

Quality Improvement Plan (QIP) Narrative

Sunnybrook Health Sciences Centre



Overview

Sunnybrook Health Sciences Centre (SHSC) is pleased to share its annual Quality Improvement Plan (QIP). This narrative provides a brief introduction to our hospital and describes our key priorities for quality improvement.

Sunnybrook is a large academic health sciences centre that is fully affiliated with the University of Toronto. Sunnybrook has four campuses, ten clinical programs and is Canada's largest trauma centre. The Hospital provides a broad range of tertiary regional programs and services including (but not limited to) specialties in cancer, cardiovascular disease, neurological disorders (including mental health), high-risk obstetrics and gynaecology, orthopaedic and arthritic conditions, trauma and critical care, rehabilitation, and community care. In addition, Sunnybrook is Canada's largest facility caring for the country's war veterans. Sunnybrook is further advancing specialized care in geriatrics and brain sciences through new developments such as the Peter Cipriano Centre for Seniors Health and the Garry Hurvitz Brain Sciences Centre.

The hospital has 10,000 staff and physicians as well as, hundreds of volunteers who support our vision 'To invent the future of healthcare'. Each year we:

- Provide care through more than one million patient encounters. (about 70% are from outside of Toronto)
- Teach 5,000 students (from 95 countries around the world)
- Conduct in excess of \$100 million in research

Sunnybrook also has a dedicated group of Patient Partners, working with teams across clinical disciplines to support Patient & Family Advisory Committees (PFACs), working groups and other operational committees to guide decision-making, resource allocation and quality improvement activities from a patient centred lens.

The selection of our QIP priorities is guided by our Strategic Directions, as well as our Quality Strategic Plan.

Sunnybrook's four Strategic Directions aim to achieve excellence in the following areas:

1. **Personalized and precise treatments** - Sunnybrook understands that every patient is unique. This Strategic Direction is about tailoring treatments to meet the specific needs of patients.
2. **Integrated and sustainable models of care** - Sunnybrook understands that a visit or stay in the hospital may only be a small part of the patient's journey through the health care system. Regardless of where a patient's pathway through the system may lead, this Strategic Direction aims to ensure people find their way and have consistent care throughout their experience.
3. **Quality and creating a better care experience** - Achieving the best possible outcome for patients while exceeding their expectations for care and service is Sunnybrook's primary concern. Through this Strategic Direction, Sunnybrook is building on its comprehensive strategy to continually improve the quality of care, and engaging patients and families to improve their experience.
4. **High performing teams**- Sunnybrook is committed to building and strengthening high performing teams that invent the future of health care. To deliver high quality care requires teamwork – not only from within the walls of Sunnybrook, but also in collaboration with partners in the system. In this Strategic Direction, the emphasis is on building high performing teams that centre the needs of the patient both at the hospital and in the community.

The Quality Strategic Plan (2020 - 2025) advances the quality aspects of the hospital's strategic directions (2021 – 2025) and elevates three specific goals that are core to achieving quality excellence. The three goals are: Safe Care, Seamless Care, and Sustainable Care. Three important enablers (quality culture, digital health and advanced analytics) have also been identified as vital to achieving these goals and supporting all quality improvement work at Sunnybrook. These goals and enablers provided an important framework for the selection of our annual quality priorities.

To learn more about our Quality Strategic Plan, please visit our website [Sunnybrook.ca/quality](https://www.sunnybrook.ca/quality)

In determining our annual QIP priorities we apply a selection criteria model that ensures each initiative aligns with these strategic priorities of our organization, those of Ontario Health Quality and/or other external or regulatory requirements such as our service accountability agreements and opportunities identified in our Accreditation Report. QIPs are then further evaluated based on their potential impact on patients and families, healthcare providers, as well as strength of the data and proposed change ideas. Each plan also benefits from patient engagement and feedback through the plan's development and/or execution. In addition, we seek to focus on work that is in collaboration with our system partners, the Toronto Academic Health Sciences Network priorities, and in alignment with our North Toronto Ontario Health Team's collaborative Quality Improvement Plan.

