

niagarahealth

# Integrated Quality and Safety Framework



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## At A Glance – Quality and Niagara Health

Niagara Health has strong history of providing high quality safe care in Niagara Region. The care we provide is compassionate, driven by optimism and we continue to achieve ambitious results in our ever changing community. As a community hospital, we are a closely knitted organization that strives to provide extraordinary care, by our extraordinary teams to build our extraordinary future anchored in innovation.

Quality Improvement (QI) is part of the DNA of Niagara Health, woven into each of our sites, and into the hearts and minds of our staff, physicians and volunteers. While we celebrate our engagement in quality improvement, as a 5 site entity, an evergreen document in Quality aligns, supports, sustains and advances our culture of quality improvement.

Our Integrated Quality and Safety Framework (IQSF) is Niagara Health’s declaration and signal to our community of our organization’s unwavering commitment to excellence in the reduction of harm, advancement of high quality safe care and that partnership with patients and families will occur in every interaction of care and how we create our programs. Our IQSF serves several functions including:

	<p>Strategic Planning</p>	<p>Our integrated quality and safety framework (IQSF) creates a common understanding of quality and provides a platform that can inform our strategic priorities. This framework allows our senior leadership, physicians, staff and volunteers to understand our key priorities and foci.</p>
	<p>Service Planning</p>	<p>Our IQSF can be used to identify or verify that all the dimensions of quality have been addressed in service planning and appropriate evaluation methods are in place to monitor the quality and safety of care.</p>
	<p>Performance Reporting</p>	<p>Our IQSF has clear metrics that allows for commitment to improvement and transparency in our results. Measures are developed by each area to advance not only the local area, but the system as a whole.</p>
	<p>Quality and Safety</p>	<p>Our IQSF facilitates quality and safety activities by understanding our performance, identification of areas for improvement through our incidents or ‘grass roots’ ideas and implementing novel ideas to improve how care is experienced by clients and families.</p>
	<p>Education and Innovation</p>	<p>Our IQSF allows for the conversation of quality to occur on a more basic level to keep improvement in the hearts and minds of everyone. This framework can normalize the language of quality and safety for physicians, staff and patients to advance care together.</p>

Our framework was developed with extensive and broad consultation of patients, families, staff, volunteers and physicians where over 1000 voices were capture to help us understand what quality meant to users and providers, strengthen our foundation and creatively focus our efforts to advance care.

Our IQSF will serve as a ‘public declaration’ to our staff, physicians, patients and families over the next two years that quality will be meaningful to everyone, that building the skills/abilities of our staff, physicians and families will ensure success and that quality is a shared accountability.

Our IQSF will be anchored in our 6 dimensions of Quality that have clear statements of intent and what each dimension promises to our patients and families.

Quality Dimensions	What Quality Means to Patients and Families
<b>Safe</b> <ul style="list-style-type: none"> <li>Safe care happens when we continue to improve our practice and learn from our challenges to avoid harm</li> </ul>	I know I am receiving the best and safest possible care when there is a collaborative approach and I am respected as an informed member of my care team.
<b>Accessibility</b> <ul style="list-style-type: none"> <li>Care is improved by focusing on reducing the time our patients and their families wait for services</li> </ul>	Being acknowledged, seen with a timely manner and providing ways to be updated are important to me.
<b>Community and Client Centredness</b> <ul style="list-style-type: none"> <li>We partner with our community, patients and families to provide care that is respectful, responsive and inclusive of preference, needs and values.</li> </ul>	Patients are involved in all aspects of their care in ways that are transparent, individualized and our values always matter.
<b>Support for Our Teams</b> <ul style="list-style-type: none"> <li>We provide support to each other in our working relationships that allows for the best possible care and outcome to occur for our patients and families</li> </ul>	When healthcare providers work together to create a friendly, compassionate, supportive and caring environment, this means better patient care.
<b>Effective</b> <ul style="list-style-type: none"> <li>We improve patient outcomes by providing care that is evidence based and standardized across our teams</li> </ul>	My care will include best practices and provide me the best possible outcome ‘for me’.
<b>Efficient</b> <ul style="list-style-type: none"> <li>We improve care through standardizing and creating reliable processes to ensure an optimal care experience and work environment</li> </ul>	My care experience will be reliable and dependable every time I need it.

Our work in quality will be supported by our Board of Directors, leadership, physicians, staff, volunteers, students, patients and families. We will ensure that our infrastructure, processes and engagement will support meaningful and authentic improvement.

# Developing Our Integrated Quality and Safety Framework

## Collaboration in Action



## Quality and Safety at Niagara Health

Niagara Health (NH) is committed to providing the highest level of quality care by advancing our culture of safety through our vision of compassion, optimism and ambitious results. High quality safe care is occurs through every interaction patients and families have with staff and physicians, how we support each other in difficult situations and how we listen to patients and families and include their voices in care.

