

Let's Make Healthy  
Change Happen.



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



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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.

[ontario.ca/excellentcare](http://ontario.ca/excellentcare)

## Overview of Our Organization's Quality Improvement Plan

### Overview:

The North Simcoe Muskoka Community Care Access Centre (NSM CCAC) is committed to our vision of providing outstanding care to every person, every day. Through continuous quality improvement and a culture of excellence, our goal is to provide:

- better access to care for people in their own homes, providing intense support for people with the highest care needs;
- better care by working as a team to innovate and improve care and by participating in new approaches and models for caring for patients; and
- better value by creating efficiencies and improving the patient experience

Provincially, all Community Care Access Centres have agreed to focus improvement in 2014-15 in five key areas:

- Reducing falls;
- Reducing unplanned visits to the emergency department;
- Reducing unnecessary hospital admissions;
- Improving access to care; and
- Improving the experience of care for patients and their families.

In alignment with these provincial areas of focus, our 2014-15 Quality Improvement Plan (QIP) outlines the actions we will take to improve the quality and safety of patient care. Our most important priorities focus on improving timely access to service and reducing the incidence of falls through an increased interdisciplinary team focus on safety in the home. By improving safety and reducing the risk of falling, patients will be supported to remain safe at home and unnecessary emergency room visits and hospital admissions can be avoided. In addition, we will focus on maintaining the high levels of satisfaction reported by NSM CCAC patients and their families.

The NSM CCAC's 2014-15 QIP initiatives are aligned with our Strategic Priorities and Directions. Of strategic importance is being patient-centred and empowering the patient as an active partner in their care and wellbeing; implementing evidence-based practice to drive quality and safety and building and leveraging strategic partnerships with our system partners at the local and provincial level to improve patient care.

In 2011, NSM CCAC received exemplary standing from Accreditation Canada. We continue to build on this strong foundation in delivering on our commitment to work closer than ever with our patients and their families to make our system better, improve their health care experience, and achieve the best value from our finite health resources.

## **2014-15 QIP Focus:**

### **Reducing Falls**

Falls impact the quality of life of seniors in our communities and can contribute to decreasing mobility, health and independence. Since its inception, NSM CCAC has been a collaborative partner in the Regional Falls Programs and we are working hard on preventing and reducing the number of seniors hospitalized for falls and fractured hips. Our focus over the last several years has been on implementing tools to enable our Care Coordinators to identify those patients most at risk of falling and to connect them to an appropriate falls prevention clinic or other services and supports they need to stay safe in their home. In 2014-15, in alignment with our strategic direction to empower our patients to be active partners in their care, we will focus on purposefully engaging and educating our patients to work with us in maintaining their home environment to allow them to move around safely.

### **Improving Access to Care**

As outlined in Ontario's Action Plan for Health Care, timely access to care is critical and provincially, CCACs are working to ensure that our patients have access to the care they need, when they need it. In NSM, we are focusing improvements in two areas:

- Ensuring that services are provided to patients when they need them through efficient business processes; and
- Ensuring that we have sufficient health human resources to meet patient needs.

### **Maintaining High Levels of Satisfaction with the Patient Experience**

Patients receiving services from NSM CCAC and its contracted service providers report very high levels of satisfaction with their care experiences. As we move forward with improvements in other areas, we will look for opportunities to continuously improve the patient experience.

## **Integration and continuity of care**

The NSM CCAC's 2014-15 QIP improvement initiatives are aligned with the 2014-15 Strategic Priorities and Directions which, in turn, support provincial health system priorities as outlined in Ontario's Action Plan for Health Care, the Ontario Seniors Strategy - "Living Longer; Living Well" and the North Simcoe Muskoka Local Health Integration Network (NSM LHIN) 2013-2016 Integrated Health Service Plan including Care Connections – Partnering for Healthy Communities.

The quality improvement initiatives outlined in this plan exemplify NSM CCAC's strategic commitment to improving the safety and quality of services provided to patients and to use data, and other evidence, to do so in collaboration with the North Simcoe Muskoka Local Health Integration Network (NSM LHIN), CCAC contracted service providers and other health system partners.

## **Challenges, risks and mitigation strategies**

Ontario's health care system is undergoing transformational change. The government is investing in community care and health system partners are coming together in new ways to ensure that patients are receiving high quality care in a system that is better integrated and designed to work with them to meet their health care needs. Working in partnership with other health system partners, NSM CCAC is playing an active role in leading

While it is a very exciting time for community care, it is also very challenging as difficult decisions must be made regarding which improvement opportunities can be supported within available resources. NSM CCAC has implemented processes and structures to ensure good communication, collaborative problem solving and robust decision making regarding improvement opportunities and the strategic alignment of resources, both internally and with our local health system partners.

Our contracted service providers are very important partners in the delivery of care to our patients. Where appropriate, the change ideas outlined in our QIP have been developed in collaboration with our services providers as we work collectively together to achieve our common goal of improving quality, safety and the care experience for our patients. This year, CCAC service providers will also develop quality improvement plans that align with the CCAC's QIP.

The population of NSM is aging. In 2011, 15.9% of residents were aged 65 and over. That is projected to reach 18.3% in 2016 and 20.6% in 2021. With a focus on supporting seniors to remain safely in their homes, there is ever growing demand for CCAC services and, over the past several years, NSM CCAC has seen an increase in both the number of patients requiring care and the intensity of the care required. The CCAC has received significant funding increases from the LHIN for the past five fiscal years, receiving an 11% funding increase (\$10M) in fiscal 2013-14. In spite of this, demand has continued to outpace funding increases and waiting lists have continued to grow while NSM CCAC continues to explore every option to improve access to services.

Increased demand has also resulted in a steep increase in the amount for personal support services delivered, up from approximately 14,300 hours of personal support per week in April, 2010 to 22,500 hours per week in December, 2013. In early 2012-13, we began to experience delays in access to service due to a lack of personal support workers. We are working very closely with our personal support providers and other health system partners (e.g., Health Links, retirement homes) to understand and implement strategies to maximize personal support capacity.

A robust risk identification and assessment process will be undertaken for each of the specific QIP initiatives with improvement targets. This will ensure that the most significant risks are appropriately managed to enable achievement of the identified improvements.

### **Information management:**

NSM CCAC has access to rich data sources to support quality improvement activities. These include administrative data, patient assessment data, quarterly patient and caregiver experience data, bi-annual employee engagement survey data and risk event reporting information. NSM CCAC has built considerable strength in Business Intelligence and Quality which enables the CCAC to use this data to create information which is meaningful in identifying quality improvement opportunities and measuring the impact of improvement activities.

In addition, we have access to provincial benchmarking data through the Ontario Association of Community Care Access Centres (OACCAC). Indicators which require hospital data (such as 30 day readmissions and emergency department visits) are available through the OACCAC with an approximately 20 week delay which is not timely enough to support best practice approaches to quality improvement, such as rapid cycle improvement (e.g.,PDSA cycles).

