



Ontario Hospital Association Quality & Patient Safety Plan (QPSP)

2010-2013

The Ontario Hospital Association (OHA) is committed to improving quality and patient safety in Ontario's health care system. As part of this commitment, the OHA has developed a Quality and Patient Safety Plan (QPSP) 2010–2013 that sets out the direction the OHA will take over the next three years to lead and assist Ontario's health care system in improving quality and patient safety.



BACKGROUND

Development of the OHA's Quality and Patient Safety Plan 2010–2013

In January 2009, the OHA hosted a Quality and Patient Safety Retreat, where health system leaders discussed key priorities the OHA could focus on to further enhance quality and patient safety in Ontario. Following the retreat, the OHA convened a Quality and Patient Safety Working Group to incorporate the identified priorities into a quality and patient safety plan that will help guide the OHA's work for the next three years.

The development process was consultative and strived to gather input and suggestions from various levels of member organizations, as well as from stakeholders involved in Ontario's quality and patient safety agenda. Ontario hospitals and stakeholders were invited to review a consultation document that included draft goals and objectives, and were later asked to complete a web-based survey. Over 180 individual responses were received from member hospitals and external stakeholder groups, with over 100 individual member hospitals responding. An equal distribution of responses was received from all Regions, Local Health Integration Networks (LHINs) and Hospital Types and reflected the views of multiple position levels within organizations. Results from the consultation survey are reflected in the goals and objectives of the QPSP.

Providing a framework to improve quality and patient safety in Ontario hospitals, the OHA's QPSP builds on past successes and sets out to ensure that every patient receives safe, appropriate, and effective quality care, and that providers work together to contribute to a high-performing health system.

Past OHA Quality and Patient Safety Successes

The OHA has made significant improvements to quality and patient safety in Ontario. Some of its key accomplishments over the past five years include:

- Launched the *Your Health Care – Be Involved* campaign for the acute and home and community sectors, as well as the *Clean Hands Protect Lives* campaign
- Developed the *Quality of Care Information Protection Act (QCIPA)* Toolkit I and II
- Published an *Ontario Guide to Disclosure*
- Partnered with the Canadian Patient Safety Institute (CPSI) in the development of the *Patient Safety in Mental Health* paper
- Provided resources to assist hospitals with the public reporting of the eight patient safety indicators identified by the Ministry of Health and Long-Term Care (MOHLTC)
- Provided – and continues to provide – education programs: conferences, workshops, and courses on quality and patient safety priorities in Ontario

- Published *Quality and Patient Safety: Understanding the Role of the Board*
- Published *A Guidebook to Leading Patient Safety Practices in Ontario Hospitals*
- Reported quality indicators for performance improvement and accountability through Hospital Report, Health System Facts and Figures website, and myhospitalcare.ca
- Worked with LHINs and the Joint Policy and Planning Committee (JPPC) on Accountability Agreements



SETTING THE CONTEXT

Quality and Patient Safety across the Continuum of Care

The primary focus of the OHA's QPSP is to address further improvements to quality and patient safety in the hospital sector. The working group also recognizes that while hospitals play a pivotal role in the broader health sector, they do not work in isolation. An effective health care system is one that transitions patients across the entire continuum of care safely and efficiently. Therefore, the interface between the hospital and the broader health system is reflected in this plan and its proposed objectives.

Health Human Resources (HHR) and Workplace Health

The plan recognizes that all aspects of an organization have an impact on quality and patient safety: leadership, governance, staff/physicians, the patient and their families. Research illustrates a link between quality work environments and a culture of safety. Employees who work in an organization with an identified high safety culture are more committed to their jobs, take a greater pride in their work and are more engaged.¹

A 2006 study of Alberta health care professionals and technical workers looked at the impact that five work-environment factors – fair processes, teamwork, a learning environment, a supportive immediate supervisor, and people leadership by senior management staff – have on an organization's safety culture.² The survey found that employees in organizations with a strong safety culture are more committed to their jobs and that healthy and safe work environments positively correlate with increased patient safety and quality.

