



**ACCREDITATION  
AGRÉMENT  
CANADA**

Better Quality. Better Health.  
Meilleure qualité. Meilleure santé.

# Debriefing Presentation Prairie Mountain Health

## Survey Start Date to Survey End Date

06/12/2016 – 06/17/2016

Accredited by



# Surveyor Team

- Gregory Cummings  
(Team Leader)
- Nancy Guebert  
(Team Leader)
- Alice Kennedy
- Brent Friesen
- David Butcher
- Eileen Goudy
- Michele Babich
- Patti A. Cochrane
- Rajendar Kumar
- Sherri Huckstep
- Sherryl Hoskins
- Susan Gillam
- Tracy N. MacDonald
- Vincent Tam
- Ward Eggli
- Michelle de Moor

# Overview of Survey Process

# of Priority Processes: 22

# of Locations:

- 29 Communities
- 45 sites

# Overall Observations

## Strengths:

- Regionalization
- Staff and community engagement
- Clean and well maintained facilities
- Capital redevelopment
- Investing in staff education
- Interdisciplinary teams
- Work place wellness plan

# Overall Observations

## Opportunities:

- Sustainable work force
- Quality management framework and structure
- Programs goals and objectives
- Client and family-centred care
- Change management framework
- Physician leadership structure
- ROPs
- Balance between urban and rural
- Listening to staff

# Overview by Quality Dimension

Quality Dimension	Met	Unmet	N/A	Total
Accessibility	128	10	0	138
Appropriateness	960	149	13	1122
Client-centred Services	530	30	5	565
Continuity of Services	123	2	0	125
Efficiency	52	6	0	58
Population Focus	100	9	0	109
Safety	572	92	13	677
Worklife	163	16	0	179

# Overview by Standard Section

Standard Section	Met	Unmet	N/A	Total
Ambulatory Systemic Cancer Therapy Services	161	2	0	163
Community-Based Mental Health Services and Supports	134	7	0	141
Critical Care	163	8	1	172
Emergency Department	146	37	1	184
Emergency Medical Services	155	12	1	168
Governance	85	2	0	87
Home Care Services	101	28	3	132
Hospice, Palliative, End-of-Life Services	147	12	0	159
Infection Prevention and Control Standards	68	5	2	75
Leadership	142	13	0	155
Long-Term Care Services	155	5	1	161

# Overview by Standard Section

Standard Section	Met	Unmet	N/A	Total
Medication Management Standards	92	40	16	148
Medicine Services	115	14	0	129
Mental Health Services	147	0	1	148
Obstetrics Services	143	23	1	167
Perioperative Services and Invasive Procedures	192	41	0	233
Population Health and Wellness	33	6	0	39
Primary Care Services	131	17	1	149
Public Health Services	101	15	0	116
Rehabilitation Services	130	1	0	131
Reprocessing and Sterilization of Reusable Medical Devices	91	22	3	116



# Governance

- Strengths:
  - Engaged
  - Representative Board
  - Committee structure focused on priorities -new strategic plan
- Opportunities:
  - Education such as governing for quality
  - Add metrics into the strategic plan
  - Bring the patient voice

# Planning and Service Design

- Strengths:

- Evidence of successful transformational leadership –
- 3 into 1 with +++ feedback
- Current strategic plan
- Well connected leadership team
- Good communication vehicles
- Consensus on the newly adopted value of "equity"
- Alignment with provincial priorities

- Opportunities:

- Might need to identify a "burning platform" to mobilize into action
- Targets must be clear and measurable
- Build on client and family centred care initiatives

# Resource Management

- Strengths:
  - Manager education
  - CAPP/ PEACE process
  
- Opportunities for Improvement:
  - Finalize the Risk Management Plan
  - Sustain the successes

# Human Capital

- Strengths:
  - Committed Team
  - Workplace Wellness
  - Investment in Staff Education opportunities
- Opportunities for Improvement:
  - Workforce plan; physicians, nursing, allied health
  - Recruitment and Retention: Exit Interview
  - Formal Physician Leadership Structure
  - Change management framework

