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Welcome to the Town Hall



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Introduction



**STAY INFORMED
AND TUNE IN TO THE
TOWN HALL**



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Agenda for October 16, 2024

- ▶ **Introduction** – *R. Crocker Ellacott*
- ▶ **Reflections from the Front Lines** – *J. Wintermans*
- ▶ **Staff Spotlight** – *R. Crocker Ellacott*
- ▶ **Quality Huddle Excellence Awards** – *T. Dao*
- ▶ **PFCC: Sharing and Caring Together** – *S. Schiffer*
- ▶ **Strategic Plan 2026 Update: Seamless Transitions** – *C. Kozlowski*
- ▶ **Employee Engagement Survey Action Planning** – *A. Carr*
- ▶ **Your Questions Answered** – *J. Wintermans*
- ▶ **Closing Remarks** – *R. Crocker Ellacott*



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Reflections From the Front Lines



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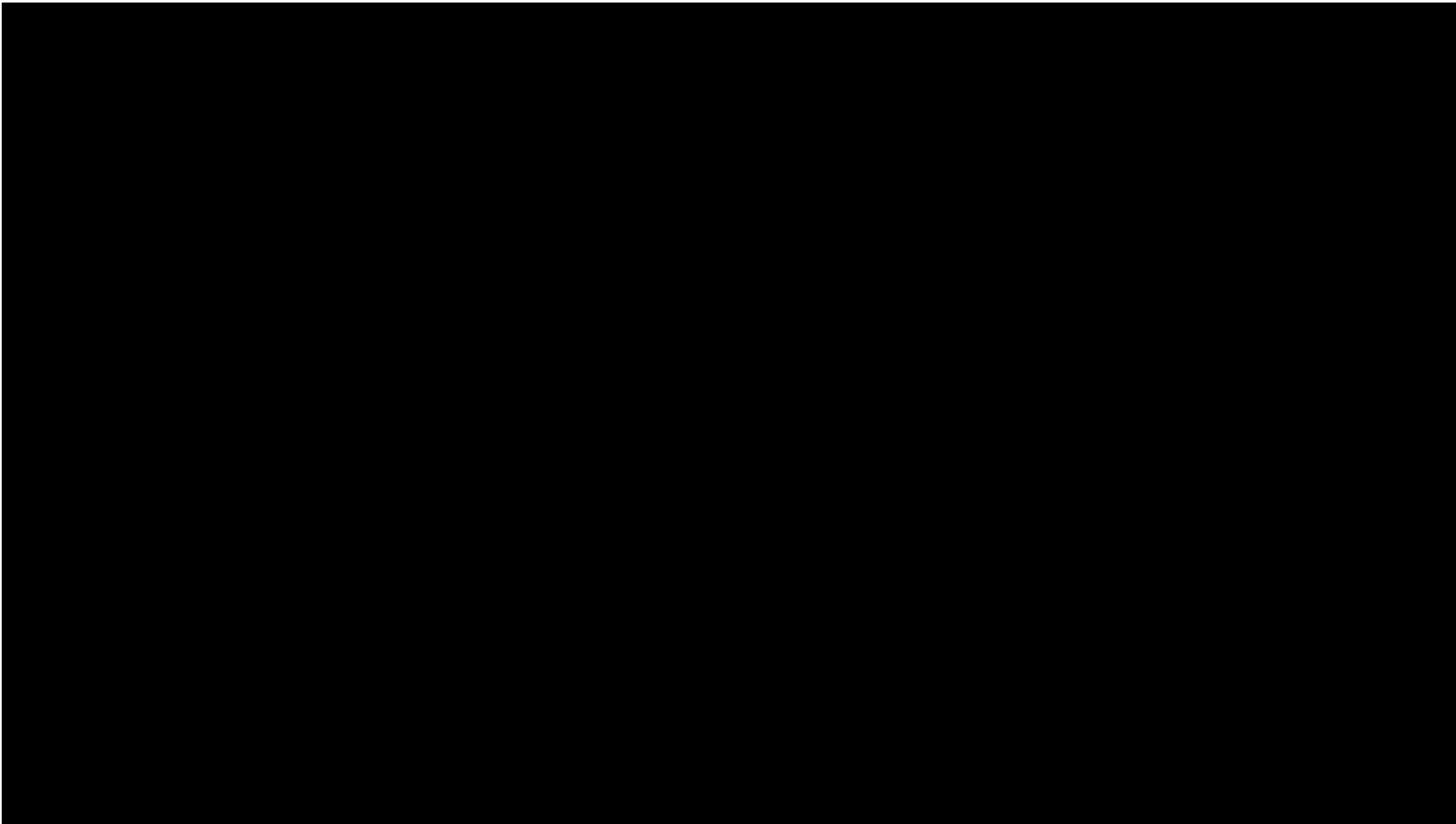
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Staff Spotlight



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Quality Huddle Excellence Awards

Tram Dao, Manager, Quality and Risk Management



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What are Quality Huddles?

