

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

March 30, 2023



OVERVIEW

Renowned for compassionate care, St. Joseph's Health Care London (St. Joseph's) is dedicated to helping people live to their fullest by minimizing the effects of injury, disease, and disability through excellence in care, teaching, and research. As one of the leading academic health care organizations in Ontario, affiliated with Western University, St. Joseph's is committed to achieving the highest performance, transparency, and accountability in all we do. For the past three cycles, St. Joseph's has been recognized with top marks for inpatient satisfaction through surveys and Accreditation with Exemplary Standing. In addition, St. Joseph's demonstrated national leadership in the provision of high-quality stroke care and earned Distinction in Stroke Services by Accreditation Canada. In late 2022, St. Joseph's was honoured with three Green Health Care Awards including the top performing hospital in Energy – Canada wide. Parkwood Institute Mental Health Care Building was the top performer in Energy – Ontario and the Southwest Centre for Forensic Mental Health received an honourable mention. Most recently, St. Joseph's was listed in the top 100 2023 Forbes list of Canada's best employers.

St. Joseph's key roles include acute/ambulatory care (including chronic disease management, urgent care, surgery, and medical imaging), complex care and veterans care, long-term care, rehabilitation and specialized geriatrics, and specialized mental health care. Facilities include St. Joseph's Hospital, Parkwood Institute, Mount Hope Centre for Long Term Care, and the Southwest Centre for Forensic Mental Health Care.

Our research arm, the Lawson Health Research Institute, continues to direct their research to the development of new knowledge that

is continually being applied to patient care with a new initiative underway for staff wellness.

We are pleased to introduce St. Joseph's 2023-24 Quality Improvement Plan (QIP), with a focus on effective transitions, patient, staff and physician safety, and patient and resident experience. Our hospital workplan includes the continuation of goals for discharge summary turnaround time, ambulatory medication reconciliation, and a patient experience survey question related to information received. Our long-term care workplan continues to measure two resident experience survey questions, best care for resident condition measured by antipsychotic use and targets for ED visits for Ambulatory Care sensitive conditions. The organization has experienced a plateau in the number of workplace violence incidents and will focus future goals to reduce workplace violence. In addition to specific indicators in our workplan, we will continue to focus on quality initiatives related to pandemic service recovery, equity, diversity, inclusion and belonging and engaging with our patients and community will continue to be a focus.

The 2022-23 fiscal year continued to bring unprecedented challenges due to the COVID-19 pandemic. This was felt across the organization and region. Our strength in collaboration, trust, and ability to quickly adapt to the rapidly changing landscape of health care allowed us to keep patients, residents, staff and physicians safe, while providing care in innovative ways. In March 2020, a 25-bed patient care unit was opened to support regional capacity during COVID-19. This unit still plays a critical role in reducing ALC (Alternative Level of Care) days in our region and continues to be a focus of the 2023-24 cQIP of the London Middlesex OHT (Ontario Health Team).

St. Joseph's is engaged with community partners in the development of the London Middlesex OHT cQIP. Notably improving access to preventative cancer care for breast cancer screening and working with our community partners to improve access to care in the most appropriate setting.

PATIENT/CLIENT/RESIDENT ENGAGEMENT AND PARTNERING

Since its establishment in November 2020, the Care Partnership Office opened with the aim to create a sustainable infrastructure to ensure patients, residents, and families, whom we refer to as care partners, health care providers and support services teams, have the resources, support, and guidance to develop and embed a person-centred approach across the organization. Our 2022–25 Strategic Plan reinforces the organization's commitment to partnering with patients and families with Care Partnership as a foundational approach that threads across all pillars. Our strategic plan reads, "We will purposefully partner with patients, residents, and family caregivers in their direct care, the design of our programs and services, and our advocacy efforts. We will be a leading example in how we truly draw on the wisdom and lived experience of our patients and their families. "

Despite the pandemic, 110 care partners have been engaged in a diverse range of initiatives, including quality improvement work, leader interview panels, research proposal reviews, program redevelopment, patient and family advisory councils, policy review and storytelling opportunities. We have improved and maintained a consistent and comprehensive approach to the recruitment, onboarding, and training of care partners.

We have strengthened the relationships and resource sharing between all seven patient, resident, and family advisory councils by facilitating quarterly council co-chair meetings. Four-hundred providers, leaders, staff and physicians have benefited from tailored education and resources provided by the Care Partnership Office to ready teams and programs to meaningfully partner with patients, residents, and families.

