Leadership Webinar I:
Getting Started with Clear

December 7, 2017

Clear

Please note:

This webinar is being recorded

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Leadership webinars will:

- Build improvement capability and capacity in long-term care
- Support leadership for change
- Mobilize the *Model for Improvement*
- Link improved teamwork & communication with improved patient outcomes

In this presentation:

I. Welcome to Clear & BCPSQC

II. Getting to know your cohort

III. How to build your Clear team

IV. Setting your team up for success

V. Learning from the past

VI. Upcoming Clear events

I. Welcome to Clear & BCPSQC!

Your Clear team

Tara Fitzgerald, Improvement Advisor

Mary Lou Lester, Improvement Advisor

Geoff Schierbeck, Improvement Advisor

Dr. Chris Rauscher, Clinical Lead

Dr. Ian Bekker , Clinical Lead

Ben Breslin, Project Coordinator

Eric Young, Health Data Analyst

Kevin Smith, Director of Communications

Shari McKeown, Director, Clinical Improvement

BC Patient Safety and Quality Council

Strategic Priorities

- Provide system-wide leadership on quality, in **collaboration** with stakeholders
- **Engaging** patients, caregivers and the public as partners in their health care system
- **Build capability** for health care system transformation and improvement
- **Support improvements** in the quality of care

Clear Goals

- To **improve dignity** for seniors who live in long-term care with cognitive impairment through a focused collaborative and support for best practice care for Behavioural & Psychological Symptoms of Dementia (BPSD), leading to a reduction in the use of antipsychotics in this population; and,
- To **build improvement capability** and capacity in residential care

Clear Wave 2

40 care homes participated in wave 2.

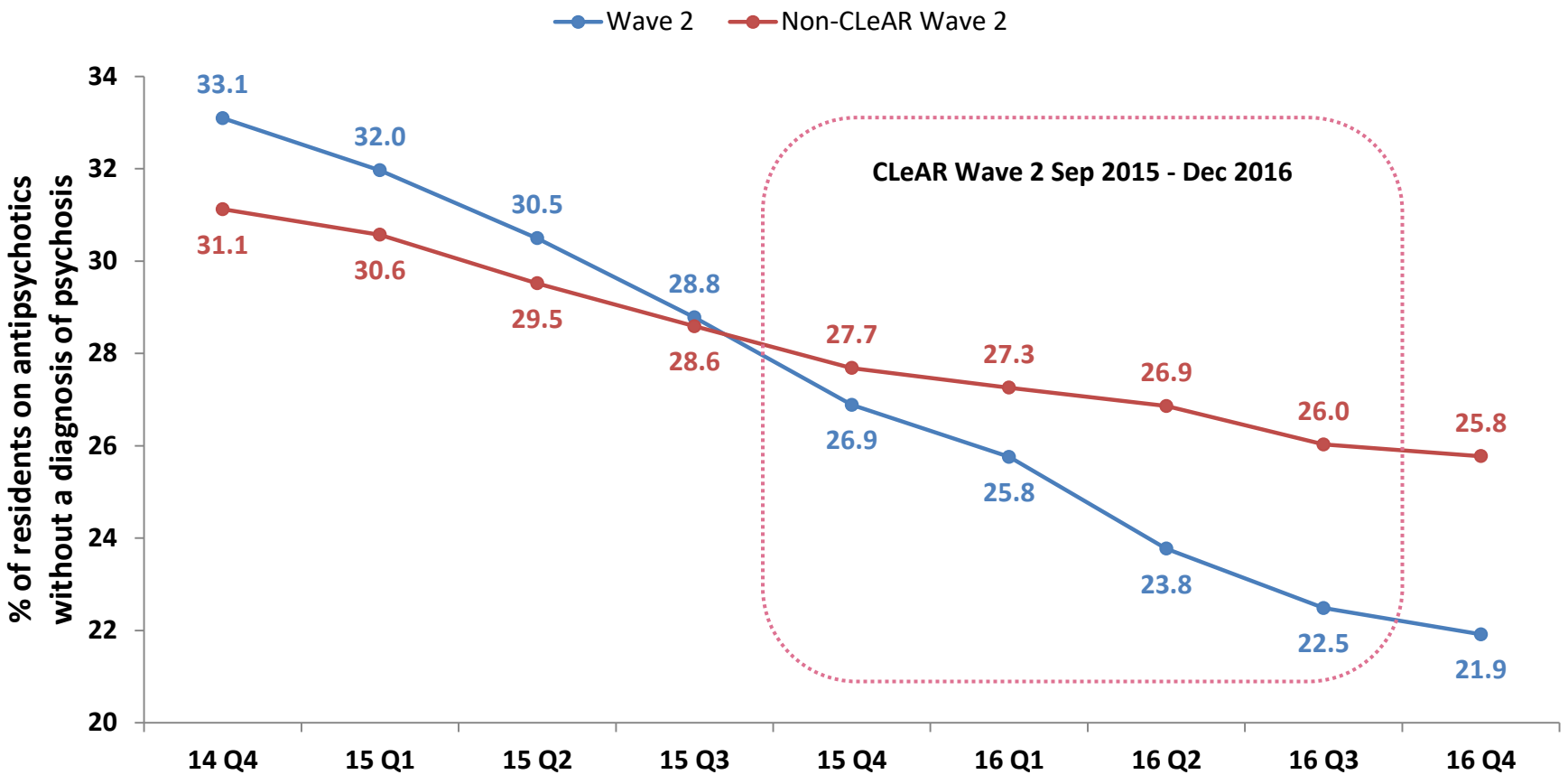
Collectively, **68%** of their residents who were being prescribed antipsychotics had their prescriptions reduced or discontinued.

