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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



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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.



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