

# U.S. Commonwealth Fellowship Journey



Patricia O'Connor, Director of Nursing & Chief Nursing Officer  
McGill University Health Centre

# CF Harkness Fellowship in Health Policy & Practice

- Mid-career professionals committed to improving health policy and practice through research, policy analysis, health services, or clinical leadership
- Over 12 months, Fellows work with leading U.S. experts to study a critical issue on the health policy agenda
- 2008-09: 16 Fellows chosen from 6 nations (Canada, UK, Australia, New Zealand, Germany, Netherlands).
- First Canadian nurse accepted as a Fellow.

## Series of Workshops in U.S:

- International Symposium on Health Care Policy
- Washington Policy Briefing; Canadian Policy Briefing
- Institute for Healthcare Improvement (IHI)
- Leadership Seminar series, U.S. & Canadian Mentor

# Innovations in Interdisciplinary Work Designs

## Goal:

Examine organizations who'd been highly successful & innovative with work re-design: (how interprofessional teams work together)

- critical elements and strategic processes
- adoption and sustainability
- impact on outcomes.
- how do organizations *make it happen?*

Case 1: Primary Care Transformation - Southcentral Foundation

Case 2: Patient Flow & ER Redesign - at Calgary Health Region

Case 3: In-patient Care Redesign at ThedaCare (WI)

- One of the 13 original test sites to develop “Transforming Care at the Bedside” Program

# From Inspiration to Action

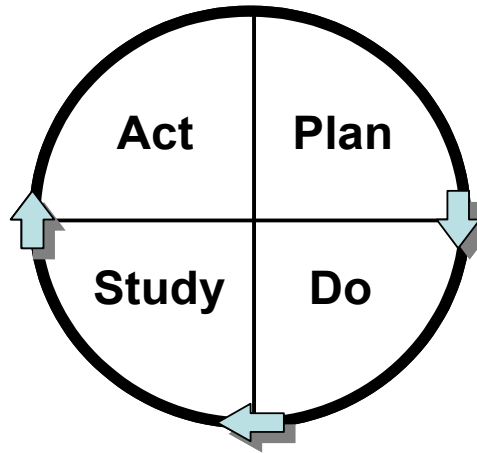
## Transforming Care at the Bedside: 5 Pillars

- RWJ Foundation & IHI
- Began stakeholder analysis within MUHC early 2010
- Alignment with other corporate initiatives
- CHSRF Patient Engagement grant 2010-2012
  - (TCAB on 5 Units, 3 sites)
- IHI Partnership & stole shamelessly from RTC program





# Pt.Engagement Strategies & Evaluation



## Mixed Methods

- Patient Experience of care
- RN Time in direct care
- Pt rep engagement
- Teamwork, recognition
- Turnover, OT, absenteeism
- Quality & safety



