

Let's Make Healthy
Change Happen.



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



3/25/2019

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, (throughout the Hamilton Niagara Haldimand Brant Local Health Integration Network [HNHB LHIN] for LGBTQ+ services) who traditionally encounter barriers to accessing services. These include vulnerable populations such as people who are homeless or at risk of becoming homeless; sex trade workers, individuals experiencing mental health, addictions and concurrent disorders, including those that frequent the ED 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 by providing primary health care services and 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; measuring our clients experience with respect to getting service the same day or next day; as well as obtaining client feedback on access.

Quest is an active HealthLinks (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 by providing training to community service agencies across Niagara. Furthermore, Quest has developed a Coordinated Care Plan Audit Tool which is being adapted for community-wide use. Quest has also been identified as a Registered Nurses Association of Ontario (RNAO) Best Practice Spotlight Organization. We are currently in our first of a three year program measuring Best Practice Guideline implementation across the organization. Quest has also been recognized for our work with the LGBTQ+ community and will be receiving The Alliance for Healthier Community Transformative Change Award in June 2019; 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. Lastly, Quality is one of our overarching strategic Priorities in our 2018-2021 Strategic Plan, and related objectives and indicators are closely monitored by both our Quality Committee and Board of Directors.

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

Quest Community Centre's commitment to quality improvement continued in 2018/19. Several key examples are provided below:

System integration and seamless transfer of care continued to be a focal point for Quest in 2018/19. For example, our participation as the Health Links Lead for clients experiencing mental health and addictions continued to be a key priority. We worked with many combinations of caregivers to comprehensively assess client's

needs/preferences and collaboratively generate creative solutions. More specifically, Quest's Urgent Service Access Team (USAT) utilizes the Health Link approach (using the Integrated Community Lead Framework) with 100% of referred clients. Quest also developed a Coordinated Care Plan Audit Tool to help provide a standard of care for Coordinated Care Plans which is currently being adapted for use throughout the community. Additionally, Quest has been on-boarded to Health Partners Gateway which will greatly improve communication between the client and their care team.

In 2018/19 Quest conducted a Gap Analysis of services addressing the Social Determinants of Health. The analysis included programs and services that Quest has available as well as those being offered in the community. We have worked both internally and with community partners (health/social/other) to develop two initiatives that addressed identified gap areas. This includes the development of our "Community Ties" socialization group as well as our "Hot Topics" workshop series. Quest will be continuing this work with clients and community partners to address other priorities/gaps.

Quest's quality initiatives, focused on health promotion / prevention in 2018/19, continue to make great strides. For example, Quest's interdisciplinary teams monitors monthly data regarding individuals eligible, but yet to receive preventive cancer screening. The teams then use those lists to offer screening thereby increasing screening rates. This has proven to be very effective as Quest has increased our current performance on the target to 73%. This was complimented by high levels of positive feedback on 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. Additionally, Quest continues to support access to screening for individuals under-screened and never screened in Niagara, through our hosting / working with the Screen for Life Cancer Screening Coach.

Quest has been identified and accepted to take part in the Registered Nurses Association of Ontario (RNAO) Best Practice Spotlight Organization (BPSO) Program. The BPSO program supports best practice guideline (BPG) implementation at the organizational level. It was established in 2003, is internationally renowned and has been successful in demonstrating the uptake and utilization of best practice guidelines. The program's strategic approach has served to promote the development of evidence-based cultures, improve patient care and enrich the professional practice of nurses and other health care providers. The end goal is to optimize nursing care, patient and organizational outcomes through RNAO's BPGs by promoting a culture of evidence-based nursing practice and management decision-making. Quest is currently in the first year of our three-year pre-designate process; we will be implementing five BPGs over the next two years, the third year is used for final evaluation and sustainability practices. Quest's selected BPGs include: 1) Assessment and Management of Pain, 2) Integrating Tobacco and Nicotine Interventions into Daily Practice, 3) Care and Assessment of Adults at Risk for Suicidal Ideation and Behaviour, 4) Engaging Clients Who Use Substances, 5) Crisis Intervention.

Quest has recently completed and is in the process of operationalizing our new Strategic Plan for 2018/2021, of which Quality is a major focus. This includes developing and tracking outcome measures for all Quest's program areas, implementing RNAO's Best Practice Spotlight Program, and developing formalized shared care protocols with other health care models for trans care when Quest is providing consultation/support or treatment. Quest looks forward to continuing to grow and develop, and we are grateful to have support and guidance from Health Quality Ontario on our quality journey.

Patient/client/resident partnering and relations

Quest develops 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 clients, staff, Board and funders.

Quest's Client Advisory Committee has been in place for six years acting as a resource to the organization and direction of client care. Quest is also a partner of the Niagara's Addiction and Mental Health Network's Lived Experience Advisory (NAMHN LEA). Community partners and clients come together to inform programs and discuss community issues. Additionally, Quest along with various community partners including Niagara Health and the Health Equity through Advocacy, Research and Theatre (HEART) Project have submitted a joint proposal that if successful will include having Peer Support Navigators with lived experience of homelessness, mental health and addictions, in Emergency Departments across Niagara. This client informed/led project focus will be on improving the client experience with the health care system.

Finally, Quest regularly participates at community tables that leverage client along with service provider knowledge and input. These groups include: the Queenston Neighborhood Group, Overdose Prevention and Education Network Niagara, Senior Pride Network Niagara, Post Trans Surgery Care Pack Group, Pride Prom Planning Committee, Niagara Poverty Reduction Network (including subgroups: Health Equity Task Group, Spring Forum Task Group), Niagara Dental Health Coalition, Niagara Food Forum, REACH Niagara, HEART Project, and the Niagara Migrant Worker Interest Group. Furthermore, CHC's in Niagara are continuously partnering in new and innovative ways and continue to meet regularly to explore collaboration efforts including joint advertisement of programming across the region, as well as, shared efforts in physician recruitment.

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 has also geared staff training this year towards communication (which can be applied to team members and with clients) regarding unsafe or wanted behaviours. Additionally, staff are trained and encouraged to develop Service Agreements with clients that outline how to best and safely work together in order to mitigate potentially risky situations.

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 emergency codes as well as safety protocols.

Quest's Joint Health and Safety Committee meets regularly and has an active work plan which it renews annually. The Committee also 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 _____ (signature)
Quality Committee Chair or delegate _____ (signature)
Executive Director/Administrative Lead _____ (signature)
Other leadership as appropriate _____ (signature)