Transforming Culture through Care Practice and the Workplace

Nursing Leadership Network

March 28th, 2008

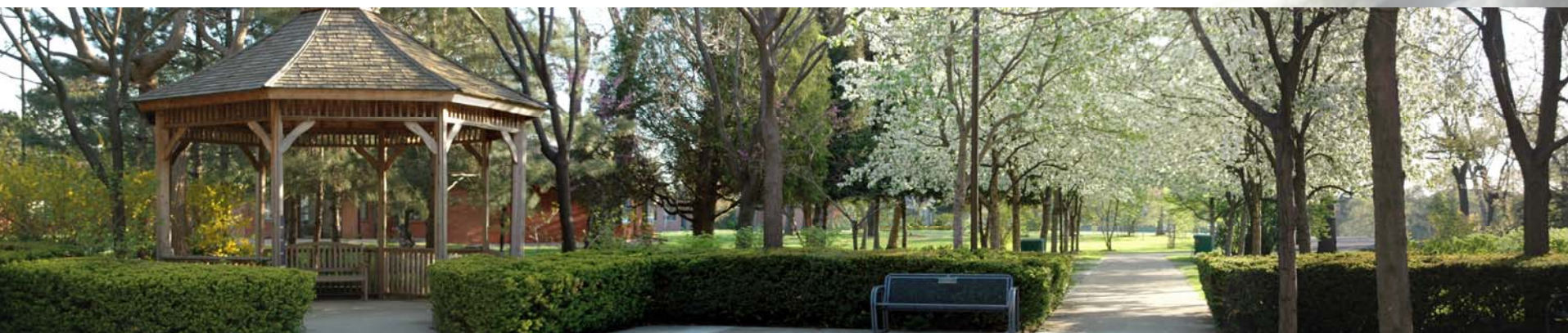
Outline

- **Overview of West Park Healthcare Centre and Patient Safety Framework**
- **Highlight key initiatives & outcomes**

West Park Healthcare Centre

- **Founded in 1904 as a tuberculosis sanatorium**
  - Provincial designation for multi-drug-resistant, difficult-to-treat TB cases
- **Specialized respiratory services make up about 1/3 of total rehabilitation /CCC capacity**
  - Provincial centre of excellence for Chronic Assisted Ventilatory Care

Rehabilitation & Community Living	Complex Continuing Care (CCC)	Long-Term Care
133 beds	154 beds	200 beds
Neurological, Amputee, Musculoskeletal, Respiratory, Tuberculosis, Acquired Brain Injury Behaviour Services, Transition To Independent Living	Adult Physically Disabled, General, Chronic Assisted Ventilatory Care , Multiple Sclerosis, Respiratory	



Patient Safety

- **In 2005, West Park established a patient safety framework along with a 3 year patient safety action plan to ensure compliance with the 21 Required Organizational Practices for Canadian Council on Health Services Accreditation**

Framework for Patient Safety

Patient safety is "the reduction and mitigation of unsafe acts within the health-care system, as well as through the use of best practices shown to lead to optimal patient outcomes."
– *The Canadian Patient Safety Dictionary, 2003*

West Park's Patient Safety Framework is based on the principle that patient safety is integral to quality and must be:

- patient focused
- evidence based
- focused upon high-impact risk reduction

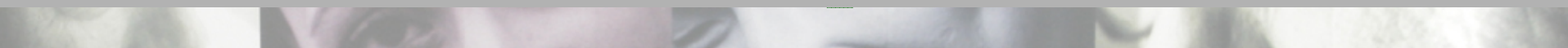
Organizational strategies

- Culture
- Education & Communication
- Clinical Practices
- Infection Control
- Worklife/ Workplace

