

Let's Make Healthy  
Change Happen.



## Quality Improvement Plan (QIP) Narrative for Health Care Organizations in Ontario

### *Ingersoll Nurse Practitioner-Led Clinic*

3/29/2018

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.

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## Overview

The Ingersoll Nurse Practitioner-Led Clinic is currently in our seventh year of operation. 2017-2018 has been a year filled with exciting changes and opportunities. Most notable is an increased focus on shared care. By increasing the number of patients whose health care needs are met through our interdisciplinary team, the Ingersoll NPLC has improved access to care for our patients and reduced the workload for the Nurse Practitioners. This increased efficiency provides the opportunity to register 500 new patients by the end of the 2018-2019 fiscal year.

Our major quality improvement project for 2017-2018 was implementing Health Quality Ontario's Major Depression Standard through participation in IDEAS Cohort 13. Over 10% of our patient population has a current diagnosis of major depression disorder (MDD). The Ingersoll NPLC IDEAS project focused on self management and interdisciplinary monitoring for treatment response and adherence.

During 2017-2018 the Ingersoll NPLC integrated a variety of evidence based guidelines into our practice such as the Chronic Non-Cancer Pain Tool, the CORE Neck and Headache Tool, and the Chronic Insomnia Tool developed by the Center for Effective Practice. Additionally, all of our Nurse Practitioners completed the education requirements to allow them to prescribe controlled substances. Policies and procedures were developed to ensure safe opioid prescribing.

The Ingersoll NPLC continues to support community initiatives to improve health outcomes such as Health Link, Situation Table (addressing persons at acutely elevated risk), the Southwest Self Management Program, Oxford Opioid Strategy, and coordinated access to mental health and addictions services. The clinic also had representation on Health Quality Ontario's Opioid Disorder Advisory Committee during 2017 and currently with the Southwest LHIN Clinical Quality Table.

## Describe your organization's greatest QI achievements from the past year

Participation in IDEAS Cohort 13, focusing on Health Quality Ontario's Major Depression Standard, allowed us to implement a major quality improvement project and laid the foundation for future quality improvements.

The core team developed expertise in data collection and analysis, PDSA cycles, and communication. The project increased our interdisciplinary team's understanding of the value of evidence-based, standardized practices such as measuring depression through the PHQ-9.

IDEAS provided the opportunity to share self-management concepts in a tangible way, and has shaped how our staff approaches chronic health conditions with our patients. The project bridged the gap between counselling and nursing practices with regard to managing MDD. These same concepts will be applied to managing insomnia and chronic pain during the next year.

Access to same day and next day appointments continues to represent a major focus of quality care at the Ingersoll NPLC. In 2017-2018, 98% of patients were offered a same day or next day appointment for acute illnesses.

## Resident, Patient, Client Engagement

The Ingersoll NPLC engages patients and clients by providing care in a self-management framework that places them in the center of their health care team. Tools such as "Brief Action Planning" (Southwest Self Management Program) provide a

framework to encourage patients to identify solutions to their health issue and help them set realistic goals.

During the past year, 200 Patient Experience Surveys were completed with patients accessing clinical services.

Additionally, all mental health and addiction clients who attended two or more appointments were asked to complete the Ontario Perception of Care (OPOC) tool in order to understand their experience with mental health care at our clinic. OPOC responses indicate that 94.8% of mental health clients felt comfortable at the INPLC, 97% felt safe, and 96% described the clinic as culturally inclusive. In the coming year, the clinic will seek out avenues to coordinate results from both surveys so that we have a more accurate picture of how patients/clients view their care by the entire interdisciplinary team.

In 2018-2019 the Ingersoll NPLC plans to launch a Patient Advisory Committee and expand on social media opportunities as a way to further engage the community.

## Collaboration and Integration

The Ingersoll NPLC is fortunate to have strong relationships with our community partners. Our clinic's central location in Oxford County has granted us the opportunity to develop our site as a community hub. The clinic rents space to the Canadian Mental Health Association (CMHA), the Oxford Community Health Centre (OXCHC) and Oxford Health Link. The clinic also provides CMHA in-kind use of our main clinic space and reception services for walk-in counselling 1 day per week. Additionally, we provide in-kind use of a counselling room and two group rooms to community agencies including Addiction Services of Thames Valley (ADSTV), Ontario Works, Children's Aid Society, Oxford Elgin Child & Youth Counselling (OECYC) and the OPP. We are a host site for OTN providing registered and non-registered patients to connect with specialists from all over Ontario. The clinic provides in-kind nursing and technical support to external patients during their virtual consultation.

Co-locating with Oxford Health Link has created opportunities to share resources and collaborate on coordinated care plans in Oxford County. Additionally, the Clinical Director sits on the Health Link Steering Committee and a Nurse Practitioner participates on the Health Link Engagement Committee.

New opportunities to collaborate emerged in 2017-2018 that will continue to evolve in the next year. These include participation in the Oxford Opioid Strategy, co-facilitating programs with the Southwest Self Management Program, participating in the Ingersoll Resource Network, and exploring options to provide primary care at a satellite location in the southeast region of Oxford County, which is currently significantly underserved.

