

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

March 28, 2022



Rideau Community
Health Services

OVERVIEW

RGHS is a non-profit, community-governed health and social service agency governed by a 12 member Board of Directors. Incorporated in 1974, as the Merrickville Medical Centre, RGHS has grown steadily in regards to the diversity of programs and services offered as well as the geography served. The Corporate office is in Merrickville. Other sites include, Smiths Falls, Perth and Brockville.

We currently support several partner locations across Lanark, Leeds and Grenville and deliver a wide variety of programs and services including primary care, diabetes education, chiropody, social work, nutrition counselling, telemedicine, lung health, and numerous community health promotion and disease prevention programs in support of the health and wellbeing of our communities.

Our interdisciplinary team, supported by our administrative team, provides primary health care services for our registered clients. We work with our many community partners to provide seamless health and wellness services for the community.

RGHS identifies with a vibrant network of Community Health Centres across the province which has adopted an evidence-informed [Model of Health and Wellbeing \(MHWB\)](#) to guide the delivery of primary health care. The model, which defines health in the same way as the World Health Organization, “a state of complete physical, mental, and social well-being and not merely the absence of disease or infirmity”, aims to achieve better health for all. In working towards this goal the model advocates and supports transformative change for people and communities facing barriers to health.

REFLECTIONS

In 2021 the RGHS Board of Directors approved three new Strategic Directions:

1. Working Together to Improve Health and Wellbeing

- We will invest in and strengthen our community partnerships to improve the health of all members of our communities.
- We will advocate for enhanced services and programs to meet the needs of our communities.
- We will work with our partners on the Ontario Health Team to improve access to services in our communities.

2. Working Together to Support Innovation and Community Connection

- We will seek innovative ways to use technology to improve our use of data and electronic access to health services in Lanark, Leeds, and Grenville.
- We will communicate with community members and partners in different ways to deepen their connection with Rideau Community Health Services.

3. Working Together for Person- and Community-Centered Care

- We will ensure that programs and services delivered meet the needs of the individual, are focused on high quality and are equitable, inclusive, effective, and efficient.
- We will work with our community partners to ensure that individuals receive seamless access to services and the level and quality of services they need regardless of where they live in the communities.

RCCHS' Operational Plan for 2023-2024 includes objectives which support the strategic plan and promote organizational growth and innovation:

1. Provide an environment for our teams, clients and volunteers that supports their physical psychological and emotional health.
2. Improving the client and provider experience by advancing anti-racism equity, diversity, inclusivity and justice for our clients, staff and communities.
3. Improve programs and services by optimizing the use of technology to support operational processes and better enable provision of services.
4. Maximize effectiveness of programs and services by leveraging strategic partnerships and regional collaborations
5. Implement strategies that focus on client and community needs.
6. To enable equitable access to quality programs and services.

RCCHS is proud to be part of the Lanark, Leeds, and Grenville Ontario Health Team (LLG OHT) and be the transfer payment recipient.

.Through a Quality Improvement lens, RCCHS focused on revamping day-to-day operations to comply with direction from the Provincial Government and the Chief Medical Officer to ensure clients had access to primary care, oral health and community health services. Additionally, RCCHS partnered with the LGL Public Health Unit to support COVID vaccine roll out and administration in the community.

DESCRIBE YOUR ORGANIZATION'S GREATEST QI ACHIEVEMENT FROM THE PAST YEAR

Most recently, RCCHS clinical teams modified triage processes to include a dedicated Respiratory Care Clinic. This has been highly successful and has increased appointment availability for rostered Primary Care clients. Since its creation, the Respiratory Care Clinic has been close to

100% fully utilized, resulting in reduced visits to the local Emergency Room, and earlier, more timely access to treatment for rostered clients.

RCCHS has developed an [Integrated Risk, Quality and Safety Framework](#), which aims to support improved outcomes in alignment with client, family, and community needs. The Integrated Risk, Quality and Safety Framework (IRQSF) demonstrates that Rideau Community Health Services prioritizes commitment towards the advancement of high quality and safe programs and services for staff, community members, and clients.

RCCHS has recently focused on developing processes to monitor wait times for all programs and services. Wait time targets are based on best practices, benchmarks, and/or historical program availability, and are monitored and adjusted biannually by the Leadership Team. Clients who are placed on a wait list are provided with alternate service options or resources to support them while they wait. Close monitoring of wait times will help inform access and provide data to support quality improvement.

Related to the health human resource challenges, cross training has been initiated in several programs. This includes, registration, telemedicine, primary care, footcare, med sec and oral health. This enables programs to continue to function even with the increase in Covid and other related illnesses. It also responds to our teams requests to learn more and be able to support their colleagues.

A in-house developed incident reporting system has been developed which enable incidents to be completed electronically and tracked. This has allowed for a greater ability to understand root cause and identify trends.

The primary care team has made significant changes to the work flow with the introduction of group medical visits for families with infants and persons living with diabetes. In addition with the introduction of an urgent respiratory clinic our access has opened for our clients.

