

Ottawa Public Health
Quality Improvement Plan (QIP)
2014-2016

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Overview of Quality Improvement Plan (QIP)

Vision for OPH

Ottawa Public Health's vision is "All Ottawa's communities and people are healthy, safe and actively engaged in their well-being". The mission of OPH includes improving and advocating for health and well-being through prevention, promotion and protection, in partnership with the people and communities of Ottawa.

As identified in OPH's Framework, OPH prides itself within a culture of best work environment, best service culture, and best business practices that lead to excellence in service and care of our clients/community.

Goal

OPH is committed to the provision of high quality public health services and care that supports the health of the population and client/community safety, and that continues to foster public trust and confidence.

It is a commitment to excellence: efficient, effective and safe, quality practices that support a proactive approach to making improvement changes to practice. Quality improvement in public health is defined by Law (2013) as the use of a deliberate and defined improvement process, which is focused on activities that are responsive to community needs and improving population health: an effort to achieve measurable improvement in efficiency, effectiveness, performance, accountability and quality outcomes in services and processes which achieve equity and improve the health of the community (Law, 2013; Riley 2011).

All strategic objectives and all operations across OPH are viewed through a foundation of quality. The QIP affects and relates to the work of all employees at OPH.

Background

OPH has an established commitment to quality through continuous quality improvement and evidenced-informed practice as reflected in the Ontario Public Health Standards (OPHS), Ontario Public Health Organizational Standards (OPHOS), and the Public Health Funding and Accountability Agreement (PHFAA). Quality within OPH is currently supported by several initiatives/projects across the organization such as program reviews, evaluation, client satisfaction and employee engagement surveys, and quarterly reviews. Quality at OPH is represented by 10 foundational dimensions (Figure 1). In June 2012, a self-assessment (130 participants) on quality and client safety revealed several areas of focus needed to improve both quality and safety within the

organization. To improve on these focus areas, OPH has made significant progress through the development and implementation of several policies and procedures; and a Quality and Safety Council has been established to formalize the mandate in supporting policies, plans, processes, employee education and consultations pertaining to quality services, safety, ethics and client rights. In June 2014, Accreditation Canada surveyors reviewed progress towards quality and client safety and OPH received an Accreditation Primer award. Accreditation Canada provided recommendations to further improve service quality and client safety. These are part of the elements that inform the updated QIP 2014-2016.

Foundation of Quality

Quality at OPH includes the reflection of 10 dimensions (Safety, Effectiveness, Efficiency, Accountability, Responsiveness, Population Approach, Client Centered Services, Work Life, Continuity of Services, and Equity/Accessibility) within strategic planning and its initiatives.

