

Let's Make Healthy  
Change Happen.



## Quality Improvement Plan (QIP) Narrative for Health Care Organizations in Ontario



3/31/2023

This document is intended to provide health care organizations in Ontario with guidance as to how they can develop a Quality Improvement Plan. While much effort and care has gone into preparing this document, this document should not be relied on as legal advice and organizations should consult with their legal, governance and other relevant advisors as appropriate in preparing their quality improvement plans. Furthermore, organizations are free to design their own public quality improvement plans using alternative formats and contents, provided that they submit a version of their quality improvement plan to Health Quality Ontario (if required) in the format described herein.

[ontario.ca/excellentcare](https://ontario.ca/excellentcare)



## Overview

Sinai Health is comprised of Mount Sinai Hospital, Hennick Bridgepoint Hospital, Lunenfeld-Tanenbaum Research Institute and system partner Circle of Care. As an integrated health system, it delivers exceptional care from healthy beginnings to healthy aging, especially for people with specialized and complex health needs, in hospital, community and home. Sinai Health discovers and translates scientific breakthroughs, develops practical health solutions, educates future clinical and scientific leaders and leads efforts to eliminate health inequities. Its Lunenfeld-Tanenbaum Research Institute ranks in the top ten biomedical research institutes in the world. Sinai Health is an academic, teaching institution, affiliated with the University of Toronto.

In 2016, Sinai Health's Board of Directors approved the first set of high level Quality Aims to align and focus the newly amalgamated organization's efforts related to quality, and set stretch improvement targets over a multiyear commitment. The goal in establishing these Quality Aims was to define what "best care and best patient experience" looks like for complex and highly specialized patients across the Sinai Health. These Quality Aims are measurable statements that outline Sinai Health's program of quality and expected level of performance. The Quality Aims were renewed in 2019 and established through a broad consultative process that included a comprehensive review of internal and external information, patient and family feedback, key stakeholder and frontline staff feedback, and with content experts. The Quality Aims form the scaffolding to anchor Sinai Health's year-over-year Quality Improvement Plan (QIP) including multiyear activities and progressive improvement targets.

Sinai Health continues a focus on Quality Aims that have potential to affect significant segments of our patient populations, and are achievable only through organizational alignment of strategy. Core strategic initiatives such as the Academic Practice Strategy for Nursing and Health Disciplines, and Sinai Health's People Plan, serve as foundational enablers to the achievement of the Quality Aims. The new Quality Aims explicitly define the intentional connectivity of these strategies will continue from 2020-2024. The Quality Aims are:

- **Safe:** eliminate healthcare associated infections including avoidance of COVID-19 outbreaks
- **Timely:** ensure access to care by enhancing hospital patient flow, reduce surgical backlog and support cancer care recovery
- **Effective:** ensure fundamental patient care needs are met through change ideas that recognize, relay and respond to patient deterioration/needs, advance medications safety through closed loop medication systems, medication reconciliation and decrease pressure injuries
- **Person centered:** eliminate serious incidents of staff and physician harm and continuously improve patient experience through information sharing and engagement.

Looking forward, Sinai Health's 2023/24 QIP will continue to focus on the Quality Aims with an emphasis on continued pandemic response (enhancing hospital flow), pandemic recovery (recover hospital capacity to pre-pandemic values and address backlog), safe delivery of care and addressing the needs of patients, families and the people who work in the organization, particularly in light of health human resource challenges. Sinai Health is also looking forward to the final onsite survey from the multiyear sequential Accreditation Canada process. The 2023/24 QIP will introduce Using Labs Wisely to ensure evidence informed efficient use of our resources and shine light on our work to address priority Health Equity issues.