Quality and Safety can also be seen in many of our quality improvement initiatives that we have conducted and that have impacted the care we provide to patients and their families. Here are some examples:

- We Round, Transfer of Accountability, RAAM, that have impacted patients and families
- Be Well, Be Kind, Extraordinary U and Injury Prevention initiatives to support staff
- Submitting over 40 leading practices to Accreditation Canada to highlight our exceptional work
- Active Quality and Safety Unit Based Teams – 25 teams and over 330 ideas that have been implemented
- Inter-professional Education for Quality Improvement Program (I-EQUIP) partnership with Brock University has implemented 66 initiatives
- Awards achieved for our Difficult Airway Initiatives, Venous Thromboembolism (VTE) program and Pain, Agitation and Delirium protocols.

As an organization we embrace all tools that advance quality to meet the needs of the programs, staff and ensuring maximum success in outcomes for our patients. While some organizations focus on one approach, below are some of the tools we use to advance change:

- Plan Do Study Act (PDSA)
- Cause and Effect Diagrams – e.g. Fish Bone Diagrams
- 5 Whys
- Lean methodology
- Run and Process Control Charts to monitor change
- Driver Diagrams
- Failure Mode Effects Analysis

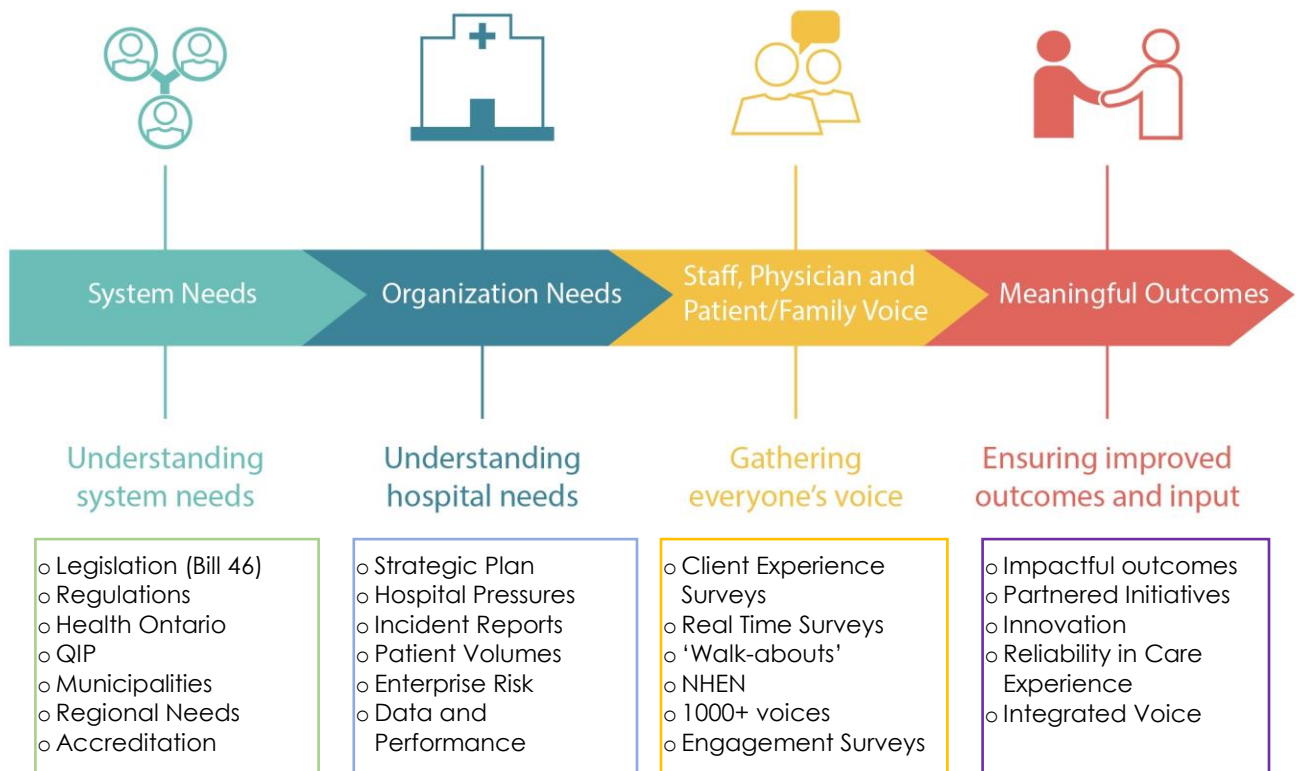
Finally, quality and safety is also seen through our commitment to our Quality Improvement Plan (QIP) that is established annually to help support system improvement but also our own local improvements to impact care. Our goal is to integrate the system and local needs into meaningful change for our patients and families for a better outcome, while supporting our people to continue to provide exceptional care.



