

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

May 8, 2023



**Ontario
Health**

OVERVIEW

Cambridge Memorial Hospital (CMH) is an acute care facility situated on the traditional territories for the Anishinaabe, the Haudenosaunee, and the Chonnonton that offers a full complement of healthcare services for residents of what is now known as Cambridge and North Dumfries within the Region of Waterloo.

As a collaborative partner within the Cambridge North Dumfries Ontario Health Team (CND-OHT), CMH is proud to be a values-based, community-focused hospital that emphasizes patient and family centered care. In 2019, CMH was accredited with Exemplary Standing by Accreditation Canada, for demonstrating excellence in quality and patient safety.

To meet the increasing needs of our community, CMH is committed to growing our programs and services.

? Recently, CMH advanced into the final phase of our Capital Redevelopment Plan which includes a fully renovated patient care tower, laboratory and diagnostic imaging departments. Completion is anticipated in Fall of 2024.

? In October 2022, CMH became the first hospital to introduce Endoscopic Ultrasound to the region. This medical technology will have a significant impact on our patients, providing up to 450 people a year access to this innovative care closer to home.

? In April 2022, a multi-disciplinary team at CMH became the first in Waterloo Wellington to use Magseed localization to remove breast lesions. This exciting step forward for breast cancer care in our region contributes to CMH's legacy to offer complete, integrated breast care for our community.

In June 2022, after consulting with over 1,400 people from our

community, the CMH Board of Directors approved a new 2022-27 Strategic Plan titled reimagineCMH, which includes a refreshed Vision, Mission, and five (5) Strategic Pillars.

- The Vision describes our aspirations for the future: “Creating healthier communities, together.”
- The Mission describes how we will attain it: “A healthcare organization keeping people at the heart of all we do.”
- Over the next five (5) years, the way we think, plan and act will be guided by five (5) Strategic Pillars: Advance Health Equity, Elevate Partnerships in Care, Reimagine Community Health, Increase Joy in Work, and Sustain Financial Health.

Despite changes to our strategic framework, the core values of Caring, Collaboration, Accountability, Innovation, and Respect remain unchanged as they are foundational to our goals, behaviours, and interactions.

PATIENT/CLIENT/RESIDENT ENGAGEMENT AND PARTNERING

Partnering with patients, care partners, and the community is essential to all of CMH’s planning processes and is reinforced through our corporate Vision: “Creating healthier communities, together.” To support these efforts CMH is a corporate and active member of the Beryl Institute, a globally recognized community committed to transforming the human experience in healthcare.

CMH’s Patient and Family Advisory Council (PFAC) was first formed in December 2014 and was the first hospital Patient and Family Council in the Waterloo Wellington region. The purpose of the council is to provide a patient perspective to CMH decision making on hospital wide issues such as policies, resources, and strategic direction. Over the past year CMH has added a PFAC member to the

Quality Committee of the Board, to the selection team for our new hospital information system (HIS) and self-selected to have a Patient Surveyor in our upcoming 2023 Accreditation assessment. At CMH, we proudly share and celebrate compliments we receive from patients and care partners across the organization. Patient stories and quotes are an important reminder of the lasting impact staff have at vulnerable times in the lives of people we serve. Patient complaints offer a unique opportunity to critically evaluate how and why we are doing what we do.

Below are two (2) examples of co-designed initiatives over the past year:

? Care partners (visitors) are an important part of a patient’s health journey. Hospital visitor restrictions throughout COVID-19 significantly impacted this support system for patients. In March 2022, we began welcoming in-person care partners back into the hospital. Two PFAC members have attend our regular multi-disciplinary Visitor Meetings ensuring that individual and collective patient voices are represented and have shaped our practices including the transition from active to passive screening.

? Largely prompted by a complaint, CMH has recently partnered with Voyce, a tablet-based translation service with access to over 200 languages (including American Sign Language), to provide patients with on demand access to medical interpreters via video in a matter of minutes. Individual patients, providers, and community partner organizations provided input into the implementation plan and have praised our efforts to reduce barriers to healthcare delivery.

PROVIDER EXPERIENCE

Health human resource (HHR) challenges currently exist within and beyond the walls of CMH. In 2019, CMH established an Employee Engagement Council and adopted the Institute for Healthcare Improvement's (IHI) "Joy in Work" framework. This framework identifies nine dimensions to help promote a happy, healthy, and productive workplace. The initial 2019 Employee Engagement Strategy was developed in partnership with the Employee Engagement Council members and focused on four of the nine dimensions: Physical & Psychological Safety, Camaraderie & Teamwork, Choice & Autonomy, and Meaning & Purpose.

