

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:

- Care for 1.3 million patients (about 70% are from outside of Toronto)
- Teach 5000 students (from 95 countries around the world)
- Conduct in excess of \$100 million in research

Sunnybrook also has a dedicated group of approximately 140 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

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 and in alignment with our North Toronto Ontario Health Team's collaborative Quality Improvement Plan.

During these unprecedented times we remain very proud of the progress we have made on our 2022/23 QIP. Organizationally, phenomenal work by our interprofessional teams has allowed us to continue 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):

- Development of a Senior Friendly Dashboard to support the uptake of delirium prevention best practices
- Initiation of a Complex Transition Resolution Table with our partner organizations to enable collective planning for patients with complex behaviours
- Launch of the Youth Advisory Council, Youth Engagement Strategy and the Youth Advocate with Lived Experience role, in support of the Family Navigation Project's quality objectives
- A 5% reduction in the waste of unused medical / surgical supplies on participating patient care units

The past few years have been a unique and challenging time in health care. It has highlighted the importance of being able to deliver safe, seamless, and sustainable care under even the most extreme of circumstances. We will learn from this experience to propel forward our vision of quality excellence at Sunnybrook and beyond.

Patient/client/resident engagement and partnering

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 December 2022 that brought together a broad group of leaders, staff, Ontario Health Team partners and patient/family partners. This retreat successfully identified potential priorities for 2023/24. Prior to the retreat, we met with many of our patient partners to discuss our quality priorities of Safe, Seamless and Sustainable Care, and to get their feedback early on in this process. The common

themes from those discussions mirrored many of our priorities. In particular, the importance of continuity and coordination of seamless care, connection with our community and primary care partners, and coordination between our teams and across the system. As many of our partners shared with us last summer, listening to our patient and caregiver stories is critical to shape our continuous quality improvement path. To help us ground our thinking at the Quality Priority Setting Retreat in the patient experience, two of our patient partners shared their stories and advice for our leaders and staff.

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, have been significantly magnified in the aftermath of the COVID-19 pandemic. The exodus of staff throughout the pandemic and the lingering effects of delayed care during the peak of the pandemic have added continuous pressure on our existing staff. The wellbeing and psychological safety of our organization, teams, and individuals, including staff physicians, learners and volunteers at Sunnybrook is 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. The committee has identified and led several wellness initiatives and created a needs assessment survey for Team Sunnybrook to use to provide feedback/suggestions on future targeted initiatives. In 2022 the committee implemented additional mental health supports including Before Operational Stress (BOS) mental health support, Mental Health First Aide training, targeted healthcare training through Canadian Mental Health Association and Peer Support Training. In addition the committee increased focus on spread and scale of existing wellness resources.

A work plan of all current and past activities has been developed and will continue to be adjusted as additional activities are added based the results from our needs assessment surveys. We will continue to think critically and creatively to support Team Sunnybrook to ensure we are supporting our workers wellness and psychological safety.

Our frontline leaders and point of care providers from all professions were engaged in the Quality Priority Planning retreat to ensure the areas of focus were reflective of their views on the greatest opportunities for improvement. At each of the World Café stations at the retreat, health care workers were asked to contribute potential change ideas related to common pressures or quality gaps, and were asked to prioritize improvement goals they felt were most likely to influence the provider experience and wellness, as well as the patient experience.

Workplace Violence Prevention

Violence in the workplace presents a risk to the well-being of Sunnybrook staff, physicians, volunteers, students, patients and visitors. We recognize that the majority of violent acts are preventable within the workplace and we strive to create a culture that supports this philosophy; to create a positive environment with mutual respect and open communication.

At Sunnybrook we begin with an approach to workplace violence that is guided by the principle that patients exhibiting behaviors can be a response to what is happening internally (e.g. medical condition) or externally in their environment. As such our strategy focuses on understanding and addressing the root cause of the behavior and preparing staff to use approaches to care that prevent harmful occurrences and manage high risk behaviours.

Workplace violence prevention at Sunnybrook is guided by:

- A Harassment, Discrimination and Violence Policy, which includes regular risk assessments, debriefs following incidents and review of processes and follow up to mitigate future incidents.
- A Respect Policy, Diversity Statement and Principles, which includes respectful methods for communicating with patients, families and staff.
- Strategic Direction 4: High Performance Teams that includes nurturing a culture of wellness, equity and anti-racism.

