

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

March 28, 2024

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 and Fanshawe College, St. Joseph's is committed to achieving the highest performance, transparency, and accountability in all we do.

For the past 16 years, St. Joseph's has been awarded Accredited with Exemplary Standing, most recently in late 2023, demonstrating our utmost commitment to patient satisfaction and safety. 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 2023. Most recently, St. Joseph's was listed again in the top 100 2024 Forbes list of Canada's best employers, jumping to the 53rd spot.

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.

St. Joseph's is engaged with community partners in the development of the London Middlesex OHT Community Quality Improvement Plan (cQIP). Notably improving access to preventative cancer care for breast and cervical cancer screening and working

with our community partners to improve access to care in the most appropriate setting.

We are pleased to introduce St. Joseph's 2024-2025 Quality Improvement Plan (QIP), with a focus on equity, access and flow, safety, and patient/resident experience. Our hospital workplan includes length of stay discharge targets, equity, diversity and inclusion (EDI) training, ambulatory medication reconciliation, workplace violence incidents, and a patient experience survey question related to information received. Our long-term care workplan measures resident experience, leader EDI education, and resident safety, including worsening pressure ulcers and injuries as a result of falls. The organization has experienced a plateau in the number of workplace violence incidents and will focus on completing root cause analysis of incidents. In addition to specific indicators in our workplan, we will continue to focus on quality initiatives related to Accreditation, Clinical Master Planning, EDI, and engaging with our patients and community will continue to be a focus as we refresh our Mission, Vision, Values and our next Strategic Plan.

ACCESS AND FLOW

St. Joseph's is committed to excellence in system access & flow. Together with patients, residents, families, and system partners, we offer the right care, at the right time, in the right place. St. Joseph's takes a leadership role in coordinating regional access to specialized care for patients, residents and families with diverse needs. St. Joseph's develops and operationalizes access processes and protocols in collaboration with cross-sectoral health care partners and works collaboratively with community partners to address barriers to flow.

Wait-times and wait-lists are tracked for both inpatient and ambulatory services and metrics are shared through regular reports with external stakeholders to awareness of access and flow current state and pressures. St. Joseph's works closely with community partners to plan and operationalize strategies for managing excessive demand and preventing overcrowding. St. Joseph's uses a number of approaches to both proactively prevent access and flow issues and respond to unexpected system needs. Approaches used include coordinated intake and access processes, bed-pressure escalation protocols, collaboration with both referring and community partners, implementation of an ALC surge unit to support system flow, cross-site flow processes to ensure the availability of post-surgical beds, and use of ambulatory services to prevent avoidable ED admissions.

Patient and caregiver goals inform navigation of patients to the right care in the right place, through coordinated intake processes. St. Joseph's offers and leads the development of innovative models of care that improve access to care for the diverse populations, considering the unique needs of underserved, equity-deserving, and remote/rural populations.

One of these innovative models is a unique pilot currently underway between Parkwood Institute Main Building and London Health Sciences Centre's (LHSC) Medicine Program at Victoria Campus. It is proving unique successes in the optimization of communication between referring teams, reduction of time between referral and eligibility decisions, and an increase in referral volumes. The team looks forward to further learnings from this pilot and considerations of scaling and spreading to additional referral

partners.

EQUITY AND INDIGENOUS HEALTH

In 2023, St. Joseph's hired a leader to develop our EDIB portfolio and we have underlined the importance of this work in our 2024/2025 Strategic Plan objectives which include advancing our organizational competency in Equity, Diversity, Inclusion and Belonging. This work will include the development of an EDIB strategy, along with a communication strategy to raise awareness, and implementing an EDIB education curriculum for staff and physicians.

