

Quality & Patient Engagement Framework Listowel Wingham Hospitals Alliance

Enriching Life's Journey Together

VISION



Cultivating
QUALITY CARE
that is
patient centred,
timely, efficient,
effective,
equitable
and safe.

Cultivating a
sustainable
and resilient
ENVIRONMENT
that is here
for future
generations.

H
MISSION

Cultivating a
WORKPLACE
that **nurtures**
individual
and collective
potential.

Cultivating
PARTNERSHIPS
to offer a
seamless
patient
experience.

VALUES

Respect
Teamwork
Communication
Professionalism
Compassion/Caring

The Quality Framework Executive Summary

The Quality Framework is an overview of the key principles and practices necessary for the organization to implement and monitor quality improvement while maintaining a continuous focus on quality, patient safety and risk management. The framework supports Listowel Wingham Hospitals Alliance (LWHA) Vision, Mission, and Values. It identifies key organizational enablers necessary to drive improvements in the six dimensions of quality and ensure the achievement of the quadruple aim: enhancing patient experience, improving population health, maintaining or reducing costs, and optimizing provider experience (Health Quality Ontario [HQO], 2017; Institute for Healthcare Improvement, 2016; Bodenheimer & Sinsky, 2014). Optimizing the work life of our health care providers and staff is integral to our work. Caring for our providers will lead to quality of care for our patients. LWHA is committed to patient centeredness; thus, a framework for patient and family engagement is included in this document. LWHA is an open transparent organization that sees patient engagement as an opportunity, not a challenge, for improving quality.

Definition of Quality at Listowel Wingham Hospitals Alliance

The six quality dimensions from Health Quality Ontario's (HQO) Framework are essential to the organization's cultural adoption of quality. See Appendix A. LWHA has adopted the six dimensions of quality as seen in figure 1. Attention to all dimensions enhances the care provided to patients and supports the organization's ability to reach its vision of Enriching Life's Journey Together. An organization with a culture of quality is patient centred, safe, equitable, timely, efficient, and effective and aims to improve the health of the population, enhance patient experience, reduce or maintain per capita cost, and optimize provider experience (figure 2). At LWHA quality is everyone's responsibility.