That's

1001

people!

Reduction in antipsychotic use



Other Impacts

- Improved **quality of life** for residents
- Built **capacity for quality improvement**
- Increased resident **care planning**
- Increased use of **best practice management** for residents with BPSD
- Improved culture by enhancing **teamwork and communication** in workplace and workflow
- Changes resulting from CLeAR are considered **sustainable**

Wave 3

- Wave 3 invited care homes that have more residents receiving antipsychotics without a diagnosis of psychosis than the BC average of 25%
- Together, we can make a BIG impact

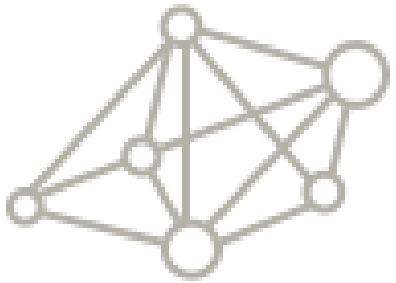
Benefits of Participating

Clear will support the reduction of antipsychotic use at your care home and also benefit staff and residents in the following ways:

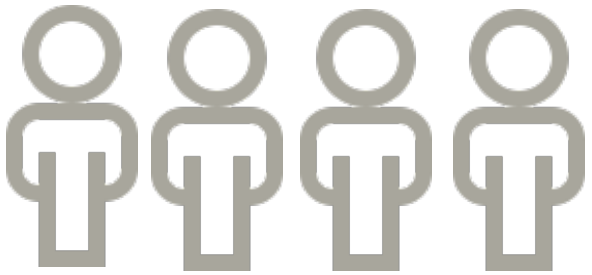
CARE HOME MANAGERS	CARE HOME STAFF	RESIDENTS DIAGNOSED WITH DEMENTIA
Access 1:1 **coaching and support** from the Clear team	Improve **teamwork and communication**	May become more **alert and responsive**
Learn **tools and principles** that you can apply throughout your work	**Access resources**, including monthly webinars	May become **more engaged** in recreation programs and self-directed activities
Build and apply **skills for culture change**	Gain a better understanding of **appropriate use of antipsychotics**	May **regain skills and abilities** such as walking and self-feeding
Develop skills to **improve quality of care** beyond your work with Clear	Learn to look for **root causes of behaviours**	May become **more independent**
Learn to **use data as a tool** for improving care	Reach for **non-pharmacological interventions** instead of medication	May **communicate better** with family and friends

II. Getting to know your cohort

III. How to build your Clear team



Create an *Action and Improvement* team



4-8 members

Key roles include:

- *Team lead*
- *Clinical facilitator*
- *Data collection lead*
- *Physician champion*

Every care home is supported by an Executive Sponsor

Potential team members:

- Pharmacists
- Nurse educators
- Nurses – RN/LPN/RPN
- Care aides
- Recreation therapists/Activity coordinators
- Mental health team members
- Quality Improvement consultants
- Family members/Caregivers

Another way of thinking…

- **Plant** - creates ideas
- **Resource Investigator -** explores opportunities and contacts
- **Co-ordinator** - clarifies goals, promotes decision making
- **Shaper** - drives the team forward
- **Teamworker** - provides support and encourages cooperation
- **Monitor Evaluator** - discerning judgment
- **Implementer** - turns ideas into action
- **Completer** - attention to detail
- **Specialist** - technical knowledge and skills

Who in your care home has valuable input?

Clear team - Who does what?

Team Lead:

- Day to day leader of the team
- Provide guidance and support to other team members
- Helps review data and learning
- Facilitates a teamwork approach
- Outlines each team member's responsibilities
- Submit monthly report and data to Improvement Advisor

Who does what?

