

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

March 31, 2026

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 KW4OHT Operations Committee, which is providing oversight to the OHT Primary Care Working groups focusing on specific areas of improvement for the KW4OHT. WCHC CEO also sits at the Primary Care Network, which is overseeing increased attachment levels for patients to primary care. 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) Continuing with 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, 5) partnering with our local agencies to focus on expansion of access opportunities, and 6) Hiring a Nursing Intake Coordinator to meet the demands of new patients needing primary care services. WCHC will continue to focused on these priorities in the coming year

In the past year, we continued our Primary Care Access Clinic as part of the primary integrated care team funding to meet the growing demand of Primary Care Services. Individuals and families without a Primary Care Providers or are uninsured accessed regular timely medical care with this clinic. However, with expansion funding we were able to bring all these individuals into care. We brough a total of 1300 patients this year as part of our expansion efforts.

The Nursing Coordinator continued to aid in screening and connecting families with services. The Intake Nursing Coordinator facilitates the 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 bring more patient into care with expansion opportunities.

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

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.

Our Linwood Clinic site continues to respond to ongoing concerns that some clients may not present for care with their regular providers - such as long standing infections, behavioral or stigmatized health issues such as mental health, addictions or family planning. 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; further, in working with the community we have fundraised and are building a new clinic, in partnership with the Township of Wellesley, to better serve the community, meet demands, and bring specialist provider care to the community.

Recognizing the challenges our aging population faces, and the economic challenges of the senior population in rural communities, WCHC began operating the Seniors Dental Care Program April of 2024. This program has created access for low income seniors to much needed dental care and treatment. We look forward to continue providing dental care to seniors this coming year.

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, we are exploring other impactful ways to incorporate Indigenous perspectives in healing through consultation with Elders and having available supplies for smudging. We have also challenged our teams to shift focus from land acknowledgements and into regular review of the Truth and Reconciliation Commission's Calls to Action that are specific to health care and challenge ourselves to take action steps.

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.

WCHC will continue its efforts 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.

A significant partnership with Linwood has been evolving. Part of this partnership has brought forward discussion on the development of a new clinic located in Linwood adjacent to the local Library. The township of Linwood has partnered in this conversation to explore the construction of a new building to better meet the medical needs of local residents. The new health clinic will have double the number of exam rooms, and will allow for increased relationship with the acute care sector, pharmacy partners, and local schools.

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

PROVIDER EXPERIENCE

With the increased need of patients needing to access Primary Care our providers have experience increased administration volume in their day to day work. This year, our primary care providers

successfully integrated AI scribes into clinical workflows to enhance efficiency, reduce administrative burden, and improve patient engagement. By automating real-time documentation of patient encounters, AI scribes allowed clinicians to spend more time focusing on direct patient care rather than note-taking, resulting in more meaningful interactions and improved care experiences. Additionally, the use of AI-supported documentation enabled more timely and comprehensive data capture, supporting quality improvement initiatives and informed decision-making across the care team.

Our providers report increased satisfaction with patient behaviour since introducing the 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 look to expand where we can best leverage this tool to support positive patient outcomes.

In addition to implementing a new Human Resource Information System that enables us to gather real-time feedback from staff about their satisfaction and support. WCHC has hired an HR consult for ten hours a week to provide support for an array of staffing needs.

Finally, WCHC in conjunction with the Joint Health and Safety Committee, piloted and reported on a psychological wellness survey for staff. Part of this included working groups where staff from varying programs and disciplines discussed areas of change from improving the psychological wellness of staff across our Centre. The responses were compiled and a few change ideas are to

be brought forward. WCHC remains committed to maintaining

SAFETY

At WCHC, we have continued to utilize our Disruptive Client Behaviour process that outlines our commitment to ensuring staffing safety, while also supporting patients to make positive change in the way they interact with the health system. In addition to this we have introduced a coding system for various situations that the Joint Health and Safety Committee has brought forward. This coming year we will expand on this work by having random code drills to ensure staffing are aware of what the codes entail and protocol. As a supplement to this we offered to staff crisis and de-escalation training to both manage available resources when faced with disruptive patients but also strategies to minimize risk.

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 in conjunction with the Joint Health and Safety Committee, piloted and reported on a psychological wellness survey for staff. Part of this included working groups where staff from varying programs and disciplines discussed areas of change from improving the psychological wellness of staff across our Centre. The responses were compiled and a few change ideas are to be brought forward. WCHC remains committed to maintaining

PALLIATIVE CARE

As part of our integrated primary care teams this coming year we offered palliative outreach clinics for individuals without OHIP within our community. In addition our nurses have collaborated with the Provincial Palliative Care Model lead for our region. We had a few meetings and trainings our staff are attended to better support the Palliative Care Model the province is moving forward with.

POPULATION HEALTH MANAGEMENT

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

Guillermo Rodriguez
Primary Care Director

519-664-3794 x. 232

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 30, 2026

Board Chair

Jean Healey-Martin
Quality Committee Chair or delegate

Sp. Hens
Executive Director/Administrative Lead

[Signature]
Other leadership as appropriate