Risk Reduction Tactics

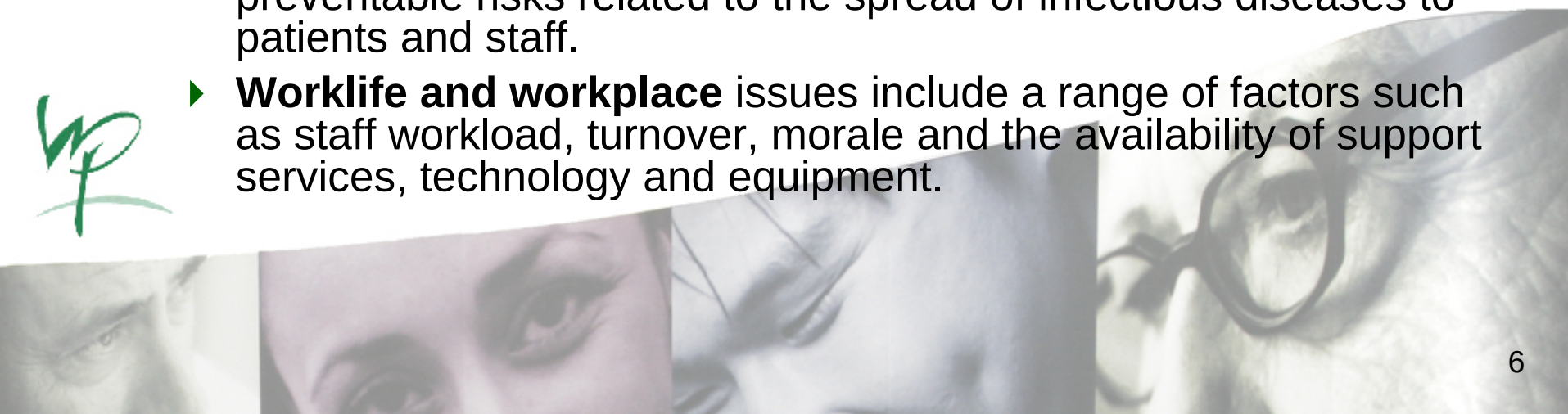
ENABLERS

Leadership | Information technology | Performance measurement



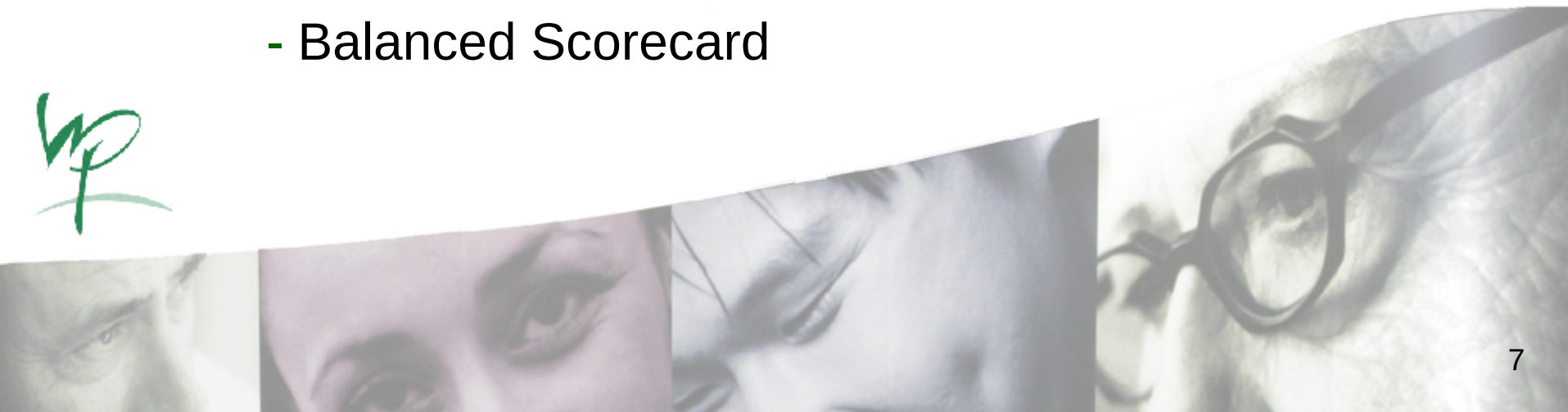
Strategies

- **Culture** shared values and behaviors of an organization
- **Education** of staff, patients and families to identify patient safety issues and participate in the improvements
- Good **Communication** and effective teamwork decreases the risk of error.
- Various aspects of **clinical practice** are sources of potential error. Medication practices in particular. Protocols and guidelines are recognized as useful tools for improving patient safety because they standardize clinical processes and promote best practice.
- **Infection Control** is an important issue in hospitals, and the preventable risks related to the spread of infectious diseases to patients and staff.
- **Worklife and workplace** issues include a range of factors such as staff workload, turnover, morale and the availability of support services, technology and equipment.



