

**Report to
Rapport au:**

**Ottawa Board of Health
Conseil de santé d'Ottawa
3 April 2017 / 3 avril 2017**

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Ward: CITY WIDE / À L'ÉCHELLE DE LA VILLE File Number: ACS2017-OPH-IQS-0003

SUBJECT: QUALITY IMPROVEMENT PLAN FOR 2017-2020

OBJET: PLAN D'AMÉLIORATION DE LA QUALITÉ 2017 À 2020

REPORT RECOMMENDATION

That the Board of Health for the City of Ottawa Health Unit receive this report for information.

RECOMMANDATION DU RAPPORT

Que le Conseil de santé de la circonscription sanitaire de la ville d'Ottawa prenne connaissance du présent rapport à titre d'information.

EXECUTIVE SUMMARY

Promoting a dynamic culture of continuous quality improvement is at the heart of OPH's Strategic Framework 2015-2018. Building a culture of quality throughout the activities of OPH, with employees across the organization, requires a common understanding of what quality represents for the clients, communities, employees, volunteers, management and governors.

In 2017, the Ministry of Health and Long-Term Care announced major transformations to how health care is to be delivered in Ontario, particularly around quality of services delivered and integration of services across the continuum of care. One of those transformations includes the release of revised Ontario Public Health Standards, with new requirements related to quality and transparency.

Since 2012, OPH has embedded continuous quality improvement in business practices throughout the organization, and a series of measures are in place to ensure continuity in that regard.

In June 2016, OPH received an Accreditation with Exemplary Standing award from Accreditation Canada, an accreditation body specialized in safe and quality health care services.

Pursuing its commitment to continuous quality improvement, OPH has identified new priorities in its Quality Improvement Plan (QIP) 2017-2020. Focus areas include:

- Population health, equity and client experience;
- System modernization;
- Healthy, capable and engaged workforce; and
- Compliance

OPH management intends to review the plan annually and make adjustments as necessary.

RÉSUMÉ

La promotion d'une culture dynamique d'amélioration continue de la qualité est au centre du cadre stratégique 2015-2018 de SPO. La mise en place d'une culture axée sur la qualité dans l'ensemble des activités de SPO et auprès de l'ensemble de ses employés exige une compréhension commune de ce que représente la qualité pour les

clients, les communautés, les employés, les bénévoles, la direction et les membres des conseils.

En 2017, le ministère de la Santé et des Soins de longue durée a annoncé des transformations majeures aux modalités de la prestation des soins de santé en Ontario, particulièrement en ce qui a trait à la qualité des services fournis et à leur intégration au continuum de soins. L'une de ces mesures de transformation sera la publication de la version révisée des Normes de santé publique de l'Ontario, qui comprendra de nouvelles exigences liées à la qualité et à la transparence.

Depuis 2012 déjà, SPO intègre des mesures d'amélioration continue de la qualité à ses méthodes opérationnelles pour l'ensemble de l'organisme; à ce titre, une série de mesures ont été mises en place pour garantir la continuité.

En juin 2016, SPO a obtenu l'agrément avec mention d'honneur d'Agrément Canada, un organisme d'agrément qui fait la promotion de soins de santé sécuritaires et de qualité.

Poursuivant son engagement à l'égard de l'amélioration continue de la qualité, SPO a cerné de nouvelles priorités dans son Plan d'action pour l'amélioration de la qualité 2017-2020. Les secteurs d'intervention sont les suivants :

- santé de la population, équité et expérience de la clientèle;
- modernisation du système;
- effectifs en bonne santé, engagés et compétents;
- conformité.

La direction de SPO a l'intention de revoir le plan chaque année et d'y apporter les ajustements nécessaires.

BACKGROUND

The purpose of this report is to inform the Board of Health (BOH) of progress on Ottawa Public Health's (OPH) Quality Improvement Plan 2017-2020 (Document 1).

