

Quality Improvement Plan (QIP)

# Narrative for Health Care Organizations in Ontario

May 1, 2023



## OVERVIEW

As a premier academic and research healthcare organization, St. Joseph's Healthcare Hamilton (SJHH) is committed to making a difference in people's lives and creating a lasting future for our community through integrated health services and internationally recognized programs. Our threefold mission is to provide dynamic research, revolutionary methods in health sciences education, and the highest standard of clinical care in a spirit of compassion, innovation and commitment.

SJHH has earned a national reputation for outstanding patient care and innovative medical and surgical treatments. The Hospital is particularly well known for excellence in respiratory care, kidney and urinary care, mental health and addictions, surgical services, cancer surgery and women's and infants' care. We are also recognized as a leading academic and research centre.

With more than 800 beds and over 6,000 staff and physicians, St. Joe's brings the most advanced clinical care, programs and services to hundreds of thousands of patients at three major campuses. We train thousands of students to care for future generations, and more than four hundred highly skilled research staff bring new discoveries and new hope to patients around the world.

Part of our vision is to deliver a high quality care experience and to achieve this, quality is embedded into our strategy with the aim to provide "state of the art care, delivered with compassion, dignity and respect, every time". Each year, our Quality Improvement Plan (QIP), in alignment with our strategic plan, serves as the roadmap to achieving this goal. The initiatives featured in this year's QIP outline the specific steps that will bring us closer to making this vision a

reality.

## **PATIENT/CLIENT/RESIDENT ENGAGEMENT AND PARTNERING**

We are committed to involving patients and families in the care that we provide as well as program development and decision-making. This work is approached using a co-design framework to enhance partnerships with patients, families, staff, and physicians. Partnering with patients and families will ensure we provide care with compassion, dignity and respect every time.

St. Joe's has developed a strong Patient and Family Advisory community with over 50 Patient and Family Advisors that receive orientation and on-going education and networking opportunities. These Advisors are involved in numerous roles and activities from front-line improvement activities to membership on the Quality Committee of the Board.

As we are currently implementing a hospital-wide Essential Care Partner program, the development of this program is framed using a co-design framework. Our working group consists of staff and patient and family advisors and throughout the implementation of the program, we will be evaluating the experiences of both staff as well as patients and families.

## **PROVIDER EXPERIENCE**

In a post-pandemic environment, it is imperative that we support the health and wellness of our workforce. Through a broad engagement process across the organization, three immediate priorities were adopted:

1. Culture, safety, retention and healthcare worker wellness

2. Staffing and recruitment

3. Managing capacity to support high quality care

Recognizing the immediate need for a specific focus on healthcare worker wellness, over the past two years, we have implemented the following:

Hybrid Work Options - In Spring 2020 we began to encourage and support opportunities for staff to work remotely, wherever possible and we have continued to do so. We launched our Remote Work Policy and Flexible Work Arrangement Policy in Fall 2021.

Schwartz Rounds - A place where staff can openly and honestly discuss the social and emotional issues they face in caring for patients and families. Caregivers have an opportunity to share their experiences, thoughts and feelings on thought-provoking topics drawn from actual patient care.

Stress First Aid - We are the 4th hospital in Canada to launch this program. We continually communicate the available mental health resources and supports

Staff recognition and gratitude – we have prioritized this to recognize the significant contributions our staff have made during this challenging time.

Wellbeats (A 'Netflix' of Fitness and Health) - made possible by a donation from the Lewis & Ruth Sherman Foundation. Wellbeats is a best-in-class platform for virtual fitness classes, nutrition guidance and mindfulness programming developed in consult with the Hospital's Employee Health & Wellness Team.

Wellness Challenges - We run regular wellness challenges. Kindness Challenge is highlighted in our rewards and recognition section of this application. We also ran the hydration challenge, March into Spring Challenge, and Wellbeats Hospital Challenge. Each of these challenges engage staff to complete a number of activities to qualify to enter into a draw for a prize.

Lunch and Learn Sessions - We offer a variety of lunch and learn sessions that focus on the 8 dimensions of wellness (physical, mental/emotional, social, intellectual, financial, spiritual, environmental and occupational)

Spiritual Care Support - St. Joe's Spiritual Care staff are integrated on units to provide support for staff and physicians in caring for patients and families.

Engaging our staff in ongoing feedback is a critical part of our process in ensuring our wellness offerings are effective. This is done through unit-based walkabouts for in person feedback and feedback gathered through engagement surveys.

## **WORKPLACE VIOLENCE PREVENTION**

A health system with a culture of quality creates the conditions for staff to thrive, and ensuring their safety is one element of this. By addressing violence and incivility in our organization, we will be creating safer environments for our workers and improving patient care. St. Joseph's Healthcare Hamilton (SJHH) is committed to ensuring a work environment that is safe, healthy, secure and respectful for all.