There are several initiatives already underway, including EDIB workshops for preceptors and clinical educators, the development of a standardized EDIB education curriculum, and a Lunch and Learn series during the National Week for Truth and Reconciliation, which included the impact of Canada's residential school systems on Indigenous communities. Additionally, a Diversity Calendar is being developed to highlight and raise awareness of important cultural celebrations, and an internal webpage for sharing EDIB resources to support continuous learning. St. Joseph's has also created a Cultural Humility Equity and Safety Committee, an EDI resource group whose mandate is to raise awareness, educate and engage in culturally safe quality improvements at Finch Family Mental Health Care building, with the intent of a future hospital-wide approach to equity, diversity and inclusive excellence.

In 2024, St. Joseph's commemorated Black History Month (BHM) for the first time under the theme "Assumptions and Challenges". These sessions included a two-part learning series; including a fireside chat, where Black health equity advocates discussed

challenges and opportunities for overcoming anti-Blackness in healthcare settings. BHM ended with a presentation from an invited speaker, a Black health equity expert, on the impact of systemic racism on Black health. Participants in these events had the opportunity to learn about the history and the legacy of Black enslavement, manifestations of the legacies of anti-Black racism systemically and in the context of healthcare. These sessions raised awareness on anti-Black racism, and provided strategies that healthcare providers and bystanders can use to interrupt this bias.

Additional initiatives under way include:

- Atlohsa Family Healing Services Hub, part of the City of London's Health and Homelessness Whole-of-System Response. Construction on the hub site, located at the existing Wiigiwaaminaan shelter at Parkwood Institute, is now well underway. The city's hubs are being designed as enhanced shelter programs to support the highest acuity individuals in our community through services from multi-disciplinary teams, with an active effort to enable each individual's next steps towards highly supportive housing. The Atlohsa hub will facilitate Indigenous participants' transition to permanent housing with the support of Atlohsa's homelessness team. It will feature 28 transitional and respite beds, primary health care, Indigenous mental health supports, harm reduction services, a land-based healing lodge program, as well as Atlohsa's existing cultural services and housing-focused supports.

- In 2023, St. Joseph's again participated in the City of London Pride festivities including the Pride Parade. Close to 100 of St. Joseph's staff, physicians, family and friends came out to walk together, accompanied by a decorated hospital shuttle with residents of

Mount Hope Centre for Long Term Care.

- Biigajiiskaan is an Indigenous-led mental wellness program grounded in a holistic engagement approach to care. This program combines traditional healing medicine and knowledge with hospital-based healthcare and practices. It is rooted in a formal co-lead partnership between Atlohsa Family Healing Services and St. Joseph's Health Care London. This partnership bridges and enhances services at both the community and regional hospital levels. This year, the program has made significant strides: facilitating Elder Visits to integrate traditional wisdom, supporting Indigenous inpatients at Parkwood Institute, and providing essential food provisions through our gift program, highlighting the importance of addressing basic needs in mental health care.
- Highlights from Biigajiiskaan in 2022-2023 include:
 - o Supported 56 community members experiencing severe and persistent mental imbalance.
 - o Achieved 649 clinical interactions with participants, underscoring the program's active and extensive engagement.
 - o Initiated a partnership in January 2023 with the South West Centre for Forensic Mental Health in St Thomas, introducing monthly sharing circles in their Indigenous Healing Space.
 - o Conducted 28 culture-based groups, offering activities like drum making, beading, and corn husk doll making.

PATIENT/CLIENT/RESIDENT EXPERIENCE

Since its establishment in November 2020, the Care Partnership Office's aim is 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-centered approach across the organization. The care partnership office engages with community, regional and international organizations in mutually beneficial partnerships to share in best practices within the sphere of patient and family engagement.

Our current Strategic Plan reinforces the organization's commitment to partnering patients and families with Care Partnership as a foundational approach. We commit to, "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."

A roster of 110 care partners have been engaged in a diverse range of initiatives, including quality improvement, interview panels, research proposal reviews, program redevelopment, patient and family advisory councils, policy review and storytelling opportunities. Specific examples of successful care partner initiatives include improving our recruitment, onboarding, and training of care partners to provide a consistent and comprehensive approach. We have also strengthened the relationships and resource sharing between all seven patient, resident, and family advisory councils by facilitating quarterly council co-chair meetings. Eight senior leaders have had care partners as a part of their hiring interview panels and ten care partners have continued to participate in research through presentations, co-design and evaluation.

