

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

March 21, 2024



OVERVIEW

The Weeneebayko Way

The Cree people of the James/Hudson Bay Lowlands refer to the waterways that make up their traditional territory as Weeneebayko. In Cree, the word Weeneebayko means “of the two bays”. The Hospital governance structure reflects the needs of all the 6 Communities we serve along the west coast of James Bay and Hudson Bay.

Weeneebayko Area Health Authority (WAHA) is the leading health care provider on the western James and Hudson Bay coast. WAHA is comprised of hospitals in Moose Factory, Fort Albany, and Attawapiskat, with a Health Centre in Moosonee. WAHA provides regional outpatient programs, as well as paramedic services, in Moose Factory, Moosonee, Fort Albany, Kashechewan, Attawapiskat, Peawanuck and Constance Lake. The span of services, complexity of care needs in the region, and the depth of health integration has made WAHA a leader and a model of health care services in Northern Ontario. WAHA consists of 450 employees, a Physician team, many students, as well as the involvement of vibrant First Nation communities within the region. It is affiliated with Queens University and offers many educational opportunities for current and prospective team members.

Our mission

WAHA is a regional, community-focused organization, committed to providing optimum health care as close to home as possible.

Our vision

WAHA will distinguish itself as a provider of quality health services

with a holistic approach that reflects the distinct needs of all peoples in the Weeneebayko region.

Our values

WAHA is committed to promoting healthier lifestyles while continuing to improve the holistic, lifelong well-being of all peoples in the Weeneebayko area.

WAHA supports families and communities through health education, advocacy and Cree language services.

WAHA is committed to providing high-quality health services that include traditional and cultural healing methods.

WAHA supports Western and Traditional approaches to medicine.

Board of Directors

WAHA is governed by a Board composed of two appointed Directors from each community in our region and four ex-officio (non-voting) Directors.

The 2024/25 Quality Improvement Plan includes a number of priority and custom indicators that focused on service excellence, timely and effective transition, and safe care. The indicators include:

Alternate level of care (ALC) throughput ratio.

Percentage of staff (executive-level, management, or all) who have completed relevant equity, diversity, inclusion, and anti-racism education.

Percentage of new hires with documentation of indigenous cultural awareness and competency training within a 12-month period.

Number of responses received from patients through WAHA patient experience survey.

Medication reconciliation at discharge: Total number of discharged patients for whom a Best Possible Medication Discharge Plan was created as a proportion the total number of patients discharged.

Number of workplace violence incidents reported by hospital workers (as defined by OHSA) within a 12-month period.

ACCESS AND FLOW

WAHA's focus on implementing the Alternate Level of Care (ALC) throughput ratio indicator for 2024-2025 demonstrates the organization's commitment to optimizing care transitions and improving efficiency in healthcare delivery. By developing new processes and monitoring systems, WAHA aims to streamline patient flow, reduce delays in care transitions, and enhance overall system capacity.

To support the ALC throughput ratio indicator, WAHA plans to develop the following:

Screening Process or Tool for Early Identification & Assessment: Implementing a screening process or tool to identify patients at risk of delayed transitions in care is crucial for timely interventions and proactive management of patient flow. Early identification and assessment enable healthcare teams to address potential issues promptly and prevent unnecessary delays in care transitions.

Establishment of a Working Group: Creating a working group with

representation from all sites and relevant departments will facilitate collaboration and coordination in developing standardized processes and policies related to ALC throughput. This group can review current work processes, policies, and best practice guidelines, and establish a standardized committee to drive initiatives and monitor progress toward the established goals.

To monitor and evaluate the effectiveness of these initiatives, WAHA plans to implement the following monitoring strategies:

Access to Wait Time Information System (WTIS) Data: Utilizing WTIS data and other relevant sources to track and analyze access wait times will provide valuable insights into patient flow, care transitions, and potential bottlenecks in the system. Monthly reports can help identify trends, gaps, and areas for improvement.

Generation of Reports on Inpatient Days through Meditech: Generating reports on the total number of inpatient days through Meditech allows for a comprehensive view of patient stays, transitions, and ALC status. Regular reporting on a weekly, monthly, quarterly, and yearly basis can help track progress, identify patterns, and inform decision-making.

ALC Rounds Team & Discharge Planning Review: Regular review by the ALC rounds team and discharge planning team per month can ensure that patient transitions are effectively managed, potential ALC cases are addressed in a timely manner, and discharge planning is optimized for efficient care transitions.

By implementing these initiatives and monitoring strategies, WAHA aims to enhance care transitions, reduce ALC instances, and

improve throughput efficiency in the healthcare system, ultimately leading to better outcomes for patients and increased capacity for quality care delivery.

EQUITY AND INDIGENOUS HEALTH

Another quality improvement initiative that WAHA will be implementing as an indicator of interest this year is on equity, diversity, inclusion and antiracism (EIDA-R) including indigenous cultural awareness.

