

A Commitment to Excellence

OLTCA Quality Forum
June 12, 2013

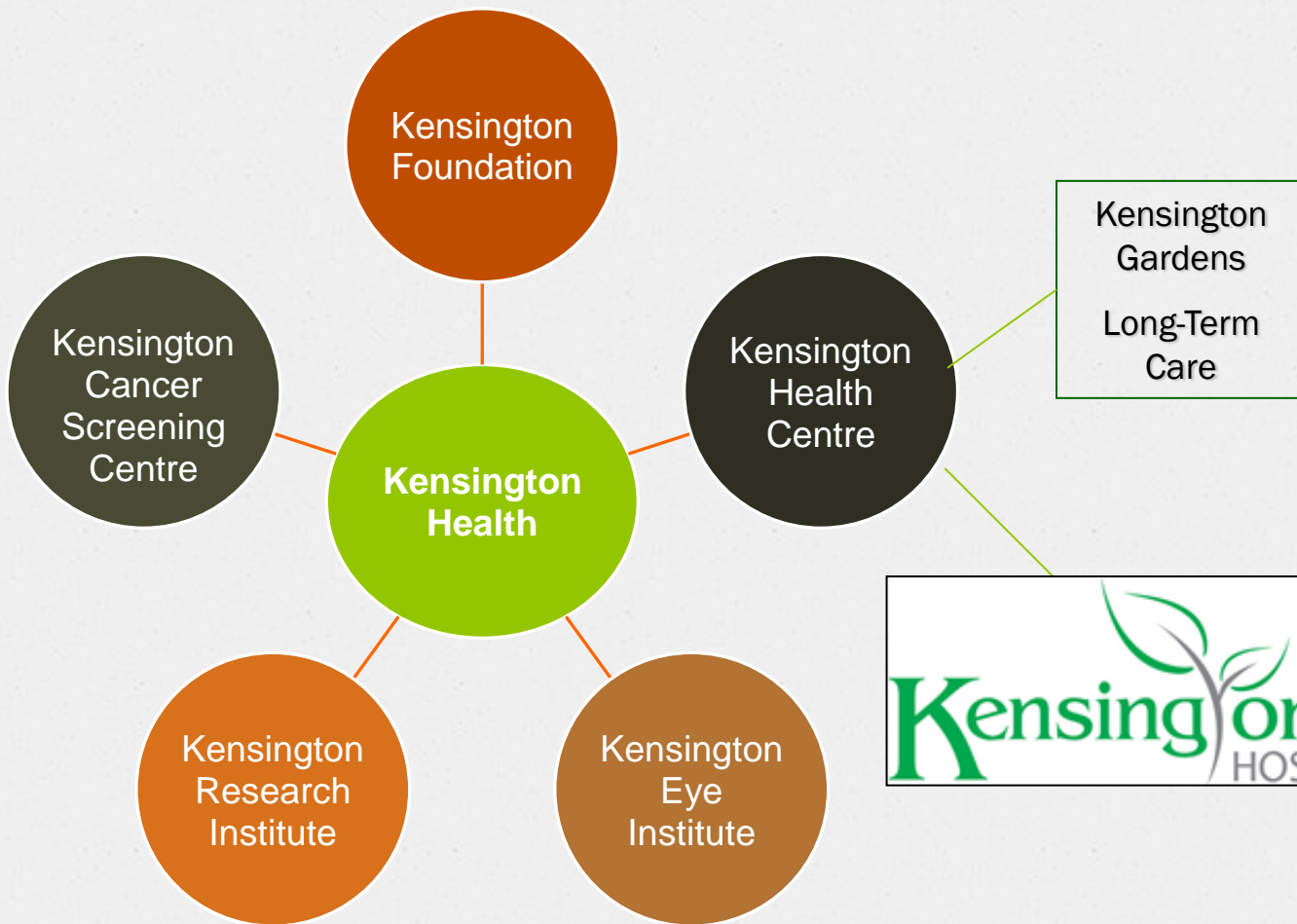


HISTORY OF THE HOSPICE



- ❖ The Chapel of St. John the Divine had the cornerstone laid on June 1, 1892. Sir John A. MacDonald was Prime Minister at the time
- ❖ In 1889 the St. John's Hospital for women was founded
- ❖ In 1953 the hospital was purchased by the Raxlen brothers and the name was changed to Doctors Hospital
- ❖ In 2002 Kensington Health Centre – Kensington Gardens was opened and the chapel stood alone
- ❖ The chapel's historical architecture and vaulted ceiling has been converted to the Kensington Hospice, giving new life to this building

The Kensington Hospice, in partnership with UHN (TWH/PMH), opened August 23, 2011. The 10 bed residential home-like hospice hosts a palliative interdisciplinary team of physicians, nurses (RN/RPN/PSW), social worker, complementary therapy and volunteers to provide care 24 hours a day, 7 days a week.