St. Joseph's has re-implemented Patient Experience survey processes in 2023-2024 with a new vendor for patient experience surveys (Qualtrics). At our facility, patient experience planning and platform configuration took place between February and May 2023 for initial implementation of acute care surveys. The new survey process included the implementation of survey distribution by email for some surveys, which supports a larger volume of surveys and faster turnaround time for results, to better hear the voice of our patients, residents and families.

In July 2023, continuous survey distribution via email began for Urgent Care Centre visits, followed by Day Surgery, the Cataract Suite and Inpatient Surgery. In September, inpatient surveys at discharge were launched for Complex Care, Rehabilitation and Specialized Geriatric Services programs at Parkwood Institute. In November and December, annual resident experience surveys were completed via individual interviews for the Veterans Program, and with an option of an individual interview or independent completion of a survey at Mount Hope Centre for Long Term Care. Family surveys were also provided by email for family members of both Veterans and Mount Hope Residents. Inpatient surveys at discharge for two mental health inpatient units were implemented at the end of 2023.

In 2024-2025, patient experience survey processes will be further expanded in mental health programs and ambulatory programs. Survey distribution via email has provided excellent response rates at St. Joseph's, ranging from thirty-three percent in Urgent Care to sixty-one percent in inpatient surgery in the third quarter, 2023-24.

PROVIDER EXPERIENCE

St. Joseph's values the health and well-being of our teams and recognizes that when our people thrive, our organization does too. Caring for our people also plays an essential role in achieving our strategic goals and fulfilling our mission and vision. St. Joseph's is continuing to enhance commitment to staff, physician and volunteer well-being by strengthening initiatives already happening across our organization and building foundational health and psychological well-being practices into our everyday work.

We recently celebrated our fourth consecutive Exemplary Award from Accreditation Canada as a way to share gratitude and congratulations with our staff, physicians, volunteers, students and care partners. Attendees enjoyed custom mugs, commemorative pins, photo booths, and a chance to connect with leaders and our executive team over refreshments. Our staff are the reason we are 'Exemplary Every Day'.

As an anchor organization, St. Joseph's has a heightened duty for stewardship within our community and proudly supports and leads a number of key initiatives including:

- Our Food and Nutrition Services (FNS) department was one of five organizations across Canada selected to join Nourish Health's 2023-2025 Anchor Collaborative Program. The Nourish Project aims to address the existing gap in resources that hinders access to sustainable, local, culturally diverse and affordable food options for patients, residents and the community. By bridging this gap, St. Joseph's aspires to strengthen the connection between food and health, alleviating pressures on healthcare systems, fostering community well-being, and contributing to the overall sustainability of our planet.

- An innovative partnership with Indwell, a 'not for profit' supportive housing organization, continues to expand high supportive housing options within London and the extended region that we serve. This enables individuals who no longer require hospital-based care who would be otherwise 'homeless in hospital', a safe transition to a supportive environment while providing timely access to bedded care for those in need.
- Since September 2022, St. Joseph's has been an active partner in providing individuals with intellectual or developmental disabilities the opportunity for skills development through Project SEARCH. This exciting new initiative was launched in London through the partnership of the Thames Valley District School Board, Hutton House and St. Joseph's. The Project SEARCH school-to-work transition model is a ten-month employment preparation program for students in their final year of secondary school with intellectual or developmental disabilities. The singular goal of Project SEARCH is to secure successful employment for every program graduate. Project SEARCH was awarded the 2023 Diversity, Race Relations and Inclusivity Award (Social Community Services > 49 members) by the London Municipal Council.
- Building upon a long history of supporting and fostering healthy communities, St. Joseph's has become the first hospital in Southwestern Ontario to align its investments with its values to make an impact across the region. St. Joseph's is collaborating with VERGE Capital, which provides growth capital to social enterprises, and will be among the initial investors in the Verge Breakthrough Fund II and Co-Lead of the fund with the Canadian Alternative Investment Foundation (CAIF) through Pillar Nonprofit Network.