### **Patient Engagement and Partnering:**

Sinai Health recognizes that successful patient engagement is not a short-term project or tactic and that success will come as we work to develop new practices and new values in partnership with patients and families. By enabling organizational level partnership, through a multitude of patient and family voices, Sinai Health will continue to evolve in our engagement efforts. To that end, Sinai Health has continued to build trusting relationships with our PFACs. This year, Sinai Health expanded its PFAC community to include four new PFACs for a total of 11 PFACs including:

- Mount Sinai Hospital Corporate PFAC
- Hennick Bridgepoint Hospital Corporate PFAC
- NICU Family Advisory Committee
- Family Health Team PFAC
- Mount Sinai Hospital Fertility LGBTQ Care Advisory Committee
- Obstetrics PFAC
- Mental Health PFAC
- Complex Continuing Care PFAC (new 2022/23)
- Rehab PFAC (new 2022/23)
- Accessibility PFAC (new 2022/23)
- Surgical Services PFAC (new 2022/23)

The Sinai Health PFACs, in addition to various Patient and Family Advisors including Patient and Family Advisors on the Board Patient Safety and Quality Committee, have offered insight and contributed to improvements in a wide range of topics including:

- Accreditation Canada safety considerations/concerns
- Bill 7 and improving care transitions
- Educational materials and practices including use of inhalers, self-administered medications, wound care, MAID, power of attorney
- Communicating with patients and families following a critical incident
- Guiding on the design and delivery of care including resource needs and program design
- Assessing signage and wayfinding for Redevelopment
- Advising on workplace safety initiatives
- Reviewing priorities for MyChart, our electronic health record
- Use of inclusive language and practices including unit display boards

- Essential Care Provider/Visitor policy
- Website redesign
- Looking ahead to the next ten years with Master Planning
- Waiting room redesign in Women's and Infants specialty clinics, labour and delivery
- Creating the Patient Declaration of Values
- Preferred accommodations
- Consistently performing the two patient identifier check
- Welcome package/information provided during admission
- Guiding on patient experience surveying approach
- Giving feedback on the process and considerations with patient passes
- Providing advice on advanced care planning- goals of care discussions
- Reviewing the More Beds, Better Care Act
- How to better communicate patient bed/room moves

Looking forward to fiscal 2023/24, Sinai Health is excited to welcome 3 additional PFACs including the Palliative Care, Inflammatory Bowel Disease PFACs and the Dementia Caregivers Family Advisory Committee. The Caregiver Resource Centre is expected to launch in the spring of 2023 to offer a warm, welcome respite space and programming for caregiver wellness, resilience, education and practical skill building. Lastly, Sinai Health looks forward to refining the new Patient Experience surveying tools in partnership with the Ontario Hospital Association to continue to measure and evaluate patient experience and seek opportunity for improvement.

### Provider Experience:

Several initiatives are underway to support health care workers as they cope with issues relating to burnout, well-being and moral distress. Dr. Bob Maunder, Sinai Health Department of Psychiatry and Lunenfeld-Tanenbaum Research Institute Senior Clinician Scientist has conducted a study across the Hennick Bridgepoint and Mount Sinai campuses which documents levels of burnout and psychological distress in health care workers. Part of this study is to embed Peer Support Champions in certain areas to provide resilience support to teams and individuals across the organization. The organization has begun mapping its well-being initiatives to the modifiable determinants of health care worker burnout to focus on the most plausible modifiable risk factors for pandemic related burnout, in addition to conducting a literature review on retention and engagement to guide our initiatives.

The organization has significantly enhanced its wellness programming with an aim to be accessible, holistic, and inclusive, and responsive to the needs of our people and their varied schedules. In 2022-23 in partnership with the Sinai Health Foundation, the Take Care Initiative was established to provide opportunities for morale boosts for our people. Staff and physicians were invited to respond to surveys and to solicit feedback on what they would like to see. Based on health care worker feedback, we were able to provide all people a free premium subscription for one to the Calm app, initiated a peer to peer recognition program, provided on site massages, pet visiting and complementary tea/coffee. We regularly seek suggestions and feedback for enhanced well-being supports through a virtual suggestion box, town hall questions and through local unit huddles/team meetings.

In 2022, Sinai Health announced the inaugural Scientific Director for the Institute for the Science of Care and Innovation. The new institute is guided by a focus on optimizing care outcomes and experiences and achieving clinical excellence. Through the new Institute, clinicians and staff will have the opportunity to engage in research and innovation by providing the time and space to advance their research and innovation ideas. Investing in and creating more opportunities for clinicians and staff to engage will be instrumental in impacting care while attracting and retaining clinicians through joy in work by offering meaning & purpose, enabling improvement, participation, teamwork and recognition & reward.