# Integrated Quality Management

- Strengths:
  - Well resourced and talented QI division
  - Uptake and spread on Lean six sigma tool training
  - Robust data base
  - Raising awareness of organizational risk
- Opportunities:
  - Publish targets and progress widely so people see their part in achieving success
  - Don't choose too many priorities
  - Focus and finish!
  - Connect more with the point of care
  - Capitalize on improvement ideas from point of care staff

# Principle-based Care and Decision Making

- Strengths:
  - Engaged and enthusiastic committee
  - Focus on educating and supporting problem solving at point of care
  - Excellent educational materials
  - Aligned with the strategic plan
  - "Integrity"
- Opportunities:
  - Implement ethical review of new policies and procedures as planned

# Communication

- Strengths:
  - Communication plan
  - Internal and external newsletters
  - Presence in community
- Opportunities:
  - Do more with diversity of clients served
  - Visual management –
  - Expand from "with input from" clients to "in partnership with" clients

# Physical Environment

- Strengths:
  - Clean and welcoming facilities
  - Solid infrastructure to support patient care
- Opportunities:
  - Key performance indicators
  - Stay on the course on your capital projects
  - Involve patients and families



# Emergency Preparedness

- Strengths:
  - Outstanding Disaster and Emergency Preparedness Plan
  - EMS engagement in the community
- Opportunities:
  - Test the plan with Public Health and External Agencies (Dauphin)
  - Sustainability



# Patient Flow

- Strengths:
  - Partnering with outlying communities and use of transitional beds
  - Home Care Rapid Response Team
  - Medical Surgical units run at about 85%
- Opportunities:
  - Some rural sites run at 50% occupancy
  - Lack of ability to place clients with behavioural issues
  - Opportunity to use indicators and measures
  - Ambulatory care sensitive conditions

# Medical Devices: Reprocessing and Sterilization of Reusable Medical Devices

- Strengths:
  - Standardization of policies and procedures regionally
  - Requirement for all technicians to complete MDRD course
- Opportunities:
  - Trend safety incident data
  - Ongoing review of Reprocessing Hubs

# Ambulatory Systemic Cancer Therapy Services

- Strengths:
  - Leaders and team members committed to a quality Community Cancer Program
  - Strong commitment to education and training
  - Strong partnership with Cancer Care Manitoba
- Opportunities:
  - Evaluate Falls Prevention Program
  - Safe handling of hazardous and cytotoxic medications.

# Community-Based Mental Health Services & Supports

- Strengths:
  - Suicide assessment guidelines
  - Outreach in MHSTEP, CMW, Community Treatment Team
- Opportunities:
  - Medication Reconciliation
  - Panic buttons
  - Paper files

# Critical Care Services

- Strengths:
  - Teamwork and interdisciplinary team
  - Pursuit of quality improvement (mobilization and now delirium/pain)
  - Physician model and availability to rural sites
- Opportunities:
  - Dictated notes take 3 weeks to be transcribed
  - Partnership with Organ & Tissue Central Program.
  - Pressure Ulcer (prevalence auditing)

# Emergency Department

- Strengths:
  - Commitment to improve wait times, waiting room monitoring and pre-notification
  - Dedication to the provision of exceptional care/emerging QI
  - Site redevelopment opportunities
- Opportunities
  - Regional processes to support the ROPs for falls, med rec and suicide prevention
  - Regional education specific to emergency care
  - Availability and use of data to enable evaluation and drive QI



# Emergency Medical Services

- Strengths:
  - Passionate Staff
  - Medical direction truly committed to staff
  - Dedicated teams in EMS, Dispatch, GIS, and IT.
  - Very strong 911 dispatch coordination, support and team.
- Opportunities
  - Care Transition review (clinical handover).
  - Develop a tool and communication plan
  - Develop a strategy for profiling EMS
  - Evaluation of Hand Hygiene practice (audit).
  - Emergency preparedness practice MTCC activation of back up center.





