Document Name:	Quality & Patient Safety Framework
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Review Period:	☒3 years ☐1 year **Manual:** Governance Policy Manual
Classification: Board of Directors	**Section:** Program & Quality Effectiveness
Owner: President & CEO	**Signing Authority:** Board of Directors

POLICY STATEMENT:

The Board is accountable for ensuring that the hospital establishes a clear definition of quality and adopts a quality framework to guide all activities related to the quality of care provided by the organization. This includes implementing appropriate structures, processes, and systems to support its responsibility for quality. Additionally, the Board must continuously monitor and exercise oversight of these frameworks and mechanisms to ensure they effectively uphold and enhance the delivery of safe, high-quality care.

DEFINITIONS:

Quality: For Hôpital Glengarry Memorial Hospital (HGMH), quality means delivering safe, effective, patient centered, efficient, timely, and equitable services resulting in optimal patient health outcomes, guided by Health Quality Ontario's definition of a high-quality health system. The following chart outlines these key dimensions, detailing what each element means from both the patient's perspective and the provider's perspective. This dual approach ensures that quality improvement efforts align with patient needs while supporting providers in delivering safe, effective, and compassionate care.

Element	Patient meaning	Provider meaning
Safe	*I will not be harmed by the health system*	*The care my patient receives does not cause the patient to be harmed*
Effective	*I receive the right treatment for my condition, and it contributes to improving my health*	*The care I provide is based on best evidence and produces the desired outcome*
Patient Centered	*My goals and preferences are respected. My family and I are treated with respect and dignity*	*Decisions about my patient's care reflect the goals and preferences of the patient and their family or caregivers*
Efficient	*The care I receive from all practitioners is well coordinated and efforts are not duplicated*	*I deliver care to my patients using available human, physical, and financial resources efficiently, with no waste to the system*
Timely	*I know how long I have to wait to see a doctor or for tests or treatments I need and why. I am confident this wait time is safe and appropriate*	*My patient can receive care within an acceptable time after the need is identified*
Equitable	*No matter who I am or where I live, I can access services that benefit me. I am fairly treated by the organization and health care system*	*Every individual has access to the services they need, regardless of his or her location, age, gender, or socio-economic status*

Effective: May 2025	Last review/revision: May 2025	Next review: May 2028

Quality Framework: The quality framework serves to ensure alignment and accountability for quality through the hospital and has been adopted from the Canadian Quality & Patient Safety Framework for Health Services.

The Framework's ultimate aims are:
1. Improving key quality and safety areas
2. Reducing unwarranted care variation
3. Strengthening high-quality health services that improve patient experiences and outcomes

The Board of Directors will apply this framework to guide the activities related to quality of care provided by HGMH. The following framework defines five goal areas designed to drive improvement and to align Canadian legislation, regulations, standards, organizational policies and public engagement on patient safety and quality improvement.

Goal 1 | People-Centred Care
People using health services are equal partners in planning, developing, and monitoring care to make sure it meets their needs and to achieve the best outcomes.

Goal 2 | Safe Care
Health services are safe and free from preventable harm.

Goal 3 | Accessible/Timely/Equitable Care
People have timely and equitable access to quality health services.

Goal 4 | Appropriate/Effective/Efficient Care
Care is evidence-based and people-centred.

Goal 5 | Integrated Care
Health services are continuous and well-coordinated, promoting smooth transitions.

PROCEDURE:

HGMH is committed to delivering high-quality, safe, and patient-centered care in alignment with the Canadian Quality & Patient Safety Framework for Health Services. This framework establishes five key goals to guide healthcare organizations in achieving excellence in quality and patient safety, which are:

- People-Centered Care
- Appropriate Care
- Safe Care
- Integrated Care
- Accessible Care

The Board of Directors plays a critical role in ensuring these principles are embedded in the organization's governance, strategic direction, and operational oversight.

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To uphold *People Centred Care*, the Board will:
- Set the expectation that the organization ensures patients and families have the information they need to make informed decisions about their care, improving patient experiences and outcomes.
- Ensure diverse populations, including Indigenous, Black, LGBTQ2S+, immigrant, and rural communities, receive culturally safe care by embedding respect for culture, values, and beliefs into strategic planning and policy development.
- Support and promote formal and informal partnerships with patients and healthcare providers to enhance service delivery and patient engagement.
- Regularly review patient-reported experience and outcome measures to assess whether hospital services are making a meaningful, positive impact on patient care and overall health outcomes.

