

## QIP NARRATIVE (2024-25)

### Overview

William Osler Health System (Osler) is a leading hospital system serving over 1.3 million people in one of Ontario's fastest-growing and most culturally diverse regions. We pride ourselves on *Going Beyond* to deliver exemplary people-centred care close to home to address our region's complex health needs and support our communities in living healthier lives.

Osler is an organization committed to excellence in everything we do. We consistently strive to apply evidence-based best practices to deliver safe, effective, people-centred, efficient, timely and equitable programs and services. This commitment is evident across our Quality Improvement Plan (QIP), [Patient Safety Plan](#) and corporate [Strategic Plan](#). Osler's achievement of Accredited with *Exemplary Standing* by Accreditation Canada in 2022, the organization's highest designation level, is further validation of our commitment to quality excellence.

We are incredibly proud of our 2023 QIP accomplishments. Thanks to the efforts of our high-performing teams, we achieved all four of our indicator targets. We have made significant progress in providing a safe and healthy workplace environment for all, improving medication reconciliation, empowering patients with the information they need to feel supported when leaving the hospital, and enhancing the patient experience through more timely and efficient transitions.

As we shift our focus to a new set of indicators in our 2024-25 QIP, our dedication to this vital work remains steadfast and will continue to be an important part of the safe, high-quality care we provide.

In 2023, Osler's commitment to excellence extended beyond clinical care as we advanced our longstanding roots in research and education. Most notably, this included becoming the primary clinical partner for Toronto Metropolitan University's (TMU) new School of Medicine, advancing plans for Osler's journey to becoming an academic health centre, and our work to establish a Research Institute at Osler. As an organization committed to providing the highest possible quality of care, this exciting evolution will benefit our community, our health care workforce, and especially our patients.

Osler's 2024-25 QIP builds on these significant achievements and supports our continuous quality journey to improve the patient, family/caregiver, and staff experience.

### Our 2024-25 QIP indicators are:

- **Alternate Level of Care (ALC) Throughput Ratio**
- **Percentage Surgical Long Waiters**
- **Were You Involved in Your Care in a Way that You Wished? – Yes, definitely**
- **Falls Rate per 1,000 Patient Days [Best Practice Spotlight Organization (BPSO) and Dedicated Education Units (DEU)]**
- **Percentage of Staff Leaders, Physician Leaders, Board and Community Members who have Completed Equity, Diversity and Inclusion and Anti-Racism Education**

Specific QIP targets and plans for meeting them are detailed in the Improvement Targets and Initiatives Workplan document.

### Access and Flow

In keeping with Osler's Vision of *patient-inspired health care without boundaries*, we have developed new and exciting partnerships and innovations to help optimize our resources and ensure our community has continued access to safe, high-quality care close to home.

***Innovative post-acute strategies:*** Osler has leveraged several specialized community partnerships with Bayshore HealthCare, CANES Community Care, Southbrook Retirement Residence and Sorrento Retirement Residence to help support our patients' post-acute care needs as they transition home or to another facility. Through our innovative partnerships, Osler has also supported our ALC patients with specific needs to receive care outside the hospital. Osler is also looking to enable safe transitions based on functional status and rehab client group best practice pathways.

***Operational Command Centre (OCC):*** Osler's OCC and patient-flow dashboards enable real-time decision-making, optimize capacity, and improve patient flow. During daily inter-professional bullet rounds, teams review patient care plans, which include an Estimated Date of Discharge (EDD). Any changes to the patient care plan are reported during bullet rounds and captured in the patient flow dashboard. Daily patient flow dashboard updates help us understand our discharge volumes and enable strategies to support patient flow. EDD planning helps keep the patient/family involved and supports a person-centred approach to discharge planning.

***Intra-facility transfers:*** Osler has dedicated Emergency Department (ED) Access and Flow Leaders who help evaluate and manage the flow of patients in our EDs. As an integrated health system, our ED Access and Flow Leaders work with our clinical teams to help support patient transfers across our sites. Transferring admitted patients between our facilities helps ensure patients receive the right care in the right place and time.