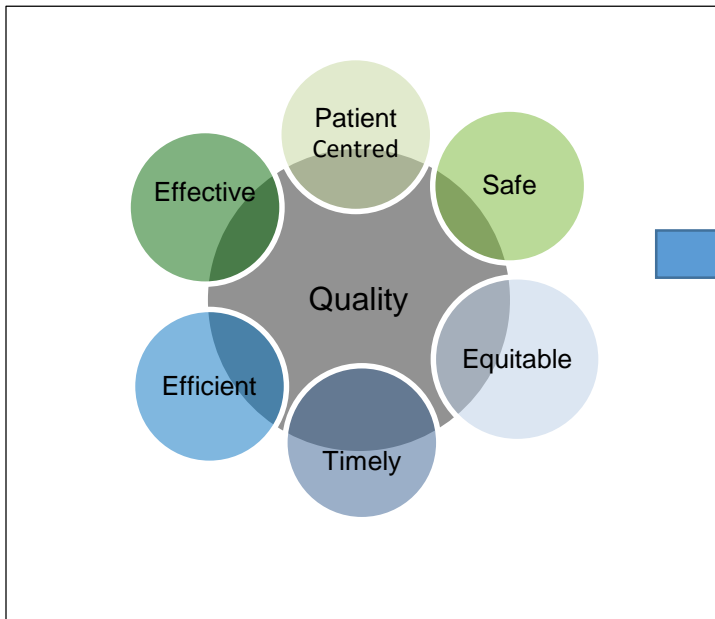


Figure 1

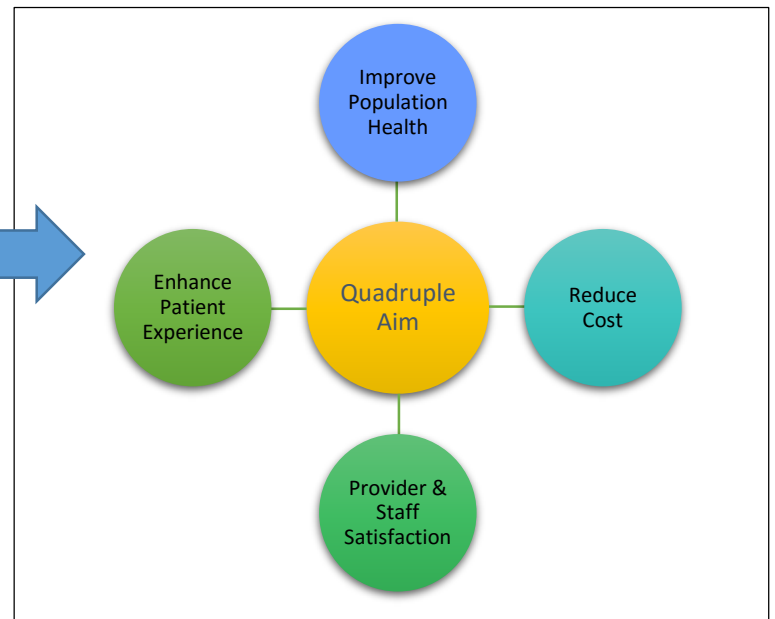
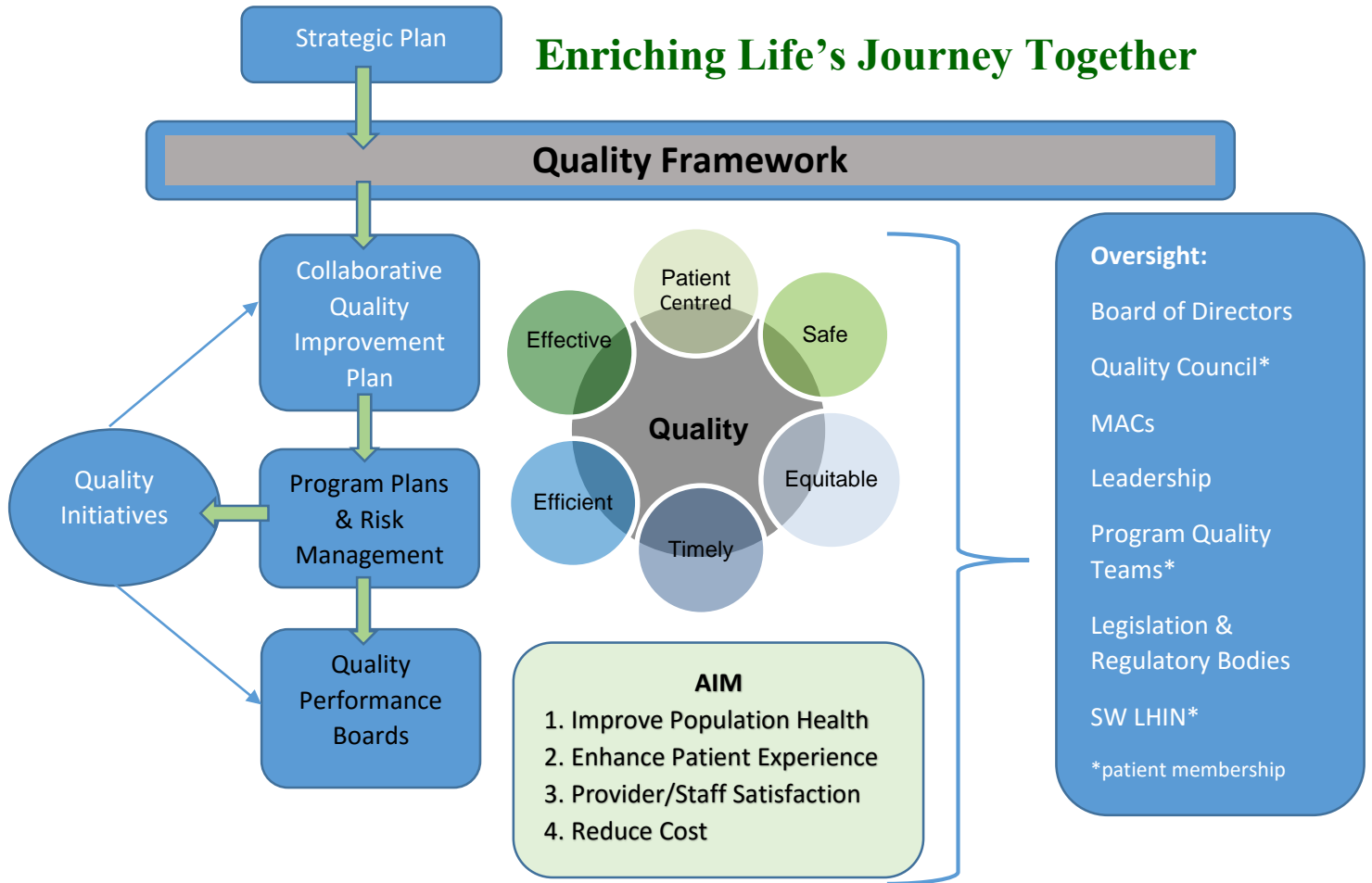