During the consultation process for the QPSP, member hospitals and stakeholder groups identified the most critical quality and patient safety challenges affecting Ontario's health care system. A top challenge identified by the survey was Health Human Resources (HHR)/workplace health. In developing the QPSP, the working group acknowledged the feedback received during the consultation process as well as the research highlighting the relationship between quality work environments and patient safety, and supports the implementation of the *OHA Provincial Health Human Resources Strategic Plan 2008–2011*.³ The QPSP further reflects the feedback received and the research noted above by weaving HHR/workplace health initiatives such as organizational and people capability, staff culture, training, education, and organizational health throughout the plan's goals, objectives, and deliverables.

OHA Strategic Plan 2010–2013

Development of the QPSP was simultaneous to the development of the OHA Strategic Plan 2010–2013. In recognition of this concurrent development, consultation occurred to ensure alignment and to avoid repetition in the documents. Implementation of the QPSP will take into account the implementation process of the OHA Strategic Plan and careful work will be done to ensure the alignment of all aspects.

¹ Lowe, Graham. (2008). The Role of Healthcare Work Environments in Shaping a Safety Culture. *Healthcare Quarterly*, 11(2): 42-51.

² Lowe, Graham. (2008). The Role of Healthcare Work Environments in Shaping a Safety Culture. *Healthcare Quarterly*, 11(2): 42-51; Lowe G.S. (2006). *Creating a High Quality Work Environment. Results from the HSAA Work Environment Survey*. Edmonton, AB: Health Sciences Association of Alberta.

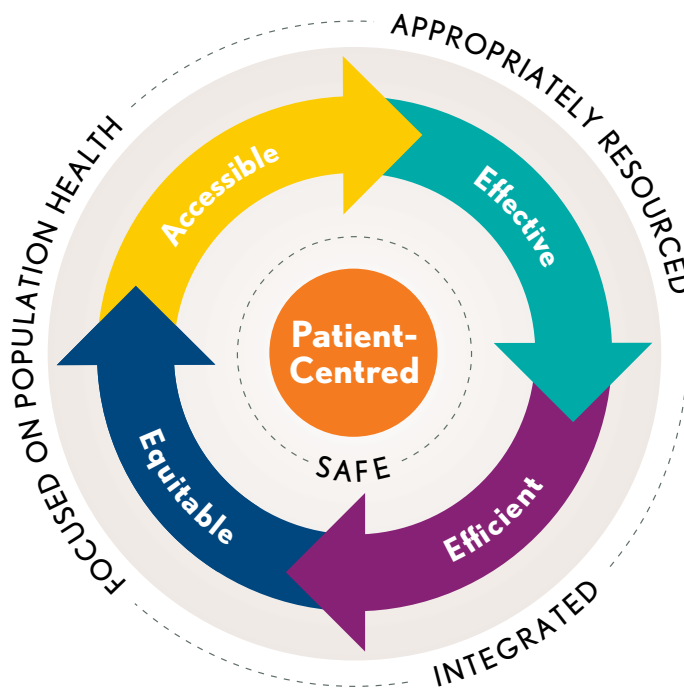
³ OHA Provincial Health Human Resources Strategic Plan 2008–2011. [www.oha.com/Client/OHA/OHA_LP4W_LND_WebStation.nsf/resources/Provincial+Health+HR+Strategic+Plan+2008-2011/\\$file/OHA+HR+Strategic+Plan_Web.pdf](http://www.oha.com/Client/OHA/OHA_LP4W_LND_WebStation.nsf/resources/Provincial+Health+HR+Strategic+Plan+2008-2011/$file/OHA+HR+Strategic+Plan_Web.pdf)