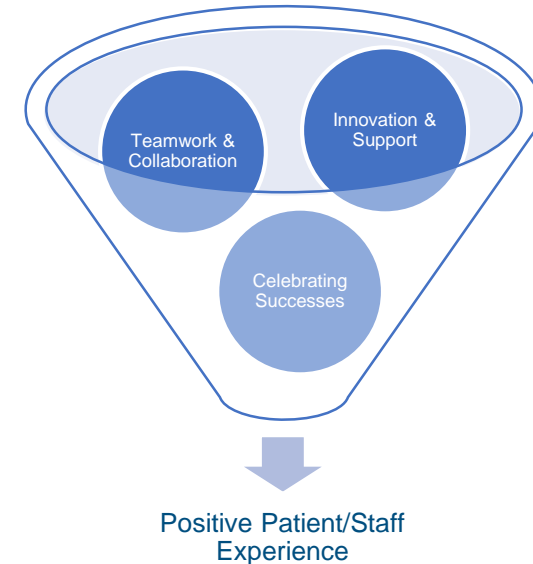
Quality Huddles are **collaborative/interdisciplinary** discussions at the department level which allow teams to discuss:

- ▶ Patient safety & quality trends
- ▶ Opportunities for improvement
- ▶ Change ideas
- ▶ Any support staff require from leadership
- ▶ Key performance indicators
- ▶ Celebrating successes

Departments have at least one **designated day/time each week** in which they conduct their Quality Huddles (10-15 minutes, same time/place)

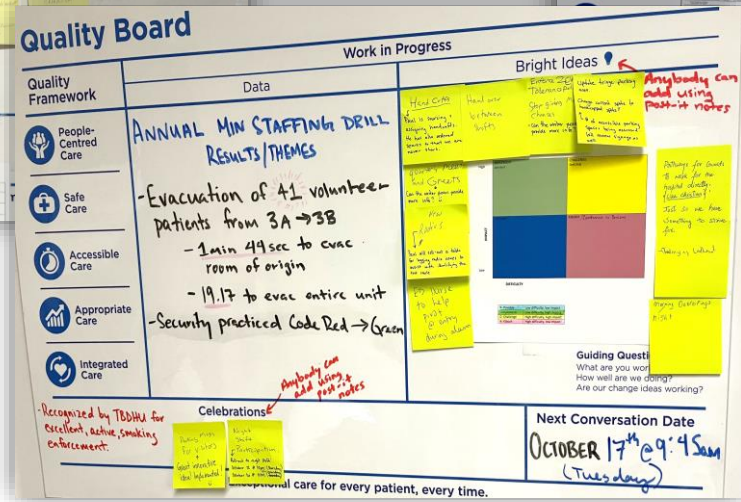
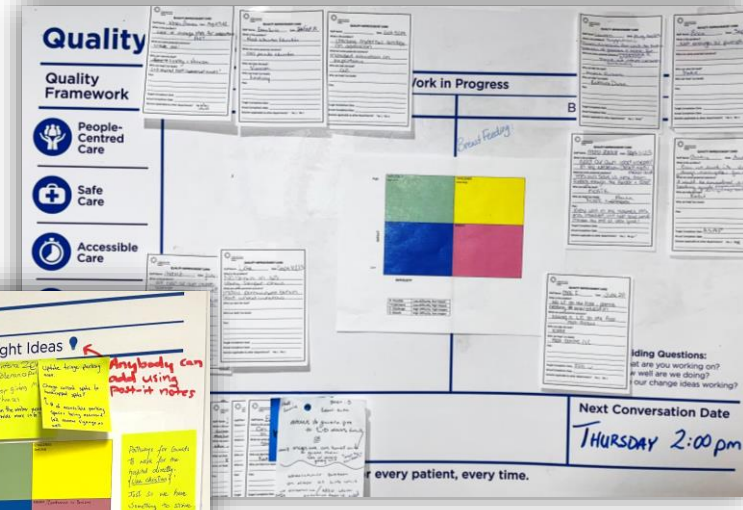
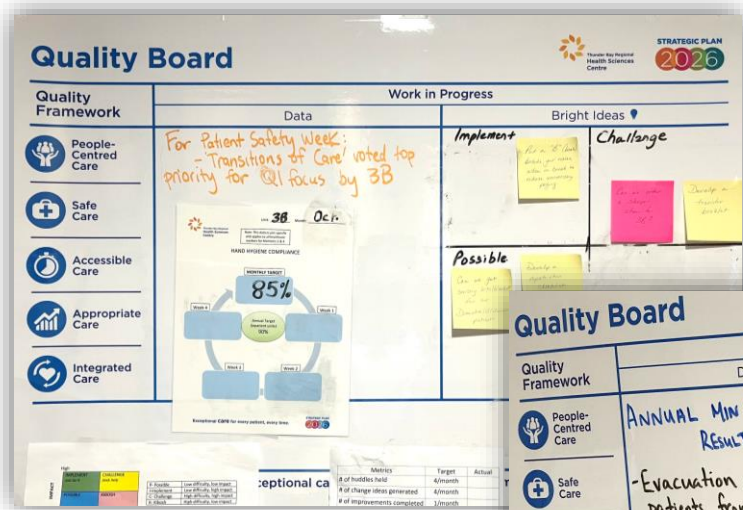