- For the 14th year staff participated in Share the Spirit, our annual staff giving campaign. In 2023, \$98,000 was raised in support of St. Joseph's Health Care Foundation and United Way Elgin Middlesex, directly impacting our patients, residents, and community.

SAFETY

St. Joseph's is committed to ensuring our patients receive exceptional care and patient safety is at the forefront of everything we do. In our work as healthcare providers, we strive to minimize the effects of injury, disease and disability for our patients. We continuously develop, evaluate and improve our patient safety initiatives and ensure implementation across all sites.

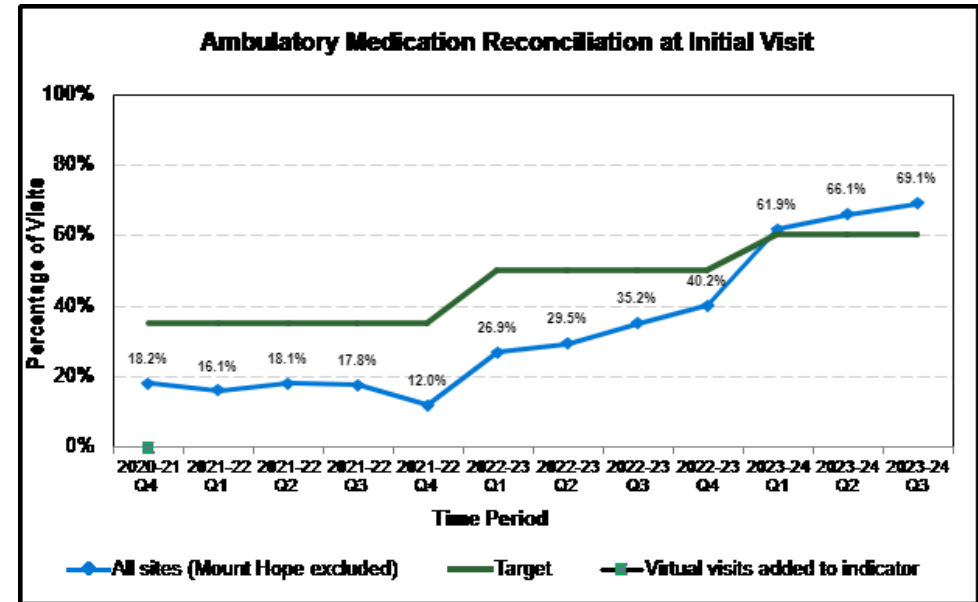
St. Joseph's remains committed to implementing and sustaining medication reconciliation practices in ambulatory clinics where medication management is a major component of care. Through clinician dedication, collaboration, and patient and caregiver engagement we successfully reached the relevant goals set out in the 2023/2024 quality improvement plan.

This has further substantiated the effectiveness of our commitment towards patient safety, anchored heavily in the Ontario Health Quality Statements and Accreditation Canada's Standards. Medication Reconciliation has allowed us to maintain distinguished standards of care, ensuring the elimination of medication duplications, reducing negative interactions, fostering communication, and amplifying focus on patients' needs.

In 2024/2025, supporting sustainability of the medication reconciliation initiative continues to be a strong focus. This means

not just maintaining engagement and building on the previous successes, but also exploring further innovative tactics. These will range from engaging care partners more effectively and optimizing technology use, to encouraging more interactive discussions, thereby cultivating an environment of ongoing learning and advancement. Merely meeting goals is not our aim - we strive to create a culture that champions patient safety and exceptional care.

Workplace violence incidents remain a significant issue in healthcare and to ensure our organization continues to make improvements towards reducing the number and severity of workplace violence incidents, a new indicator was introduced 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.



