

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

March 28, 2024

OVERVIEW

CHEO is a global leader in pediatric health care and research. CHEO's Quality Improvement Plan (QIP) communicates our strategic directions and is a foundational document for many of our organization's activities. Unlike many other organizations, the Goals and Key Performance Indicators (KPIs) selected for CHEO's QIP are the same as our annual strategic KPIs, which allows the organization to be clear on the priorities that we are driving.

Our Strategic Directions for 2023/24 include:

- 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.

Our selected Goals and Key Performance Indicators that were actively driven in 2023/24 were:

- Safety First
 - 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 classified as severe.

- **Faster Access**

- **Timeliness of Care** - CHEO will aim to provide care to all patients within clinically relevant (condition- and acuity-specific) targets.
- **Capacity for Care** – CHEO will deliver care, in partnership with others, in ways that ensure 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 ED.

This fiscal year, the story at CHEO has been all about growth – growing our people, our programs and our campus – as part of our plan to right-size the pediatric healthcare system. With known capacity challenges to meet the growing demand for services, as well as the need to catch up on waitlists that grew during the pandemic, CHEO received a historic investment to allow us to permanently hire more healthcare and support staff. This investment has allowed us to see thousands more kids than we did in previous years, which is great news for children, youth, and families.

The campus at CHEO is also growing. CHEO's Integrated Treatment Centre (also known as 1Door4Care) was publicly unveiled this year and shovels are now in the ground building phase one of this work. This building will serve more than 40,000 families and transform how we deliver care to families with children and youth with special needs, mental health challenges and complex medical conditions. CHEO has also undertaken important upgrades to its existing main campus such as an opening new inpatient mental health beds, and a new four bed Mental Health Transitional Unit, all in the name of

providing better care to children, youth, and families.

As we look ahead to the future, CHEO will celebrate an important milestone in 2024-2025, turning 50 years old! To coincide with this important birthday, a new strategic plan will be unveiled in the spring of 2024 to guide the organization through the next few years. The strategy process involved extensive engagement with our staff, medical staff, learners, volunteers, community partners, and of course, children, youth, and families.

ACCESS AND FLOW

As we strive to provide Faster Access to care, CHEO has been changing the way we deliver care and partner with the community, to increase access to care for children, youth, and families. With new funding CHEO received in 2023, CHEO is leveraging these new funds to optimize our efficiency, allowing us to see and treat our patients sooner. For example, this funding helped support the launch of a regional surgical program, enabling surgeries that would typically be performed at CHEO to safely take place at smaller community hospitals in the region (e.g. Carleton Place, Brockville, etc.). This collaborative initiative has allowed CHEO to maintain its surgical throughput during peak viral season and has decreased the number of children and youth waiting for surgery.

Additionally, CHEO has been optimizing our use of technology to streamline the booking process for families. For instance, the Kids Come First clinic now allows patients to book appointments online. For those experiencing mental health, addictions, substance abuse and/or neurodevelopmental health crisis, CHEO has continued to grow and innovate its groundbreaking 1Call1Click.ca service, allowing patients/families to connect with the resources they need,

when they need them.

Addressing long waits in the Emergency Department has remained a priority. Over the past year, CHEO made several improvements to address wait times and length of stay our Emergency Department.

These include:

- Implementing the Rapid Assessment Zone in November 2023, allowing for the quick assessment and disposition of lower acuity patients.
- Implementing nurse led disposition in January 2024.
- Diverting low-acuity patients who would have otherwise come to CHEO's emergency to two clinics, the CHEO based Kids Come First and community based East Ottawa Kids, either by referral upon arrival at emergency or pre-scheduling online.

EQUITY AND INDIGENOUS HEALTH

CHEO is actively working to address structural inequalities in our system through the work of our Office of I-IDEAS, which stands for Indigeneity, Inclusion, Diversity, Equity, Access, and Social Justice. The name of the Office's reflects its broad mission and specific approach to each of the complementary concepts represented in the name. Under the Office's leadership, CHEO is working to create, develop, and implement an I-IDEAS strategy that brings progressive outcomes and positive experiences for Indigenous, diverse and minoritized children, youth, families, learners, staff, and medical staff.

