

Let's Make Healthy
Change Happen.



Quality Improvement Plan (QIP) Narrative for Health Care Organizations in Ontario



3/20/2018

This document is intended to provide health care organizations in Ontario with guidance as to how they can develop a Quality Improvement Plan. While much effort and care has gone into preparing this document, this document should not be relied on as legal advice and organizations should consult with their legal, governance and other relevant advisors as appropriate in preparing their quality improvement plans. Furthermore, organizations are free to design their own public quality improvement plans using alternative formats and contents, provided that they submit a version of their quality improvement plan to Health Quality Ontario (if required) in the format described herein.

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Overview

Quest Community Health Centre is committed to providing quality primary health care to residents of the Niagara Region who traditionally encounter barriers to accessing services. These include vulnerable populations such as people who are homeless or at risk of becoming homeless; sex workers, individuals with mental health, addictions and concurrent disorders, including those that frequent the ER for their care; isolated seniors, members of the LGBTQ community; children, youth and adults living in poverty; migrant agricultural workers and newcomers to Canada.

We are governed by a Board of Directors consisting of a diverse group of leaders, professionals, community representatives as well as persons with lived experience. Quest also has Advisory Committees in place to guide overall program development as well as development specific to certain programs (e.g. Points of Service, Volunteer Dental and Volunteer Chiropractor Programs). This includes our Client Advisory Committee that provides feedback on overall client needs as well as service delivery.

Quest's Mission is to provide health services to individuals experiencing social, economic and cultural barriers while promoting wellness, community and social justice so that we can move towards our Vision, a healthy and engaged community that participates, collaborates, celebrates and grows. Our Quality Improvement Plan (QIP) continues to help us achieve our Mission and realize our Vision as we focus on supporting the province's Quality Agenda including improved access through measuring supply and demand; improving our clients experience with respect to getting service the same day or next day; as well as obtaining client feedback on access.

Integrated service delivery is a fundamental principle for Quest, exemplified through our focus on the collaborative development of and participation in innovative service delivery models and the establishment of community based points of service, along with communication protocols with other health service providers. Quest is an active Health Links (HL) participant and continues to be the lead for HL identified individuals with mental health and addictions issues across Niagara Region. Quest along with our community partners has also championed the Integrated Community Lead Model in Niagara; we continue to provide presentations and Webinars promoting its use. Quest has also been recognized for our work with the LGBTQ community by Pride Niagara at the Unity awards; currently Quest is the 3rd largest provider of Trans Care in Canada.

Client experience guides our service delivery and program development. To this end, client experience and service responsiveness will continue to be monitored and reviewed using client feedback and Advisory Committee input. Keeping in mind that a positive quality minded culture is essential to providing excellent care for all, Quest implemented our 2nd "Organizational Culture Survey" in 2017-18 and are in the process of addressing key areas for improvement, as identified by our Staff Team. Lastly, monitored by our Quality Committee and Board of Directors, and using our Balanced Scorecard as a reference point, Quest continues to work towards the successful achievement of our final year of strategic planning outcomes and has now launched our Strategic Planning Process for 2018-2021.

Describe your organization's greatest QI achievements from the past year

Quest Community Centre's commitment to quality improvement continued in 2017/18. Several key examples are provided below:

Access to integrated services that address the social determinants of health remained a focal point for Quest in 2017/18. For example, our participation as the Health Links Lead for clients experiencing mental health and addictions continued to be a key priority. During this past year Quest completed 161 Integrated Community Plans with Health Link clients. We worked with many combinations of caregivers to comprehensively assess client's needs/preferences and collaboratively generate creative solutions. More specifically, Quest is now currently offering the Health Link approach (using the Integrated Community Lead Framework) to 100% of referred clients, and reports to the three Health Link Leads in Niagara once connected and plans are developed.

In 2017/18 Quest also identified and established the necessary processes to review all of our group, health promotion and community capacity initiatives that address the social determinants of health (SDoH), organized by Quest Priority Populations. Over the coming year we will begin to conduct a Gap Analysis that includes the programs and services that Quest has available as well as those being offered in the community, and work internally and with community partners (health/social/other) to develop initiatives that address Gap areas.

