

Let's Make Healthy  
Change Happen.



**Quality Improvement Plan (QIP) Narrative**



*We make it possible.*





Runnymede Healthcare Centre continues to exemplify leadership in post-acute care with its 206-bed capacity and specialized rehabilitation programs. Guided by a patient-centred approach, we are committed to improving care quality, safety, and the overall patient experience. With a focus on supporting older adults and addressing their unique needs, we empower our patients to achieve greater independence and well-being.

Runnymede is proud to reflect on the progress made in 2024/2025 and outline key priorities for the year ahead. This report centres on four indicators as outlined by Ontario Health: Access and Flow, Equity, Experience, and Safety. These areas represent our ongoing commitment to advancing excellence in care delivery and fostering innovation within our organization.

Looking ahead, Runnymede will focus on deepening partnerships, optimizing care pathways, and leveraging patient and staff feedback to drive continuous improvement. With our iCARE values, Integrity, Compassion, Accountability, Respect, Excellence, we aim to address the diverse needs of our community and deliver improved outcomes.

# Quality Improvement Indicators for 2025-2026



Ontario Health has mandated that post-acute healthcare facilities focus on the priorities below for 2025-2026 beginning April 1, 2025. Based on this direction, Runnymede aims to achieve the following indicators under each of the priorities.

<u>Measure / Indicator</u>	<u>QIP Target (2025-2026)</u>	<u>Target Justification</u>
	Reduction in the Alternate Level of Care (ALC) Rate.*	$\leq 3$ Maintain/improve performance and align with Ontario Health's target.
	Increase and maintain Occupancy Rate.*	$\geq 95\%$ Maintain/improve performance and align with Ontario Health's target.
	Percentage of staff (executive-level, management, or all) who have completed relevant equity, diversity, inclusion, and antiracism education.	$\geq 60.5\%$ 10% improvement from prior fiscal year performance.
	Percentage of respondents who responded "completely" and "quite a bit" to the following question: "Did you receive enough information from hospital staff about what to do if you were worried about your condition or treatment after you left the hospital?" *	$\geq 70\%$ Improvement from prior fiscal year performance.
	Decrease Workplace Violence (WPV).	$\leq 5 / \text{month}$ 10% decrease from prior fiscal year performance.

*\*Note: Runnymede Healthcare Centre is committed to achieving the outlined QIP targets for the 2025-2026 fiscal year in alignment with Ontario Health's priorities. However, the hospital's ability to meet these targets is contingent upon adequate funding from the Ministry of Health. Without sufficient financial support, the Hospital may be required to revert from the current seven-day model of care to a five-day model, which could significantly impact performance outcomes, including Alternate Level of Care (ALC) rates, occupancy and patient experience.*



### **Bed Occupancy:**

At Runnymede Healthcare Centre, ensuring timely and appropriate care for our patients is a priority. We consistently exceed the provincial target of 95% bed occupancy, maintaining an average occupancy of 98–99%.

### **Key Strategies to Sustain Bed Occupancy:**

- Flexing beds between High Tolerance Short Duration (HTSD), Low Tolerance Long Duration (LTLD), and Medically Complex (MC) programs.
- Admissions and discharges are processed seven-days-a-week.
- Developing streamlined patient admission pathways.

### **Collaboration and Process Improvement:**

- Actively participating in the Regional Direct Access Referral Process (Emergency Department to Inpatient Rehab) Working Group Meetings.
- Reviewing and processing admission applications submitted outside the Resource Matching and Referral system.
- Collaborating with acute care partners to facilitate seamless admissions of eligible patients from Emergency Departments to rehabilitation programs.

### **Alternate Level of Care (ALC) Management:**

- Ontario Health's directive aims for a 10% annual reduction in ALC rates over three years.
- Runnymede's ALC rate consistently remains below the provincial target of 4.9%, significantly lower than the provincial average of 5.8%.
- For the 2024/25 fiscal year, ALC was at 2.5%, reflecting a 30% reduction from the previous year's 3.83%.