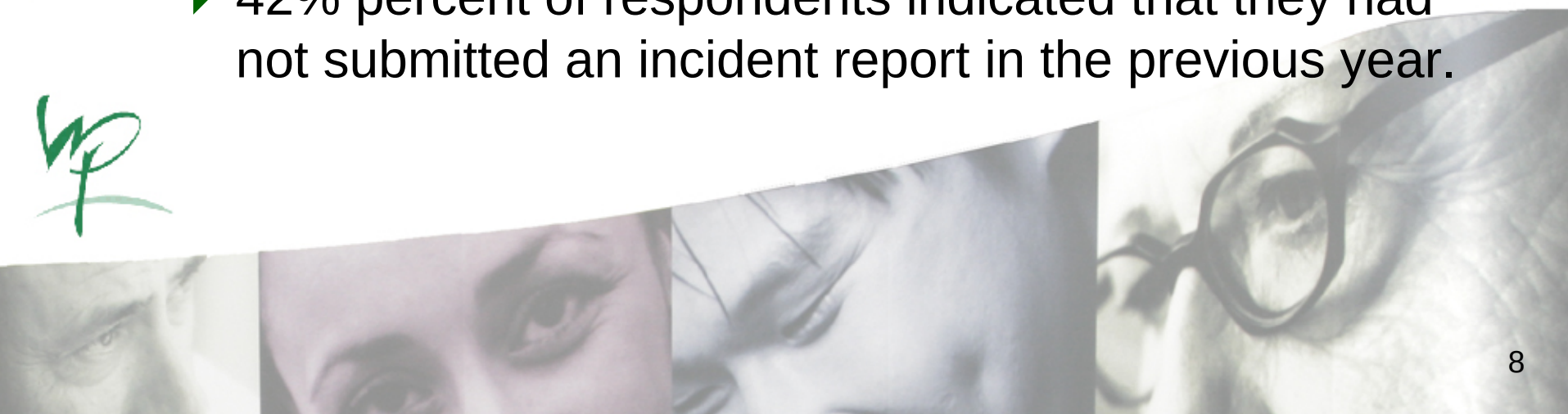
Patient Safety Enablers

- **Leadership**
  - Senior Management & Board
- **Tools & Technology**
  - Shared Information Management Services
  - Quality of Care Review
  - Failure Modes and Effects Analysis
- **Performance Measurement**
  - Balanced Scorecard



Patient Safety Culture Survey

- Results from the facility's patient safety culture survey demonstrated that 82% of staff reports that the facility is actively doing things to improve patient safety.
- Teamwork within the units - 73%
- Manager expectation & actions promoting patient safety – 73%
- Non-punitive response to error – 41%
- 42% percent of respondents indicated that they had not submitted an incident report in the previous year.



Best Practices

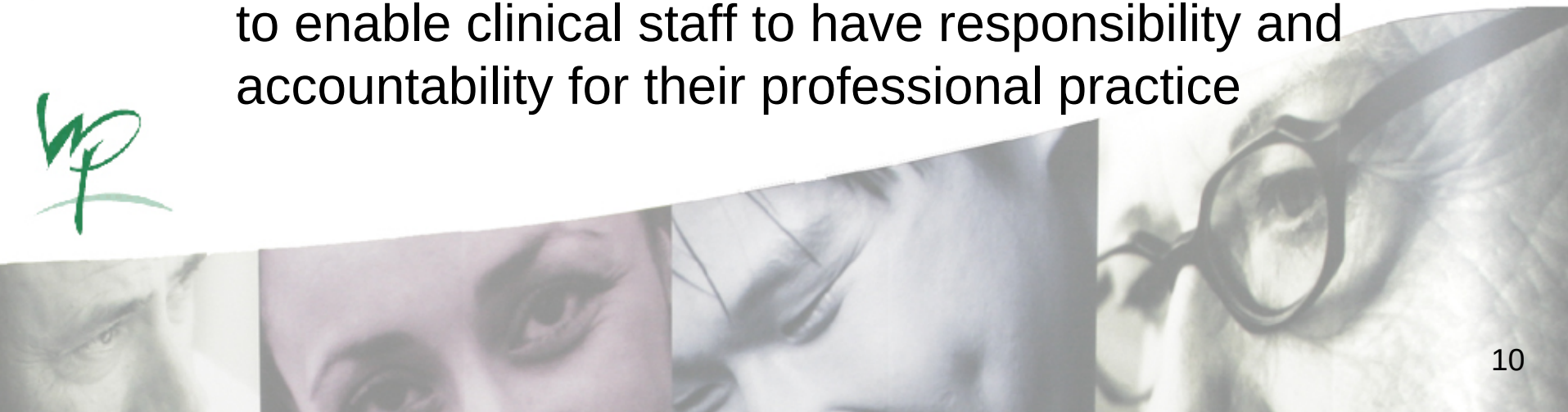
- **West Park has a supportive environment for training and learning**
- **West Park has been implementing Best Practice Guidelines over several years since 2001**
  - Focus on prevention
- **13 guidelines implemented**
- **Best Practice Spotlight Organization**