PURPOSE

The aim of this document is to provide hospitals with direction and guidance for the delivery of safe, quality care over the next three years. When developing the QPSP, members of the working group identified the need for guiding principles in achieving a high-performing health system as well as the need for system alignment. Therefore, the QPSP promotes the adoption and utilization of the Ontario Health Quality Council's (OHQC) nine attributes of a high-performing health system as guiding principles for achieving quality health care.⁴

The OHA defines a high-performing health system as one that is integrated, appropriately resourced, and focused on population health at the system level and is efficient, effective, accessible, and equitable at the organizational level. Above all, it is guided by the attribute of patient-centred care and the belief that the safety of the patient should be at the core of all quality improvements. Together, the OHA and OHQC developed the following visual to illustrate how the nine attributes combine to form the elements of a high-performing health system.

Nine Attributes of a High-Performing Health System



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⁴ Ontario Health Quality Council. Reporting Framework: *The Attributes of a High-Performing Health System*. (2009). www.ohqc.ca/pdfs/ohqc_attributes_handout-english.pdf.

Guiding Principles – Nine Attributes of a High-Performing Health System

Safe	People should not be harmed by an accident or mistakes when they receive care.
Patient-Centred	Health care providers should offer services in a way that is sensitive to an individual's needs and preferences.
Accessible	People should be able to get timely and appropriate health care services to achieve the best possible health outcomes.
Effective	People should receive care that works and is based on the best available scientific information.
Efficient	The health system should continually look for ways to reduce waste, including waste of supplies, equipment, time, ideas, and information.
Equitable	People should get the same quality of care regardless of who they are and where they live.
Appropriately Resourced	The health system should have enough quality providers, funding, information, equipment, supplies and facilities to look after people's health needs.
Integrated	All parts of the health system should be organized, connected and work with one another to provide high-quality care.
Focused on Population Health	The health system should work to prevent sickness and improve the health of the people of Ontario.

Vision

Every patient receives safe, appropriate, and effective quality care, and providers work together to contribute to a high-performing health system.

Defining Quality and Patient Safety

Quality, as it pertains to this plan, refers to quality of care and aligns with the OHQC definition. The OHQC uses the Agency for Healthcare Research and Quality's (AHRQ) definition of quality, defined as "doing the right thing, at the right time, in the right way, for the right person – and having the best possible results."⁵

Patient safety is defined using the Canadian Patient Safety Dictionary's definition, which is "the reduction, and mitigation of unsafe acts within the healthcare system, as well as through the use of best practices shown to lead to optimal patient outcomes."⁶

⁵ Agency for Healthcare Research and Quality. www.ahrq.gov/consumer/qnt/qntqlook.htm. AHRQ is an arm of the United States Department of Health and Human Services, specializing in various areas of health care research including quality improvement and patient safety.

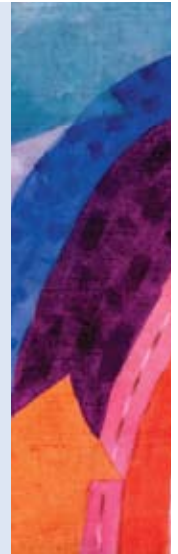
⁶ The Canadian Patient Safety Dictionary. (2003). www.rcpsc.medical.org/publications/PatientSafetyDictionary_e.pdf

PLANNING FOR THE FUTURE

OHA Quality and Patient Safety Goals

The working group identified three overarching goals that support the purpose and the vision of the QPSP.

1. Champion the adoption of a culture of quality and patient safety.
2. Advocate for system alignment of national, provincial, and local quality and patient safety initiatives and measurements.
3. Advance the system-wide adoption and dissemination of leading evidence-based practices in quality and patient safety.



1

Our Goal: Champion the adoption of a culture of quality and patient safety.

Developing and sustaining a culture of quality and patient safety is vital to fostering a high-performing health system. High-performing health care organizations are ones in which quality is a design feature of the entire organization.⁷ They are organizations that promote cultures of safety, and champion quality and safety as a strategic priority. Fostering a culture of quality and patient safety must involve all stakeholders: boards, senior leadership, staff, and physicians, as well as patients and their families.