The care partnership office engages with community partners, including the Middlesex-London Ontario Health Team, Conestoga College, Oxford County paramedicine, Digital Health Canada and the strategic direction office of the London-Middlesex mental health and addiction system in mutually beneficial partnerships.

Relationships have also been developed with the Ontario Hospital Association, Health Care Excellence Canada, Ontario Caregivers organization, The Beryl Institute and other health care organizations to develop and share best practices and innovations in engagement and partnership.

PROVIDER EXPERIENCE

Health care providers have exemplified resilience beyond what could be imagined and yet the toll of the cumulative impact on this very extended pandemic is real and significant. Approximately 300 staff and physicians were deployed through the pandemic (at various times) to perform other roles as required. While we did see turnover in many positions throughout the organization, many leaders delayed retirement through the pandemic, and we welcomed over 30 new leaders to the organization this past year. The significant increase in recruitment for additional roles to support ongoing care delivery has been extensive and ongoing.

Over the last few years, the pandemic has caused significant disruption, characterized by uncertainty, and change while also resulting in great innovation and unimaginable resiliency. In this context, we conducted a work life pulse survey which saw one of our highest response rates to date, a clear indication that our staff had a message they wanted us to hear. Corporately, three survey questions have been chosen to focus special attention on.

1. I receive recognition for good work. (59.9%)
2. My supervisor provides feedback on how well I am doing my job. (66.4%)
3. In the past 12 months, would you say that most days were... ("Not at all Stressful") 11.3%

Supporting staff and physicians was of paramount importance with some examples including:

- An investment in more program offerings from the Employee and Family Assistance Program, accessible to all staff and physicians including facilitated team sessions and programs that address issues such as depression, trauma, and anxiety programs.
- Staff and physicians were also encouraged to continue using our sacred reflection spaces, including Biigajiikaan, an indigenous healing space.
- Snack boxes and treats for staff including coffee cards for health care workers provided by a local bank.
- A partnership with Western University School of Nursing on a research project which examines the impact of workforce deployment to learn what has been experienced and how to improve these experiences should they be necessary in the future. The study involved staff/health care workers who were employed at St. Joseph's and who were deployed within, across and beyond St. Joseph's during the COVID 19 pandemic.

- An onsite vaccination program was offered for third dose of COVID-19 immunization.
- Weekly virtual guided meditations for all staff and physicians.
- Scientists at Lawson Health Research Institute and the MacDonald Franklin OSI (Operational Stress Injury) Research Centre will take a proven mental health program created by the Canadian Armed Forces and tailor it to health care workers. The project titled, Promoting Resilience and Mental Health: Adapting Canada's Department of National Defense Road to Mental Readiness (R2MR) Program to Support Canadian Health Care Workers, will take place over the next 14 months.
- Outreach staff in the Southwest Centre for Forensic Mental Health program have implemented safety strategies including an app called Geo-Pro Lone Worker that allows staff to check in pre- and post-visits.

As an anchor organization, St. Joseph's proudly supports and leads a number of key initiatives including:

- St. Joseph's has become the first Ontario hospital to switch to an eco-friendly mask. The new mask is medical grade and certified while also biodegradable and compostable, making it safe for staff, physicians, patients, visitors, and the planet.
- St. Joseph's tied in first place for the Canadian Blood Services Hospital Challenge, with staff and physicians donating an impressive 60 units of blood.
- For the 13th year staff participated in Share the Spirit, our annual staff giving campaign. Over \$100,000 was raised in support of St. Joseph's Health Care Foundation and United Way Elgin Middlesex, directly impacting our patients, residents, and community.
- St. Joseph's Food and Nutrition Services (FNS) department was one of seven organizations across Canada selected to join Nourish

Health's June 2021 to June 2023 Anchor Collaborative Program. Nourish Health is a national educational initiative designed to empower health care leaders who are emphasizing the connection of food, culture, and health within their organization

