

Incorporating Quality Improvement into Recreation Therapy

Cindy Marshall, Kat Power

Objectives:

- 1. Highlight how Recreation Therapy at Waypoint uses the Quality Improvement Framework to improve organizational processes and patient experience**
- 2. Provide online education and resources to implement Quality Improvement strategies in your organizations**

Agenda

- Waypoint Overview and Introductions - 5 minutes
- Survey - 5 minutes
- Introduction to Quality Improvement and why it matters - 10 minutes
- Quality Improvement in Recreation Therapy - 5 minutes
- The Quality Improvement Process and Case Study - 30 minutes
- Bringing QI to your organization - 5 minutes



About Us

Cindy Marshall, Recreation
Therapist

Recreation Therapist on the
Acute Assessment: Swing
Unit Program

Three fun facts:

- I love to travel.
- Currently learning how to Watercolor.
- This is my third time presenting at a TRO Conference.

Kat Power, B.Comm, CAPM

Data Analyst in the Data
Analytics Department

Three fun facts:

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About The Waypoint Centre for Mental Health Care

- Waypoint is a specialty mental health hospital located in Penetanguishene, ON
- Waypoint is the the only high secure forensic mental health hospital in Ontario and one of three in Canada
- Within our 315 inpatient beds, approximately 40% of the population is considered forensic due to involvement with the Ontario Review Board or other avenues of the legal system
- There are 14 inpatient programs and 5 outpatient programs

Quality, Patient Safety and Risk

Work Supported:

- Client Experience (The Ontario Perception of Care Survey)
- Quality & Patient Safety Support
- Quality Improvement Toolkit
- SPIRiT
- Patient Safety Resources

Who works in the Department:

- Patient Safety and Quality Improvement Coordinator
- Patient Relations Officer
- Infection Prevention & Control Practitioner
- Administrative Analyst
- Manager, Quality, Patient Safety, IPAC & Patient Relations



Recreation Therapy

- 23 Full time Recreation Therapist
 - 4 Recreation Therapy Assistants
- Five service divisions of Waypoint:
 - Provincial Forensics (4 programs/8 units – maximum secure)
 - Regional Forensics (1 program – medium secure)
 - Regional (5 programs)
 - Community (HERO Centre)
 - SGS - Specialized Geriatric Services - Mental Health Consult Team

Note: Some Recreation Assistants are attached to seclusion relief teams in the Provincial Forensics division.





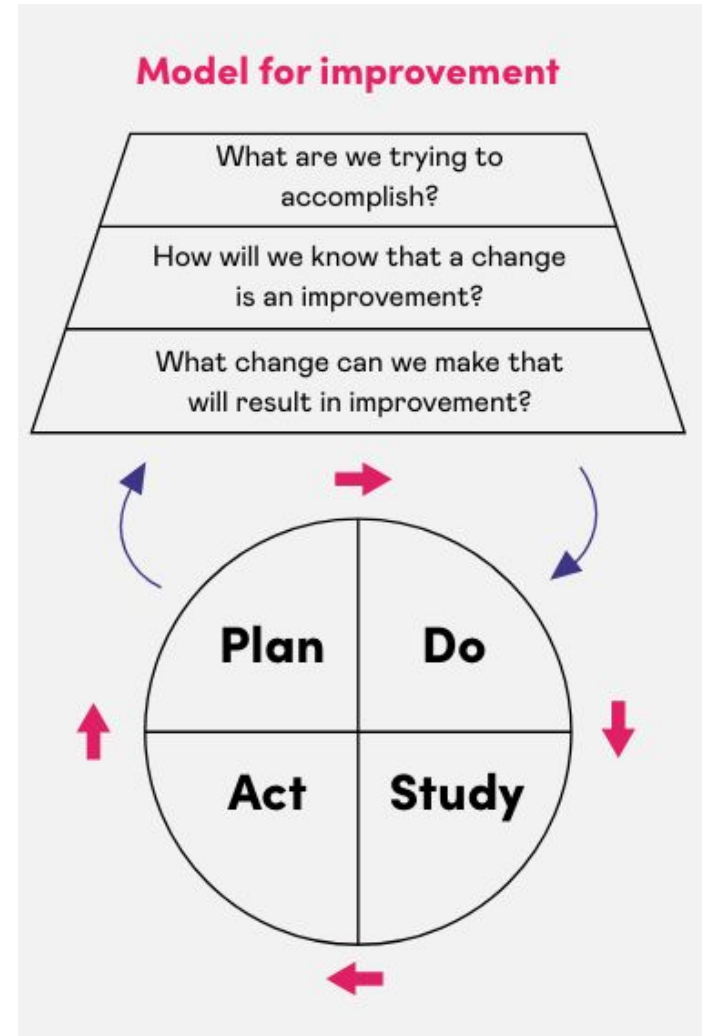
**Have you been involved
in any projects at your
organization?**