WAHA will:

- Develop Training for staff on topics such as cultural competence, unconscious bias, and anti-racism. These trainings will help to raise awareness about issues related to equity and inclusion and provide staff with the knowledge and skills they need to provide culturally safe care to all patients, focusing on indigenous cultural awareness.
- Develop a Policy on equity, inclusion, diversity, and anti-racism at WAHA that focuses on indigenous cultural competence.

Overall, by focusing on equity and Indigenous cultural awareness in our quality improvement initiatives, we are striving to create a more inclusive and equitable healthcare system that meets the needs of all individuals, regardless of their background or identity.

PATIENT/CLIENT/RESIDENT EXPERIENCE

WAHA's commitment to patient-centered care and continuous improvement in the patient experience is commendable. By engaging with patients, clients, and residents through innovative initiatives, the organization demonstrates a dedication to listening to feedback, incorporating suggestions, and enhancing the overall care and services provided.

The implementation of a patient experience survey, both in hard copy electronic and QR code form, allows patients and their families to provide valuable feedback and suggestions regarding their care and overall experience with WAHA. This feedback mechanism enables the organization to identify opportunities for improvement, address concerns, and tailor services to meet the needs and preferences of patients and their families.

The upcoming creation of a Patient & Family Advisory Council signifies WAHA's commitment to amplifying the voices of patients and their families in strategic health policy priorities. By involving patients directly in discussions and decision-making processes, the organization can ensure that policies, programs, and services are truly patient-centered and reflective of the needs and priorities of those they serve.

Through these initiatives, WAHA is not only enhancing the patient experience but also fostering a culture of transparency, collaboration, and patient engagement within the organization. By actively seeking and valuing the perspectives of patients and their families, WAHA is taking proactive steps to improve care delivery, strengthen relationships with the community, and ultimately drive positive outcomes in health and well-being for all individuals in the Weeneebayko region.

PROVIDER EXPERIENCE

WAHA's dedication to supporting staff well-being and enhancing their overall experience is fundamental in maintaining a healthy work environment, particularly in the demanding healthcare sector. The implementation of various practices, such as recruitment incentives, staff optimization, and flexible work arrangements, reflect the organization's commitment to nurturing a positive workplace culture and addressing workforce challenges effectively.

By offering competitive compensation packages and recruitment incentives, WAHA aims to attract top talent and retain skilled professionals within the organization. This not only benefits the staff but also contributes to the delivery of high-quality healthcare services to the community. The optimization of staff roles ensures that employees are utilizing their skills and expertise effectively, leading to improved efficiency and effectiveness in service delivery.

The provision of flexible work arrangements, including remote work options and flexible scheduling, demonstrates WAHA's recognition of the diverse needs and preferences of its staff members. This approach supports a better work-life balance, thereby promoting staff well-being and satisfaction. By focusing on staff experience and professional growth, WAHA is fostering a supportive work environment that enhances staff performance and ultimately benefits the patients and clients who receive care from the organization.

Overall, these initiatives underscore WAHA's commitment to prioritizing staff well-being and creating a culture of continuous improvement and excellence in healthcare service delivery.

SAFETY

WAHA takes the issue of workplace violence very seriously and is committed to creating a safe and respectful work environment for all employees. The organization's zero-tolerance policy towards workplace violence highlights the importance of preventing incidents and addressing any reported cases promptly.

To achieve the goal of increasing the number of workplace violence incidents reported by healthcare workers and reaching the target of 26 reported incident for the 2024-2025 period, WAHA has put in place the following strategies:

Creating a culture of reporting: WAHA promotes its Workplace Violence Prevention Program and encourages employees to report any incidents they experience or witness. By providing workplace violence training, employees are equipped with the knowledge and resources to recognize, report, and prevent violent behaviors in the workplace.

Conducting risk assessments: WAHA conducts workplace violence risk assessments using recommended tools to identify potential areas of concern and implement targeted interventions to mitigate risks.

Monitoring and data collection: WAHA collects quarterly data on the percentage of staff trained on workplace violence prevention and encourages reporting. By monitoring training participation and reporting trends, WAHA can identify areas for improvement and track progress towards the target number of incidents.

By implementing these strategies and prioritizing the prevention of

workplace violence, WAHA aims to create a safe and supportive work environment for all employees. Through ongoing training, risk assessments, and data monitoring, WAHA is committed to achieving its goals and ensuring the well-being of its workforce.

POPULATION HEALTH APPROACH

WAHA's commitment to providing accessible, culturally sensitive, and high-quality healthcare services in the Weeneebayko region is commendable. By focusing on promoting wellness, preventing illness, and supporting the overall health and well-being of community members, the organization plays a crucial role in improving the health outcomes of the population.

The emphasis on cultural appropriateness in healthcare delivery, including the provision of Cree translation services, access to Traditional Healers, and creating a supportive environment for ceremonies, demonstrates WAHA's dedication to respecting and honoring the cultural traditions and beliefs of the communities they serve. This approach not only enhances patient care but also fosters trust and collaboration between healthcare providers and community members.

