



AIM FOR EXCELLENCE

OPH QUALITY IMPROVEMENT PLAN 2017-2020

Overview

Our vision - All Ottawa’s communities and people are healthy, safe and actively engaged in their well-being.

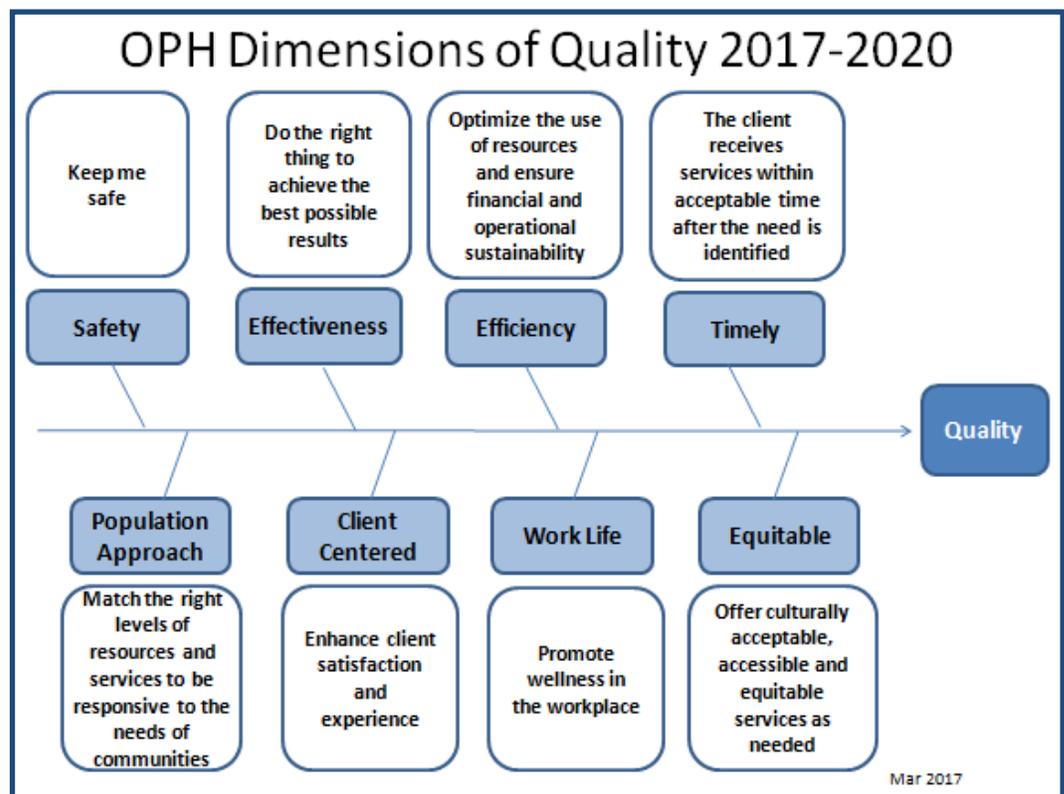
Championing a dynamic culture of continuous improvement is at the heart of OPH’s [Strategic Framework 2015-2018](#) (Appendix I). Our dedication to excellence has led the organization on a journey of quality improvement and OPH stands out as a leader among Ontario’s Public Health Units.

Dimensions of Quality

Quality at OPH is based on the Institute of Medicine’s (IOM) six aims¹ and Health Quality Ontario’s six elements².

The eight dimensions of quality form the basis of OPH’s quality assessment.

Figure 1. OPH Dimensions of Quality represented by eight foundational



¹ Committee on Quality in Health Care in America, Crossing the Quality Chasm: A new Health System for the 21st Century. Institute of Medicine. Washington, D.C., USA: National Academies Press; 2001.

² Health Quality Ontario, Quality Matters: Realizing Excellent Care for All. Queen’s Printer for Ontario; 2015.

For the development of its Quality Improvement Plan 2017-2020, OPH also considered:

- BOH strategic priorities (Appendix I)
- Public Health Funding Accountability Agreement
- Public health standards and best practices
- Accreditation Canada standards
- Improvement and service excellence opportunities identified through feedback from clients, partners and employees
- Organizational performance scorecards
- Priorities identified from Quality and Safety Council (QSC) reporting, critical incidents and risk analysis

Quality Improvement Focus Areas 2017-2020

Four focus areas (Figure 2) for quality improvement were established by the OPH management team, in collaboration with the Quality and Safety Council, consultations with all branches' leadership teams, client feedback, incidents, and a comprehensive review of internal and external information, including compliance with legislative requirements, accreditation results and upcoming business pressures.