POPULATION HEALTH APPROACH

At St. Joseph's, we serve a unique patient population including 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 mental health and forensic services. We provide a number of specialty programs within Middlesex-London and beyond to meet the ongoing health needs of our community.

St. Joseph's, in partnership with St. Joseph's Healthcare Hamilton, provides the Ontario Structured Psychotherapy (OSP) Program to population in the Ontario West region.

The program provides access to free, evidence-based psychotherapy and related approaches for individuals 18+ with

depression, anxiety and anxiety-related concerns. OSP is structured to provide short-term support, focused on a particular problem or goal, using cognitive behavioural therapy (CBT). Different treatment options are offered based on the level of care that meets each client's individualized needs.

A single patient management system for OSP in the Ontario West Region was successfully implemented in mid-December 2022 and was expanded across the OSP West network in January 2023, allowing a central intake team at St. Joseph's Hamilton as well as Therapists at 15 Service Delivery Sites across the OH West region to complete assessment, triage, Therapist assignment, scheduling and care management from a single system. System management, training and support, program statistics and ongoing analytics development are provided by St. Joseph's Health Care, London.

Since the program inception in fall 2022, 4645 clients have been enrolled in the program and as of March 17, 2024, 14,382 individual or group CBT treatment sessions have been completed. Patients may elect to have in-person or virtual sessions and the majority of sessions are via video appointment. Virtual appointments have enabled newly enrolled patients to receive care from the first available Therapist, supporting access to care across the West Region.

The Infectious Disease Care Program (IDCP), located at St. Joseph's Hospital, offers specialized outpatient care to individuals affected by Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome (HIV/AIDS), Hepatitis, and other infectious diseases. The program provides a range of services, including medical, nursing, social work, pharmacy, and dietary care on an outpatient basis. The

IDCP serves the 18+ population and includes those living across the region. The Infectious Diseases Care program had 12,841 visits from April 1, 2022 to March 31, 2023, including 4,635 visits to the Cellulitis Clinic, 2,804 visits for HIV/AIDS care, and over 5000 visits for other infectious diseases.

IDCP also runs several outreach programs in the community to better support patients who may be marginalized, vulnerable, or hard to reach, and are living with HIV. Once a week, an IDCP nurse travels to the Elgin Middlesex Detention Center to perform blood work and fibroscans for patients living with HIV and Hepatitis C. Monthly, a physician conducts a virtual clinic and provides treatment. Additionally, an IDCP nurse attends the London InterCommunity Health Center (LIHC) every week to provide HIV care in partnership with an LIHC primary care nurse and an IDCP physician runs a clinic every other month at LIHC.

Since January 2024, an IDCP nurse has been visiting Shared Spaces at London CARES (previously known as the HUB) located at 602 Queens Ave. The nurse provides various services such as drawing blood work, medication education, adherence counseling, and linking patients to care in the clinic. This initiative has been well received by our community partners and patients. The service is provided at a location that is more centrally located to other community supports, offering the patients flexibility and convenience. By continuing to expand the outreach programs, we can work to reduce barriers to care.

St. Joseph's is the lead agency of the Regional Geriatric Program of Southwestern Ontario (RGP SWO). RGP SWO is inclusive of Sarnia-Lambton, Chatham-Kent, Windsor-Essex, London-Middlesex, Grey-

Bruce, Oxford, Elgin and Huron-Perth. RGP's provide regional strategic and operational leadership for geriatric health care programs and services. Locally, by 2030, there will be over 500,000 older adults (65yrs and older) in Southwestern Ontario, a 28% increase from current numbers, and 25% of this population will be considered 'frail'. The RGP SWO structure will be critical as our population continues to age.

