

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

April 3, 2024

Holland Bloorview
Kids Rehabilitation Hospital



**Ontario
Health**

OVERVIEW

As Holland Bloorview celebrates our 125th anniversary in 2024, we continue to strive towards exceptional leadership in pediatric rehabilitation provincially, nationally and internationally. Guided by our Strategic Plan, “Transformative Care, Inclusive World: Holland Bloorview 2030” which launched in 2023, we envision that by 2030 Holland Bloorview will provide care and services for children, youth and families that is agile, socially accountable and transformed by research and education. This plan was born out of the strengths, passions, expertise, and experiences of the Holland Bloorview community, and demonstrates and confirms our commitment to advancing high quality, safe care for our clients and families, and partnering fully to better understand how to best advance the care experience, and the experience of our staff, volunteers and learners.

Our 2024/2025 Quality Improvement Plan (QIP) reflects an ongoing journey with respect to our key priorities in the context of our new strategic plan, while building capacity through partnerships with staff, clients and families and reflecting on system opportunities across the pediatric healthcare landscape.

In total there are 6 indicators included for the 2024/2025 QIP as outlined below:

1. Median of wait time for all Neuromotor therapy/services (OT, PT, SLP, Psychology, and Social Work) with a target of 100 days.
2. Percent 'excellent' rating by clients and/or families to the question: 'Overall how would you rate Holland Bloorview?' with a target of 65%
3. Percentage of medication reconciliation completed for inpatients

at discharge with a target of 95%

4. Number of pressure injuries greater than stage 2 and unstageable per 1000 patient days with a target of 0.2
5. Ratio of repeated workplace violence incidents (same initiator) to total number of workplace violence incidents with a target of 45%
6. Percentage of new clients who provide Sociodemographic data with a target of 70%

Holland Bloorview continues to collaborate with a number of system partners to inform our quality agenda, ensuring we focus on local needs as well as needs that extend beyond our walls. Our partnership and engagement efforts include working with the Solutions for Patient Safety (SPS network), the Health Standards Organization (HSO), Accreditation Canada, Children's Healthcare Canada (CHC), GTA Rehabilitation Network, Rehabilitation Care Alliance, Toronto Academic Health Sciences Network (TAHSN), Kids Health Alliance (KHA), SKIP (Solutions for Kids in Pain), Empowered Kids Ontario (EKO), Provincial Council on Maternal and Child Health (PCMCH), Ontario Hospital Association (OHA), the Centre for Quality Improvement and Patient Safety (CQuIPS), Bloorview Research Institute, and Ontario Health's Paediatric Health Equity Data Working Group.

Strategic Plan 2023-2030

Goals



Commitments

Our commitments are the lens through which we see the Holland Bloorview 2030 strategy:

Caring Safely

We will ensure the safe thing to do, is the easy thing to do as we strive for zero harm across the hospital.

Co-design

We will engage the expertise of our team, children, youth, families and alumni to co-design care, services and pathways.

IDEAA

We will build an inclusive, diverse, equitable, accessible and anti-racist environment that treats all individuals with respect and fairness.

Reach

We will share and spread knowledge with pediatric health providers locally, nationally and globally.

Sustainable

We will lead with a lens on environmental, financial and human sustainability.

ACCESS AND FLOW

Our Ambulatory services have three large projects currently underway focusing on enhancing access and flow. These include Patient Connect implementation, a Centralized Booking initiative, and a Physician scheduling initiative. Patient Connect is the implementation of automated voice and text reminders through Patient Connect which is a Meditech solution (and thus, integrated with our Health Information System (HIS)). The solution aims to reduce no-shows for ambulatory appointments as well as improve the client and family pre-appointment experience by receiving confirmations/ reminders for upcoming appointments. We expect to see a corresponding increase in advance cancellations, and the team will work to create workflows that allow us to book appointments at short notice so as to better use physician appointment slots made available through cancellations. Secondly, the implementation of Centralized booking - a call center for ambulatory appointments (physician appointments), will result in better patient experience for booking appointments. Currently, client booking is siloed across the appointment services team, and the team relies heavily on calling clients with no notice to book appointments. Both these workflows result in inefficiency as booking a single appointment requires multiple phone calls to complete. Through manual data collection from multiple team members, we know that approximately 50% of calls made to clients are not answered the first time. The implementation of a call center will create an efficient booking process while improving the client and family experience. Lastly, later in the fiscal year we hope to start a project related to Physician Schedule Optimization. This project aims to optimize physician schedules to further reduce empty physician appointment slots.

EQUITY AND INDIGENOUS HEALTH

In September 2023 Holland Bloorview established an 18-month IDEAA (Inclusion, Diversity, Equity, Accessibility and Anti-Racism) Workplan. Below we have outlined our organization's ongoing commitment.