In early 2017, the Ministry of Health and Long-Term Care proposed new requirements under the Ontario Public Health Standards related to quality and transparency. With these, Ontario boards of health are required to ensure a culture of quality and continuous organizational improvement, and to demonstrate transparency and

accountability to clients, the public, and other stakeholders, including the public disclosure of results of all inspections.

Since 2012, OPH has embedded continuous quality improvement in its practices throughout the organization, a commitment in line with the new OPHS requirements. Through its engagement towards quality improvement, OPH:

- has established a Quality and Safety Council, which is responsible to foster a culture of quality improvement, client safety and the adoption of best practices;
- develops and monitors the activities of a quadriennial quality improvement plan and annual work plans;
- provides tools, policies and training to employees to increase quality improvement skills and competencies;
- measures client, community and partners' experience with OPH services, planning and communication processes; and
- has adopted Accreditation Canada's program for third-party reviews of organizational performance and the services it provides to Ottawa residents and communities.

Accreditation

In June 2016, two peer surveyors came to Ottawa to observe OPH practices and review compliance of its practices with the Accreditation Canada's Qmentum standards. During the on-site visit, the surveyors observed and interviewed groups of employees on planning and service design, resource management, communications, emergency preparedness, medication management, and infection prevention and control. They met with groups of clients and community partners to hear about OPH's consideration of their needs and concerns, communication with residents regarding health hazards, and collaborations with communities in the planning, delivery and communications to the population on issues of public health interest.

OPH received the Survey Report (Document 2) and the *Accredited with Exemplary Standing* status, the highest possible level of accreditation, given exclusively to organizations that go beyond the requirements of Accreditation Canada and demonstrate excellence in quality improvement.

DISCUSSION

2016 Quality Improvement Achievements

OPH has undertaken several initiatives to improve the quality of services and the workplace, and to enhance the culture of continuous quality improvement. Examples include:

Every Child Every Year: Immunization strategy: Quality improvement initiatives are conducted to address this priority, including the implementation of digital applications to enable parents to report immunization to OPH.

Personal service settings training modules for operators: As part of its strategy to enhance collective capacity to reduce preventable infectious diseases in our communities, OPH engaged personal service setting (PSS) operators in the development of educational and promotional material on infection control practices.

Increased access for vulnerable clients to dental health services: The Wabano Dental Clinic, a partnership between OPH and Wabano Centre for Aboriginal Health, provides timely access dental health treatment and prevention services in a culturally safe place.

Rabies investigation response and case management: OPH strengthened the protocol and response to the public when a potential rabies exposure risk is reported. This initiative increased effectiveness and timeliness in investigating exposures to animals, identifying risks, managing post-exposure prophylaxis, facilitating testing of animals and arranging for their confinement when appropriate.

OPH Quality Improvement Plan 2017-2020

Championing a dynamic culture of continuous quality improvement is at the heart of OPH's Strategic Framework for 2015-2018. Building a culture of quality throughout OPH activities, at all levels, requires a common understanding of what quality represents for clients, communities, employees, volunteers, management and Board members. At OPH, quality is represented by eight foundational dimensions, based on the Institute of Medicine's (IOM) six aims¹ and Health Quality Ontario's six elements². OPH's eight dimensions of quality are defined as follows:

¹ Committee on Quality in Health Care in America, Crossing the Quality Chasm: A new Health System for the 21st Century. Institute of Medicine. Washington, D.C., USA: National Academies Press; 2001.

² Health Quality Ontario, Quality Matters: Realizing Excellent Care for All. Queen's Printer for Ontario; 2015.

1. **Safety** – Keep me safe
2. **Effectiveness** – Do the right thing to achieve the best possible results
3. **Efficiency** – Optimize the use of resources and ensure financial and operational sustainability
4. **Timely** – The client receives services within acceptable time after the need is identified
5. **Population approach** – Match the right level of resources and services to be responsive to the needs of communities
6. **Client-centered services** – Enhance client satisfaction and experience
7. **Work Life** – Promote wellness in the workplace
8. **Equitable** – Offer culturally acceptable, accessible and equitable services as needed

These dimensions informed the development of the Quality Improvement Plan 2017-2020.

