

Transformation Networking Team Capital Health

One of our first responsibilities is to prepare an update to the Board of activities and initiatives relating to the transformation work of Our Promise. This is an opportunity to profile the great work being done throughout Capital Health to advance our vision of becoming a world-leading haven for people-centred health, healing and learning.

This update is in the form of brief narratives about the plans and activities of a sampling of the groups throughout Capital Health who are working to advance Our Promise.

The Transformation Networking Team officially took shape and began working on September 22. The three members of the team are Neale Bennet, Jane Allen, and Elaine Hamm. Each has been seconded to the team for a twelve month period.

This is a prototype: the purpose and role of the team and its members will shift and emerge through learning.

Overall, the purpose of the team is to provide leadership for the organization to create the conditions for transformative action leading to the achievement of Our Promise, through:

- Supporting networks and teams
- Enabling structures and processes
- Building capacity of individuals and networks
- Coaching and supporting leaders
- Supporting the identification and measurement of indicators related to transformative strategies

In the short term, the Team has four areas of focus:

1. **Bring new energy to Our Promise.**
Throughout CDHA, there is a sense that over the past few months some of the momentum of Our Promise has been lost. The setting up of the Transformation Networking Team is being seen as a good sign of new energy and life, and of the commitment of needed resources to the work.
2. **Turn talk into action.**
Some at CDHA are waiting to see significant signs of progress with Our Promise before committing to it. Others are engaged and committed but struggling with how to turn the vision into reality through changes to programs and services. The Transformation Networking Team will help to facilitate this shift, through capacity building and supporting existing and emerging networks.
3. **Engage new people.**
For Our Promise to be successful, wide ranging networks of employees, physicians, volunteers, learners, and citizens need to be intentionally engaged in transforming the health of our community. The Team will help to support these ongoing and emerging efforts.
4. **Profile the work.**
There is a great deal of work that is going on which is truly transforming Capital Health. The Transformation Networking Team will help to feature that work.

Innovating Health and Learning

Our Planning Committee developed, organized and implemented a Community Heart Health Fair for the Halifax leg of the HeartLand Tour. Health Care professionals from Capital Health and the community joined forces to help us with this event.

We invited the community of the Capital Health District ...and the community came. We had 220 people from the Halifax area join the tour for the 88Km bicycle ride (including 28 children who cycled for 5Kms of the Tour).

Next Steps - to continue involvement with HeartLand Tour 2009 and the next phase called HeartSafe Community Partnerships.

Wanda Firth PDt
Program Manager
Community Cardiovascular Hearts in Motion
Director CCSNS HeartSafe Communities

Heart Health Action Group – Making Health, Healing and Learning accessible in communities.

In an effort to make services available to more people, closer to their homes, the Cardiology care Team at Dartmouth General has partnered with Cardiopulmonary Health in Motion (Gail Blackmore, Laurie White) and Team Valentine-Cardiovascular Volunteers. We were successful in securing a grant from the Dartmouth General Foundation to initiate a presentation of *The Heart Show*- education sessions for cardiac and hypertension patients along with their support systems and the general public on heart health and lifestyle changes. These sessions have been running for some time at the VG, but geography and other barriers limit the number of people in our district who have been able to benefit.

Our plan is to establish *The Heart Show* on the Dartmouth side and to pilot the presentations in one or more satellite locations in the community to expand accessibility. We will evaluate our results and are hoping it will lead to something more permanent.

Jennifer Matheson-Parkhill
Health Services Manager
ICU/CCU 4-West
Dartmouth General Hospital

Cardiology- Contributes to health, healing and learning accessible within communities.

The Dalhousie, Capital Health, and IWK Departments of Emergency Medicine have a responsibility to the province and Atlantic region to provide leadership in clinical care, education, research, and administration. The HI and IWK have a dual role. They provide direct patient care at the primary, secondary and tertiary levels while delivering the majority of education and research. However, they are a resource to other sites.

We are all essentially in the same business. It follows that care delivery, education related to emergency care, and research to support the systems needed for such care should be coordinated and there should be accountability back to our patients – the reason we are doing this in the first place. The goal then is to unify all the participants (clinical, education, research, and administration) so we understand each others roles – that way we can play to our strengths and address our weaknesses, think more broadly, be creative, and be more tolerant of our challenges.

The next major task is to more clearly establish our place in the health care system with respect to primary care, other divisions, departments, hospitals, administrators and the public.

Louise Y. Cornish, MBA
Chief Operating Officer
Department of Emergency Medicine
QEII Health Sciences Centre

Department of Emergency Medicine - QEII Health Sciences Centre contributes to Integrated teams are involved in applied research/share learning.

