



Halton Healthcare Services Corporation

Accredited with Exemplary Standing

May 2018 to 2022

Halton Healthcare Services Corporation has gone beyond the requirements of the Qmentum accreditation program and demonstrates excellence in quality improvement. It is accredited until May 2022 provided program requirements continue to be met.

Halton Healthcare Services Corporation is participating in the Accreditation Canada Qmentum accreditation program. Qmentum helps organizations strengthen their quality improvement efforts by identifying what they are doing well and where improvements are needed.

Organizations that become accredited with Accreditation Canada do so as a mark of pride and as a way to create a strong and sustainable culture of quality and safety.

Accreditation Canada commends **Halton Healthcare Services Corporation** for its ongoing work to integrate accreditation into its operations to improve the quality and safety of its programs and services.

Halton Healthcare Services Corporation (2018)

Halton Healthcare consists of 3 community hospitals serving the Halton region – Oakville Trafalgar, Milton, and Georgetown. Our workforce includes 5600 employees, physicians and volunteers, provides patient care annually for 147,607 emergency visits and 24,000 admissions, with an annual operating budget of \$464M.

Three large infrastructure capital projects have been completed since 2013 (\$3.36 billion). These have addressed the expansion needs in facility capacity and services.

A broad range of services are offered in addition to medicine, surgery, obstetrics, ambulatory care, such as regional nephrology, rehabilitation, mental health, cancer clinic, paediatrics, special care nurseries (level

Accreditation Canada

We are independent, not-for-profit, and 100 percent Canadian. For more than 55 years, we have set national standards and shared leading practices from around the globe so we can continue to raise the bar for health quality.

As the leader in Canadian health care accreditation, we accredit more than 1,100 health care and social services organizations in Canada and around the world.

Accreditation Canada is accredited by the International Society for Quality in Health Care (ISQua) www.isqua.org, a tangible demonstration that our programs meet international standards.

Find out more about what we do at www.accreditation.ca.

Demonstrating a commitment to quality and safety

Accreditation is an ongoing process of evaluating and recognizing a program or service as meeting established standards. It is a powerful tool for quality improvement. As a roadmap to quality, Accreditation Canada's Qmentum accreditation program provides evidence-informed standards, tools, resources, and guidance to health care and social services organizations on their journey to excellence.

As part of the program, most organizations conduct an extensive self-assessment to determine the extent to which they are meeting the Accreditation Canada standards and make changes to areas that need improvement. Every four years, Accreditation Canada surveyors, who are health care professionals from accredited organizations, visit the organization and conduct an on-site survey. After the survey, an accreditation decision is issued and the ongoing cycle of assessment and improvement continues.

This Executive Summary highlights some of the key achievements, strengths, and opportunities for improvement that were identified during the on-site survey at the organization. Detailed results are found in the organization's Accreditation Report.

On-site survey dates

May 6, 2018 to May 11, 2018

Locations surveyed

- **3** locations were assessed by the surveyor team during the on-site survey. Locations and sites visited were identified by considering risk factors such as the complexity of the organization, the scope of services at various sites, high or low volume sites, patient flow, geographical location, issues or concerns that may have arisen during the accreditation cycle, and results from previous on-site surveys. As a rule, sites that were not surveyed during one accreditation cycle become priorities for survey in the next.
- All sites and services are deemed **Accredited with Exemplary Standing** as of the date of this report.

See **Appendix A** for a list of the locations that were surveyed.

Standards used in the assessment

- **17 sets of standards** were used in the assessment.

Summary of surveyor team observations

These surveyor observations appear in both the Executive Summary and the Accreditation Report.

During the on-site survey, the surveyor team undertook a number of activities to determine the extent to which the organization met the accreditation program requirements. They observed the care that was provided; talked to staff, clients, families and others; reviewed documents and files; and recorded the results.

This process, known as a tracer, helped the surveyors follow a client's path through the organization. It gives them a clear picture of how service is delivered at any given point in the process.

The following is a summary of the surveyor team's overall observations.

The Halton Healthcare Board of Directors is a high functioning and fully engaged board which provides leadership to three hospitals including the new Oakville Trafalgar Hospital, Milton Hospital and Georgetown Hospital. The tri-hospital corporation functions as one yet retains the culture and identity of each of the individual hospitals. The Board is to be commended for nurturing the relationship where each hospital feels an equal to the others and the communities they serve continue to identify with their respective facilities.

