



Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

March 29, 2022

CHEO

OVERVIEW

CHEO's Quality Improvement Plan (QIP) communicates our strategic directions and is a foundational document for many of our organization's activities. For 2022/23, the QIP continues to be directly aligned to the organization's strategic plan. Despite the ongoing challenges related to COVID-19 in our community, CHEO remains committed to delivering on our vision of The best life for every child and youth.

CHEO is so much more than an acute care pediatric hospital; we are also a children's treatment centre, academic & research enterprise, school, autism program, home and community care provider, and home to several provincial programs. We are also trusted leaders in our region, at the forefront of developing and delivering an integrated, regional pediatric health system with our many local, regional, and provincial partners through the Kids Come First Health Team.

Our current strategy is summarized as follows:

Our vision: The best life for every child and youth.

Our mission: We provide exceptional care and advance how children, youth and families obtain it through partnership, research, and education.

Our values: We respect each other; We support people on their journey; We innovate and challenge the status quo; We create new knowledge, learn, and teach.

Our Strategic Directions:

- Outcomes that Matter – we work with children, youth, and families to achieve the results they care about most.
- Progress from Evidence - we innovate to make things better through research, continuous improvement, and activating new knowledge.
- Partners in Health – we ensure the voice of children, youth and families guides the care we provide and the future of our organization.
- Connecting Care - we advance the way pediatric care is delivered so that children, youth, and families can access services when, where and how they need them.
- Unlock our Potential – we make the best use of the resources we have and be smart about future investments.

There are two additional transformational initiatives that are part of future:

- Healthiest Outcomes – CHEO will partner with children, youth, and families to set and reach meaningful personal health goals and understand the impact of our care.
- Simpler Journeys – CHEO will continue to build towards an integrated pediatric health system that connects care for children, youth, families, and providers. This work builds on the THRIVE report, Canada's first regional pediatric health care capacity plan, completed in 2017, and the evolving work of the Kids Come First Health Team, for which CHEO is the Host Organization.

CHEO's progress on our QIP will be tracked using goals and key performance indicators (KPI's) that are most relevant in driving our corporate strategy forward. CHEO has six corporate goals reflected by ten KPI's. Each is aligned to one of the five Strategic Directions.

In mid-2020, with the recognition that COVID-19 was going to remain a major challenge for our patients and families, our people, and for the strategic improvements we aspired to make that year, we made the decision to focus our efforts on two goals and consider the six associated KPI's as driver metrics that we would actively pursue. The remaining four goals and their associated four metrics were relegated to a watch status. This focus and differentiation continued through 2021/22 and is also our approach for 2022/23.

Our selected goals (and the strategic directions they reflect) and KPIs which we are actively driving in 2022/23 are:

- Safety First (Outcomes that Matter)
 - Reduce Harm - CHEO will work to eliminate preventable serious harm events for patients, staff, and medical staff.
 - Violence in the Workplace - CHEO will aim to reduce the number of incidents of workplace violence.
 - Preventing COVID Transmissions – CHEO will maintain a COVID safe environment for children, youth, caregivers, volunteers, learners, staff, and medical staff.
- Faster Access (Connecting Care)
 - Timeliness of Care - CHEO will aim to provide care to all patients within condition- and acuity-specific targets.
 - Capacity for Care – CHEO will deliver care, in partnership with

others, in ways that ensures the right care at the right time for the right patient.

- Time to Inpatient Bed - CHEO will optimize admission processes and capacity to minimize delays for patients admitted from the Emergency Department.

Our selected goals (and the strategic directions they reflect) and KPIs which we are actively watching in 2022/23 are:

- Inspiring Workplace (Unlock our Potential)
 - Staff Engagement - CHEO will engage our team to improve satisfaction in their work and work environment.
- Improvements Made (Progress from Evidence)
 - Improvements Made - CHEO will make big and small changes to help move our strategy forward within a culture of continuous improvement.
- Care Experience (Partners in Health)
 - Patient Experience - CHEO will strive for a high level of satisfaction from children, youth, and families.
- Kicking the Carbon (Unlock our Potential)
 - Carbon Footprint - CHEO will work to reduce its basic carbon footprint.

These metrics will be followed at least monthly at all levels of the organization. They are the backbone to our CHEOnext dashboard and Executive Team Visual Management Room, where our leaders review performance and adjust plans to promote success in these endeavours. Individual units will focus their quality improvement plans to address 1 or 2 of these corporate metrics, with the belief that alignment and focus of effort is key to success.

