

Quality Improvement Plan (QIP)

# Narrative for Health Care Organizations in Ontario

March 11, 2025



## OVERVIEW

The vision for West Haldimand General Hospital (WHGH) Quality Improvement Plan, was developed in consultation with patients/families, staff, physicians and Board members and defines our broad and aspirational image of the future. Our vision is "To be the best rural hospital through partnerships and integration". Our mission is "to ensure access to quality healthcare for everyone who enters our doors". WHGH is a community of people dedicated to transforming the patient and family experience through collaborative approaches to care, knowledge and leadership through embedding our values of Innovation, compassion, accountability, respect, and excellence into our daily practices. This plan is created annually as part of West Haldimand General Hospital's commitment to continuously improve the delivery of safe, quality patient and family centered care.

WHGH is committed to an unwavering focus on our strategic directions:

- o High Reliability Healthcare
  - :Fostering Continuous Improvement
  - :Anticipating Tomorrow's Need
- o Exceptional Experience
  - :Leveraging our Aspirational Culture
  - :Nurturing Powerful and Purposeful Partnerships
- o Exceptional Environment
  - :Rethinking and Refreshing our Facility
  - :Redeveloping our Emergency Department
  - :Optimizing and Upgrading our Equipment and Technology

The Quality Improvement Plan for 2024-2025 will focus on the following priority measures:

o Access and Flow:

Efficient-Alternative Level of Care (ALC) throughput ratio

Timely-Emergency Department wait time to inpatient bed

o Equity:

Equitable-Staff completion of relevant equity, diversity, inclusion, and anti-racism education

o Experience:

Patient Centered-Reduction in respondents who report inequities in care

o Safety:

Safe-Reduction in Workplace Violence incidents resulting in injury

The Ontario Action Plan for Healthcare, Ontario Hospital Association Strategic Plan, Health Quality Ontario priorities and provincial priorities were considered as the 2024-25 improvement plan unfolded for the organization. Common themes such as safe and effective care, access to care and improved patient experience are embedded in this Quality Improvement Plan (QIP).

## ACCESS AND FLOW

West Haldimand General Hospital is at the forefront of enhancing healthcare accessibility, emphasizing the right care, in the right place, at the right time. With a commitment to optimizing system capacity, the hospital is implementing strategic improvements that positively impact patient, visitor and employee experiences.

A key focus lies in fostering timely access to care. Through collaborative efforts with health service organizations spanning interprofessional primary care, long-term care, and hospitals, West Haldimand General Hospital is driving initiatives to prevent unnecessary hospitalizations, early identification of barriers to discharge and other strategies to expedite bed availability. This involves the development of innovative care models, coordinated communication strategies and ensuring prompt access to community supports.

By promoting partnership and seamless coordination across care sectors, the hospital aims to enhance patient flow and overall system efficiency. The emphasis on preventative measures not only reduces the burden on emergency services but also contributes to improved health outcomes and an enhanced care experience for patients, clients, and residents.

These initiatives align with WHGH's commitment to delivering patient-centric care, placing a premium on accessibility, efficiency, and collaboration to elevate the overall quality of healthcare services provided in the community.

## EQUITY AND INDIGENOUS HEALTH

West Haldimand General Hospital is deeply committed to driving

improved and equitable healthcare outcomes across Ontario, addressing health inequities head-on. The hospital's dedication to fostering diversity and inclusion is evident through strategic collaborations with key organizations. Partnering with the Canadian Centre for Diversity and Inclusion, West Haldimand leverages the expertise of this esteemed institution to enhance its commitment to equitable healthcare practices.

In furthering its dedication to inclusivity, the hospital has formed a strategic partnership with Queer Positive Power, emphasizing the creation of a supportive environment for the LGBTQ+ community. By working closely with Queer Positive Power, WHGH aims to tailor healthcare services to meet the diverse needs of individuals across the LGBTQ+ spectrum.

Additionally, the hospital actively participates in a community of practice with their Ontario Health Team, showcasing a commitment to engaging with broader community networks and contributing to improved healthcare outcomes and equity.

West Haldimand General Hospital's commitment to equity is not just theoretical; it is embedded in tangible actions. The implementation of SAN'YAS Anti-racism Indigenous Cultural Safety Training and educational sessions on Inclusion, Diversity, Equity, and Anti-Racism (IDEA) principles for staff signifies a proactive approach.

These initiatives serve as cornerstones for fostering cultural safety, understanding, and creating a more inclusive healthcare environment. West Haldimand General's strategies extend beyond rhetoric, reflecting tangible actions aimed at creating a healthcare

landscape where every individual receives equitable and culturally sensitive care, regardless of their background.

## PATIENT/CLIENT/RESIDENT EXPERIENCE

West Haldimand General Hospital is dedicated to patient-centered care, actively engaging in diverse initiatives through its Patient and Family Advisory Council (PFAC) to address health inequities. Patient rounding, where PFAC members directly engage with patients, allows for insights into healthcare experiences, fostering transparency and understanding.

Committed to reducing health disparities, West Haldimand General incorporates patient voices into its Quality Improvement Plan (QIP), working collaboratively with PFAC members and community representatives. Concurrently, efforts to enhance patient access to medical records empower individuals, promoting transparency and active participation in their care.

Leadership rounding with patients remains integral, facilitating open communication and addressing concerns directly. In tandem, West Haldimand General has established robust patient feedback processes, actively seeking and responding to concerns raised. This ensures a responsive approach to evolving patient needs and continuous improvement in care quality.