Figure 2. OPH Quality Improvement Focus Areas and Themes for 2017-2020



The four focus areas are:

- A. **Drive population health, equity and the client experience** through a focus on safety, community engagement and client-centered practices.
- B. **Modernize systems** in public health by leveraging information technologies and digital communications and evidence-based practices.
- C. **Build a healthy, capable and engaged workforce** so employees and volunteers can work to their full potential.
- D. **Ensure compliance** with legislative requirements while considering the needs of community and business partners.

OPH Quality Improvement Roadmap

A) Population health, equity and client experience

OPH recognizes that population health is an approach that aims to improve the health of the entire population and to reduce health inequities among community groups. We are united on a common vision and mission to build healthier communities and using an evidence-based population health approach for continuous quality improvement and safety. We are also committed to client centricity which means that services have been co-designed or developed in consultation with the public.

The primary focus of OPH is to improve the health of the entire population. In this Quality Improvement Plan (QIP), the word “client” represents the public health unit’s whole population, the general public, the society, municipal residents, groups, communities, community and municipal department partners, and business operators.

This focus area aims at:

- **Enhancing client experience and safety.** We will:
 - Pursue improving the management of complaints, medications and medical equipment processes (e.g. effectiveness of equipment preventive maintenance programs, renovations at the Healthy Sexuality Clinic laboratory, client incidents policy);
 - Enable communities to reduce harm through a series of measures, policies and support offered by OPH and community partners;
 - Strengthen the processes to address client complaints and incidents.
- **Engaging communities and adopting a client centric approach.** We will:
 - Embed a public health service philosophy that focuses on client and community needs, empowers them to promote and protect their own health through support for informed choice, cultural considerations, responsibilities and capacities;

- Implement strategies to enable clients to have a strong voice in the planning, delivery, and improvement of services, throughout OPH;
- Increase accessibility to public health services through the consistent use of equity lens, clients' social determinants of health, client satisfaction and engagement measures during program and operational planning.
- **Responding to emerging threats and enhanced response obligations.** We will:
 - Pursue the implementation and evaluation of the Rapid Response Team initiative;
 - Enhance the on-call system for public health inquiries outside regular office hours;
 - Continue the implementation of the Infection Prevention and Control plan.

B) Modern systems and business practices

OPH is recognized for innovative health programs and services. At its highest level, system modernization is being dynamic and making quality improvements to current business processes to better support effectiveness, service continuity and accessibility. Improvements to the systems and tools will enhance the knowledge of Ottawa community needs and enable the expansion of the reach and accessibility of our services. This focus area aims at:

- **Leveraging efficient information technologies and digital communications.** We will:
 - Consolidate OPH's web sites and social media outlets, and modernize the contact centre to enable clients with a more rewarding service experience and enable employees to engage more effectively with the community;
 - Implement an electronic medical records' system to enhance clinic processes and protocols, streamline documentation and enable employees to better support clients with services that they need to improve their health;
 - Enable employees to improve efficiencies and effectiveness, through new and advanced technologies, for informing clients about health-related issues, inspections, and outbreaks, and supporting them with appropriate services.
- **Enhancing internal capacity to gather, share and use quality data and evidence-based practices.** We will:
 - Engage in the Knowledge Broker Mentoring Program;
 - Implement data standardization processes;
 - Pursue the strategy to foster practice-based research to guide our public health practice;
 - Develop and pilot an approach to collect clients' social determinants of health data throughout OPH.
- **Optimizing business practices.** We will:

- Implement an inventory management system for personal protective equipment and selected medical supplies that is conform to departmental requirements and industry best-practices;
- Strengthen the process for answering community inquiries related to public health services and issues.