Figure 2

Defining elements of quality care (Health Quality Ontario, year?)			
Element	Patient meaning	Provider meaning	LWHA examples
Safe	I will not be harmed by the health system	The care my patient receives does not cause the patient to be harmed	<ul style="list-style-type: none"> • Robust risk reporting system • Annual risk rating/HIROC matrix • Enterprise risk management to detect and respond to risk
Effective	I receive the right treatment for my condition, and it contributes to improving my health	The care I provide is based on best evidence and produces the desired outcome	<ul style="list-style-type: none"> • Standardized order sets • Adherence to Quality Based Procedures • Measure and monitor indicators on quality boards, quality based procedures, QIP etc.
Patient Centered	My goals and preferences are respected. My family and I are treated with respect and dignity	Decisions about my patient's care reflect the goals and preferences of the patient and their family or caregivers	<ul style="list-style-type: none"> • Patients on quality teams • Actively seeking patient likes/dislikes/hopes/needs on a day to day basis • Written materials reviewed and tested by focus groups • Declaration of patient values • Coordinated care conferences
Efficient	The care I receive from all practitioners is well coordinated and efforts are not duplicated	I deliver care to my patients using available human, physical, and financial resources efficiently, with no waste to the system	<ul style="list-style-type: none"> • Utilize a resource allocation framework • Lean focus in quality improvement and supply management • Accessible record keeping to avoid duplication of tests • Effective partnerships and seamless hand-offs
Timely	I know how long I have to wait to see a doctor or for tests or treatments I need and why. I am confident this wait time is safe and appropriate	My patient can receive care within an acceptable time after the need is identified	<ul style="list-style-type: none"> • Focus on reducing wait time for services • Patient information in emergency to explain wait times
Equitable	No matter who I am or where I live, I can access services that benefit me. I am fairly treated by the organization and health care system	Every individual has access to the services they need, regardless of his or her location, age, gender, or socio-economic status	<ul style="list-style-type: none"> • Identify patients at risk for inequity (e.g. seniors, Hamilton Place residents) • Outreach services for Mental Health patients through Crisis

Enriching Life's Journey Together



Organizational Enablers Required to Reach Quality Aim

A Board that is relentlessly committed to quality	Executive Leadership envisioning and realizing quality through strategic planning, QIP, & organizational development	Managers, professional practice, coordinators, & team leads committed to & skilled in quality improvement	Staff that are supported by a robust HR strategy to thrive in a quality focused workplace, practicing evidence-based medicine	Engaged patients & families/ Experience based design	Supported and engaged medical & professional staff	Community and regional partnerships/ Engagement in integration tables with regional academic and community hospitals
A just culture: systems thinking/ focus on safety & systems not blame	Comprehensive quality improvement and risk management frameworks/ project tools & change strategy	Foster a culture of quality/huddles & recognition	Resources allocated to support quality	Measure and monitor performance/ Business Intelligence	Internal & external environmental awareness to identify organizational, regional and sub-regional care gaps & adherence to quality standards	High functioning information technology
Respect	Teamwork	Communication	Professionalism	Compassion/Caring		

Quality Initiative Guideline

Managing quality initiatives requires a standardized approach and tools that can be modified to suit specific needs. Projects occurring within the organization should be aligned with the Quality Improvement Plan and overall strategic direction. Projects are prioritized and approved based on patient safety, the dimensions/definition of quality, the enterprise risk management system, alignment with strategic priorities, legislative and accreditation regulations, and leadership/Board fiduciary duties and fiscal accountabilities. A quality initiative guideline will assist with standardizing our approach and realizing quality goals.