REFLECTIONS SINCE YOUR LAST QIP SUBMISSION

CHEO last submitted its QIP to Health Quality Ontario for the 2019/20 fiscal year. Our 2020/21 QIP narrative was slated to highlight a key improvement accomplishment from September 2019 – our Accreditation Canada survey when we received exemplary standing. CHEO was recognized for its use and impact of our electronic health record, Epic, in delivering safer care, and for its commitment to incorporating the voices of children and youth, their families, and providers in the design and planning of integrated health care delivery.

The declaration of COVID-19 as a worldwide pandemic in mid-March 2020 had profound impacts on our patients and their families, our staff and medical staff, and on our care programs and delivery. Throughout these challenging times, we have been driven by the organization's mission, vision, and strategic goals to maintain, expand and innovate the pediatric health system. This work has been supported by the many collaborative partnerships we have within the Kids Come First Health Team and with our municipal, regional, and provincial allies across health, education, social services and other sectors influencing the well-being of children, youth and their families.

While much of our core strategic improvement work has been paused or interrupted over the last 2 years, CHEO is extremely proud of the many innovations that COVID compelled our staff, medical staff, learners, researchers, and volunteers to make as part of our evolving response. These include:

- Virtual First – we quickly leveraged pre-pandemic work on virtual care to deliver more than 80% of our care across multiple programs in a COVID-safe, virtual way using Zoom, our Epic electronic health record and MyChart patient portal. We launched Canada's first pediatric virtual emergency department and have created a toolkit for other teaching hospitals to offer virtual inpatient rounding, allowing learners as well as caregivers not at the patient's bedside to be part of a child's care team without risk of exposure and use of precious PPE.
- COVID Safety – CHEO has remained hyper-focused on preventing the transmission of COVID to children and youth, caregivers, volunteers, learners, staff, and medical staff. We have gone above and beyond government and public health recommendations, recognizing that most of our patients are vulnerable or not yet able to be vaccinated, while our staff and programs are highly specialized and not easily replaced. Because of these safety measures, CHEO went 21 months before experiencing our first hospital-acquired COVID transmission or institutional outbreak.
- COVID Community Response – CHEO has provided leadership, innovation, and manpower to help support the community in dealing with COVID. This has included operating a community COVID assessment, care and testing centre, establishing COVID surveillance from wastewater, offering community respite services, operating a youth isolation facility, and administering vaccinations to children, youth, families, and those who work closely with children.

Despite COVID, CHEO was able to advance two very important strategic initiatives as the host organization of the Kids Come First

Health Team. These are:

- Integrated Home & Community Care (IHCC) for Children – CHEO has now assumed oversight and responsibility of home and school-based care and therapy for children across the Champlain region. This was a priority deliverable in helping to streamline and integrate the care of the most complex children and youth in our community. Over the coming year, we will be integrating appropriate metrics from our IHCC service into the organization's broader corporate metrics, prioritizing Safety First and Faster Access as our priority areas.
- 1call1click.ca – CHEO and 25 community mental health and addiction agencies now offer a centralized intake and support service that helps patients, families and providers navigate the complex world of mental health and addictions. This was the second priority deliverable in addressing a growing concern for the large number of children and youth struggling with these challenges.

PATIENT/CLIENT/RESIDENT PARTNERING AND RELATIONS

At CHEO we are all Partners in Health – one of our strategic directions. We are a partnership of children, youth, families, staff, medical staff, and volunteers, working together and listening to each other, all with the goal of making care better. This means we value having children, youth and families involved in everything we do, from care at the bedside to decisions made in the boardroom. In the care setting, we know that families know their children best, while youth know themselves. Their feedback and participation ensure our children, youth and families get the best care possible.

Our Patient Experience team facilitates both partnering and patient and family relations functions for the organization.

Partnering activities ensures that meaningful and impactful engagement occurs regarding the care, program and governance levels to share information and inform, seek consultative feedback, and to co-design new programs and initiatives. This is achieved by engaging child advisors, our corporate Youth Forum and Family Advisory Council, program-specific advisory councils, and members of a large advisory pool in the engagement work we do. Engagement and partnering are enabled by our Partners in Health Toolkit, which was co-developed with patients and families to help CHEO staff and medical staff identify the best and most meaningful ways to include the voice of children, youth and families in our work.

