

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

Flemingdon Health Centre (FHC) provides high quality primary health care services and community programs to residents living within our catchment in North East Toronto. We serve over 13,000 clients across 3 locations. Like all community health centres (CHCs), FHC provide services to people in our communities who may have difficulty accessing health care due to factors such as poverty, language, culture, or the lack of health insurance. We use an interdisciplinary team approach so that our clients have access to coordinated services from a variety of providers all under one roof, including doctors, nurse practitioners, chiropractors, social workers, community health workers and other providers. Our team also works closely with partner agencies in the East Toronto Health Partners and North York Toronto Health Partners Ontario Health Teams (OHTs) to ensure seamless transition to other health care and social services. Integrating care in this way helps to comprehensively address issues faced by our clients who are often affected by low income, social isolation, and housing challenges - all of which affect clients' physical and mental wellbeing.

FHC's strategy ultimately seeks to achieve equitable health outcomes for our communities. Specifically, our efforts are focused on equity deserving communities having improved access to high quality primary health care and the supports, rights and dignities afforded to others. We will achieve this bold goal through the following three strategic priorities:

1. Catalyze Community-Driven Care
2. Align Collective Capacity
3. Embody Health Equity from the Inside Out

Our QIP is heavily influenced by these three priorities. Change ideas will be driven by our community, executed in collaboration with our partners and led by front-line staff to amplify our impact. Together with the other local CHCs and in alignment with our OHTs, FHC will focus on the following indicators, with a focus on priority populations that have historically been underserved:

- How comfortable and welcome clients feel
- Patient involvement in decisions about care
- Client perception of timely access to care
- Completion of socio-economic data collection
- Proportion of clients up-to-date with cancer screening

FHC excels at providing integrated care for clients and providing services that go beyond simply addressing illness. Our services address physical, mental and social well-being with a focus on disease prevention and we are committed to continuously improving these services.

## Patient/client/resident engagement and partnering

FHC's Quality Improvement committee directly engages clients in two ways, through the implementation of our Client Experience Survey by volunteers from the community and through the feedback received from FHC's community governed Board, which is composed of community stakeholders and service users. FHC further engaged the community by holding community consultations in tandem with the Client Experience Survey, to collect more qualitative feedback that will better inform improvements to our services.

In addition, developing systems and forums that support active engagement of clients is key to informing the work of FHC. Community advisory groups are in place to support with the identification of service gaps, planning, implementation and evaluation of programs and services. FHC also matured its Community Health Ambassadors (CHAs) program. CHAs are hired from the community and trained in community engagement to deliver health promotion activities and supports in culturally relevant manners.

Continuing to listen to our community will continue to be a focus as demonstrated by our strategic priority to catalyze community-driven care. We will:

- Seek to build strong networks and relationships with the communities we serve.
- Give greater influence to the community in the design and delivery of health services and supports.
- Aim for a measurable increase in the access of health services and supports to community members historically underserved.

### **Provider experience**

Like many organizations, FHC is increasingly concerned about the health and wellbeing of our staff. Workload during the pandemic has increased for a variety of reasons including cumulative effects of change, increasing client complexity and needs and administrative burden.

As we mobilize our community-facing strategy, we must simultaneously align, bolster and rejuvenate the wellbeing of our staff and the health of our organization. We are equally committed to deepening our community impact as we are to nurturing supportive, protective workplace conditions that sustain our staff, students and volunteers. Our QIP reflects this goal by being highly focused and iterative, so we have capacity to dedicate time and resources to improving staff engagement and wellbeing. FHC continues to focus on staff driven quality improvement through our quality committee and making quality improvement training and supports available to those engaged in quality improvement work.

FHC is also working to support our team through providing a supportive environment, flexible work arrangements, appropriate infection control measures, balancing patient volumes with access to care, investigating process changes to reduce administrative burden, advocating for manageable funder targets and advocating for the streamlining/reduction of documentation/admin work currently required of primary care providers.

### **Workplace Violence Prevention**

One of FHC's strategic outcomes is "a workplace culture of safety, wellbeing, and work-life balance" and a core value is "anti-racism and anti-oppression." The centre actualizes these priorities and seeks to prevent workplace violence in a number of ways including: having in place a rigorous hiring process, providing new staff with training on workplace violence prevention and anti-racism and anti-oppression, and having a policy in place to identify and address issues in a timely manner. Health and safety training is provided for all staff and accompanying policies are informed and updated according to applicable legislation such as The Occupational Health and Safety Act and The Ontario Human Rights Code. The board of directors, management, and the Joint Health and Safety Committee have policies and

procedures in place to identify, document and respond to issues in both a timely and judicious manner.

### **Patient safety**

FHC is committed to tracking and reporting all patient safety incidents in order to learn from the incident and prevent recurrence. All incident reports are reviewed by management with relevant staff and patients to understand contributing factors, reduce harm, assess risk and develop solutions. Learnings are shared with relevant staff teams and patients to improve patient safety, care quality and prevent recurrences.

### **Health equity**

Equity is at the core of FHC's strategic plan and the ultimate aim of our strategy is equitable health outcomes for our communities. We will do this by building stronger networks and relationships with the communities we serve so they have a greater influence in the design and delivery of health services and supports. We partner and collaborate with others to advocate on behalf of equity deserving communities. Through our interdisciplinary programs and services, we help people increase control over factors that impact their health, such as social inclusion; social justice and equity; and access to shelter, education, income and employment security, food, and a healthy eco-system. We are a member of the Alliance for Healthier Communities, a network of community-governed organizations committed to advancing health equity through comprehensive primary health care.

As part of our efforts to advance health equity, FHC collects sociodemographic information from 72% of our clients since 2012. We use the information to stratify our performance (e.g., cancer screening rates) by race/ethnicity and by income so that we can develop strategies to reach priority populations with lower health outcomes. We also use the data to assess whether our programs and services are reaching our target populations.

### **Contact Information**

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### **Other**

n/a

### **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 \_\_\_\_\_ (signature)  
Quality Committee Chair or delegate \_\_\_\_\_ (signature)  
Executive Director/Administrative Lead \_\_\_\_\_ (signature)  
Other leadership as appropriate \_\_\_\_\_ (signature)

