

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

March 25, 2026

OVERVIEW

Stevenson Memorial Hospital (SMH) is a progressive, acute care, community-based hospital located in the Town of New Tecumseth that services South Simcoe and surrounding communities. SMH offers a range of services including 38 medical/surgical inpatient beds and a variety of outpatient, diagnostic and treatment services, as well as an Emergency Department with 24/7 coverage. A few services offered at SMH to ensure care is delivered close to home include: cataract surgeries, general surgery, fracture clinic, diagnostic imaging, maternal healthcare, outpatient mental health, dialysis, and crisis services.

SMH's top priority is to provide safe, high-quality, patient-centered care. Our strategic plan puts patients and families at the center of everything we do. It means that at every moment, during every interaction, the care and safety of patients comes first as we deliver excellent healthcare to those we serve.

Our Vision: Setting a New Standard for Community Hospital Care

Our Mission: Promising Progress, Pursuing Perfection

Our Values: I.C.A.R.E (Integrity, Compassion, Accountability, Respect, and Excellence).

SMH's annual Quality Improvement Plan (QIP) is guided by a comprehensive assessment of our opportunities to improve quality across the organization; while ensuring we continue to enhance access to excellent healthcare close to home.

The 2026–27 Quality Improvement Plan (QIP) establishes our organizational priorities and outlines a focused, data driven workplan to improve quality, access, experience, equity, and safety. The QIP is aligned with provincial priorities and organizational improvement efforts, and it emphasizes meaningful measurement to support sustained improvement.

For 2026-27, our QIP priorities are focused on the following indicators:

- Improving access and patient flow by reducing the 90th percentile Emergency Department wait time to Physician Initial Assessment (PIA), aligned with provincial targets and supported through flow optimization and rapid assessment strategies.
- Advancing equity and inclusion in care delivery by measuring and improving the proportion of patients who report feeling welcomed, respected, and free from discrimination while receiving care, using a newly introduced patient reported experience indicator.
- Strengthening patient experience and engagement by increasing the proportion of patients who provide feedback on their care experience, enabling more meaningful, data driven quality improvement across clinical and support services.
- Enhancing organizational safety culture by increasing staff awareness and reporting of workplace violence, incivility, harassment, and psychological safety concerns, recognizing that increased reporting reflects improved awareness, trust, and safety culture maturity.

ACCESS AND FLOW

At SMH, optimizing system capacity, ensuring timely access to care, and enhancing patient flow are key priorities that improve patient outcomes and experiences. Through collaboration with healthcare partners and the implementation of innovative strategies, SMH continues to develop solutions that reduce unnecessary hospitalizations, improve Emergency Department (ED) efficiency, and support seamless transitions of care. To enhance ED operations, SMH is planning to implement a rapid assessment zone (RAZ) within the Emergency Department, allowing patients with minor injuries or respiratory illnesses to be seen in a timelier way. This reduces congestion and improves wait times – positively impacting the patient experience. The Stevenson@Home program has successfully diverted more than 185 hospital admissions through facilitating early transitions in care. This program provides enhanced care in the community for patients at risk of prolonged hospital stays, ensuring safe and timely discharges while maintaining continuity of care in an appropriate setting outside of an acute hospital.

SMH also has enacted its Surge Response Plan as needed to manage significant increases in patient volumes. This plan ensures care spaces are optimized, additional inpatient capacity is created, and resources are effectively allocated to maintain high-quality care during periods of high demand. By leveraging these strategies and fostering strong partnerships across the healthcare system, SMH remains committed to improving access, enhancing patient flow, and delivering exceptional care to the communities it serves.

EQUITY AND INDIGENOUS HEALTH

SMH is committed to fostering a culture of equity, inclusion, and belonging where all individuals feel safe, respected, and valued, and are supported to be their authentic selves. We recognize that advancing equity is essential to delivering high-quality, patient-centered care and addressing disparities in health outcomes across our community.

Respect and Belonging is a foundational theme within SMH's Strategic Plan and guides our commitment to:

- Partnering with patients, families, and community organizations to identify and address health gaps and inequities.
- Embedding Equity and Inclusion principles into the design and delivery of services to ensure care is provided in a culturally safe and inclusive manner.
- Acknowledging our responsibility to support vulnerable and marginalized populations by recognizing and responding to their distinct care needs.
- Endeavoring to engage with Indigenous peoples and communities, with a commitment to reconciliation, meaningful partnership, and the delivery of culturally safe and respectful care.
- Deepening organizational understanding of the unique health experiences and needs of other equity-deserving groups.
- Actively seeking and amplifying marginalized communities in planning, decision-making, and quality improvement efforts.

