

NOR-MAN
Regional Health Authority



**CONTINUOUS QUALITY
IMPROVEMENT (CQI)
PROGRAM**

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NOR-MAN RHA

Revised: October 2009

INTRODUCTION

This booklet will provide an overview of NOR-MAN Regional Health Authority's (NRHA) Quality & Risk Management Program. As an organization, we believe strongly in the concept of "Continuous Quality Improvement." We recognize that in order to achieve our vision of "Healthy People in Healthy Communities," we must continually look at:

- ◆ what we are doing;
- ◆ how we are doing it; and
- ◆ how we can improve.

Improving the quality of our service is a continuous process and must involve participation from ALL levels in the organization. Having to do more with less has made many organizations work to share best practices and develop simple, cost-effective and innovative ways to improve what we are doing and how we are doing it. CQI is about individual departments, staff members, and management continually evaluating and questioning how we are providing the best possible service to the people we serve. We must continually ask ourselves the question "how well are we meeting / exceeding the needs of our clients?"

You may be asking yourself:

- ◆ What does CQI mean?
- ◆ How does this apply to me?
- ◆ Why should I get involved?
- ◆ How do I get involved?

Hopefully this booklet will provide you with some of the answers to your questions and spark your interest to get involved. Organizational improvement is not a destination, it's a journey. Are you willing to come along for the trip? Read on to find out why you should join us.

WHAT IS CQI?

"CONTINUOUS QUALITY IMPROVEMENT"

"CONTINUOUS QUALITY IMPROVEMENT" means that every person in the organization actively participates in the continuous improvement of processes and performances to ensure customers are satisfied."

"Doing the right things, doing it well and satisfying the customer." (CCHSA)

At the organization level, continuous quality improvements is based on four (4) guiding principles:

1. Establishing a culture, including a vision, mission and values statements that demonstrate a commitment to quality care and services.
2. Providing leadership and support to guide, facilitate and involve staff in quality improvement through teamwork and participation.
3. Managing and improving processes so intended results are achieved.
4. Meeting and exceeding the needs of clients.

The board and senior management of the NRHA are committed to these four (4) principles. We believe that if we are promoting CQI in our organization, in practical terms, it means:

- CQI is everyone's responsibility - we all have a role in CQI and can lead by personal example & commitment.
- Quality comes first - we must continually assess what we are doing, how we are doing it and how we can improve.
- We will focus on our clients - we must strive to meet and exceed their needs.
- We will communicate, communicate, communicate - we must create a data-rich environment where all available information is shared throughout the organization (downwards and upwards).
- We will challenge individuals to continuously improve and be creative by working together and sharing information.
- We will build in mechanisms to ensure accountability for all employees and teams.
- We look for ways to continually strive for a healthy workplace. CQI will be the focus for all decision making.



NOR-MAN RHA's Quality Management Program

The NOR-MAN RHA has established CQI Teams, which lead the CQI process for the region. The organizational chart found on page 8 provides an overview of the Quality Management Structure for the region.

When establishing our CQI Teams we had to keep in mind that we needed to develop a structure that would work for NOR-MAN. Our region has some very unique features:

- We cover a large service area of approximately 72,000 square kilometers. The Pas and Flin Flon act as the two major service centres in the region.
- Distance and travel is an issue in the establishment of teams.
- Human resources is one of our organization's biggest challenges. Staff shortages are the norm rather than the exception.
- The staff we do have are very busy and work hard.
- We need to make it easy for staff to get involved, not burn them out more. With this in mind, we need to be creative on how teams are developed; where and how often they meet; and their time commitment in belonging to a team.

The following teams are in place:

1. Quality Council - Effective Organization
2. Governance
3. Medicine Services
4. Emergency Room Services
5. Obstetrics
6. Operating Room
7. Human Resources
8. Communications
9. Information Management
10. Green Team
11. Long Term Care
12. Home Care
13. Addictions
14. Mental Health Services
15. Child / Youth

16. Maternal / Child
17. Populations with Chronic Conditions
18. Managing Medications
19. Infection Prevention and Control

All teams have a responsibility to be involved in the following tasks:

- Assessing needs/issues/concerns in their respective areas.
- Planning to address needs/issues/concerns as identified.
- Working towards solutions/suggestions that do make a difference and improve the quality of care we provide.
- Developing indicators to monitor progress.
- Communicating activities/issues/recommendations.
- Identifying and managing risk.
- Participating in the accreditation process and completing standards as provided by Accreditation Canada (AC)
- Determining and participating in opportunities for continued education.
- Providing opportunities for team building and celebration.

NOR-MAN Regional Health Authority

CQI Teams



The following is a snapshot of each team.

1. Quality Council - Effective Organization

The Quality Council is made up of the team leaders and/or representatives from each of the CQI teams and the senior management team. The Quality Council meets bi-monthly and acts as the advisory group to support and enhance the principles of CQI and risk management in the organization. Specific functions are:

- To provide leadership in CQI and risk management for the RHA.
- To provide support & direction to the CQI Teams.
- To approve and implement policy changes as a result of CQI team recommendations.
- To maintain a communication link between CQI teams, senior management and the Board of Directors.
- To facilitate ongoing opportunities for education in the areas of CQI, risk management, and accreditation.
- To oversee the AC accreditation process in the region.