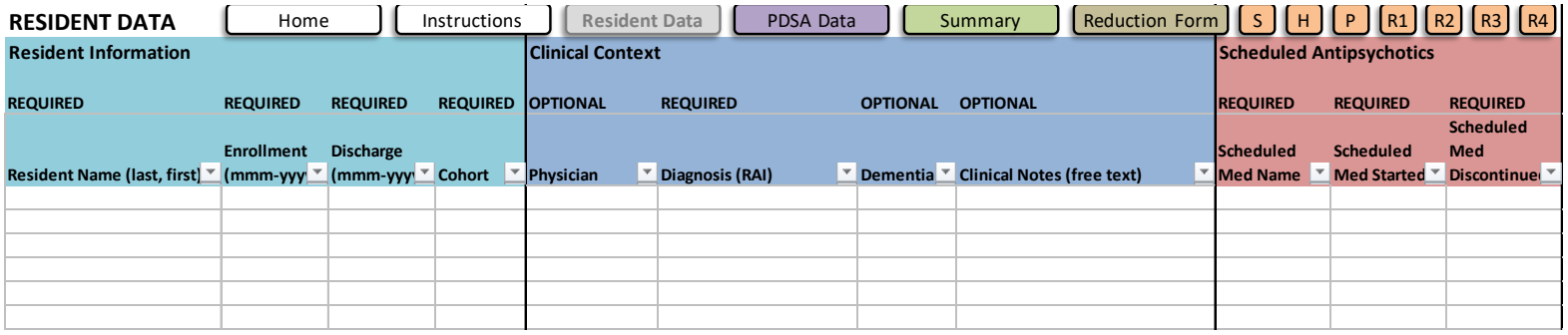
Clinical facilitator:

- Strong knowledge of the current process
  - A staff member others look up to
- Understands clinical and technical roles
  - Clinical care of residents
  - Documentation, charts and administrative tasks
- Crucial for brainstorming change ideas
  - Help test change ideas
  - Problem solve issues that arise
  - PDSA cycles (plan-do-study-act)

Who does what?

Data Collection Lead:

- Monthly time commitment
- Comfortable with excel spreadsheets



Who does what?

Physician champion:

- Provides clinical leadership
- Mentors other physicians/prescribers
- Participates in tests of change

***Consider recruiting a** Medical Director, General Practitioner, Nurse Practitioner, Geriatrician or Geriatric Psychiatrist – be flexible!*

Who does what?

Executive sponsor:

- Identifies how Clear fits with overall goals for care home/health authority
- Supports making Clear a priority
  - Secures resources for the team
  - Responsible for removing barriers
- Ultimately accountable for the performance and results of the team
- Remains visible and accessible

Executive Sponsor monthly check-ins

- 15 to 20 minutes
- 3 to 5 minute project update
- Review team's current data
  - Run charts and summaries available on Data Tracker Spreadsheet
- Summary
  - Where do you need help from me?
  - When will we meet again?
  - Commit to following up on any action items

IV. Setting your team up for success

Develop a team charter

HOW WILL WE MANAGE THE IMPROVEMENT PROJECT?

Roles & responsibilities of team members:

Name	Role/Responsibilities

Key dates:

Plan to incorporate voice of resident/family/caregiver:

V. Learning from the past

Common challenges:

Will

- Ensure staff are aware senior leadership consider this work a priority (monthly check ins can help!)

Ideas

- Encourage staff to share their ideas for change
- Give permission to try small scale tests of big ideas

Execution

- Good project management and change leadership skills (our leadership webinars can help!)

Common challenges:

Leadership support

- Importance of Executive Sponsor role

Staff turnover

- Include Clear during orientation

Resident turnover

- Data that captures your progress

Time & Competing Priorities

- Opportunities for alignment

Culture: *"the way we do things around here"*

- Teamwork & Communication

Role of Improvement advisors
We're here to help!

- **Educate** and **support** teams in quality improvement
  - In person and virtual trainings
  - Access to clinical experts in dementia & BPSD
- Review monthly reports and provide **feedback**
- Help you **troubleshoot** issues

V. Upcoming Clear events

Outline of Activities

Activity	Date
Welcome Package	December 2017
Leadership Preparation Webinars	December 2017/January 2018
Regional Kick-off events	January/February 2018
Data Collection	February 2018 to April 2019
Virtual Learning	March 2018 to April 2019
Regional Workshops	September/October 2018
End of Initiative	April 2019
Closing celebration	May 2019

Leadership Webinars

Webinar	Date
Leadership for Change	Thursday, December 14
Introduction to the Model for Improvement	Thursday, January 11
Improving Patient Outcomes by Strengthening Teamwork & Communication	Tuesday, January 16
The Value of Measurement in Improvement Work - *Include your data collection lead*	Tuesday, January 23

Executive Sponsor welcome to join any of these webinars

Regional kick-off events

- Opportunity to learn from and share with peers
- Benefit from existing solutions
- Learn new change ideas
- Access clinical experts
- **Late January to March 2018**

“He laughed for the first time in years”

- Spouse of a resident participant

What is YOUR next bold step?