PATIENT/CLIENT/RESIDENT EXPERIENCE

The perspective of patients, clients, residents, and families is essential to decision-making and quality improvement at SMH. We recognize that those who receive care provide a unique and invaluable perspective on how our services are experienced, and

their insights are critical to shaping improvements that are meaningful, equitable, and patient-centered.

Guided by our purpose of Promising Progress, Pursuing Perfection and our core value of Excellence, SMH is committed to listening, collaborating, and partnering with patients and families to create safe, respectful, and personalized care journeys. This commitment is reflected in our 2026–27 Quality Improvement Plan (QIP), which places a strong emphasis on strengthening how we listen to and learn from patient experience.

In 2026–27, SMH will focus on increasing the proportion of patients who provide feedback on their care experience, recognizing that broader and more representative feedback enables more meaningful, data-driven quality improvement across the organization. We will continue to expand and enhance feedback collection methods to ensure patient voices inform improvement efforts at all levels.

Patient experience improvement is also closely linked to equity and inclusion. As part of the QIP, SMH is introducing a new patient-reported experience measure to better understand whether patients feel welcomed, respected, and free from discrimination while receiving care. This reflects our commitment to creating inclusive care environments where all individuals feel safe and valued.

Our Patient and Family Advisors continue to play a vital role in advancing this work. Patients and family members generously contribute their time, lived experience, and perspectives to help improve care for all patients and families. By thinking beyond their own experiences and participating in committees and quality improvement initiatives across the organization, Patient and Family Advisors help ensure that patient experience remains central to planning, design, and evaluation of care.

Through these efforts, SMH will continue to strengthen a culture that values partnership, transparency, and learning; ensuring patient, client, and care partner experience meaningfully informs quality improvement and supports the delivery of compassionate, equitable, and high-quality care.

PROVIDER EXPERIENCE

Like many hospitals across the province, SMH continues to experience the impacts of ongoing health human resource pressures, which affect staff and credentialed staff both professionally and personally. Recognizing that provider experience is foundational to safe, high quality, and patient centred care, SMH remains committed to fostering a supportive, inclusive, and respectful work environment where team members feel valued, heard, and safe.

Through continued recruitment efforts and sustained leadership commitment, SMH strives to strengthen workforce stability while supporting staff wellbeing and engagement. The Executive Team and SMH Foundation demonstrate an ongoing commitment to recognizing and celebrating the contributions of staff, professional staff, and volunteers. Examples of this commitment include annual Team Appreciation Week, recognition of professional awareness days and months, celebration of years of service, and ongoing staff recognition initiatives such as Good Catch, “Caught you Caring”, and organizational spirit wear that promote pride and connection across the hospital community.

In 2026–27, SMH’s Provider Experience focus is closely aligned with strengthening organizational safety culture. As outlined in the QIP, SMH will prioritize increasing staff awareness and reporting of workplace violence, incivility, harassment, and psychological safety concerns. Increased reporting is recognized as a positive indicator

of a culture where staff feel supported to speak up and where concerns can be addressed proactively and transparently. To support this work, SMH continues to invest in education, training, and system improvements that promote safety and respect in the workplace. This includes ongoing enhancements to reporting tools and processes, leadership accountability for follow up and learning, and organization wide education related to workplace safety, respectful behaviours, and psychological safety. SMH also maintains access to confidential supports, including an Employee Assistance Program, to ensure staff have timely access to care following difficult or traumatic events.

Supporting provider experience also includes investing in learning and professional development. SMH continues to enhance clinical orientation and onboarding programs to better support new graduates, internationally educated professionals, and experienced staff. The introduction and continued use of specialized clinical education resources and roles, such as the Clinical Scholar, further supports knowledge development, confidence, and retention among frontline team members.

Through these efforts, SMH aims to strengthen a culture where staff feel respected, included, and safe; recognizing that a positive provider experience is essential to delivering equitable, high quality care and achieving our broader QIP priorities.

SAFETY

At SMH, safety is a fundamental component of quality care and a shared responsibility across the organization. We are committed to fostering a strong culture of safety that protects patients, staff, credentialed staff, volunteers, learners, and visitors from harm. Central to this commitment is encouraging open reporting, learning from incidents, and continuously strengthening systems and

processes to prevent recurrence.

