



ACCESS HEALTHCARE SERVICES INC.

QUALITY AND RISK MANAGEMENT FRAMEWORK
An Integrated Approach to Quality, Risk and Client Safety

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QUALITY IMPROVEMENT FRAMEWORK

Introduction

Access Healthcare Services Inc.'s (AHSI) mission is to provide the best possible health care outcomes for clients and their families. As there is an increasingly greater demand for transparency and accountability, government funded organizations are required to demonstrate a consistent quality based and client centred approach to service delivery. It is from this perspective that AHSI bases its approach to quality and acknowledges its ongoing obligation to meet statutory, regulatory, and accreditation requirements.

Ontario's Excellent Care for All Act (ECFAA), enacted in 2010, is the first step in implementing the Province's *Excellent Care for All Strategy*, designed to improve the client experience by delivering evidence-based client centred health care. The strategy focuses on aligning health care sectors to improve measurement and accountability among service providers, embedding a culture of quality, value, and sustainability.

The ECFAA supports a shift towards a system-level approach to quality improvement in Ontario by requiring a set of commitments from health care providers and organizations.

Organizational Quality Framework

The quality improvement framework is a detailed organizational plan that includes essential information about how to manage, deploy, and evaluate quality throughout AHSI. The framework is based on the original plan provided by Home and Community Care Support Services and is continuously under improvement to ensure that AHSI is able to pivot and respond the increasing needs of the community.

Access Healthcare Services Inc. has adopted the Ontario Health Quality Council's definition of quality improvement:

"Quality Improvement is a proven, effective way to improve care for patients, residents and clients, and to improve practice for staff. In the healthcare system, there are always opportunities to optimize, streamline, develop and test processes, and QI should be a continuous process and an integral part of everyone's work, regardless of role or position within the organization."

The AHSI quality improvement framework demonstrates our organization-wide commitment to safety and quality at all levels and serves as a roadmap for improving quality and the client experience throughout the Organization.

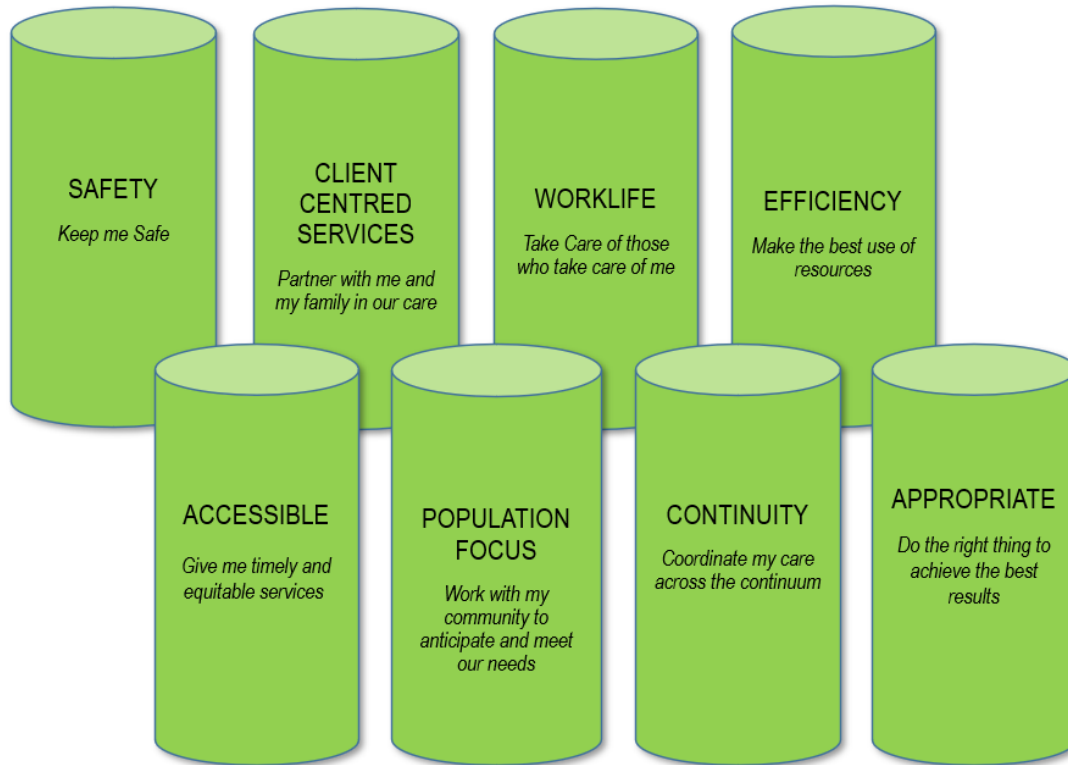
In collaboration with the senior management team, AHSI's Chief Executive Officer and Client Services Director provide leadership and direction in the development and implementation of a quality and risk management framework. The goals are to:

- Achieve the mission and strategic goals of the organization
- Plan and integrate systematic improvement activities across the organization
- Be a model of excellence in healthcare
- Ensure organization-wide communication about accountability and performance
- Meet requirements of *Ontario's Excellent Care for All Act*
- Provide an enhanced client and employee experience

AHSI has adopted the eight dimensions of quality as defined by Accreditation Canada; *Safety, Client-Centred Services, Worklife, Efficiency, Appropriateness, Accessibility, Population Focus* and *Continuity*. The eight dimensions guide strategic direction and drive operational objectives and quality improvement initiatives.

EIGHT PILLARS OF QUALITY

ACCESS HEALTHCARE SERVICES INC.



Adapted from the Accreditation Canada Quality Framework

The overall goal of AHSI is to achieve better care for clients, better client outcomes, and better work life for employees while operating with fiscal responsibility. Furthermore, AHSI quality improvement initiatives will support;

- Collaboratively planned, systematic, and integrated approaches to improving organizational performance
- Organization-wide accountability
- A culture of continuous quality improvement by encouraging proactive recognition and solutions focussed problem solving
- Communication of the organization's quality principles, goals, and objectives to internal and external stakeholders
- Sufficient and responsible resource allocation for quality improvement activities
- Development of quality improvement plans based on priority indicators and evaluation of progress

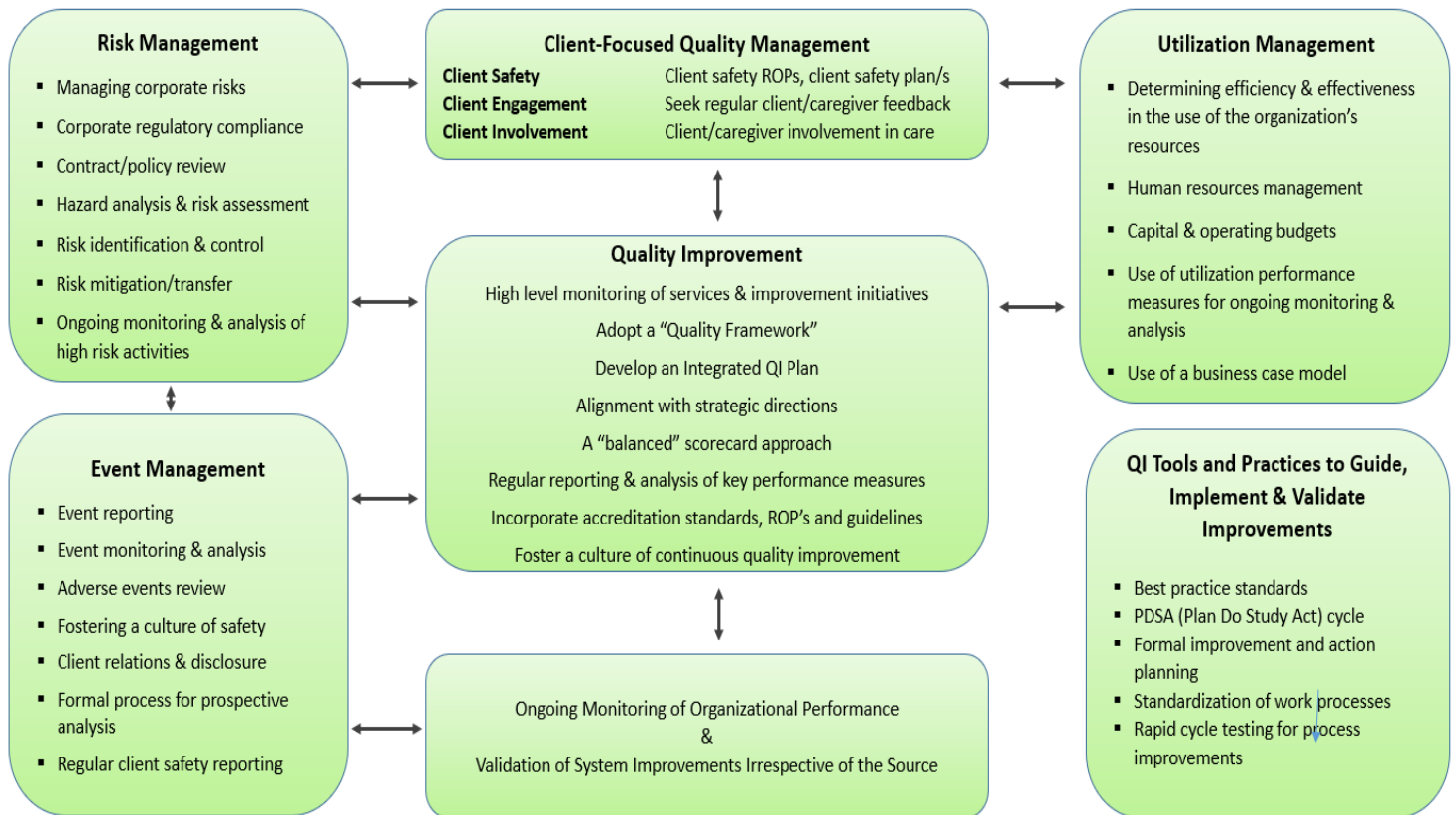
Quality forms the basis of the Organization's mission, vision and values and is integrated into all organizational activities education and training. It is a comprehensive program designed to objectively and systematically monitor, evaluate and improve quality throughout the organization with a focus on client care and safety. Developed by the Senior Leadership Team and endorsed by the President, Chief Executive Officer, the Continuous Quality Improvement (CQI) Framework and

