

Implementing a New Home Care Nursing Care Delivery Model

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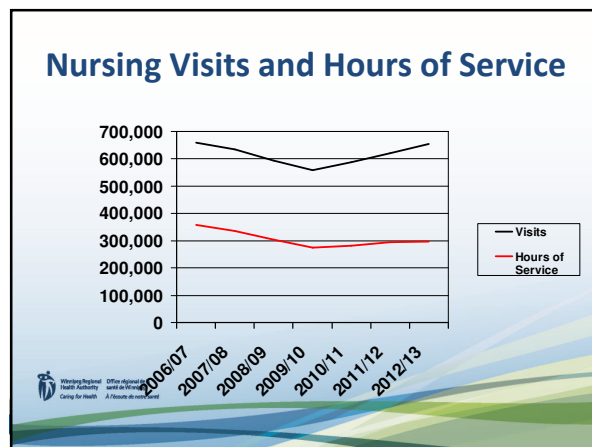
Presentation Objectives

- To describe the development and implementation of the new home care nursing care delivery model
- To highlight early findings, successes, challenges and lessons learned from implementation



WRHA Home Care Nursing Today

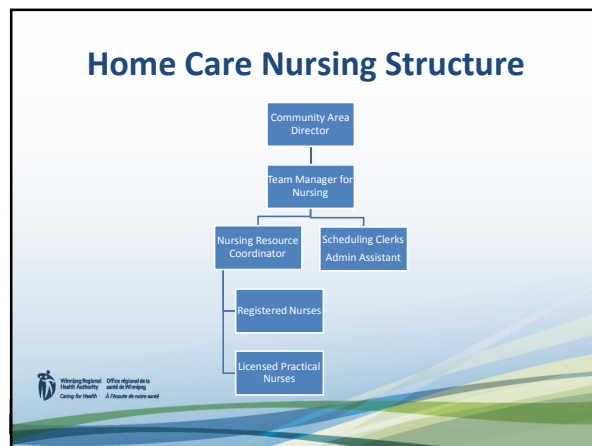
- 12 community areas within Winnipeg
 - Vast majority of service at home
 - Four clinics (2 IV, 2 mainly for wound care)
- Approximately 6000-7000 clients seen each year
- 500 Registered Nurses and Licensed Practical Nurses (420 part-time and full-time, 80 casual)

Most Common Nursing Services

1. Eye Medications
2. Wound Care
3. Insulin Administration
4. Inhaled Medications
5. Blood Sugar/Glucose Testing
6. Other Medications
7. Diabetes Teaching
8. Health Teaching





Challenges Facing Home Care Nursing

- Increasing client complexity and acuity
- Escalating health care costs
- Over time, due to multiple factors, Home Care Nursing has become task oriented



Challenges Facing Home Care Nursing

- Currently little difference in Licensed Practical Nurse and Registered Nurse role and scope of practice in Home Care
- Client, family and staff concerns about continuity of care



Model Development

- Initial discussions with Home Care leadership
- Focus groups with home care nurses (2013)
- Literature review and environmental scan
- Steering Committee established
- Model presented widely within program and to key stakeholders for additional feedback (2014)



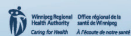
Model Development

- Three launch sites selected
 - St. James
 - Assiniboine South
 - Point Douglas
- Launch site implementation teams established
 - RNs, LPNs, Case Coordinators, NRCs, Team Manager, Scheduling Clerks, Admin Assistants
 - Supported by Home Care CNS, RC Specialist



Model Foundations

- Canadian Community Health Nursing Standards of Practice and Home Health Nursing Competencies
- College Standards of Practice
- Chronic Disease Management
- Collaborative Interprofessional Teams



What's New

Current Model

- Primary Nurses
- Single client caseload
- Annual client case reviews involving:
 - Nursing Resource Coordinator
 - Primary nurse