As a full time Radiation Oncologist at the Nova Scotia Cancer Centre I have been organizing free weekend retreats for people affected by cancer since 1999. The premise of the weekend is that people can empower themselves with coping skills and a healing attitude - beyond getting the best from the conventional medical system. We teach relaxation techniques like meditation, Qi Gong and Yoga. People learn to reframe the difficult thoughts and emotions that are inherent in the cancer journey.

Recently we have produced a 6DVD set of the weekend teachings and will be sharing a 44 minute documentary produced this year in Victoria with a mainstream audience. You can view the documentary by visiting: <http://www.motionbox.com/videos/709ddb01c1fe3f9>

Our hope is to share this message of empowerment with everyone in the larger community as cancer affects so many people. You can learn more about the program by visiting www.robrutledge.ca

Rob Rutledge, MD, FRCPC
Radiation Oncologist
Nova Scotia Cancer Centre

Nova Scotia Cancer Centre contributes to health, healing and learning accessible in communities.

At Hants Community Hospital, we have asked Jeanne Rokosh to come with her panel for two workshops on PRIDE, acceptance and diversity on Sept 29. Understanding that at this smaller facility day long sessions would be difficult, Jeanne and her team tailored presentations specific to our needs. She will be presenting two sessions: one in the morning and repeating the same presentation in the afternoon. This will allow as many departments as possible to attend. Registrations have been received from Health Info Services, Day Surgery, Ambulatory Care, Diagnostic Imaging, Housekeeping as well as the Community Health Board and teens from Avonview High School.

Marie Cole
Site Leader
Health Information Services
Hants Community Hospital

Hants - contributes to current and future practitioners advance care through spirit of enquiry.

This project impacted all areas of food and nutrition, and has been in the works for 4 years as a request - only in Feb 08 did we receive approval to proceed - and the positive feedback and smiling faces of those at the NSH have made it all worth it

On 16 Sept, we launched a new model of service and a new menu for the patients at the Nova Scotia Hospital. While the acute care patients located in the Purdy Building continue to receive trays (using a new tray system and a slightly revised menu), the long term care residents in the Mount Hope bldg have a complete new menu and a dining room bulk-style of service, including menu choices. These folks now smell the aroma of their food heating, in anticipation of their upcoming meal. They have the ability to request what they want, making choices - thus increasing satisfaction and reducing waste (by not serving unwanted items).

E. Jane Pryor, P.Dt.
Director, Food + Nutrition Services
Rm 2353- VMB

Food & Nutrition contributes to Sustainability, Safe Healing Spaces

An integrated health care team is involved in a research and program evaluation project to measure the impact of multifaceted approaches to address smoking behaviors at the East Coast Forensic Hospital. Interventions involve multiple disciplines. Outcome measures will include client satisfaction, knowledge, and involvement with treatment.

Application of a comprehensive Imminent Risk Rating Scale is being piloted on one unit of East Coast Forensic Hospital and will be shared with other areas within the mental health program. The staff psychologist who developed the scale has partnered with nursing and psychology interns and students to develop nursing interventions, provide staff education and establish inter-rater reliability.

Implementation of a new framework of care delivery that facilitates continuity of care and community reintegration for patients under warrant of committal at the East Coast Forensic Hospital.

Offender Health Services has provided nursing staff with education and skill to perform delegated medical functions to enhance practice.

The Provincial Community Sexual Offender Program has partnered with victim advocacy groups, policing, and legal systems to develop and implement preventative initiatives in child abuse.

Charlene Day
Nurse Educator
East Coast Forensic Psychiatric Hospital

Contributes to Integrated Teams are involved in Applied Research/Shared Learning

Transformational Leadership

There is a group of folks who meet monthly known as "Living and Leading with Authenticity". The group was formed out of the November '07 Open Space event which was designed to generate work to support the Leadershift Promise Council.

Holly VanHelden, P.Eng.
Management Engineer
Performance Excellence Program

Authenticity- contributes to outcome- all leaders held accountable for living Our Promise

The DGH ER is doing the following to advance Our Promise:

- Engaged the department in the COR and D survey (Acadia University Centre for Organizational and Research and Development) and will be starting the CREW (Civility, Respect & Engagement in the Workplace) initiative Oct 1st to promote civility and respect in the workplace.
- The ER has started the "you've been appreciated" campaign rewarding attitudes/work done within the department with a department certificate, a small gift and a note explaining why the employee is being rewarded. This helps to bolster morale and show gratitude for work well done or a situation well handled.