<https://app.sli.do/event/2bt64XHupyFscNhEzo2MYr>

Improvement Frameworks

There are many Quality Improvement frameworks out there. The majority include same core concepts:

- They test changes using small-scale tests to learn if the changes can work in a specific context
- Changes are implemented iteratively to allow the project team to allow for data collection and analysis along the way to understand the problem and understand progress.
- Projects are not done by only one person or one department, they use a team approach



What is Quality Improvement (QI)?

- QI is the framework used to systematically improve processes and systems
- The goal of QI is to continuously look for ways to improve the quality of your organization's outputs, which could be products, services, or outcomes
- QI is built on a foundation of measurement, goal-setting, and testing. It involves establishing standard processes to continuously monitor, assess, and improve processes towards a specific goal or outcome



5 Whys

1. Why take a QI approach?

- QI encourages us to continuously think about how we can make changes within our system. A QI approach enables us to be reflective in our practice to provide a better patient experience.

2. Who should be on a QI Team?

- QI is a multidisciplinary team effort. The team should consist of no more than 10 members, including patients or families when possible. Team members should be in a role that 'touches' the process in some way, i.e. performing one of the process steps.

5 Whys

3. What tools can be used when taking a QI approach?

- Many tools and resources are available to help with your QI project. Different tools are used at different stages of the project to help organize the work ahead (fig. 1). The Model for Improvement is an excellent place to begin.

4. What if more feedback from patients is needed?

- Engage patients throughout your QI project by utilizing a technique called Experienced Based Co-Design. With this technique, patients can provide structured feedback and be included as a member of your QI team.

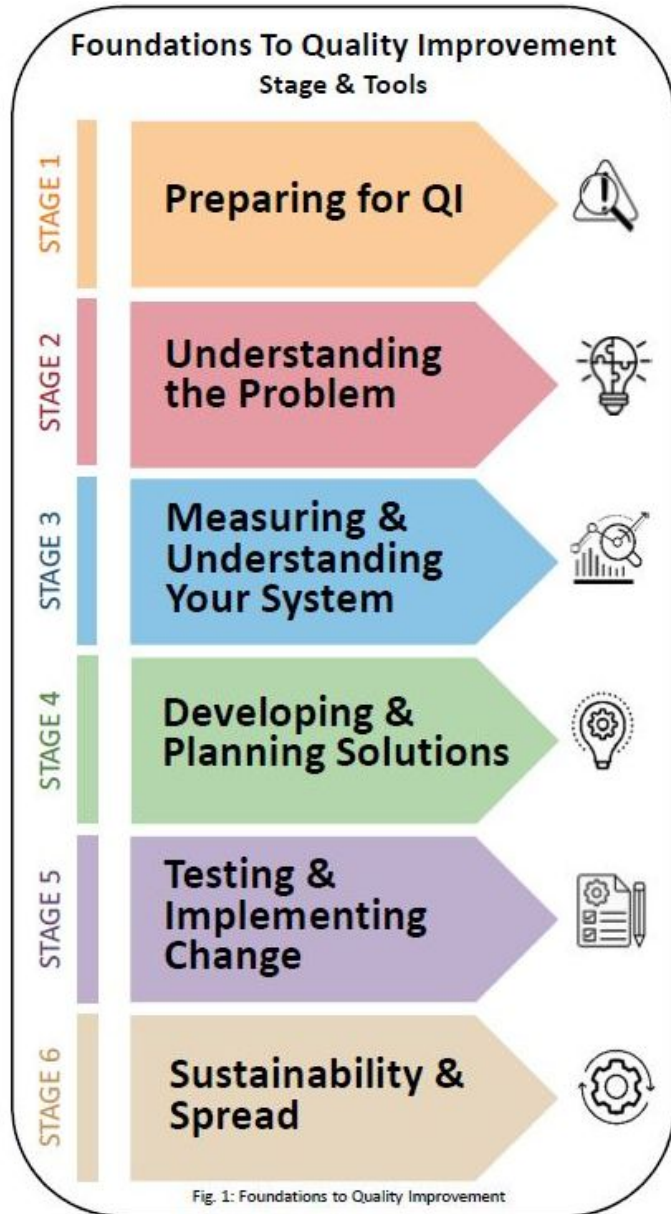
5. Who is available to support QI teams?