To achieve these goals, in 2023-2024, CHEO undertook the following actions:

- Observed 39 commemorative and cultural days and months through year through articles, shared resources, or events?in

partnership with these communities

- Developed Reduced Bias in Hiring training, which has been taken by over 40 managers so far
- Conducted a comprehensive Accessibility Audit of our main campus and invested in clinical equipment and facilities upgrades to make CHEO more accessible.

To address language barriers, CHEO achieved its French Language Service Designation from MoH and MCCSS and is working to ensure all staff and medical staff provide an active offer of care in the patients' chosen language. CHEO also hired its first full-time Arabic translator in 2023. Technology is utilized to provide on-demand translation services in over 100 languages for patients requesting care in their language of choice.

In the fall of 2024, CHEO will undertake a survey of all staff and medical staff to better understand the make-up of our workforce, which will help us strive towards ensuring that our workforce is representative of the populations we serve.

CHEO is working closely to build and sustain respectful relationships with the Indigenous partners, communities and families. This year, CHEO attended several visits to the host nations in our area to strengthen these relationships. Indigenous communities have actively participated in helping to design our 1Door4Care building to ensure it is built to honour the traditions of Indigenous peoples. We have an Indigenous circle which is an Indigenous led and chaired committee, made up of Indigenous staff, medical staff, families, partners, and allies. Trainings have been undertaken by various members of our leadership team on the topic of authentic engagement with Indigenous communities.

PATIENT/CLIENT/RESIDENT EXPERIENCE

At CHEO we are all Partners in Health – one of our strategic directions. We are a partnership of children, youth, families, staff, medical staff, learners 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/family relations functions for the organization. Partnering activities ensure that meaningful and impactful engagement occurs at 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 Youth Forum, corporate Family Advisory Council, program-specific advisory councils, as well as members of a large advisory pool, in the engagement work we do.

As mentioned above, CHEO is experiencing major growth with the addition of many new services and programs. With all this growth and change, it is even more important that we ensure patients' and families' voices are heard and are incorporated into the development of these new services, programs and spaces. This commitment to Partners in Health remained evident through our engagement work with patients and families.

A great example of this is the ongoing work to bring 1Door4Care to life. The 1Door4Care team is dedicated to partnering with children, youth, and families to co-design the structure housing the

integrated children's treatment centre as well as a new 1Door4Care Model of Care.

Work to date includes:

- Established a focused Family Advisory Committee comprised of family members and caregivers with lived experience.
- Worked in collaboration with a dedicated group of youth advisors and families with lived experience to develop a vision, mission and set of principles to guide a new framework to define how care will be delivered.
- Partnered with young people and families with lived experience to inform the user requirements for the building design for the new integrated children's treatment centre.

In October of 2023, CHEO began using a new vendor for their Patient Experience surveying. The new vendor, Qualtrics, allows for surveys to be sent via email or text automatically after the appointment or discharge and also allows us to build custom surveys in the platform, creating consistency in how we survey families. Prior to going live with the new vendor, many consultations occurred with families and advisors. During these consultations, we heard valuable feedback on the timing of surveys, the modalities, as well as frequency. With the implementation of the new vendor, we have seen a rise in our response rates from approximately 16% to 33%. We have also been able to add two additional short-form surveys and are looking forward to adding new custom surveys soon. The survey feedback received will help us to gather valuable information, make informed decisions, improve processes, and build stronger relationships with patients

PROVIDER EXPERIENCE

We can only provide the high-quality care that we do because of the amazing people who work at CHEO. We look to promote an Inspiring Workplace, a strategic goal of the organization, by providing a safe, engaging, and positive work environment so that all staff, medical staff, learners, and volunteers can do their best work. With all the dynamic growth at CHEO, we continue to conduct regular evaluations of workplace health and culture through engagement surveys to assess our workplace culture of One Team. 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.