OPH's Quality Improvement Plan 2017-2020 is specifically designed to improve client safety and continue to drive quality and the client experience to the highest possible level. It considers:

- BOH strategic priorities
- Public Health Funding Accountability Agreement
- Public health standards and best practices
- Accreditation Canada standards
- Improvement and service excellence opportunities identified through feedback from clients, partners and employees

Four focus areas for quality improvement were established by the OPH management team, in collaboration with the Quality and Safety Council, consultations with the branches' leadership teams, clients' feedback, and a comprehensive review of legislative requirements and accreditation survey results.

A. Drive population health, equity and the client³ experience through a focus on safety, community engagement and client-centered practices

OPH recognizes that population health is an approach that aims to improve the health of the entire population and to reduce health inequities among community groups. This focus area aims to:

- Enhance client experience and safety with strengthened response processes for incidents, complaints and public health threats; and
- Adopt a client/community centric approach and strategies that engage and enable clients to have a strong voice in the planning, design, delivery, and improvement of services.

B. Modernize systems in public health by leveraging information technologies, digital communications and evidence-based practices

Improvements to OPH's systems and tools will enhance the knowledge of Ottawa community needs and enable the expansion of the reach and accessibility of the services. This focus area aims to:

- Leverage efficient information technologies and digital communications to provide clients with a more rewarding service experience and improve access to services and information about health-related issues, inspections, and outbreaks;
- Enhance internal capacity to gather, share and use quality data and evidence-based practices; and
- Optimize business practices related to medical supplies and equipment.

C. Build a healthy, capable and engaged workforce so employees and volunteers can work to their full potential

OPH employees are united around a common vision and mission to build healthier communities, and are using an evidence-informed population health approach for continuous quality improvement and work life health and safety. This focus area aims to:

³ In this Quality Improvement Plan, the word "client" represents the public health unit's whole population, the general public, the society, municipal residents, groups, communities, community and municipal department partners, and business operators.

- Support a competent and adaptive workforce through experiences in alternate roles within and outside of OPH, leadership enhancement opportunities, and capacity enhancement around healthy public policies;
- Enhance knowledge exchange / transfer culture at all levels of the organization, and across the continuum of care and service delivery; and
- Reinforce healthy work life with effective succession planning activities and policies to enhance the safety of mobile workers.

D. Ensure compliance with legislative requirements while considering the needs of community and business partners

The provincial standards review requires OPH to re-examine and manage the impact of legislative changes on community programs and services. This focus area also includes the identification of areas requiring alignment and the implementation of corrective actions where practice changes are required.

Next Steps

The Quality Improvement Plan 2017-2020 will be implemented and annual quality improvement work plans will set out the priorities for the initiatives to be undertaken yearly. The 2017-2018 Quality Improvement Work Plan was developed through a comprehensive engagement of OPH leadership teams. In order to keep moving towards the set targets and enhance the culture of quality improvement throughout the organization, year-round knowledge sharing opportunities will provide employees a chance to learn from each other and build on successes.

The Quality and Safety Council will continue to monitor progress on selected indicators and targets and recommend strategies to senior management to achieve goals and outcomes related to the quality of services and safety of clients.

OPH intends for this plan to be dynamic and evolving. It will be reviewed on an annual basis to facilitate adjustments if necessary.

RURAL IMPLICATIONS

There are no rural implications associated with this report.

CONSULTATION

There were no public consultations associated with this report.

LEGAL IMPLICATIONS

There are no legal implications associated with this report.

RISK MANAGEMENT IMPLICATIONS

There are no risk management implications associated with this information report.

FINANCIAL IMPLICATIONS

There are no financial implications associated with this report.

ACCESSIBILITY IMPACTS

There are no accessibility implications to receiving this report.

SUPPORTING DOCUMENTATION

Document 1 – Quality Improvement Plan 2017-2020

Document 2 – Accreditation Canada 2016 Survey Report – Executive Summary

DISPOSITION

This report is provided for information.