### **Collaboration and Process Improvement:**

- With the self-assessed compliance for Home First directive, Runnymede is compliant with Nine (9) out of ten (10) guiding principles.
- Runnymede will continue to collaborate with patients, families, and Ontario Health at Home to facilitate safe discharge of patients in the community.

Through these strategies, Runnymede Healthcare Centre will continue to optimize patient flow, improve bed utilization, and meet/exceed provincial healthcare objectives.



Improving equity and fostering cultural safety in the workplace requires intentional initiatives and commitment to creating an inclusive, respectful environment. To promote equity at workplace, Runnymede implemented the following initiatives in 2024.

- **Capacity Building:** Provided education on unconscious bias, cultural competency, and anti-racism to enhance understanding, empathy, and inclusivity.
- **Cultural Awareness Events:** Organized events that promote understanding and appreciation of diverse cultural practices, traditions, and values. By recognizing events such as National Indigenous Peoples' Day, Black History Month, and National Day for Truth and Reconciliation, Runnymede was able to foster a respectful and inclusive workplace.
- **Community Engagement:** Built partnerships with community organizations and cultural institutions to strengthen our efforts in promoting awareness on cultural safety and equity.
- **Ongoing Communication:** Communicated on these initiatives through internal newsletters, meetings, and other communication channels to ensure employees are informed and engaged in our progress toward a more equitable workplace.

Runnymede will continue to promote these initiatives and build a more equitable and culturally safe workplace, where all employees feel valued, respected and empowered to contribute their best work.





At Runnymede Healthcare Centre, we are committed to creating a safe, informed, and engaging care experiences for every patient. We actively incorporate feedback from patients and families to drive meaningful initiatives that address key areas for improvement and enhance the quality of care we provide. To promote patient experience, Runnymede implemented the following initiatives in 2024.

- **Best Practice Guidelines Implementation:** Runnymede is proud to be recognized as a Best Practice Spotlight Organization through the Registered Nurses' Association of Ontario (RNAO). By implementing RNAO Best Practice Guidelines (BPGs), including the Patient and Family Centered Care (PFCC) BPG, we have enriched our care practices and strengthened our collaboration with the North Western Toronto (NWT) Ontario Health Team (OHT).
- **AIDET Communication Framework:** To enhance patient satisfaction and foster trust, clarity and empathy, Runnymede has adopted the AIDET framework (Acknowledge, Introduce, Duration, Explanation, and Thank You) as a standard for effective communication.
- **Regular Staff and Patient Rounding:** Our commitment to conducting staff and patient rounding has helped us foster increased staff engagement and enhanced patient satisfaction.
- **Redesigning Allied Health Team Operations:** As part of our ongoing rehabilitation program transformation, guided by the *HEART* (Healthy Engagement of Older Adults in Rehabilitation Therapy) philosophy, we have prioritized patient-centered care and operational efficiency. Key initiatives under this redesign include the introduction of group therapy, integration of therapy time boards, creation of SMART patient goals, and transitioning our paper-based Integrated Care Plans (ICP) into Electronic Medical Records (EMR). Through these initiatives, Runnymede has enhanced operational efficiency and improved patient outcomes.
- **Strengthening the Volunteer Program:** Following a pause during the pandemic, Runnymede has revitalized its volunteer program. Volunteers contributed their time, skills, and expertise to support patient programs. Their efforts enhanced the comfort and experience of our patients while fostering a community spirit, and the profound transformation of Runnymede's rehabilitation program.



Our commitment to enhance patient experience is evident through Patient Satisfaction survey, which revealed a 92% overall patient satisfaction score - highlighting the positive impact of our efforts to enhance the patient experience. Runnymede will continue to integrate patients and families feedback to inform our approach to quality improvement and patient centered care.