## What is our Integrated Quality & Safety Framework (IQSF)?

The IQSF is a 'living' document that aligns, integrates and ensures meaningful focus on what matters most in quality and safety. It is best practice. The plan is aimed to help the organization stay focused on its commitments, while keeping an eye on external issues that may have an impact on care. We have a responsibility to monitor risks to patient care and have appropriate ways to improve outcomes. The framework guides, directs and supports the continuous and measurable improvements of quality and safety at Niagara Health.

Our IQSF aligns what goes on in the system, to what matters most to staff, physicians, patients and families in an integrated document. It is intended at a 'birds eye view' to highlight what we are working on, and the differences that it will make. It is an evergreen document that should always be built upon from previous years, and modified when significant shifts in our population, legislation or workforce occur.



## How we define quality at Niagara Health

While 'Quality' is not a new concept in healthcare, the way in which organizations are embedding the dimensions of quality into care for better outcomes continues to evolve. At Niagara Health our quality dimensions are anchored through our patients and families, our people, being transparent and building a systems culture. We want quality to be experienced by everyone as 'authentic' and 'meaningful' and being able to see themselves in the journey.



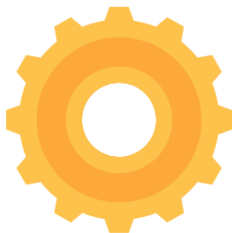
Patients and Families: Quality and Safety at Niagara Health always has our patients and families as our primary focus for any initiatives. The patient and their family/caregiver is at the centre of any health care plan or service and are experts in their own lives. Their 'voice' guides where and how we should focus our improvements.



Investing in People: Quality and Safety are informed by our staff, physicians, volunteers and students. We build our culture of Quality and Safety through our most precious resource 'people'. Our people help us understand where opportunities for improvement exist and how we can advance our performance and client experience. We invest in our staff to further Quality and Safety.



Transparency: Quality and Safety live at Niagara Health through a culture of transparency, shared learning and shared accountability. Our relationships between each other and with our patients & families helps us create a culture of trust and openness to drive high quality care.



Systems Culture: Quality and Safety is built at Niagara Health by understanding our systems and the complexity of factors that contribute to outcomes. We look at every error as an opportunity to learn and improve upon, in partnership with patients and families. Together a reliable system of care is possible every time.

Quality is being assured that every time a patient, family, caregiver, or staff receives care at Niagara Health they can be guaranteed that their experience is of the utmost importance to everyone, we strive to integrate new knowledge in all that we do and we will maintain the trust provided to us.



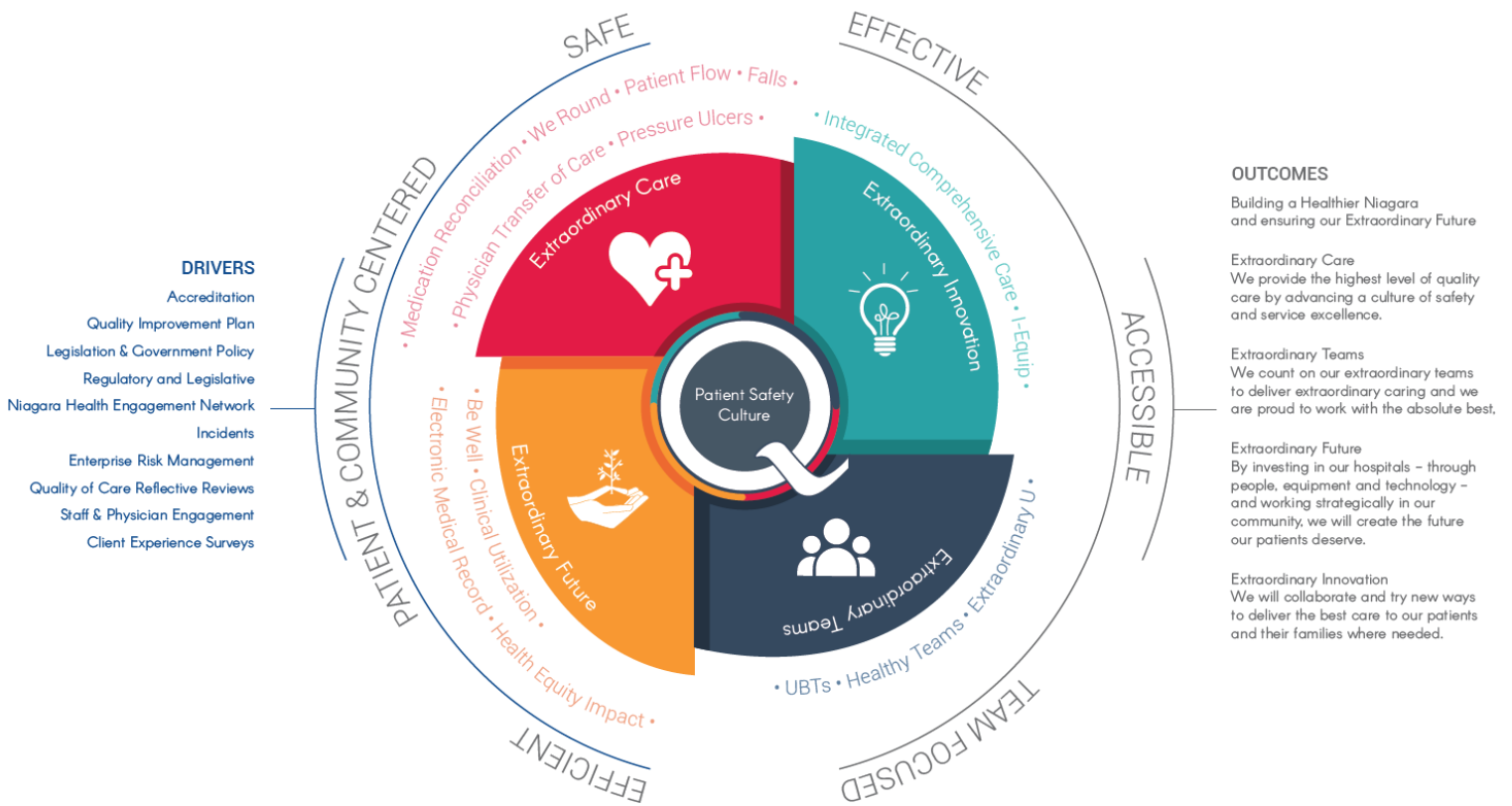
## How will the IQSF guide the work we do?