Sunnybrook has a comprehensive approach to violence prevention for staff and patients, which consists of:

- Harassment, Discrimination & Violence training which includes Code White training for all staff.
- Continued focus on Verbal Intervention education for staff for areas identified as high risk of violent incidents, including key de-escalation and prevention techniques, and verbal / non-verbal skills for communicating with at-risk patients or families.
- Adherence to a “Framework for Responding to Reported Harmful Incidents” which follows the standard process including 1) debriefing, 2) creation of a Behaviour Care Plan with family input regarding triggers following serious incidents, 3) root cause analysis for serious incidents and 4) implementation of recommendations.
- Employee incidents, events or occurrences that could or does result in employee injury or illness are also tracked by Occupational Health & Safety and reviewed by the Joint Occupational Health and Safety and Violence Prevention Committees to identify and mitigate potential risks to staff, patients and visitor.
- A central intranet page that includes all resources for staff, leaders, as well as up-to-date risk assessments.
- New initiatives related to violence prevention include the development of a Behaviour Safety Alert to notify staff when a patient has displayed violent behaviour. Understanding why these events occur is key to preventing future events.
- Development of a Guideline for Addressing Violent Patient Behaviour and Early Discharge/Removal from the Emergency Department.
- A comprehensive review of our training content. This includes our training module for all staff as well as those in high risk areas.

Encouraging reporting and situational awareness are two factors that are critical in the development of effective preventative measures. In partnership, the Quality and Patient Safety department, Occupational Health and Safety, with updates to the Workplace Violence Committee receive themes related to patient incident reports

involving verbal or physical responsive behaviours that could produce harm in order to identify actionable themes. These findings are helping to inform ongoing quality improvement and education training

NEW: Patient 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 Risk Management Team to ensure appropriate 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 on a bi-annual basis, 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, while 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.

Learnings and anonymized stories are shared on Sunnybrook's intranet where appropriate, as Patient Safety 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 improvement across each dimension of safety culture.

NEW: Health Equity

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.

Over the past few years, we have focused on building the foundations for Equity, Diversity and Inclusion (EDI), while tackling pressing issues related to systemic racism, discrimination, and health disparities, which have been both highlighted and exacerbated during the pandemic. This work has evolved due to the collective efforts of key champions — staff, physicians, learners, volunteers and community and system partners - engaging and advocating for equitable care, and for an inclusive culture.

To this end we have in the past year:

- Created 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.
- Published Sunnybrook's [Commitment to Dismantling Racism](#), endorsed by the Sunnybrook Board of Directors and Sunnybrook Foundation Boards of Directors
- Formed three streams of work to steer and support Sunnybrook's actions to address racism and issues of equity and inclusion.
- Embedded EDI as a priority in the Sunnybrook Strategic Plan 2021-2025
- Developed policies to foster a culture of EDI at Sunnybrook
- Created training and learning opportunities for all members of *Team Sunnybrook* to gain awareness and increase understanding of issues related to racism, discrimination, and health equity.
- Partnered with health data systems to update identity information gathered via electronic data management systems
- Led work to respond to the Truth and Reconciliation Commission of Canada's Calls to Action for health care organizations
- Worked with the Sunnybrook Foundation to include recognition of Indigenous Veterans in Raise a Flag Remembrance Day campaign.
- Signed 5-year partnership agreement with the Gord Downie and Chanie Wenjack Fund to develop a legacy space dedicate to providing education and spreading awareness about Indigenous history and our journey of Reconciliation.
- Initiated our first demographic survey of Sunnybrook staff and physicians to get a baseline understanding of the identities and experiences related to equity, diversity and inclusion.
- Initiated our first demographic survey of leadership as a baseline for increasing diverse representation among leaders.
- 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.

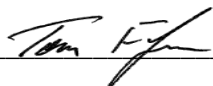
Executive Compensation


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 2023/24 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  (signature)

Board Quality Committee Chair  (signature)

Chief Executive Officer  (signature)

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