

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

March 26, 2026

OVERVIEW

The South Georgian Bay Community Health Centre (SGBCHC) is proud of its continued commitment to delivering accessible, equitable, and high-quality care through strong partnerships, innovation, and a patient-centred approach fostering a welcoming environment for all, particularly for marginalized and underserved populations.

The SGBCHC has strengthened access and flow by offering flexible care options, including home visits, virtual services, same-day appointments, and evening availability. These initiatives ensure patients receive timely care in the most appropriate setting, while integrated EMR systems support seamless transitions following hospital visits.

Patient experience remains a cornerstone of quality improvement efforts. Survey results demonstrate consistently high satisfaction, with 97.7% of clients feeling welcome, 98.3% involved in decisions about their care, and 97.7% reporting that providers spend sufficient time with them. SGBCHC focuses on sustaining this high performance while using client feedback to refine programs and expand services in meaningful ways.

A key area of pride is the organization's strong workplace culture, with staff reporting high levels of engagement, emotional safety, and overall satisfaction. Investments in professional development, wellness initiatives, and inclusive practices contribute to a positive and supportive environment.

Finally, SGBCHC's leadership in population health and palliative care—through regional partnerships and initiatives like the

Collingwood Wellness Initiative—demonstrates its commitment to integrated, compassionate, and responsive care across the continuum.

ACCESS AND FLOW

The SGBCHC demonstrates strong access and flow by ensuring patients receive the right care, in the right place, at the right time through a range of coordinated initiatives. Primary providers offer home visits for patients with mobility or health barriers, while virtual appointments are available across primary care, mental health, and select exercise and nutrition programs to increase convenience and reach. Each provider reserves same-day appointments and offers evening availability, helping to address urgent needs promptly and reduce unnecessary emergency department and walk-in clinic visits. In addition, our shared electronic medical record (EMR) system notifies providers when their patients are admitted to hospital or seen by specialists, enabling timely follow-up booking when needed and supporting smooth transitions in care. This integrated approach reduces fragmentation and enhances continuity of care.

EQUITY AND INDIGENOUS HEALTH

The SGBCHC is committed to advancing health equity and fostering an inclusive, culturally safe environment for all clients and staff. Although our sociodemographic data completion rate is low, we recognize that many Indigenous patients may be hesitant to self-identify due to the enduring effects of colonization, systemic discrimination, and a well-founded mistrust of healthcare systems. With this understanding, our approach focuses broadly on equity and inclusion across all diverse populations. We have implemented a range of initiatives to support this, including offering quiet spaces for cultural, spiritual, or sensory needs, accessible facility design with features such as wide doorways, bariatric seating, low light switches, and virtual care options to reduce access barriers. Our system navigation approach centers on client strengths to support access to social, financial, and healthcare resources. We actively promote cultural inclusivity through diverse artwork, welcoming signage, and formalized translation services with staff trained to identify and offer language support.

The Workplace and Community Equity Committee (WACEC) lead ongoing efforts such as mandatory staff training on Indigenous and marginalized populations, policy development through an equity lens, and the creation of a meaningful land acknowledgement in collaboration with a Regional Indigenous Cultural Safety Coordinator. Additionally, our Client Care Committee works to reduce financial barriers by assisting with essential health-related costs, including medications, transportation, and medical supplies, on an individual basis. Together, these initiatives reflect our sustained commitment to equitable care and an inclusive workplace culture.

PATIENT/CLIENT/RESIDENT EXPERIENCE

The SGBCHC is committed to delivering a high-quality, patient-centred experience that is responsive to client needs and continuously informed by feedback gathered through the annual client experience survey. This year, the organization achieved its highest response rate to date, driven by ongoing efforts to collect client email addresses and expand digital outreach. Strengthening email collection remains a key priority, as it supports more efficient, accessible, and patient-centred care while also improving operational efficiency, patient engagement, and clinical outcomes.

Survey results continue to demonstrate consistently high levels of client satisfaction and engagement. Notably, 79.1% of patients reported being able to access an appointment on their preferred date, consistent with previous years. Patients overwhelmingly report positive care experiences: 97.7% feel welcome at the CHC; 98.3% feel involved in decisions about their care; 97.7% report that providers use language they can understand; and 97.7% feel providers spend sufficient time with them. Overall, 90.1% of patients indicated they are satisfied or very satisfied with the programs and services they receive.

Given these strong results, SGBCHC's quality improvement approach focuses on sustaining high performance and preventing decline, rather than solely aiming to increase already high scores. Emphasis is placed on deepening patient engagement by analyzing qualitative survey feedback to identify trends, refine services, and further personalize care. Client feedback is also used to inform outreach strategies, ensuring programs and services are promoted through the most effective and preferred communication channels. Additionally, survey insights guide the development of new

programs and have supported the expansion of social programming in both frequency and location, ensuring services remain responsive, inclusive, and aligned with community needs.

PROVIDER EXPERIENCE

The SGBCHC has implemented a range of strategies to strengthen recruitment, retention, workplace culture, and overall staff experience despite ongoing challenges. The organization fosters a positive and inclusive environment through flexible scheduling that supports work-life balance, along with comprehensive benefits such as paid sick days, jury duty, bereavement, and family-related care days. Staff are further supported through paid professional development/education time and tuition reimbursement.