Best Practices

Healthy Workplace Initiative (HWI)

- **Shared governance and primary nursing**

- Clinical staff creating and sustaining an empowering work environment
- Organizational support for a culture of empowerment to enable clinical staff to have responsibility and accountability for their professional practice



Best Practices

- **HWI**

  "Using a shared governance framework has increased my confidence in terms of my role as a leader……it has given me a way of framing what we are doing by trying to include members in all aspects of decision-making and developing action plans. When I feel a little overwhelmed or off track, I try to remember what we are trying to do and how a shared governance model can be helpful and can increase member accountability and participation……It has been very useful……"

Kimberley Day Co-Chair, OT Professional Issues and Standards Committee

Best Practices

Primary Nursing

- ***"On a professional level, Primary Nursing will empower nurses and maximize performance, within a team-based environment…. really excel now because I am more able to connect with patients one-to-one…By taking ownership of nursing aspects of a patient's plan of care, I can interact confidently with physicians, clinicians and the families. I'm proud that we (nurses) can do these things."***
- ***"This new approach has helped us as a team to solve problems that seemed a struggle in the past."***

e-Learning Library

- Self-paced learning offers flexibility, while delivering key information in a brief timeframe, so that knowledge can be applied in daily roles
- Each module is designed to lead staff through a single topic
- Staff can review modules frequently but are required to refresh annually
  - Code Blue, Rapid Response, Emergency Codes, Infection Prevention and Control: Routine Practices and Transmission-based Precautions, Medication Reconciliation, Pressure Ulcers, WHMIS

park.discoverycampus.com/courses/wPH001/wPH001.html
Live Search
Tools Help
es and Transmission Based Precautions

ine Practices And Transmission Based Precautions
2007 Edition

Main Menu

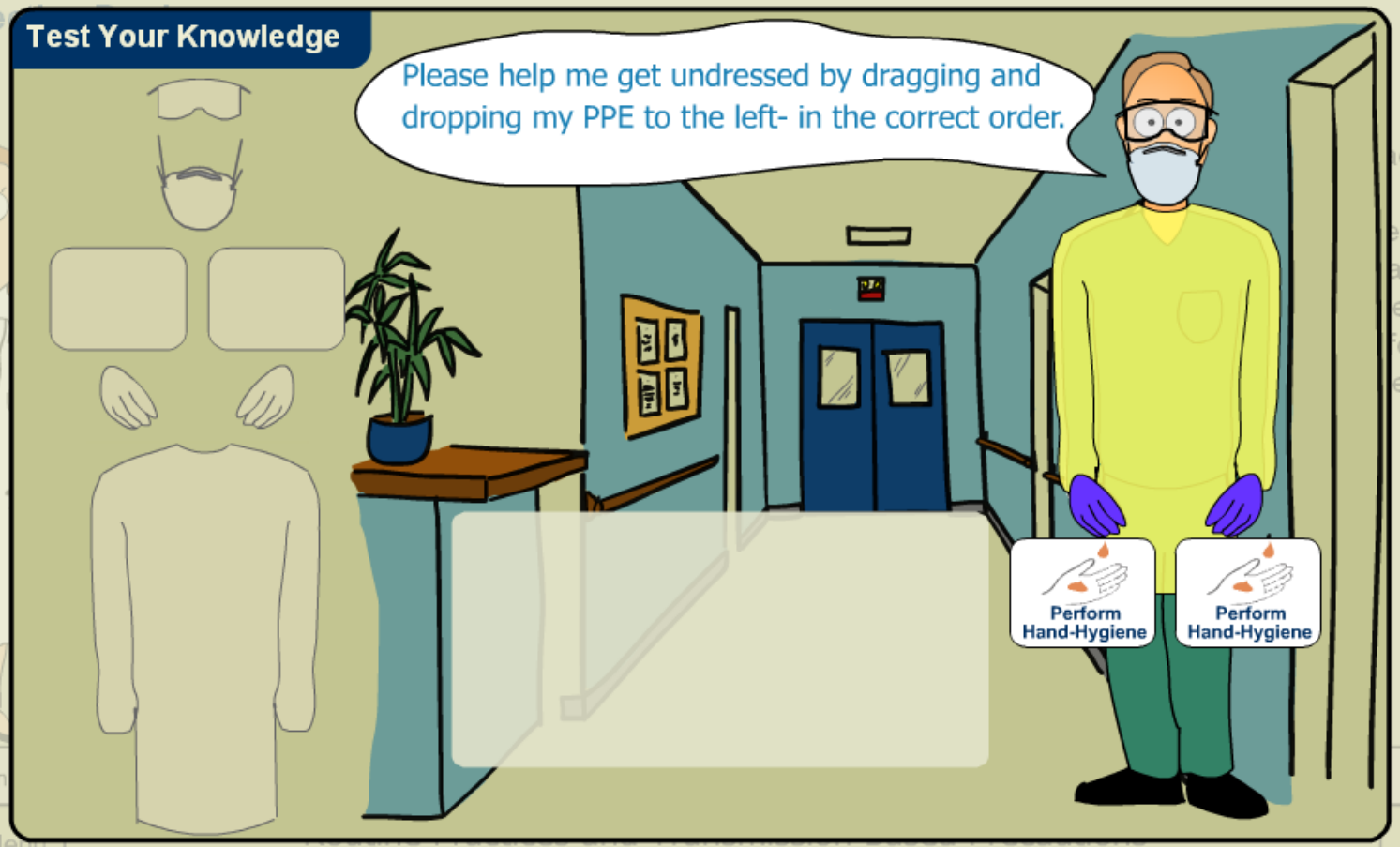
- Introduction
- Hand Hygiene
- Patient Care Equipment
- Patient Placement
- Protective Barriers
- Transmission Based Precautions
- Final Quiz