Quality Initiative Tools				
You may use some or all of the tools below in each step of a quality improvement project. Many Plan-Do-Study-Act (PDSA) cycles may be required to reach the aim outlined in the project charter. Utilize the LWHA quality project toolkit where available *				
What are we trying to accomplish?		What changes can we make that will result in improvement?		How will we know that a change is an improvement?
Design/ Preparation	Diagnostics	Generate Solutions	Test/Implement	Sustain & Spread
<ul style="list-style-type: none"> <input type="checkbox"/> Problem identification <input type="checkbox"/> Aim statement* <input type="checkbox"/> Family of measures (outcome, process, balance) <input type="checkbox"/> Project Charter* <input type="checkbox"/> Design in factors for success* <input type="checkbox"/> Team Composition <input type="checkbox"/> Communication plan <input type="checkbox"/> Stakeholder design <input type="checkbox"/> Roles & responsibilities 	<ul style="list-style-type: none"> <input type="checkbox"/> Stakeholder engagement <input type="checkbox"/> Process mapping and VSM <input type="checkbox"/> Root cause analysis (fishbone, 5 why's etc.) * <input type="checkbox"/> Data analysis <input type="checkbox"/> Pareto chart* <input type="checkbox"/> Experience based design: capture & understand, <input type="checkbox"/> Include patient advisor(s) 	<ul style="list-style-type: none"> <input type="checkbox"/> Creative thinking <input type="checkbox"/> Change concepts & change ideas <input type="checkbox"/> Senior friendly <input type="checkbox"/> Driver diagram <input type="checkbox"/> Patient advisor(s) 	<ul style="list-style-type: none"> <input type="checkbox"/> Measures: outcome, process, and balancing <input type="checkbox"/> Sharing on quality boards <input type="checkbox"/> Link to QIP and organizational dashboards 	<ul style="list-style-type: none"> <input type="checkbox"/> Program sustainability <input type="checkbox"/> Opportunity to spread
<p>Hunches, Theories, and Ideas → DATA → Changes That Result in Improvement</p>				

Patient and Family/Caregiver Engagement: Framework and Process

In order to achieve a culture of continuous improvement, patient and family engagement is a crucial element. Our vision of patient-centred is patients, family members, other informal caregivers, and health care professionals actively collaborating to improve health care quality at LWHA. Partnering with patients and their loved ones will support a common understanding of their experiences, preferences, and needs, and how to respond to them (HQO, 2016).

At LWHA we believe that by incorporating patient and family involvement and feedback in decision making, quality initiatives, organizational design, and policy making we will ultimately provide services that are tailored to our patient populations; thus, will lead to best possible outcomes. Patient engagement is known to contribute to improvements in quality and patient safety. We want to build the knowledge, skills, and confidence of our patients to drive practices that will change our systems for the better, and enrich their life's journey (Dardess et al, 2013).

The patient and family engagement framework will guide LWHA in developing interventions and policies that support patient and family engagement in all of the work we do. The topic at hand determines the range of engagement approaches from information sharing to full collaboration, and opportunity is designed with patient participation. Examples of engagement approaches include

- Organizational surveys to measure experience and respond to feedback
- Patient and family meetings to share information
- Patient/public membership on quality teams and council
- Patient feedback in development of educational materials
- Patient involvement in redevelopment planning and decision making
- A robust family presence policy designed with patients
- Collaborating with patients as partners on the care teams
- Sharing patient stories at every opportunity

Integrating patients' values, experiences and perspectives will be a priority at all levels of care. For engagement to be meaningful, staff and leaders need to encourage and support patients' increasing responsibility and leadership within the organization. We will enable patient engagement through a culture of continuous improvement, by providing access to easy to understand health information, commitment to health equity and cultural competence, and through evaluation of our processes and value of engagement activities (HQO, 2016).

LWHA Patient & Family/Caregiver Engagement

Enriching Life's Journey Together

A strong culture of patient, caregiver, and public engagement to support high quality health care





The Guiding Principles:

Partnerships Relationships to benefit patients, families, supports and care providers	Learning About each other's perspectives and experiences; how to make things better	Empowerment Support patients & caregivers to openly express need without fear; confidence
Transparency Open and honest about worries, resource limitations, knowledge gaps	Responsiveness Act upon the voices of patients, caregivers, & the public	Respect Respect for patients and partners by being thankful for time, ideas, experience, diversity

Across These Domains:

Personal care and health decisions	Program and service design	Policy, strategy, and governance
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Across a Spectrum of Engagement Approaches:

SHARE 	CONSULT 	DISCUSS 	PARTNER 
Provide easy-to-understand health information	Get feedback on a health issue (e.g. policy or decision)	Discuss an issue and explore solutions	Partner to address an issue and apply solutions

