



**BLUEWATER**  
HEALTH

# QUALITY IMPROVEMENT PLAN 2021-2022

## Overview

Bluewater Health is pleased to share its 2021-2022 Quality Improvement Plan (QIP). The past year has been unprecedented in many ways. The COVID-19 pandemic has had, and continues to have, an impact on patients, families and healthcare providers. Under Ontario Health guidance to support staff and patient safety, many required operational changes were quickly put in place, including entrance screening, family presence restrictions and surgical and procedural service reductions. Despite these challenges, we have continued to focus on providing patients with the best possible care and experience.

From experience, we know the development of a QIP ensures we remain on track to meet the high standards and expectations of our patients and families, staff, and community. Our 2021-2022 QIP builds on the successes and lessons learned from past years, and is evidence of our commitment to providing high quality, safe patient care. In the absence of provincial guidance regarding QIP priorities for the current year, and in the midst of a global COVID-19 pandemic, Bluewater Health will continue to align and focus on our quality improvement initiatives on those priorities identified in 2020-2021 for improved access and flow within our No One Waits (NOW) initiative.

Our organization's COVID-19 pandemic response marks, perhaps, our greatest achievement with respect to quality improvement. Over the past year, our organization has executed a robust Pandemic Response Plan focused on increasing capacity to care for acutely ill patients diagnosed with COVID-19. These patients came from Lambton County and from across Ontario and Manitoba, when the call for provincial support was requested. The hospital also embraced the opportunities to establish COVID-19 Assessment and Testing Centres and partner with Lambton Public Health for COVID-19 Vaccination Centres.

Bluewater Health's Mission, "We create exemplary healthcare experiences with patients and families every time" and our Vision, "Exceptional Care, Exceptional People, Exceptional Relationships" compel our constant quest for quality. In 2016, we introduced a five-year Strategic Plan, with four strategic priorities: Quality Care; Outstanding Performance; Inspired People; and Exceptional Relationships. That plan and our annual QIP are symbiotic in nature, each enabling and supporting the other. A new strategic plan to guide the organization to 2026 will be launched in the late fall, 2021.

Bluewater Health has developed the 2021-2022 QIP to continue a concerted effort to improve in key areas and provide a clear direction for organizational priorities. We will continue to align and focus our quality improvement initiatives on those priorities identified in 2020-2021 as we move forward in 2021-2022. Targets from the previous year will continue to be our primary goal as we move through the challenges of the pandemic on hospital operations. We seek to improve outcomes, improve access to care, enhance the experience of care and caring and focus on employee well-being.

Primary Indicator- Decrease Time to Inpatient Bed, Improving Access for Patients			
Current State	Aim	How will we get there?	
14.2 hrs. Jan-Dec. 2019  (Baseline from 2019- pre- COVID status)	13.9 hrs.  (January – December 2021)	<ul style="list-style-type: none"> <li>Continue concentrated effort for improved bed management and time to inpatient bed through the collaborative No One Waits (NOW) initiative within the hospital</li> </ul>	
	Supporting Indicators		Aim
	Total Length of Stay over Expected Length of Stay	8150 Days	
	Alternate Level of Care (ALC)	13.6%	
	Repeat Unscheduled Visits to Emergency Department (ED) within 30 days for Mental Health Condition (age 12-25)	16.1%	

Patient Experience- Overall Rating of Experience		
Current State	Aim	How will we get there?
ED 52.2%	ED 52%	<ul style="list-style-type: none"> <li>Continue to promote care and caring</li> <li>Continue to meet with patients and care partners to hear their stories</li> <li>Promote the culture of kindness</li> <li>Continue efforts for staff well-being- care for the caregiver</li> </ul>
Inpatient Medicine/ Surgical 70.3%	Inpatient Medicine/ Surgical 72.2%	
(Baseline from 2019 Patient Survey- pre- COVID status)		

To align with the work within the pandemic, Bluewater Health is shifting the focus from pandemic response to pandemic recovery as we navigate the next few months.

### Performance Based Compensation

The purpose of performance-based compensation related to the *Excellent Care for All Act* (ECFAA) is to drive accountability for the delivery of quality improvement plans. Performance-based compensation can help organizations to achieve both short and long-term goals. Performance-based compensation will enable organizations to:

1. Drive performance and improve quality care
2. Establish clear performance expectations
3. Create clarity about expected outcomes
4. Ensure consistency in application of the performance incentive
5. Drive transparency in the performance incentive process
6. Drive accountability of the team to deliver on the Quality Improvement Plan
7. Enable teamwork and a shared purpose

Compensation for the entire executive team at Bluewater Health is linked to our organization's achievement of quality improvement targets set out in our annual Quality Improvement Plan. The executive team refers to the:

- President & Chief Executive Officer
- Chief of Professional Staff
- Vice President, Operations (2)
- Integrated Vice President, Mental Health and Addiction Services
- Chief Nursing Executive
- Chief, Communications and Public Affairs

In compliance with the Excellent Care for All Act and in view of the QIP being paused externally, the percentage of executive compensation linked to performance targets within the QIP will be based on the Board of Directors decision after review of progress.

### Contact Information

Bluewater Health, Sarnia  
89 Norman Street  
Sarnia, Ontario  
N7T 6S3  
Tel: (519) 464-4400  
Fax: (519) 464-4407

Charlotte Eleanor Englehart Hospital of Bluewater Health  
450 Blanche Street  
Petrolia, Ontario  
N0N 1R0  
Tel: (519) 882-4325

Sign-off:

I have reviewed and approved our organization's Quality Improvement Plan.

Brian Knott

Board Chair



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Jenny Greensmith

Chair, Quality Committee of the Board



Mike Lapaine

President & Chief Executive Officer



Dr. Michel Haddad

Chief of Staff