quality improvement plans (QIPs) support an integrated approach, continuously evolving to align with internally identified priority indicators and provincial initiatives.

An integrated approach to quality, risk and client safety with a strong focus on client-centred care forms the basis of AHSI improvement initiatives. While each have an independent focus, significant overlap and shared goals are easily identified. This integrated approach is modelled throughout the Organization and is closely monitored by the Senior Leadership Team through weekly, quarterly and annual reporting.

The following *Organizational Quality Framework* highlights key areas and the relationship shared by quality and risk. It illustrates the processes within the individual dimensions of quality improvement, client focused management, utilization management, risk management, event management process while demonstrating their interrelatedness.

Access Healthcare Services Inc Organizational Quality Framework



Continuous Quality Improvement (CQI)

AHSI recognizes that quality, risk and client safety are the responsibility of all staff and encourages innovative approaches to addressing areas for improvement.

The AHSI Leadership Team reports to the President, Chief Executive Officer on quality initiatives and project progress. CQI functions of the leadership team include:

- Regular reporting and analysis of key performance indicators

- Identifying risks and opportunities for improvement
- Prioritizing and actioning opportunities for improvement
- Evaluating progress of quality improvement projects

Quality improvement plans are developed based on priority indicators which are identified through frequent analysis of key performance and incident event data. AHSI also seeks feedback from the Client and Caregiver Engagement Council as well as information obtained during client experience surveys.

Wherever possible, leaders are encouraged to review and implement “best practice” and learnings external to AHSI and to build on the successes and guidelines of other organizations and sectors including Home and Community Care Support Services (HCCSS) and the Cochrane Institute. Specifically, the AHSI Professional Practice Review Committee and AHSI Quality Committee, for planned implementation in 2023, will have a dedicated focus on quality, ethics and client safety by developing a systematic approach to policy and practice development based on evidence informed guidelines.

Education and training is provided to employees throughout the Organization to support quality improvement initiatives and professional development at all levels with successes being regularly acknowledged and celebrated.

Supporting Accountability & Transparency

The CQI reporting structure illustrates the shared responsibility of the Leadership Team for the quality, risk and client safety components of the CQI Framework. The President, Chief Executive Officer and Director, Client Services assumes the mandate for quality, risk, and client safety and ensure the Organization’s mission, vision and values are reflected in the strategic direction of AHSI and remain a driving factor in the CQI.