Quest's Quality Initiatives focused on prevention continued in 2017/18. For example, Quest's interdisciplinary care teams monitored monthly data regarding individuals eligible, but yet to receive preventive cancer screening. This was complimented by our "refresh intake" process where clients were invited to participate in an appointment to review preventive care screening, update health record, medication review/ reconciliation and review their individual client goals. In order to support ease of access and thereby increase rates for those under-screened and never screened in Niagara, Quest continued to host/work with cancer screening coach.

Compliance with current standards/practices as defined in policies and procedures is essential to quality. Quest has reviewed and updated its Programs and Services, Health and Safety, Administrative/Information Technology policies and procedures. Work is underway with respect to initiating a review of Human Resource Policies as well as Governance policies/By-laws and Finance policies in 2018/19.

Resident, Patient, Client Engagement

Quest CHC is dedicated to creating a positive client experience and delivering high quality programs and services that are responsive to the changing needs of our clients and community. Client engagement is essential to these outcomes.

Quest has been conducting client engagement surveys semi-annually since we began providing services in January of 2011. Valuable client feedback has helped guide our programs and services design and delivery. This information is shared with the staff, Board and funders.

Quest's Client Advisory Committee has been in place for five years acting as a resource to the organization and direction of client care. The Committee, facilitated by an allied health staff and a primary care staff, meets monthly and has contributed to a variety of changes at Quest including providing input on the development of Quest's new Website, as well as marketing and communication materials and informing new program areas. We also regularly seek out other strategies to obtain feedback from clients such as suggestion boxes, focus groups and client participation on community based advisory groups (e.g. Addictions and Mental Health Niagara Client Group).

In addition to introducing Quest's first Client on our Board of Directors in 2016/17, our Dental Advisory Committee now has Client representation as well. Our Migrant Agricultural Worker Program has also introduced Client Focus Groups to obtain their input and insights regarding strengthening these services. Quest intends to further develop and grow vehicles for client input and participation in the future as this plays a very significant role in our ongoing success.

Peer facilitation is another vehicle that Quest uses to support client engagement. Specific examples where this role was implemented and maximized in 2017/18 included the following Groups - Smart Recovery, Chronic Disease Self Management and Chronic Pain Management. In 2018/19 we will be introducing the Hep C Peer Group, a new program offered in partnership with our Niagara Health our Regional Hospital and which will be delivered by peer facilitators with lived experience.

Quest's Road to Empowerment Group continues to provide a vehicle for clients to work together to develop advocacy skills and practice using those skills to promote change. The majority of the initiatives undertaken by this Group have focused on issues faced by those with lived experience of poverty.

This past year Quest also participated in a number of surveys focused on obtaining client input. One of these was the Be Well Survey, implemented together with other members of the Association of Ontario Health Centres (AOHC). The survey is designed to collect data regarding the "well being" of our Clients and communities and related needs. Fifty-two surveys were completed at Quest CHC. A preliminary data analysis has been implemented and Infographic created. Further consultations being planned with respect to key areas of need identified including housing, food insecurity and income insecurity, for example.

Quest has also participated in the Niagara Dental Coalitions dental survey. On line and hard copies were made available to maximize client/community access/participation. Over 1300 responses were received region wide. Based on feedback a set of recommended actions/next steps were generated and several of these will be identified for implementation in 2018/19.

Finally, Quest regularly participates at community tables that include clients along with members of the community. One of these is the Queenston Neighborhood Group and the Overdose Prevention and Education Network Niagara. While the former focuses on strengthening the community in which Quest is located (e.g. establishing community gardens; engaging residents in problem solving) the latter is currently focused on challenges presented by the Opioid Crisis and establishing work groups to address them.

Collaboration and Integration

Quest is very aware of the importance of interdependence with others. In addition to clients and families this also includes other service providers/community agencies. Several ways in which this is demonstrated at Quest are described below.

Our community partnerships are an essential feature of Quest CHC. We would not be able to offer such a wide variety of programs and services without support from our partner organizations. Our website lists these partners and provides links to them as well.