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What are Quality Boards?

A **Quality Board** is a visual management tool focusing on patient safety, quality improvement, and risk reduction.



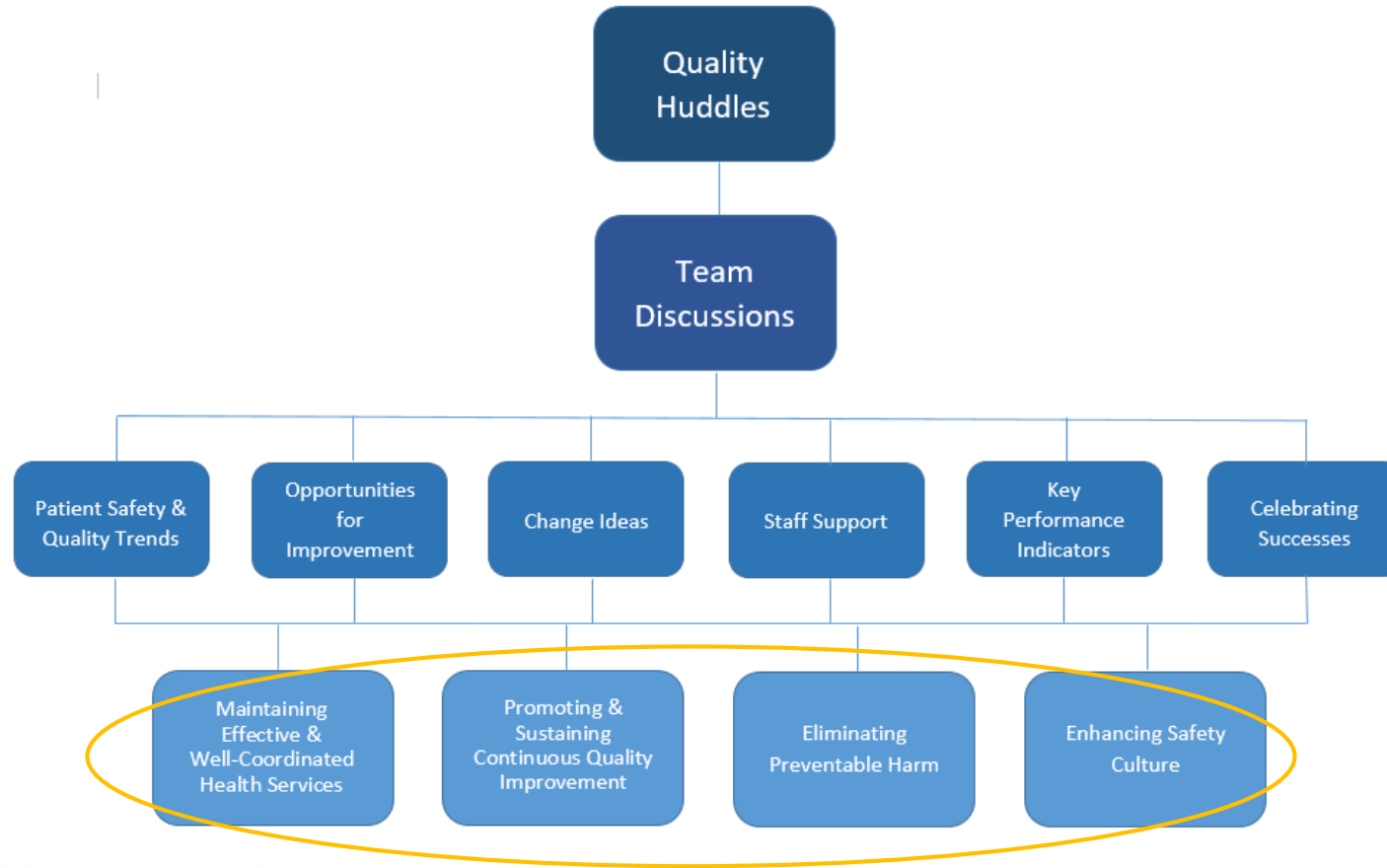
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What are we trying to achieve?



