

Quality Improvement Plan (QIP)

# Narrative for Health Care Organizations in Ontario

March 17, 2025

## OVERVIEW

The South Georgian Bay Community Health Centre (SGBCHC) is an accredited, not-for-profit, community-governed, high-performing CHC in Ontario. We provide primary care services, allied health programs/services, and community development initiatives, serving the areas of Wasaga Beach, Clearview, Collingwood, Elmvale, and the Blue Mountains.

As a proud partner of the South Georgian Bay Ontario Health Team (SGBOHT), we deliver integrated health and social care to our community, including vulnerable populations. As a member of the Alliance for Healthier Communities, a network of community-governed primary health care organizations, we are committed to advancing health equity by delivering comprehensive primary health care.

The SGBCHC continues to face rising rates of complex health issues, food insecurity, and unstable housing among our clients, placing increased pressure on our staff. Despite staffing challenges, we are proud to have expanded our roster and maintained cancer screening rates and diabetes care above the provincial average. We recently established the Workplace and Community Equity Committee (WACEC), which has formalized our approach to assessing current equity practices and collaborating with leaders and members of marginalized communities and lived expertise experts. This committee is developing a meaningful learning curriculum for staff to deliver culturally safe care and services.

We are working with the Canadian Centre for Accreditation to uphold our accreditation status. Our QIP work plan for this year aligns with standards and indicators we continue to uphold, including Indigenous Cultural Safety.

Our results and successes reflect the resilience and dedication of our team to care for our clients, each other, and the broader community.

## ACCESS AND FLOW

The South Georgian Bay Community Health Centre (SGBCHC) has been and will continue to work towards improving access to health care in our community. Our client satisfaction survey results consistently show that clients are pleased with the time it takes to get an appointment when needed, but we recognize the importance of making meaningful changes to improve access to the right care.

In the past year, we focused on increasing the number of appointments booked through our virtual booking tool, facilitating easier access to primary care. We are proud to have nearly doubled the number of appointments booked virtually, despite facing staffing changes. We remain motivated to continue this progress and to better understand our clients' needs and the barriers they face in accessing this service.

To ensure timely access to evidence-based care, we continue to prioritize staff retention, invest in staff education, and support employee well-being. In the past year, we provided two off-site wellness and retreat days, as well as monthly onsite activities and potlucks. These initiatives aim to support relationship building, trust, and provide space for reflection, rest, and rejuvenation. We remain committed to recognizing milestones and fostering a workplace environment where staff feel supported, heard, and appreciated for their contributions.

## EQUITY AND INDIGENOUS HEALTH

As a member of the Alliance for Healthier Communities and an accredited organization with the Canadian Centre for Accreditation, equity has long been a core value embedded in our strategic plans. This year, we took significant steps to advance our equity initiatives and operationalize our vision.

We established a Diversity, Equity, and Inclusion (DEI) Committee, known as the Workplace and Community Equity Committee (WACEC), to formalize our commitment to learning, implementing best practices, and seeking opportunities to deepen our understanding. This advisory committee was born out of commitment to health equity within our Service Accountability Agreement with Ontario Health (OH).

This initiative is led by individuals with lived experience and expertise. One example of our efforts includes collaborating with a Regional Indigenous Cultural Safety Lead to conduct an internal audit, identify key priorities, and explore learning opportunities. We are also testing resources and training programs for staff to ensure culturally safe care and services.

As we continue to gather sociodemographic data on our client population, we anticipate that the findings will highlight gaps in our current service offerings, as well as opportunities to enhance our knowledge and adopt best practices from other values-driven organizations.

The ongoing work to strengthen equitable and culturally safe care has fostered meaningful, and at times difficult, conversations among staff. With staff-led initiatives, we have seen a higher level

of engagement and a strong desire to contribute to these critical efforts.

## **PATIENT/CLIENT/RESIDENT EXPERIENCE**

Our annual Client Satisfaction Survey results consistently reflect a high level of client satisfaction with the services provided at the South Georgian Bay Community Health Centre (SGBCHC). We take great pride in offering compassionate, client-centered, and trauma-informed primary care, delivered by a healthcare team that is empathetic, patient, and resourceful, ensuring that every individual receives the highest standard of care from the moment they enter our doors.

In addition to our annual survey, we continuously gather feedback from community programming to ensure that we maintain exceptional standards in program delivery. This feedback helps us gauge whether clients perceive improvements in their mental, physical, emotional, or spiritual well-being. We use this input, alongside the results from our client satisfaction surveys, to better understand and address our clients' evolving needs.

Guided by the Model of Health and Wellbeing as a tool for transformative change, we integrate the insights from our feedback mechanisms with the broader context of relevant community issues and crises. We also draw on the experiences and expertise of our community partners, prioritizing a collaborative approach to achieve improved health outcomes for all.

## **PROVIDER EXPERIENCE**

Our primary healthcare team provides comprehensive, collaborative, and wrap-around care, consisting of up to 2.0 FTE physicians, 1.5 NPs, 2 nurses, 1.5 FTE social workers, 1 dietitian, and 1 diabetes educator. Despite operating in a dynamic and competitive healthcare environment, our team remains cohesive, motivated, and supportive, consistently prioritizing a collaborative approach to service delivery.

