

Quality Improvement Plan (QIP)
Narrative for Health Care
Organizations in Ontario

March 20, 2024



OVERVIEW

The Woolwich Community Health Centre is committed to ongoing quality improvement as part of a journey we have been on to provide a healthy local community in Woolwich Township for over 40 years. High quality care for individuals and to ensure we contribute to a healthy and welcoming community have been central to WCHC's development and are enshrined in our strategic plan. As a Community Health Centre, population based planning and equity promotion are essential elements of the work we do. Setting valid, evidence informed targets and effective measurements are vital to track progress. Participating in organizational, local regional, provincial and even national opportunities to inform our quality journey are essential to maintain our commitment to being a high performing learning organization.

WCHC staff sit on the OHT Steering committee and various working groups including for Quality. The Chief Executive Officer sits at the Primary Care Integration and Governance Leadership Action Committee (LAC), which is providing oversight to the OHT Primary Care Working groups focusing on specific areas of improvement for the KW4OHT. WCHC staff are committed to meaningful involvement for positive change in our community

ACCESS AND FLOW

WCHC prioritizes patient access and flow. We have operationalized a few initiatives to enable timely access to care; these initiatives include: 1) adding additional locum coverage to cover provider absences and ensure continuity of care, 2) adding an After Hours clinic 3 nights per week, 3) ensuring to have same day appointments held for urgent and semi-urgent issues, 4) having a

robust on call system which allows patients with urgent and palliative needs to access a provider 24/7, and 5) partnering with our local agencies to focus on expansion of access opportunities. WCHC will continue to focused on this priorities in the coming year.

In the past year, we also piloted two new clinics to meet the unique needs of patients whose complexity and care needs require additional support. First, we opened a Newcomers Clinic to support our Ukrainian newcomers that have settled in two newcomer residences in our community. Through the Newcomers Clinic, we were able to prioritize the health needs and stabilization of this unique population. Second, we piloted the Affirming Care Clinic, a service for those who identify as part of the 2SLGBTQIA+ community; we recognize the unique barriers this population faces in accessing appropriate and supportive care and we were pleased to pilot this program that had meaningful impact for patients who accessed the clinic.

Recognizing the growing need for access to primary care providers pushed WCHC to examine it's waiting list and intake process. After a careful assessment, we developed the Intake Review Panel Process to prioritize vulnerable patients, and attachment to care. The Intake Review Panel process focuses our attention on swift, comprehensive intakes that connect patients to care. We look forward to building on the process this year to eliminate our current waitlist.

Ultimately, WCHC will remain flexible and creative in finding solutions to the challenges of access to primary care that our community faces.

ADMINISTRATIVE BURDEN

WCHC values the importance of reducing administrative burden on providers so that more patient time is available. To that end, we have undertaken a few new initiatives this year, which we look forward to building upon next year.

WCHC has invested in moving all faxes from paper to an e-fax solution, which not only reduces the cost of paper and print, but also enables faster delivery of important faxes to providers so they are equipped to efficiently address patient results, referrals, and specialist reports. We continue to leverage available platforms to increase efficiency in other ways, too, platforms such as OCEAN for e-referral and e-consults, secure messaging, and e-prescribe it.

This year, WCHC also piloted a patient contact system, which enables us to push information, and also collect back meaningful information from patients through a digital solution. We will build on the pilot in the coming year by helping our patients learn to use this new method of communicating.

EQUITY AND INDIGENOUS HEALTH

Supporting equity deserving communities is the reason for the Community Health Centre to exist. WCHC is a signature supporter of the Alliance for Healthier Communities Equity Charter. Rural and Mennonite patients are prioritized for recruitment thus when local primary care providers retired over 200 Old Order Mennonite (horse and buggy), clients were recruited to the health centre to avoid them having to seek care with new providers in the city. Refugee clients identified by KW4OHT as needing transfer to other primary care teams have also been welcomed, if they live rurally, to free up capacity in the urban areas.

In response to an OHT identified need, a partnership with the SHORE Centre led to establishing a weekly half day Nurse Practitioner led sexual health clinic for rural women. Clients have also attended from across the entire OH West catchment area and even from the GTA, students at local post secondary school facilities.