Over the past five years the Board and senior leaders have led the organization through a significant period of change. They are commended for their leadership through the implementation of three hospital redevelopment projects, one being the building of the new Oakville Trafalgar Hospital. The successful execution of a smooth, safe transition of existing and new services to the new Oakville hospital is due in large part to the organizations very careful planning and the use of a detailed "operational readiness" framework.

The Board of Directors is comprised of elected representatives from each of the three communities served; Oakville, Milton and Georgetown. In addition, the Board includes five representatives from the Municipalities within the catchment area. A skills matrix is utilized to ensure the Board has the required skills. As well, the Board looks to ensure its composition is representative of the population served.

A robust internal and external engagement process was undertaken two years ago as the organization developed its four year strategic plan, "Pathway 2020". The organization's mission, vision and values were also updated at this time. The Board was fully engaged in this work and described high commitment to the vision of "exemplary patient experiences always". The Strategic Plan identified three priorities: innovate, collaborate and empower. As well ten key initiatives were identified within the Plan. The Board receives regular updates on the progress towards achieving these initiatives, one of which was the recently completed redevelopment project at the Georgetown Hospital. It was also noted that the Strategic priorities have been spread through the organization and department goals and objectives are well aligned with the three priorities.

The organization plays a key role within the Mississauga/Halton Local Health Integration Network (LHIN). As one of two hospitals with this LHIN, Halton Healthcare works very closely with its peer Hospital to coordinate services across the area. Community partners spoke highly of Halton Healthcare as a valued, collaborative partner. They described communication as open and respectful. A recent example of the organization's willingness to collaborate and support the system was the opening of thirty-five Alternate Level of Care beds for use by other hospital partners.

A commitment was made in 2015 to engage patients and family members with the implementation of a Patient and Family advisory council. Forty patient and family advisors are currently engaged with the organization and are involved in patient care teams, various special projects such as medication reconciliation and committees such as the Patient Safety committee and the Health and Equity Committee. In discussion with a number of the patient and family advisors they indicated that they felt valued, listened to and that their input was respected and acted upon. Although the advisors indicated they had received an orientation, they felt that implementing a buddy system to continue to support new advisors would be beneficial. The Board of Directors are encouraged to continue their journey of patient centered care and look to hear stories directly from patient and families as well as consider having a patient or family member on the Board.

Halton Healthcare is committed to caring not only for patients and their families but also the staff, physician and volunteers who provide the care. The organization has a robust "people strategy" and staff interviewed indicated they enjoy working at Halton Healthcare. The organization has done great work to support the quality of work-life and to promote a healthy work environment through the Kailo program. This in-house holistic wellness program has been in place since 2005 and has been enhanced with the redevelopment at the Oakville Trafalgar Hospital. A major focus of the Kailo program is relaxation and fitness facilities which are available at all hospitals. The fitness facilities offer a number of different programs such as fitness classes, weight loss programs and yoga. A mindfulness challenge initiated last year has increased awareness of the importance of "taking 5" to reduce stress and increase focus while at work. The organization is commended for the very respectful, collaborative culture that has been created and are encouraged to strive to maintain and foster this culture as new employees and physicians are hired to meet the growing needs of the communities served.

Quality and patient safety are embedded within organization's mission, vision, values and strategic plan. Quality and patient engagement is a notable driver in the organization as described in the mission statement: "Exemplary patient experiences always". As an early adopter of integrated quality management, Halton Healthcare has in the past ten years successfully implemented the infrastructure to support and grow an integrated quality management approach, involving everyone from the Board of Directors to the front-line staff and physicians. A strong quality management leadership team includes a number of administrative leaders as well as three physician quality leads, one at each hospital within Halton Healthcare.

Halton Healthcare provides a broad range of acute and rehabilitation services across the communities they serve. With the recent addition of systemic cancer treatments the organization also provides numerous outpatient services. Two of the three communities are projected to grow significantly in the coming years and future plans for expansion of services is already underway.

The organization enjoys a high rate of patient satisfaction relative to peers, with approximately 70% of patients indicating that they would recommend the hospital. Staff and physician engagement scores also rank higher than like organizations.

Overview: Quality dimensions results

Accreditation Canada uses eight dimensions that all play a part in providing safe, high quality health care.

These dimensions are the basis for the standards, and each criteria in the standards is tied to one of the quality dimensions.