Catherine MacNeil
Emergency, DGH

Emergency Department, Dartmouth General Hospital - contributes to optimal levels of joy, pride, trust and respect are reported by staff, physicians and volunteers.

- Prototyping a new way of hiring a marketing person using Our Promise principles
- Using graphic stories as an effective way to build awareness of disrespectful behaviors in our workplace, thereby promoting Respectful Workplace workshops
- Helped connect a community artist with a spiritual care person at CH for possible work with Alzheimer patients
- Developed a communications plan for the implementation of SAP using the Our Promise lens
- Helped introduce the concept of graphic recording as a new way of looking at ourselves in meetings and gatherings.

Susan MacLeod
Marketing & Communication
363 Bethune

Marketing and Communications, Capital Health is an employer of choice.

My position was created in Public Health in May to support the continued strategic planning process. This will enable us to respond to the Capital Health Promise, continuously changing communities and our relationships with the provincial Public Health Review and System.

We have been working diligently over the summer months and are broadening the work to our staff community. We had over 80 staff participate in our recent "sensing clinics" which has started to bring awareness of the process, the theories and the level of depth that is required for this work.

We've been doing little things:

- changing our reports to our VP to align with Our Promise strategies,
- shifting our management agendas so they are streamlined with the strategies,
- adapting our interview guides to reflect the language and the outcomes Our Promise is working towards).

And bigger things

- management council creating the givens for the work we are doing,
- visioning,
- applying Our Promise to our daily work and
- have been having lots of fun and learnings.

Holly Gillis
Project Manager; Transformation & Innovation
www.ourpromise.ca
Public Health Services, Capital Health

Public Health- contributes to leaders being held accountable for living Our Promise.

Transforming Person-Centred Health Care Experience

Community Health Teams are one of the ways Capital District is supporting individuals, families and communities in promoting healthy living, preventing and managing chronic conditions.

The anticipated benefits of the proposed model include:

- Improved access to and integration between all components of the health system.;
- Improved screening and surveillance with enhanced data to inform population health planning;
- Improved chronic disease management and quality of care;
- Improved risk factor profiles, individual and population health outcomes;
- Enhanced capacity for health promotion, disease prevention, early intervention, and self management programs and services;
- Individual and community empowerment for self care;
- Improved continuity of care for individuals and families;
- Improved resource utilization for the health care system

The first two sites for the Community Health Teams are being chosen with input from the community. A phased in implementation will begin in late fall.

Lynn Edwards, Bsc. HEC.,PDt., MHSA
Health Services Director, Primary Health Care

Community Health Teams- Contributes to Citizens accessing services they need to stay healthy in a timely way.

The Educator and a staff ER physician at Dartmouth have put together several clinical pathways, some of which have or are in the process of being adapted district wide .They include: Multivisit kardex plan, ER pain protocol, asthma protocol and the nurse initiated blood work protocol to mention but a few. As well, in keeping with best practice, the DGH ER has completed the hemolysis project and subsequently hemolysis rates in the ER have dropped by 70 per cent.

Catherine MacNeil
Emergency, DGH

DGH ER - Contributes to Citizens receiving safe, quality care.

Infection Control Screening has been implemented in Offender Health Services. This will serve as a database and as a referral point to enhance health of this vulnerable population.

Offender Health Services has forged a partnership with Nurse Practitioners at the IWK/Grace to provide specific health care for female offenders.

The Provincial Community Sexual Offender Program is in the process of modifying treatment initiatives to address the changes in client profile observed over the past few years, including the disproportionately high number of clients who deny their offences.

Charlene Day
Nurse Educator
East Coast Forensic Psychiatric Hospital

Offender Health Services - Contributes to Citizens receiving safe, quality care.

Citizen and Stakeholder Engagement and Accountability

An example of what happens when we become more open and transparent with information is our experience with the Media of the Day e-bulletin. Originally prepared for the Board and LET, in late April we began to share Media of the Day with the 400+ members of our Leadershift Community. The feedback has been overwhelmingly positive resulting in an outcome we didn't anticipate. Leaders - especially our physician leaders - have begun to engage Marketing & Communications in helping to evolve and improve the stories we tell to the public and the accuracy and quality of information we are providing. They are seeing the media as an opportunity to engage citizens in discussions and decisions about health and healthcare.

Peter AH Graham
Senior Advisor, Marketing & Communications
Capital Health

Marketing and Communications- Contributes to Capital Health being an open and transparent organization accountable to the public.

