

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

April 2, 2020



OVERVIEW

Unity Health Toronto, comprised of Providence Healthcare, St. Joseph's Health Centre and St. Michael's Hospital, works to advance the health of everyone in our urban communities and beyond. Our health network serves patients and residents across the full spectrum of care, spanning primary care, secondary community care, tertiary and quaternary care services to post-acute through rehabilitation, palliative care and long-term care. Our academic mission is demonstrated in our world-class research and education programs.

What's unique at Unity Health is our vision — The best care experiences. Created together — which crosses all of our clinical and residential settings. We are committed to realizing this vision by creating a health system that is safe, effective, timely, efficient, patient-partnered, equitable and integrated. We recognize that improving care for our patients is only possible with engaged and healthy staff which is why we will also ensure that our staff experience joy in work and meaning in their jobs. Our Quality Improvement Plan for 2020-21 reflects key priorities aligned with these broader goals. These priorities and associated improvement actions are shaped by experiences and wisdom of patients, residents, families, staff and our community. Our priorities include:

- Making our workplaces safer for everyone by increasing awareness of violence
- Decreasing the time patients wait in the emergency department to be admitted to a room
- Reducing the use of anti-psychotic medications in residents without psychosis

DESCRIBE YOUR ORGANIZATION'S GREATEST QI ACHIEVEMENT FROM THE PAST YEAR

Over the past year, teams across Unity Health set out to develop a standard approach to partnering with patients and their families around falls awareness and safety planning for fall prevention. Current state mapping of falls safety planning was conducted to determine similarities, differences and learnings across our sites. Using three design thinking workshops, we developed a patient- and family-facing tool to facilitate the dialogue around safety planning between patients and their care team. The primary goal of this tool was to identify and include patients' own goals in their clinical care plan. A pilot is underway to evaluate the efficacy of the patient-facing tool on an inpatient unit and, to support this, we have launched a series of training huddles.

Overall, Unity Health has performed well in reducing serious falls. The Houses of Providence developed a new tool to ensure residents' bed rails are in the correct position at all times and staff must sign off on this every eight hours. Highly visible bright orange tape on the wall serves as a reminder to staff of the appropriate height the bed should be at. The physiotherapist and nursing team continue to review all falls and create individualized falls prevention plans to reduce additional falls for these residents. The roll-out of 'satellite' documentation stations, bringing the nursing team closer to resident rooms, will serve to decrease reaction time to call bells and bed alarms. Site-specific initiatives have also been implemented at St. Michael's, St. Joseph's and Providence, including intentional rounding and fall risk assessment. St. Michael's only had one fall with serious injury in the first six months of the year.

COLLABORATION AND INTEGRATION

Unity Health Toronto is committed to organizing and delivering care that is more connected to patients in their local communities, including through the newly introduced Ontario Health Teams (OHTs). Our Providence site is one of six Anchor Partners together with 50+ Engaged Partners, composing The East Toronto Health Partners (ETHP) OHT. The other anchor partners include the East Toronto Family Practice Network, Michael Garron Hospital (Toronto East Health Network), South Riverdale Community Health Centre, VHA Home HealthCare and WoodGreen Community Services.

This team will create a local health care system to provide coordinated care for patients, reduce wait times and lead to better health outcomes for the population. It will provide a comprehensive selection of health and social services tailored to meet changing local needs, including primary to acute care, birth to end-of-life care, food security, supportive housing, home-based health care, community support services, settlement and employment.

The first year of focus for East Toronto Health Partners (ETHP) will include seniors and caregivers, people living with mental health challenges and addictions and priority neighborhoods to meet the local needs of diverse communities. As it continues the work to integrate care, the team will put in place 24/7 navigation and care coordination services for patients and families. Patients will receive these services through their integrated primary care teams and the broader OHT partners including Providence.

In addition to East Toronto Health Partners (ETHP), Providence has also joined the Scarborough OHT as a supporting partner. This OHT

is in development and, similar to ETHP, it will also focus on individuals with mental health and addiction needs. In addition, there will be a focus on individuals with multiple chronic diseases and those with age-related frailty.

Similarly, St. Joseph's is involved in the development of an OHT in the west end of the city (West Toronto OHT) and St. Michael's is involved in the development of an OHT in the downtown core of the city (Downtown East OHT), both with a number of partners who are focusing on identified areas of improvement that will enable full applications in the future.