Our IQSF is aligned with all the work we do, every day, every time. It is strategic in nature looking at the future needs, addressing our current requirements and embedding the voices of our staff, physicians, volunteers, patients and families.

Our IQSF will be translated broadly in an infographic to allow staff, physicians, volunteers, students, patients, families and the community to connect the dots on how Quality lives at Niagara Health. This will be shared broadly using different ways, including our internal and external websites, huddle boards, integrating in our accreditation process and any other venue that touches the work of quality and safety. The plan will be reviewed and refreshed every two years to evaluate our progress and identify new initiatives.

Our key imperatives over the next two years will focus on system, partnerships and investment in our staff through the following:

- Advancing our Unit Based Teams to drive QI at the grass roots and continue to build organizational capacity within our staff. Our goal is to continue to generate 1 new idea per month.
- Re-design our patient partnership model to enable co-design, fluid partnership and enhance the ways our staff partner with patients, families and volunteers in QI.
- Advance our partnership with Brock University for I-Equip and Data Analytics to leverage academia to advance key strategic imperatives while building future QI specialists of tomorrow
- Advance our data analytics in quality of care reflective reviews, complaints and patient experience to identify 'hot spots' and drive improvement.
- Focus on improving organizational patient flow through key strategies including reducing Alternate Levels of Care (ALC) days, augmenting our mental health programming with community partnership to reduce admissions and standardizing practice and decision making.
- Creation of a health equity strategy which will increase staff awareness and understanding of the impact of inequity on health outcome.
- Focus on deepening our culture of safety through greater transparency of decision making, enhancing communication and understanding our 'hot spot' areas of risk.



## How does the IQSF create a ‘quality’ culture and advance care?

Quality and Safety begins in all of us. The desire to provide the best possible care for our patients, families and ensuring we support each other in the process. Niagara Health has been committed to quality since its amalgamation almost 20 years ago through our staff, physicians, leadership and the Board of Directors. We have invested in our structures, people and tools to advance our learning in ways that will benefit each and every one of us. At the core of all this improvement are patients and their families, and the desire to create experiences that not only have the best possible outcome, but can be recreated at every touchpoint in the system. We are committed in our collective journey to create a high reliable system that is not ‘person’ dependent (e.g. meaning the knowledge only is with the person) rather structure/process dependent (e.g. meaning we build systems to reduce error) that supports our work.

## How did we develop the IQSF?

NH had an existing quality framework that we refreshed and reached out to various sources to confirm our approach, while building on our strengths. We wanted to ensure that some key guiding principles were in place and that the voices of our staff and community were reflected in the process.



Below are the formalized ways we developed our IQSF:

- i. **Literature Review** – review of the scientific and non-scientific literature was conducted to understand if there were any shifts in the ‘domains’ of quality
- ii. **Environmental Scan** – we reached out to other hospitals across Canada to review their frameworks to understand how they advanced their quality agendas;
- iii. **Asking our Physicians, Staff, Patients and Families** – for two weeks we went across our 64 services, all sites (including our community sites) and across shifts asking our staff and physicians what constituted a ‘quality care experience’ and other questions. We captured over 1,000 voices in the process and integrated the rich information into our plan.
- iv. **Looking at our Patient Safety Culture Survey (PSCS)** – the survey captured ~ 900 voices and tapped into how staff and physicians felt about our culture of safety. We integrated that into our plan.
- v. **Understanding what the system is asking of us** – we looked to what was current in the healthcare system (e.g. Ontario Health Agency) and what we needed to focus on to ensure a healthier region with our partners.
- vi. **Aligning our work with the strategic plan** – most importantly we looked at our strategic plan to see the impactful work we were already focusing on and how to ensure the momentum and efforts were captured in our IQSF.