Prototyping a selection process for Envision Halifax: I recently led a process to invite interested individuals to explore the possibility of participating in this year's Envision Halifax Leadership program - and allowed those who identified to make the decision themselves - supported by us through a number of conversations and one hosted circle discussion. We started with 13 people expressing their interest and ended with 4 candidates who participated in the hosted circle discussion - with two of them self-selecting out of the process and two self-selecting in. It was amazing.

Peter AH Graham
Senior Advisor, Marketing & Communications
Capital Health

Contributes to Capital health takes action to effect societal change.

A family handbook was developed to describe the journey of clients at the East Coast Forensic Hospital from admission to absolute discharge. Parents, clients and staff reviewed the handbook. It will be ready for distribution in the next few months.

The Provincial Community Sexual Offender Program implemented pre/post treatment testing across the province to quantify impact/change in treatment targets and is utilizing the results to revise programming.

Offender Health Services is working with stakeholders to establish a provincial formulary for correctional facilities.

Offender Health Services is working to establish a provincial database to enhance care provided.

Charlene Day
Nurse Educator
East Coast Forensic Psychiatric Hospital

Contributes to Capital health takes action to effect societal change.

Sustainability

Orthopaedic Assessment Clinic

The OAC offers a new way for surgeons, along with an interdisciplinary team at Capital Health, to work together to reduce the wait lists and wait times for orthopaedic care. Comprehensive assessments provided by a case manager/orthopaedic surgeon team and care plans developed with the patient will address the need and readiness for surgery as well as health determinants such as diet, physical activity, physical health and social supports. The intention is to work with patients to provide the most appropriate care and in doing so to reduce the wait time for surgery. Family physicians will refer people to the OAC rather than to a specific orthopaedic surgeon. Patients will be assessed by a case manager/orthopaedic surgeon team and then followed by a case manager in consultation with the family physician. Those who need surgery and are medically fit will receive surgery. Those who need surgery but are not yet ready will be supported by an interdisciplinary team to improve their health and physical fitness so that they will be ready for surgery. Other treatments will be offered to those who do not need surgery.

The OAC clinic will be located in the Halifax Infirmary at the QEII Health Sciences Centre. An "early adopter" model for this new way of providing orthopaedic care commenced July 2, 2008 for only those people needing joint replacements. The clinic is scheduled to open for all arthroplasty patients in October 2008.

Michelle Morrison
Project Manager, Orthopaedics
7449 Halifax Infirmary

Orthopaedics - Contributes to Capital health demonstrates stewardship of the public's resources for the future.

A new IMCU has been opened to facilitate access for patients requiring intermediary care. We are implementing medication reconciliation in October, 2008. Plastics Clinic is revising it's booking process to reduce wait times for patients while visiting clinic.