Through COVID, our commitment to Partners in Health was evident through several engagement initiatives that likely would not have happened in the past. For instance, three members of our Family Advisory Council participated in our daily Incident Management Structure meetings as the COVID situation was rapidly evolving and requiring the organization to make quick and definitive decisions that would impact our care and access to our site. Others contributed to our clinical recovery steering committee and towards the plan and roll-out of COVID vaccinations for our most medically complex patients and their caregivers. Finally, feedback provided by families at the direct care level has guided us on our ever-changing screening protocols and processes.

Patient and family relations are another way we ensure their voices are heard. Feedback provided by our children, youth and families assist us in identifying opportunities for improvement and guide our quality improvement initiatives. Concerns regarding care are assessed and supported using comprehensive care reviews, a method previously reserved for serious safety events. Like safety reviews, these care reviews are centred around the patient and family's experience and involve them in the review and development of subsequent recommendations to improve care at CHEO.

PROVIDER EXPERIENCE

CHEO can only achieve great things by having an Inspiring Workplace, which is a strategic goal aligned with our 'Unlock our Potential' strategic direction. This Inspiring Workplace must be safe, engaging, and must support the wellbeing of staff and medical staff. This has never been more important than through the challenges of COVID-19 where we had to adapt our support, HR practices, and recruitment/retention strategies for existing and hundreds of new team members.

We have traditionally evaluated our workplace health and culture through periodic staff surveys, utilizing a full survey tool every few years interspersed with shorter pulse surveys every 3-9 months. The summary metric from these surveys focuses on engagement, the connection staff feel towards CHEO, their job, their coworkers, and leaders, propelling them to want to do their best work. Engagement driver analysis then allows us to identify the key factors that are positively correlated with the engagement our staff and medical

staff are reporting. During COVID, we adapted our pulse survey tool to seek staff feedback on how CHEO had adjusted to the pandemic across domains of safety, wellness and support, communication, access to immediate manager and/or medical director, and empowerment. Staff and medical staff are proud to be working at CHEO, despite these very challenging times.

Pulse/COVID surveys conducted in December 2020 and again in June 2021 achieved a high response rate and overall engagement scores of 78% and 80%, respectively. These scores are higher than benchmark scores comprised of other hospitals in Ontario. CHEO is considered in the top decile in the hospital sector. These scores reaffirm that CHEO continues to be an organization of choice for staff and medical staff – a fact evident as CHEO has repeatedly been recognized as a top employer in our region. Examples of recent awards and recognition received by Team CHEO include:

- CHEO among Newsweek's 2022 World's Best Hospitals;
- CHEO celebrates 11th consecutive year as a National Capital Region Top Employer;
- CHEO celebrates 5-star reward and recognition employer by Canadian HR Reporter;
- CHEO named 2021 Canada's Healthy Workplace Month® Great Employers;
- Forbes ranks CHEO among top Canadian hospitals.

A large, comprehensive Engagement survey will roll out in June 2022 with three new themes: Equity, Diversity and Inclusion; Green Initiative/Corporate Social Responsibility; and Team Engagement.

EXECUTIVE COMPENSATION

In 2022/23, the Executive Team includes the President & CEO, the Chief of Staff (CoS), the Vice-Presidents (Corporate Services and Chief Financial Officer (CFO); Clinical Services & Chief Nursing Executive (CNE); Child Development & Community Services; Research; Mental Health and Addictions; Quality, Strategy and Family Partnerships), select Department Chiefs (Pediatrics, Surgery, Psychiatry and Anesthesiology), the Chief Communications Officer, and the Chief Privacy Officer and General Counsel. Not all these members report to the CEO or are designated as executives covered under the compensation policy.

Given the complexity and gravity of its mandate, CHEO takes seriously its responsibility to recruit strong, experienced leadership. Given its commitment to patients, CHEO also takes seriously its responsibility to ensure the focus of fiscal resources remain steadfast on patient care. For these reasons, CHEO strives to spend more on clinical care and less on administrative overhead than other local hospitals and other children's hospitals in Ontario. As such, CHEO's executive recruitment and compensation strategy is centered on finding the best people for the job, with salaries targets in the midrange for similar positions in the sector.

As required by the Excellent Care for All Act, CHEO has an executive performance program that ties elements of the compensation program directly to the successful execution of measurable objectives.

The Board of Trustees conducts the performance reviews for the CEO and the Chief of Staff. Performance reviews for other members of the executive team are conducted by the CEO and reviewed by the Board Chair.

The CEO and Vice Presidents can earn performance compensation of up to 6% of their salary, dependent on CHEO achieving certain KPI targets.

CONTACT INFORMATION

For more information, please contact Dr. Ken Farion, Medical Director – Strategy, Quality & Systems Improvement (farion@cheo.on.ca)