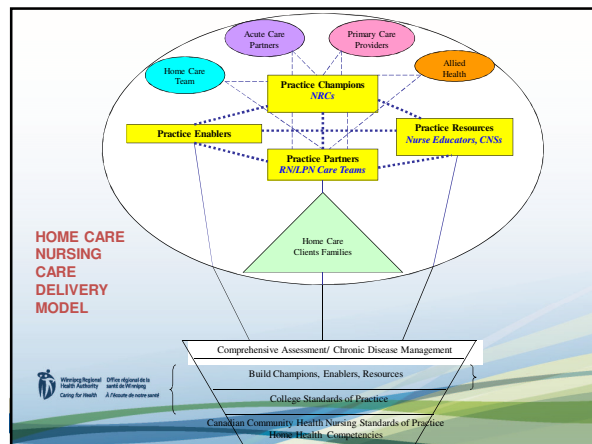
New Model

- Care team of 3-5 nurses
- Working together in a neighbourhood
- Biweekly client case reviews involving:
 - Nursing Resource Coordinator
 - Care Team
 - Case Coordinators
 - CNS and Nurse Educators



What's New

<h3>Current Model</h3> <ul style="list-style-type: none"> • “Best Practice Teams” <ul style="list-style-type: none"> – Focused expertise of a few • Nursing Resource Coordinators as supervisors 	<h3>New Model</h3> <ul style="list-style-type: none"> • Advancing nursing knowledge for all <ul style="list-style-type: none"> – New orientation and continuing education • Nursing Resource Coordinators as practice champions as well
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Where We Are Today

- Implementation completed in three community areas – WE ARE STILL LEARNING!
- Role of Nursing Resource Coordinator reviewed and NRC Network launched
- Orientation and continuing education program for nurses redesigned




Evaluation

- Online survey of nurses in launch sites (6-8 months post implementation) – n=37
- Focus groups with
 - Case Coordinators
 - Nursing Resource Coordinators
 - Scheduling Clerks
- Interviews with Team Managers




Nurse Survey Results - Implementation

Feedback on Implementation	% Agree/Strongly Agree
I am clear on expectations of client care reviews	84%
I have enough time for client care reviews	51%
I understand expectations of my team	84%
Nurse involvement in client care decisions	81%
Sufficient nurse involvement in scheduling decisions	54%
Adequate communication about the model	73%
I have had opportunity to provide feedback on the model	84%



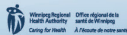
Nurse Survey Results – Impact of New Model


The new nursing care delivery model has.....	% Agree/Strongly Agree
Improved continuity of care	57%
Improved quality of client care	59%
Improved my ability to provide client centred care	65%
Improved ability to work with team	76%
Improved ability to work to full scope	68%
Improved autonomy and independence	68%
Improved overall job satisfaction	60%



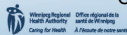
Nurse Survey Results – Impact of New Model

The new nursing care delivery model has.....	% Agree/Strongly Agree	Undecided
Improved continuity of care	57%	11%
Improved quality of client care	59%	22%
Improved my ability to provide client centred care	65%	24%
Improved ability to work with team	76%	22%
Improved ability to work to full scope	68%	30%
Improved autonomy and independence	68%	27%
Improved overall job satisfaction	60%	24%



- ### Key Findings
- Nurses fundamentally believe in model
 - Positive impact on client outcomes per anecdotal reports
 - Model has identified gaps and challenges in nurse resources across community areas
 - Current master rotations do not support model
 - Tools to support model required
 - Admission and Discharge Checklists
 - Client Review Guidelines and Processes
 - Group emails
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- ### Success Requires...
- Staff engagement to develop shared vision
 - RNs and LPNs on implementation teams
 - Communication, communication, communication
 - Initial staff survey, team meetings, emails, communication book, white board
 - Education on collaborative care (how to be a team)
 - Interactive session held 6-8 weeks into implementation
 - Ongoing support of team development
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Success Requires...

- Leadership and support of Team Manager and Nursing Resource Coordinator
- Resources to support implementation (Nursing Resource Coordinator, Scheduling Clerk)





Challenges

- Requires rethinking of nursing scheduling practices
- Need to clearly define roles within team
- Flexibility required (lots of trial and error)
- Ensuring clinical and leadership support for teams during client care reviews
 - Focus of evidence informed practice
 - Focus on collaborative team competencies



Next Steps

- Complete formal evaluation of model
- Two additional community areas to implement in October 2015; four to implement in 2016
- Briefing note to address master rotations
- Revisiting scheduling guiding principles
- Expand clinical education program to include webinars, online resources, additional classroom sessions

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