WORKPLACE VIOLENCE PREVENTION

The Workplace Violence indicator has been reported as the total number of workplace violence incidents since 2018/2019 as part of the QIP and corporate indicators. The organization has experienced a plateau in the number of workplace violence incidents, and a more robust indicator is needed to support the development and implementation of mitigation strategies. For FY 2022/2023, the organization continued to monitor the number of workplace violence incidents as a monitoring indicator on the Corporate Indicators Report. During this time, the Occupational Health and Safety team conducted an analysis of historical St. Joseph's data, WSIB information and peer comparator consultation. Workplace violence incidents remain a significant contributing factor to St. Joseph's WSIB performance, and therefore, to ensure the organization continues to make improvements towards reducing the number and severity of workplace violence incidents, a new indicator is being included in the 2023/2024 QIP – Percentage of Reported Workplace Violence Events reported as Lost Time or Healthcare with completed root cause analysis. Lost time or healthcare incidents were determined to be the category of severity in which improvements are the most likely and meaningful. Ensuring completion of a root cause analysis for these incidents will inform organizational and unit or program-based improvements regarding workplace violence prevention.

PATIENT SAFETY

A national leader in stroke care Parkwood Institute has received Accreditation Canada's Stroke Distinction™ for demonstrating clinical excellence and an outstanding commitment to leadership in stroke rehabilitation care. St. Joseph's is one of nine stroke centres in the Southwestern Ontario Stroke Network (SWOSN) to receive this award. In addition, SWOSN achieved the Integrated Systems Standards – a first in Ontario – validating the commitment of a team approach to providing safe, high-quality, and timely stroke care to patients in Southwestern Ontario. Achieving Stroke Distinction recognizes Parkwood Institute and the Stroke Rehabilitation Program as a national leader in the provision of high-quality stroke care.

Members of the St Joseph's Quality Council and the Quality Committee of the Board, including Care Partner representatives, participated in a case study to learn about their experiences with and views on the Canadian Quality and Patient Safety Framework. The Framework validated their organizational quality and safety processes and has potential to support improvements aligned with St Joseph's strategic goals.

The Patient Safety Culture Survey (PSCS) was completed in June 2022. The PCSC working group comprised of leaders, front line staff and two care partners who reviewed the results and made recommendations to increase transparency and awareness of patient safety incidents for learning, implement safety huddles and re-establish leadership rounding practices that were put on-hold over the pandemic.

HEALTH EQUITY

In St. Joseph's revised strategic plan there is an emphasis on Equity, Diversity, Inclusion and Belonging for staff, physicians, patients, residents, families, and the communities we serve. "We need to recognize our unconscious biases, increase our competency in equity, diversity and inclusion and listen to the experiences of our workforce to identify barriers and create solutions. It was also evident in the feedback that our staff and physicians are steadfast in their commitment to the wellbeing and resiliency not just of each other but also of those we serve," St. Joseph's Hospital. Strategic Plan

Several Initiatives are underway including:

- Recruitment for a new dedicated role at St. Joseph's to lead the development and support of our work focused on equity, diversity, inclusion and belonging.
- Cultural Humility Equity and Safety Committee, a sub-committee of the Treatment and Rehabilitation Ambulatory Quality Committee at Parkwood Mental Health helps to raise awareness, educate, and engage in culturally safe quality improvement strategies in mental health care.
- Southwest Center for Forensic Mental Health established a Justice, Equity, Diversity, and Inclusion (JEDI) committee in April of 2022. This committee was established to engage in justice, equity, diversity, and inclusion activities at the Southwest Centre, inclusive of, but not limited to, education, development and revision of policies and procedures with a JEDI lens, enhancing clinical practice, promoting awareness, and engaging in advocacy. Since its establishment, the committee has been able to facilitate table talks

on various awareness topics, including the National Day of Truth and Reconciliation, anti-racism literacy on Islamophobia and LGBT2Q 101.

- St. Joseph's is pleased to have been one of the organizing partners for three summits on health and homeless in the city of London. The summits have resulted in a proposed cross sector and multidisciplinary system solution based on a common set of principles and codesigned with those who have lived and living experience with homelessness. There are several next steps in the months ahead to refine, share and present the solution, establish a system of governance and implementation approach, and to receive the endorsements and resources needed to move forward.
- Over 1200 staff members participated in the Atlohsa Family Health Services orange shirt campaign on the National Day of Truth and Reconciliation in recognition that, "every child matters" and in commitment to not repeat the tragedies of the past.
- For the first time in its history, St. Joseph's raised the Progress flag in June 2022 at all its sites. St. Joseph's participated in the City of London Pride festivities including Pride Parade and hosted a booth in the community tent sharing information and details about the Infectious Diseases Care Program and the Regional Sexual Assault and Domestic Violence Treatment Program.
- For the second year St. Joseph's, the City of London, and Atlohsa Family Healing Services (Atlohsa) relaunched the Wiigiwaaminaan Winter Response Program, an Indigenous-led winter response for homelessness. Atlohsa will be operating a shelter site, on the grounds of the Parkwood Institute, for Indigenous people

experiencing homelessness at Parkwood Institute. This strategic partnership empowers Atlohsa to provide an Indigenous-led homelessness response that supports land-based programming for Indigenous people.