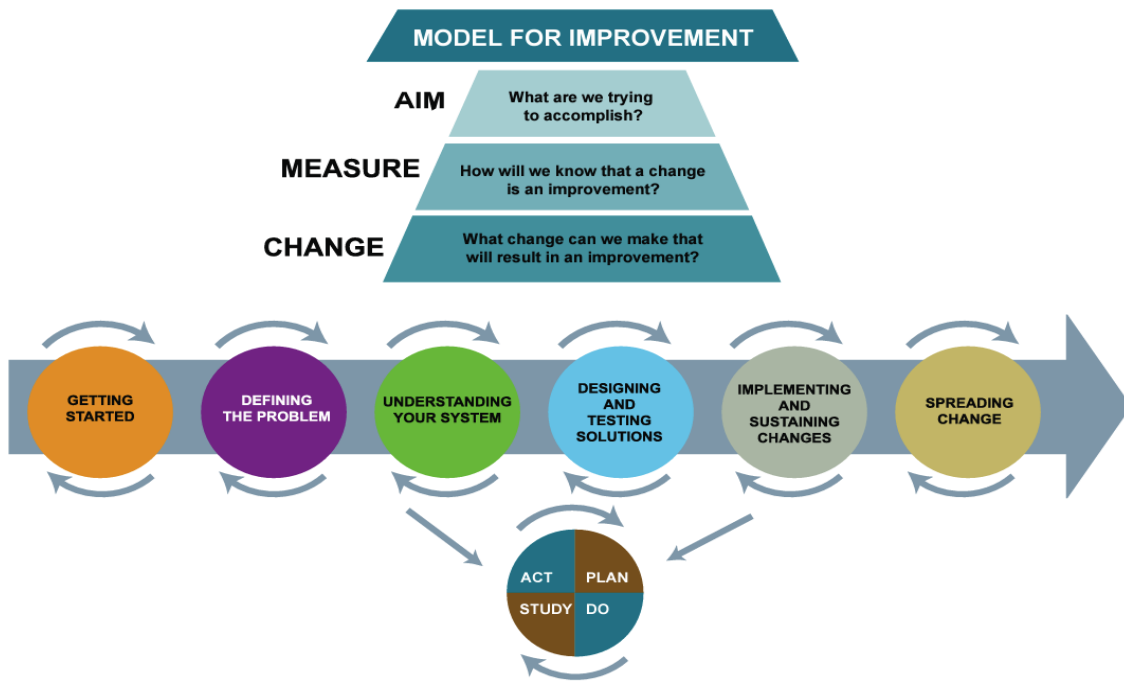
Weekly Status Reports are distributed weekly to the Leadership and Administrative teams including visits completed, visits not serviced, client admissions, client discharges and refused service offers. Additionally, the Leadership team reviews and reports on key performance indicators on a monthly and quarterly basis including incidents of missed care, adverse events and complaints. In collaboration with the Senior Leadership Team, annual reporting is completed by the Director and includes additional data and analysis related to client and employee risk events as well as planned or completed quality improvement initiatives.

Client Experience Surveys are also conducted throughout the year and provide valuable information for the Senior Leadership Team when identifying quality improvement priorities. *Client Experience Surveys* which provide clients an important opportunity to provide feedback on their experience, are completed within both the Nursing and Personal Support Programs and encompass a variety of quality indicators. Results obtained from the *Client Experience Surveys* are reviewed quarterly and reported on annually and help to form the basis of AHSI identified priority indicators and the subsequent development of formal quality improvement plans (QIPs).

Quality Improvement Plans (QIPs)

Quality Improvement Plans (QIPs) offer a proven methodology for improving care for clients. QIPs work towards a defined aim, gathering and reviewing measures and implementing change strategies to improve quality through focused targets and actions.

To facilitate quality improvement initiatives in Ontario, Health Quality Ontario (HQO) has developed a comprehensive Quality Improvement Framework that brings together the strengths of several QI science models and methodologies – the *Model for Improvement*. AHSI has adopted the framework from HQO which can be used at any level of the organization for quality improvement initiatives.