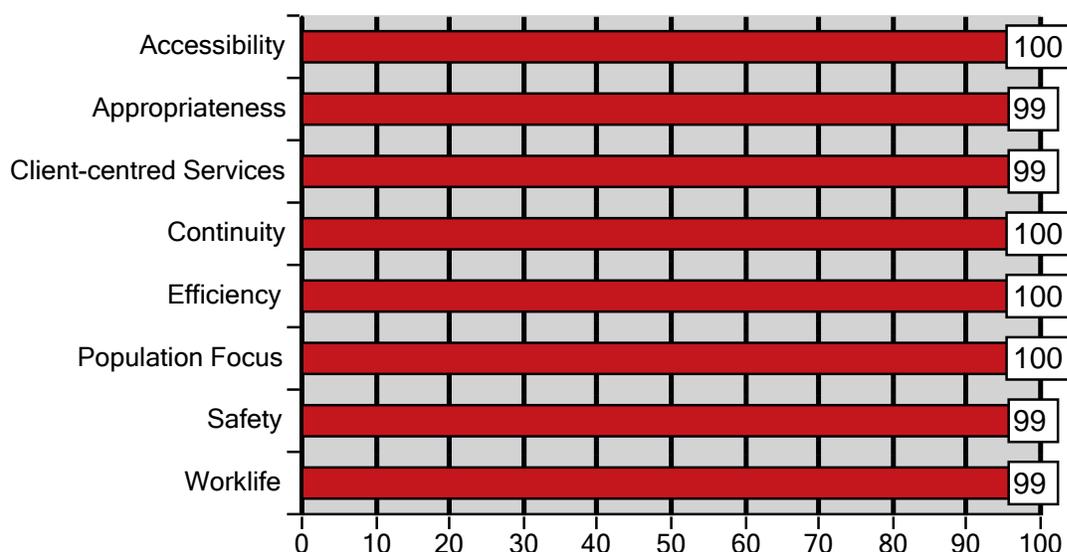
The quality dimensions are:

	Accessibility:	Give me timely and equitable services
	Appropriateness:	Do the right thing to achieve the best results
	Client-centred Services:	Partner with me and my family in our care
	Continuity:	Coordinate my care across the continuum
	Efficiency:	Make the best use of resources
	Population Focus:	Work with my community to anticipate and meet our needs
	Safety:	Keep me safe
	Worklife:	Take care of those who take care of me

Taken together, the dimensions create a picture of what a high quality health care program or service “looks like.” It is easy to access, focused on the client or patient, safe, efficient, effective, coordinated, reflective of community needs, and supportive of wellness and worklife balance.

This chart shows the percentage of criteria that the organization met for each quality dimension.

Quality Dimensions: Percentage of criteria met



Overview: Standards results

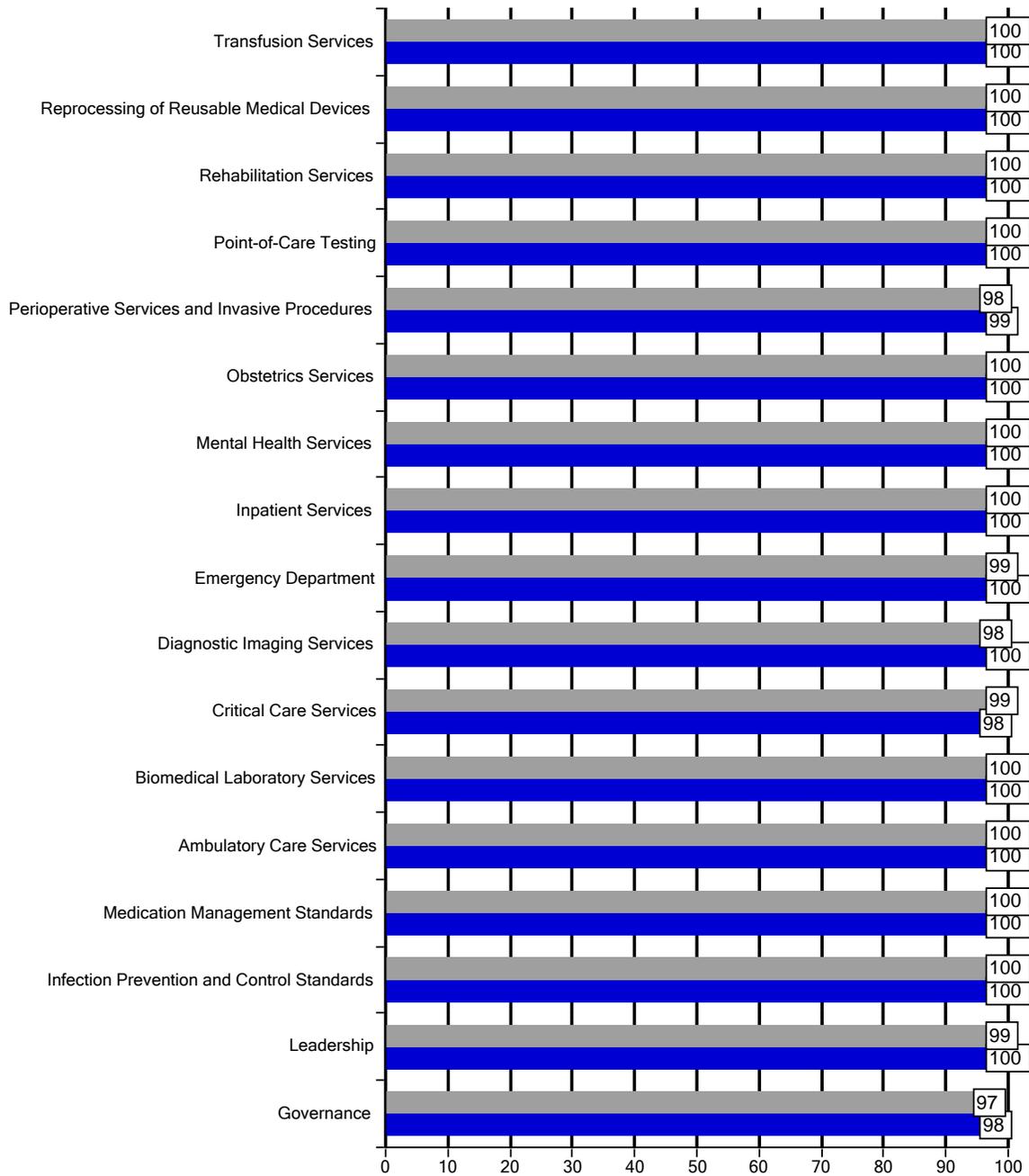
All of the standards make a difference to health care quality and safety. A set of standards includes criteria and guidelines that show what is necessary to provide high quality care and service.