## Engagement of Clinicians, Leadership & Staff

Our QIP committee meets monthly and provides regular updates to the staff and Board regarding our progress toward achieving the clinic's quality improvement goals. This year the Ingersoll NPLC will update our Strategic Plan with a goal of aligning this with our QIP.

The IDEAS project fostered many opportunities to engage the staff in quality improvement. For example, a communication board was developed that outlined the

project's aim, primary drivers, processes and outcomes. Staff were invited to place comments by way of sticky notes or drawings on the board.

## Population Health and Equity Considerations

Oxford County is comprised of a large rural area dotted with small towns and the city of Woodstock. The southeast corner of the county is home to a large Mennonite community. This diverse community is well suited to the clinic's philosophy of patient-centred care. Health equity is addressed by setting realistic goals with patients, understanding social and geographic challenges to accessing care, and respecting cultural differences.

In order to address these challenges, our patients and clients are connected with a system navigator employed by the OXCHC, who works onsite to provide access to transportation, recreational activities, housing, and social assistance.

During 2017-2018 the Ingersoll NPLC opened its doors to the greater community to participate in the Southwest Self-Management Program SWSMP and Craving Change. The winter session of the SWSMP was comprised entirely of community participants (non-registered patients). Over half of the spring Craving Change group are also community participants.

## Access to the Right Level of Care - Addressing ALC

The Ingersoll NPLC addresses ALC by providing accessible, timely care. The clinic opens early and offers evening appointments four days week, as well as offering same day and next day appointments for acute illnesses. Patients who require routine follow up for chronic health conditions are scheduled for their next appointment before leaving the clinic. This practice helps to decrease inappropriate use of acute care settings, patients running out of medications or decompensating due to lack of follow up.

During the past year we collected data on ER visits by our patients. In 2017-2018 we received 380 ER reports. Of these, only 3 patients attended the ER inappropriately. The remainder were appropriate in terms of illness acuity, or required urgent care when the INPLC was closed.

The clinic's RPNs contact patients for whom we have received an ER report or diagnostic test result through SPIRE or HRM indicating that the patient was assessed in the ER. If needed, the patient is scheduled with the NP for follow-up.

The clinic also developed a health promotion campaign for our waiting room TV that informs patients of our extended hours, same-day/next day appointments and advising them to contact the NPLC if they were hospitalized or visited the ER.

## Opioid Prescribing for the Treatment of Pain and Opioid Use Disorder

In April 2017, Nurse Practitioners in Ontario were granted the authority to prescribe most controlled substances, provided that they completed additional education and training approved by the College of Nurses of Ontario. Our clinic's NPs have completed this training as well as additional professional development focusing on alternatives to long-term opioid treatment for chronic pain.

The Ingersoll NPLC has developed policies for prescribing opioids reflecting safe prescribing practices. The clinic has adopted the Centre for Effective Practice Guidelines for Non-cancer Chronic Pain. During 2017-2018 the clinic collected data

on the number of patients on opioid medication that have a controlled substance agreement. This measure was included as a voluntary QIP indicator.

In 2017, the clinic expanded our capacity to address our patient's addiction and mental health issues by increasing the amount of time dedicated to counselling through our mental health program. We continue to provide county-wide access to addiction counselling through the Oxford Addiction Treatment Strategy (OATS), a coordinated access program provided in partnership with other community health agencies.

Also in 2017, the Clinical Director had the opportunity to sit on the Health Quality Ontario Opioid Use Disorder Standard Advisory Committee. She is also a member of the Oxford County Opioid Response Strategy Steering Committee, which is currently working to implement a sustainable plan to address the opioid crisis long-term.

In 2018-2019 the Ingersoll NPLC will continue to address chronic pain and opioid use disorder through a variety of activities including:

- Implementation of the Opioid Use Disorder Quality Standard;
- Naloxone training for all staff;
- Seeking out funding opportunities to offer non-pharmacological treatments for chronic pain, specifically for
- onsite physiotherapy; and
- Expanding our capacity to support chronic pain self management such as exercise and yoga.

## Workplace Violence Prevention

The Ingersoll NPLC addresses workplace violence prevention through mandatory training and strict adherence to violence prevention policies. Our clinic has taken a proactive approach to workplace harassment and bullying by offering a wellness program that builds positive relationships among staff. The Clinical Director and Clinic Manager have advanced knowledge of workplace violence. Mitigation strategies such as conflict resolution coaching, and zero tolerance for gossip or malicious conduct are practiced.

## Contact Information

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## Other

The Ingersoll NPLC will be requesting additional funds for the next fiscal year to acquire a kinesiologist and a physiotherapist. With a large number of patients who could benefit from a prescribed exercise program and onsite physiotherapy, our vision is to staff our fully equipped gym which is currently underutilized. Patients with chronic health conditions such as diabetes, hypertension and obesity, as well as those living with chronic pain, depression and anxiety would benefit from the proposed enhanced services. Our community partners have expressed support and interest in this innovative initiative.

## 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)