Quality Improvement in Recreation Therapy Practice

- Recreation Therapists sit on committees and working groups across all service areas. These include unit specific projects and larger Waypoint initiatives.
 - MoC6 (Model of Care and 6 Core Strategies (looking to reduce patient seclusions)
 - SWING Unit Program Beautification
 - Increase in patient programming during regular business hours and off hours.
 - Quality Improvement Team Meeting (Unit)
 - Community Day Pass Application
 - Patient Safety Week in October. Recreation Therapist at Waypoint support patient activities and games. .

Why does Quality Improvement Matter?

To ensure you are solving the true problem



Phase 1: Preparing for QI

Objectives:

- Select team members
- Start a QI Charter
- Define scope and/or boundaries
- Define the Problem and/or Opportunity

Tools:

- QI Charter
- 5W2H

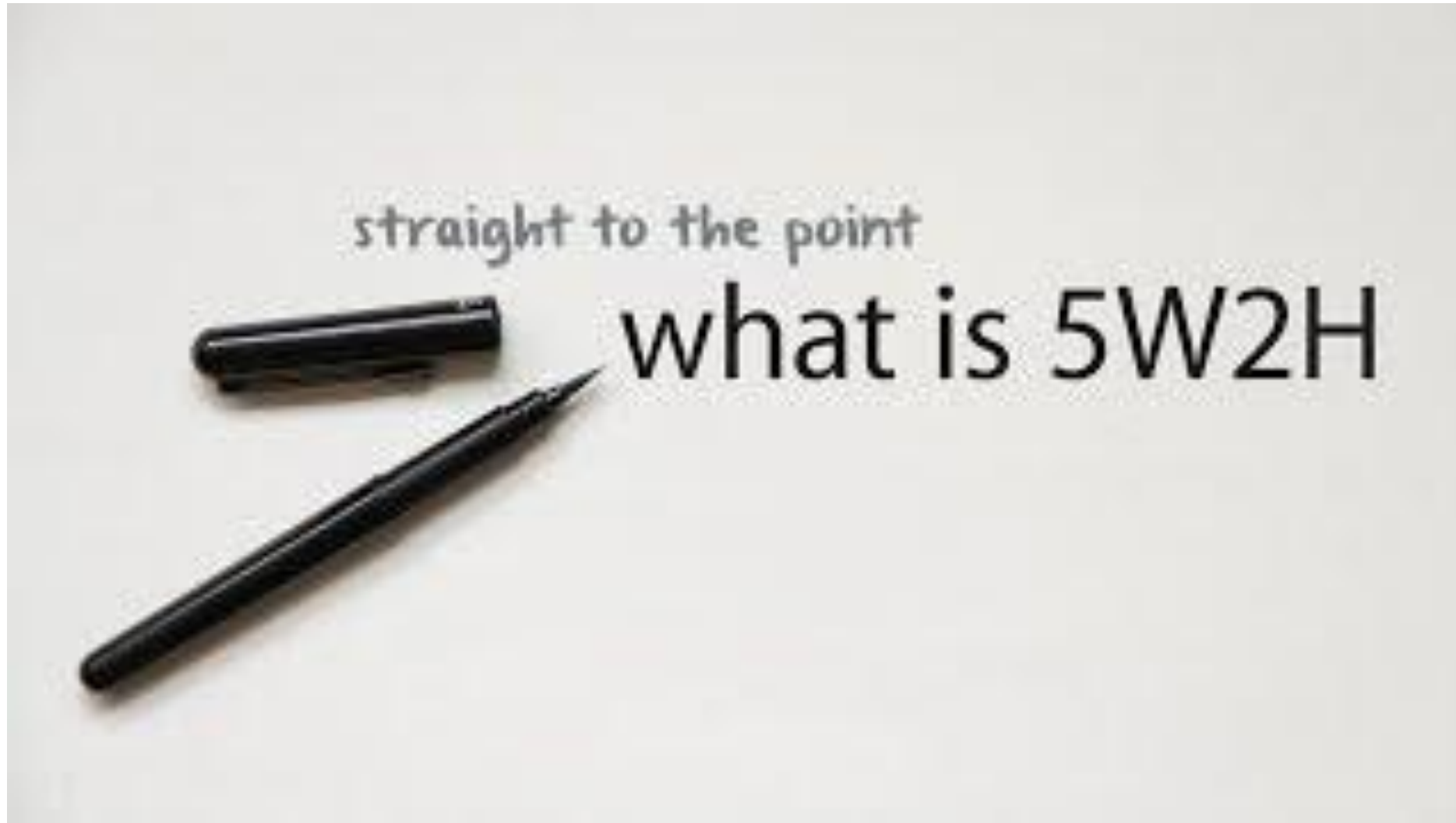


QUALITY IMPROVEMENT (QI) CHARTER

Project Title:		Start Date:	Target End Date:
Program / Team:		Resources Required:	
Executive Sponsor:			
Team Lead / Co-Lead:			
Process Owner:			
Improvement Advisor:		Scope/Boundaries:	
Team Members:			
Benefit to Patients			
Problem Statement:		Aim Statement:	

How will we know that a change is an improvement?		
Measures (How will we know if we are improving?):	Outcome measures:	
	Process measures:	
	Balancing measures:	
What changes can we make that will result in an improvement?		
Root Causes of Problem:		Change Ideas:
Link to Organizational Strategy <input type="checkbox"/> <i>Serve</i> <input type="checkbox"/> <i>Discover</i> <input type="checkbox"/> <i>Lead</i>		
Total Costs Associated with the Change:		<input type="checkbox"/> Budget Approved
Key Milestones & Timelines:		Barriers and Mitigation Strategies
Signatures:		
Executive Sponsor:		
Process Owner/Project Lead:		

5W2H



Phase 2: Understanding the Problem



Objectives:

- Define the root cause of the problem/opportunity
- Update the QI charter

Tools:

- 5 Whys
- Process Mapping
- Fishbone Diagram
- Driver Diagram

Process Mapping

Insert Video

Phase 3: Measuring & Understanding your System

Objectives:

- Collect Baseline Data
- Update the QI charter

Tools:

