

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

March 26, 2024

OVERVIEW

Flemingdon Health Centre (FHC) is dedicated to delivering exceptional primary health care services and community programs to over 13,000 residents in North East Toronto. With three locations, we serve a diverse clientele facing barriers like poverty, language, and lack of health insurance. Our interdisciplinary team ensures comprehensive care, including physicians, nurse practitioners, chiropractors, social workers, and community health workers, all conveniently located under one roof.

Collaboration is central to our operations, as we work closely with partner agencies under East Toronto and North York Ontario Health Teams to facilitate smooth transitions for clients, addressing their multifaceted challenges. Our strategic priorities focus on achieving equitable health outcomes, empowering community-driven care, fostering collaborative capacity, and championing health equity. Our QIP is rooted in these priorities, driven by community voices and collaboration with partners to enhance client comfort, involvement, and access to care. We aim to improve socio-economic data collection and cancer screening rates, prioritizing underserved populations.

FHC distinguishes itself by providing integrated care emphasizing disease prevention and physical, mental, and social well-being. We remain committed to continuous improvement to better serve our community.

ACCESS AND FLOW

Flemington Health Centre (FHC) is dedicated to actively involving our patients and community members in shaping our quality improvement efforts. Our Quality Improvement committee facilitates this engagement through our Client Experience Survey, administered by community volunteers, and by gathering feedback from FHC's community-governed Board, which includes stakeholders and service users. In parallel with the survey, FHC conducts community consultations to gather qualitative insights and enrich our understanding of service needs.

We prioritize building robust systems for client engagement. Community advisory groups play a vital role in identifying service gaps and contributing to program planning and evaluation. Our Population Health programs, work with various communities, team members are trained in culturally sensitive engagement, enhances our ability to deliver tailored health promotion activities and support services.

Aligned with our strategic priority of catalyzing community-driven care, FHC is committed to:

- Cultivating strong relationships within the communities we serve.
- Empowering the community to shape health service design and delivery.
- Increasing access to health services for historically underserved community members.

At FHC, we understand the importance of ongoing dialogue and collaboration with our community to ensure our services are responsive and inclusive.

ADMINISTRATIVE BURDEN

Moving forward, Flemington Health Centre (FHC) is dedicated to building upon our existing initiatives and implementing new

strategies to further alleviate administrative burden and enhance patient care. Here are some ideas for this year:

1. **Optimizing Reception and Decision Support Teams:** We will focus on improving the efficiency of our reception and decision support teams to streamline patient intake processes and reduce administrative bottlenecks. This may involve enhancing training, implementing new protocols, and leveraging technology to automate tasks.
2. **Enhancing Information Technology Tools:** We will continue to invest in information technology tools, such as OCEANS and other digital platforms, to support our providers in delivering high-quality care efficiently. This includes optimizing existing systems, exploring new technologies, and providing training to ensure effective utilization.
3. **Implementing Process Improvements:** We will actively identify and implement process improvements across various areas of our organization to streamline workflows and reduce administrative burden. This may involve conducting workflow analyses, soliciting feedback from staff, and implementing best practices from other healthcare organizations.
4. **Promoting Work-Life Balance and Staff Wellbeing:** We remain committed to supporting the wellbeing of our staff, students, and volunteers. We will continue to promote work-life balance through flexible work arrangements, wellness programs, and initiatives aimed at reducing stress and burnout.
5. **Advocating for Policy Changes:** We will advocate for policy changes at the provincial level to address systemic issues contributing to administrative burden in the healthcare sector. This may include advocating for standardized documentation requirements. In addition to actively support leveraging technology and fostering the seamless integration of systems to optimize

healthcare delivery.

EQUITY AND INDIGENOUS HEALTH

One of our flagship initiatives is our partnership with Flemo Farm, a grassroots organization fostering community engagement and Indigenous cultural safety. This transformative initiative not only provides access to healthy food but also empowers residents through the Community Farmer program, promoting entrepreneurial development.

Recently, we have begun to stratify cancer screening based on race/ethnicity and income level. We will be using our Community Health Ambassadors who not have language specific skills but are also representative of the communities we serve. This allows for a tailored approach that is culturally sensitive.