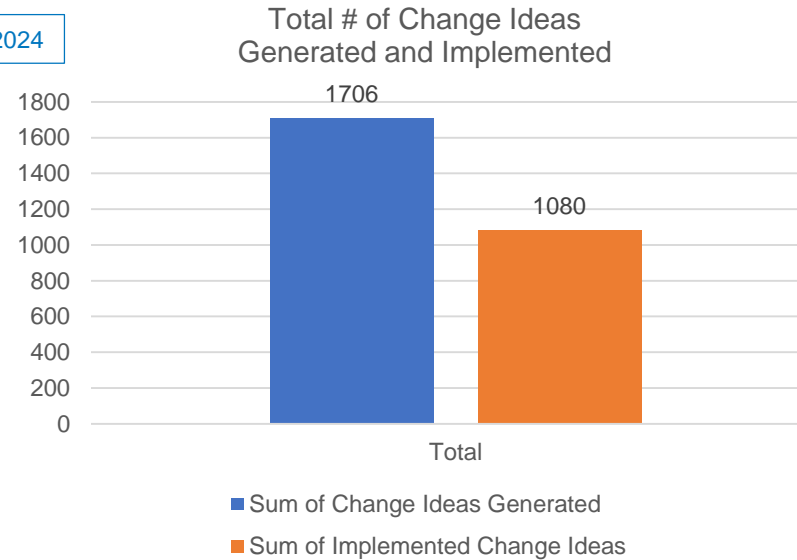
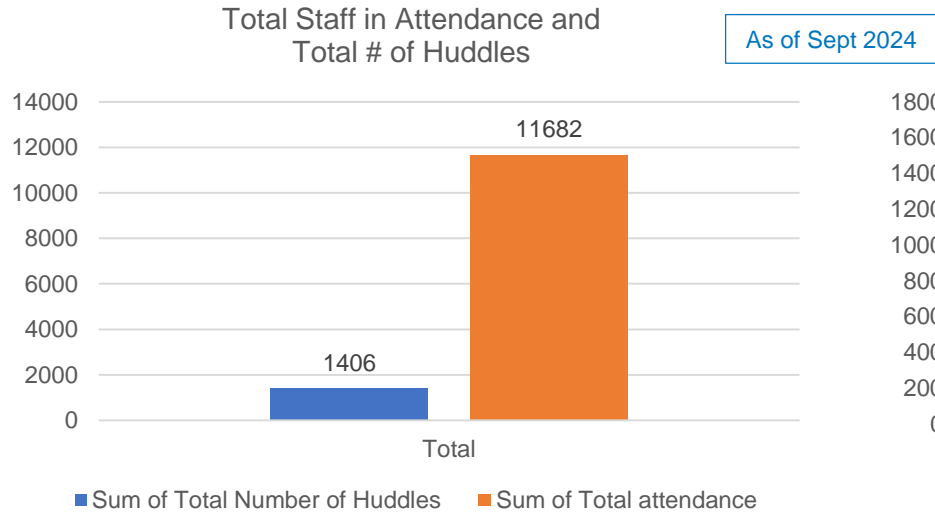
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Measures of Success



Top 3 Areas of Strength

- 1) Encourage teamwork and collaboration
- 2) Encourage open/honest communication and diverse perspectives
- 3) Input is valued and considered

Current State

[2023]

Jan – Mar	June – Aug	Sept – Dec
1A	1B	AMH
2A	1C	Cancer Centre
2B	CAMHU	DI
2C	NICU	Endo / OR / PACU / Pre-Admission / SDC
3A	ICU	Forensics
3B	ED	MDRD
3C		Pharmacy (Main / Specialty / ICP)
		Quality & Risk Management
		Renal
		Security
		TCU
7	6	15



Everyone has a role to play in Quality & Safety

[2024]

Jan – Mar	Apr – June	July – Sept	Oct – Dec
Admitting	Ambulatory Care Unit	Housekeeping	Fracture Clinic
Biomedical	Human Resources	Laundry & Linen	Infection Prevention & Control
Nutrition & Food Services	PFCC	Maintenance	Occupational Health & Safety
	Rehab	Portering	Paediatric Emergency Transport Team
			Purchasing
			Staffing Office
			Stores
			Strategy & Performance
3	4	4	8

Total Departments: 47



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Celebrating Successes

Small Changes. Big Impact. Safer Care. (Healthcare Excellence Canada)