### **Workplace Violence Prevention:**

Building a caring and inclusive culture and environment is a core component of Sinai Health's 2023-28 Strategic Plan. To achieve this goal, the organization has defined a number of key initiatives to ensure the safety of our patients and people including workplace violence prevention. The recently established senior leader Workplace Safety Steering Committee provides strategic direction to improve structures, processes and procedures that support a safe work environment with particular focus in the Emergency Department (ED). To date, this committee has ensured investments have been made to enhance security staffing, establish net new specialized roles to support the mental health and addictions patients in our ED and procure personal duress alarms for our staff.

The Workplace Violence Committee is committed to the safety of staff in relation to incidents that occur as a result of violence from either patients, visitors or other staff. This committee is comprised of frontline staff, physicians and clinical managers and ensures Sinai Health has the necessary steps in place to protect staff from harm related to these types of incidents. Steps include: reviewing incidents, risk assessments, incident investigations, policies and process and making recommendations towards the safety of staff. All information provided to the Workplace Violence Committee is also reviewed by the Joint Occupational Health and Safety Committee for approval. Recommendations of Workplace Violence Committee are prioritized and brought to the Workplace Safety Steering Committee for review by senior leadership and if deemed necessary, provide assistance to accomplish future goals.

When serious incidents occur a multi-disciplinary team led by Occupational Health and Safety in partnership with managers, physician leads, security and risk support a comprehensive investigation and follow-up. Workplace violence incidents are reported quarterly and include the number of incidents, types of incidents, severity level of incidents (i.e., lost time), security statistics (i.e., number of code whites, use of restraints), follow-up and mitigation strategies. Sinai Health remains committed to eliminating serious harm to employees and physicians. The 2023-24 Quality Performance Scorecard indicator will remain focused on reducing workplace violence serious incidents in our Emergency Department and ensuring staff have the tools and resources to provide safe patient care.

## Patient Safety:

Sinai Health remains focused on patient safety. Through the safety domain of the Quality Aims and the annual QIP, Sinai Health's efforts have centred on avoiding transmission of infections within the hospital. Sinai Health has made systematic efforts, through adoption of national, provincial and local best practices to decrease healthcare associated infections (HAIs). The multi-year efforts and coordinated partnerships across Sinai Health have led to significant changes from the start of the Quality Aims as seen in Table 1. Change ideas have emerged through intentional and evidence based root cause analysis to create drivers of change including new cleaning protocols, use of checklists, collaborative safety huddles and adoption of best practices. Sinai Health is particularly proud to be recognized for our Meritorious outcomes in (high risk) surgical patient care through the American College of Surgeons National Surgical Quality Improvement Program (ACS NSQIP). This award recognizes the top 10% of hospitals in delivering the best care across eight potential adverse outcomes including mortality, cardiac (arrest, myocardial infarction), pneumonia, unplanned intubation, ventilator use > 48hrs, renal failure, surgical site infection and urinary tract infection.

**Table 1 Summary of Improvement Highlights QIP 2022/23**

| Quality Aim  | Baseline<br>(start of Quality Aim 2019-2020) | Year To Date (YTD)<br>Q3 2022/23    |
|--|--|-------------------------------------|
| C.Difficile  | 0.37<br>per 1000 patient days                | 0.18<br>per 1000 patient days       |
| Catheter Associated Urinary Tract Infections (Gen Surgery) | 4.3<br>CAUTI per 1000 catheter days          | 3.0<br>CAUTI per 1000 catheter days |
| Central Line Associated Blood Stream Infections (NICU)     | 11.2<br>CLABSI per 1000 line days            | 6.8<br>CLABSI per 1000 line days    |
| Central Line Associated Blood Stream Infections (ICU)      | 3.0<br>CLABSI per 1000 line days             | 0.28<br>CLABSI per 1000 line days   |

Sinai Health has continued to evolve our approach to improving patient safety culture. This year, Sinai Health has partnered with Health Excellence Canada, and enrolled 6 teams including over 70 Senior Leaders, Physicians, Staff, Patient and Family Advisors in a Safety Conversations Action Series. This initiative supports healthcare teams to have safety conversations with peers, leaders, patients and essential care partners to apply the Measurement and Monitoring Safety Framework to foster the presence of safety. Through this framework, teams are learning to see safety as more than simply the absence of harm and instead recognizes an approach that seeks the presence of safety. The framework assesses and evaluates safety by providing a real-time view of patient safety and moves from assurance to inquiry and shifts from only past harm towards current performance, future risks and organizational resilience. Through this first cohort, Sinai Health will sustain these practices through Leadership Walks and Team Huddles that adopt the Safety Conversations approach. We look forward to continuing to advance our culture of safety across Sinai Health.