- We continue to expand our knowledge, skills and capacity related to IDEAA including expanding our Health Equity and Allyship training to more staff, our fourth annual antiracism learning series and an IDEAA communication strategy.
- We will be collecting socio-demographic data of current staff (to launch in Q1), and of new applicants (recently launched) through our recruitment process. We aim to have a team that reflects the populations we serve. Holland Bloorview Kids Rehabilitation Hospital has been named one of Canada's Best Diversity Employers in 2024 for the third year in a row. One example of our commitment is seen in our leadership in Project SEARCH, a school-to-work employment training and transition program for high school students with intellectual or developmental disabilities, in partnership with University Health network and education system partners.
- Additionally, our Ward family summer student research program offering undergraduate students the opportunity for mentorship within the field of childhood disability research and now includes a dedicated stream for an undergraduate student living with a disability as well as a stream for students who are of Indigenous descent.
- We are committed to collecting sociodemographic data from all clients and families and utilizing the collected data to act on the healthcare disparities experienced by equity deserving groups. To support the collection of this data we launched the "We asked

Because We Care” campaign in 2023.

- An Anti-Racism Implementation Specialist and an Indigenous Health Equity & Experience Specialist were hired and started at the end of the 2023-2024 fiscal year. These new roles are part of the ongoing evolution of the organization's IDEAA mandate to build and foster an inclusive, diverse, equitable, accessible and anti-racist environment, where all individuals are valued and treated with respect and fairness.
- We continue to support the equity needs of clients and families through Family Navigation Hub, which provides links to appropriate supports and services within and outside Holland Bloorview, as well as individual support around navigating social needs such as food and housing security, childcare, respite care, health literacy, transportation, and social connection.

PATIENT/CLIENT/RESIDENT EXPERIENCE

Client and Family Integrated Care (CFIC) continues to be a key strategic focus of the organization and we take pride in our leadership in this area. Ongoing active engagement of clients and families which respects the expertise and wisdom of our clients and families is central to everything we do at Holland Bloorview, as evidenced through very active youth and family leader programs, and paid family as faculty and youth facilitator roles. Youth and family leaders are also embedded as active members on all hospital committees. While co-creating our new 2030 strategic plan we conducted over 150+ touchpoints with youth and families, with Family and Youth leaders acting as pivotal members of the strategy taskforce. Our new strategic plan continues to reflect our commitment to the co-design of care, services, and clinical pathways with clients and families. We also have actively engaged our family and youth advisory committees in shaping our Quality,

Safety and Performance priorities, including the elements of this year’s QIP.

In late 2023, we launched our new patient experience survey with Qualtrics. This represents a shift from our past survey delivery methods (predominantly via mail) to completely electronic delivery (currently through email with plans to explore QR codes and kiosks). Data gathered from these surveys will be used to inform our care and guide our improvement activities.

Other initiatives to gather more data from the client and families we work with include a three month post medical discharge survey for clients transitioning from Holland Bloorview to the adult health care system. The feedback from this survey has been used to initiate transition planning earlier and increase transition resources and support for clients. We also continue to promote the Family Navigation Hub sessions, with a 50% target of families rating their satisfaction greater than 3 out of 5.

PROVIDER EXPERIENCE

With the launch of our new strategic plan “Transformative Care, Inclusive World: Holland Bloorview 2030” one of our four goals is ‘Healthy Team’. Holland Bloorview is committed to empowering a thriving, diverse team, equipped with skills, tools and time to learn to do their best work and with the agency to effect meaningful change. Our key activities related to Healthy Team include advancing technologies and process improvements to de-burden our team, creation of opportunities for social connection, and enhanced mentorship models.

This past year we refreshed our mental health strategy with a wide

continuum of supports, from organization-level mental health promotion to individual-level mental health intervention - the strategy included encouraging professional growth and development through education supports, wellness resources such as yoga, a lunch hour swim program, a reflection room and stress first aid training across the organization. This upcoming fiscal year we also are enhancing our Mental Health benefits coverage amount for staff. We also partnered with our retail food provider to expand access to healthy food options and enhanced options after hours and on weekends.

We continue to review and update our compensation models to be fair and competitive to ensure we can attract and retain excellent clinical and non-clinical staff. In Q3 of 23/24 Ontario's Clinical Scholar Program (CSP) was launched at Holland Bloorview to address the increased need of point-of-care nursing mentorship. Holland Bloorview made a decision to expand this program to include occupational therapy and physiotherapy clinical scholar roles, recognizing a need for enhanced mentorship within these important rehabilitation professions. The clinical scholar roles will allow staff to gain the specialized skills, knowledge and confidence required to meet the needs of children and youth with disabilities and developmental differences within Holland Bloorview and the community more broadly.