Examples of Successful Change Ideas & Collaboration Highlights

- ▶ **1B Quality Huddle** suggestion lead to the development of a standardized sign: *Please deliver meal trays to nursing station*. This will alert dietary to not deliver meal trays directly to specific patients for safety/other reasons. (1B, Nutrition & Food Services, Communications)
- ▶ **3C Quality Huddle** suggestion lead to updating the form: *Home Medication Post-Operative Order*. A column to hold the medication was added to help clarify medications held prior to admission. (3C, Pharmacy, IT/IS)
- ▶ **Pharmacy Quality Huddle** suggestion lead to the development of a pre-order for Cath Lab (previous process was handwriting agents). This has reduced errors in dispensing and the need for clarifications. (Pharmacy & Cath Lab)
- ▶ **AMH Team** successfully rolled out the Schizophrenia Standards during the first month of their Quality Huddle implementation.
- ▶ **Emergency Preparedness** partnered with **QRM** to send out code refreshers via Safety Huddle News.
- ▶ **SADV Team** worked with **QRM** to arrange targeted outreach. They were able to provide an overview of their program/services during nearly 15 Quality Huddles in the month of January 2024.

Senior Leadership Rounding

- ▶ **CEO Attendance** – Started in May 2024



“Make it your own”

- ▶ **2C** – “2C Quality Time”
- ▶ **AMH** – Monthly topic/focus
- ▶ **NFS** – “Beat the Clock” team challenge to support UKG implementation

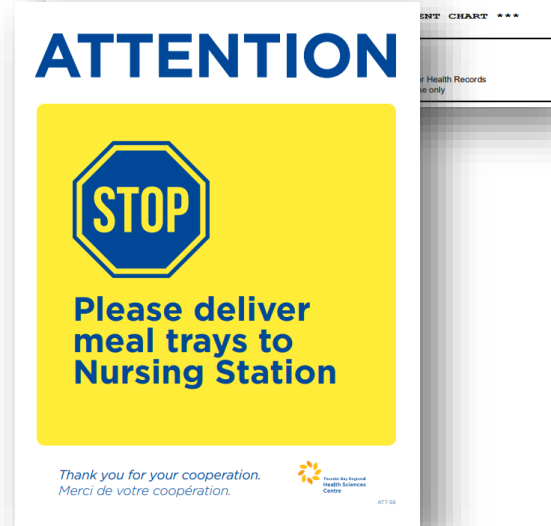
Patient/Family Focused

- ▶ **PFCC** – Updated their family resource list on Intranet
- ▶ **SDC** – Purchased pink staxi wheelchairs dedicated for discharges
- ▶ **Security** – Parking lot vacancy & bus times signage posted at triage
- ▶ **TCU** – Purchased chair risers to meet the needs of taller patients

Other Quick Wins

- ▶ **3B** – Additional outlets installed to create a dedicated area for vital signs monitors (previously implemented across medical inpatient units)
- ▶ **Pharmacy** – Separate binders organized by department for daily medication dispensing (has made reviewing/tracking easier)
- ▶ **Rehab** – Signage developed (“Property of TBRHSC”) and attached to all rehab equipment
- ▶ **Renal** – Floor tape used to indicate proper spacing for electric wheelchairs (prevent equipment damage)

TBRHSC HOME MEDICATION POST-OPERATIVE ORDER FORM				PAGE: 1		
DATE: 17/01/24		TBRHSC		PAGE: 1		
PATIENT: WINTERS, ANDREA TEST		LOCATION: T 2B MED				
DOB: 19/11/1981 AGE/SEX: 41/F		ROOM-BED: 229 TB-2				
ACCOUNT: TB000027/22 MRN: TB9902475		ATTENDING: MOHAMMED M. F. E. BASSOONY MD				
HEIGHT: ft in WEIGHT: lb oz		cm: kg:				
ALLERGIES: morphine, ibuprofen, sunflower oil, Peanut, Sunflower Seed Oil						
MEDICATION/DOSE	ROUTE	FREQUENCY	CONTINUE POST-OPERATIVE? (Must Check ONE)			
			YES	NO	HOLD	
AMIODARONE HCL (AVA-AMIODARONE) 100 MG	ORAL	DAILY	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
CETIRIZINE HCL (CETIRIZINE) 5 MG	ORAL	TWICE A DAY	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Carbamazepine (Carbamazepine) 200 MG	ORAL	TWICE A DAY	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Carbamazepine (Carbamazepine Cr) 200 MG	ORAL	DAILY	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Pentanyl (Co Fentanyl) 75 MCG	TRANSDERM	EVERY 2 DAYS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Pentanyl (Co Fentanyl) 100 MCG	TRANSDERM	EVERY 2 DAYS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Metoprolol Tartrate (Dom-Metoprolol-L) 12.5 MG	ORAL	TWICE A DAY	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	



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Quality Huddle Excellence Awards

This event will celebrate the contributions of our colleagues who implemented Quality Huddles in 2023. We will showcase achievements in several key areas including Patient and Family-Centred Care, Staff Experience, Workflow Improvement, Teamwork and Collaboration, and Safety.