Moving into 2024/2025, RGP SWO has five focused priorities - clinical excellence, education and capacity building, research and evaluation, capacity planning and advocacy. A new tri-directorate leadership structure in support of the RGP mandate was recently established and includes RGP Medical Director, Director RGP Operations and Clinical Programs, and Director RGP Research and Strategy. The RGP priorities aim to support improved patient and caregiver experience, equitable access to care, and enhanced education and training among regional providers.

The following indicators are outlined in our 2024-2025 QIP Workplan:

Indicator	Current Performance	Target 2024-25
Percentage of all leaders (Coordinators, Directors, Physician Leaders, Senior Leaders and Educators) who indicated that their understanding of EDI was improved following completion of standardized St. Joseph's Equity, Diversity, Inclusion, and Belonging education	N/A New corporate Equity indicator	50%
Percentage of inpatient discharges meeting population-specific length of stay targets. Key patient populations: mental health stabilization unit, rehabilitation severe stroke and moderate stroke inpatients (specific length of stay targets for these patient populations currently exist)	43.8%	65%
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)	55.6%	60%
Percentage of Reported Workplace Violence Events reported as Lost Time or Healthcare with completed root cause analysis	28.6%	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 65% of initial visits have medication reconciliation completed.	12/15	12/15 and medication reconciliation target increase to 65%
% ("9" + "10") Mount Hope Centre for Long Term Care Residents rating of "What number would you use to rate how well the staff listen to you?"	37.6%	40%
The number of Long-Term Care Residents who fell and sustained an injury for which the resident is taken to hospital and which results in a significant change in the Resident's health status	20	16
The percentage of Long-Term Care Residents with a worsening pressure ulcer	6.5%	3%

EXECUTIVE COMPENSATION

At St. Joseph's, all leaders (coordinator, director, executive) have clearly established goals for 2024- 2025 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 (with the exception of Medication Reconciliation):
 - o Less than 50 per cent of target achieved = none of the compensation at risk will be awarded for that indicator
 - o 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
 - o Indicator achievement will be measured using Q4 data
- For Medication Reconciliation – the indicator must be maintained at 12 clinics or better to achieve 100% of the compensation. If less than 12 clinics are maintained - none of the compensation at risk will be awarded for this indicator.

Indicator	Current	50 % of Target	Target
Percentage of inpatient discharges meeting population-specific length of stay targets. Key patient populations: mental health stabilization unit, rehabilitation severe stroke and moderate stroke inpatients. Specific length of stay targets for these patient populations currently exist.	43.8% (Q3)	54.4%	65%
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).	55.6% (Q3)	57.8%	60%
Percentage of Reported Workplace Violence Events reported as Lost Time or Healthcare with completed root cause analysis.	28.6% (Q3)	51.8%	75%
Percentage 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 65% of initial visits have medication reconciliation completed.	12/15 (Q3)	N/A	12/15

CONTACT INFORMATION/DESIGNATED LEAD

Dr. Vivian Capewell

Director: Quality Measurement & Clinical Decision Support
St. Joseph's Health Care London

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 28, 2024**

Nawaz Tahir, Board Chair

Lesley Cornelius, Board Quality Committee Chair

Roy Butler, Chief Executive Officer

Other leadership as appropriate

2024-25 Quality Improvement Plan Development
St. Joseph's Quality Priorities
Hospital Workplan Indicators