Championing the adoption of a culture of quality and patient safety at all levels of an organization will lead to a better understanding of roles and responsibilities, increased staff and patient satisfaction, and overall quality improvement.

We Will:

- Assist Boards with fulfilling their role in quality and patient safety.
- Assist organizational leadership with driving cultural change in quality and patient safety.
- Support members in creating a safety culture that empowers and engages staff in quality and patient safety.
- Support members in engaging and empowering patients to be partners in their health care.
- Support systems that build organizational and people capability for enhancements in quality and patient safety.

⁷ Baker, Ross et. Al. (2008) High Performing Healthcare Systems: Delivering Quality By Design. Toronto: Longwoods Publishing.

2

Our Goal: Advocate for system alignment of national, provincial, and local quality and patient safety initiatives and measurements.

Ontario hospitals are the most transparent and accountable in Canada. They participate in comprehensive accreditation processes and are subject to Hospital Service Accountability Agreements. They also provide extensive public data on their finances, patient safety performance, and patient satisfaction. Despite being the most accountable in the country, there is more that can be done. Collaboration between health system partners will bring system alignment, coordination of initiatives and measurements, and create a greater capacity to act on system-wide quality and patient safety priorities.

We Will:

- Work with system partners to identify and champion priorities for quality and patient safety.
- Advocate for the development of appropriate indicators and measurement systems.
- Influence government and stakeholders to act on system-wide quality and patient safety priorities.

3

Our Goal: Advance the system-wide adoption and dissemination of leading evidence-based practices in quality and patient safety.

The health care environment is constantly changing. Research and innovation are leading to advancements in technology as well as in clinical and non-clinical practice. The identification and dissemination of leading evidence-based practices will enhance current and future policies and legislation, and will lead to improvements in the delivery of quality patient care.

We Will:

- Support health system providers and stakeholders in delivering quality patient care through the promotion and dissemination of leading evidence-based practices.
- Advocate for policies and legislation that drive evidence-based practices in quality and patient safety, and lead to a high-performing health system.

2010-2013 IN DETAIL

Goal 1: Champion the adoption of a culture of quality and patient safety.

Objectives	Deliverables
1.1 Assist Boards with fulfilling their role in quality and patient safety.	<ul style="list-style-type: none"> • Continue to develop resources, strategies, tools, and templates to assist trustees in understanding their role in quality and patient safety. • As part of the annual Governance Centre of Excellence (GCE) survey, assess the effectiveness of the Board as it correlates to patient safety. • Continue to develop educational sessions for trustees to support their role in advancing the hospital quality and patient safety agenda.
1.2 Assist organizational leadership with driving cultural change in quality and patient safety.	<ul style="list-style-type: none"> • Establish educational programs and standardized curriculum through the Leadership Development Institute (LDI) to establish quality and patient safety as a priority for leaders. • Through the LDI, develop programs, tools, and resources to enhance leadership capacity in quality and patient safety. • Create resources to enhance leadership understanding of quality and patient safety.
1.3 Support members in creating a safety culture that empowers and engages staff in quality and patient safety.	<ul style="list-style-type: none"> • In partnership with NRC Picker, disseminate an employee and physician experience tool to identify links between employee/physician engagement and patient satisfaction. • Continue to offer and develop educational and certification programs to promote leading practices aimed at enhancing quality and safety competencies.
1.4 Support members in engaging and empowering patients to be partners in their health care.	<ul style="list-style-type: none"> • Continue to enable public reporting through myhospitalcare.ca. • Enhance the uptake of the <i>Your Health Care – Be Involved</i> campaign. • Provide resources and consistent province-wide messaging to support members in implementing initiatives aimed at improving patient knowledge and engagement. • Utilize and interpret patient satisfaction data for quality improvement.
1.5 Support systems that build organizational and people capability for enhancements in quality and patient safety.	<ul style="list-style-type: none"> • Develop a comprehensive educational resource, including targeted educational sessions to assist hospitals in meeting their educational needs in quality and patient safety. • Research span of control tools, guidelines and impacts for front-line managers. • Explore and advocate for the optimization of scopes of practice to enhance efficiency, effectiveness, and access to quality care. • Collaborate with regulatory colleges to develop, establish, and maintain standards and guidelines to promote the ability of members to respond to changes in practice. • Develop an OHA organizational, workplace health framework, and awards program. • Provide education programs focused on process improvement and efficiency.