Quest's Urgent Service Access Team (USAT) continues to work collaboratively with three other organizations in Niagara Region: CMHA-Niagara Branch, our Regional hospital-Niagara Health (NH), and Community Addictions Services of Niagara (CASON). This joint community based interdisciplinary program now has seven sites across the Region where the Team works with it's partners to reduce emergency department admissions among individuals with mental health, addictions and concurrent disorders who frequent the ED, and the adverse effects associated with Opioid addictions.

Members of the USAT Project Management Team were also the first agencies in Niagara to sign a Memorandum of Understanding with respect to the ICL Project, further reinforcing agencies working collaboratively to enhance client centred service planning and navigation and positive outcomes.

Quest also continues to create new and innovative partnerships for shared services. Our new Hep C partnership with NH being the most recent example of this.

Collaboration and integrated service delivery is also the outcome we work towards as we participate at several system planning tables across Niagara Region. These include the Niagara Sub Region Anchor Table; Niagara Sub Region Mental Health and Addictions Action Table; Niagara Health's Addiction Services Advisory Committee, Complex Care Resolution Table, Niagara Aging Strategy Leadership Council, the Niagara Refugee Planning Table, and the Niagara Senior Pride Network, among others.

Together with other CHCs Quest continues to support the HNHB LHIN as it plans for both the integration of the Community Care Access Centre (CCAC) into its services and how best to support solo physicians in their work with vulnerable and complex clients.

Collaboration is key to Niagara's strategy for addressing the challenges presented by the Opioid Crisis taking place in our Region. In addition to participating in the Overdose Prevention and Education Network Niagara (OPENN), Quest is a member of the OPENN Steering Committee and represents the other CHCs at that planning table. Various Quest staff also participate in a variety of Work Groups generating joint strategies to address communication and education, supervised injection services, and data collection, for example. In addition, we are working with Public Health to support the distribution of Naloxone Kits to those clients with whom we work.

In collaboration with other service providers Quest also provided information and input into the development of two proposals to address service gaps. One focused on the provision of Health Care to individuals who live in our shelters in Niagara. Quest participated at a planning table with the Niagara North FHT as well as several shelters and Public Health to generate a Health and Wellness Grant proposal for funding to support the provision of primary care to individuals dependent on Shelters in Niagara. We also collected information and helped inform a proposal to obtain funding to support a Youth Hub in the Region. The results of both are pending.

Engagement of Clinicians, Leadership & Staff

Quest has several mechanisms to engage leadership, clinicians and staff in our Quality Improvement efforts:

Our Quality Improvement goals and commitments are informed through our Quality Improvement Team consisting of a combination of management, primary care and allied health staff. Staff and Board are updated on our Plan and achievements. Each of our Interdisciplinary Teams play a key role in the planning and implementation of quality initiatives and change ideas.

Quest is now preparing for the implementation of our Strategic Plan for 2018-2021. We will be holding interviews and focus groups with staff to identify trends as well as challenges being experienced by our Clients and Community and generate strategies with respect to the role Quest can play in addressing these

Quest completed our second Organizational Culture Survey this year with the goal to help inform and better understand a variety of work and organizational considerations at our Centre including our work environment, workplace wellness, and team functioning, for example. Results were shared with staff in the fall of 2017. A 100% response rate provided us with information we could be confident in as we reviewed our job, team and organizational strengths and established work groups to begin to address those areas that would merit attention.

Quest staff meetings take place on a monthly basis. These 1.5 hour meetings provide an important and regular forum in which staff and management have an opportunity to provide updates and share information on front line, administrative and more systemic activities (e.g. Pride Prom Planning; EMR Updating; Strategic Planning Target achievement), deliver announcements, solicit feedback, and participate in a team environment that reinforces Quest's interdisciplinary model of health and well being.

Quest's Joint Health and Safety Committee, which meets bi-monthly and reports bi-annually to the Board of Directors as well as at Staff Team meetings, includes representation for our Management Team as well as front line staff.

Regular access to training and development opportunities is a fundamental principle at Quest CHC. Staff participation in individual and group training events was extensive in 2017/18. Quest's complete staff team participated in Privacy Training provided by the AOHC, Naloxone training, a Tai Chi/Mindfulness workshop, Refresh EMR training, as well as an Art Therapy event. Also, Board members had opportunities to participate in AOHC Webinars, were provided with information regarding specific staff roles and responsibilities as members of the Quest CHC team presented at Board meetings, and attended the AOHC AGM, Conference and workshops.