During the awards ceremony, we will be recognizing teams along with their creative change ideas which have made a significant impact in the above categories. **Pizza, cupcakes, and refreshments will be provided.**

We encourage you to join us for this occasion to acknowledge and celebrate our collective efforts and successes. If you are able, please come 10-15 minutes early to grab some treats and pick a seat.

Date:
October 17, 2024

Time:
12:00 PM - 1:00 PM

Location:
Auditoriums A and B

We look forward to seeing you there!



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PFCC: Sharing & Caring Together

Shannon Schiffer, Manager of Patient and Family Centred Care, Patient Experience, Engagement, Advocacy and Volunteer Services



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Patient & Family Centred Care

**Sharing
& Caring
Together**



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Schedule of Events

October 21 – 25, 2024

Monday, October 21

11:30 A.M. -
12:00 P.M.

Lunch and
Learn
**Therapy
Dogs**

12:30 P.M. -
1:00 P.M.

Lunch and
Learn
**Therapy
Dogs**

Tuesday, October 22

11:30 A.M. -
12:00 P.M.

Lunch and
Learn
NOD 2.0

12:30 P.M. -
1:00 P.M.

Lunch and
Learn
**Co-Design
Focus
Session**

Wednesday, October 23

11:30 A.M. -
12:00 P.M.

Lunch
and Learn
**Medicine
Wheel
Teaching**

12:30 P.M. -
1:00 P.M.

Lunch
and Learn
**Medicine
Wheel
Teaching**

Thursday, October 24

11:30 A.M. -
12:00 P.M.

Lunch
and Learn
**Behavioral
Supports
Ontario**

12:30 P.M. -
1:00 P.M.

Lunch
and Learn
**Behavioral
Supports
Ontario**

Friday, October 25

10:00 A.M.

Sharing &
Caring
Together
**Opening
Ceremony**

10:00 A.M. -
4:00 P.M.

Sharing &
Caring
Together
**Main
Exhibition**

Location for all events is
Auditoriums A and B

Lunch is provided for
the Lunch and Learns



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Strategic Plan 2026 Update: Seamless Transitions

Craig Kozlowski, Director, Medicine, Patient Flow, and Partnerships



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The Patient Story

- Mr. Thomas, 82 year old male.
- Lives at home with wife, previous used to work in the grain elevators, has a walker that he doesn't like using.
- 2 children that live in Thunder Bay.
- History of CHF, progressing dementia but able to manage at home, CABG, Stents.
- Came to the Emergency Department for Shortness of Breath and pain in his left upper quadrant
- Was admitted for CHF vs. Pneumonia under the Hospitalist program and subsequently waited in Emergency Department for 38 hours for an inpatient bed.
- Mr. Thomas was unable to ambulate 25 meters to the washroom and subsequently utilized a urinal.
- Mr. Thomas showed increased confusion to daughter who was a healthcare practitioner. For example "Retelling stories and confusing one daughter for another".
- Mr. Thomas was admitted to a medical floor and on Wednesday an echocardiogram was completed. Cardiology assessed the patient on Thursday and the plan was to perform an angiogram. The patient was scheduled for their angioplasty on Monday.
- Mr. Thomas had increased confusion and due to shortness of breath and pain did not participate in rehabilitation until the stent was placed.
- Mr. Thomas subsequently was discharged to St. Joseph's Hospital for Rehabilitation.



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The Patient Story

- Ms. Smith, 87 year old female.
- Lives at home alone, was a librarian, her husband is deceased.
- 2 children, one that lives in Thunder Bay, the other in Toronto.
- History of diabetes, hypertension and frequent UTIs.

- Came to the Emergency Department for increased confusion and general weakness.
- Was admitted for UTI under the Hospitalist program and treated with antibiotics. She was admitted within 4 hours of being assessed by the Hospitalist.
- Patient was encouraged to ambulate to the washroom.
- The Elder Life CNS assessed the patient for risk and provided recommendations.
- The patient was able to sit up for meals in a chair.
- A plan of care was assessed with the daughter and Patient Family Coordinator and a plan for discharge on admission was in place.

- Ms. Smith delirium was able to clear over the next few days.

- Due to patient willingness to participate with the physiotherapist and ambulation to washroom and being up for dinners, the physiotherapist recommended the patient be discharged home with Ontario Health at Home.