SMH is in the process of developing a comprehensive Patient Safety Plan that will align people, policies, and procedures with targeted improvement initiatives. Once finalized, this plan will be integrated with the Quality Improvement Plan and grounded in our mission, vision, and values of Integrity, Compassion, Accountability, Respect, and Excellence, supporting transparency, shared accountability, and continuous learning to advance safe care delivery.

For 2026–27, the Quality Improvement Plan places a strong emphasis on strengthening organizational safety culture, with a specific focus on increasing staff awareness and reporting of workplace violence, incivility, harassment, and psychological safety concerns. Increased reporting is recognized as an important indicator of a healthy safety culture; one where staff feel supported to speak up, concerns are taken seriously, and learning is used to drive meaningful improvement.

SMH is committed to providing a healthy and respectful workplace and recognizes the potential for violence and incivility within healthcare environments. The organization takes every reasonable precaution to identify, minimize, and mitigate risks to staff and patients. Our workplace violence prevention program provides a comprehensive framework for consistent identification, reporting, response, investigation, follow up, and education related to all acts, attempted acts, or threats of violence and harassment.

Enhancements to security services and increased organizational focus on prevention and response further support this commitment.

To monitor progress and support accountability, safety related incident data is collected and reviewed through established occupational health and safety processes and shared with leadership and the Board of Directors. This information is used to

identify trends, inform targeted quality improvement actions, and evaluate the effectiveness of interventions over time.

Through continued focus on reporting, education, leadership engagement, and learning, SMH aims to strengthen a culture where safety concerns are identified early, addressed consistently, and used to improve outcomes for both patients and providers.

POPULATION HEALTH MANAGEMENT

SMH is an active partner in the South Simcoe Ontario Health Team (OHT), a collaboration of 13 health and community service organizations working together to create a more integrated, coordinated, and people centred system of care for the residents of South Simcoe. Through this partnership, SMH contributes to a shared approach to population health that recognizes the interconnected health, social, and access needs of our growing community.

Aligned with provincial direction and local priorities, the South Simcoe OHT continues to focus on strengthening integration across the care continuum, with particular emphasis on equitable access, patient navigation, and coordinated transitions in care. These system level efforts directly support SMH's 2026–27 QIP priorities, including improving timely access to care, strengthening patient experience, and advancing equity and inclusion.

Population growth across our catchment area, including a projected 50% increase in Alliston and New Tecumseth, continues to place pressure on emergency, inpatient, and outpatient services. In response, SMH is focused on improving patient flow and access to care, including initiatives to reduce Emergency Department Physician Initial Assessment times and enhance system

coordination to support timely transitions between care settings.

Equity is a key component of population health management. SMH recognizes that different populations experience care differently and that inequities can contribute to variations in outcomes and access. Through collaboration with OHT partners and community organizations, SMH is working to better understand and respond to the needs of vulnerable and equity deserving populations. This commitment is reflected in the introduction of new patient reported experience measures within the QIP to better understand whether patients feel welcomed, respected, and free from discrimination while receiving care.

Meaningful engagement with patients, families, and care partners is also essential to population health improvement. Increasing the proportion of patients who provide feedback on their care experience will allow SMH to identify trends, gaps, and opportunities for improvement across diverse populations and care settings, supporting more responsive and data informed decision making.

As our community continues to grow and evolve, SMH remains committed to innovation, collaboration, and continuous improvement. The organization will continue to proactively adapt care models, embrace new approaches, and work with system partners to improve access, experience, and safety—ensuring care delivery remains responsive to the current and future needs of the population we serve.

EMERGENCY DEPARTMENT RETURN VISIT QUALITY PROGRAM (EDRVQP)

SMH participates in the ED Return Visit Quality Program and provides annual updates to the Executive Leadership Team and Board Quality Committee.

EXECUTIVE COMPENSATION

Performance-based executive compensation is linked to the priorities in the QIP allowing us to:

- Drive performance and improve quality of care
- Establish clear performance expectations and expected outcomes
- Ensure consistency in application of the performance incentive, accountability, and transparency
- Enable teamwork and a shared purpose

CONTACT INFORMATION/DESIGNATED LEAD

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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
3/25/2026 | 17:48 EDT

Signed by:

Carmine Stumpo

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Ministry Appointed Supervisor / Board Chair

Signed by:

Deepak Sharma

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Chief Executive Officer