## Provider Experience



Runnymede is committed to creating a positive, inclusive workplace that attracts, retains, and supports staff. To promote staff experience, Runnymede implemented the following initiatives in 2024:

- **Employee Engagement:** Guided by staff feedback, Runnymede implemented several initiatives to enhance engagement, work-life balance, and satisfaction:
  - Introduced staff and patient rounding to improve engagement and collaboration.
  - Piloted a hybrid schedule for Registered Practical Nurses.
  - Reviewed and adjusted compensation plans for non-union employees.
  - Provided free parking for staff within walking distance of the hospital.
  - Approved over 98% of summer vacation requests for frontline workers.
- **Professional Development Program:** Invested in employee growth through in-house education opportunities and offering educational reimbursement for eligible professional development expenses. This initiative fostered continuous learning, promoted innovation, improved retention, and strengthened organizational culture.
- **Targeted Outreach:** Enhanced recruitment efforts for hard-to-fill positions by fostering relationships with universities and colleges to access a broader talent pool.
- **Employee Events:** Fostered a strong sense of community through over 20 events and milestones celebrated in 2024, including Long Service Awards and profession-specific recognition events such as Recreation Therapy Month, Nutrition Month, Pharmacy Appreciation Month, Social Work Month, Nurses Week, and All-Staff Appreciation events. These initiatives enhanced staff morale, reduced stress, and cultivated a supportive environment where employees feel valued and connected.

Our commitment to enhancing staff experience is evident through the Employee Engagement survey results, which showed an overall engagement score of 74.2%, up from 66.5% in the previous survey. Additionally, a pulse survey conducted at the end of 2024 served as a midpoint check-in to evaluate progress. The results confirmed sustained high scores, significantly above industry averages, highlighting the success of our action plans and commitment to staff well-being. Runnymede will continue to foster staff engagement and cultivate a thriving workplace that empowers employees and fosters innovation.





At Runnymede Healthcare Centre, workplace violence (WPV) reports are captured monthly as part of our quality improvement initiatives and ongoing efforts to foster a safety culture and minimize patient safety incidents. These reports are reviewed during Joint Occupational Health and Safety Committee meetings to ensure a supportive and inclusive workplace environment.

This initiative aims to increase reporting of all WPV incidents, review them comprehensively, and implement mitigation strategies to prevent or reduce occurrences.

To reduce WPV, Runnymede implemented the following initiatives in 2024:

- **Policy Update:** The WPV policy was updated to reflect current best practices.
- **Awareness Campaigns:** A WPV awareness poster was displayed throughout the hospital and included in the patient admission package.
- **Staff Engagement:** Discussions about WPV were conducted during regular safety huddles.
- **Data Analysis:** A comprehensive two-year analysis of WPV data was completed to identify trends and areas for improvement.
- **WPV Awareness Month:** February 2024 was recognized as WPV Month, featuring initiatives to raise awareness and promote safety.
- **Staff Survey and Action Plan:** A WPV staff survey was conducted to develop a targeted action plan.



We successfully reduced WPV incidents by 38% during the 2023-2024. Our WPV initiatives were also recognized at the Health Excellence Canada Innovation Challenge, earning both the *Innovation Kick-Start* and *Outcomes Measurement Progress Awards*.

Looking ahead to 2025/2026, Runnymede remains committed to further strengthening our WPV initiatives.

A key priority is implementing an effective feedback mechanism for employees who have experienced WPV, ensuring timely support and resolution.





At Runnymede Healthcare Centre, we are dedicated to providing patient-centred care, ensuring that every individual receives the right care at the right time and place. For patients transitioning to palliative care, our team prioritizes compassionate and effective support, addressing the needs of both patients and their families during this challenging time.

### **Activities Supporting High-Quality Palliative Care delivered at Runnymede includes:**

- **Multidisciplinary End-of-Life Care:** When end-of-life care is required, our interdisciplinary team, including physicians, nurses, and social workers, delivers compassionate, expert palliative care. Physicians skilled in end-of-life care and trained nursing staff provide emotional and physical support to patients and families.
- **Palliative Care Comfort Resources:** To enhance the patient experience, Runnymede has developed several resources to provide comfort and support, including a palliative care cart stocked with blankets, family support information, meal options, and comfort items. We also offer a palliative care toolkit and facilitate access to spiritual or religious support, ensuring a holistic approach to care.
- **Family Engagement and Communication:** We actively engage families with sensitivity and empathy. Regular Patient Care Conferences (PCC) with the family and interdisciplinary team keep families informed about their loved one. Initiatives like sympathy cards, quiet reflection moments, and a butterfly symbol on doors create a peaceful, supportive environment.
- **Dedicated Social Work Support:** Our social workers offer guidance through a palliative care package, equipping families with resources and information to navigate the end-of-life journey with confidence.

