

Quality and Patient Engagement Framework

“A just, patient-centred health system committed to relentless improvement.
Let’s make it happen.” – Health Quality Ontario

Quality at the Listowel Wingham Hospitals Alliance (LWHA)

The Quality Framework is a tool that facilitates a commitment to our patients, staff and physicians that quality will be a priority and shared accountability throughout the Alliance. This framework will be reviewed and updated regularly. This framework is rooted in six dimensions of quality that will help to drive an improved provider and patient experience, improved population health and resource stewardship.

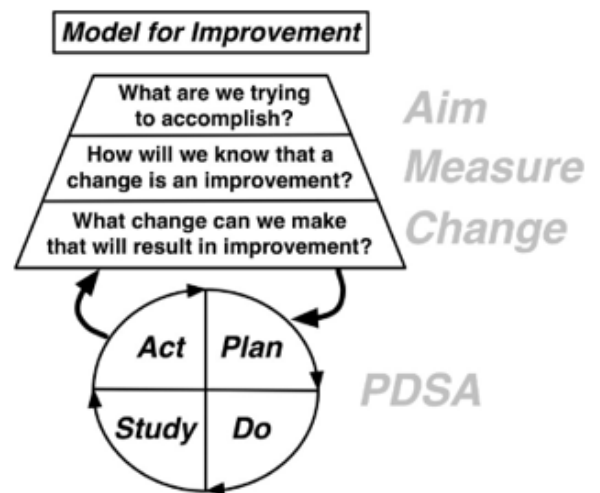
Defining elements of quality care (Health Quality Ontario, 2017)			
Element	Patient meaning	Provider meaning	LWHA examples
Safe	I will not be harmed by the health system	The care I provide does not cause the patient to be harmed	<ul style="list-style-type: none"> • Risk Mitigation Strategies • Robust risk incident reportingsystem • Organizational Risk Registry • Enterprise risk management to detect and respond to risk
Effective	I receive the right treatment for my condition, and it contributesto 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 • Medical Directives • Adherence to QualityBased Procedures • Measurement and monitoring indicators at team meetings and huddles, quality based procedures, quality improvement plan (QIP) etc.
Patient Centered	My goals and preferences are respected. I am involved in directing my care. 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"> • An active and influential Patient Partner Council (PPC) • Structured Patient Feedback Process • 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 on quality improvement and supply management Accessible record keeping to avoid duplication of tests Effective partnerships A fully functional electronic health record
Timely	I know for how long and why I have to wait for doctors, 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 treated fairly by the organization and health care system	Every individual has access to the services they need, regardless of their location, age, gender, or socio-economic status	<ul style="list-style-type: none"> Identify patients at risk for inequity Established relationships with Outreach services for Patients needing additional support

Tools to Advance Change

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 LWHA's strategic plan, the enterprise risk management system, the annual Quality Improvement Plan, annual operating and capital budgets and legislative and accreditation regulations. LWHA will use a variety of tools to advance change:

1. Model for Improvement (Plan Do Study Act)
2. LEAN methodology
3. Quality Reviews
4. Driver diagrams



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

Quality Oversight at LWHA - Quality is Everyone's Responsibility

Quality is everyone's responsibility at LWHA and there are key responsibilities and accountabilities that formally oversee quality advancement. This graphic highlights responsibilities throughout the Alliance.



Patients

Our Patient Partner Council (PPC) represents our patients who are central to everything that we do as an organization. The PPC plays an important role in identifying priorities, partnering in decision making and monitoring progress. 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. This work will be guided by the follow principles:

Patient Engagement Guiding Principles:

<p>Partnerships Create relationships to benefit patients, families, supports and care providers</p>	<p>Learning Seek out other's perspectives and experiences and ways to make things better</p>	<p>Empowerment Support patients & caregivers to openly express need without fear; confidence</p>
<p>Transparency Be open and honest about worries, resource limitations, knowledge gaps</p>	<p>Responsiveness Act upon the voices of patients, caregivers and the public</p>	<p>Respect Respect for patients and partners by being thankful for time, ideas, experience, diversity</p>

In order to support advancement of our patient engagement strategy the PPC will develop an annual workplan, nominate one member to sit on the Board of Directors and Quality Council, provide regular updates to the Leadership Team, MACs and Quality Committee of the Board. For more information on the PPC see the Council's terms of reference and work plan.

Staff and Physicians

Each of our roles contributes to the provision of high-quality safe care and it starts as soon as patients and families enter our buildings by creating respectful relationships, listening to one another's concerns and knowing that we each are trying to make a difference in the lives of our patients and families. Quality lives in appreciating each other's roles and how they link to quality outcomes. Examples of how many team members contribute to the care and experience of patients and their families include:

- Registration ensures accurate information is captured;
- Clean rooms reduce risk of infection;
- Nutritional food promotes healing and reduces harm if allergies are present;
- Identifying patients who are at risk of falls provides a safer environment;
- Clear processes provided by our physicians, nurses and professional health disciplines creates patient confidence;
- Comfortable and safe environments promote healing.