Figure 1: OPH's 10 foundational dimensions of quality

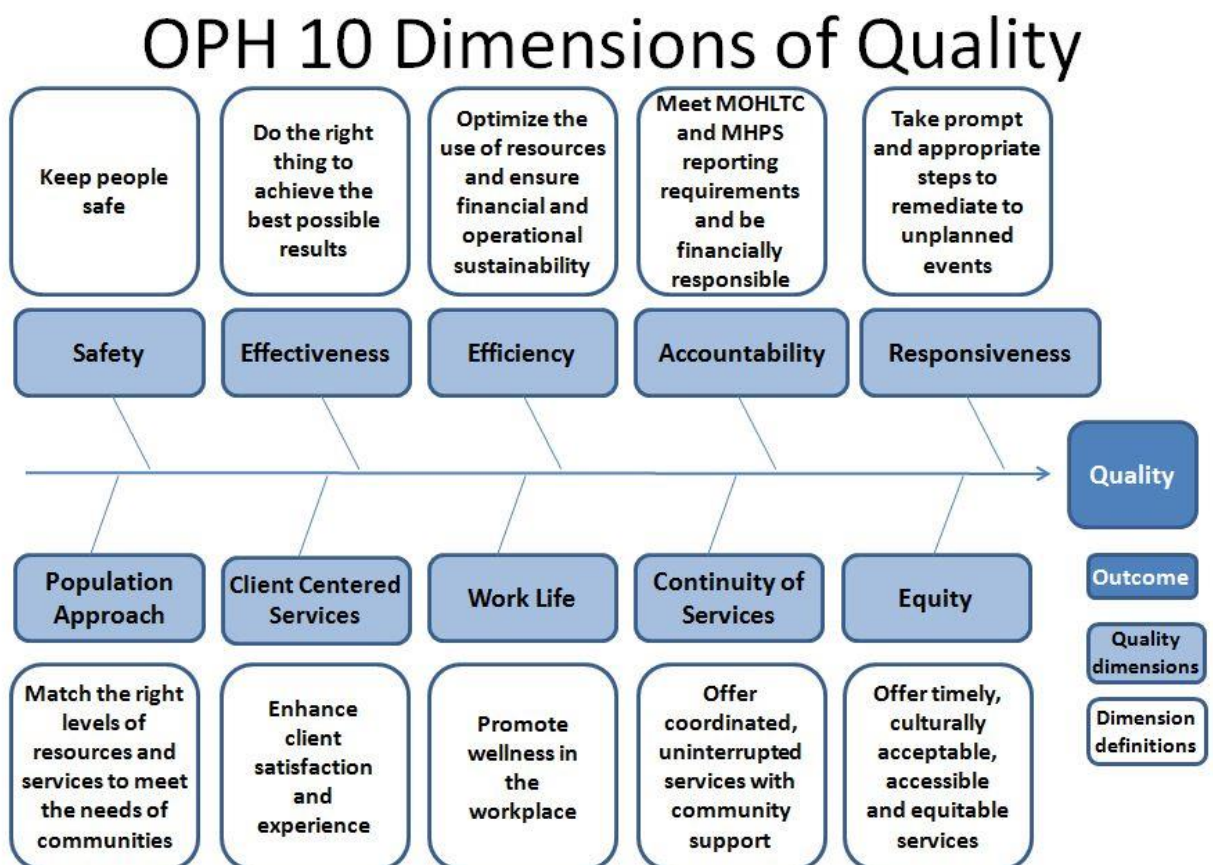
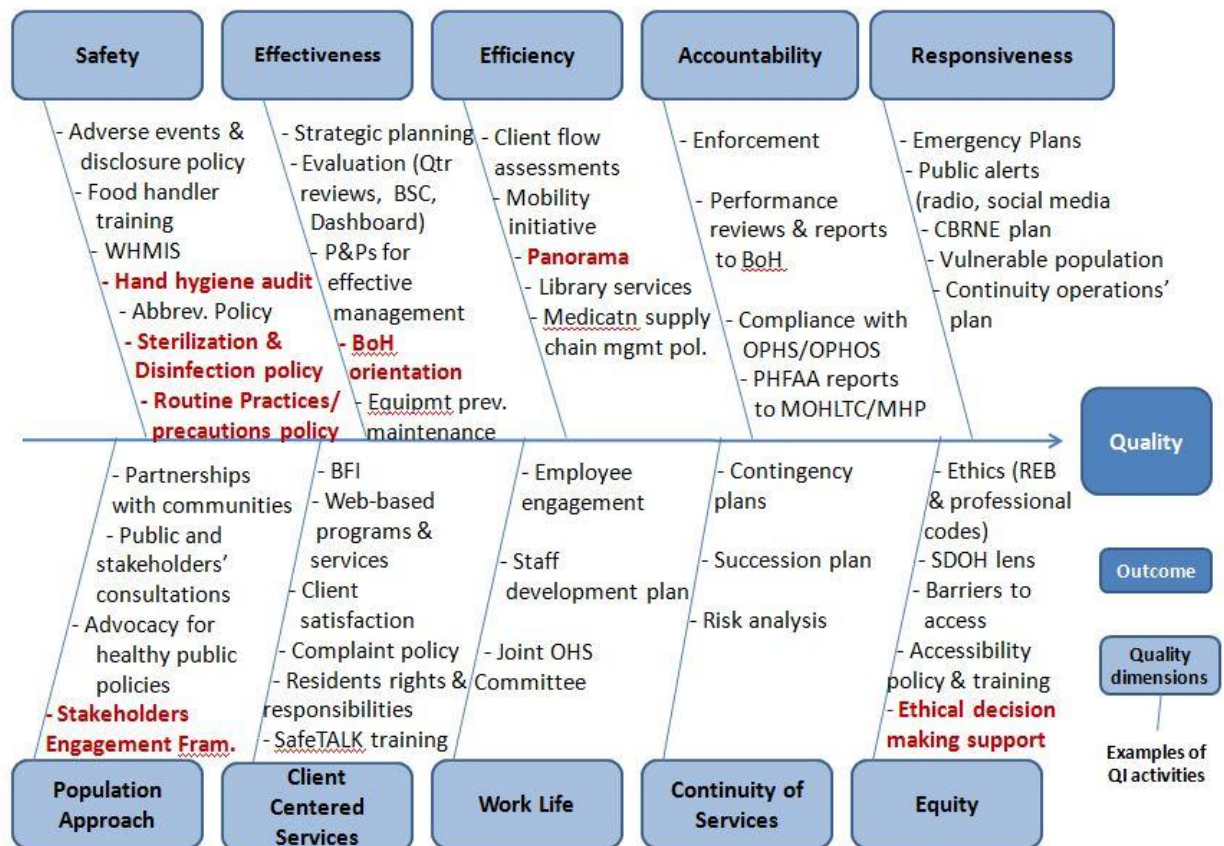