Recognizing the importance of taking a population health-based approach to care underscores WAHA's commitment to addressing the diverse and evolving needs of the community effectively. By focusing on preventive and holistic healthcare practices, the organization can better support the overall health and well-being of individuals in the region.

The ongoing efforts to upgrade to HIS Meditech Expanse and implement The ONE Initiative reflect WAHA's commitment to

leveraging technology to enhance the delivery of patient-centered care. By creating a single electronic health information system and implementing workflow redesign, the organization aims to improve care quality, safety, and efficiency, ultimately benefiting patients and their families.

Overall, WAHA's holistic approach to healthcare, coupled with its dedication to cultural sensitivity, population-based care, and technological advancements, positions the organization as a leader in providing exceptional healthcare services to the Weeneebayko region.

EXECUTIVE COMPENSATION

The executive leadership team at Weeneebayko Area Health Authority is held accountable for achieving the QIP targets through performance-based compensation. For the 2024/25 QIP, the executive leadership team will have at least 2% of performance-based compensation tied to a subset of the indicators in the QIP. The selected indicators will be derived from the complement of targets and initiatives outlined in the QIP.

CONTACT INFORMATION/DESIGNATED LEAD

Members of the public are encouraged to contact WAHA's Quality Department for any questions regarding the Quality Improvement Plan (QIP) at 705-658-4544 ext. 2012. This contact information provides individuals with a direct line to reach out to the Quality Department for inquiries related to quality initiatives, improvement projects, and any other concerns or feedback regarding the organization's quality of care.

OTHER

The organization's commitment to advancing quality care is evident through various initiatives implemented over the years:

WAHA's utilization of technology through the Ontario Telemedicine Network (OTN) has been instrumental in improving patient access to healthcare services, reducing wait times, and providing better access to specialists in the Weeneebayko region. The telemedicine service has facilitated emergency consultations, health education, and family visits, offering supplementary care to patients when face-to-face visits are not feasible or necessary.

Introduction of the first CT scanner in 2020, bringing diagnostic services closer to home and reducing the need for patients to travel outside the region for CT scans, benefiting those requiring care for conditions like strokes and concussions.

Establishment of the Indigenous Children Eye Examination (ICEE) program in partnership with Dr. Kouros Sabri of McMaster University, aiming to provide eye care to thousands of children in multiple communities along the James and Hudson Bay.

The introduction of the Tele Stroke Program with a portable MRI in 2021 by WAHA represents a significant advancement in emergency stroke care delivery. This innovative program leverages telemedicine technology to facilitate immediate collaboration between emergency physicians and stroke neurologists, regardless of geographical barriers. By enhancing access to specialized stroke care through telemedicine, WAHA is not only improving the efficiency of emergency stroke response but also ensuring that patients receive the highest level of care irrespective of their location.

The opening of the WAHA Paramedic Station base in Constance Lake in 2021 marks a significant milestone in enhancing emergency medical services in the region. It is noteworthy that this opening represents the first ambulance base opening in Ontario in over a decade, highlighting the importance and impact of this development on the healthcare infrastructure and access to timely emergency care.

WAHA's partnership with the University Health Network (UHN) in 2022 to implement the Medly digital health program for individuals living with heart failure in the region represents a significant step towards enhancing care delivery and outcomes for patients with cardiovascular conditions. The Medly digital health program offers innovative solutions to support individuals living with heart failure by leveraging technology to monitor their health, enhance communication with healthcare providers, and improve self-management of their condition.

The launch of HIS Meditech Expanse and The One Initiative in 2024 by WAHA signifies a significant milestone in advancing healthcare delivery and enhancing patient-centered care in the region. The implementation of a single electronic health information system through HIS Meditech Expanse and The One Initiative aims to streamline and integrate healthcare data, processes, and workflows, ultimately improving care coordination, efficiency, and patient outcomes. By leveraging a single electronic health information system, WAHA is empowering healthcare teams to deliver more personalized, efficient, and effective care while prioritizing patient-centeredness and quality in healthcare services.

The collaboration between WAHA and Queen's University to establish the Weeneebayko Health Education Campus represents a groundbreaking initiative aimed at addressing healthcare challenges in the region, fostering education, and promoting opportunities for indigenous students to pursue careers in healthcare professions. This partnership underscores a commitment to increasing representation of indigenous peoples in the healthcare workforce, improving accessibility to quality education, and enhancing healthcare services in the community.

The advancements in technology and innovative initiatives implemented by WAHA are transforming healthcare access and delivery in the region. By leveraging technology, telemedicine, digital health programs, electronic health information systems, and partnerships with academic institutions, healthcare providers can enhance patient care, improve outcomes, and increase access to quality services. WAHA continues to prioritize the well-being and experience of patients, clients, and residents in the healthcare system.

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
April 4, 2024

Board Chair

Board Quality Committee Chair



Lynne Innes, President & CEO

Chief Executive Officer



Sandra Kioke, SVP & Chief Nursing Executive

Other leadership as appropriate