There are several committees which provide standing reports at every Quality Council meeting. They are as follows:

- Regional Patient Safety Committee
- Ethics
- Regional Alert and Response
- Regional Documentation Committee
- Product Standardization Committee
- Regional Nursing Leadership

2. Governance

The Governance team consists of the NRHA Board of Directors members. This team is responsible for assessing and evaluating its activities in the areas of management and governance of the organization.

3. Acute Care Teams

Medicine Services
Emergency Room Services
Obstetrics
Operating Room

These teams are responsible for reviewing standards or care and service related to Acute Care. With participation of core and ad hoc members, the teams assess quality at the point of service delivery with the key focus to be the continuous improvement of quality acute care services.

4. Human Resource Team

The managing of Human Resources in an organization includes more than the activities carried out by the human resources department. All staff are part of the organization and have ideas on how human resources issues can and should be addressed. The Human Resource CQI Team is a regional team with participation from diverse organizational levels, departments and communities in the NORMAN RHA. The team's major responsibilities include assessing and evaluating its activities in the areas of addressing needs, being a learning organization, recruitment and retention of staff, enhancing performance, promoting good working relationships, providing a healthy work environment and achieving positive outcomes.

5. Communication Teams

As a RHA, we want to ensure that all audiences, both internal and external to the RHA, are given adequate and timely information on RHA activities. The Communications Team now meets as part of the Human Resources team in order to improve and monitor communication internally throughout the organization and externally to the communities we serve.

6. Information Management Team

The Information Management Team is a regional team whose main purpose is to assess and evaluate its activities in the areas of obtaining, managing and securing data and information. There are a number of working teams under Information Management who have specific responsibility in the areas of information technology, forms standardization, and product standardization.

7. Green Team

The Green Team works with staff and its partners to participate in initiative to minimize the impact on the environment. The team applies the principles of CQI in order to examine and address its activities in the areas of providing environmentally sound management of all resources within our sites/facilities. In cooperation with other CQI team, will provide an environmentally friendly organization that undertakes measures to conserve energy and minimize waste.

8. Long Term Care Team

The Long Term Care Team is a regional team whose area of emphasis is to assess and evaluate activities in the areas of anticipating, planning, providing and evaluating its service to a population that needs continuous, complex or long term care in an institutional setting. This team meets regularly and has broad representation from long term care, home care, acute care and consumer and family involvement.

9. Home Care Team

The Home Care Team meets to review processes related to the provision of home health care services and supports to clients residing in the community. With an interdisciplinary approach, the focus is on quality improvement in supporting and enhancing independent living in the community and ensuring appropriate transition to facility care if and when living in the community is not a viable alternative. Home Care is a Regional Team.

10. Addictions Team

The Addictions Team exists to review operational issues of the Rosaire House Addiction Centre from an interdisciplinary perspective with an eye to continuous quality improvement. Core members of the team meet at least quarterly and include staff members of the centre. Ad-hoc members, who include representatives from external agencies to the centre, are invited to meet annually or when required with the core membership. Mental Health & Addictions also meet to address issues of co-occurring disorders.

11. Mental Health Team

With an emphasis on process improvement, problem solving strategies and prevention, the Regional Mental Health Team is responsible for the review and evaluation of mental health services in an institutional or community setting. Membership on the team is interdisciplinary with representation from Mental Health, Addictions, Physician Services, Long Term Care, Education, Probations, Employee Assessment and Referral Services, Child & Family Services and self help organizations.

12. Primary Health Care Teams

Maternal / Child

Child / Youth

Populations with Chronic Disease

The Primary Health Care Teams are multidisciplinary teams who strive to ensure that the quality of primary health services provided to the residents of the NORMAN region continues to meet their identified needs. These teams focus on the principles of population health, health promotion and wellness. These teams address the importance of integrating service across the continuum of care.

13. Managing Medications

The Managing Medications CQI Team addresses the safe use of effective management of medication in our organization. The team uses a collaborative approach to prevent and reduce adverse drug events by addressing all aspects of a medication use process, from selection and preparation to administration of the medication and ongoing monitoring of clients.

14. Infection Prevention and Control

The Infection Prevention and Control team uses best practice to ensure a safe and suitable environment for our staff and patients. The team invests in infection prevention and control by keeping our staff and clients safe from infections and being prepared for outbreaks and pandemics. As well the Infection Prevention and Control team addresses the processes for sterilization of equipment and medical devices.

HOW CAN I GET INVOLVED?

From an individual staff member, to a group of staff members, to a department or upwards through an organization, CQI is everyone's responsibility. We have a number of teams, which have been formed and are operating based on a multi-disciplinary approach. These teams will provide a vehicle for assessment, input and decision making into organizational improvement. All staff are encouraged to get involved in any of the teams.

If you don't have the time to participate on a CQI Team, there are other ways you can be a part of CQI. Individually, ask yourself the question... "Am I meeting or exceeding the needs of my clients? Is there anything I could be doing better?" if there are things that you could be working on, set some realistic goals for yourself and start working on

them. You may have some ideas on how some service within the organization. However you get involved, NOR-MAN Regional Health Authority is committed to CQI as a vehicle for organizational improvement. The only way we will improve as an organization is if all staff are committed and willing participants in the process. We need to all be a part of the solution and not a part of the problem.

**For more information on how you can get involved,
please contact:**

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