## What We Discovered in ‘Refreshing’ our IQSF?

What we found was that the voices of our staff, physicians, patients and families were quite aligned in what mattered most, and what defined a quality care and safe experience. Similar to what has been identified as best practice in the literature, across the organization we expressed that client-centred care, using resources effectively and providing timely access were the key elements of a quality care experience. Our patients and families echoed this mattered to them, and our staff also indicated it was important to ensuring quality outcomes.

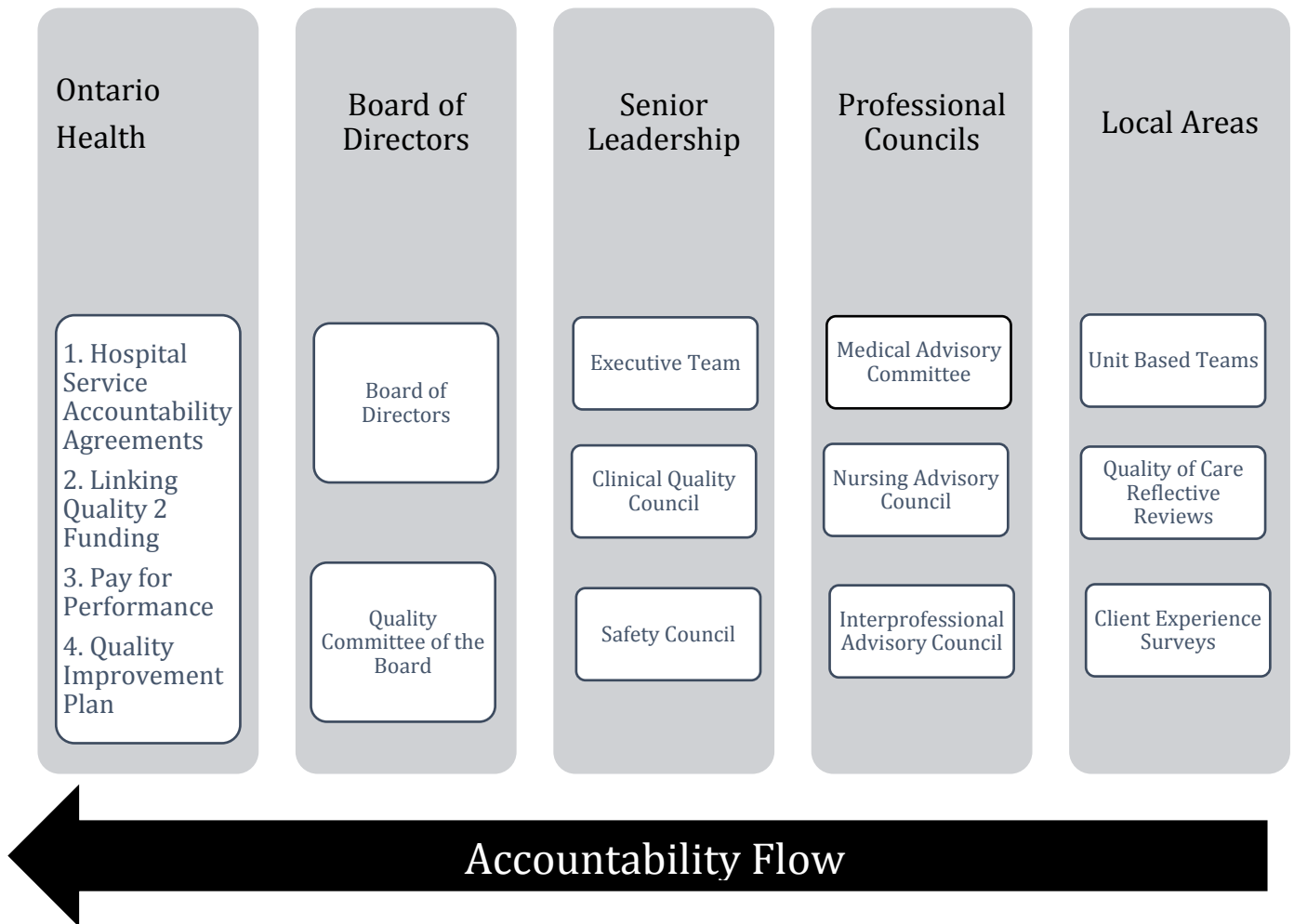
We also were able to better streamline the dimensions of quality to elements that reflected NH and come up with statements that staff, physicians, patients and families could see themselves in. It was important to make each dimension ‘livable’ in our day to day practice, in voices that could be felt, heard and understood. The table below outlines the dimensions of quality and statements to reflect each.