Staff and medical staff are proud to be working at CHEO, despite these very challenging times. A pulse engagement survey conducted in 2023 achieved a high response rate and overall engagement scores of 74%. (These scores are higher than benchmark scores comprised of other hospitals in Ontario. CHEO is considered in the top percentile in the hospital sector). These scores reaffirm that CHEO continues to be an organization of choice. In fact, CHEO was recognized as the best place to work in healthcare in Canada, and 2nd best overall in Canada, by Forbes magazine. For the 13th straight year, CHEO was also among the top employers of the National Capital Region.

Increasing our people's wellness and engagement continues to be a priority for CHEO. In 2023, we updated our Medical Staff Wellness Framework with a renewed focus on organizational wellness, along with restarting our Corporate Wellness committee. We also

undertook numerous activities to promote wellness such as:

- Weekly Wellness newsletters
- Homewood Health Team Services-Employee Assistance Program
- Expanded our hospital-wide Peer Emotional Empowerment Program of Support (PEEPS) to have 24/7 coverage
- Delivering a Medical Staff Peer Support program
- Animal-assisted therapy for staff and medical staff
- Free on-site massages
- Monthly Medical Staff Pop-up lounges and medical staff team building
- Social events

SAFETY

A main strategic driver at CHEO is Safety First. CHEO is a member of the Solutions for Patient Safety collaborative, which is made up of over 145 pediatric hospitals from across North America, who share our vision that no child will ever experience serious preventable harm while we are trying to heal them. By sharing safety successes and failures, the collaborative members can achieve goals faster. Work with the collaborative is divided up into two areas - promoting a strong safety culture and focused work to reduce preventable safety events in the areas where children are most commonly harmed.

This year, we increased our focus on a stronger safety culture as we rolled out our Safety Habits training, which is a new mandatory in-person training session for all staff, medical staff, and learners. The training covers Safety Habits, Joy in Work, and Fair and Just Culture, allowing everyone at CHEO to use common language and actions in our safety culture. In addition, this year, we added senior leadership

walkarounds, which sees a member of CHEO's executive team spend time in clinical areas to assess the safety culture, hear about safety concerns from front-line staff, and celebrate the ways they have made their care and care environments safer.

As part of our work to reduce safety events, we actively monitor for several hospital acquired conditions, track the rates of occurrence, and conduct formal apparent cause and root cause analyses to identify gaps in our care that contributed to these preventable occurrences. Monitored conditions include central line-associated blood stream infections, surgical site infections and unplanned extubations, as well as actively monitoring for events leading to staff and medical staff harm. CHEO's Good Catch Award continues to celebrate staff and/or families who recognize a potential safety event and take action to prevent it from occurring. The Good Catch Awards also encourage the use of the Safety Reporting System (SRS) in a more proactive way to prevent harm.

CHEO has a formal review process for actual or potential safety incidents that cause harm and that resulted from a deviation from accepted practices. Families are encouraged to contribute to the reviews and once complete, recommendations generated from the review are shared with them. Patient Safety Stories are also used to inform staff, leaders and the Board of Directors of selected safety events and how these events have been addressed and resulted in change.

There is an established Care Review Committee that meets bi-weekly to monitor new safety events, oversee care reviews, and monitor trends. Morbidity and Mortality (M&M) rounds are used to review safety events with the care teams and identify

recommendations for change. The Central Mortality and Morbidity Committee provides oversight of the M&M rounds to ensure they are done in a timely fashion and reported on through the SRS once completed. The SRS system is a repository that all staff have access to so reporting can be done efficiently in real-time for any safety events in the organization. This includes patient and staff harm. Most recently, the creation of a Safety First Committee allows for CHEO to have a platform where all patient and staff safety issues can be discussed and addressed.