***Early identification of at-risk disposition:*** Following hospital admission, Osler team members proactively evaluate and identify patients at risk for functional decline and frailty. Once identified, the interprofessional team ensures supports are put in place as soon as possible to improve the patient experience and outcomes, and reduce length of stay.

## Equity and Indigenous Health

Osler serves one of the fastest-growing and most culturally diverse regions in Ontario. Our priorities include the reduction of disparities in health outcomes and improving access for equity-deserving patient populations while recognizing the value of a workforce at all levels that represents the diversity of our community. Osler has engaged in a rigorous strategic planning process advancing Equity, Diversity and Inclusion within key strategic directions. We intentionally focus on health justice to elevate our commitment to being a people-centred organization. We seek to break down barriers to access care, understand the profound value of 'doing with, not for,' our community, and address systemic colonial structures. We also understand the importance of building organizational capacity and knowledge translation through listening, coaching, self-reflection and formal education. Specific examples of how we are advancing equity and indigenous health include:

***Values-based organization:*** Proudly displayed throughout our facilities, our [Patient Declaration of Values](#) and organizational [Values](#) serve as our moral compass, embedded in all our work and guiding everything we do.

***Anti-Discrimination (AD) Core Action Group:*** Our AD Core Action Group has 160 members, including community members, staff, and physicians. The AD Core Action Group develops recommendations for service delivery, workforce, governance, and leadership at Osler.

**French-Language-designated organization:** As a French-Language-designated organization, we report our Hospital Service Accountability Agreement requirements annually to Ontario Health.

**Cultural humility:** We are building organizational capacity toward cultural humility and safety through ongoing equity, diversity and inclusion self-reflection, coaching and education for staff, physicians, volunteers and learners.

**Community partnerships:** Osler has developed pathways with community partners, such as the Polycultural Immigrant and Community Services, Punjabi Community Health Services, FOCUS Rexdale, and Wellfort and Rexdale Community Health Centres to address social determinants of health and to understand more holistically the needs of our patients, their families, and our community.

**Patient Reported Experience survey:** Osler's Patient Reported Experience survey includes a question regarding the perception of discrimination or barriers to care to help further inform our practices and drive quality improvement.

**Policies and procedures:** Our policies and procedures involving health equity/justice, access to care and experiences of diverse populations have been reviewed and updated.

**People-centred care:** We continue to create a learning environment that exemplifies excellence in people-centred care as Osler works to become an academic health centre in partnership with the TMU School of Medicine and builds evidence-based practices to sustain our Accreditation Canada exemplary status.

**Organizational culture:** Osler has elevated our culture to acknowledge the impact of system colonialism and unlearning and removing barriers by offering a Land Acknowledgement, celebrating National Day for Truth and Reconciliation, and developing a Truth and Reconciliation Commission Calls to Action roadmap. We support our Black History and PRIDE month committees, and support causes that are important to our community with monthly celebrations and observances.

**Gender identity and diversity initiatives:** We have implemented important gender identity and diversity initiatives, such as developing employee resource groups, gender transition guides, the use of pronoun education, and the endorsement of signage for universal, all-gender washrooms.

**Diverse community representatives:** Osler has intentionally recruited diverse community representatives for our Patient and Family Advisory Council membership.

### **Patient/Client/Resident Experience**

Providing people-centred care is at the core of our work. We take great pride in co-producing programs and services with our patients, their families, and our community, where we prioritize listening, gathering wisdom through 'lived' and 'living' experience, and making change together.

**Patient and Family Advisory Council (PFAC):** Osler's PFAC has 30 members who are representative of our diverse community and committed to informing key quality, safety, and patient experience initiatives and enacting their role as hospital ambassadors within our community. Their work includes policy development, patient educational material review, as well as shaping significant plans, for example our Clinical Priorities Plan, Quality Improvement Plan, naming our Research Institute, attending demonstrations for our future Hospital Information System (HIS), and envisioning hospital redevelopment.