Team cohesion and morale are enhanced through initiatives like an annual staff retreat, holiday celebrations, and a wellness committee that organizes monthly activities, including potlucks, staff milestone celebrations, and team-building events. Staff report feeling heard and clear about their roles, contributing to a strong sense of engagement.

This commitment is reflected in the annual staff satisfaction survey, where the staff reported a score of 8.29 out of 10 on the happiness scale—the highest in five years—with 100% of staff reporting emotional safety at work with no reports of discrimination, bullying, or harassment. Survey results are carefully analyzed each year, and action plans are developed with staff input; for example, recent feedback led to enhancements in the benefits package, including expanded mental health supports.

SAFETY

The SGBCHC is committed to maintaining environments that are physically, emotionally, and culturally safe for staff, clients, and the broader community. A biennial Risk Management Plan identifies high-impact risks and establishes clear mitigation strategies, while ongoing accreditation through the Canadian Center for Accreditation ensures that organizational policies, practices, and procedures reflect current best practices and are grounded in principles of equity, inclusion, and diversity. Workplace safety is actively monitored through the Health and Safety Committee, which conducts monthly inspections, reviews incident and near-miss reports, and implements corrective actions to continuously strengthen safety practices.

Patient health information security is strengthened through our participation in a shared electronic medical record (EMR) system in partnership with the South Georgian Bay Family Health Team. This integrated system enables secure, real-time information sharing across the circle of care, including hospitals, specialists, pharmacies, allied health providers, and home care services. This integrated approach reduces fragmentation and enhances continuity of care. The use of digital tools such as OLIS, HRM, eConsult, eReferral, ePrescribe, Oceans, and AI scribe further supports accurate, timely, and secure communication, significantly reducing reliance on faxing and minimizing privacy risks.

In addition, SGBCHC advances culturally safe and inclusive care through its Workplace, Community, and Equity Committee. This committee leads ongoing efforts to address health inequities and foster a respectful, inclusive environment for Indigenous and marginalized populations. These efforts are supported through annual reporting, strategic work planning, and continuous staff

education and training, ensuring that safety is embedded not only in practice, but in organizational culture. This work will be ongoing, as we want to continually evolve our approach to reflect the changing needs of our community.

PALLIATIVE CARE

The SGBCHC provides comprehensive, patient-centred care across the lifespan, from newborn to end-of-life. Primary care providers at SGBCHC work in close partnership with the North Simcoe Muskoka Hospice Palliative Care Network to deliver care aligned with best practice guidelines.

Palliative care is primarily delivered through a shared care model, involving collaboration with a broad interprofessional team, including physicians, nurse practitioners, visiting nurses, pain management specialists, personal support workers, and social workers. SGBCHC providers offer flexible care delivery, seeing palliative patients either in the clinic or in their homes, based on individual needs and preferences.

To strengthen communication with patients and families regarding serious illness and palliative care diagnoses, SGBCHC providers participated in the Serious Illness Conversation Course in March of 2025, delivered by the NSM Palliative Care Network. There is continued interest among providers in pursuing additional education opportunities in this area.

In collaboration with the regional palliative care coach, the SGBCHC has developed a Palliative Care Action Plan and completed a Community Organization Assessment Tool, guided by the Ontario Palliative Care Competency Framework.

SGBCHC is also an active member of the South Georgian Bay OHT Palliative Care Action Group. Through this collaboration, the organization is contributing to regional efforts to enhance palliative care resources and improve access to services. Key initiatives include the development of standardized flow sheets for providers, enhancements to referral pathways, and improved communication among community partners to ensure patients receive timely, coordinated, and high-quality care.

POPULATION HEALTH MANAGEMENT

The SGBCHC demonstrates a strong commitment to population health management through collaborative partnerships and data-informed decision-making. By leveraging diverse data sources—including client experience surveys, Statistics Canada, local public health data, 211 Canada, and the Ontario Health eReports Portal—the organization continuously monitors community trends, identifies emerging needs, and addresses service gaps.

In response to a rise in homelessness and increased demand for social and health supports, the SGBCHC partnered with municipalities, the County of Simcoe, the Simcoe Muskoka District Health Unit, and community agencies such as the David Busby Centre and Home Horizon. Through its leadership within the South Georgian Bay Ontario Health Team (OHT), SGBCHC played a key role in co-designing the Collingwood Wellness Initiative—an innovative model developed to address a critical gap in access to episodic primary care for individuals experiencing homelessness.

This initiative reflects a highly integrated, community-driven

approach. Responsibilities are shared across partners and include provision of space, outreach and engagement, care coordination, and clinical service delivery. The model emphasizes low-barrier access, cultural safety, and continuity of care, ensuring that individuals who may otherwise face significant barriers can receive timely and appropriate services.

Through these efforts, SGBCHC continues to advance health equity and improve access to care for vulnerable populations, while strengthening system integration and responsiveness across the region.

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

Board Chair

Quality Committee Chair or delegate

Executive Director/Administrative Lead

Other leadership as appropriate