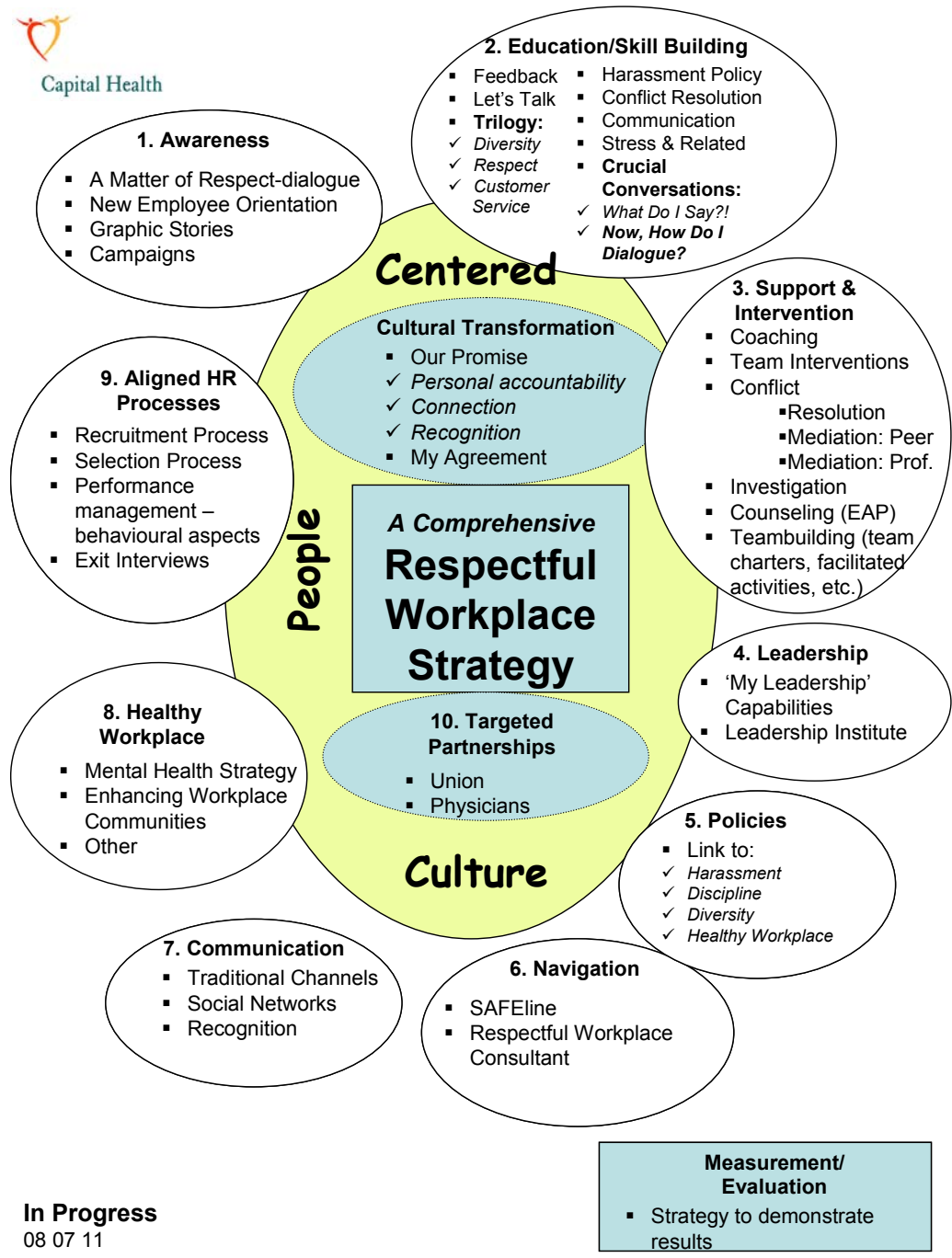
Joyce Gallant
Health Service Manager
Plastics/Burn Unit
Plastics Clinic/ Preregistration Clerks

Plastics/Burn Unit- Contributes to Capital health demonstrates stewardship of the public's resources for the future.

Respectful Workplace is a strategic initiative designed to raise levels of respect within the CHDA community



Capital Health



In Progress
08 07 11

Our motivation is to decrease disrespect and increase respect in the workplace. This motivation is driven by Our Promise and our current environment:

- Our Declaration of Health states that “every person has the right and the responsibility to achieve their individual optimal state of health, and that such health embraces all aspects of our humanity: the physical, emotional, mental and spiritual”. Evidence indicates that disrespectful behaviors are associated with poorer health indicators for patients and employees. Disrespect is contrary to our strategy; therefore we are working to decrease levels of disrespect (harassment, bullying, incivility, etc.).
- Our Promise requires us to “develop the strong relationships necessary for a journey filled with confidence, generosity and shared joy”. The purpose of Respectful Workplace is to create a climate of respect to support the development of these strong relationships.
- Respect among coworkers has declined in recent years: the percentage of employee survey respondents who agreed with the statement “My coworkers treat me with respect and courtesy” was 86.7 in 2001; 83.1 in 2004; and 81.1 in 2006. During this same period, most indicators of organizational health showed improvements. The purpose of the respectful workplace strategy is to reverse this trend.
- Respect at CDHA does not stand on its own: our approach is comprehensive and integrated with the following interdependent strategies:
 - Healthy Workplace
 - People Centered Care
 - Enhancing Workplace Communities
 - Quality Worklife Quality Healthcare (QWQH)

Donna Scotten

Learning and Organizational Development

Respectful Workplace Comprehensive Strategy- contributing to Capital Health has safe healing spaces.

ROPs (Required Organizational Practices) as determined by Accreditation Canada. It is an essential practice that organizations must have in place to enhance patient/client safety and minimize risk. The first report on ROP Recommendations from the November/08 survey is being submitted September 30th.

Yvonne Martin, Accreditation Coordinator

Safety- contributes to Capital Health has safe healing spaces.

- Safer Healthcare Now
- Root Cause Analysis, Failure Modes and Effects Analysis
- Review Policy
- Halifax 8/IHI Webcast Conferences
- Patient Satisfaction
- Culture Survey
- Program Evaluation

Pauline MacDonald, Consultant
Performance Excellence Program

Safety- contributes to Capital Health has safe healing spaces.