

Excellent Care
For All.



Quality Improvement Plan (QIP) Narrative for Health Care Organizations in Ontario

2025 - 2026



**Hôpital général de Nipissing Ouest
West Nipissing General Hospital**

1/31/2024

This document is intended to provide health care organizations in Ontario with guidance as to how they can develop a quality improvement plan. While much effort and care has gone into preparing this document, this document should not be relied on as legal advice and organizations should consult with their legal, governance and other relevant advisors as appropriate in preparing their quality improvement plans. Furthermore, organizations are free to design their own public quality improvement plans using alternative formats and contents, provided that they submit a version of their quality improvement plan to HQO (if required) in the format described herein.

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Overview

The mission, vision and values of the West Nipissing General Hospital serves as the foundation for the development of our Quality Improvement Plan (QIP) and as a guide to move our organization forward to ensure excellent quality patient care through the allocation of strategic priorities. A QIP is:

- A commitment that a health care organization makes to its patients, staff, and community and to the Ontario public as a whole to improve quality through focused targets and actions.
- A way to focus organizations, sectors and the system as a whole on key priorities (provincial and local)
- A way of harmonizing dialogue and encouraging peer-to-peer sharing and benchmarking
- One means to help entrench quality improvement culture as a system-wide effort.

The WNGH has identified four pillars of excellence as our strategic planning focus – Capital Planning, Invest in the organization and in its people, Enhance quality of work life and patient experience, and Partnership for excellent patient/customer/client experience.

Moving forward, the hospital is committed to our tag line “**Streamlining exceptional healthcare, focused on community**”, which clearly demonstrates our pledge to the key attribute of quality care and shifts the patient to the center of the health care system – a patient centered approach!

Note: The QIP is applicable to our 50 acute care and complex continuing care beds as well as our 48-bed Interim Long-Term Care unit.

Access and Flow

The following are a few examples of activities in which the West Nipissing General Hospital team engaged to enable patients/clients/residents to access safer care in the right place at the right time:

- Implemented a Mobile Crisis Program, in collaboration with the Ontario Provincial Police, which meets people when and where they need support, and helps avert Emergency Department visits
- Implemented computerized Medication Administration Records (MARs) in Acute and Complex Continuing Care units
- Recruited a GEM Nurse and a Patient Flow Specialist to support appropriate care and discharge planning
- Initiated RNAO best practice integration into our Long-term Care

Equity and Indigenous Health

The West Nipissing General Hospital serves the residents of West Nipissing and surrounding areas. Home to approximately 14,364 residents. West Nipissing is a culturally diverse community having 67.5% of its population fluent in French and English as well as 16.5% of its population identified as indigenous. (2016 census)

The primary diagnoses include Chronic Obstructive Pulmonary Disease (COPD), Congestive Heart Failure (CHF) and Mental Health and Addictions. At the West Nipissing General Hospital, not only do we strive for the health care equity for all patients, we also strive in the equitable treatment of employees and clinicians. All public material is offered in both official languages – French and English, which includes memos, public announcements, information brochures, hospital requisition forms, hospital signage, publicly posted minutes, etc. In addition, WNGH offers sensitivity training to staff and clinicians to provide cultural awareness and educate employees on the impact of cultural differences. We are aiming to ensure each member of the Executive Team to have completed this education by end of our fiscal year.

Our hospice suite is able to host smudges upon request. We have successfully recruited two member of our local indigenous community to our Board of Directors.

Patient, Client, Resident Experience

The Hospital strives to foster engagement with patients, clients and residents by partnering with them to discuss and work through key issues impacting their Hospital experience. Of note, we have included a family representative to our quality, risk and patient care committee and we are actively recruiting patient voices at that forum. Amongst the discussions includes the implementation of quality initiatives which are specifically designed towards addressing feedback received patient surveys and through other mechanisms.

Provider Experience

Recognizing the challenges surrounding the current working environment for healthcare workers, the Hospital has increased engagement with front line staff through forums such as surveys, regular staff meetings, town hall events, and individualized one-on-one meetings as required.

These initiatives were implemented as mechanisms to receive feedback and engage them in solutions to address staffing gaps. The Hospital has developed an attendance management focus in 2023 with a roll out of a new policy and attendance program that includes supportive and timely follow-up with staff. The focus is on occupational health and safety with dedicate staff resources.