Patient experience surveys further contribute to West Haldimand General's commitment to dynamic, patient-centered care. These surveys provide valuable insights, allowing for data-driven enhancements to the patient experience. By actively incorporating patient feedback processes, conducting regular surveys, and engaging in collaborative initiatives, WHGH ensures an ongoing, adaptive commitment to meeting the evolving needs and expectations of the community it serves.

## PROVIDER EXPERIENCE

West Haldimand General Hospital consistently expresses gratitude for the hard work and dedication of its employees, physicians, and volunteers through various recognition initiatives. These efforts encompass thank-you cards, catered lunches, draws, spotlight articles, social media posts, and special awards. Despite the commendable contributions, the hospital faces challenges associated with decreased staffing levels.

To proactively address potential burnout risks arising from increased work demands, West Haldimand General prioritizes comprehensive strategies to support its staff. The traditional "Wellness Week" has evolved into an ongoing focus, providing educational opportunities for healthy lifestyle choices, mental health conditioning, and activities encouraging staff to reflect on their personal motivations.

The senior team has intensified departmental rounding to directly address staff concerns and gather innovative ideas. Initiatives like "Coffee with the CEO" sessions offer staff a chance to engage with leadership. The CEO actively endorses the Wellness/Wellbeing Committee and participates in department immersions, working alongside staff to integrate daily operations and future initiatives with the organization's Mission, Vision, and Values.

In addition to these efforts, West Haldimand General Hospital organizes staff celebration and recognition lunches, providing a dedicated space for acknowledging achievements and milestones. Various engaging activities, yet to be specified, are also incorporated to enhance the work environment and boost morale. Satisfaction and engagement surveys for frontline staff and

leadership contribute to a comprehensive understanding of challenges across all employee levels, guiding the development of action plans and mitigation strategies. These initiatives underscore West Haldimand General Hospital's commitment to sustaining a supportive, engaging work culture.

## **SAFETY**

West Haldimand General Hospital is unwavering in its commitment to continuous improvement and patient safety, as demonstrated by its robust Integrated Quality and Patient Safety Framework. This comprehensive framework outlines strategies for monitoring and elevating care quality within specified timeframes, with chart reviews serving as essential tools for learning within the Medical Quality Committee.

Through chart reviews and patient feedback processes, West Haldimand General derives actionable insights, fostering standardized approaches and contributing to quality initiatives. The outcomes permeate discussions across all subcommittees of the Medical Advisory Committee, aligning with the hospital's overarching commitment to quality and safety at every level. The hospital has embarked on the RNAO best practice guideline journey, a significant initiative signaling a commitment to implementing evidence-based practices endorsed by the Registered Nurses' Association of Ontario.

Patient safety and incident management toolkits guide actions following safety incidents, ensuring a responsive and informed approach. WHGH employs a multidimensional incident review process, reporting occurrences electronically through a tracking tool. This information is promptly disseminated to relevant leaders

and the senior team, with investigations utilizing Just Culture processes and root cause analysis to drive improvement Strategies.

Unit safety huddles facilitate shared learning and experiences, contributing to a culture of continual improvement. Patient stories, occurrences, and actionable items are integral components of discussions at Medical Advisory Subcommittees and Board meetings, catalyzing change. West Haldimand General actively involves patients, families, and staff in issue resolution processes, providing accessible online platforms and unit-based opportunities for feedback.

Metrics on trending, response times, and resolutions are transparently shared, ensuring collective awareness and commitment to improvement. Interdisciplinary rounds conducted by medical staff enhance education and information dissemination, recorded for accessibility. West Haldimand General's dedication to the RNAO best practice guideline journey further underscores its commitment to evidence-based practices and the ongoing pursuit of excellence in patient care and safety.

## **POPULATION HEALTH APPROACH**

West Haldimand General Hospital is committed to advancing population health–based approaches that extend beyond traditional healthcare models. Recognizing the importance of being proactive in meeting the needs of the entire community, the hospital collaborates extensively with other health system providers and actively participates in the broader initiatives of the Ontario Health Team.

Population health–based approaches form the cornerstone of West

Haldimand General's strategy, emphasizing proactive services to promote health, prevent diseases, and support individuals in living well with their conditions. The hospital strives to embed these principles into every interaction within the health system, ensuring a holistic and community-centered approach to care.

In partnership with other health system providers and as a key member of an Ontario Health Team, West Haldimand General Hospital plays a pivotal role in tailoring services to meet the unique needs of its community. This collaborative effort involves leveraging resources, sharing expertise, and aligning strategies to address the diverse health determinants affecting the population.

Through these population health initiatives, West Haldimand General Hospital aims to foster a proactive healthcare culture that goes beyond mere treatment and extends to community-wide wellbeing. By actively participating in Ontario Health Team collaborations and aligning with other healthcare providers, the hospital is positioned to create a more comprehensive and responsive healthcare system that addresses the distinctive health challenges of its community.

## EXECUTIVE COMPENSATION

Executive compensation is attached to indicators in our Quality Improvement Plan and linked to the roles of President and Chief Executive Officer, Vice President of Finance, Vice President of Clinical, Chief Human Resources Officer and Chief of Staff.

## CONTACT INFORMATION/DESIGNATED LEAD

Jennifer Edwards  
Director of Quality, Clinical Practice  
and Infection Prevention and Control  
(519) 426-0130 extension 3454

## 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**

---

**Julie Richardson**, Board Chair

---

**Beth Gerritsen**, Board Quality Committee Chair

---

**Todd Stepanuik**, Chief Executive Officer

---

**Jennifer Edwards**, Other leadership as appropriate

---