Some criteria—specifically those related to safety, ethics, risk management, or quality improvement—are considered high priority and carry more weight in determining the accreditation decision.

This chart shows the percentage of high priority criteria and the percentage of all criteria that the organization met in each set of standards.

Standards: Percentage of criteria met

High priority criteria met Total criteria met



Overview: Required Organizational Practices results

Accreditation Canada defines a Required Organizational Practice (ROP) as an essential practice that must be in place for client safety and to minimize risk. ROPs are part of the standards. Each one has detailed tests for compliance that the organization must meet if it is to meet the ROP.

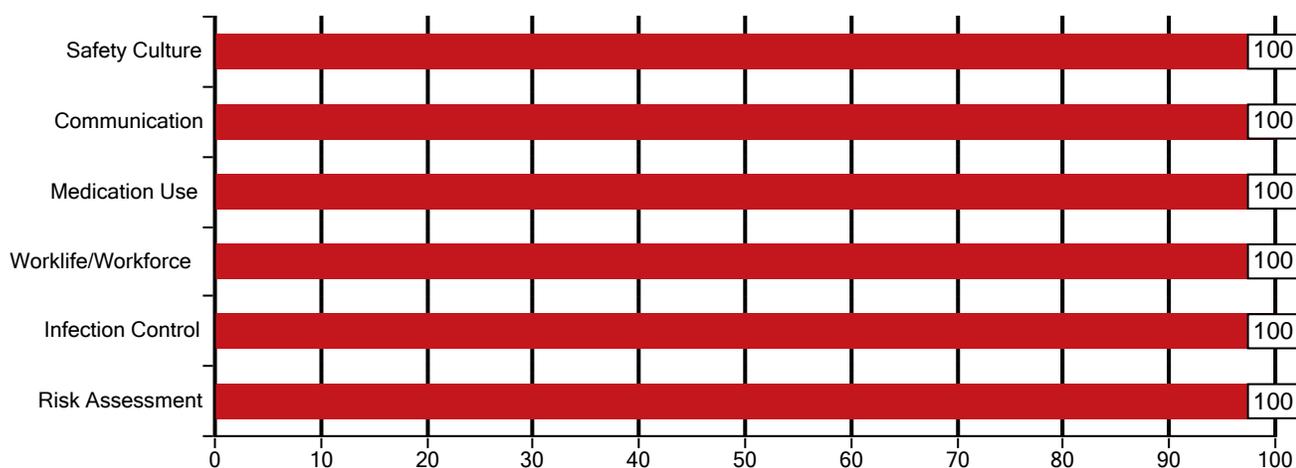
ROPs are always high priority and it is difficult to achieve accreditation without meeting most of the applicable ROPs. To highlight the importance of the ROPs and their role in promoting quality and safety, Accreditation Canada produces the Canadian Health Accreditation Report each year. It analyzes how select ROPs are being met across the country.