In addition, we continue to offer our Employee and Family Assistance program through ComPsych, which is also extended to volunteers and students.

SAFETY

Holland Bloorview is committed to building a culture of quality and

safety across the hospital for all clients, families and staff. Since 2020, Holland Bloorview has been part of Solutions for Patient Safety (SPS) a network of over 135 children's hospitals focused on reducing harm by preventing serious events, employee safety events and hospital acquired conditions (i.e., adverse drug events, falls and pressure injuries).

This past fiscal year we trained over 800 staff in Error Prevention Training. This training equips staff with the tools to recognize safety concerns and empowers them in their own work to address them leading to a culture of safety across the organization. Our Safety Coach program also launched last year and now includes a number of clinical and non-clinical staff who are passionate about safety, and who have additional training to observe work behaviors, and to provide peer-to-peer support to reinforce organizational Error Prevention safety practices and behavior expectations. The safety coach team is empowered to change the culture at Holland Bloorview by promoting accountability throughout the organization. This year we also adapted a Daily Safety Brief in which leaders across the organization check in for a brief safety focused call each morning. This call serves as a daily reinforcement of our Leadership's commitment to safety and is an important component of our plans towards achieving status as a high reliability organization.

With guidance from the SPS network, Holland Bloorview has started the adoption of Proactive Safety which encompasses Safety I and Safety II together. For this upcoming year our Apparent Cause Analysis tool kit will be expanded, and we aim to implement another Hospital Acquired Condition Prevention Bundle.

As an organization that provides inpatient and ambulatory services, staff and client safety remains a priority. In Q3 of FY23/24 we launched NCI training for staff which is the basis of our response to crisis situations/client escalations. In addition, Holland Bloorview continues to provide Collaborative Behavior Support, which utilizes solution-focused and strength-based strategies aligned with Caring Safely to reduce behavioral escalations in clinical areas.

POPULATION HEALTH APPROACH

With the launch of our new strategic plan “Transformative Care, Inclusive World: Holland Bloorview 2030” one of our four goals is Care that is Socially Accountable. Holland Bloorview continues to be a committed health system leader in meeting the needs of children and youth with disabilities and developmental differences. We strive to better equip clients and families with the skills and resources needed for self-advocacy and to be a voice for policy and system change.

During the 2023-24 fiscal year Holland Bloorview launched the Extensive Needs Service which provides vital wrap-around services for children and youth with urgent and extensive needs in Ontario who have co-occurring urgent medical, physical and developmental complexities and/or social vulnerabilities. To launch this work, which operates in partnership with Grandview Kids, Michael Garron Hospital and Surrey Place, we completed neighborhood needs mapping analysis to ensure clients would be able to access these specialized services closer to their homes.

We continue to collaborate with community partners within our Transitions programs which aim to support youth entering the adult system. These program go beyond health service navigation with a

large focus on youth employment and life skills.

We are also striving to support safe transitions from hospital to home and other care environments. One example of this focus is seen in our partnership with Safehaven, a not-for-profit organization that has provided residential and respite care to individuals with medical complexities and developmental disabilities for over 30 years. This partnership (which was initiated in 2022) created a new Transitional Care of Medically Complex Children (TCMCC) program which provides community-based care for children transitioning from lengthy hospital stays to home and community. This partnership helps alleviate the pressures the healthcare system faces with Alternate level of care (ALC) clients in acute centers.

EXECUTIVE COMPENSATION

By legislation, a portion of senior executive compensation must be performance-based (“at-risk”) and linked to measures arising from the QIP. Accountability is spread across all executives with equal weighting of all indicators selected.

2024-25 Executive Compensation Targets and Performance

Quality Dimension	Indicator	Target	Performance Corridors			
			Zero Payout	50% Payout	100% Payout	120% Payout
Safety	Number of Pressure injuries greater than stage 2 and unstageable per 1000 patient days	0.20	Greater than 0.54	Between 0.35 and 0.54	Between 0.20 and 0.34	Less than 0.20
Safety	Percentage of medication reconciliation completed for inpatients at discharge	95%	Less than 80%	Between 80% and 90%	Between 91% and 95%	Greater than 95%
Equity	Percentage of new clients who complete sociodemographic survey	70%	Less than 55%	Between 55% and 60%	Between 61% and 70%	Greater than 70%

CONTACT INFORMATION/DESIGNATED LEAD

If you would like to know more about our initiatives, engagement processes or key learnings, please feel free to contact Laura Oxenham-Murphy, Director of Quality, Safety and Performance at loxenhammurphy@hollandbloorview.ca

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 on **March 28, 2024**

Poonam Puri, Board Chair

Jennifer Quaglietta, Board Quality Committee Chair

Julia Hanigsberg, Chief Executive Officer

Joanne Maxwell, Other leadership as appropriate