- Run Chart
- Scatter Diagram



Phase 4: Developing and Planning Solutions

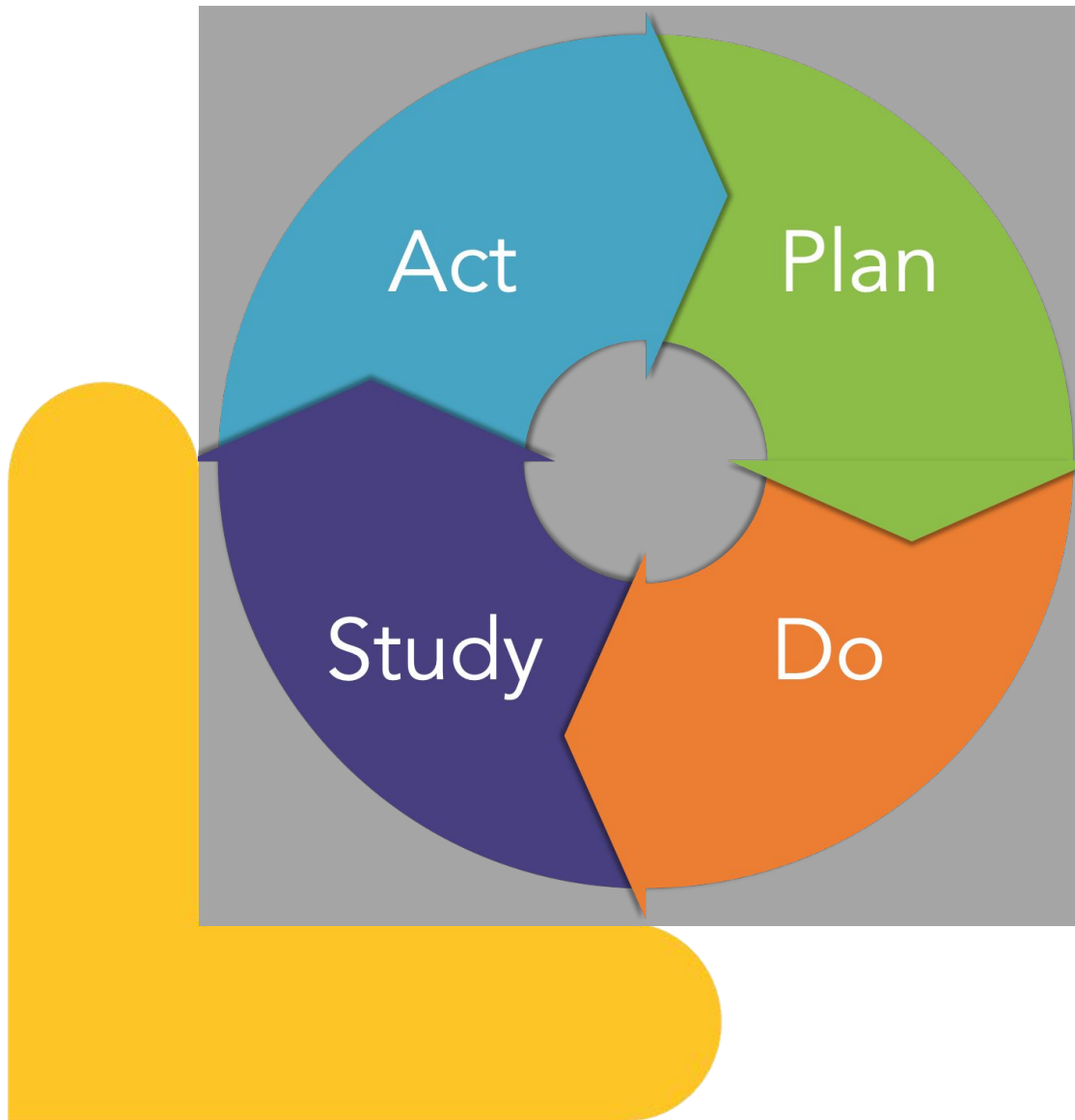
Objectives:

- Develop Change Ideas
- Prioritize Change Ideas
- Update the QI charter

Tools:

- Change Concept List
- Impact Effort Matrix





Phase 5: Testing and Implementing Change

Objectives:

- Select team members
- Start a QI Charter
- Define the Problem and/or Opportunity

Tools:

- Report Back Template
- PDSA Worksheet

Phase 6: Sustainability and Spread

Objectives:

- Create a plan to sustain and spread the change
- Update the QI charter

Tools:

- Spread Planner



Case Study: Acute Assessment Program: Day Passes

Team Members:

- Executive Sponsor - Program Director
- Team Lead - Charge Nurse
- Process Owner - Clinical Manager
- Improvement Advisor - Patient Safety/QI Coordinator
- Physicians Assistant
- Registered Nurse
- Recreation Therapist
- Patient Family Council Representative

Scope/Boundaries:

- Community pass program is for patients on admission programs with voluntary status
- Each eligible patient will have a minimum of 1 pass per week
- Community passes will be for up to 8 hours within the window of 10:00am – 9:00pm
- Waypoint will not provide any transportation or funds for transportation