What are our Quality Program Priorities?

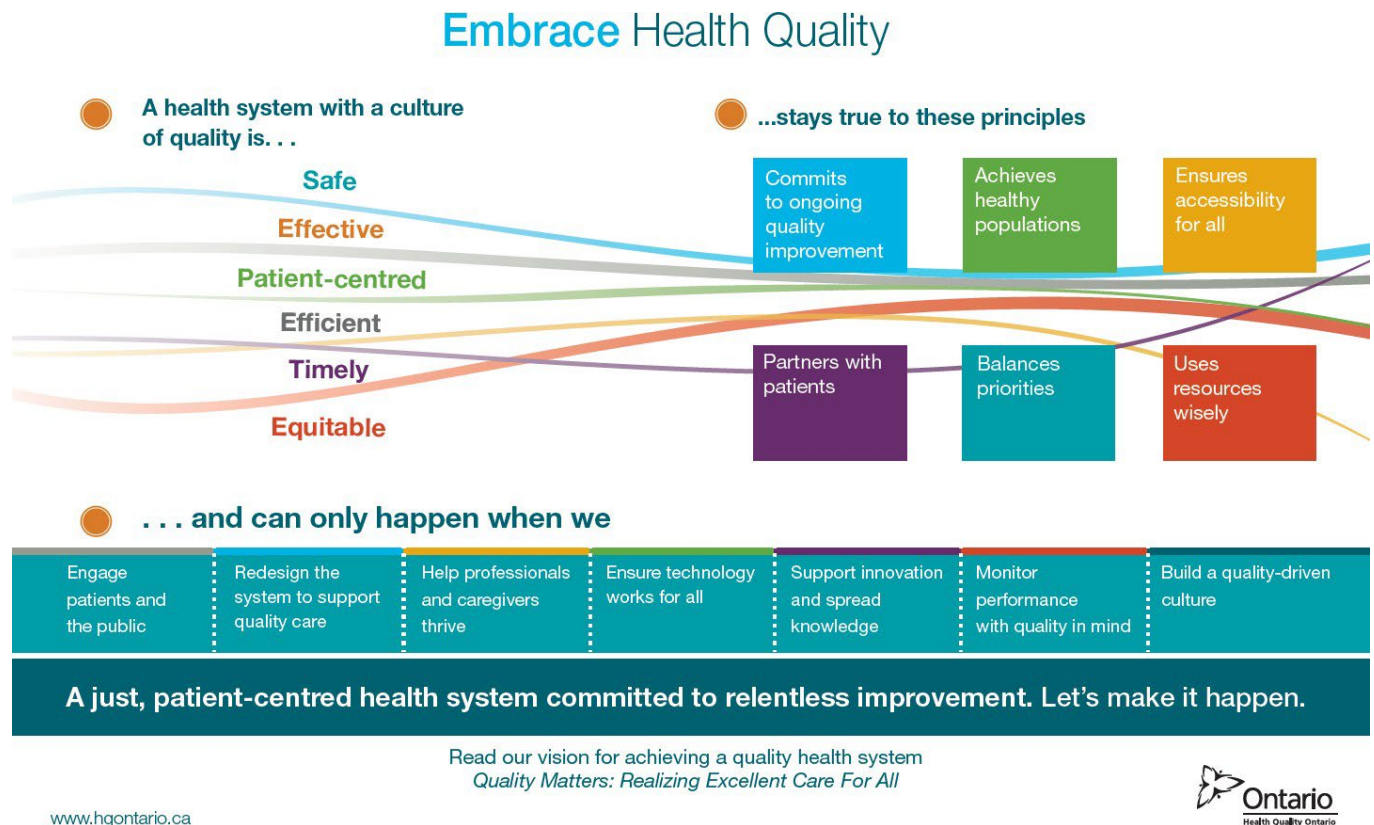
Over the next three years, 2023-2026, we will focus on the following priorities:

- Expand departmental quality teams to include all areas of the Alliance. This will help drive department led problem solving by the people who are working in the department
- Advance our quality analytics to ensure that each department and team has up to date data to support decision making, accountability and improvement
- Continue to advance our PPC with a focus on shared decision making and co-led quality improvement initiatives
- The creation of a Diversity Equity Inclusion workplan to support both staff and patients
- Assess the current departmental huddle board model. Create and implement standardized, evidenced based expectations that support department level communication, decision making and safety
- Advance the surgical services program across both sites

- Undertake targeted efforts to improve system integration at the Community, Huron Perth and Regional levels
- Develop a plan to ensure leaders at LWHA are equipped to lead, manage and advance quality in their departments and throughout the organization
- Implement patient safety initiatives through the advancement of our electronic health record

This framework will evolve and adapt over time. We will rely on our people, teams, patients and families to support, with innovative ideas, the provision of high quality care in a complex environment.

