Collaborative Care

Changing a Model of Care

HEALTHIERTOGETHER

Overview

- Introduction to Quinte Health Care and existing models of care
- Planning for Change
- Implementation of Change
- Evaluation
- Questions

HEALTHIER TOGETHER

QHC Quinte Health Care

Quinte Health Care Campus

QHC Belleville General

QHC Trenton Memorial

QHC Quinte Health Care

QHC Prince Edward County Memorial

QHC North Hastings

Quinte Health Care

- Background to Changing Models of Care
  - 2006-07 – capacity challenges
  - RN Vacancies
  - Increasing Budget deficits
  - Unregulated care provider pilot project

- Self-Improving System
  - Encouraged by Southeast Local Health Integration Network (SELHIN)
  - Principle of right provider/right patient/right cost
  - Illustrated the opportunities for introduction of a new role – personal support worker
  - Challenged assumptions of RN/RPN roles

HEALTHIER TOGETHER

QHC Quinte Health Care

Planning

- Assessment of Existing Staffing Mix
  - Examination of patient population
  - Review of Nursing staff scope of practice
  - Review of unregulated care provider role in relation to patient population

Planning…continued

- Working Group Developed
  - Representation from key stakeholder groups (Managers, Professional Practice, Support Services, Human Resources)
  - Environmental scan of other organizations (hospitals, College of Nurses, Educational institutions)
  - Review of Personal Support Worker role
  - Clarification of role limitations and overlap with existing QHC positions
  - Review of suggested staffing models
  - Development of Communication strategies

Planning ...continued

- Staff Focus Group
  - Selection of clinical champions
  - Review of position description for PSW
  - Review of enhanced scope of practice support
  - Review of CNO standards for utilization of unregulated care providers
  - Proposed staffing model
  - Feed back on communication and team building strategies

HEALTHIER TOGETHER

QHC Quinte Health Care

Planning…continued

- Presentation to Unions
  - Unions involved – ONA (RNs) and CAW (RPNs and PSWs)
  - Requirement for notice period
  - Transition time to new model

Implementation

New Model of Care was implemented with 3 goals:

- Provision of quality patient care
- Healthy work life balance
- Enhanced operating efficiency

Key concepts during implementation of the model:

- Staff mix
- Role clarity
- Collaboration
- Communication
- Education

HEALTHIER TOGETHER

QHC Quinte Health Care

Implementation…continued

Role clarity:

- Scope of practice defined and posted on unit
- Structured around a collaborative model of care
- RPN role moved to full scope,
  - ***"assumptions must be made visible and discussed before anyone can be sure of the group's beliefs…"***
- Nurses needed to grieve old role to be able to embrace new role

  "All words have definitions, but some words have meaning as well….."
- Orientation of PSWs by regulated staff

Implementation...continued

Collaboration:

- Focus group consisting of front line staff formed prior to implementation of new model of care
- Mock assignments were created to help staff work through new staffing numbers
- Focus group were empowered to communicate new model of care to peers
- Collaboration advanced through team building and communication
- Regulated staff had to learn to direct unregulated staff, still an ongoing process

HEALTHIER TOGETHER

QHC Quinte Health Care

Evaluation

- Framework for evaluating Self-Improving System developed in addition to unit specific measurement
- Review of resources such as the Canadian Nurses Association's "Evaluation Framework to Determine the Impact of Nursing Staff Mix Decisions" (2005) and Registered Nurses Association of Ontario Best Practice Guideline "Developing and Sustaining Effective Staffing and Workload Practices" (2007)
- 3 broad categories – Quality, Work Life and Financial Indicators

Evaluation...continued

- Financial and Work Life Indicators
  - Overtime Rate
  - Absenteeism Rate
  - Vacation Bank Status
  - Staff Vacancy Rates
  - Staff turnover (internal and external)
  - Work Life Satisfaction
  - Workplace safety and Insurance Board (WSIB) Incidents
  - WSIB Lost Time incidents

Evaluation…continued

- Quality Indicators
  - Health Outcomes for Better Information and Care (HOBIC)
  - Length of Stay
  - Infection Rates
  - Patient Complaints and Incidents
  - Acute Readmissions
  - Mortality
  - Room Cleanliness
  - Research

HEALTHIER TOGETHER

QHC Quinte Health Care

Evaluation…continued

- Preliminary Data
- Quality
  - Informal patient/staff satisfaction
  - Quality measures
- Financial/Worklife
  - Overtime/sick time
  - Vacation
  - Education

HEALTHIER TOGETHER

QHC Quinte Health Care

Critical Factors for Success

- Focus on the Patient
- Senior Management/Board Support
- Committed Management/Professional Practice
- Project Charter
- Focus on Best Practice/Evidence Based Staffing Models
- Staff engagement
- Protected education and team building time
- Recognition of Speed Bumps
- Evaluation framework

Challenges

- Fluctuating patient acuity
- Sense of Loss from Nursing
- Clarifying roles and responsibilities
- Requirements for PSW position
- Scope of Practice Changes
- Maintaining clinical education support at bedside between sites

HEALTHIER TOGETHER

QHC Quinte Health Care

Challenges

- Ongoing HR shortages in all professions/ categories
- Staff focus on patient ratios verse patient acuity
- Measuring outcomes of staffing models
- Portability of findings – no “cookie cutter” approach

Next Steps

- On-going Evaluation and modification of care based on patient care needs and population
- On-going support for scope of practice enhancement and education
- Implementation of new roles (Registered Practical Nurses and Personal Support Workers) to other areas

HEALTHIER TOGETHER

QHC Quinte Health Care

HEALTHIER
TOGETHER

QHC
Quinte
Health Care

Contacts

- Katherine Stansfield
  - kstansfield@qhc.on.ca
- Paulette Jamieson
  - pjamieson@qhc.on.ca
- Debbie Mora
  - dmora@qhc.on.ca
- Amy Hallaran
  - ahallaran@qhc.on.ca

HEALTHIER TOGETHER

QHC Quinte Health Care

Reference Documents

Hamond, S. A. (1998). *The Thin Book of Appreciative Inquiry.* (2nd Ed.). Oregon: Thin Book Publishing

Canadian Nurses Association. (2005). *Evaluation framework to determine the impact of nursing staff mix decisions.*

Canadian Nurses Association. (2006). *RN workforce profiles by area of responsibility.*

College of Nurses of Ontario. (2008). *Professional Standards Revised 2002*.

College of Nurses of Ontario. (2006). *Practice Standard; Decisions about procedures and authority, revised 2006*

Registered Nurses Association of Ontario. (2007). *Best Practice Guidelines for Developing and Sustaining Effective Staffing and Workload Practices.*