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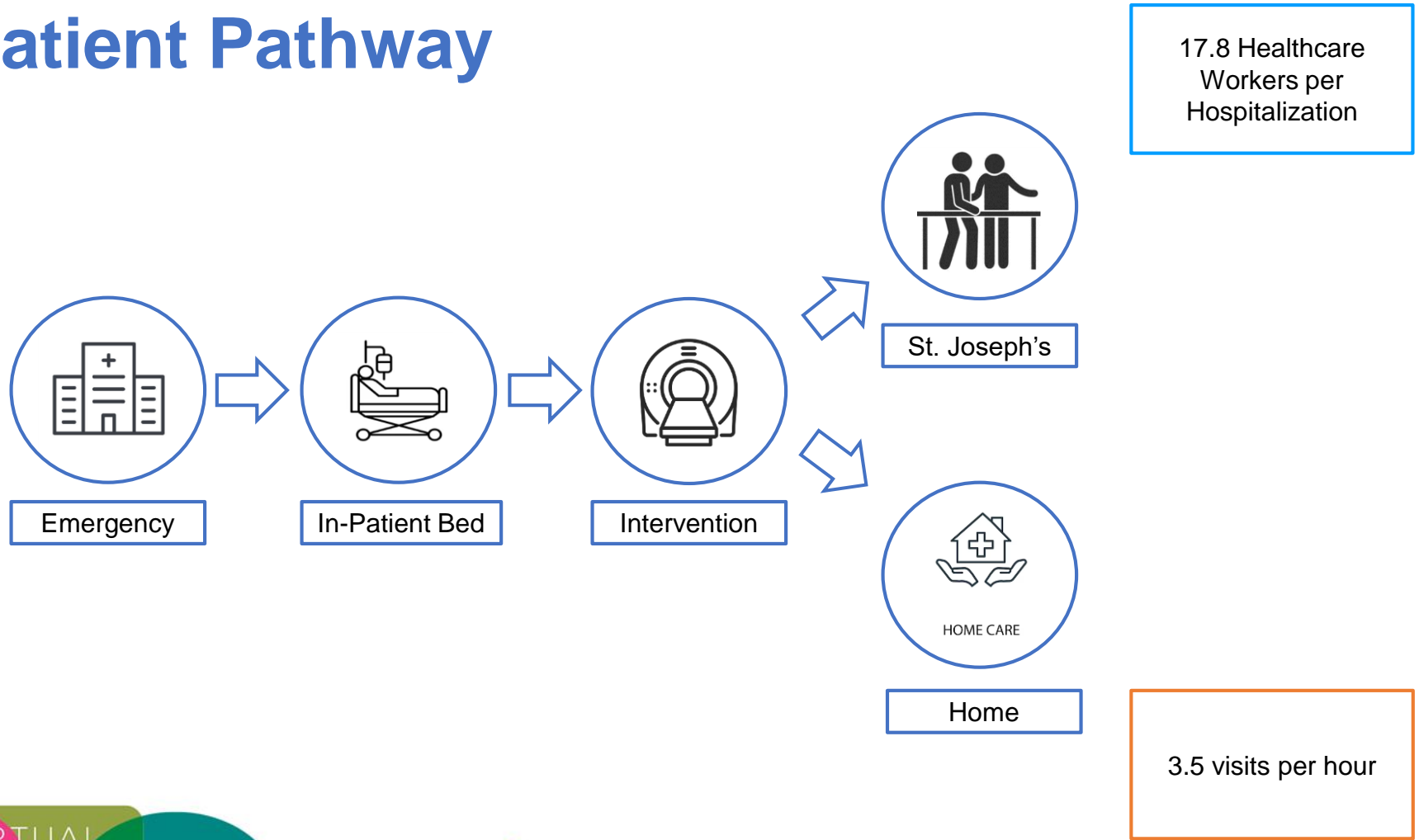
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The Patient Pathway



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Length of Stay (excluding ALC)



Bed Rounds

Project:
Bed Rounds Revitalization

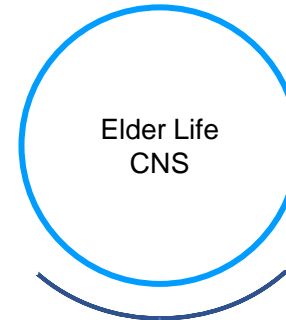
Background:
Full organizational accountability to support discharge by EDD



Patient Flow Coordinators

Project:
Patient Flow Coordinators

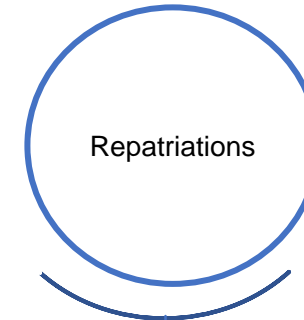
Background:
Focus on Home First Principles