St. Joe's is focusing on Three Priorities to ensure we can maintain

safe and quality patient care while supporting healthcare worker health and wellness after the extreme pressures of the COVID-19 pandemic. Under the priority of Culture: Culture, Safety, Retention and Healthcare Worker Wellness,

To ensure a safe and well workplace, we are currently focused on the following:

- taking measures to reduce incidents of aggression and violence
- implementing a strategy for equity, diversity and inclusion
- strengthening our culture of feeling valued, respected, recognized and connected
- providing supports for mental health and wellness
- implementing strategies for retention of our people

At SJHH we encourage staff to report workplace incidents/events. Understanding what caused the incidents is pertinent to providing in time follow up and preventing future incidents and development of effective preventative measures.

Occupational Health and safety, Quality and Patient Safety department, the Prevention of Workplace Violence Committee and Prevention and Early Intervention Safety Training committee work in partnership to identify themes related to safety incidents involving verbal or physical responsive behaviours. These findings are helping to inform ongoing quality improvement and education training.

## PATIENT SAFETY

As a healthcare provider, we have a responsibility to understand how patient safety events occur and where appropriate, respond to improve our process to prevent similar occurrences. When patient safety events occur, our healthcare workers are responsible for reporting these events through the safety incident reporting system.

St. Joe's has adopted the Canadian Incident Analysis framework when reviewing patient safety events. This approach fosters a safe and just culture which is paramount at St. Joe's' we want to enable an environment where one feels comfortable reporting incidents and where learning is promoted. The type of analysis for each incident is dependent on the complexity of the situation; however, when reviewing any incident we aim to understand:

- What happened
- How and why it happened
- What can be done to reduce the likelihood of recurrence and make care safer
- What was learned

Our process at St. Joe's aims to include the patient/family perspective and we also strive to maintain an open and transparent process throughout the review process ensuring learnings are shared with those involved. Recommendations resulting from the review of incidents are shared with staff through local Quality Committees.

## HEALTH EQUITY

St. Joseph's Healthcare Hamilton embraces the values of dignity, respect, justice and responsibility. We are committed to doing

better and making progress on building an inclusive, equitable and fair healthcare system and community – for all.

As we continue moving forward in our EDI journey, we do so with proactive engagement, listening, learning and action inclusive of our people, our patients and our community. We look forward to continue this important work in ensuring we are living our values and serving all members of our community with inclusivity, equitability and fairness.

Our organization has some long-standing programs to ensure that underserved populations receive care:

- The MCRRT (Mobile Crisis Rapid Response Team) made up of a uniformed police officer and mental health worker respond to 9-1-1 calls for people with a mental health issue or concern. This program is able to help people in the right place at the right time. This team won an Abstract of Distinction Award at the 2016 Health Quality Transformation Conference.
- The Hamilton ACTT (Assertive Community Treatment Team) made up of a multidisciplinary team uses evidence based therapeutic principles that allows clients to maintain independence, increase housing stability, have improved employment and educational outcomes
- The Youth Wellness Centre provides a safe space for youth with the need for Mental Health services. This centre provides counselling, peer support, family support, psychiatric consultation and assistance in navigating the community mental health services.

EDI IN ACTION IN 2022:

- St. Joseph's Healthcare Hamilton, Hamilton Health Sciences and

the Faculty of Health Sciences at McMaster University today jointly signed the Hamilton Charter for Promoting Gender Equity in Health Care.

- Hired our first full-time Director with a focus on EDI and interconnections with Organizational Development and Employee Wellness
- Undertook a more focussed approach in bringing the EDI lens at our PFAC (Patient Family Advisory Council) and are continuing to evolve our work in this area through education and learning opportunities
- Work is currently underway to better understand our patient populations by improving race and ethnicity-based data collection, connecting with community members including those from Indigenous communities to create a data governance agreement
- Ensuring equitable recruitment practices, offering unconscious bias training and developing resources to assist managers to better support their staff.

As we progress on our EDI journey, we continue to partner with internal and external stakeholders, including our EDI Council and our affinity groups, which to date include 2SLGBTQ+ and BIPOC groups.

## **EXECUTIVE COMPENSATION**

For execution of the Quality Improvement Plan, a Pay at Risk is assigned to the following positions:

- President
- Executive Vice President, Clinical Programs and Chief Nursing Executive
- Senior Vice President Finance and Corporate Services
- Vice President Medical & Academic Affairs and Chief of Staff
- Vice President, People, Culture & Diversity
- Vice President, Kidney and Urinary Services, Ambulatory Programs, Diagnostic Imaging and Laboratory Medicine
- Vice President, Education
- Vice President, Research
- Vice President and Chief Information Officer

## 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 **March 31, 2023**

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**Lynn McNeil**, Board Chair

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**Catherine Olsiak**, Board Quality Committee Chair

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**Melissa Farrell**, Chief Executive Officer

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Other leadership as appropriate

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