Learning Objectives



1. To understand the benefits of an Accountability Framework that drives the organization with structure
2. To recognize the value of a Balance Scorecard, how it helps the organization determine specific measurements to facilitate the Continuous Quality Improvement process
3. To understand how a health care organization can operate strategically, moving toward positive outcomes

Framework Session



Hospice Senior Leadership Team met to develop the Draft Accountability Framework®.

To guide the Leadership in drafting their Vision and Success factors we were asked:

- 1. What do we want Kensington Hospice to be recognized as in the future?**
- 2. What must we concentrate on to achieve that recognition?**
- 3. What does Kensington Health expect of the Kensington Hospice?**
- 4. What does the Kensington Hospice expect of the Kensington Health?**
- 5. What personal behaviours/values of the team do we want to see encouraged and recognized?**

Vision and Values

Through an interdisciplinary workshop the team defined our vision as **CHAMPIONS OF QUALITY END OF LIFE CARE.**

Accountability Framework

The Kensington Hospice operates strategically using an **ACCOUNTABILITY FRAMEWORK.**

Balanced Scorecard

The Accountability Framework is then the driving force behind developing a Strategic Plan and Balanced Scorecard.

Vision Brainstorming



What do we want Kensington Hospice to be recognized for in three to five years?

“Champions of Quality End of Life Care”

- Leaders in providing quality hospice palliative care
- Enhancing quality of life at the end of living
- Providing great end of life care
- Leaders in superior care at the end of life
- Champions of superior care at the end of life

Values Brainstorming



What personal behaviours and/or values do you want to see encouraged and recognized in your organization?



Values



- ❖ **Commitment:** Exceeding expectations, Passionate, Hard working, Strong
- ❖ **Compassion:** Empathic, Caring, Non-judgmental, Sensitivity, self-care, humility
- ❖ **Teamwork:** Team building, Team approach to care/Mentoring/Supporting one another
- ❖ **Respect:** For every team member, Respecting other cultures and faiths, Recognition of internal champions
- ❖ **Leadership:** Vision, Creativity, Continued learning and growth, Professionalism, Taking responsibility, Willingness to try new things and stop unsuccessful things

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Accountability Framework

The Kensington Hospice
has developed this
Accountability
Framework with 5
Success Factors,
encircling our Vision
on a foundation of
Values



#1 Quality Team

We are a strong cohesive inter-professional team

o Strategic Goals

- Develop partners around education
- Enhance recruitment, retention and recognition programs

o Indicators

- # Educational events
- # Recognition events
- Employee Satisfaction

#2 Innovation and Leadership:

We advocate for research, leadership and innovation

o Strategic Goals

- Implement a research plan that includes partnerships
- Develop a process to drive and assess Continuous Quality Improvement

o Indicators

- # Research Projects
- # Quality project imitated and competed
- Employee Satisfaction

#3 Person Centered Care:

We offer resident and family centered care, to conserve and enhance dignity

o Strategic Goals

- Build a culture of care to support end of life care
- Implement a plan to measure satisfaction

o Indicators

- # Bereavement Support
- Care indicators
- Resident Satisfaction

#4 Community Partnerships:

Build strong community relationships

o Strategic Goals

- Engage with stakeholders to educate and promote hospice palliative care

o Indicators

- # volunteer engagement
- Student involvement
- Community / media events
- Spiritual care

#5 Financially Responsible:

We are financially sustainable, transparent and accountable

o Strategic Goals

- Secure sustainable operational funding
- Establish a comprehensive, participatory budget process

o Indicators

- Census (waitlist)
- Occupancy (admissions/deaths)
- Donors

The Accountability Framework and the 5 Success factors drive the organization:



- o Reflected in the Quality Assurance Program,
- o Meeting structure,
- o Board Reports,
- o Individual Contribution Assessments (Performance Reviews).

