

Let's Make Healthy  
Change Happen.



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



NorWest Community  
Health Centres  
Centres de santé  
communautaire NorWest

4/15/2019

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](http://ontario.ca/excellentcare)

## Overview

NorWest Community Health Centre (NWCHC) strives to reduce health disparities and inequities by delivering inter professional care services and programs integrating primary health care with social services, health promotion and community development. NWCHC commits to continuous improvement in the quality of services and programs with all efforts oriented to meet the specific needs of the people and communities being served.

NWCHC is a multi-service, multi-site Community Health Centre with 3 locations in Northwestern Ontario (Thunder Bay, Longlac, and Armstrong), and Mobile Services at smaller communities (Neebing, Nolalu, Kaministiquia, Shebandowan, Upsala, O'Connor, Murillo, Armstrong). In collaboration with partner organizations, it provides a continuum of integrated services to improve the health and wellbeing of people. NWCHC offers an improved access to integrated primary health care by integrating health promotion and illnesses prevention with clinical services in primary care. This holistic, integrated and comprehensive health care approach focuses on mitigating the impact of the many non-medical determinants of health.

NWCHC operates within a community development framework by building upon and strengthening the local community to develop solutions that support healthy living. NWCHC builds the capacity of the local community through community leadership, advocacy, integration and partnerships.

NWCHC makes special efforts to serve people who have a higher risk of poor health, or people who are having difficulty finding health care because of language, cultural barriers, poverty or isolation. We take into consideration the social, emotional and financial needs of our clients, since these factors affect a person's overall health. Beyond health care, NWCHC provides them with information and resources to increase understanding of the factors affecting their health and enhance clients' capacity to self-manage their conditions.

For 2019/20, NWCHC aims to implement the QIP activities within our corporate plan by integrating the QIP with our planning system. In order to assure that the quality improvement strategy is fully implemented, NWCHC has created and staffed a dedicated cross functional QI service to lead it within the organization. It will foster NWCHC's culture of QI and facilitate the implementation of PDSA cycles as a conceptual framework for developing, testing and implementing changes leading to improvement.

## Describe your organization's greatest QI achievement from the past year

### TEAM CARE

In partnership with three local primary care clinics with funding by the North West LHIN, NWCHC launched the Team Care program which offers expanded access to inter-professional allied health services for individuals with complex health and social issues. In terms of improving access and transitions within the health system, Team Care has been a major quality improvement achievement for NWCHC as the program enhances primary health care services for disadvantaged populations in order to reduce health inequities.

Team Care provides system navigation, dietary care, mental health therapy, health promotion, and foot care services to clients of Port Arthur Health Centre, Superior Family Health Organization and Aurora Family Health Clinic. The inter-professional approach was designed to improve teamwork, communication and collaboration between the partners, allowing patients to access the care they need in a timely manner. Most of the services are delivered in clinic facilities which makes it quicker for clients to access the services and go through the referral process. Particularly for mental health, this helps to alleviate some of the clients' stresses and increases their health and well-being.

A coordinated team-based approach provides a solution to the disparity between the needs of vulnerable clients and the capacity of medical providers to offer a range of additional supports that clients need. These additional services allow practitioners to increase access and the ability to provide primary health care to unattached individuals.

#### Client's Narrative

"My name is Cindy and I am a 9 year survivor of a motor vehicle collision that has left me with several different medical health issues that haven't fully resolved. I have struggled to find needed medical/social resources in Thunder Bay and area over the years since injury. My G.P. felt that we would find the System Navigator in the clinic helpful in future direction of my care. Having a background in health care, I am new to asking for help and support in this area, but was highly motivated to improve my conditions.

A referral was made and an appointment was given for the very next calendar day with the System Navigator. I found her warm, genuine and open to listening to my concerns without judgement. She was able to introduce/connect me to an Intake Worker of an organization that I previously thought to be a poor fit during our appointment. During our meeting I was able to learn of what services they had that were suitable for my needs and applications for them were provided. She also provided me with a plan/goal for our future interactions, plans to speak to my G.P. directly to discuss our plan, and offered to be an advocate when required. I found this appointment/contact very helpful as it was able to alleviate the majority of stressors regarding future direction of my healthcare; I felt I had a person who had the time to listen to me and was willing to act as an advocate when needed; she had proven knowledge of resources to access; there was a plan and goal given for our future interactions; and there was an easy way to contact her with quick follow up."



## Patient/client/resident partnering and relations

We seek feedback from clients using a questionnaire given to primary care clients, clients seen during walk in clinics, and those using Mobile Health Services clinics. This year we had 427 clients complete the questionnaire. The questionnaire has been loaded to a tablet computer and a volunteer will provide

assistance to the client with the completion of the questionnaire if literacy, vision, language or use of technology is a barrier.

The eight questions address how soon clients are seen, are providers seeking to ensure clients understand their well-being, are clients are involved with decision making, have clients changed behavior based on providers' suggestions, are clients treated with dignity and respect, are clients satisfied with their services/programs, if they feel comfortable, and general comments that clients have.

## Workplace violence prevention

NWCHC is committed to the prevention of workplace violence and harassment in order to provide a safe and secure environment for its employees, clients, students, volunteers and visitors. For this purpose, the organization has consistent policies and procedures that apply to all situations involving acts of harassment or abusive behaviour; assault, threats or acts of violence. NWCHC focuses on the precaution to identify all actual or potential sources of violence to eliminate or minimize these risks as well as investigate all complaints filed. To prevent from violent situations, the Centre also offers De-escalating Potentially Violent Situation (DPVS) training to its staff.

From February (2018) to January (2019) 76 staff have completed an interactive one-day session on De-escalating Potentially Violent Situation (DPVS). DPVS is a train-the-trainer program obtained from the Crisis & Trauma Resource Institute, a program chosen by our management team and Joint Occupational Health and Safety Committee. The training has the following content: understanding of violence, rating your workplace, anger cycle, attributes for potential aggression, warning signs, and defusing anger. Staff use behavioural learning with practicing assertiveness and interpersonal communication using case scenarios they might encounter in our work. Staff feedback from these training session is informing our risk management decisions. In partnership with the Canadian Mental Health Association, we have held training sessions at each agency on a quarterly basis to ensure new hires are trained as soon as possible.

## Contact Information

NorWest Community Health Centres (NWCHC)  
525 Simpson Street  
Thunder Bay, ON P7C 3J6  
T (807) 622-8235  
<https://www.norwestchc.org/>

## 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

Board Chair David Richards \_\_\_\_\_ (signature)  
Quality Committee Chair or delegate Anita Jean \_\_\_\_\_ (signature)  
Executive Director/Administrative Lead Juanita Lawson \_\_\_\_\_ (signature)  
Other leadership as appropriate \_\_\_\_\_ (signature)