- Lived experience and patient-centred care are at the heart of St. Joseph's Zero Suicide initiative. Last spring, in partnership with Niagara Region Public Health, a toolkit was launched to provide community organizations with tools to create their own suicide prevention initiative.
- Eighty eight percent of newly onboarded leaders have completed "San' Yas Indigenous Cultural Safety (ICS) Training Program" ICE is an eight-week interactive online program that increases knowledge, enhances self-awareness, and strengthens the skills of those who work directly with Indigenous peoples.
- A new partnership between Western University and the Regional Sexual Assault and Domestic Violence Treatment Program of St. Joseph's Health Care London will provide additional support on Western's campus to students who have experienced sexual assault or domestic violence, with 24/7 services as needed. The St. Joseph's team of specialized nurses, doctors and social workers provides care to people of any age, gender or sexual identity experiencing sexual assault and/or domestic violence. In addition to offering those services at the St. Joseph's Hospital site, the team will make itself available – at no charge to clients – to come to campus as needed and requested.

EXECUTIVE COMPENSATION

2023/24 Executive Compensation

At St. Joseph's, all leaders (coordinator, director, executive) have clearly established goals for 2023- 2024 and where applicable, goals are aligned with QIP priorities. Targets, 90-day plans, and monthly tracking of progress are conducted with leaders.

St. Joseph's executive compensation is linked to performance in the following ways:

- The CEO has five per cent of their current annual salary compensation at risk related to the achievement of annual QIP indicator targets outlined below.
- The vice presidents have three per cent of their current annual salary compensation at risk related to the achievement of annual QIP indicator targets outlined below.
- There are four Hospital QIP indicators tied to performance-based compensation.

Executive compensation will be awarded as follows:

- The four indicators carry equal weight (each one is worth 25 per cent)

For each indicator:

- Less than 50 per cent of target achieved = none of the compensation at risk will be awarded for that indicator
- 50 to 100 per cent of target achieved = compensation at risk will be awarded for that indicator pro-rated based on per cent of target achieved
- Indicator achievement will be measured using Q4 data

CONTACT INFORMATION

Dr. Vivian Capewell

Director: Quality Measurement & Clinical Decision

Support

St. Joseph's Health Care London

2023/24 Executive Compensation St. Joseph's Health Care London

Indicator	Current	50 % of Target	Target
Percentage of patients discharged from hospital for which discharge summaries are delivered to the health care providers responsible for post-discharge care (primary care and other providers as applicable) within 48 hours of discharge.	76.8% (Q3)	83.4%	90%
Percentage of respondents who responded "Completely" to the following question: Did you receive enough information from hospital staff about what to do if you were worried about your condition or treatment after you left the hospital? (Rehabilitation, SGS and Complex Care Inpatients)	52.5% (Q4 2022)	55.3	58%
Percentage of Reported Workplace Violence Events reported as Lost Time or Healthcare with completed root cause analysis	45% (Q3)	60%	75%
Number of ambulatory areas that achieve standardized goals for both BPMH and medication reconciliation at initial visit with a clinician: 80% of initial visits have BPMH completed, and 60% of initial visits have medication reconciliation completed.	5/15 (Q3)	8/15	10/15

OTHER

SECTOR SPECIFIC FIELDS

Long Term Care: Resident responses for two long term care survey questions showed a decrease in satisfaction during the 2021-2022 survey cycle.

The percent (9,10) resident rating of "What number would you use to rate how well the staff and physicians listen to you?" decreased by 7.9% (to 30.2%), between 2021 and 2022. While we did see a decline in (9,10) rating the question "What number would you use

to rate how well the staff and physicians listen to you?” was rated greater than 8 by 52.3% of residents. This survey question has the opportunity for further improvement and specific factors impacting the rating will be explored, and targets for improvement in overall ratings will continue to increase. Mount Hope Centre for Long Term Care continues to build a culture of resident-centered care to ensure that residents are full partners in their care experience. A co-design process is currently underway to enhance our care conference process for residents and their families to have a voice in the care and services they receive.