**Patient and Family Advisors (PFAs):** Our PFAs are voting members on key decision-making committees, such as our Health Services and Quality Committee, Board of Directors, our Clinical Senior Leadership Team, and our Medical Advisory Committee. They have membership on key senior leadership recruitment panels, for example, recruiting our President, CEO, and Physician Chiefs.

**Patient Experience Call Centre:** Within 48 hours after discharge, our Call Centre contacts a sample of inpatients and patients who visited our Emergency Departments and Urgent Care Centre. The feedback informs our Balanced Scorecard and Quality Improvement Plan indicators and is shared, discussed, and celebrated in unit-level huddles, and informs action planning for future improvements. For example, we created a patient experience iHuddle education curriculum for Osler team members built from call centre survey and patient relation themes that our PFAC validated.

**Huddles:** At Osler, patients and their families are invited to participate in unit-level huddles. Participants are encouraged to speak, ask questions, and raise concerns about their care.

**Community Telephone Town Halls:** Osler's Community Telephone Town Halls, which are held regularly throughout the year, are facilitated by a PFAC member and are a convenient and effective way for community members to hear directly from Osler's leaders, ask questions, provide feedback, and learn more about how to access services at local Osler hospitals.

### Provider Experience

We continue to proactively address our human resource challenges and emphasize the importance for staff and physicians to identify and share their workplace experiences and provide opportunities for improvement.

Through a fulsome engagement process, Osler team members identified health and wellness as a top priority that will help improve our workplace culture. Some of the ways we are prioritizing staff and physician well-being, building resiliency, and supporting better work-life balance include:

**Renewed Healthy Workplace Strategy:** Osler has increased and enhanced health and wellness programming, from targeted wellness workshops, onsite therapy dogs, meditation classes and wellness challenges. In addition, Osler has created Healthy Workplace Hubs. These are dedicated on-site wellness spaces available 24/7 to help Osler team members maintain a healthy work-life balance. They feature health and wellness amenities, such as light workout areas, massage chairs, quiet reflection areas, and interactive activities.

**Shaping our Culture Network:** To help support workplace improvement initiatives informed by annual engagement surveys, Osler created a cross-functional committee, which consists of over 80 team members. This network has been vital in validating, informing, and sustaining workplace improvements.

**Recognition:** Osler has identified recognition as essential to our organizational culture. As part of our recognition efforts, annually we celebrate Long Service Awards and key achievements through peer-nominated awards that culminate in our 'Going Beyond Awards Gala'. In addition, we acknowledge professional recognition days with our teams and designate 'Osler Strong Days' every summer for team members across the organization to celebrate their accomplishments and all it is to be Osler Strong.

Osler has also implemented several innovative strategies to optimize and increase staffing and retention. They include:

**Employee referral program:** Our Employee Referral Program is a process through which employees can recommend qualified candidates for open positions at Osler. For roles designated as 'hard to fill,' there is a cash reward for the referring Osler employee of \$1,500 for successfully referred hires. We have been successful in both recruiting for positions and seeing a high retention rate with those that have been referred.

**Enhanced recruitment:** We have made a sustained effort to increase staffing across our organization. Initiatives include virtual and in-person job fairs with targeted engagement and an elevated recruitment branding campaign.

**Career pathways:** Osler participates in several innovative career-development programs, including the Clinical Extern program, the New Graduate Guarantee Initiative, the Supervised Practice Experience Program, and the Clinical Scholar Program to support new graduate nurses and Internationally Educated Nurses. Osler also offers internal sponsorship programs for specialty areas in critical care, emergency, and surgical services. We have partnerships with George Brown and Humber College for staff to obtain specialty certification in these areas. Additionally, we provide professional development opportunities for Clinical Resource Team nurses to upskill and enhance their practice to work within the Emergency Services program.

