

Quality Improvement Plan (QIP)

# Narrative for Health Care Organizations in Ontario

February 18, 2026



## OVERVIEW

West Nipissing General Hospital (WNGH) proudly serves the diverse community of West Nipissing, home to approximately 14,583 residents (2021 Census data), and provides care without restriction to individuals from surrounding communities. Over the past year, WNGH welcomed a new Chief Executive Officer and Chief Nursing Officer, both of whom bring a strong commitment to continuous quality improvement and patient-centred care.

WNGH remains firmly committed to its 2024–2027 Strategic Plan and grounds its work in the core values of People, Communication, Quality Care Close to Home, Accountability, and Teamwork. These values guide the organization’s strategic priorities in Financial Stewardship, People, Care Environment, Communication, and Strategic Partnerships. Guided by its mission to improve the health and wellness of its culturally diverse community, WNGH continues to strengthen a culture of continuous quality improvement and delivers safe, high-quality care and an exceptional experience for all patients, clients, residents, families, and care partners.

## ACCESS AND FLOW

WNGH continues to advance Access and Flow initiatives across the organization to improve timely access to care, strengthen patient movement, and optimize the use of hospital and community resources.

The Mobile Crisis Response Team (MCRT) embeds a permanent Registered Practical Nurse who works in close collaboration with the Ontario Provincial Police (OPP) Nipissing West Detachment to support individuals experiencing mental health crises in the community. This integrated, community based model reduces

unnecessary emergency department visits. In the 2025–2026 fiscal year, the MCRT received 293 calls—199 more than the previous year—demonstrating improved access to timely, police supported mental health crisis response.

WNGH has enhanced access for older adults by establishing the full time presence of a Geriatric Emergency Management (GEM) Nurse in the Emergency Department. The GEM Nurse conducts comprehensive geriatric assessments, facilitates timely interventions, and coordinates community based follow up, which improves outcomes for geriatric patients.

A dedicated Patient Flow Specialist supports efficient patient flow by leading proactive discharge planning and facilitating timely access to community and home based services. Within the Long Term Care Home, WNGH continues to integrate Registered Nurses' Association of Ontario (RNAO) best practice guidelines to strengthen resident safety and ensure high quality care.

WNGH collaborates closely with partnered health centres to repatriate patients once they no longer require acute care, ensuring individuals receive appropriate care closer to home. The hospital also strengthens interoperability by integrating medical equipment with the Expanse Electronic Medical Record (EMR) system to improve documentation quality and clinical efficiency. In addition, ongoing improvements to Emergency Department triage processes support timely assessment and access to care.

## EQUITY AND INDIGENOUS HEALTH

West Nipissing is a culturally diverse community, with 64.9% of residents fluent in both French and English and 19.7% identifying as

Indigenous (2021 Census data). At WNGH, our primary diagnoses include acute upper respiratory infections, urinary tract infections (UTI), and mental health and addictions–related concerns. We remain committed to advancing health care equity for all patients, clients, residents, families, and care partners, while ensuring equitable treatment of employees, clinicians, students, and volunteers.

To support this commitment, WNGH actively advances several equity focused initiatives:

- We make all public materials available in both official languages (French and English), including memos, announcements, brochures, requisition forms, and signage.
- We provide Diversity, Equity & Inclusion (DEI) and Cultural Competence training to all staff and clinicians to strengthen cultural awareness and promote cultural safety. Our goal is for every team member to complete this education.
- We plan to integrate the Active Offer of French Language Health Services into staff training, reinforcing WNGH's French Language Services obligations.
- We accommodate smudging ceremonies in our Hospice Suite upon request. To ensure safety and respect for Indigenous traditions, we ask families to provide advance notice so staff can properly prepare the room.
- We maintain a dedicated Board of Directors position traditionally reserved for a representative of the local Indigenous community. An individual recommended by the Indigenous community currently fills this role.

Through these initiatives, WNGH works to create a culturally safe environment that promotes equity, inclusion, and respect for all.