Unity Health Toronto has also partnered with Michael Garron Hospital (MGH) to open a Bariatric Centre of Excellence (BCoE) to provide our combined communities with access to bariatric surgical care close to home. Bariatric surgery is one of the most effective ways for people to manage chronic conditions related to obesity, such as diabetes and hypertension, yet access to surgery remains a challenge. By enabling people to receive bariatric surgery and care closer to home, more can be supported on their journey to better health and a better quality of life. The Unity Health–MGH BCoE, which started seeing patients in October 2019, involves the opening of a Bariatric Assessment Centre (BAC) at Providence and a partnership of three existing bariatric surgery sites: St. Michael's, St. Joseph's and MGH. The Centre provides comprehensive pre-operative, peri-operative and post-operative bariatric surgical care.

PATIENT/CLIENT/RESIDENT PARTNERING AND RELATIONS

Achieving our vision – The best care experiences. Created together – relies on intentionally partnering with our patients, residents and

families through our quality improvement initiatives. Across Unity Health we have a steadfast commitment to ensuring the patient and family voice is a perspective that informs everything we do. This is achieved through our successful patient and family partner program where we engage with our 130 patient and family partners across Unity Health; these individuals bring their unique perspectives as patients or family members to the planning and execution of all improvement strategies. Through our experience in working with patient and family partners and approaching improvement through a co-design lens, we have discovered new and creative ways to improve processes and care leading to real and impactful change.

In 2019-20 we purposefully engaged patient and family partners in all of our quality improvement priorities from the inception of change ideas to their implementation and evaluation over the year.

Our partners were actively involved in the following ways:

- members of improvement priority working groups
- participants in Value Stream Mapping and Kaizen events
- partnered in the co-design of new processes in our emergency departments
- helped staff understand how to prepare patients for a successful transition home

We will continue this approach as we plan our 2020-21 improvement priorities.

Our commitment to furthering patient and family partnerships will experience an exciting leap forward in 2020-21 as we launch the Unity Health Care Experience Institute. This new institute will advance our innovation and collaboration within Unity Health and

beyond in studying, measuring and creating the best care experiences with our patients, residents and families.

WORKPLACE VIOLENCE PREVENTION

People choose to work in health care to make a positive difference in their communities and in the lives of others. Joy in work is about helping make a connection to the meaning and purpose in our work. It is about creating a culture that recognizes each person's contributions and it exists when we are all ambassadors for what we do. People who experience joy at work are more resilient and better equipped to support those we serve. We are continuing to action on our wellness framework with targeted initiatives that foster psychological well-being in the workplace in support of our joy in work strategic direction.

Unity Health has recognized the potential for violence in the workplace and its impact on the health and well-being of health care workers. We are committed to making every reasonable effort to identify potential risks and minimizing them through our workplace violence prevention initiatives to provide a safe, healthy and supportive working environment.

We are now in our third year of a multi-year strategy to reduce the impact of workplace violence on our people both from a physical and psychological perspective. Key elements of our robust prevention programming include identification of patients at risk of responsive behaviors or aggression and the implementation of behavioral care plans to guide safe care practices, support staff and improve patient safety. Departmental risk assessments will help identify risks of violence to our people and people we serve and will also help implement strategies to minimize the risk. Workplace safety will be further embedded by investing in training and education for our people.

VIRTUAL CARE

As we work to deliver on our vision, Unity Health has identified the development and testing of a virtual care model for select patient populations as a key corporate objective for this fiscal year. A working group was formed to develop a framework to further the creation of a model which would support virtual care implementations and foster an environment where virtual care initiatives are used to improve delivery of care to patients.

In addition to this, we are working on various demonstration projects, including leveraging telemedicine to conduct pre-admission consults for patients undergoing bariatric surgery. Given the demographics of these patients, travel required and the potential for the visit to be virtual, the project was seen to be fit to leverage this technology. The digital components include patients engaging in video visits, secure emailing, online access to their health records (through MyChart) and more.

Another example of an initiative in the works is the implementation of a new tele-dermatology model at St. Michael's. With reduced on-site dermatology, the model will improve timely care to patients by allowing physicians to provide urgent dermatological e-consults for inpatients. This will be enabled by a new virtual care process to securely send images for assessment to an on-call physician across the GTA.

Lastly, we are also working to increase patients' enrollment in MyChart by five per cent to ensure patients are engaged and connected to their personal health information anytime and anywhere.

EXECUTIVE COMPENSATION

In accordance with the requirements of the Excellent Care for All Act 2010, executive accountability for the overall performance Unity Health Toronto is embedded in our management philosophy and practice. Our executives' compensation for 2020-21 is linked to performance in a graduated manner based on selected performance indicators (including QIP indicators).

CONTACT INFORMATION

For QIP inquiries, please contact:

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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 **April 2, 2020**

Colleen Johnston, Board Chair

Domenic Belmonte, Board Quality Committee Chair

Dr. Tim Rutledge, Chief Executive Officer

Other leadership as appropriate