Building on this important pre-pandemic work and to signify our commitment to the well-being of all employees, physicians, midwives and volunteers, CMH has identified Joy in Work as one of the strategic pillars in our 2022-27 Strategic Plan. This pillar reflects the organizational priority of creating meaningful and enabling work environments by supporting their physical, psychological, and spiritual health.

CMH has conducted multiple pulse surveys of staff throughout the pandemic and pivoted responses accordingly. In the early days of the pandemic staff told us they were worried about having the appropriate protective equipment to do their job; more recent surveys are showing the lasting impact of working in healthcare through a pandemic on work-life balance.

WORKPLACE VIOLENCE PREVENTION

CMH has a steadfast commitment to workplace violence prevention and at the foundation of this is training and staff support for reporting. A resurrected workplace violence prevention working committee (Code White committee) consisting of cross representation from multiple departments has convened with a focus on training, reporting, and supporting staff. A new in-house train the trainer model is in the process of being developed that will ensure staff have timely access to training and re-training at regular intervals. This internal expertise will act as resources for staff and leaders.

With workplace violence having a history of being underreported in the healthcare sector, it is critical for us to promote a just culture that supports reporting of any and all aspects of violence.

PATIENT SAFETY

Patient safety and high-quality care is a priority nationally, provincially and within CMH. During the upcoming year CMH will be assessed against national Accreditation Canada standards that emphasize patient safety best practices. To signify our commitment to perpetual patient safety, the tagline for our Accreditation assessment is: Ready. Everyday.

To foster an environment that is transparent and collaborative, we recognize the importance of sharing our experiences, including patient safety incidents, with teams to promote and encourage system level improvements.

Below are a few examples of how we learn from patient safety incidents and use them to drive change in the throughout the

hospital:

- ? Chart reviews
- ? Discussions at department huddles
- ? Incorporating anonymized case studies into learning modules for staff
- ? Sharing and having discussions with PFAC

Patient safety is monitored at all levels of the organization. At the unit/departmental level improvement initiatives and incidents are discussed at huddles. At the program level patient safety metrics are reviewed by multi-disciplinary councils. The Quality Committee of the Board has a scorecard that includes multiple patient safety indicators and receives a monthly update if any critical incidents have occurred. Annually, each program presents to Quality Committee of the Board including a patient story that illustrates accolades or potential gap(s) identified and the mitigation plan that was implemented.

HEALTH EQUITY

Advance Health Equity is one of the five Strategic Pillars in our 2022-27 Strategic Plan. We recognize that equity is not only important for our patients, families, and care partners but also our staff, physicians, midwives, and volunteers. This pillar promotes equitable access to health care and supporting a work culture where every individual can reach their full potential. CMH is also an Employee Partner with the Canadian Centre for Diversity and Inclusion (CCDI) who provides access to resources supporting us on our diversity and inclusion journey. CMH has recently hired an Inclusion Lead to spearhead this work across the organization. As we look into future years, DEI will be at the forefront of decision-making as we build

out our new Health Information System (HIS).

Below is a list of other organizational level initiatives that are currently in place or under development related to advancing health equity:

- ? Formed a Diversity Council comprised of staff, physicians, and midwives from different areas of the hospital that are representative of a broad range of allies and equity seeking groups
- ? Developed a DEI calendar and respective corporate communications to celebrate holidays and events at an organizational level
- ? Incorporated more inclusive language and images in corporate materials
- ? Created an online repository of DEI tools, resources, and training opportunities for staff, physicians, and midwives
- ? Provided staff, physicians, and midwives the opportunity to participate in the San'yas Indigenous Cultural Safety Training program – to date 122 have completed this training
- ? Installed a Progress Pride Flag crosswalk by the hospital's main entrance to represent CMH's DEI commitment to our people and the community
- ? Partnered with Southwest Ontario Aboriginal health Access Centre (SOAHAC) to welcome our first Indigenous Patient Navigator.
- ? Implementing Registered Nurses Association of Ontario Best Practice Spotlight Organization (BPSO) guideline related to DEI

EXECUTIVE COMPENSATION

For the CEO, the total performance based compensation represents 20% of the annual salary for the position. The total amount of performance based compensation available for each executive is reflected in the employment arrangements with each of them. For the CEO, Chief of Staff and Vice Presidents up to 25% of their current performance based compensation will be linked to improvement on the quality measures that is reflected in the QIP and other quality and performance metrics for the organization.

CONTACT INFORMATION

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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 **March 24, 2023**

Nicola Melchers, Board Chair

Diane Wilkinson, Board Quality Committee Chair

Patrick Gaskin, Chief Executive Officer

Mari Iromoto, Other leadership as appropriate