INDIVIDUAL CONTRIBUTION ASSESSMENT Registered Nurse

VALUES - BASED BEHAVIOURS

(Provide a score for each Value in the most appropriate column and provide improvement suggestions, if required)

1	Performance is unsatisfactory for all behaviours	Unsatisfactory Performance
2	Performance requires improvement for one or more behaviours	Needs Improvement
3	Performance meets expectations for all behaviours	Meets Expectations
4	Performance consistently exceeds expectations for most or all behaviours.	Exceeds Expectations
5	Performance is exceptional for most or all behaviours	Exceptional Performance

RATE EACH BEHAVIOUR BELOW

1 2 3 4 5

IMPROVEMENT SUGGESTIONS

COMMITMENT

1	Works with enthusiasm to do their best					
2	Consistently learning and to excel in their vocation					
3	Helps colleagues					
4	People seek for help and leadership					

COMPASSION

5	Help others because they want to					
6	Listen and provide understanding					
7	Show kindness without expecting rewards					
8	Recognize and express appreciation for others' talents and skills					

The Accountability Framework sets the stage for:

- o evaluation of services,
- o celebration of successes,
- o focus on the future strategically with the ultimate goal ...

*Champions of
Quality End-of-Life
care.*

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Balanced Scorecard

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What is a Balanced Scorecard?




- o the Balanced Scorecard (a report card) provides organizations with the ability to clarify vision and strategy and translate them into action. By focusing on future potential success it becomes a dynamic management system that is able to reinforce, implement and drive corporate strategy forward.

Why Implement a Balanced Scorecard?

- ✓ Increase focus on strategy and results
- ✓ Improve organizational performance by measuring what matters
- ✓ Align organization strategy with the work people do on a day-to-day basis
- ✓ Focus on the drivers of future performance
- ✓ Improve communication of the organization's Vision and Strategy
- ✓ Prioritize Projects / Initiatives

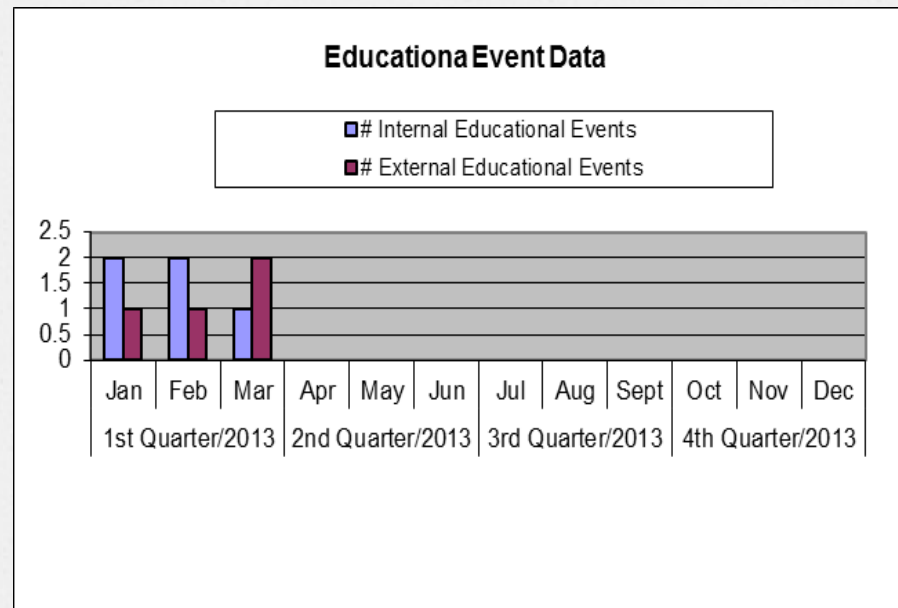
The Scorecard is a snapshot of indicator results for the 1st quarter of 2013. An in-depth report including interpretation of data follows.

Success Factor	Indicator	Desired Results	Actual Results	Rating
Quality Team	# Internal Educational Events	At least one internal educational event held monthly.	5 internal events held	
	# External Educational Events	At least one external educational event held monthly.	4 external events held	

-  **Good to excellent performance indicating continuous improvement**
-  **Fair performance, requires improvement**
-  **Poor performance, extensive work is required to improve**

Quality Team Report

- o Desired results – at least one internal and one external event monthly
- o Data
(chart / graph)
- o Interpretation of data
- o Outcome – desired results met



Review of Learning Objectives



1. Do you understand the benefits of an Accountability Framework that drives the organization with structure?
2. Do you recognize the value of a Balance Scorecard, how it helps the organization determine specific measurements to facilitate the Continuous Quality Improvement process?
3. Do you understand how a health care organization can operate strategically, moving toward positive outcomes?

“You matter because you are you,
and you matter to the end of your life.
We will do all we can not only to help you die peacefully,
but also to live until you die.”

Dame Cicely Saunders

Founder of the Modern Hospice Movement.

St Christopher's Hospice