To advance *Safe Care*, the Board will:
- Ensure accountability for patient safety by overseeing that safety concerns and incidents are appropriately addressed.
- Support a psychologically and physically safe work environment by ensuring healthcare providers have access to staff wellness and retention programs.
- Regularly review safety outcomes and reported trends to proactively drive improvements in safe practices.
- Ensure the organization participates in accreditation processes where applicable, reinforcing a commitment to continuous quality and safety improvement.

To enhance *Accessible Care*, the Board will:
- Ensure that diverse populations, including Indigenous, Black, LGBTQ2S+, immigrant, and rural communities, receive safe, equitable, and timely care by addressing barriers to access.
- Develop and implement needs-based human resource allocation strategies to ensure appropriate staffing levels and service availability that meet the needs of the communities served.

To ensure *Appropriate Care*, the Board will:
- Encourage health promotion and disease prevention initiatives to improve overall community well-being.
- Ensure infrastructure and accountability measures are in place to support seamless care transitions across health services, particularly between urban, rural, and remote settings.
- Ensure health teams, including patients and families, have appropriate access to integrated electronic health records to enhance care coordination and decision-making.

REFERENCES:

1. Healthcare Excellence Canada. (2020). *Canadian Quality & Patient Safety Framework for Health Services*.
2. Health Quality Ontario. (2017). *Quality Matters: Realizing Excellent Care for All*.

APPENDIX A Activities the Board Undertakes to Support the Quality & Safety Framework	
People Centred	• Set expectations for active patient engagement throughout our organization. • Review patient experience data along with quality and patient safety action plans. • Regularly review patient feedback and learn about patient experiences through the use of patient stories at the Board. • Develop organizational policies, an Inclusion, Diversity, Equity, and Anti-Racism (IDEA) framework, and appropriate measures for addressing anti-racism, cultural safety and humility, in collaboration with diverse peoples. • Support and participate in anti-racism, cultural safety and humility training for board members and all staff. • Encourage membership of diverse peoples, including Indigenous, Black, LGBTQ2S+, immigrant, and people in rural and remote communities on the board. • Commit to establishing relationships with the communities our organization serves. • Establish mechanisms to engage with the Patient & Family Advisory Committee to incorporate their voices and perspectives in board initiatives. • Develop organizational strategic plans in collaboration with patient partners. • Include patient and family representative membership on our board and/or board committees. • Educate the Board about patient experience and outcome measures as part of our onboarding process. • Review qualitative and quantitative data about patient and staff experiences. • Seek updates from the patient and family advisory committee. • Provide feedback on targets, outcome indicators, and actions for improvement. • Review and approve quality, patient safety, and strategic plans.
Safe Care	• Prioritize quality and patient safety on the board's agenda. • Review reports on patient safety, recommended actions arising out of patient safety incident analyses, and resulting action plans for improvements. • Demonstrate accountability for our organization's quality and safety goals. • Foster psychological support programs for the health team. • Ensure that the health team is aware of available psychological support programs, turnover rates, and plans for improvement. • Review workplace health and safety information, turnover data, absenteeism rates, and mental health and workplace violence claims and use this information to assess improvement plans. • Review data on avoidable deaths and the implementation of relevant evidence-based practices. • Allocate resources for training, implementing evidence-based practices, and measuring outcomes. • Ensure actions are taken to improve patient outcomes. • Participate in accreditation for our organization and professionals. • Review the accreditation report and monitor actions that arise from it. • Share accreditation results internally and publicly. • Establish a process for publicly reporting data on patient harm and other indicators that reflect organizational safety.
Accessible Care	• Collect and review population data and consider the needs of diverse peoples in your strategic planning. • Identify health services that are monitored for access and review data on wait times to increase access to services. • Ensure that targets for access to services are measured and publicly reported and that actions are taken to drive improvement. • Ensure best practice for human resource strategic planning. • Evaluate the impact of human resource allocation decisions on quality, safety, and patient experience.

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Appropriate Care	• Review population health outcomes and your organization's action plans for promoting health and preventing disease. • Participate in education on disease prevention and screening interventions and innovations.
Integrated Care	• Understand the challenges and solutions for electronic health record management and allocate resources for information systems implementation and improvement. • Advocate for an electronic health record to connect patients and providers and to give patients direct access to their personal health information.

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