Sunnybrook has been committed to quality improvement and we remain very proud of the progress we have made on our 2023/24 QIP. Organizationally, the engagement and leadership of our interprofessional teams has allowed us to continue our improvement work, and to care for patients safely and efficiently. A few Quality Improvement Plan achievements that we would like to highlight from this past year include (but are not limited to):

- A Patient Service Partner (PSP) Resource Team was rolled out across acute care inpatient units, with a focus on supporting best practices for safety in seniors and at-risk patients.
- An Early Warning Scoring system was implemented on 3 units (to date) to support the early recognition of deteriorating patients and improve patient outcomes.
- Extensive analysis completed to understand ED visits by Medical Oncology patients, including analysis of volume and characteristics of ED visits by Medical Oncology patients, and an environmental scan of other urgent care models, to inform new pathways for this population.
- The Patient Safety Team is now reviewing high risk Precursor Safety Events to mitigate risks *before* they occur, which is adding great value to our Patient Safety Culture efforts.
- 85% of staff in target areas reported a positive impact on their daily workflow as a result of the Supply Cart Room redesign.
- Interpretation services policy was updated to include defined processes for how to collect preferred spoken language and enforce the use of interpretation services. Procurement of hardware for language services for the Emergency department (ED) along with updates to the Virtual ED booking process were completed.

Access and Flow

Sunnybrook is focused on improving organizational flow processes to ensure timely access to care and while managing occupancy pressures. While the effects of flow and occupancy challenges often manifest in the Emergency Department (ED), downstream processes have a significant impact on these outcomes. To that end, our key indicators and improvement efforts are focused on processes related to input, throughput, and output of organizational flow at Sunnybrook. Input-related work includes expanding pathways for urgent access to care (i.e. Oncology Urgent Care Clinic). Throughput work is focused on enhancing bed flow processes (i.e. daily bed flow huddles and unit-based flow dashboards). Output work aims to facilitate safe and timely discharges (i.e. expanding the ED One Team).

Plans for a formalized Access to Emergent Care Task Force are in progress for 24/25 with a focus on work across this spectrum. Plans are also in place for a collaborative pilot of Sunnybrook@Home in 24/25 with partners of the North Toronto OHT, as an additional output to provide integrated and comprehensive home care supports for patients discharged from Sunnybrook programs and campuses.

Equity and Indigenous Health

Sunnybrook is dedicated to building an equitable, accessible, and inclusive environment for our patients and all who work, learn, and live within our community – one characterized by a shared commitment to respectful partnerships, human dignity, and health as a human right.

To this end, we have in the past year:

- Developed a strategic plan for the Department of Equity & Social Accountability to lead sustainable organizational change strategies that promote equity, engagement, accessibility and inclusion in all care, learning, research and working environments.
- Continued efforts to fulfill Sunnybrook's [Commitment to Dismantling Racism](#).
- Developed and revised policies to foster a culture of EDI at Sunnybrook (e.g., Gender Identity and Gender Expression, Anti-Racism)
- Created training and learning opportunities for all members of *Team Sunnybrook* to gain awareness and increase understanding of issues related to racism, discrimination, health equity and Indigenous cultural safety
- Partnered with health data systems to update identity information gathered via electronic data management systems (e.g., pronouns, gender, chosen name)
- Led work to respond to the Truth and Reconciliation Commission of Canada's Calls to Action for health care organizations.
- Continued our partnership agreement with the Gord Downie and Chanie Wenjack Fund to develop a legacy space dedicated to providing education and spreading awareness about Indigenous history and our journey of Reconciliation.
- Initiated our second demographic survey of Sunnybrook staff and physicians to understand the identities and experiences related to equity, diversity and inclusion.
- Engaged in planning with Ontario Health Toronto and the Toronto Region Anti-Racism Implementation Committee to expand the collection of sociodemographic data.