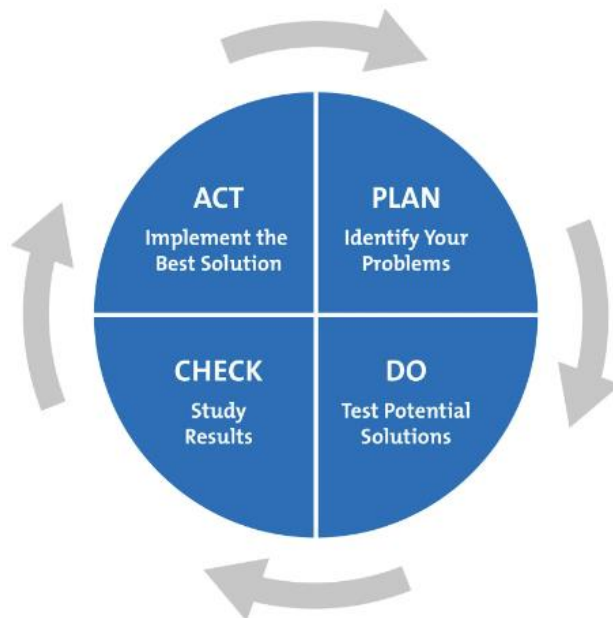
Referenced from Health Quality Ontario www.HQOntario.ca

Plan Do Study Act (PDSA)

PDSA cycles are used to test change ideas through small tests of change within the organization for a short period of time.

Through each PDSA cycle, the QI team may obtain new learnings and/or minimally revise or tweak their change idea to better suit the needs of the Organization. One change idea may undergo several PDSA cycles to refine the concept before applying it Organization wide.

The figure below outlines the process of each PDSA cycle:



CLIENT SAFETY PLAN AND SUPPORTING A CLIENT SAFETY CULTURE

AHSI promotes a culture of safety that protects clients from harm. The AHSI Client Safety Plan outlines a comprehensive approach that aims to align people, policies and procedures, and performance and is supported by our Strategic and Quality Improvement Plans.

At AHSI our Client Safety Plan is guided in by the following objectives:

- Delivery of high quality, safe care at all times
- Engage staff and clients/caregivers in safe work practices at all levels of the organization
- Promote a culture of client safety
- Develop processes that improves capacity to identify and address client safety issues based on best practice standards
- Educate staff, clients and caregivers about our client safety initiatives that are aimed at improving client safety and prevent harm.

All employees are responsible for identifying and addressing client safety issues. Client safety means providing care in a culture where learning from mistakes, working together to create safer processes and involving clients in all aspects of care is continually practiced. The Organization's practices include but are not limited to;

- Proactive processes to identify and mitigate actual or potential risk to a client
- An organization-wide reporting system that supports a multidisciplinary approach to identification, analysis, correction and evaluation of risks and quality improvement based on best practice guidelines
- A documented, coordinated and client centred approach to disclose client safety incidents to clients (or surrogate)
- Promotion of a just culture or no fear/no fault error reporting system
- Policies and procedures that support the objectives of the program at all levels of the Organization
- Incorporation of best practices in establishing operational models, quality initiatives, and corrective processes
- Communication of client safety initiatives throughout the organization
- Commitment to continuing employee education and skill development in each of the integrated areas

The intention of the Client Safety Plan is to communicate and support our focus and commitment to providing care that is safe and compassionate while achieving optimal client outcomes. It is designed to improve client safety, reduce risk and respect the dignity of our clients.