Figure 2: OPH current and new activities relating to the 10 dimensions of quality

Quality Improvement Activities (2014-2016)



Key Objectives for QIP 2014-2016

OPH's QIP is an organization-wide plan that supports service quality, client safety and organizational performance as a strategic priority. Its key objectives are to:

1. Address Accreditation Canada recommendations following the Primer Survey
2. Address additional organizational gaps for service quality and client safety
3. Monitor progress on QIP initiatives and indicators related to service quality, client safety and organizational performance (includes adverse events, client satisfaction, complaints/comments and privacy breaches) and implement follow up actions as necessary
4. Address improvements in order to meet the PHFAA
5. Identify and address areas of improvements required to ensure compliance with OPHS and OPHOS

Areas of Focus 2014-2016

Based on an organizational self-assessment and peer survey, 10 focus areas have been identified. The 10 areas are:

1. Medication Management (Safety)
2. Infection Prevention and Control (Safety)
3. Accountability Agreements (PHFAA), OPHS/OPHOS compliance, risk monitoring (Accountability)
4. Resource Allocation, Program Budgeting and Marginal Analysis (Effectiveness/Efficiency)
5. Emergency preparedness and response (Responsiveness/Continuity of Services)
6. Information Technologies (Efficiency)
7. Client Satisfaction and Partners Engagement (Client Centered Services/Population Approach)
8. Healthy and Safe Work Environment, Employee Engagement (Work Life)
9. Ethics (Accountability/Equity)
10. Quality Improvement Monitoring (Effectiveness)

Alignment and Integration of OPH's QIP with Current Planning Process

Strategic and Operational Planning

Quality improvement is directly linked with the strategic planning process as OPH is prioritizing safety, quality of services and client satisfaction, compliance with the provincial standards, and maximization of resources. The 10 dimensions of quality will also be reflected in strategic planning, quarterly reviews of dashboard/balanced score card, enhanced response debriefs, and adverse events and client complaint reviews.

OPH Framework

Quality improvement is directly linked with OPH's Framework. Quality improvement is the foundation towards building excellence in service and care: as one strives to build competencies and capacities through quality improvement, the results are best service culture, best work environment and best business practices, ultimately resulting in improving the health of the population.

Accreditation Qmentum

Accreditation Canada supports evidence-based strategic direction and resources towards quality and client safety. Accreditation standards require that a quality council

or another group manage and monitor quality improvement activities, an integrated quality improvement plan that includes initiatives, monitoring of progress of the plan. OPH has strategically designed and revised its QIP 2014-2016 to meet these criteria, and the organization-wide, interdisciplinary Quality and Safety Council was put in place to monitor progress on quality improvement initiatives.

Service Excellence/Corporate Direction

Within the corporate, municipal framework, OPH's QIP is aligned strategically with the City of Ottawa's commitment to Service Excellence in which OPH is also committed to creating a positive client experience, for both internal and external clients, and evaluating each client experience for satisfaction, efficiency, quality and coordination. The plan includes elements that contribute to the process of ensuring a positive experience for every client interaction and improving operational performance. The QIP will be amended as necessary with future City of Ottawa Terms of Council Priorities.

Enhanced risk management

The OPH CQI Framework also shows alignment with the Enhanced Risk Management Framework that the City of Ottawa launched in September 2011. The Framework is available upon request through the OPH Board of Health's Secretariat.

Challenges, Risks and Mitigation Strategies

One of the key challenges at OPH is the ability to meet new provincial (MOHLTC) mandated PHFAA and the compliance with the Ontario Public Health Standards. OPH has limited resources to meet the PHFAA targets at the same time as carrying out programming that meets locally identified needs. Mitigation includes fostering innovation and involving staff in generating ideas to do more with the resources we have. The Quality and Safety Council will monitor progress on targets and recommend strategies to achieve goals and outcomes related to the quality of services and client safety set out in government standards, accreditation standards and public health best practice.

Commitment for Review

OPH is committed to reviewing, monitoring and reporting on this plan on an ongoing basis in order to ensure that quality improvement initiatives are evaluated for timeliness, outcome measures and link to OPH new (2015-2018) strategic priorities. The QIP Work Plan is informed by the results of the June 2014 Accreditation Canada survey and drivers of QI, including best practice and performance gaps, OPHS gaps, evaluation and client and staff survey results gaps.

References

Law, M., Graham, R., Bridge, E., Ross, K. (2013). A Primer on Quality in Public Health: What's Needed to Advance CQI in Ontario Public Health? Published in the Proceedings of the *2013 Quality in Public Health Meeting*, London, Ontario.

Riley, W., Moran, J., Corso, L., Beitsch, L., Bialek, R. & Cofsky, A. (2010). Defining quality improvement in public health. *Journal of Public Health Management and Practice*, 16 (1): 5-7.