Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

November 23, 2026





OVERVIEW

Life at WAHA
A beacon of healing, wellness, and innovation, WAHA connects remote communities with the care they deserve.
With spellbinding views surrounding each site, team members bask in the tranquility of the land, juxtaposed against a bustling workplace busy addressing the complex needs of the region. Here, we work with purpose, knowing each action matters. Patients are neighbours, family, and colleagues. Each day brings a challenge- the good kind that stretches you, helps you grow, and makes you feel vital. These hurdles birth opportunities to problem solve, develop new skills, and explore new roles. Here, we step into a version of ourselves once forgotten, overshadowed by the daily grind, and rediscover a deep connection with ourselves, the land, and each other. Here, we experience work with wonder. #WeAreWAHA

The Weeneebayko Way reflects the connection of the Cree people to their traditional territories, with the term meaning “of the two bays.” This philosophy guides the Weeneebayko Area Health Authority (WAHA) in providing holistic, culturally sensitive healthcare to the communities along the western shores of James Bay and Hudson Bay.

WAHA is the leading healthcare provider in the region, operating hospitals in Moose Factory, Fort Albany, and Attawapiskat, as well as a Health Centre in Moosonee. Serving six communities—Moose Factory, Moosonee, Fort Albany, Kashechewan, Attawapiskat, Peawanuck, and Constance Lake—WAHA's governance reflects the diverse needs of its populations. With approximately 450

employees, including physicians, students, and active participation from First Nation communities, WAHA has become a leader in Northern Ontario's health services.

Vision and Mission
Mission: WAHA is dedicated to delivering optimal healthcare within the community.
Vision: To be recognized as a provider of quality health services with a holistic approach that addresses the unique needs of all peoples in the Weeneebayko region.
Core Values

WAHA is committed to:
Health Promotion: Supporting healthier lifestyles and preventive care.
Cultural Sensitivity: Offering services in the Cree language and culturally knowledgeable care.
Integrative Healthcare: Blending traditional and modern healing approaches.
Inclusivity: Valuing both Western and Traditional medical practices.
Governance

WAHA is governed by a Board made up of representatives from each community, ensuring local voices are integral to decision-making.

2025/26 Quality Improvement Plan (QIP)
WAHA's 2025/26 QIP focuses on enhancing service excellence and safety through the following 8 key indicators:

1. Percentage of clients with type 2 diabetes mellitus who are up to date with HbA1c (glycated hemoglobin) blood glucose monitoring
2. 90th percentile emergency department length of stay for admitted patients
3. Medication Reconciliation: Increasing discharge planning for patients.
4. Do patients feel comfortable and welcomed at their primary care office?
5.Percentage of respondents who responded “completely” 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?
6. Workplace Safety: Reducing reported incidents of violence.
7. Cultural Awareness Training: Tracking new hires' Indigenous cultural training.
8. Equity Education: Measuring staff completion of diversity and anti-racism training.

Through the Weeneebayko Way, WAHA is committed to enhancing the quality of care and ensuring that every individual feels safe, respected, and empowered in their health journey. Together, we aim to foster holistic well-being in the Weeneebayko region.

ACCESS AND FLOW

Two quality improvement projects (QIPs) regarding access and flow in healthcare services:

Quality Improvement Projects (QIPs)
1. Access
Goal: A high-quality health system provides people with the care they need, when and where they need it.
Indicator: Percentage of clients with type 2 diabetes mellitus who

are up to date with HbA1c (glycated hemoglobin) blood glucose monitoring
Baseline Data: TBD
Target: TBD

Action Steps:
Establish baseline and data collection methods.
Implement patient reminders for monitoring.
Facilitate conversations with Prevention Specialists.
Establish a flagging mechanism/pre-scheduling process to track monitoring status.

2. Flow
Goal: Ensuring timely access to care in emergency departments.
Indicator: 90th percentile emergency department length of stay for admitted patients
Baseline Data: 29 hours
Target: 24.65 hours

Action Steps:
Identify the root causes of delays in the emergency department.
Improve accuracy of documentation by providing staff education.
Establish change initiatives based on the findings of the root cause analysis.
Educate inpatient department (IPD) and facility services on the importance of timely bed availability.

EQUITY AND INDIGENOUS HEALTH

Equity
Advancing equity, inclusion and diversity and addressing racism to reduce disparities in outcomes for patients, families, and providers is the foundation of a high-quality health system.