# Reducing Non-Value Time: Equipment Relocation



**Time saved in a yr =  
1,100 hours or 0.7 FTE**

**No more tests or  
treatments cancelled  
because wheelchair  
could not be located**

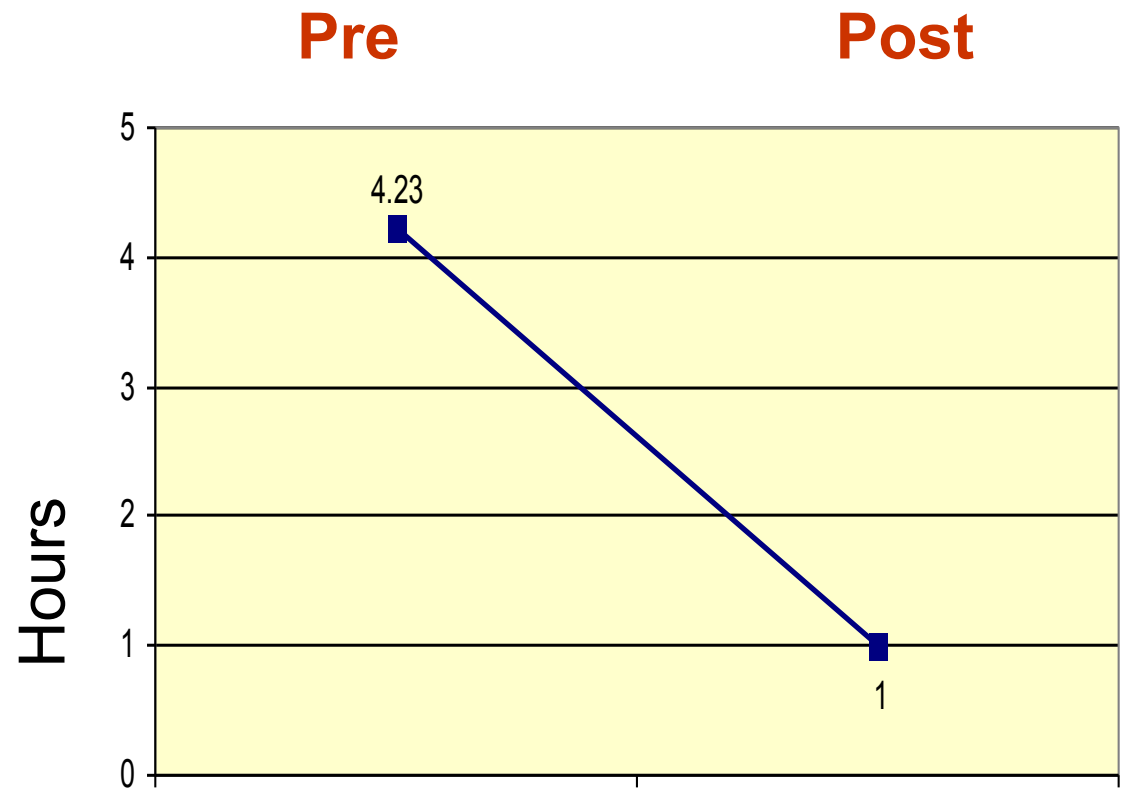


# New Team Admission in Mental Health: ↑ Clinical Efficiency

Team admission



Canadian Foundation for  
**Healthcare  
Improvement** > Fondation canadienne pour  
**l'amélioration des  
services de santé** [healthcareimprovement.ca](http://healthcareimprovement.ca)  
[meilleursofferservicesentel.ca](http://meilleursofferservicesentel.ca)



**Time Saved: 300 adm/yr x 3.23 hrs = 969 hrs/yr = 0.7 FTE**



# Whiteboards: 2-way Communication

**Date** April 4 / 2012

**# Chambre Room #** 425

**# Telephone Telephone #** 514-398-6644 EXT:09332

**Infirmière (er) Nurse** Lily / Annik

**Préposé Patient Attendant** ARMANDO

**Médecin Physician** DILEEP

**Physiothérapeute Physiotherapist** D. Sirhan

**Ergothérapeute Occupational Therapist** Olivier

**Dietéticien (ne) Dietician**

**Travailleur (se) Social Social Worker**

**Plan de la Journée Plan for Today** MNH

**DOULEUR / PAIN**

**Tests**

**Congé/Discharge (Date+Plan)** Chair in afternoon

**Questions du patient + famille Patient + Family Questions**

**Thank-you for everyone's support**

**Espace Personnel / Personal Space** Nicholas, Jean-mark, Andrew, Stephanie

Please Put Channel 13 CORA nation ST Monday to - Friday 6:30 - 7:30 thanks

\* (L) side head humid. skin breakdown F/U. HAPPY EASTER!! LOVE YOU GA:LOX SPEECH = Valentine.