## PATIENT/CLIENT/RESIDENT EXPERIENCE

Aligned with our Strategic Plan, WNGH strives to deliver a positive, safe, and inclusive experience for all patients, clients, residents, families, and care partners by promoting open communication and meaningful feedback.

To support this commitment, WNGH actively implements the following initiatives:

- **Standardized Patient Satisfaction Surveys:** We use consistent survey tools to measure patient experience and identify opportunities for improvement.
- **Active Engagement Monitoring:** We regularly monitor feedback and engagement on social media platforms to remain connected with our community.
- **Enhanced Feedback Process:** We have redeveloped our feedback system to provide timely responses and drive actionable improvements.
- **Patient and Family Advocacy Development:** We continue to expand pathways for patient and family advocacy, strengthening opportunities for meaningful involvement in care planning and decision making.
- **Family Council in Long Term Care:** Our long term care home maintains an active Family Council that offers families a structured forum to share input and collaborate on quality initiatives.

These efforts demonstrate our commitment to transparency, collaboration, and continuous improvement in the patient experience.

## PROVIDER EXPERIENCE

WNGH continues to implement strategies that strengthen provider

experience, workforce stability, and staff engagement across the organization.

To improve nursing retention, WNGH participates in the Community Commitment Program for Nurses (CCPN), which offers eligible nurses the opportunity to enter a two year service agreement in exchange for financial incentives. This program enhances workforce stability and supports the retention of experienced nursing staff. In addition, WNGH participates in the Nursing Graduate Guarantee (NGG) Program, which offsets orientation and training costs for full time nursing positions. This initiative strengthens early career support and recruitment in rural and northern communities.

WNGH has redeveloped its nursing orientation program to create a more robust and structured approach. The program undergoes continuous review to ensure it meets evolving staff needs and supports competence, confidence, and retention. The organization fosters a culture of continuous learning, supported by a Clinical Scholar and a Clinical Nurse Educator who deliver ongoing training and professional development. On site education includes Non Violent Crisis Intervention, Advanced Cardiovascular Life Support (ACLS), and nursing practice-specific training, reinforcing a strong culture of education and continuous improvement.

WNGH regularly participates in job fairs and recruitment events and collaborates with academic institutions to support student education, clinical placements, and future recruitment. The organization conducts internal staff surveys to gather feedback on workplace culture, engagement, and support, using the results to inform organizational planning. Succession planning initiatives continue to advance, supporting leadership continuity, professional

growth, and long term workforce sustainability.

## SAFETY

West Nipissing General Hospital (WNGH) is committed to eliminating Never Events—serious, preventable incidents that must not occur in a healthcare setting. We focus on prevention, transparency, and continuous learning to uphold the highest standards of patient safety.

Key strategies include:

- **Identification and Monitoring:** We analyze incident reports to identify Never Events and near misses, enabling timely corrective actions and system improvements.
- **Fostering a Just Culture:** We promote a non punitive environment where staff feel safe reporting incidents, near misses, and safety concerns without fear of blame. This approach strengthens accountability, learning, and open communication.
- **Root Cause Analysis (RCA):** When incidents occur, we conduct a thorough RCA, when applicable, to identify contributing factors and implement corrective actions that prevent recurrence.
- **Education and Awareness:** We deliver ongoing training that reinforces best practices and emphasizes the importance of vigilance in preventing Never Events.
- **Transparent Communication:** We uphold open disclosure with patients, families, and staff when incidents occur, supporting trust, accountability, and shared understanding.
- **Continuous Improvement:** We incorporate lessons learned from near misses and incidents into policies, procedures, and education to strengthen our safety culture across the organization.

Through these measures, WNGH embeds the prevention of Never

Events into all aspects of care delivery and advances its vision of a safe, reliable healthcare environment.

## PALLIATIVE CARE

WNGH is committed to delivering high quality, person centred palliative and end of life care across the continuum, in alignment with the organization’s strategic plan. In Long Term Care, staff review goals of care and advance care plans annually with each resident and/or substitute decision maker. These discussions focus on the individual’s wishes, values, and beliefs related to care and end of life, including exploration of available end of life options when appropriate. Staff clearly document preferences and update the resident’s care plan to ensure consistent and coordinated care.