Quality Dimensions	What Quality Means to Patients and Families
<b>Safe</b> <ul style="list-style-type: none"> <li>Safe care happens when we continue to improve our practice and learn from our challenges to avoid harm</li> </ul>	I know I am receiving the best and safest possible care when there is a collaborative approach and I am respected as an informed member of my care team.
<b>Accessibility</b> <ul style="list-style-type: none"> <li>Care is improved by focusing on reducing the time our patients and their families wait for services</li> </ul>	Being acknowledged, seen with a timely manner and providing ways to be updated are important to me.
<b>Community and Client Centredness</b> <ul style="list-style-type: none"> <li>We partner with our community, patients and families to provide care that is respectful, responsive and inclusive of preference, needs and values.</li> </ul>	Patients are involved in all aspects of their care in ways that are transparent, individualized and our values always matter.
<b>Support for Our Teams</b> <ul style="list-style-type: none"> <li>We provide support each other in our working relationships that allows for the best possible care and outcome to occur for our patients and families</li> </ul>	When healthcare providers work together to create a friendly, compassionate, supportive and caring environment, this means better patient care.
<b>Effective</b> <ul style="list-style-type: none"> <li>We improve patient outcomes by providing care that is evidence based and standardized across our teams</li> </ul>	My care will include best practices and provide me the best possible outcome ‘for me’.
<b>Efficient</b> <ul style="list-style-type: none"> <li>We improve care through by standardizing and creating reliable processes to ensure an optimal care experience and work environment</li> </ul>	My care experience will be reliable and dependable every time I need it.

What was also key during the interviews was staff voicing leadership’s role in advancing quality and safety through infrastructure, supporting processes and ensuring presence. Our vision was to ensure that all care was meaningful, safe and of high quality for our patients and families. That they can rely on our structures and processes will eliminate avoidable harm, and that we support our staff and physicians to provide the exceptional work they do every day.

## Who oversees 'Quality' at Niagara Health?

Quality is everyone's role, however there is a formalize structure that oversees Quality and Safety at Niagara Health. The figure below highlights the different levels where Quality is monitored and the flow of information for accountability.



Having multiple layers allows for various lenses to be applied and how best to advance quality and Niagara Health. Information is shared and escalated in ways to ensure focus and prioritization.

## Where does my role fit into the IQSF?

Each of our roles contributes to the provision of high quality safe care. It begins with service excellence as patients and their families enter the building, creating respectful relationships, listening to one another's concerns and knowing that we each are trying to make a difference in the lives of our patients and families. Quality also lives in appreciating each other's roles and how they link to quality outcomes when we think of the journey of a client. Care begins when patients and their families:

- enter the building and registration ensures accurate information is captured;
- experience our clean rooms knowing that their risk of infections is reduced;
- receive nutritional food that promotes healing and reduces harm if allergies are present;
- are safe at every interaction with our staff identifying patients who are at risk of falls;
- have trust in all the processes our physicians, nurses and professional health discipline provide during care and;
- Provide and environment that promotes healing.



We are all connected in care and the IQSF captures the connection points in the initiatives that are focused on.

## How will we know we are successful?

**Success** will be seen, felt, heard and known in the eyes of our patients and families as they wait less for services, feel respected in every interaction, understand all their medical information given when they leave us, and stay in their homes supported without having to come back for un-necessary visits.

**Success** will be understood by everyone in the compliments our providers will receive from our patients and families expressing their appreciation for the quality of care at every interaction, the professionalism experienced and most importantly how they felt 'listened' to and 'valued' as a human being. This will be through our client experience surveys, our compliments process and just the day-to-day therapeutic relationships.

**Success** will be experienced and felt by staff and physicians as they continue to provide their exceptional care in ways that allow for reductions in duplicated processes, time to provide services and joy in their work as they care for their patients. They will feel safe, respected and acknowledged for the expertise they bring.

**Success** will be experienced by the community and NH as we evolve the way we partner with our patients and their families in all aspects of our operations including decision making, designing services, committee work and building capacity across the organization on 'harnessing the un-tapped potential' of patient partnerships.

**Success** will be experienced by the community and NH in seeing our IQSF evolve year over year to reflect the ever changing challenges in healthcare, as well as the innovations that will keep residents within Niagara Region receiving advanced care close to home.

## How can I advance our IQSF?

Our IQSF is anchored in best practices, addressing system pressures and incorporating what matters most to NH and all of its staff and community. We can advance the IQSF by understanding the initiatives we are focusing on, how our roles contribute to success, how clients and families are the central part of the work we do and that everyone plays a critical role in quality and safety.