Appendix A: Health Quality Ontario



Appendix B: PDSA (Plan-Do-Study-Act) Examples

The following are examples of PDSA trials at Listowel Wingham Hospitals Alliance:

Inpatient Unit: Use of “Do Not Resuscitate (DNR) Armbands” on patients with DNR.

Environmental Services: Limit the number of garbage containers in office spaces for utilization of a central garbage collection system.

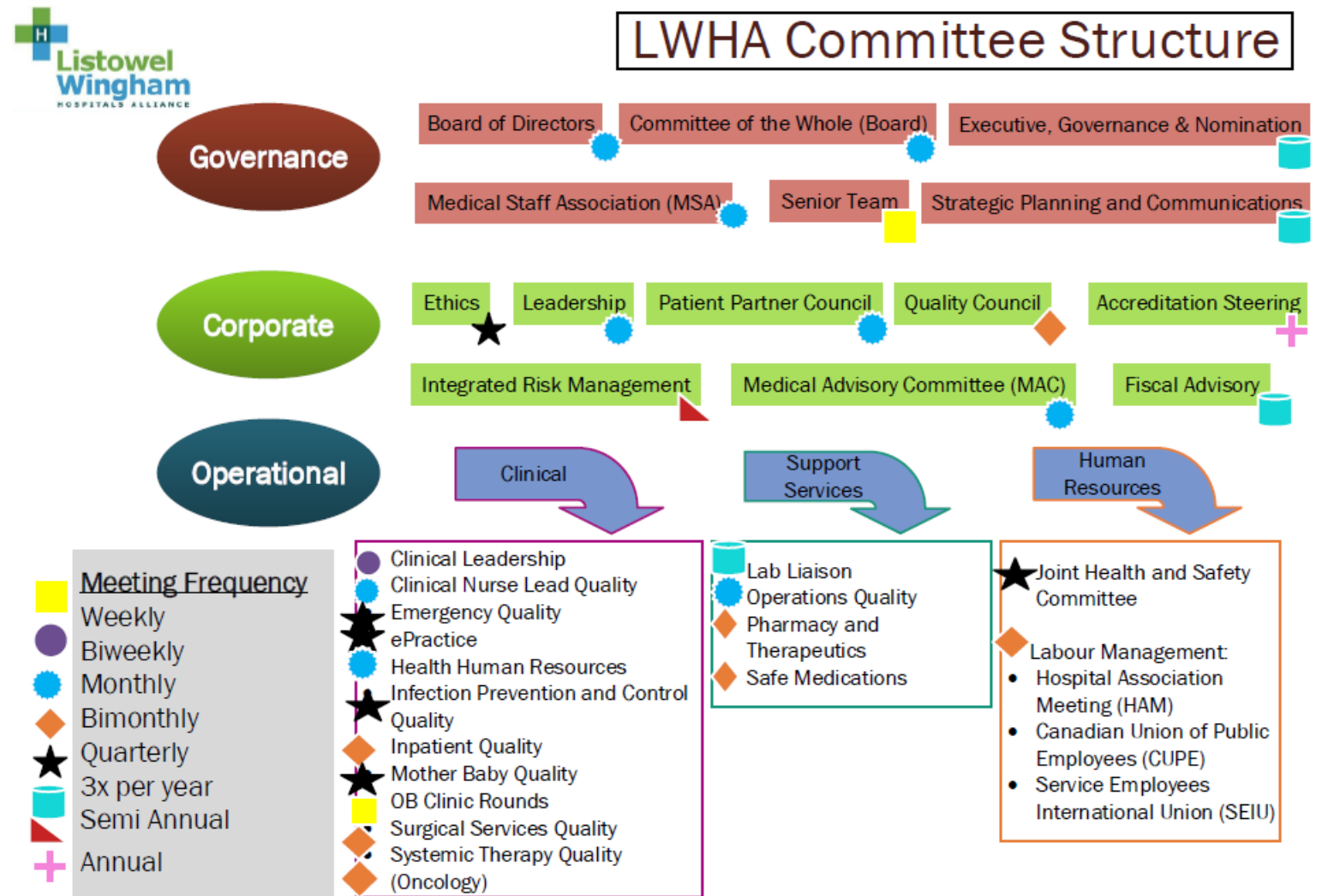
Health Records: Process improvement to the “Request for Release of Information” to include electronic opportunities.

Infection Prevention and Control (IPAC): An increase in hand hygiene auditing rates, completed by IPAC champions and monitored through the IPAC committee.

Lab: Improvement of patients wearing armband for phlebotomy draws.

Human Resources: process improvement of conducting a 15 minute pre-interview prior to booking full interview for position candidates.

Appendix C: LWHA Quality Teams



References

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