WNGH strengthens palliative and end of life care through implementation of the RNAO Palliative Care Clinical Pathway. This includes quarterly assessments of the resident’s and family’s understanding of palliative and end of life care. Staff ensure residents and families are informed of and supported in navigating all legally available end of life care options, including Medical Assistance in Dying (MAiD), in accordance with provincial and federal legislation and organizational policy.

To support staff and uphold best practices, WNGH is updating its Palliative Care Program to align with current standards, emphasizing education, ethical decision making, and compassionate communication related to end of life care, including MAiD. A dedicated hospice suite is available to provide dignified, comfort focused end of life care. Together, these initiatives strengthen quality, continuity, and alignment of care with patient, client, and resident goals.

## POPULATION HEALTH MANAGEMENT

WNGH supports population health management through active collaboration with the Nipissing Wellness Ontario Health Team (NWOHT). As a member organization, WNGH works with regional partners to improve access, care coordination, and overall community health outcomes.

WNGH also maintains strong partnerships with local public health agencies. Public health representatives participate in internal committees, strengthening shared planning and coordinated responses to community health needs. Together, WNGH and public health support vaccination clinics and initiatives that promote disease prevention and community wellness.

In addition, WNGH leads a community based recruitment and retention committee focused on improving physician recruitment. This work helps community members gain better access to a primary care provider and supports long term primary care capacity in the region.

Through these collaborative efforts, WNGH advances an integrated, community focused approach that supports prevention, early intervention, and improved population health outcomes for residents of West Nipissing and surrounding communities.

## EMERGENCY DEPARTMENT RETURN VISIT QUALITY PROGRAM (EDRVQP)

WNGH is participating in its first year of the Emergency Department Return Visit Quality Program (EDRVQP) as a Small Volume Site. Participation in this provincial quality program allows WNGH to better understand emergency department return visit patterns and strengthen performance monitoring through standardized indicators.

WNGH will use program data and insights to identify potential gaps in care, inform quality improvement priorities, and support evidence informed decision making within the Emergency Department. As a small volume hospital, WNGH benefits from benchmarking and focused reviews of processes related to patient assessment, discharge planning, and transitions of care. Learnings from the program will guide the development of targeted quality improvement initiatives that enhance patient outcomes, safety, and the overall quality of emergency care.

## EXECUTIVE COMPENSATION

WNGH ties 5% of executive compensation to achieving its Quality Improvement Plan (QIP) indicator focused on strengthening partnerships and transitions of care for Indigenous Peoples. This priority reflects the organization's commitment to culturally safe, person centred care and meaningful collaboration with Indigenous communities.

For the 2025–2026 QIP, executives are accountable for measurable progress in:

- Enhanced Training: Increasing leader participation in education related to cultural safety and Indigenous health.
- Strengthened Collaboration: Expanding and deepening partnerships with Indigenous communities, organizations, and health service providers to support coordinated care and shared planning.

By linking executive compensation to this work, WNGH reinforces its commitment to accountability, equity, and continuous improvement in supporting Indigenous community members.

## CONTACT INFORMATION/DESIGNATED LEAD

Questions or feedback related to this QIP may be directed to Bradey Goegan, Quality & Patient Relations Manager, at [feedback@wngh.ca](mailto:feedback@wngh.ca) or (705) 753 3110 ext. 243.

## 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  
February 18, 2026



Barry Bertrand (Mar 16, 2026 17:36:00 EDT)

Board Chair - Barry Bertrand



Board Quality Committee Chair - Jamie Restoule



Dawn Morissette (Mar 10, 2026 14:48:50 EDT)

Chief Executive Officer - Dawn Morissette



Chantal Shambrook (Mar 10, 2026 15:43:15 EDT)

EDRVQP lead, if applicable - Chantal Shambrook