We can also advance our IQSF by partnering authentically with patients, families and volunteers in helping them understand their roles in quality and safety, and providing them with information to become involved in our Niagara Health Engagement Network (NHEN) to co-design initiatives.

Our IQSF will continue to evolve over time and its success will be dependent on the innovation of our staff, physicians and families to suggest different ways that care can be provided in our ever changing health system and population.

## Appendix – Quality Initiatives, measures and targets

Quality Improvement Initiative	Quality Dimensions						Description	Measure	Target
	S	E	A	T	E	C			
Medication Reconciliation	√	√		√	√	√	Medication Reconciliation is a high risk activity that when errors occur, it can lead to significant harm. The Canadian Patient Safety Institute, the Institute of Safe Medication Practice, Accreditation Canada and Health Quality Ontario place high focus on organizations creating structures and processes that ensure close attention is paid to reconciling medications at admission, transfers in and out of service areas and at discharge. At Niagara Health we commit to our patients and each other by focusing on this aspect of care through our Quality Improvement Plan (QIP) and other internal initiatives. Understood is that we need to create standardized tools and processes that make it easy for staff and physicians to reliably ask the right questions and document in ways that everyone can see.	Maintain compliance rates at admission and discharge	90%
We Round • Pressure Ulcers • Falls	√					√	Often communication is what will reduce or enhance harm. When patients and families are not aware of their role in their care, or communication does not happen in ways that are reliable, there is increased risk of harm. At Niagara Health we believe that communication done effectively and reliably can reduce the number of pressure ulcers and falls. We achieve this with 'We Round' incorporates the 5 core tenets (possessions, pain, personal needs, position and pumps) and customizes it by unique area. We want to eliminate preventable harm.	Decrease the number of facility acquired pressure ulcers (stage 3 and above)	↓ by 10%
	√					√		Decrease the number of inpatient falls across units (level 3 and above)	↓ by 5%
Senior Friendly Hospital	√			√		√	Our patient population continues to age with more complex conditions and limited community supports. Our senior friendly hospital initiative is to ensure that we are meeting the needs of the community and the shifting demographic in ways that make sense, allow for reproducibility across the sites and make one of our vulnerable populations feel safe when they receive care at Niagara Health. We achieve this through our falls prevention program work, purchase of appropriate equipment, larger signage, least restraints program, delirium identification initiative, geriatric assessment program, aligning our work with the AODA committee and implementing senior sensitive training program.	Execution of the committee's goals and objectives	Annually
Physician Transfer of Care	√		√	√	√	√	Keeping patients safe when they transition within or outside of Niagara Health is extremely important. The way we ensure a reliable care experience is to understand where 'hot spots' of activities are and create standardized tools to minimize errors	Decrease the number of patient safety incident levels 3 and above	↓ by 3%
Patient Flow	√	√	√	√		√	Moving our patients smoothly and quickly through the Emergency Department	Reduce the length of	↓ by 5%



Quality	Quality Dimensions						Description	Measure	Target
							once a decision of admission occurs is important to ensuring a better patient and staff experience when receiving and providing care. Often patient flow is impacted by many areas where there are challenges in discharging patients home, finding appropriate beds in the community, patients/families understanding why being home is better than in hospital or having different ways of assessing discharge readiness. There is a large organization focus on understanding and addressing the flow of patients through Niagara Health to ensure that everyone is receiving the right care in the right place always.	stay in the Emergency Department for admitted patients measuring the 90 <sup>th</sup> percentile	
Integrated Comprehensive Care	√	√	√	√	√	√	Care continues to be more complex requiring many touchpoints across a patients journey. Ensuring a strong collaborative partnership with partners in the community improves the patient’s ability to manage their care at home and reduces the number of repeat Emergency Department visits. Patients and their caregivers are often frightened when they go home and having a strong sense of who to contact and structures in place make it easier to stay at home. One way to measure this is how often patients visit and/or are readmitted into hospital through our Emergency Department.	% decrease visits to ED/UCC for patients enrolled in ICC program  % decrease overall readmission following ICC enrollment  % reduction in number of days for acute length of stay for ICC patients with COPD and CHF	↓ by 10% to 38.25%  ↓ by 10% to 19.71%  ↓ one day to 6.6 days
I-Equip	√	√		√			I-EQUIP is a formalized partnership between Brock University and Niagara Health that commits students for two years in a phased approach to quality improvement initiatives that have been identified through incidents, frontline, system priorities or emerging concerns through our complaint process. The two year undergraduate program allows for initiatives to follow the natural growth and maturation of information in a PDSA fashion, allowing for multiple touchpoints with subject matter experts helping to inform and take part in the understanding of information while providing the opportunity for students to learn in a meaningful way. In 4 years over 61 projects have been completed, involving 165 NH staff.	Number of initiatives per year	6 new partnerships per year.
Healthy Teams	√			√		√	It is well understood in organizational literature that healthy teams provided better patient care and often lead to better patient outcomes and fewer errors. Having an engaged workforce allows for innovation, creativity and general well-being. At Niagara Health one way we measure healthy teams is through our engagement scores from our staff and physician surveys. Many initiatives are attached to this, however the ‘big dot’ measure of how we define success is through our annual survey.	Achieve or exceed community hospital average staff engagement scores  Sustain or exceed community hospital average physician	66%  71%