C) Healthy, capable and engaged workforce

OPH employees are united around a common vision and mission to build healthier communities, and are using an evidence-informed population health approach for continuous quality improvement and work life health and safety. This focus area includes:

- **Developing an adaptive workforce.** We will:
 - Implement the OPH staff development plan to support ongoing learning (e.g. vaccination capacity and enhanced response, rapid response, communication campaigns, information technologies);
 - Support employees to have experiences in alternate roles (e.g. horizontal and vertical learning opportunities) within and outside of OPH to enhance competencies;
 - Enhance leadership competencies to reinforce the importance of regular communications between employees and their direct report, recognition of employees' achievements, and optimal use of skills and talents
 - Conduct outreach and hiring activities to increase the representation of visible minorities, Aboriginal peoples and people with disabilities in OPH's workforce.
- **Enhancing knowledge exchange / transfer culture.** We will:
 - Cross train front line employees to enhance skills on issues of public health importance for vulnerable communities and enhance services;
 - Explore opportunities to share experiences and integrate knowledge and exemplary practices across the continuum of care and service delivery to improve client access and services;
 - Implement the practice of hosting exit interviews for employees, learners and volunteers leaving the organization to gain experiential points of view.
- **Reinforcing healthy work life.** We will:
 - Continue the succession planning activities to provide the necessary tools and knowledge to help employees grow and work to their full potential;
 - Enhance end of day safety strategies for mobile workers.
- **Reinforcing OPH's capacity around healthy public policies.** We will:
 - Build the policy and resource capacity within OPH (e.g. training in healthy public policy "how-to's", gathering of evidence on healthy public policies' effectiveness and health impact assessments);

- Advocate for, support and participate in alliances and strengthen communities to address with critical issues and create healthy living conditions and healthy lifestyles.

D) Compliance

The provincial standards review will require OPH to reexamine and manage the impact of legislative changes on community programs and services. These regulatory changes necessitate the review and adaptation of OPH governance, policies, business practices, and communication strategies, adapted to the needs of the general public, clients, community partners and business operators. This focus area includes:

- **Ensuring compliance with legislative requirements, including new/revised standards.** We will:
 - Identify areas where governance, policies and business practice changes are required and develop change management plans related to new/revised policies, processes and socialization with employees (e.g. personal service settings, child care centers, correctional facilities);
 - Provide education and learning opportunities to communities, partners and operators of establishments who are subject to, or will be impacted by, the changes.

Achievements from the Past Quality Improvement Cycle

OPH is proud of the many initiatives that we have undertaken to improve the quality of its services and workplace. These were tracked, monitored and communicated in various ways, including through the activities of the Quality and Safety Council, at team meetings, and on our internal and external website. Here are a few highlights from the 2014-2016 quality improvement cycle:

- Every child, every year: Immunization status
- Vaccine refrigerators preventive maintenance and monitoring procedure
- Personal service settings training modules for operators of establishments
- Client access to dental health services (e.g., Wabano clinic)
- Rapid Response Team
- Risk assessment tool to guide the response to food and food borne illness complaints
- Rabies investigation response and case management
- Paradigm shift in Health Promotion and Disease Prevention
- Youth and young adult strategy
- Program Budgeting and Marginal Analysis methodology for resource allocation
- Infection prevention and control policies (e.g., Reprocessing of medical equipment, Immunization of employees)
- Chlamydia case management practice

- Digital tools for a community of practice of the school health team's mobile employees
- Feedback loop for child's immunization record submission by parents
- Client experience at the Sexual Health Centre (waiting room and concurrent Friday walk-in/appointments)

Engagement, monitoring and accountability

The quality improvement initiatives set out for 2017-2018 are the results of a comprehensive engagement, priority setting and planning process. Tangible ideas for how employees would like to contribute to the development of the QIP included conversation pop-ups, virtual discussions, and quality ideas' trees. In addition, successes and challenges with the 2014-16 QIP have guided the selection of the initiatives with identified action plans to ensure that quality improvement initiatives are evaluated for timeliness, outcome measures and link to OPH strategic directions. OPH's QIP includes selected indicators that demonstrate our commitment to continuously improving the services and care that we provide to the residents of Ottawa.

The Quality and Safety Council will continue to monitor progress on targets and recommend strategies to senior management to achieve goals and outcomes related to the quality of services and client safety set out in government standards, accreditation standards and public health best practice.

Commitment for Review

OPH intends for this plan to be dynamic and evolving. It will be reviewed on an annual basis, as a minimum, to facilitate adjustments if necessary.

Appendix I – OPH Framework and Strategic Plan for 2015-2018

