basis to guide quality improvement initiatives. Each Action Plan directly aligns with strategic goals and provides clear methods to deliver concrete actions. In addition to the outcomes of our 2016-2017 QIPs, we implemented a robust co-design framework to ensure there is a formalized process to include patients and families in quality improvement initiatives, decision making, and designing healthcare process across the organization.

Some of our highlights from the 2016-2017 QIP indicators include:

- We reached our target to reduce median wait time for inpatient admission
- Have made some improvements to our ALC rates but will carry this work forward to our next QIP
- Exceeded our target for medication reconciliation and have developed sustainability strategies to ensure continued success in this area
- Made great progress in most areas of reducing the incidents of seclusion and restraint and will continue to focus our efforts on reducing the duration of these incidents
- We met our target to improve inpatient satisfaction and the implementation of a new tool has helped with our progress

In addition to these QIP achievements, Ontario Shores has implemented several initiatives that are focused on quality improvement:

- Ontario Shores implemented a Recovery Assessment Scale (RAS), a validated tool used in mental health research and program evaluation to measure and track an individual's recovery over time.
- Ontario Shores has begun the implementation of Health Quality Ontario's Quality Standards for mental health in the areas of schizophrenia, major depression and behavioural symptoms of dementia.
- We launched a Co-Design Framework – a formal process for the inclusion of patients and families in quality improvement initiatives, decision making processes and healthcare design opportunities. This framework has already been used for a wayfinding initiative, patient identification project and a Medication Leave of Absence Kaizen Project.

Population Health

Population health is an approach to health that aims to improve the health of the entire population and to reduce health inequities among population groups. Health Canada has identified population health as a key concept and approach for policy and program development aimed at improving the health of Canadians. As we prepare for the launch of our next Strategic Plan in Spring 2017, we will have a dedicated focus on population health and how we can create a path forward to learn more about implementing population health strategies, the role of technology and how to maximize our analytics capabilities to improve health outcomes for our patients, families and communities we serve.

Equity

Ontario Shores advocates for a fair and equitable healthcare system that is accessible, collaborative and respectful of each person's diversity and background. Ontario Shores applies that same philosophy to the workplace. Over the past two years, we have been focused on developing our human rights capacity within the organization in key areas including service provision, policies and procedures, training and human resources. We will continue that work by further developing curriculum for human rights education and tools to heighten staff competency in demonstrating cultural competence, as well as developing demographic data collection processes for our patients to better understand patient diversity and programming needs.

Integration and Continuity of Care

Integration and continuity of care relates to the many ways that care is provided and that patients flow through the health care system. Ontario Shores strives to be a leader in working with other hospitals and community partners to achieve improved continuity of care. We are actively leading and/or participating in a number of initiatives that will ultimately create a more coordinated and collaborative mental health and addictions system. It is only through partnerships with both traditional and non-traditional groups that we will be able to deliver and advocate for a health and social care system with more coordinated transitions.

Access to the Right Level of Care - Addressing ALC Issues

Caring for ALC patients is a significant challenge for hospitals across the Province and a symptom of a larger capacity issue across the continuum of care. For ALC long-stay mental health and addictions patients and ALC patients with behavioral requirements, remaining in hospital means they are not receiving the right care, in the right place at the right time. The right capacity needs to be created in the system so that patients receive the most appropriate care when needed. Ontario Shores will continue to advocate for greater capacity and work with our community partners to develop innovative approaches to address this issue.

Engagement of Clinicians, Leadership & Staff

Ontario Shores continues to work with our broader leadership team and frontline staff to achieve quality goals. The broader leadership team is engaged through a goal setting process that cascades from the senior leadership team to our frontline managers.

The organization continues to emphasize senior visibility to frontline staff. A senior team member visits the units where the most ill patients are on a daily basis to see the patient journey first hand, provide support to clinicians and help brainstorm possible new approaches.

There are also staff forums and CEO evening visits to the units as well as informal opportunities to connect with a senior leader.

We have a robust internal communication plan that provides regular updates to staff on a number of key clinical and quality initiatives. We use the intranet, email and social media to complement our communication strategy and provide regular employee engagement opportunities for staff to provide input into various initiatives and decisions.

Ontario Shores also conducts a bi-annual Employee Opinion Survey to collect their views about the workplace. As a result of staff feedback, corporate and program action plans are developed to address areas of improvement.

Resident, Patient, Client Engagement

We have a well-established Patient and Family Council that is chaired by our service users and their families with staff support. Regular information and education sessions are held with these groups on topics which are selected by the groups.

We have a well-defined patient relations process that was influenced by patient and family feedback. Patients understand how to access these services. Patients and families are also regularly engaged to provide input into various initiatives and strategies.

We have implemented a patient portal solution so that patients can easily access their own health care information including medication lists and future appointments. In addition, we are currently engaged in research regarding virtual methods for patients to remain connected to practitioners and be able to reach out for extra support when required in a virtual manner.

Staff Safety & Workplace Violence

Safety is one of our core values and Ontario Shores incorporates safety into everything we do. Everyone has an important role to play to provide the safest environment possible for staff, volunteers, patients, families and visitors.

Ontario Shores provides leadership to advance the safety and quality within our organization as well as throughout the mental health care system. At Ontario Shores, we have introduced a number of safety initiatives, including: daily safety huddles, annual risk assessments, mandatory Safe Management Group training, personal alarm system, additional security officers and Recovery Rounds to name a few.

While safety occurrences are rare, incidents do take place and if they do, we ensure there is extensive and consistent support available for everyone involved. We work collaboratively with our staff, leadership team, Union Executive, and Joint Occupational Health and Safety Committee to address any safety concerns that are brought forward. We are also working collaboratively with the other specialty mental health hospitals in Ontario on the development of a QIP indicator related to Workplace Violence Prevention. We are developing an approach for the consistent measurement and evaluation of the data and how it can inform safety enhancements across the respective organizations.

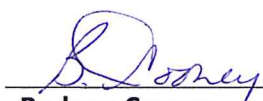
We remain deeply committed to providing the safest environment possible for everyone at Ontario Shores.

Performance Based Compensation

Ontario Shores continues to utilize a performance based compensation system (with a total percentage of at risk compensation of 10% (percentage that is devoted to the Quality Improvement Plan is 5%). In addition to the QIP, the senior team's variable compensation is tied to the attainment of specific goals that are tied to the completion of the strategic plan. Furthermore, the QIP indicators are included in the Balanced Scorecard and the results are reported to the Quality Committee quarterly. All staff participate in an annual performance review process with their managers.

Sign-off

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


Barbara Cooney
Chair, Board of Directors
JoAnne Butler
Chair, Finance & Quality Committee
Karim Mamdani
President & Chief Executive Officer