With input and support from front line staff, management and Board Quest completed a submission to the Registered Nurses Association of Ontario to become a Best Practice Spotlight Organization and was successful. We will be engaging clinicians together with other service providers as we implement and evaluate several best practice guidelines to enhance all services sectors and programs that are offered at our Centre including engaging clients who use substance, integrating tobacco and nicotine interventions into daily practice, assessment and management of pain, crisis intervention, and assessment and care of adults at risk for suicidal ideation and behaviour.

Population Health and Equity Considerations

Population Health together with Health Equity are embedded in the CHC Model of Health and Wellbeing and have been further integrated into Quest's programs, services and governance over the past year.

Quest has been a participant at the Mobile Cancer Coach Niagara Network table throughout 2017/18. The Mobile Coach was introduced to the neighbourhood at Quest's annual Community BBQ in June and began delivering services at Quest CHC's main location during Community Health and Well Being Week in October. More recently it also began to deliver services at Start Me Up Niagara, where Quest has a point of service focused on low income, unemployed individuals many of whom experience mental health and addiction issues and/or are homeless or at risk of homelessness. The Coach is especially helpful in ensuring that rarely and never screened individuals have access, in particular those without transportation living in Quest's Queenston Street neighbourhood.

Quest has initiated a project to complete a gap analysis with respect to addressing the Social Determinants of Health (SDoH). We are reviewing all group, health promotion and community capacity building initiatives whose goal it is to address the SDoH, organized by Quest Priority Populations. This scan is focusing on internal Quest CHC programs as well as current external initiatives. The next step will be to conduct a "Gap Analysis" and then work internally as well as with community partners to develop initiatives in Gap areas.

Quest's Volunteer Dental Program, Volunteer Chiropractor Program and our most recent Volunteer Physiotherapy Program (for Migrant Agricultural Workers) continue to play a significant role in ensuring individuals living below the poverty line and who don't have extended benefits, have access to these much needed services that contribute to their overall wellbeing.

Service demands for Trans Health in the HNHB LHIN have been increasing. Quest met with LHIN staff to provide information regarding the needs Trans Gender individuals, their families and primary health care providers living in the HNHB communities have for support. We complemented this by sharing a Transgender Interdisciplinary Team strategy to address these needs. This proposed strategy will provide LHIN wide client appropriate services; peer support and training for primary healthcare providers; transitional support to other providers when and as appropriate; and Health Promotion & Community Capacity Building.

Harm reduction services at Quest were further reinforced through a number of initiatives in 2017/18. Quest CHCs Board Chair and Senior Management staff worked collaboratively to generate a Harm Reduction Principle and Value Statement that has been adopted by the Board of Directors. Quest has been a very active participant at the Overdose Prevention and Education Network Niagara (OPENN) as well as the OPENN Steering Committee and the Work Groups focused on informing/developing supervised assessment services for the Niagara Region as well supporting and educating the community/service providers in the use of Naloxone kits and responding to overdoses.

In addition to Community Health Centres, solo practitioners across the Niagara Region may also provide primary care services to vulnerable/marginalized individuals. Quest together with the other CHCs in the Region have been meeting with the Niagara Sub Region LHIN staff to prepare a proposal for submission to the Ministry of Health and Long Term Care to access allied health staff (social workers/community outreach workers) who will be located at each of the CHCs and will work with Solo practitioners in our respective communities to maximize access to services that address the social determinants of health, as appropriate, for each client.

Access to the Right Level of Care - Addressing ALC

Quest CHC's General Services provides a number of services that reduce hospitalization. These include home visits for home-bound clients as well as RN triage and same day service. Our community outreach workers aid our clients in accessing the right services by the right professionals, by aiding in navigation and accompanying clients to various to various health care visits, including specialized services. Our goal is to keep clients well, independent, and out of the hospital.