ROPs are categorized into six safety areas, each with its own goal:

- **Safety culture:** Create a culture of safety within the organization
- **Communication:** Improve the effectiveness and coordination of communication among care and service providers and with the recipients of care and service across the continuum
- **Medication use:** Ensure the safe use of high-risk medications
- **Worklife/workforce:** Create a worklife and physical environment that supports the safe delivery of care and service
- **Infection control:** Reduce the risk of health care-associated infections and their impact across the continuum of care/service
- **Risk assessment:** Identify safety risks inherent in the client population

See **Appendix B** for a list of the ROPs in each goal area.

ROP Goal Areas: Percentage of tests for compliance met



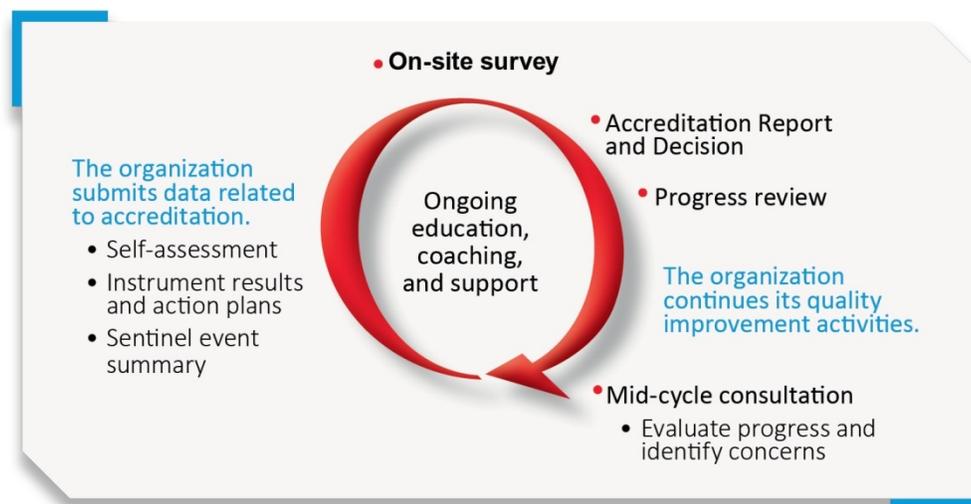
The quality improvement journey

The Qmentum accreditation program is a four-year cycle of assessment and improvement, where organizations work to meet the standards and raise the quality of their services. Qmentum helps them assess all aspects of their operations, from board and leadership, to care and services, to infrastructure.

The program identifies and rewards quality and innovation. The time and resources an organization invests in accreditation pay off in terms of better care, safer clients, and stronger teamwork. Accreditation also helps organizations be more efficient and gives them structured methods to report on their activities and what they are doing to improve quality.

In the end, all Canadians benefit from safer and higher quality health services as a result of the commitment that so many organizations across the country have made to the accreditation process.

Qmentum: A four-year cycle of quality improvement



As **Halton Healthcare Services Corporation** continues its quality improvement journey, it will conduct an in-depth review of the accreditation results and findings. Then a new cycle of improvement will begin as it incorporates any outstanding issues into its overall quality improvement plan, further strengthening its efforts to build a robust and widespread culture of quality and safety within its walls.

Appendix A: Locations surveyed

- 1 Georgetown Hospital
- 2 Milton District Hospital
- 3 Oakville Trafalgar Memorial Hospital

Appendix B

Required Organizational Practices

Safety Culture

- Accountability for Quality
 - Patient safety incident disclosure
 - Patient safety incident management
 - Patient safety quarterly reports
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Communication

- Client Identification
 - Information transfer at care transitions
 - Medication reconciliation as a strategic priority
 - Medication reconciliation at care transitions
 - Safe Surgery Checklist
 - The “Do Not Use” list of abbreviations
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Medication Use

- Antimicrobial Stewardship
 - Concentrated Electrolytes
 - Heparin Safety
 - High-Alert Medications
 - Infusion Pumps Training
 - Narcotics Safety
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Worklife/Workforce

- Client Flow
 - Patient safety plan
 - Patient safety: education and training
 - Preventive Maintenance Program
 - Workplace Violence Prevention
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Infection Control

- Hand-Hygiene Compliance
 - Hand-Hygiene Education and Training
 - Infection Rates
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Required Organizational Practices

Risk Assessment

- Falls Prevention Strategy
 - Pressure Ulcer Prevention
 - Suicide Prevention
 - Venous Thromboembolism Prophylaxis
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