The percent (“always” + “most of the time”) resident rating of “I can express my opinion without fear or consequences” decreased by 6.2% (to 69.7%), between 2021 and 2022. It is important to highlight that there was significant movement in the “0” (never) and “1” (rarely) by 6.7% between 2021 and 2022. Goals for improvement in this rating are also aligned with our overall plan of improving the resident-centered culture and approach to all interactions with residents at Mount Hope.

During 2022, the long-term care sector continued to have COVID-19 restrictions in place. We continue to work on strategies to promote social connectedness with peers through resident-led programs and engage family members as essential caregivers as members of the care team. Mount Hope continues to advocate for residents and families to have the freedom to enjoy life to the fullest in their home and return to pre-pandemic norms. The home is committed to ongoing engagement with residents, families, and staff to ensure the highest quality of care.

Specialized Geriatrics: Improving Transitions: In 2018, a grant was

secured from the Canadian Foundation for Healthcare Improvement (now Healthcare Excellence Canada) to improve the quality of care and the patient and caregiver experience through implementation of a patient-oriented care transitions bundle. The bundle includes five strategies, many of which were mid-implementation at the onset of the pandemic and lost momentum due to system pressures and shifting priorities. In summer 2022 a working group, with staff from the Rehabilitation Program, Specialized Geriatric Services, and the Complex Care Program at Parkwood Institute, assembled to re-ignite this work. Building on previous progress, the working group aimed to improve transitions from hospital to home for patients/caregivers through a “Recipe for Success” campaign. The recipe calls for five key ingredients (strategies) including: welcoming caregivers as partners in care; use of the care resource binder; use of the “teach-back” communication method to help confirm understanding by patients and caregivers of important information provided to them; use of a patient-oriented discharge summary; and follow up phone calls post discharge. The working group developed a webinar for staff that outlines the five strategies, next steps, evaluation, and sustainability of this work. Approx 100 staff attended four webinar sessions presented in November 2022 and a recording remains available. The teams are hoping to embed this information into Learning Edge for new staff as part of onboarding.

Mental Health and Biigajiiskaan: Biigajiiskaan is partnership between St. Joseph’s and Atlohsa which provides culturally safe and informed mental health services. St. Joseph’s provides psychiatry services, collaborative staff, partnership to remove institutional and attitudinal barriers as they present and program space. Atlohsa provides the human resources, an Indigenous knowledge base, the

proven ability to provide two-eyed healthcare, and additional funding to ensure other aspects of client care are addressed. This collaboration has served 63 patients in its first year through the following services, all of which were new to tertiary mental healthcare in the region: A dedicated Indigenous Healing Space within the hospital serves as the heartbeat of the Biigajiiskaan program; A culturally safe Holistic Assessment completed with the client by Biigajiiskaan and St. Joseph staff to determine the individual's mental, physical, emotional, and spiritual needs; An Indigenous-led mobile outreach team working in-hospital and in the community provide consultation, assessment, treatment planning, case management, discharge planning and ambulatory services. Biigajiiskaan clients have access to regular culture-based group programming put on by knowledge keepers in the community that include Indigenous cultural activities and teachings including ribbon skirt making, drum making, corn husking doll making, and more. innovation of this and give individuals a choice if they wish to be engaged in pathways to healing. Quality improvements have been guided by the voices of those we serve. The Biigajiiskaan space have been used for sharing and healing circles by inpatients and staff in the mental health program. Seminars and teaching facilitated by Traditional Knowledge Keepers, Elders, Atlohsa staff, and clinical team members, and over 115 new staff members received orientation through Biigajiiskaan.

With a large diversity of programs on multiple sites and locations within the community including acute ambulatory services, surgery, complex chronic disease, rehabilitation, specialized mental health, long-term care and veterans care, St. Joseph's is uniquely positioned to respond to the most pressing health care needs of today.

For the first time in three years, March 2023, our leaders gathered for our Leadership Development institute to discuss key organizational priorities outlined in our Strategic plan. The plan will strengthen our role as a leading academic, teaching organization within an integrated health system. Shaped by the voices of staff, physicians, researchers, learners, patients, residents and caregivers, it is grounded in care partnership, uncompromising excellence in quality and safety, purposeful partnerships, and a commitment to deepen our competency in equity, diversity, inclusion and belonging. The call for stronger equity, diversity, inclusion and belonging (EDIB) both within our walls and beyond has never been more prevalent. In the months ahead, we are committed to the ongoing education of our Board, executives and leaders, and to the development of a proactive EDIB strategy with dedicated resources to make meaningful and measurable change.