Quality	Quality Dimensions						Description	Measure	Target
Be Well	√			√		√	Ensuring that Niagara Health supports the physical and mental health of our people while helping them make informed personal health choices, be engaged and fully contributing at work is of key importance. We achieve this by providing supports through wellness activities to reduce time away from work, reduce the number of work place injuries and reduce the number of preventable injuries. There is an ongoing desire to ensure that all staff and physicians feel supported and cared for as employees or providers of healthcare services as it contributes to the health of the organization, community and patients seeking care.	engagement scores  Reduce sick time using the LHIN as a comparator  Reduce the number of preventable workplace injury rate (no lost time)  Reduce the number of preventable workplace injury rate (lost time)	↓ by 4%  2.6 (rate)  0.97 (rate)
Unit Based Teams (UBT's)				√		√	UBTs are a commonly used quality improvement tool in healthcare that empowers staff to act as change agents of their own units and shared accountability in the provision of high quality safe care. A secondary benefit of UBT's is staff engagement and wellness. UBT's enable staff to implement meaningful changes at the frontline that are generated by frontline workers. This allows staff and physicians to see themselves in the work, transform their work to better suit the needs and the needs of their patients. Niagara Health has 25 UBT's and since 2015 have generated 330 ideas. We continue to harness the momentum and drive change through our most valuable resource – front line staff and physicians.	Increase the number of ideas to be implemented annually	8 per year
Extraordinary U	√			√		√	Investing in staff and physicians offers a wide array of benefits including staff satisfaction, pride in place of work, increased knowledge and capacity, a better trained workforce and ultimately better patient outcomes. Ensuring that the education is meaningful and translatable into improvements our outcomes requires measurement. The leadership program offers a wide range of courses, sessions, seminars etc... to different levels of impact to improve knowledge and skill to ensure success. Stakeholder feedback is very important and each course is evaluated and the <a href="#">catalogue</a> of offerings updated based on the individual evaluations of participants.	Achieve satisfaction rating of each event and program using a Likert Scale  Increase the pre/post knowledge of participants post session	87.5% (3.5/4.0)  ↑ by 20% (1 point)
Clinical Utilization	√		√	√	√	√	Clinical Utilization ensures that organizationally we are using resources effectively and efficiently. At Niagara Health our key focus on clinical utilization is attached to timely and efficiently transitions which is captured in our Quality Improvement Plan (QIP). Our QIP measures how quickly and effectively we make a determination of admission from our Emergency Department to a patient getting a bed. In essence the focus is to reduce 'hallway medicine'. While there is not one way to make improvements, one way in which Niagara Health will approach	Implementation of standardized work across all professions  Creation and monitoring of an accountability framework for standard	March 31 <sup>st</sup> , 2019

Quality	Quality Dimensions						Description	Measure	Target
							this through the creation of standard work for all stakeholders who are part of the admission process and create a central bed filling structure to have full view of all hospital resources.	work  Creation of a centralized intake structure  Creation of a triage decision tool & provision of education for staff	
Electronic Medical Record	√	√		√	√	√	Having a central location of patient information where everyone can see current, past or future recommendations in real time improves and integrates care in different ways that is more meaningful to the user and recipient. Niagara Health is on a journey of creating a transformational electronic Health Information System (HIS) that will make the flow of information smoother, in real time and reduce the number of 'touchpoints' that often creates barriers or impacts safe care. Prior to achieving an electronic healthcare record, many steps are required to ensure proper oversight, planning, and stakeholder feedback. This ensures that processes in place make sense for when then migrate into an electronic environment.	Develop a HIS governance structure  Validate HIS scope, current and future state of the project  % of developed processes to identify, review and approve HIS benefits	August 31 <sup>st</sup> , 2019  August 31 <sup>st</sup> , 2019  60%
Health Equity Impact			√	√		√	Equity continues to be a system-wide focus for healthcare, with empirical data suggesting poor health outcomes for people of with visible and invisible inequities. Niagara Health is in process of developing a health equity strategy aimed at reducing inequities and disparities in care. A health equity strategy would strengthen patient-centeredness through the integration of a health equity lens into the procedures, guidelines, policies, programs, and practice at Niagara Health. Over the next twelve months, an equity committee will be reaching out across the organization and community to better understand what 'equitable' health would look like and how we can better integrate diversity.	Creation of an health equity strategy	March 31 <sup>st</sup> , 2019

Quality Dimensions: S=safety E=effective A=access T= support for our teams E= efficient C= community and client centredness