Goal 2: Advocate for system alignment of national, provincial, and local quality and patient safety initiatives and measurements.

Objectives	Deliverables
2.1 Work with system partners to identify and champion priorities for quality and patient safety.	<ul style="list-style-type: none"> • Act as a catalyst in the development of a Provincial Quality and Patient Safety Council, housed external to the OHA. • Convene a task force comprised of members working to identify key quality and patient safety issues/priorities that feeds into the Provincial Quality and Patient Safety Council. • Work with the LHINs and government to identify provincial and local priorities, and make recommendations to advance quality and patient safety in Ontario. • Continue to participate on national, provincial, and local committees/councils, supporting the interests of members in the areas of quality and patient safety. • Facilitate a quality and patient safety-mentoring program for hospitals. • Hold regular regional forums to support dialogue and enhance networking related to quality and patient safety. • Work in partnership with the Ontario Association of Community Care Access Centres (OACCAC) and other community groups to identify issues in points of access and hand-offs in the co-management of patients. • Identify issues and develop tools, resources, and education programs to assist in the transitions patients make across the health system.
2.2 Advocate for the development of appropriate indicators and measurement systems.	<ul style="list-style-type: none"> • Advocate to the government and stakeholder groups for a common set of quality and patient safety indicators with consistent definitions, collection, analysis, and reporting systems, which directly link to improvements in quality of care. • Through the Provincial Quality and Patient Safety Council, establish a reliable and valid minimum data set for quality and patient safety reporting. • Provide educational programs to assist in improving reporting consistency and quality improvement strategies.
2.3 Influence government and stakeholders to act on system-wide quality and patient safety priorities.	<ul style="list-style-type: none"> • Influence and leverage the development of the QPSP as a catalyst for the development of a provincial quality and patient safety strategy and promote the alignment of initiatives across the continuum of care. • Advocate for appropriate resources in quality and patient safety that support priorities and are grounded in evidence-based practice.

Goal 3: Advance the system-wide adoption and dissemination of leading evidence-based practices in quality and patient safety.

3.1 Support health system providers and stakeholders in delivering quality patient care through the promotion and dissemination of leading evidence-based practices.	<ul style="list-style-type: none"> • Utilize technology to support the sharing and dissemination of leading evidence-based practices in quality and patient safety to varying target audiences. <ul style="list-style-type: none"> • Develop a web portal with discussion forums and communities of practice. • Redesign the OHA website to support improved sharing of evidence-based practices. • Promote the adoption of standardized order sets to facilitate the use of evidence-based practices, enhance the quality of care and improve patient outcomes. • Create an inventory repository of international, national, and provincial improvement tools, implementation guides, and leading practices to support hospitals in meeting accountabilities and priorities. • Develop a toolkit to support hospitals in the implementation and development of a patient safety program. • Identify issues and develop tools, resources, and education programs. • Provide knowledge translation and dissemination of research grounded in evidence-based practice.
3.2 Advocate for policies and legislation that drive evidence-based practices in quality and patient safety, and lead to a high-performing health system.	<ul style="list-style-type: none"> • Advocate for care that is grounded in quality and patient safety. • Promote the adoption of technology as an enabler of quality and patient safety improvement to support priorities identified at the provincial level.



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