## Safety

At Osler, a quality excellence mindset guides us in everything we do, driving us to continuously pursue quality improvements that minimize risk and prevent adverse outcomes and harm. In keeping with our goals for Quality Excellence, captured in our Patient Safety Plan, 2023-25, and our Strategic Plan, we've taken significant steps to improve how we report, respond to, and learn from patient safety incidents. Some of the ways we are doing this include:

**Fostering a Just Culture:** Within the context of a psychologically safe environment, Osler encourages all staff, physicians, volunteers, patients and their families to openly and confidently report safety or risk concerns. A foundational part of our Patient Safety Plan, Osler provides tools, workshops, training and resources for leaders and team members to adopt a Just Culture mindset focused on system-wide quality improvement.

**Patient Safety Incident Management Framework:** Reporting and analyzing patient safety incidents, including near-miss incidents, is crucial for ongoing systemic quality improvement. Osler's framework utilizes the Canadian Incident Analysis Framework (2012) to guide clinical leaders in their review of incidents and near-misses, identify what happened, how and why it happened, and what we can do to improve the system and reduce the risk.

**Good Catch Patient Safety Award:** To promote a culture of reporting and learning from near-miss incidents, Osler introduced the Good Catch Patient Safety Award, which recognizes team members who have caught and reported a near-miss incident. This award acknowledges and celebrates individuals for their commitment to continuously enhancing patient safety at Osler and encourages others to report any near-miss incidents they experience or encounter.

**iHuddle Boards and process:** Osler's clinical teams also participate in iHuddles, which provide real-time patient safety incident management data and trends to help improve patient safety, outcomes, and experience. The iHuddle Board and its process allow for the clinical team to share learnings about patient safety incidents in a standardized method.

**Executive Patient Safety Rounds:** Osler's executive team, senior leadership, and directors visit clinical units to engage with team members and encourage them to share safety concerns. These opportunities for improvement are then prioritized and tracked on iHuddle boards for staff to see their progress status and completion.

**Fall prevention:** Osler has partnered with the Registered Nurses Association of Ontario (RNAO) to attain designation as a Best Practice Spotlight Organization (BPSO). This reflects our unwavering dedication to always providing the highest level of care to our patients. Our commitment to fall prevention is also evident and reflected in our 2024-25 QIP indicators, where we aim to reduce falls by 5 per cent on six critical units.

### Population Health Approach

Since its inception, the Central West Ontario Health Team (CW OHT) has focused on building a strong, integrated collective to meet our communities' emerging population health needs. OHTs organize and deliver more connected care to patients in their local communities. Partnerships are critical to the OHTs' success, and since it was formed, Osler has been a crucial partner in the CW OHT.

The CW OHT has several population-based, integrated models of care focused on prevention, health promotion and helping individuals navigate the system, particularly for the frail elderly. Some of the initiatives that Osler has with the CW OHT include:

**Seamless Care Optimizing the Patient Experience (SCOPE):** SCOPE is a virtual interdisciplinary program connecting primary care providers in the community to real-time support when needed, such as urgent consultations and diagnostic imaging.

**Collaborative Quality Improvement Plan (cQIP):** Seeks to identify and bridge care gaps, using quality improvement and change management with an equity lens. The CW cQIP is focused on preventative cancer screening, mental health and addictions and ALC initiatives.

**Lower Limb Preservation:** This initiative aims to improve outcomes for individuals at risk for non-traumatic major lower-limb amputation, focusing on prevention and treatment.

**CW Nurse Practitioner-Led Outreach Team (NLOT):** Osler's NLOT and Infection Prevention and Control Hub are connected to the OHT and are focused on preventing unnecessary Emergency Department and hospital visits.

### Executive Compensation

Under the *Excellent Care for All Act* (ECFAA), it is a requirement to link compensation for the Chief Executive Officer (CEO), and all other executives covered under the Executive Compensation Framework (ECF), to the achievement of performance targets in the Quality Improvement Plan. Performance-based compensation:

The amount of performance-based compensation is determined as a percentage of an executive team member's base salary. The performance-based percentage for 2024 remains at two (2) per cent.