- Supported the development and growth of SPARK – Sunnybrook Program to Access Research Knowledge for Black and Indigenous Students.
- Supported the development and growth of employee resource groups with a mandate to advise leadership on issues of cultural appreciation, discrimination and anti-oppression

Patient/Client/Resident Experience

Sunnybrook actively creates a culture of patient, resident and family engagement to support the delivery of safe, quality and person-centred care. We partner with our Patient and Family Advisors to offer them a forum for sharing their unique thoughts and perspectives and to help ensure that the voice of patients, families, and caregivers are heard, considered, and included in programs and plans. Our aim is to ensure a Patient and Family's voice is consistently included at the table regarding new and ongoing initiatives.

A Quality Priority Setting Retreat took place in November 2023 that brought together a broad group of leaders, staff, Ontario Health Team partners and patient/family partners. This retreat discussed potential priorities for 2024/25. A notable difference this year at the retreat was the explicit focus on patient experience. In the next iteration of the Quality Strategic Plan there will be a concerted effort to emphasize and integrate patient experience. However in the interim, the Office of the Patient Experience team joined the retreat to engage our stakeholders regarding digital patient experience surveys, the new patient experience centre, and patient partner structured brainstorming discussions about overall drivers of experience. The overall feedback from the retreat, in particular the voices of our patient partners, was used to identify potential areas of focus for 2024/25 and shape specific patient-focused change ideas for the priority plans.

Each of the QIPs chosen must engage patients and families in the implementation or evaluation of the change initiatives. One example includes the Language Concordant Care QIP, which states: In partnership with the Department of Equity & Social Accountability, Communications & Stakeholder and Patient council members, create patient information materials regarding interpretation services, and develop a process for distributing this information to patients at the time of their hospital admission.

Additionally, patient partners have reviewed this narrative document to ensure appropriate language and a person-centred lens.

Provider Experience

Health Human Resources pressures, including recruitment and retention issues and their lingering effects on the existing staff continue to be a focus for Sunnybrook; however, the organization is seeing some positive signs in turnover and retention numbers. The wellbeing and psychological safety of our teams and individuals, including staff, physicians, learners and volunteers at Sunnybrook also continues to be a key area of focus.

In 2020 the Wellbeing Committee (with membership from across the hospital and across professions) was formed at Sunnybrook, which plays an important part of leading and supporting a culture of wellbeing for all of team Sunnybrook. This is one of many employee resource groups which are voluntary, employee-led committees within our organization that have formed based on shared interests or experiences. In all cases we have a web presence to outline resources available. Sunnybrook regularly collects feedback and suggestions on future

employee resource groups and initiatives, all which are sponsored by the Executive Vice President, Programs, People and Leadership.

The results from the 2023 Staff and Physician Engagement Survey have shown us that we have strong engagement, particularly within our local teams. Staff and Physicians feel comfortable bringing forward concerns, both related to their work environment and their safety. Deep engagement with the organization on the results will take place in 2024. Moving forward, the findings from the survey will be used to enhance staff and physician experience based on feedback (both qualitative and quantitative) gathered by the survey.

Safety

Learning from Patient Safety incidents is a foundational component of Sunnybrook's Accountability for Patient Safety Policy. To maintain and promote a culture of safety, Sunnybrook has adopted several core patient safety principles, including:

1. A shared accountability for ensuring the safest care, by identifying, investigating and learning from safety events
2. Reporting of patient safety incidents must be done diligently and without fear of reprisal by all staff
3. Incidents involve competent and caring staff interacting with complex systems, and as such, must be investigated by carefully examining root causes and improving the systems of care.
4. Participation and input of staff, physicians, and patients/families in the investigation of the system of care, and in creating and testing improvements, is critical to change and maintaining a culture of safety

The process for investigating and follow up on patient safety incidents is outlined in our Safety Report Policy – Reporting & Learning from Safety Events, including the individual responsibilities of area leaders, Risk Management, the Patient Safety team, as well as program and senior leaders. Teams are guided through the disclosure of patient safety incidents to patients and families, with the support of Ethics and Risk Management.