POPULATION HEALTH APPROACH

CHEO strives to establish and advance a robust pediatric health system of care that identifies and addresses the full spectrum of needs for all the children and youth in its care. CHEO's catchment and reach include over 500,000 children and youth in Eastern and Northern Ontario, Western Quebec, and Nunavut.

CHEO recognizes that partnering with other organizations is the only way that children and youth can receive the range of health services that they require across the vast geography that it serves. CHEO is a proud, facilitating partner in the Kids Come First Health Team, which includes over 60 organizations all striving to connect high-quality care for children and youth in the Champlain region. A few highlights of this partnership include:

1Call1Click.ca is a centralized access point for CHEO and 25 community mental health and substance use organizations. It helps connect children, youth, families/caregivers and community providers with the right mental health, addictions, substance use health, and neurodevelopmental health services, simplifying their journey in connecting with care. The service has supported over

10,000 children, youth, and their families/caregivers since its inception.

CHEO is a host organization for the Kids Come First – Vaccinate and Up-to-Date campaign aimed at helping children and youth catch up on their routine vaccinations following the disruptions of the COVID-19 pandemic. Through this collaboration, over 8 Family Health Team partners have held 68 clinics to provide vaccinations to over 2,000 children and youth.

The Kids Come First Care Clinic is an ED diversion care clinic for children and youth with acute illness and minor injury. In 2023, we saw 20,129 patients, with 7,387 sent from the ED. With a focus on unattached patients, the Kids Come First Care Clinic remains a critical part of the system of care for the treatment of acute conditions that can be managed outside emergency departments.

In addition to our work with the Kids Come First Health Team, we partner in all areas of the health system to help deliver the right care at the right place at the right time. One example of this is the work that CHEO does in providing home and community care to medically complex children. This year, we have been able to increase our overall referral acceptance rate by 30% and increased our acceptance rates for therapy services by 100%. We did this by more than doubling the size of our health professional team, adding new types of roles, and creating a Community Float Team of registered practical nurses who are able to cover gaps in care that may arise.

EXECUTIVE COMPENSATION

In 2024-2025, the Executive Team includes: President & CEO, Chief

of Staff (CoS), Senior VP Clinical Services & Chief Nursing Executive (CNE), Senior VP Corporate Services and Chief Financial Officer, VP Acute Care, VP Child Development & Community Services, VP Mental Health & Addictions, VP Quality, Strategy, and Family Partnerships, VP Research, Medical Department Chiefs of Pediatrics, Surgery, and Psychiatry, Chief Branding and Communications Officer, Chief Privacy Officer and General Counsel, Chief Talent Officer, and Director of the Office of I-IDEAS. Not all of these members report to the CEO directly 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 takes seriously its responsibility to ensure focus of fiscal resources remains steadfast on patient care. For these reasons, CHEO strives to spend more on clinical care and less on administrative overhead than peer hospitals. As such, CHEO executive salaries typically sit in the bottom 25 to 50% of salaries for comparable positions across the sector. This can lead to delays in filling positions and protracted vacancies in key roles. 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 achievement of the measurable targets of our annual quality improvement plan and individual work and professional development objectives. The Board of Trustees conducts the performance reviews for the CEO and the Chief of Staff. Performance reviews for Vice Presidents are conducted by the CEO and reviewed by the Board Chair. Performance reviews for Department Chiefs are conducted by the Chief of Staff. The CEO, Chief of Staff, and Vice Presidents can earn performance compensation of up to 6% of their salary, dependent

on CHEO achieving certain KPI targets.

CONTACT INFORMATION/DESIGNATED LEAD

Mari Teitelbaum, Vice-President, Quality, Strategy & Family Partnership & CIO

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**

Jo-Anne Poirier, Board Chair

Louise Doyle, Board Quality Committee Chair

Alex Munter, Chief Executive Officer

Mari Teitelbaum, Other leadership as appropriate