## Health Equity:

Health equity allows people to reach their full health potential and receive high quality care that is fair and appropriate to them and their needs, no matter where they live, what they have or who they are (Health Quality Ontario, 2016). Health inequities are differences in health outcomes that are avoidable, unfair and systematically related to social inequities (Bravemen, 2014). Sinai Health's legacy, built on the history of our two founding institutions, is rooted on the belief that we are here in service of others. Our shared history of caring for those who were vulnerable and marginalized, and our Jewish heritage prepares us well to enable Sinai Health's mission:

Sinai Health delivers exceptional care in hospital, community and home, focusing on the health conditions with the greatest impact on the overall health of the population. We discover and translate scientific breakthroughs, develop practical health solutions, educate future clinical and scientific leaders and **lead efforts to eliminate health inequities.**

In 2012, Mount Sinai Hospital was asked by the Toronto Central LHIN to lead the implementation of patient demographic data collection and use across hospitals. Building on this work, Sinai Health continues to lead in data collection, staff training, education and engagement externally on the importance of collecting this data. Measuring health inequalities allows organizations to identify differences that can be acted on and can be used to measure progress toward achieving health equity. Using the Ministry of Health, Health Equity Impact Assessment (HEIA), which is a decision support tool that identifies how a program, policy or initiative will impact population groups in different/unintended ways, Sinai Health has contributed to the application of the HEIA for the GTA IMS Inter-Facility Transfer plans, Toronto Region Hospital Operations Table Essential Care Partner/Visitors Guidance and most recently on Bill 7: More Beds, Better Care Act, 2022 in making visible opportunities to mitigate impacts and address health equity concerns proactively.

As Sinai Health continues to realize our Mission, we have adapted the Health Quality Ontario Health Equity Strategy and through 2023/24 will focus on expanding the Ontario Health Measuring Health Equity Demographic Data Collection work including supporting more robust data governance. In the 2023/24 QIP, Sinai Health has added change ideas to:

- Use equity stratifiers (characteristics such as demographic, social, economic, racial or geographic) that will look at surgical subpopulations to measure and address differences in surgical access to care (wait times) and surgical outcomes including Patient Reported Outcome Measures (PROMs)
- Trial an on demand interpreter application that puts technological access for interpreters in the hands of patients and families directly rather than having staff function as “gatekeepers” of interpreter use within the Emergency Department and Palliative Care

Finally, Sinai Health recognizes the importance of having a workforce that is culturally competent. Through training and education, Sinai Health aims to improve sensitivity to cross-cultural differences, reflect on our awareness of cultural influences. Current training and education offered includes:

- San'yas Indigenous Cultural Safety Training
- Anti-Racism Anti Oppression Training
- Anti-Black Racism
- Systemic Bias and Racism Speaker Series

## **Executive Compensation**

Hospital leadership at Sinai Health is held accountable for achieving the QIP targets through performance-based compensation, to ensure organizational alignment and leadership focus on continuous improvement in quality of care. In 2023/24, executives will have at least 30% of performance-based compensation tied to a subset of the indicators in the QIP. The selected indicators will be derived from the complement of targets and initiatives outlined in the QIP, including targets for improvements in high-leverage, system-wide measures for patient safety, timely access, effective care delivery and person centred care.



## Contact Information

Lily Yang, Chief Quality, Patient Experience and Clinical Informatics

## Sign-off

I have reviewed and approved our organization's Quality Improvement Plan

**Board Chair** \_\_\_\_\_ (signature)

Peter F. Cohen  
Chair of the Board  
Sinai Health

**Board Quality Committee Co-Chair** \_\_\_\_\_ (signature)

Thomas J. Kornya  
Co-Chair, Patient Safety and Quality Committee  
Sinai Health

**Chief Executive Officer** \_\_\_\_\_ (signature)

Dr. Gary Newton  
President and CEO  
Sinai Health