Individual safety events are reviewed by our Patient Safety Leadership Team to ensure appropriate investigation and follow up. Safety events meeting the definition of a Critical Incident (per the Public Hospitals Act), as well as events with a clear system-related process deviation, undergo a detailed System Review in collaboration with the relevant clinical and operational team members. Safety events are also analysed by the Patient Safety Team, to identify qualitative themes, trends and opportunities to strengthen patient safety proactively.

Root causes and recommendations from individual System Reviews, as well as the voice of the patient/family involved in the event, are shared with the System Review / Quality of Care Committee, and general trends from overall safety event reports are shared with Sunnybrook's Interprofessional Quality Committee. Both reports are shared with the Quality & Patient Experience Committee of the Board. Patient Safety is also kept as a top priority at these committees through regular review of data such as our Hospital Harm Dashboard, which tracks serious safety events as well as select hospital acquired harms.

Learnings and anonymized stories are shared on Sunnybrook's intranet where appropriate, as Patient Safety Stories, Good Catch Stories or Practice Alerts. Medication alerts arising from safety events are also shared directly with frontline clinical staff by the Pharmacy Department. Patient Safety Stories and other safety event examples are incorporated into orientation sessions, management development programs and staff recertification to ensure ongoing opportunity for learning.

In order to assess the effectiveness of these processes, a Patient Safety Culture survey is conducted every 2 years. Individual area results are shared with leaders, along with a detailed Patient Safety Toolkit with resources and guidance tools to support action planning and improvement across each dimension of safety culture.

Population Health Approach

Sunnybrook is deeply committed to working with health system partners through the North Toronto Ontario Health Team (NT OHT) to advance population health and equity-based approaches to care for communities we serve. In collaboration with NT OHT partners, such as Baycrest, we have undertaken an analysis to better understand the primary care needs of our local community. Primary care is the foundation of a strong healthcare system and plays a critical role in improving population health and coordinating care across the continuum. Utilizing data from Ontario Community Health Profiles Partnership, we have identified that North Toronto has a shortage of 63 primary care physicians and 327 interprofessional health providers in full-time equivalents. In response, the NT OHT has developed a three-pronged strategy with the goal of ensuring all North Toronto residents have access to team-based primary care. This will be achieved by creating Integrated Health Hubs; expanding capacity and access to interprofessional team supports for local primary care physicians; and, developing Neighbourhood Care Teams to spread integrated, collaborative care models across Toronto Seniors Housing Corporation buildings in North Toronto. To implement the strategy, we examined neighborhood-level data and sought feedback from community members to identify and prioritize the creation of two (2) Integrated Health Hubs in North Toronto and South-Eglinton Davisville (two neighborhoods formerly known as Mount Pleasant West) and Englemount Lawrence, neighbourhoods with elevated unmet health and social care needs. The North Toronto OHT is committed to using population health management and equity approaches to address identified healthcare gaps and improve health outcomes across the community we serve.

Executive Compensation

For many years, Sunnybrook has had a performance-based component to its executive compensation for the CEO and the Senior Leadership Team. A percentage of the executive's compensation (21-30%) is based on the achievement of annual goals and objectives that are aligned to the organization's strategic goals and to the individual's portfolio. Sunnybrook's Executive Performance Management Program is well established, comprehensive, and governed by the Performance and Compensation Committee of the Board of Directors. The Program includes both a 360° performance evaluation (built on the foundation of leadership competencies) and specific performance goals that are used to drive quality and organizational improvement.

Specific indicators selected for executive compensation for 2024/25 will be identified and approved by the Board of Governors.

Sign-off

I have reviewed and approved our organization's Quality Improvement Plan

Board Chair Carol Annett (signature)

Board Quality Committee Chair [Signature] (signature)

Chief Executive Officer [Signature] (signature)

Contact Information

Darren Gerson
Vice President of Quality, Risk Performance and Patient Experience
Sunnybrook Health Sciences Centre
2075 Bayview Avenue, Toronto, Ontario
Toronto, ON M4N 3M5