A new Linwood Health Clinic was established in December 2022 to respond to ongoing concerns that some clients may not present for care with their regular providers - such as long standing infections, palliative care, behavioral or stigmatized health issues such as mental health, addictions or family planning. A KW4OHT QIP target is to avoid ER admissions for mental health and addictions and conditions managed elsewhere. WCHC has continued the Linwood Health Clinic and, after meaningful community feedback engagement sessions that underscored the important of the clinic, will continue to operate this clinic and divert ER admissions.

Recognizing the challenges our aging population faces, and the economic challenges of the senior population in rural communities, WCHC is excited to begin hosting the Ontario Seniors Dental Care Program. We are working with the Region of Waterloo Public Health department to operationalize this program in our new Wellesley clinic, which will afford access for low income seniors to much needed dental care and treatment.

WCHC is also committed to ensure our staff group represents our diverse community through actions such as intentional recruitment strategies and engaging staff trainings on topics of Equity, Diversity, and Inclusion. As we look into the coming year, we have begun

planning a series of staff training on EDI topics.

Lastly, recognizing the unique needs of the Indigenous community, WCHC is pleased to participate in and lead Engage Rural (as funded by Upstream Waterloo Region) - which focuses, among other things, on the health needs of the Indigenous community. We are exploring other impactful ways to incorporate Indigenous perspectives in healing through consultation with Elders and having available supplies for smudging.

PATIENT/CLIENT/RESIDENT EXPERIENCE

Patient-centred care and community engagement are hallmarks of the Community Care Health Centre model. Patients are represented in governance as Board Directors, as community representatives on the Quality Committee, in planning on program advisory teams and providing feedback via Client Surveys and as part of ongoing program evaluation.

A significant partnership with Wellesley Township and the local community has been evolving over the past 3 years culminating in a commitment to occupying a new clinic due to open in late 2023 early 2024 that will be part of redeveloped Recreational and Wellness Centre. The new health clinic will double the number of exam rooms, increase capacity to partner with other local partners such as Woolwich Counselling Centre and allow for increased relationship to recreational services due to the co-location but also the Seniors and Youth Centres that are being included in the new centre.

Furthermore, building on identified community needs, WCHC has been able to offer a few unique solutions that address patient need,

namely the Affirming Care Clinic, the Newcomers Clinic, and the Linwood Health Clinic. To enable us to continue meeting community needs and improving patient experience, WCHC will be focusing on capturing patient demographic data through a newly developed tool called the Health Equity Questionnaire that has been created by the Alliance for Healthier Communities. We aim to increase the number of patients over the age of 13 that we are able to collect this data about.

Finally, WCHC is committed to exploring staff training opportunities to develop better patient experiences.

PROVIDER EXPERIENCE

One of the emerging challenges in the healthcare sector in Ontario has been provider experience. At WCHC, one of the providers' concerns relates to patient behaviour. There has been a demonstrated increase in the number of patient behaviour challenges that impact provider safety and satisfaction. WCHC, therefore, developed a Disruptive Client Behaviour process that outlines our commitment to ensuring provider safety, while also supporting patients to make positive change in the way they interact with the health system. WCHC will continue to implement this process and will gather feedback from staff on its implementation and efficacy and then use that feedback to inform any changes.

Furthermore, WCHC has implemented a new Human Resource Information System that enables us to gather real-time feedback from staff about their satisfaction and support. The feedback will drive changes the organization can make to improve staff experience.

Finally, WCHC is committed to exploring a procedure for addressing patient violence and destructive behaviour. The Joint Health and Safety Committee, as well as staff feedback, will guide the development and implementation of the procedure.

SAFETY

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POPULATION HEALTH APPROACH

Every 5 years, WCHC completes a population needs assessment survey, in conjunction with the Region of Waterloo. Furthermore, WCHC conducts qualitative feedback meetings through targeted focus groups with unique populations.

In 2023, WCHC was the lead agency in a comprehensive rural high equity diverse groups needs assessment process, funded by the Waterloo Region Upstream Fund. A one year assessment process resulted in the create of the Engage Rural report that helps direct service delivery.

As a member of KW4OHT, WCHC works with the OHT to develop and support programming and quality improvement management that is guided by a population health approach through the collection and use of system data. The lack of rural resources has been highlighted and as such, the Ministry of Health has funded an expansion of services for rural needs through the WCHC.

CONTACT INFORMATION/DESIGNATED LEAD

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CEO

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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

Board Chair

Quality Committee Chair or delegate

Executive Director/Administrative Lead

Other leadership as appropriate