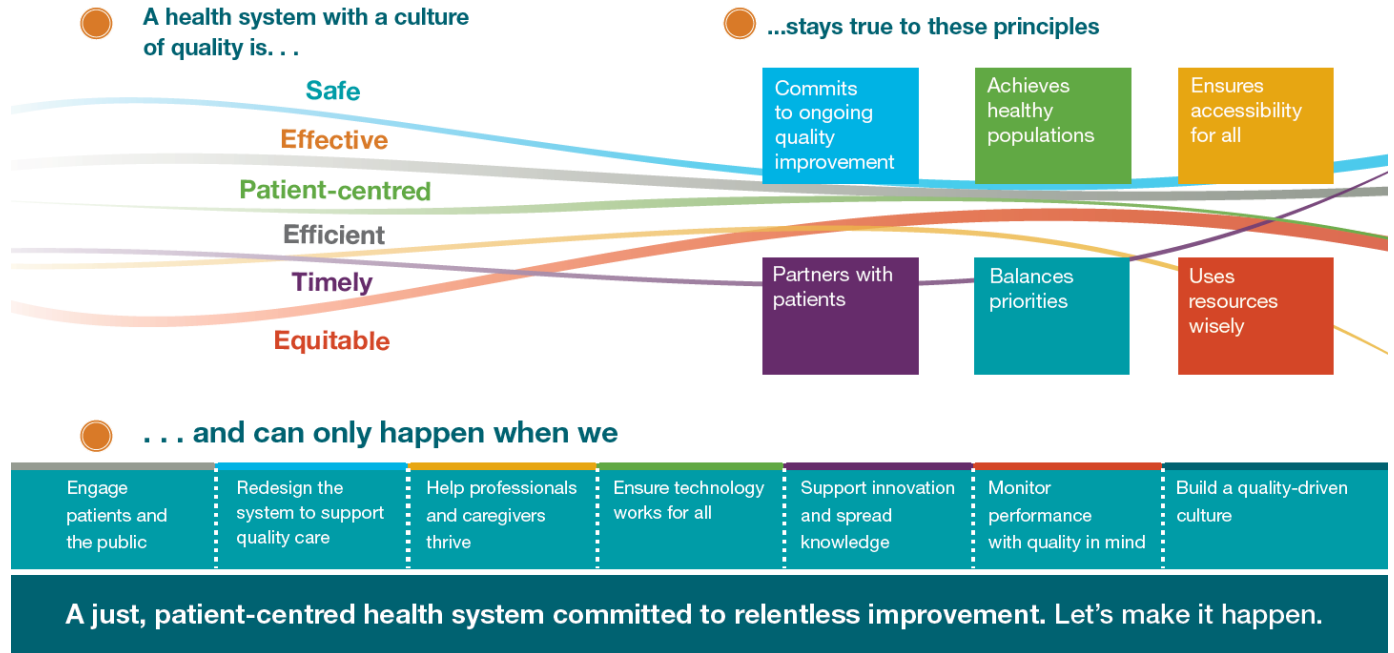
Enabled By:

Culture of continuous improvement	Access to easy-to-understand health information
Commitment to health equity and cultural competence	Evaluation of value and outputs of engagement opportunities

References

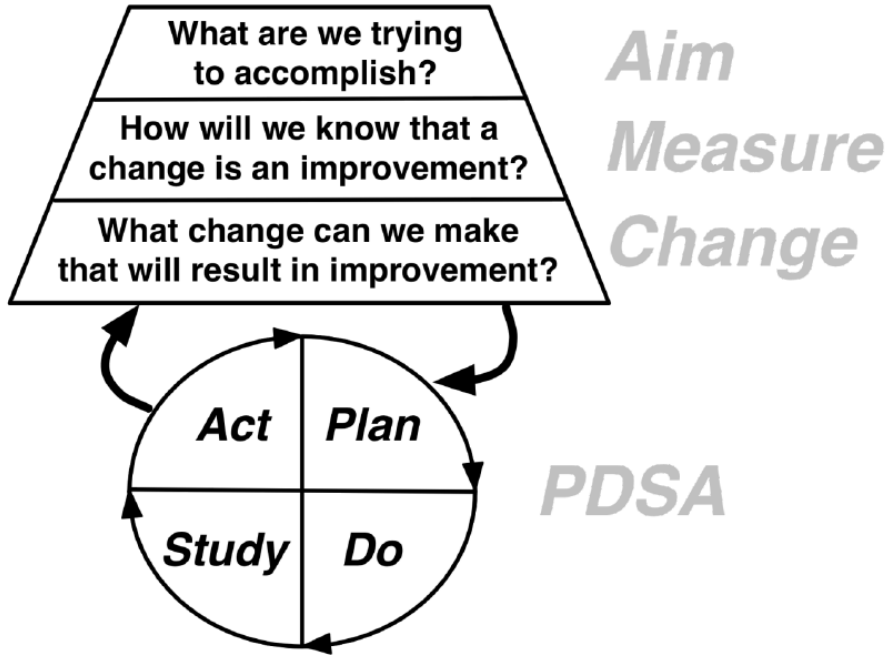
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Embrace Health Quality



Appendix B: The Model For Improvement

Model for Improvement



Langley, Nolan, Nolan, Norman, Provost;
The Improvement Guide, 1996