Enhancing Diversity and Anti-Racism Training
At the Weeneebayko Area Health Authority (WAHA), we are dedicated to improving the quality of care and ensuring that every individual feels safe, respected, and empowered throughout their health journey. A core component of this commitment is measuring staff completion of diversity and anti-racism training, which is vital for fostering an inclusive and culturally competent environment.

To enhance participation in this mandatory training, we will implement several strategic initiatives:
1. Indigenous Cultural Awareness and Competency Training
Goal: Increase the percentage of new hires with documentation of Indigenous cultural awareness and competency training within a 12-month period.
Baseline Data: 30%
Target: 36%

Action Steps:
Educate managers on running reports to track training completion.
Allow dedicated time for new hires to complete training at home or work as soon as they arrive.
Conduct manager outreach to emphasize the importance of training participation.
Implement incentive programs, such as early bird raffle prizes, to encourage timely completion of training.

2. Equity, Diversity, Inclusion, and Anti-Racism Education
Goal: Increase the percentage of staff (executive-level, management, or all) who have completed relevant equity, diversity,

inclusion, and anti-racism education.
Baseline Data: 27%
Target: 34%

Action Steps:
Educate managers on running reports to track training completion.
Provide time for staff to complete the training at home or work as soon as assigned.
Conduct manager outreach to promote the importance of this education.
Introduce incentive programs, such as early bird raffle prizes, to motivate staff to complete the training.

PATIENT/CLIENT/RESIDENT EXPERIENCE

Experience
Better experiences result in better outcomes. Tracking and understanding experience is an important element of quality.

1. Do patients/clients feel comfortable and welcome at their primary care office?

2. Percentage of respondents who responded “completely” 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?

Action Steps:
Enhancing Patient Survey Completion
To improve patient survey completion rates in our primary care office, we are implementing a comprehensive strategy that focuses on enhancing comfort, communication, and engagement. Our key objectives include assessing patients’ feelings of comfort and welcome in the office, as well as their understanding of post-discharge care information provided by hospital staff.

A significant component of our approach involves leveraging technology:
1. Partner with a program like Qualtrics to implement survey
2. Educate staff on the survey process so they can help do the reminders to complete
3. Communication via social media to the communities about completing
4. Create posters with QR codes to post
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PROVIDER EXPERIENCE

Supporting Staff Well-Being at WAHA
WAHA is committed to enhancing staff well-being and overall experience, which is crucial for maintaining a healthy work environment in the demanding healthcare sector. The organization implements various practices, including virtual solutions, to nurture a positive workplace culture and effectively address workforce challenges.

By offering competitive compensation and recruitment incentives, WAHA attracts and retains skilled professionals, benefiting both the staff and the quality of healthcare services provided to the community. Optimization of staff roles, including the integration of virtual tools, ensures that employees can utilize their expertise effectively, leading to improved service delivery.

Flexible work arrangements, such as remote work options, virtual meetings, and adaptable scheduling, reflect WAHA's awareness of the diverse needs of its staff. This approach promotes better work-life balance, enhancing satisfaction and well-being among employees.

By prioritizing staff experience and professional growth, WAHA fosters a supportive work environment that boosts staff performance, ultimately benefiting the patients and clients receiving care. These initiatives highlight WAHA's dedication to creating a culture of continuous improvement and excellence in healthcare delivery.

SAFETY

Enhancing Reporting and Reducing Violence Incidents-A high-quality health system ensures people receive care in a way that is safe and effective.

To address workplace safety and reduce reported incidents of violence, we are implementing a series of strategic initiatives aimed at improving the reporting process and increasing staff awareness about violence assessment.

(Safe)1. Number of workplace violence incidents reported by hospital workers within a 12-month period (From 46 to 69)
1. Staff education on the workplace violence and when/what to report
2. Staff education on how to report workplace violence
3. Educate staff on completing a violence risk assessment in Expanse
4. Educate staff on how to flag a patient chart when there is a risk of violence and the interventions to be put in place

(Safe)2. Medication reconciliation at discharge: Total number of discharged patients for whom a Best Possible Medication Discharge Plan was created as a proportion the total number of patients discharged. (From 67% to 75%)
1. Staff education on completing the BPMH at the time of admission
2. Provider education on the importance/how to
3. Pharmacy team to help provide reminders
4. User friendly checklist for discharges

EXECUTIVE COMPENSATION

The executive leadership team at Weenebayko Area Health Authority is held accountable for achieving the QIP targets through performance-based compensation. For the 2024/25 QIP, the executive leadership team will have at least 2% of performance-based compensation tied to a subset of the indicators in the QIP. The selected indicators will be derived from the complement of targets and initiatives outlined in the QIP.