**Date** February 20<sup>th</sup> 2012

**# Chambre Room #** 7<sup>2</sup>

**# Telephone Telephone #** 33654

**Infirmière (er) Nurse** Elena

**Préposé Patient Attendant** Rica

**Médecin Physician** Gilbert

**Physiothérapeute Physiotherapist**

**Travailleur (se) Social Social Worker**

**Ergothérapeute Occupational Therapist**

**Dietéticien (ne) Dietician**

**Plan de la Journée Plan for Today**

**Tests**

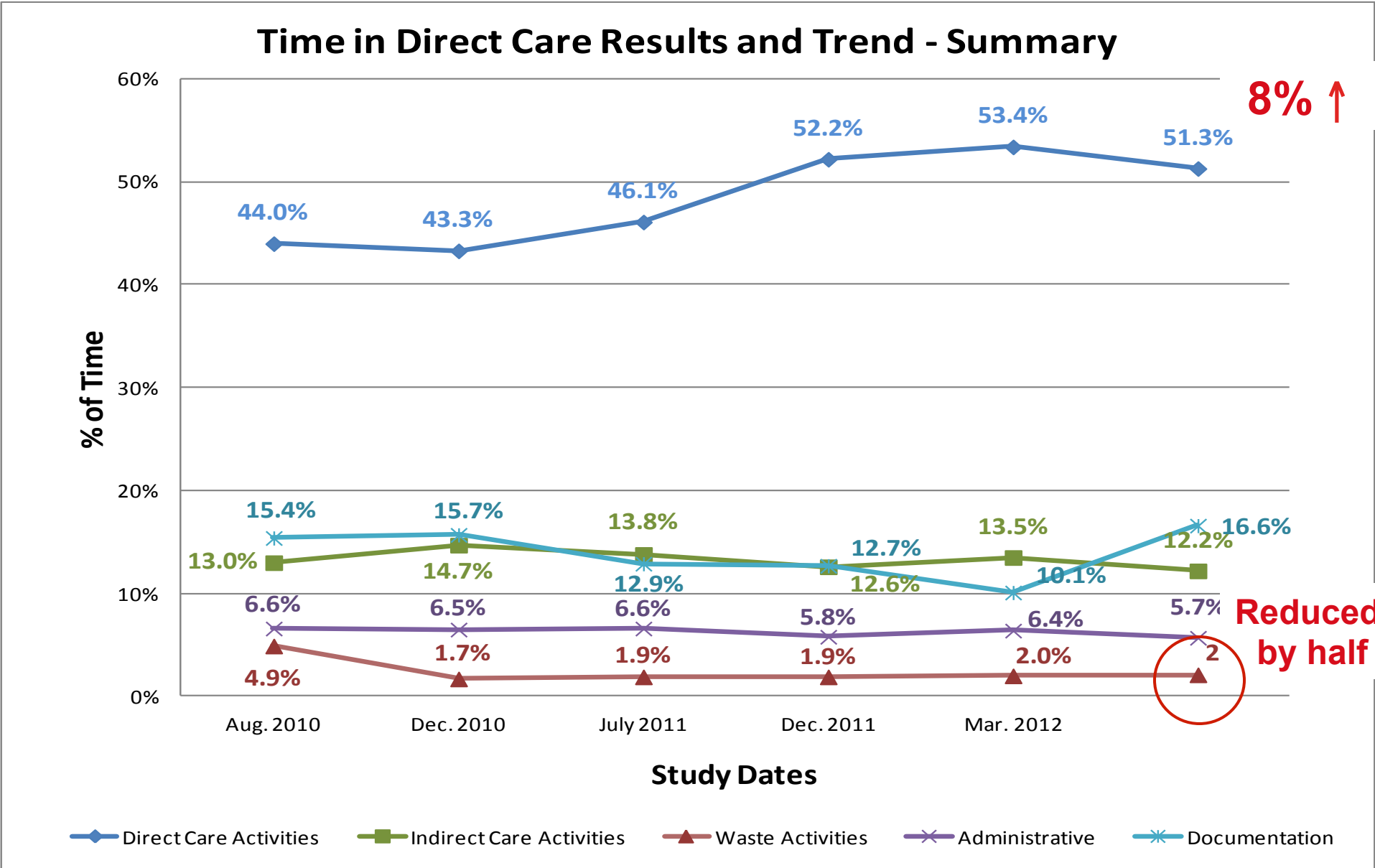
**Congé/Discharge (Date+Plan)**

**Questions du patient + famille Patient + Family Questions** \* Why this Part was removed

**Espace Personnel / Personal Space**

Residual = 0

# Results: Direct Time in Care (using PDAs)



# Other Co-design Outcomes

- Quiet Zone led to a 50% reduction in interruptions and 60% reduction in medication transcription errors
- Redesigned chemo tx room ↓time to start chemo by 57%
- ↓ Voluntary Turnover & Overtime
- Overtime rate
- Gov't support for spread
- Relationships with union
- Redesign with patients leads to better



# Lessons Learned

- Importance of looking outside your own walls
- Innovation is not easy & requires persistence, courage & tremendous alignment efforts
- We have much to learn from seeing care *through the eyes of patients*