Please highlight an option on the left for more information.

If you are taking this course for the first time, please start at the Introduction or use the arrow button below.

actices and Transmission Based Precautions - Windows Internet Explorer
http://westpark.discoverycampus.com/courses/WPH001/WPH001.html
Live Search
Favorites Tools Help
Routine Practices and Transmission Based Precautions
Page

Test Your Knowledge



Introduction
Page 29/39
Main Menu
July 2007 Edition
Internet
100%
7 Microsoft Office O...
2007 LTC BSCdraftmar4
NLN March 28 2008
scorecard to improve...
5 Internet Explorer

park.discoverycampus.com/courses/wPH001/wPH001.html

Tools Help

es and Transmission Based Precautions

ey Concept

STREAMING 0:00:05.904

outine Practices and Transmission Based Precautions - Windows Internet Explorer
http://westpark.discoverycampus.com/courses/WPH001/WPH001.html
Live Search
Edit View Favorites Tools Help
Routine Practices and Transmission Based Precautions
Page Tools

Key Concept

There are a number of areas on your hand that are frequently missed during during hand hygiene. These areas are highlighted with red.

Special attention to these areas during hand hygiene is extremely important!

(5) Internet Explorer
Internet
100%
start
7 Microsoft Office O...
2007 LTC BSCdraftmar4
NLN March 28 2008
scorecard to improve...
5 Internet Explorer
11:43 AM

Education

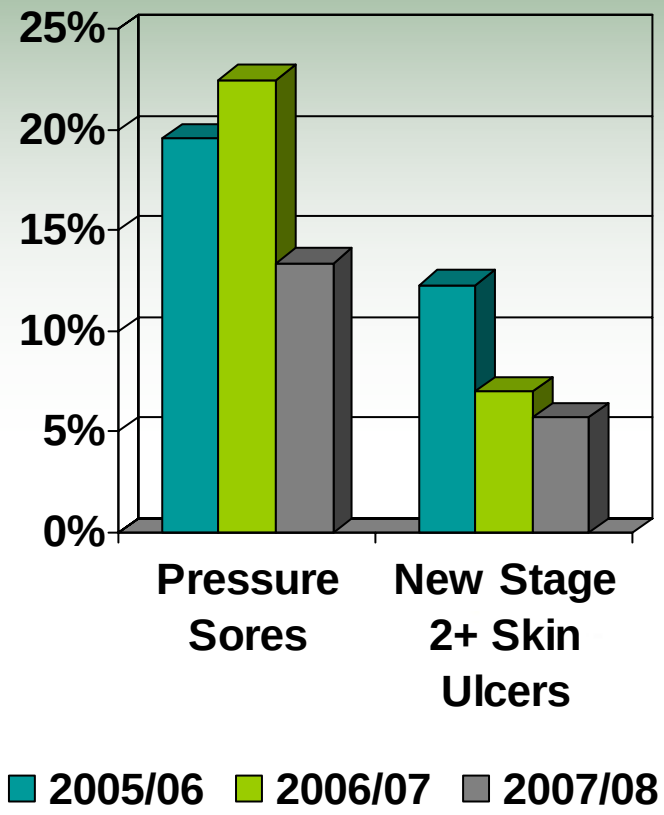
Patient

- **Define their role as part of the healthcare team**
  - Patient Safety Pamphlet
  - Roles and Responsibilities