Additionally, Flemingdon collaborates closely with sister Community Health Centres (CHCs) in East Toronto, leveraging collective efforts to address health inequities. Through joint initiatives and shared resources, we aim to create inclusive environments where all individuals feel welcome and valued.

Within our organization, we have implemented targeted interventions to enhance equity in healthcare delivery. This includes the development of an Equity, Inclusion, Diversity, and Anti-Racism workplan, which guides our efforts in addressing systemic barriers and promoting inclusivity within our services.

As part of our ongoing commitment to equity, Flemingdon Health Centre offer quarterly training for staff on equity related issues and

remains dedicated to driving meaningful change and fostering a culture of inclusivity within our organization and the broader communities.

PATIENT/CLIENT/RESIDENT EXPERIENCE

FHC's Quality Improvement committee actively engages clients through diverse avenues. Our Client Experience Survey, facilitated by community volunteers, and feedback from FHC's community-governed Board provide direct insights into client perspectives. Along with the survey, we conduct community consultations to gather qualitative feedback, enriching our understanding for service enhancements.

FHC is committed to establishing platforms facilitating client engagement. Community advisory groups identify service gaps and aid in program planning, implementation, and evaluation. Our Community Health Ambassador program, comprising community-hired individuals trained in community engagement, delivers culturally relevant health promotion activities and support.

Our strategic priority is to empower community-driven care by fostering strong networks and relationships with the communities we serve. We aim to grant the community greater influence in shaping health services and supports, targeting a measurable increase in accessibility for historically underserved members.

By prioritizing community input and collaboration, FHC is poised to enhance service quality and effectiveness, meeting the diverse needs of our communities efficiently.

PROVIDER EXPERIENCE

Like many organizations, FHC prioritizes staff wellbeing and quality improvement. The post-pandemic environment continues to pose challenges regarding workload and support due to evolving client needs and administrative tasks. As we advance our community-focused strategy, we remain equally dedicated to nurturing a supportive workplace environment.

This QIP reflects our commitment by prioritizing staff engagement and wellbeing. FHC empowers staff through quality committees and readily available training. We adopt a focused and iterative approach, ensuring efficient allocation of resources.

We have a Staff Engagement Committee that meets regularly to plan and implement activities designed to engage and motivate employees, create a positive and productive workplace culture and strengthen employee/employer relationships. In December 2023, we conducted a staff engagement survey. Based on the results of the feedback, we will be striking a working group to discuss areas for improvement.

Supporting our team is a priority. We cultivate a supportive atmosphere, offer flexible work arrangements, and implement rigorous infection control measures. Additionally, we advocate for manageable funder targets and strive to reduce administrative burdens on primary care providers.

Our approach integrates community impact and staff support. By fostering a culture of quality improvement and prioritizing staff wellbeing, we are better equipped to serve our community while maintaining a healthy organizational environment.

SAFETY

FHC is dedicated to tracking and reporting all patient safety incidents to foster a culture of learning and prevent future occurrences. Each incident report undergoes thorough review by management, involving relevant staff and patients to comprehensively understand contributing factors, mitigate harm, assess risks, and devise effective solutions.

Insights gleaned from these reviews are disseminated among pertinent staff teams and patients to enhance patient safety, elevate the quality of care, and proactively avert recurrences. By actively engaging in this process, FHC strives to continuously improve its practices and ensure the well-being of all patients.

This year we will be undergoing accreditation through CCA. We will be reviewing our policies and procedures to ensure we're in compliance with the many indicators for community based primary care, which includes important risk management functions such as a safety.

POPULATION HEALTH APPROACH

Our population health approach centers on understanding the communities we serve, strengths and challenges. Tools such as client surveys, evaluations and community needs assessments as well as focus groups, and community engagement opportunities are critical to assess emerging gaps and needs in health education, literacy, and health promotion. For instance, our Community Health Ambassadors program supported cancer screening initiatives, addressing specific community needs to remove barriers and facilitate healthcare access. Collaborating with OHT partners and various local agencies amplifies the impact. Our strategy emphasizes community empowerment and partnership to build resilient communities where everyone can thrive.

CONTACT INFORMATION/DESIGNATED LEAD

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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

Board Chair

~~Quality Committee Chair or delegate~~

~~Executive Director/Administrative Lead~~

~~Other leadership as appropriate~~