We also offer a variety of programs, that have reducing emergency room visits as one of their goals. Our Urgent Service Access Team (USAT) is focused on individuals experiencing mental health, addictions and concurrent disorders who are reliant on the ED/hospital for their care. USAT ensures these individuals are linked to alternative levels of care including ongoing Primary Care and continues to attend NH hospital rounds to support discharge planning for clients in Mental Health and Addiction (MH&A) units.

Quest's USAT continues to be the MH&A lead for Health Links in Niagara. Quest also continues to Chair Niagara's MH&A Complex Case Resolution table. Both of these help to ensure client's needs are met outside the hospital.

Many of our clients used to end up in the ER as a result of severe tooth pain, loose teeth, swelling and abscesses. Also, poor oral health is linked to diabetes as well as cardiovascular and respiratory diseases. All of which can lead to ER/hospital visits. Quest's Volunteer Dental Program continues to play a very significant role in keeping clients out of the hospital by helping to address all of the above.

Group programs such as Managing Anxiety; Take Charge! Chronic Disease Self Management; and Skills to Cope each play a role in helping clients to manage anxious feelings, thoughts, behaviours and stress as well as develop coping skills to help them address day to day decisions together with difficult situations. The overall result is a decrease in the likelihood that clients will choose to use the ER.

Opioid Prescribing for the Treatment of Pain and Opioid Use Disorder

As previously noted, Quest has been a very active participant at the Overdose Prevention and Education Network Niagara (OPENN) as well as launching and helping to inform the OPENN Steering Committee and specific Work Groups focused on informing/developing supervised assessment services for the Niagara Region; supporting, educating and training the community/service providers in the use of Naloxone kits and responding to overdoses, along with kit distribution.

In addition to Quest's policies and procedures related to pain management (control substance policy/ client agreement/ regular review and urine screens) Quest also initiated a Complex Care Clinic, focused on clients with active pain and addiction. Complementing this are the Groups we are providing including "Chronic Pain Self Management" for people living with chronic or ongoing pain who want to improve their quality of life and "Let's Get Moving" weekly one hour activity classes that include a variety of activities ranging from resistance training, to yoga and zumba classes. Our Volunteer Chiropractic Program offers free chiropractic care for clients who experience pain that will benefit from this service but do not have access.

Quest is now providing the "Smart Recovery Program" to support clients who want to/are considering abstinence from any substance or activity addiction. Quest's program incorporates tools based on evidence-based addiction treatments, including Cognitive Behavior Therapy and Motivational Interviewing.

Quest's Urgent Service Access Team has been expanding it's points of service annually. They now have eight points of service across Niagara Region; five of these are situated in Methadone Treatment Service locations.

Staff training and education has been a key component of Quest's work with respect to better understanding Opioids, the crisis currently taking place and our role with respect to working with clients and helping to address the issue. For example, Quest has participated in the HQO webinar regarding safe Opioid prescribing. Other staff training has included participating in Project ECHO chronic pain learning sessions.

Workplace Violence Prevention

Quest has a clear goal - violence and harassment are not part of the job at our CHC. We have put several strategies in place to work towards this outcome.

Our Organizational Culture Survey measures several factors including safety, harassment, discrimination, violence, and unwanted sexual behaviours. When and if these emerge as issues Quest takes immediate steps and/or develops plans to address them, as appropriate.

Quest's Human Resource policies have been reviewed and revised to incorporate/strengthen policies/procedures and practices related to workplace violence and harassment.

Workplace Violence Prevention is reviewed annually via "HR Downloads" focusing on new harassment and workplace violence legislation. This is accompanied with the requirement that staff complete a quiz on the subject matter in order to complete the unit.

Other safety precautions at Quest include annual training in non-violent crisis intervention, bi-annual crisis drills, annual review of safety protocols, as well as reviewing our emergency codes. Quest's Joint Health and Safety Committee reviews incident reports on a regular basis looking for trends and potential areas of risk and improvement.

Contact Information

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Other

Thank you for this opportunity to both reflect on our progress over the past year as well as share information regarding that progress and plan for the future.

Quest Community Health Centre

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

Board Chair *Rick Kennedy* (signature)

Quality Committee Chair or delegate _____ (signature)

Executive Director / Administrative Lead *Colette McHugh* (signature)