New Staff

- **Revised orientation**
  - Inform new staff of the organization's processes
  - Apparent from questions that concerns are similar in other healthcare facilities re: incident reporting, blame, etc

Clinical Practices



- **Improved skin and wound outcomes**

Clinical Practices

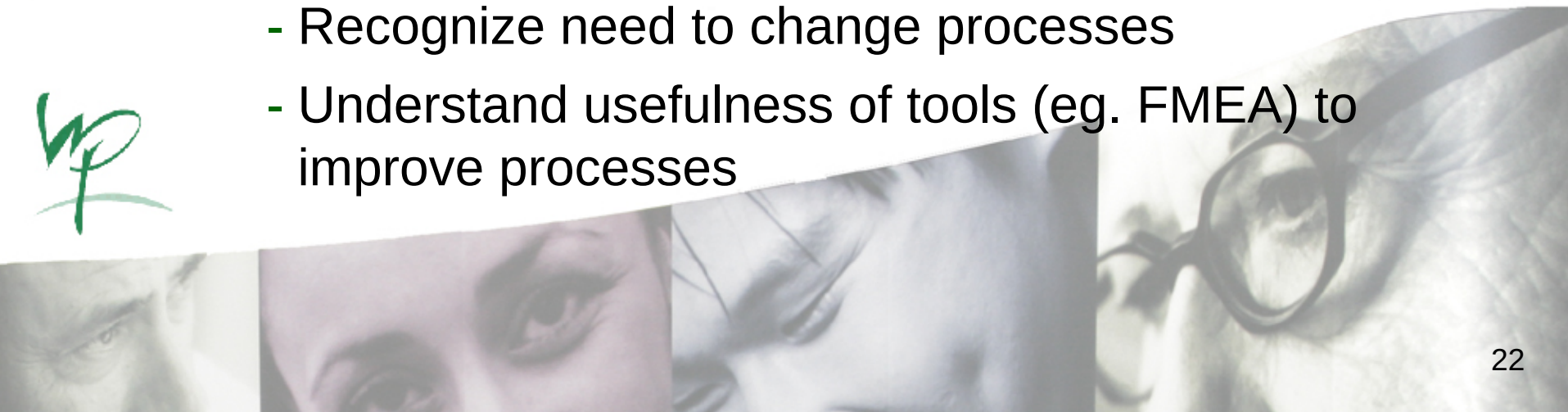
- **Implementation of Rapid Response Teams**
  - Code Blues calls reduced to 40%
  - The number of unplanned transfers to acute care reduced to 50%
  - Number of deaths reduced by 60%

Disclosure

- **Disclosure**
  - Bio-ethicist presented seminars on disclosure
  - The Centre is compliant with new regulations for critical incidents reporting to patients as well as the Disclosure Guidelines

Medication

- **Medication Reconciliation**
- **Medication Order Entry/ Medication Administration Record**
  - Increase in reporting of medication errors
- **Good catches…high ratio not reaching the patient**
  - More comfortable reporting the incidents
  - Recognize need to report
  - Recognize need to change processes
  - Understand usefulness of tools (eg. FMEA) to improve processes



Outcomes

- **Institute for Safe Medication Practices**
- **Medication Safety Self-Assessment Survey**
  - Assist hospitals to assess the safety of medication practices and provides valuable information on system weaknesses.
  - Score improved 20% in 2 years.

Outcomes

- **Achieved full CCHSA Accreditation with fully implemented all 21 Required Organizational Practices**

Conclusion

Everyone of these initiatives contributes to the Centre's overall culture for Patient Safety

- The recognition of patient safety as a priority but more importantly continued implementation of these strategies is the key to the development of a culture of patient safety

Just the beginning …Next Steps

Patient safety action items are integrated into the Centre's overall quality improvement plan

- Develop e-Learning Module on patient safety
- Increase reporting of patient incidents
- Re-implement Patient Safety Culture Survey

Thank You

Barbara Bell

Chief Health Professions Officer

barbara.bell@westpark.org