



Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

June 10, 2022



OVERVIEW

Since its incorporation in 1952, the Dryden Regional Health Centre (DRHC) has provided professional, compassionate, safe, and high-quality patient health care to the community of Dryden and surrounding area.

The Dryden Regional Health Centre is an integrated small, rural, and northern health service organization located in Northwestern Ontario. Our service area includes all residents within Dryden and the surrounding area, including the Townships of Machin and Ignace as well as the First Nation communities of Migisi Sahgaigan First Nation (Eagle Lake), Wabigoon Lake Ojibway First Nation and Wabauskang First Nation.

The DRHC supports the work of more than 375 staff, Physicians, and volunteers with an annual operating budget over \$33 million. The DRHC is a progressive and visionary organization that has had great success in implementing innovative programs and services to bring quality care closer to home for its service area.

The DRHC provides governance and management for the Dryden Area Family Health Team supporting primary care for some 14,000 people. Services are delivered by a multidisciplinary team of family Physicians, Nurse practitioners, Nurses, and allied health personnel. As a 42-bed acute care Health Centre, the DRHC provides a full range of inpatient services including medical, surgical, obstetrical, chronic, rehabilitative, and palliative care. Ambulatory services include emergency, surgical day care, specialty clinics, and oncology services.

The DRHC supports a busy visiting specialist program for

orthopedic, rheumatology, plastic surgery, endoscopy, pediatrics, otolaryngology, and obstetrical gynecology services. Many of these specialties also provide elective surgical procedures, minimizing the need for patient travel and bringing specialty care closer to home. These services are complemented and supplemented by a comprehensive telemedicine network. Diagnostic services include a CT scanner, x-ray, ultrasound, and fully accredited, ISO certified laboratory services.

The Health Centre provides inpatient, ambulatory and home and community rehabilitative services supported by an excellent team of rehabilitation professionals.

The DRHC also delivers a wide range of mental health and addictions services including counselling, case management, and crisis response.

Commitment to Caring

It's important to us that as a patient, you and your family receive the best possible high quality and safe care, that your experience with our programs, services and people meet your expectations and that you feel like you are being treated by members of your own family.

The DRHC has a set of Standards of Behaviour to guide everyone who works, volunteers, visits, or receives care at the Health Centre. Dryden Regional Health Centre is committed to providing a safe, caring, and inclusive environment based on our five core values: Respect – having the regard for the feelings, wishes and rights of others.

Integrity – being honest, fair, and doing the right thing even when no one is looking.

Humility – having a modest opinion of one’s own importance; not believing you are superior to others.

Compassion – committed to understanding an individual’s circumstances with a desire to help.

Accountability – taking ownership and responsibility for one’s actions and decisions.

The DRHC has translated these values into real actions and behaviors. Modeling these Standards enables us to function as a high performing health care team and provide consistent, high-quality service to our patients and their families.

REFLECTIONS SINCE YOUR LAST QIP SUBMISSION

Over the last few years, the Dryden Regional Health Centre has adapted to the ever changing COVID-19 situation in the region, and across the province. Despite the challenges of the last year, the staff, medical staff, and volunteers have continued to provide Care that Works to residents of Dryden and the surrounding area.

DRHC is proud to have continued safely providing quality services to the community. As vaccines continue to roll out across the province, DRHC is busy preparing to assist the province with service recovery, and planning for the future of healthcare in “the new normal”. We are proud of all that we have managed to accomplish despite the added challenges brought about by the pandemic.

Our People

Pandemic response has taken priority over the last year, with a variety of human resources, employee health, and occupational health and safety policies implemented in the interest of protecting vulnerable patients and staff. The Incident Management Team includes leaders from across the organization continues to meet weekly to review DRHC’s pandemic response. While many decisions made were difficult, we are proud to say that our infection control measures, travel restrictions, visitor restrictions, staff and patient screening and PPE policies have successfully prevented an outbreak in our hospital throughout the first and second waves of the pandemic.

Recruitment, hiring, and training for COVID screeners and COVID Assessment Centre staff have been critical to DRHC’s pandemic response. DRHC continues to work hard on recruitment and retention of health human resources across the organization, as staff shortages in a number of key areas including physicians, nursing, rehabilitation and a variety of support services have put increased pressures on these departments.

Programs and Services

COVID-19 has forced all areas of the organization to be creative and adaptable in finding ways to provide services safely, while still providing the same high level of care for patients. We have learned a lot throughout the pandemic, and leaders are working with their departments to work on continuing programs which have proven to

be successful in virtual formats. In particular, Mental Health and Addictions Services have found that virtual counselling and group therapies have been successful in managing the increased demand for services in the community.

Highlights of Quality Improvement Achievements/Awards during the Pandemic

In June 2022, the DRHC achieved the RNAO's Best Practice Spotlight Organization award. The team has been working on the quality improvement initiatives from 2019 to 2022.

The DRHC Medical Quality Team achieved level I of the Choosing Wisely initiative.

The DRHC Joint Occupational Health and Safety Committee completed five WSIB Excellence initiatives with a focus on improving the quality of the health and safety program.

PATIENT/CLIENT/RESIDENT PARTNERING AND RELATIONS

The Dryden Regional Health Centre remains committed to working with patients and family members to exchange and generate ideas that positively advance patient safety and quality. Our well-established Patient and Family Advisory Committee uses their perspective to improve the patient experience by helping to shape policies and programs, identify processes and policies that improve the delivery of care, collaborate to evaluate health care services, and make recommendations on matters that impact the experiences of

patients and families.

Active participation on ongoing, organizational committees such as East Unit Council, Patient Safety, Ethics, Quality Improvement Planning, and special project work like the development and implementation of a primary care visit summary ensure that together we make positive change for patients and families that improve health outcomes, satisfaction, quality, and safety, and foster open and honest communication.

In the upcoming months, patient and/or family members will work in partnership with administration and staff to advance a planned, patient-centred improvement initiative focusing on service excellence. Patients will collaborate in the development of an arthritis management program focused on offering alternatives for pain management. Integrating the patient's point of view, perspective, and experience into service and quality improvements across the organization will help to ensure the delivery of high-quality care.

PROVIDER EXPERIENCE

Like most healthcare settings, DRHC has struggled with various staffing challenges throughout the pandemic, including high turnover rate, burnout, and staffing shortages. The Human Resources department has been working to find innovative solutions to resolve these challenges including new models of care to prioritize well-deserved time off for staff. Recruitment efforts have ramped up to attempt to fill gaps, and support for local students to fill future HHR needs.

Retention has also been a focus, reinvigorating the Workplace Wellness and other committees dedicated to improving engagement for existing staff. Mental Health supports are available for staff and their families through our Lifeworks Employee and Family Assistance Plan (EFAP).

EXECUTIVE COMPENSATION

As a mandatory component of the Excellent Care for All Act, 2010 (ECFAA), compensation of the CEO and other executive leads are linked to the achievement of performance improvement targets laid out in the QIP.

The executive team members that will participate in the executive compensation program include:

Position	Performance Based Compensation
Chief Executive Officer	1%
Vice- President Nursing (CNE)	1%
Vice President, Clinical Services	1%
Vice President, Support Services & Chief Human Resources Officer	1%
Chief Financial Officer	1%

CONTACT INFORMATION

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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

Board Quality Committee Chair

Chief Executive Officer

Other leadership as appropriate