Innovations in Program Delivery

Primary Care and Allied Health Care Services

- Appointments are now provided both in person and virtually. In fall of 2022 75% of appointments were in-person with 25% being some sort of virtual interaction.
- PPE supplies and stock allocations continue to be regularly monitored and maintained. The centralized ordering system through Ontario Health created major efficiencies in this area.
- Work towards achieving targets included in the MSAA agreement including cancer screenings continue without disruption. Targets have been met or exceeded in most areas.
- The unattached population continues to be supported by creating programs that fit community need. An example of this is the newly launched well-women clinic. In addition, RCHS continues to partner with Public Health to support their own women's health clinics.
- Many services were offered "curbside" throughout the pandemic, including drive-thru INR's, flu clinics, shingrix vaccine,
- Our Diabetes Education Program provided "porch drop off" of diabetic supplies and medications to clients.
- Community Support Workers met with clients outside in "backyard visits" to maintain physical distancing.
- Electronic communication with clients enabled efficient appointment reminders, completion of mandatory forms, delivering requisitions, and appointment booking.

- RCHS has partnered with the Royal Mental Health Centre in Ottawa to support hiring two Ontario Structured Psychotherapy Therapists to provide Cognitive Behavioural Therapy in the region.

Health Promotion

In the past year there has been a Health Promotion framework and strategy developed which aligns with the Strategic plan and operational planning for 23/24. This has been enabled by additions to the health promotion team.

- Collaboration with local community food groups have resulted in a client driven new initiative to support the development of a local food hub in support of food security in the region. At the height of our support for the Brown Bag lunch we were providing close to 150 meals twice per week.
- RCHS' Health Promotion Team was expanded to enhance service provision to the region. The team saw an increased need for mental health supports And have been innovative in responding to increased mental health needs by offering group programming using evidence based strategies such as mediation and yoga therapy and forest bathing. In addition we have had to ramp up our work in food security, and care navigation for clients in the over-subscribed system.

Oral Health

RCHS' oral health team saw many changes through the pandemic as infection control practices pivoted constantly. The team was able to adapt quickly, continuing to provide needed oral care services to the region. The program had many challenges during Covid with the infection control requirements of the program. As a result we have made significant improvements to work flows and planned changes to infrastructure.

Community Programs

RCCHS' community program teams adapted to the everchanging circumstances throughout the pandemic. An increased use of technology from telephone to video calls saw an increase in access to the diabetes education team that we had not previously seen.

In addition an equity review will be undertaken with the foot care program to ensure that we are serving the population with the greatest needs. This project will begin in the new and is a planned QI initiative.

Capital Project

After many years of advocacy, RCCHS successfully navigated stage 1 of the capital planning process, and received a stage 2 planning grant to develop an Integrated Health and Social Services Hub in Smiths Falls. Partner agencies have worked diligently to provide data related to completion of the stage 2 business case. If approved by the Ministry of Health, the project will be advanced to stage 3 which includes design.

Optimizing Technology

RCCHS recognizes that the pandemic shifted the world to a virtual environment. Leveraging and optimizing the technology available has resulted in more efficient and timely communication with clients, staff, and the community.

- RCCHS is regularly appearing on local television to promote access to available programs and services.
- Social media live streams are now being used to increase access to group programs and demonstrations (such as nutrition and cooking sessions).
- Many programs have been adapted for virtual delivery.
- Many corporate and clinical functions can now be managed off site as many employees are enabled to work from home using Office 365, Microsoft Teams, Zoom, DocuSign, enhanced

workflows, policies and procedure updates and infrastructure changes.

- Meetings including leadership meetings, team meetings, all staff meetings, and board meetings can now be held virtually when needed.

PATIENT/CLIENT PARTNERING AND RELATIONS

RCCHS is committed to continually engaging clients through a variety of means throughout the year. Bi-annual client engagement and experience surveys continue to be administered and reported to the Board. The feedback received as part of this process is tabulated and shared with staff, leadership, and community members through a newly implemented community newsletter. Client input assists in informing areas for further improvement both in program development and in clinical services. Client survey results from fall 2022:

- 95% of clients felt an increased sense of health and well-being from attending a group session
- 97% of clients reported from good to excellent that their health care provider always tells me about my treatment options and involves me in decisions about the best treatment.
- 95% strongly agree/ agree that I would refer a family member or friend.
- 96 % of patients reported feeling comfortable and welcome at RCCHS.

RCCHS' newly developed Quality Improvement Plan for 2023- 2024 includes three indicators related to client experience as recommended by the Alliance for Healthier Communities. This allows for consistent alignment of data collection and benchmarking across all Community Health Centers in Ontario.

CONTACT INFORMATION

Questions about Rideau Community Health Services' Quality Improvement Plan can be directed to info@rideauchs.ca.

OTHER

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, 2023**.

DocuSigned by:

Janet Cosier

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Janet Cosier, Board Chair

DocuSigned by:

Kelly Barry

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Kelly Barry, Quality Committee Chair or delegate

DocuSigned by:

Michele Bellows

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Michele Bellows, Chief Executive Officer

DocuSigned by:

Anne Caron

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Anne Caron, Director Corporate Services & CFO