Runnymede's commitment to providing high-quality, patient-centred care ensures that all patients, including those requiring palliative care, receive the appropriate support to meet their physical, emotional, and spiritual needs.



Runnymede Healthcare Centre is committed to advancing population health management through innovative tools, strategic partnerships, and a focus on patient-centred care. As a member of the North Western Toronto Ontario Health Team (NWT-OHT), Runnymede actively collaborates to address the unique needs of our diverse community, ensuring better outcomes and equity.

Population health management serves as a cornerstone for our alignment with the NWT-OHT. By leveraging integrated, evidence-based frameworks like the Registered Nurses' Association of Ontario (RNAO) Best Practice Guidelines (BPGs), Runnymede enhances the quality, safety, and coordination of care.



## These efforts deliver:

- Improved Care Coordination:** Streamlining patient transitions across the continuum of care.
- Enhanced Patient Outcomes:** Promoting recovery and well-being through standardized, high-quality care practices.
- Support for Inter-Professional Collaboration:** Building capacity and aligning with broader health system goals.

In line with the NWT-OHT's focus on equity, Runnymede participates in annual community fairs such as the Seniors' Services Fair, Service Provider Fair, and Jane and Finch Community Fair. These events promote health awareness, education, and access to resources, particularly for marginalized populations.

Another significant initiative involved developing integrated care pathways for chronic disease management, such as Chronic Obstructive Pulmonary Disease. This collaborative effort prioritizes early intervention, regular monitoring, and lifestyle coaching to improve long-term outcomes and quality of life for patients.

Through these initiatives, Runnymede demonstrates its dedication to meeting the unique needs of the community while fostering integrated care and health equity.



## Other – Recognition for Commitment to Quality Improvement



Runnymede Healthcare Centre's dedication to continuous quality improvement has been recognized both locally and nationally, with significant milestones in 2024 underscoring our ongoing efforts to provide exceptional patient care.

This year, Runnymede's work was featured in the *Healthcare Management Forum* through the publication of the paper, "[Comprehensive Redesign of a Rehabilitation Program at Runnymede Healthcare Centre](#)." This publication highlights Runnymede's commitment to enhancing rehabilitation services through evidence-based practices and the application of Kotter's Change Management Model. The redesign, which included group therapy models, SMART (Specific, Measurable, Achievable, Relevant, and Time-bound) rehabilitation goals, and the HEART (Healthy Engagement of Older Adults in Rehabilitation Therapy) philosophy, resulted in improved patient satisfaction, reduced staff turnover, and greater rehabilitation efficiency. By sharing these findings, we contribute to the broader healthcare community's understanding of effective change management in complex environments.

Additionally, Runnymede was honoured with the Best Practice Spotlight Organization® (BPSO) designation from the Registered Nurses' Association of Ontario (RNAO). This recognition highlights Runnymede's successful implementation of three best practice guidelines: *Person and Family-Centered Care*, *Preventing Falls and Reducing Injury from Falls*, and *Transitions in Care and Services*. The BPSO designation reinforces our commitment to evidence-based practices that improve patient outcomes and safety.

These recognitions reinforce Runnymede's ongoing commitment to quality improvement. By focusing on patient-centred care and evidence-based practices, we continue to enhance the care we provide and contribute to the advancement of healthcare.

## Executive Compensation



None.





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

2025-03-27

(YYYY-MM-DD)

A handwritten signature in black ink that appears to read "Nick Migliore".

**Nick Migliore**

Board Chair

A handwritten signature in black ink that appears to read "David Hawkey".

**David Hawkey**

Quality Committee Chair

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**Connie Dejak**

President & Chief Executive Officer and Secretary-Treasurer to the Board of Directors