Case Study: Acute Assessment Program Day Passes

What: the lack of passes is a barrier to smooth transition; define the process of designing and implementing a community pass

Why: no clear process leaves things open to variability; negatively impacts patient experience; potential for preparing to integrate back into the community; families don't have an accurate idea of how the patients are coping; decision on if they are ready to transition to sans souci; high rates of re-admission; safety concerns; COVID; change fatigue

Where: on admission units

Who: families; patients; staff

When: Increasing need post COVID; as patients that are nearing their discharge

How: no program delays discharge; program would help families feel more involved; manage expectations for families,

How often: increasing need/urgency



Case Study: Acute Assessment Program Day Passes

Outcome measures:

- The number of passes provided to patients within 30 days of the process being initiated

Process measures:

- The number of day/night passes per week.
- % of surveys returned with positive feedback
- Length of stay for 4 patients with passes
- Date of discharge post-pass
- # of days and duration of passes for each patient

Balancing measures:

- # of readmission rates for 4 patients with passes
- # of complaints that increase regarding inequity of pass distribution

Case Study: Waypoint Day Passes

- Test the existing process for community passes; potential start date July 1, 2023
- Review/Approve the Guideline with Physician and Director
- Review/Approve Community Pass Application Form with Physician and Director
- Evaluate the process

Case Study: Waypoint Day Passes

Show the completed 5W2H and QI Charter

Recreation Therapy/QI Lingo

TRO Standards of Practice - Evaluation

- Analyze the impact and success of the recreation therapy assessment, intervention plan and program delivery in respect to client centred outcomes.
- QI PDSA

APIE Process

- Assessment, Planning, Implement and Evaluation.

Work Plan

- Task, Target Date, Responsibility, Status
- QI Charter

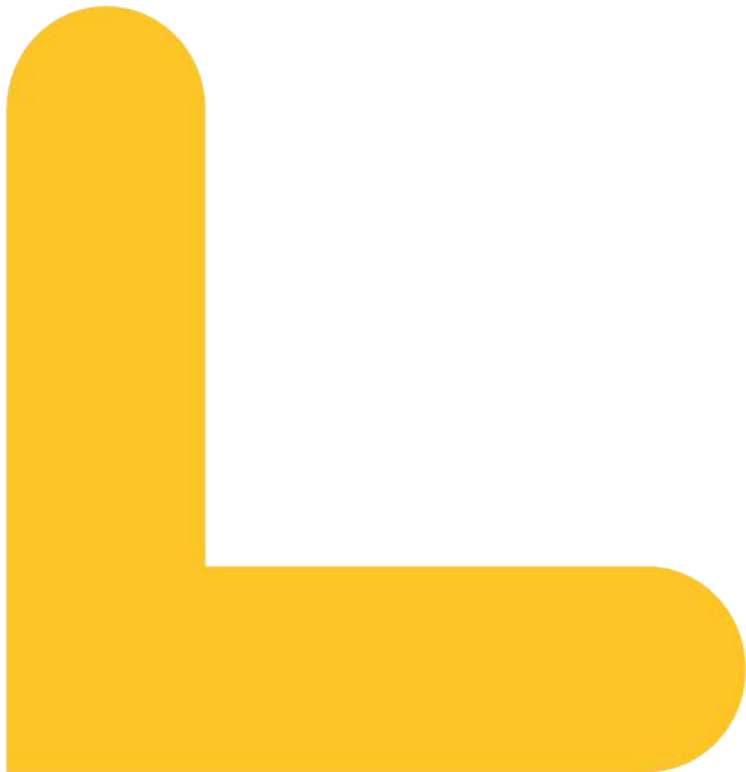
Program Evaluation

- Special Event
- Group/Program

Effort Impact Matrix

Insert picture of effort impact matrix

PDSA Cycle



Next Steps

- E-QiP Course
- Health Quality Ontario Webinars
- Health Quality Canada - Quorum
- QI Masters Students
- Consultants / Grant Money
- YouTube

Sources:

<https://www.saskhealthquality.ca/blog/what-is-quality-improvement-anyway/#qi>



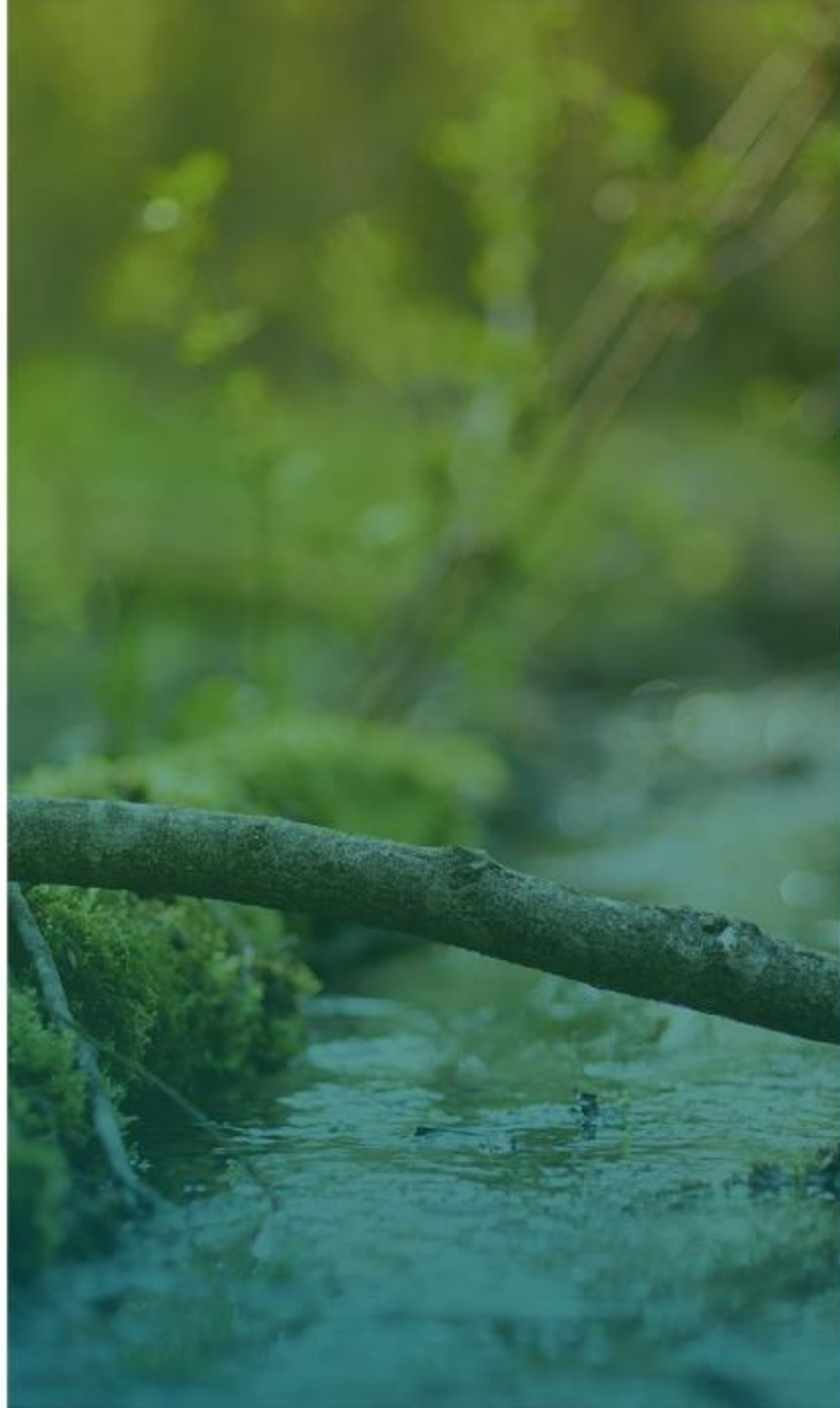












Waypoint 
CENTRE *for* MENTAL HEALTH CARE
CENTRE *de* SOINS *de* SANTÉ MENTALE



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