The Hospital engages with staff on wellness and appreciation events, as well as theme days to promote a positive work environment..

Safety

In order to support and enhance a safe and just culture, the Hospital has implemented the following processes:

- Incidents are reviewed monthly, quarterly and annually.
- Formalized meetings occur when there are root causes identified that require action or attention. Often times, debriefing sessions occur with front-line staff to discuss process improvements and mitigate risks of reoccurrence.
- The Patient Care Committee has undergone a restructuring to include quality, risk and patient care. This structured format promotes the discussion and problem-solving of patient safety concerns.

Palliative Care

The West Nipissing General Hospital has two calm, welcoming spaces for palliative patients and families. We offer holistic care, utilizing our internal resources (social workers, Alliance Center, etc.), as well as reaching out to religious and community partners upon patients and families requests. We prioritize patient and family centered care, offering customized care plans for optimal care and comfort. Our staff provide real time support and education on the palliative care and dying process to the patients and families from our experienced staff. Our providers offer timely goals of care discussions and consents with patient and family; have ongoing discussions and support with POA, family, and care partners about preferred setting of care and place of death (hospice, other facility, or home); offer psychosocial support to address mental health, social, cultural, and spiritual needs; and prioritize pain management and other symptoms crucial in comfort measures for patients and their family members. In our interim LTC, we have structured care conferences with residents and families to ensure shared decision-making in care planning and discussions of goals of care. This meets the person-centered approach emphasized in the Quality Standard, ensuring that resident goals, values, and preferences are at the center of care delivery.

We also provide in the moment education and support to our nursing staff as needed (ex. assisting with SQ set initiation, familiarizing with nursing interventions to assist with symptom management).

We are looking to provide additional palliative care education to our staff including LEAP, Palliative care – working with the terminally ill certificate, and courses through local schools and agencies.

Population Health Management

The West Nipissing General Hospital is an active member of the Nipissing Wellness Ontario Health Team. With this team's members, our activities have included the following:

- Partnering with our local Community Health Centre (CHC) to offer falls prevention education and to promote physical activity
- Partnering with the North Bay Regional Health Centre and the Mattawa General Hospital, along with the Nipissing Wellness Ontario Health Team, to implement non-urgent Patient transport services
- Partnering with the Ontario Provincial Police to offer a Mobile Crisis Program
- Partnering with our local Health Unit, the CHC and other agencies to work towards a Healthbox program, to provide essentials for people living in poverty
- Partnering with CHC for International Overdose Awareness Day, and Red Scarf for AIDS awareness
- Partnering with Horizon Women's Centre for our Sharps Buy-Back Program
- Partnering with EMS and Horizon Women's Centre and other partners to address intimate partner violence, in response to an Ontario Chief Coroner's province-wide request
- Partnering for student placement, at high school and post-secondary levels, to foster interest in healthcare professions across our Acute, Long-term and Mental Health and Addictions areas, and to ensure we have the right people to provide healthcare to our community

Emergency Department Return Visit Quality Program (EDRVQP)

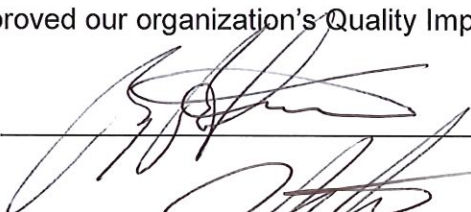
WNGH will actively be involved in the new fiscal year, now that our senior management team has/will be stabilized and after the completion of our sprinkler project, which caused us to relocate our ED to our OR temporarily for 3 months. We will be conducting audits and identifying quality improvement initiatives to address challenges encountered as part of our site's participation in EDRVQP.

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

Board Chair – Barry Bertrand



Quality Committee Chair – Jamie Restoule



President & Chief Executive Officer – Dawn Morissette



Instructions: Enter the person's name. Once the QIP is complete, please export the QIP from Navigator and have each participant sign on the line. Organizations are not required to submit the signed QIP to HQO. Upon submission of the QIP, organizations will be asked to confirm that they have signed their QIP, and the signed QIP will be posted publicly.