A high-quality health system provides people with the care they need, when and where they need it.					
Access and Flow	Indicator	Target 2023-24	Current Performance	Target 2024-25	Indicator Justification
	Percentage of inpatient discharges meeting population-specific length of stay targets. Key patient populations: mental health stabilization unit, rehabilitation severe stroke and moderate stroke inpatients. Specific length of stay targets for these patient populations currently exist.	N/A	43.8% Q3 Year to Date	65%	Reducing length of stay in specific patient populations will have a positive impact in supporting capacity in the health system for post-acute patients and will support increased flow of admissions in the post-acute sector, reducing the need for ALC designations in acute care.
Advancing Equity, inclusion, and diversity and addressing racism to reduce disparities in outcomes for patients, families and providers is the foundation of a high-quality health system					
Equity	Indicator	Target 2023-24	Current Performance	Target 2024-25	Indicator Justification
	Percentage of all leaders (Coordinators, Directors, Physician Leaders, Senior Leaders and Educators) who indicated that their understanding of EDI was improved following completion of standardized St. Joseph's Equity, Diversity, Inclusion, and Belonging education.	N/A	N/A	50%	The QIP represents improved understanding based on the total population of St. Joseph's leaders (denominator). The percentage of leaders who have completed the education will also be measured with a target of 70%. The numerator is based on the feedback following completion of the standard education program.
Better experiences result in better outcomes. Tracking and understanding experience is an important element of quality.					
Experience	Indicator	Target 2023-24	Current Performance	Target 2024-25	Indicator Justification
	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)	58%	55.6% (Q3)	60%	Patient surveying process was recently re-instated in September 2023, and opportunities to complete and evaluate change ideas will continue in 2024-25.
A high-quality health system ensures that people receive care in a way that is safe and effective.					
Safety	Indicator	Target 2023-24	Current Performance	Target 2024-25	Indicator Justification
	Percentage of Reported Workplace Violence Events reported as Lost Time or Healthcare with completed root cause analysis	75%	28.6% (Q3)	75%	The indicator was new in 2023-24 and opportunity for further improvement remains. Completion of root cause analysis is a key step toward future goals to reduce WPV incidents, and new processes for root cause analysis were introduced in 2023-24.
	Percentage 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 65% of initial visits have medication reconciliation completed.	10/15	12/15 (Q3)	12 out of 15 ambulatory areas	Significant progress has been attained but requires continued focus. The target for medication reconciliation completion will increase from 60 to 65% and the target for BPMH completion will remain at 80%. The goal for the number of ambulatory areas meeting both targets will increase from 10 to 12 out of 15.

2024-25 Quality Improvement Plan Development
St. Joseph's Quality Priorities
Long Term Care Workplan Indicators



Equity	Advancing Equity, inclusion, and diversity and addressing racism to reduce disparities in outcomes for patients, families and providers is the foundation of a high-quality health system				
	Indicator	Target 2023-24	Current Performance	Target 2024-25	Indicator Justification
	Percentage of all leaders (Coordinators, Directors, Physician Leaders, Senior Leaders and Educators) who indicated that their understanding of EDI was improved following completion of standardized St. Joseph's Equity, Diversity, Inclusion, and Belonging education.	N/A	N/A	50%	The QIP represents improved understanding based on the total population of St. Joseph's leaders (denominator). The percentage of leaders who have completed the education will also be measured with a target of 70%. The numerator is based on the feedback following completion of the standard education program.
Experience	Better experiences result in better outcomes. Tracking and understanding experience is an important element of quality.				
	Indicator	Target 2023-24	Current Performance	Target 2024-25	Indicator Justification
	% ("9"+"10") Resident rating of "What number would you use to rate how well the staff listen to you?"	40%	37.6% (December 2023)	40%	The indicator will continue in the 2024-25 QIP. There was an increase in the %"9"+"10" responses in 2024, from 30.2% in December 2023. Continue improvement to the target.
Safety	A high-quality health system ensures that people receive care in a way that is safe and effective.				
	Indicator	Target 2023-24	Current Performance	Target 2024-25	Indicator Justification
	The number of Residents who fell and sustained an injury for which the resident is taken to hospital and which results in a significant change in the resident's health status.	N/A	20	16	This is a new safety indicator proposed for 2024-25. However, performance for this indicator also impacts access and flow, as Residents that fall and sustain an injury require transfer to the Emergency Department, and in some cases an acute inpatient admission.
	The percentage of Residents with a worsening pressure ulcer	3%	6.5% (Q2 reported 1 quarter behind)	3%	This indicator is currently reported in the Strategic Indicators Report, and will also be added into the 2024-25 QIP. This is an important indicator of Resident safety and quality of life.