The South Georgian Bay Community Health Centre (SGBCHC) takes great pride in fostering an inclusive culture and creating a safe environment for our staff, clients, community partners, and the broader community. Our most recent staff satisfaction survey reflected an overall happiness rate of 71%.

Recognizing the growing demands of healthcare delivery and the increasing pressures on our staff, SGBCHC remains committed to investing in ongoing professional development opportunities that align with staff's identified learning goals. We offer flexible work schedules, prioritize team wellness through restorative retreats—often set in nature—and create a supportive, enjoyable environment. Monthly potlucks, catered lunches, and team-building activities further enhance the sense of community and foster a workplace where staff feel valued and supported.

## **SAFETY**

The South Georgian Bay Community Health Centre (SGBCHC) takes five key steps to improve and deliver safe patient care.

We begin with a comprehensive onboarding process for new staff, which includes reviewing policies and completing virtual training modules focused on patient safety, occupational health and safety,

equity and diversity, and the identification and reporting of incidents or near misses. Reporting can be done either formally or anonymously.

Staff are required to participate in annual updates or refreshers on topics such as occupational health and safety, non-violent crisis intervention, and equity, diversity, and inclusion. These sessions are conducted in-person or virtually and are led by experts in their respective fields.

Our Health and Safety Committee plays a vital role in maintaining a safe physical environment for all. The committee conducts monthly inspections and evaluates incident reports. Although incidents involving clients are rare, each is taken seriously. When necessary, the committee ensures that appropriate changes to policies and procedures are implemented in a timely manner. They also regularly review and update all Health and Safety policies to ensure they meet provincial standards.

Bi-monthly Clinical Rounds provide an opportunity for clinical staff to review cases, discuss incidents or near misses, and amend policies to reflect best practices for safe patient care.

All of these actions contribute to outcomes that are regularly reviewed and discussed during monthly all-staff meetings. These meetings provide opportunities for staff input, and often lead to the formation of subcommittees or working groups to develop or implement action plans, fostering a culture of continuous learning from shared experiences.

## POPULATION HEALTH MANAGEMENT

The South Georgian Bay Community Health Centre (SGBCHC) provides healthcare initiatives designed to enhance the general health and well-being of our regional population. In collaboration with numerous community partners and the South Georgian Bay Ontario Health Team (OHT), we deliver evidence-based, client-centered primary care, as well as a range of health-promoting programs and initiatives. We also engage with regional and provincial partners, such as our local health unit, regional poverty and homelessness task forces, and Ontario Health, to gather relevant data and monitor emerging trends.

This year, we are particularly proud of the partnerships established to improve access to care and service delivery. A few notable new collaborations include:

**Collingwood Public Library:** One of our social workers now serves as a Community Care Worker, supporting individuals facing societal challenges such as homelessness, precarious housing, food insecurity, unemployment, and mental health crises.

**My Friend's House:** We have partnered with this local non-profit organization supporting abused women and children in the Georgian Triangle. Our facility provides a safe space for women and children in Wasaga Beach and rural communities who face transportation barriers to the Collingwood location.

**Arthritis Society:** We are proud to offer space for the Arthritis Rehabilitation and Education Program (AREP), which provides community-based support for individuals living with arthritis.

In addition, we continue our work with the South Georgian Bay OHT

on initiatives such as the Health Equity Sociodemographic Questionnaire, Digital Health Innovation, the Mental Health Collaborative table, and Diabetes Central Referral system.

## ADMINISTRATIVE BURDEN

The leadership team at the South Georgian Bay Community Health Centre (SGBCHC) recognizes the critical need to prioritize "patients before paperwork" in order to reduce provider burnout and enhance employee satisfaction. By reducing administrative burdens, we aim to create a more welcoming and enjoyable work environment while increasing client-facing time for care delivery.

Our clinic team is fortunate to have implemented several practices that support standardized documentation, such as long-standing standardized notes and forms within our EMR system, which also facilitates collaborative care with allied health professionals. We are continually working to streamline the intake process, minimizing human error and improving the efficiency of electronic data capture. Additionally, we are collaborating with the South Georgian Bay Ontario Health Team (SGB OHT) to leverage technology, aiming to increase online completion of the Health Equity Questionnaire. To ensure accessibility, we offer both digital and paper options for clients to complete the questionnaire.

We have also adopted various digital tools to enable clinicians to deliver timely and safe care with reduced administrative load. All providers use platforms such as eReferral, eConsult, and OLIS. This year, we are focusing on evaluating the volume of faxes we send and exploring potential changes to reduce this process if necessary. We continue to encourage the use of online booking to ensure clients have timely access to care.

To further reduce paperwork for our primary care providers, collaborating with our partners for knowledge exchange, best practices, and support for implementation will be essential in the coming years. We are grateful for the opportunity to learn from the SGB OHT and their experience with HEIDI—an AI tool for documentation—and plan to pilot this tool within the SGBCHC based on their recommendations.

## 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 on  
**March 17, 2025**

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**John Robbins**, Board Chair

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**Tonya Morgan**, Quality Committee Chair or delegate

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**Heather Klein Gebbinck**, Executive Director/Administrative Lead

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**Danielle Pearson**, Other leadership as appropriate

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