CONTACT INFORMATION/DESIGNATED LEAD

Members of the public are encouraged to contact WAHA's Quality Department for any questions regarding the Quality Improvement Plan (QIP) at 705-658-4544 ext. 2012. This contact information provides individuals with a direct line to reach out to the Quality Department for inquiries related to quality initiatives, improvement projects, and any other concerns or feedback regarding the organization's quality of care.

OTHER

Report on Quality Improvement Initiatives at WAHA (2025-2026)
The Weeneebayko Area Health Authority (WAHA) remains committed to enhancing healthcare services for Indigenous communities along the western shores of James Bay and Hudson Bay. As we enter the 2025-2026 Hospital Project phase, we focus on quality improvement, particularly in our efforts to optimize patient flow and support vulnerable populations, including seniors and those with complex health needs.

Enhancing ALC Throughput Ratio
To address the challenge of Alternate Level of Care (ALC) patients, WAHA has set a target to maintain the ALC throughput ratio within 10%. This goal underscores our commitment to strategic initiatives aimed at optimizing patient flow within the healthcare system. Key strategies include the implementation of streamlined discharge planning processes and the introduction of patient navigators who assist individuals in transitioning seamlessly from inpatient care to home or community settings.

Integrating the DASH Campaign
We recognize the importance of supporting our senior population in maintaining their independence at home through the proposed DASH (Dedicated to Assisting Seniors at Home) Campaign. By collaborating with community agencies, this initiative will provide essential resources and support, ensuring that seniors receive the care needed to thrive within their communities.

WAHA Key Initiatives (2023-2025)
Over the past two years, WAHA has launched several initiatives to enhance healthcare delivery and community engagement. Notably, the establishment of Patient Navigators has proven effective in supporting community members with navigating Non-Insured Health Benefits (NIHB) and facilitating discharge planning.

The Patient, Family, and Elder Advisory Council plays a vital role in ensuring that healthcare policies are informed by cultural knowledge and community experiences. This engagement enhances our understanding of patient experiences and bridges communication gaps, ultimately leading to more culturally competent care.

Furthermore, our Chronic Disease Prevention and Wellness Program empowers community members by focusing on health

management for chronic diseases, including diabetes and heart disease. Community ambassadors and specialists provide invaluable education, equipping community members with key health resources.

Innovative Care Models and Services Expansion
WAHA is proud to offer innovative programs such as the Cardiovascular Program - Medly Remote Care Monitoring, combining in-person, virtual, and remote management. This model boasts high patient engagement and has facilitated care in remote communities such as Attawapiskat.

In our commitment to a holistic approach, we are expanding access to non-urgent health services, including Advanced Physiotherapy, Optometry, Pediatric Health Services, and Community Psychiatry Services. By assigning pediatricians to each community and providing weekly telemedicine psychiatric services, we ensure that specialized care is accessible to all.

Commitment to Harm Reduction and Community Health
We are also prioritizing harm reduction through initiatives such as Addictions Treatment, offering Opioid Agonist Therapy (OAT) to promote recovery. Our Community Paramedicine programs enhance healthcare delivery in remote areas and alleviate pressure on emergency services.

Education and training remain crucial components of our quality improvement strategy. Ongoing education for staff in high-acuity skills and cultural competency ensures that our teams are equipped to address diverse community needs effectively.

Continuous Improvement and Infrastructure Development
WAHA is pleased to report recent successes, including achieving accreditation in various healthcare services, which enhances the quality of care we provide. The implementation of the Meditech Expanse unified patient records system across multiple sites further streamlines our processes.

Looking ahead, the development of a new health campus, including an acute care hospital and partnerships with Queen’s University for hands-on training programs, underscores our commitment to improving healthcare infrastructure and education.

The strategic initiatives outlined in this report reflect WAHA's dedication to providing culturally appropriate, high-quality healthcare services to Indigenous communities. Through these efforts, we aim to foster better health outcomes and enhance overall community well-being.

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 **April 1, 2025**

Carmen Tozer, Board Chair

Sandra Kioke, Board Quality Committee Chair

Lynne Innes, Chief Executive Officer

Laura Copats, EDRVQP lead, if applicable