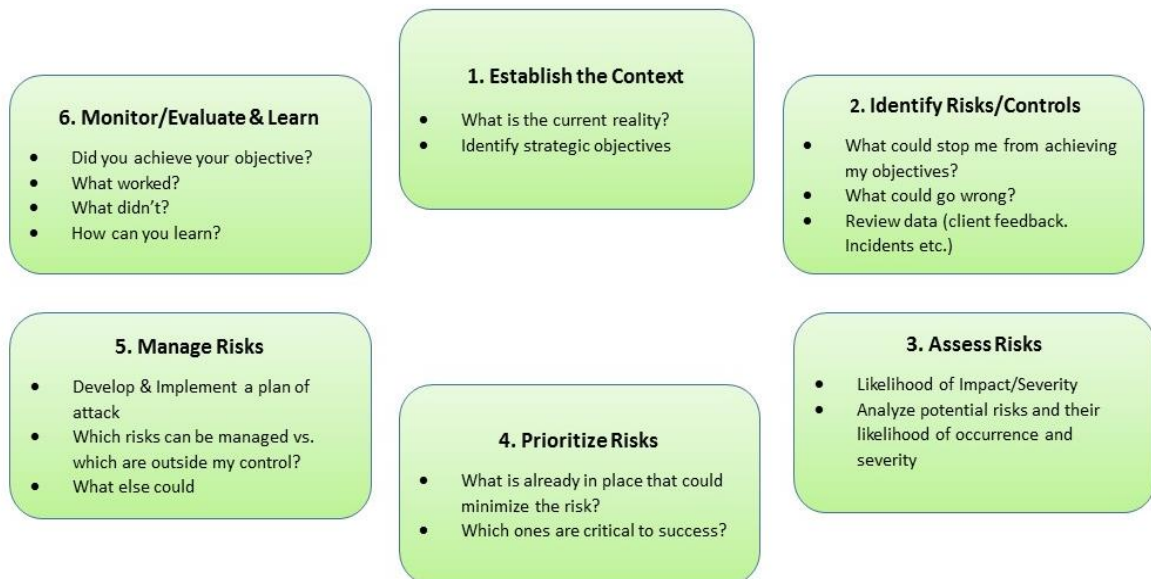
INTEGRATED RISK MANAGEMENT FRAMEWORK

Integrated Risk Management

Risk management is an integral part of the quality improvement process at AHSI. The Organization has adopted a set of practices and processes to support a risk aware culture that improves decision making and performance. This is achieved through an integrated risk management approach that aligns with strategic and operational plans and considers utilization management, client safety and quality improvement initiatives. Furthermore, AHSI recognizes that an effective integrated risk management approach must adopt consistency and commonality, involve input from all team members as well as internal and external stakeholders, have ongoing support from management and ensure good communication throughout the Organization.

The Risk Management program is based on a decentralized framework. Each Program Manager, supported by the Quality Assurance Manager and Director, is responsible for risk identification, risk analysis, risk control and prevention, and the development and monitoring of policies and procedures which address potential risks to the client, the staff, the organization's property, financial position, and public image. The President, Chief Executive Officer and Director, Client Services are assigned responsibility to take a lead role in corporate risk management.

Access Healthcare Services Inc. Integrated Risk Management Framework



Adapted from Accreditation Canada Plans and Frameworks Guides (2016)

Risk Reporting and Monitoring

Risks identified as critical or high risk will be monitored through the AHSI CQI. Hazard Analysis, Risk Assessment and Business Risk Assessment will be updated annually to determine if priorities have changed and to set new action plans as required.

Client critical risks are reported to Home and Community Care Support Services (HCCSS) and the AHSI Leadership Team. Business risks, resource risks and compliance risks are reported to identified members of the Leadership Team who are accountable for ensuring appropriate action is taken.

At Access Healthcare Services Inc. we believe employees have an ethical, professional, and legal obligation to report risk events, providing full disclosure as soon as reasonably possible. In keeping with the AHSI's non-blame, non-punitive philosophy, disclosure does not imply assignment or acceptance of fault.

Access Healthcare Services Inc. requires that for all high risk or critical events that result in an adverse outcome, disclosure should include at minimum the client (or surrogate) and the employee/s involved. For a critical event or for the subset of adverse events that are preventable, AHSI requires a more formal disclosure process, which may include the involvement of the Director, Client Services. Documentation of the risk event including all relevant follow up and the associated outcome is completed in the AHSI event reporting tracker, the Champlain Event Learning System (CELS) and if appropriate, a reference in the client's and/or employee file.

In specifically identified situations, including suspected or alleged abuse, a formal written report may be required. The report is to include a description of the event, steps taken in the investigation process, a summary of events, the root cause analysis, actions taken, improvement plan developed, and the timeline for implementing the improvement plan.

By focussing on the importance of risk reporting, monitoring and communication it facilitates organizational awareness and advances a more systematic and integrated approach to risk management. It forms part of the framework tool that helps to communicate a vision and objectives for management of risk based on the Organization's Mission, Vision and Values.