Elder Life CNS

Project:
Isolation Rooms

Background:
Focus on Home First Principles



Repatriations

Project:
Repatriation Process

Background:
Supporting regional hospitals with patient transfers



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Length of Stay (excluding ALC)

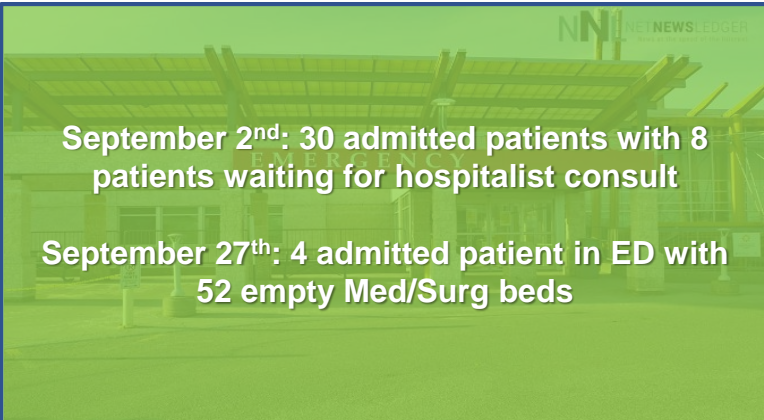


90th Percentile Time to Inpatient Bed decreased from 37 to 31.6 hours




90th Percentile Admitted Length of Stay decreased from 46.5 to 41.5 days

Patients over expected Length of Stay
September 2nd: 245
October 11th: 158



September 2nd: 30 admitted patients with 8 patients waiting for hospitalist consult

September 27th: 4 admitted patient in ED with 52 empty Med/Surg beds



September 23rd: 24 patients awaiting repatriation

October 1st: 9 patients awaiting repatriation



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Employee Engagement Survey Action Planning: *Results & Action Planning 2024*

Amy Carr, *Director, Human Resources*



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Survey Overview

- ▶ The engagement survey supports our overall effort to improve engagement of employees and professional staff.
- ▶ Survey implementation and engagement.
 - ▶ Survey Implementation (November to December 2023)
 - ▶ Corporate results shared with stakeholders (January to April 2024)
 - ▶ Engagement regarding themes and priority setting for corporate action plan (May to July 2024)
 - ▶ Department level communication and feedback (October to November 2024)



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Themes to Celebrate

Work-Life Balance

Majority responded positively that their leader supports efforts to maintain a balance between work and professional life

Departmental Teamwork

Majority feel well connected with their peers

Respect

Majority report feeling respected by their immediate leader and their peers

Diversity

Majority indicated that team members can succeed to their full potential regardless of their identification with any protected ground

Themes to Address

Workload/ Staffing

- Working short
- Scheduling
- Staffing ratios

What We Are Doing:

- Filling vacancies
- Implementing new scheduling system
- Leveraging funding to create new positions

Engagement and Information Sharing

- Flow of information from SLC to front line
- Provision of an ongoing feedback loop

What We Are Doing:

- SLC update meetings with direct reports
- Posting SLC minutes
- Operational/Strategic Plan Update weekly meetings
- Quarterly Strategic Review Meetings

Accountability

- Perception some are not held accountable for performance

What We Are Doing:

- Confidentially dealing with issues
- Working with leaders to ensure consistency



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Corporate Action Plans

Staff Retention

- Leader to staff engagement “what matters to you conversations”
- Individual recognition supports

Engagement and Information Sharing

- Review and enhance communication channels
- Develop toolkit

Accountability

- Clarity of roles, policies and processes



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Next Steps

Communicate: Department results

Initiate: Corporate action plans

Validate: Pulse survey



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Questions?



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Closing Remarks



National Health Care Supply Chain Week (October 6-12)



Health Care Nutrition & Food Services Staff Appreciation Week (October 6-11)



Emergency Nurses Week (October 7-11)



Sonography Week (October 7-11)



Pharmacy Technician Day (October 15)



Medical Device Reprocessing Week (October 13-19)



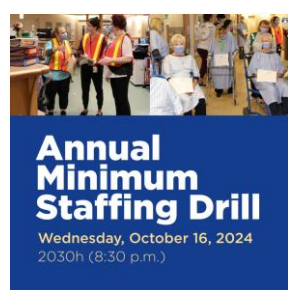
National Health Care Facilities and Engineering Week (October 13-19)



Occupational Therapy Month



National Infection Control Week (October 14-18)



Family Care Grants (due October 18)