Across our organization, an enduring culture of caring is fortified daily by the work, dedication and spirit of generosity in action by every member of the St. Joseph's family. Resiliency has defined our organization throughout time, particularly over the last three years. Leading and responding, advocating for and creating solutions, embracing opportunities – this is who we are and what we do.

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 **March 27, 2023**

Jonathan Batch

Board Chair

Lesley Cornelius

Board Quality Committee Chair

Dr. Roy Butler

President & Chief Executive Officer

2023-24
St. Joseph's Quality Priorities
Hospital Workplan Indicators



Indicator	Current Performance	Target 2023-24	Target Justification
THEME I: TIMELY AND EFFICIENT TRANSITIONS A high-quality health system provides people with the care they need, when and where they need it.			
Timely	Percentage of patients discharged from hospital for which discharge summaries are delivered to the health care providers responsible for post-discharge care (primary care and other providers as applicable) within 48 hours of discharge.	76.8% (Q3)	90% The 2022-23 target was a significant increase to 90% from the 2021-22 target of 65%. Performance continues to improve and continuation of the 90% target is recommended for 2023-24.
THEME II: SERVICE EXCELLENCE Better experiences result in better outcomes. Tracking and understanding experience is an important element of quality.			
Patient-Centered	Percentage of respondents who responded “Completely” to the following question: Did you receive enough information from hospital staff about what to do if you were worried about your condition or treatment after you left the hospital? (Rehabilitation, SGS and Complex Care Inpatients)	52.5% (Q4 2022)	58% Performance increased from 38.9% in Q2 to 52.5% in Q4 2021-22. Survey distribution stopped in April 2022, due to a gap in the provincial survey vendor contract. As a full year will have passed before new survey results will begin, the 2022-23 target is recommended to continue in 2023-24.
THEME III: SAFE AND EFFECTIVE CARE A high-quality health system works together to ensure that people have access to the best care for their condition and that their care is delivered in a way that is safe and effective.			
Safe	Percentage of Reported Workplace Violence Events reported as Lost Time or Healthcare with completed root cause analysis	45% (Q3)	75% The total number of workplace violence (WPV) incidents has been reported since 2018/2019 in the QIP and more recently monitored internally. The number of reported WPV incidents increased for several years and then plateaued. A more specific indicator will focus on completion of root cause analysis, a key step toward future goals to reduce WPV incidents.
Effective	Number of ambulatory areas that achieve standardized goals for both BPMH and medication reconciliation at initial visit with a clinician: 80% of initial visits have BPMH completed, and 60% of initial visits have medication reconciliation completed.	5/15 (Q3)	10/15 The number of ambulatory areas achieving goals for BPMH and medication reconciliation is currently 5/15; however 5 additional ambulatory areas have shown significant improvement in med rec completion this year. An increase in the clinic level goal from 50% to 60% medication reconciliation completion is proposed, as well as an increase in the clinical areas from 8 to 10.

2023-24 Quality Improvement Plan Development
St. Joseph's Quality Priorities
Long Term Care Workplan Indicators



Indicator	Current Performance	Target 2023-24	Target Justification
THEME I: TIMELY AND EFFICIENT TRANSITIONS			
A high-quality health system provides people with the care they need, when and where they need it.			
Efficient	Number of ED visits for modified list of ambulatory care–sensitive conditions* per 100 long-term care residents.	25.9 (Q2)	23.9
THEME II: SERVICE EXCELLENCE			
Better experiences result in better outcomes. Tracking and understanding experience is an important element of quality.			
Patient-Centered	% (Always + Most of the Time) Resident rating of “I can express my opinion without fear of consequences”	69.7% (Annual survey, October 2022)	75%
	% (“9”+“10”) Residents rating of “What number would you use to rate how well the staff listen to you?”	30.2% (Annual survey, October 2022)	40%
THEME III: SAFE AND EFFECTIVE CARE			
A high-quality health system works together to ensure that people have access to the best care for their condition and that their care is delivered in a way that is safe and effective.			
Effective	% of Residents Receiving Antipsychotics without a Diagnosis of Psychosis: Mount Hope	27% (Q2)	26%