# Home Care Services

- Strengths:
  - Time from referral to service is very short
  - There has been a significant effort to seek input from clients
  - Staff have established respectful and trusting relationship with clients
- Opportunities for improvement:
  - Efficient communication between client care team members
  - Engaging with clients/families and staff as partners in improvement efforts
  - Using data to focus in on what to improve and celebrate when progress is achieved

# Hospice, Palliative, End-of-Life Services

- Strengths:
  - Access to services; long term care
  - Collaboration with partners (internal and external)
  - Patient and family centered approach
- Opportunities:
  - Ensure consistency
  - Standardize information transfer tools
  - Identify program objectives and indicators

# Infection Prevention and Control

- Strengths:
  - Surveillance protocol (new process)
  - Environmental Services – policies and compliance
  - Releasing Time to Care
- Opportunities:
  - Hand Hygiene: audits/staff awareness
  - Location of alcohol-based hand rubs
  - Physical environment – spray wands; clean/dirty storage

# Long Term Care

- Strengths:
  - Committed leadership team
  - Support for education and training
  - Engagement of clients and families
- Opportunities:
  - Access for population with challenging behaviors
  - Standardize policies and procedures
  - Indicators to identify areas for improvement and sharing with frontline



# Medication Management

- Strengths:
  - Regionalization
  - Implementation of one common Pharmacy Information System
  - Antimicrobial Stewardship Program and supporting initiatives
  
- Opportunities:
  - High Alert Medication Policy Implementation
  - Improvements to the drug distribution system
  - Improvements to sterile compounding practices and areas that are non-compliant with USP and soon to be NAPRA standards

# Medicine Services

- Strengths:
  - Continuity of acute and community care by family physicians
  - Strong unit level leadership
  - Broad range of services
- Opportunities for improvement:
  - Sustainability of physician workforce
  - Evaluation of patient safety and quality strategies

# Mental Health Services

- Strengths:
  - Fully staffed interdisciplinary team
  - Suicide Assessment Guide
  - Medication Management Reconciliation
  
- Opportunities:
  - Panic Alarms & buttons
  - Ethical Risk- Flag for Violence/Aggression
  - Evaluation of Transition Care Process
  - Suicide assessment not completed in Emergency and Long Term Care

# Obstetrics Services

- Strengths:
  - Collaborative relationships across sites & services
  - Progress on standardized regional Policies & Procedures
  - Client Experience Scores – 97% to 100%
- Opportunities:
  - Clients & Family Engagement
  - Establishing Service Goals & Objectives
  - Performance Indicators
  - Formal physician leadership





# Perioperative Services and Invasive Procedures

- Strengths:
  - Visual Communication in Surgical Waiting Room in Brandon
  - Fast Track for Cancer patients
  - Standard perioperative education for all nurses in the Region
- Opportunities:
  - Endoscopy wait times
  - Staffing and recruitment
  - Lack of regional surgical service plan
  - Safe Surgical Checklist

# Population Health and Wellness

- Strengths:
  - Dissemination and Use of the Community Needs Assessment
  - Focus on Inequities and Priority Populations
  - Community Engagement, Mobilization & Capacity Building
  - Community Asset Approach
- Opportunities:
  - Development of specific goals and objectives for action plans
  - Development of Benchmarks
  - Work with leadership and service areas to incorporate an equity assessment within service planning and evaluation

# Primary Care Services

- Strengths:
  - Innovative initiatives to integrate care delivery
  - High degree of engagement with communities
  - Strong interdisciplinary teams
  - Comprehensive primary care approach
- Opportunities:
  - Sustainability of initiatives
  - Access within committed timeframes
  - Alignment of regions PHC teams with family medicine

# Public Health Services

- Strengths:
  - Core Programs
  - Specialized Services
  - Client and Family Focus
  - Capacity Building and Partnerships
- Opportunities:
  - Measurable Goals and Objectives in Action Plan
  - Strategic plan for Information System to Support Public Health
  - Standardization of services and policies
  - Access to Specialized Services

# Rehabilitation Services

- Strengths:
  - Accessibility to services
  - Collaborative team approach
  - Competent and engaged team
  - Strong partnership with external organizations
  
- Opportunities:
  - Recruitment of vacant positions
  - Measurement data on initiatives
  - Technology to enhance access

# Next Steps

- Accreditation report
- Accreditation decision
- Submission of supplementary evidence

## Please note:

- This presentation is intended to present preliminary findings only.
- Accreditation Canada reserves the right to alter or revise any of this material based on our further review.
- Accreditation Canada recommends that the information contained within this “debriefing” be reserved for internal use only.



**ACCREDITATION  
AGRÉMENT**  
CANADA

**The leader in raising the bar  
for health quality**

