



NIAGARA HEALTH SYSTEM
SYSTÈME DE SANTÉ DE NIAGARA
TOGETHER IN EXCELLENCE / LEADERE IN HEALTHCARE

Project Charter Plan

Implementation of Patient/Client-Centred Care Model of Care Delivery

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Patient/Client Centred Care (PCCC)

PROJECT GOAL

The primary goal for this project focuses on implementation of the Patient/Client Centred Care model of care delivery throughout the Niagara Health System that will support the NHS vision, mission, and values as well as the new Nursing Strategic Direction.

Success Criteria

- Implementation of RNAO's BPG Guideline recommendations identified as key for the NHS
- Enhancement of patient/client centred communication skills for participating programs/units
- Identification and integration of patient/client centred care goals into practice for participating programs/units
- Integration of PCCC principles in NHS policies and procedures
- Integration of PCCC principles in general and clinical-specific orientation programs
- Acceptance of RNAO Advanced Clinical/Leadership Fellowship for identified nurse(s) in the NHS

PROJECT OBJECTIVES

- Develop and deliver presentations within the NHS to create and establish awareness, understanding and adoption of patient/client centred care model at all levels.
- Identify, analyze and engage key stakeholders and assess environmental readiness.
- Research data related to balanced score card and accreditation outcomes to provide baseline data.
- Develop and plan educational opportunities to engage all members of the healthcare team in ongoing patient/client centred education.
- Identify resource leaders to disseminate patient/client centred care information and act as mentors for the development of patient/client centred care communication skills.

- Collaborate with RNAO's Center of Excellence to assess and deliver educational workshops. Analyze findings from workshops and integrate findings into project plan.
- Submit Request for Proposal to RNAO for a clinical/leadership fellowship nurse with the goal to promote and develop expertise in the transfer of knowledge of the Client centred care BPG.
- Develop and establish a patient/client centred care interdisciplinary Steering Committee to guide and oversee the implementation of the model of care delivery.
- Pilot implementation strategies in one clinical program and allow for a reasonable period of time to evaluate, document and communicate patient/client centred care initiatives, improvements and changes.
- Implement the project in a phased-in approach after evaluation of the pilot group phase.
- Develop content of educational interactive workshops and dissemination strategies.
- Integrate patient/client-centred questions into admission database to discover clients' preferences, hopes and goals.
- To develop a process and facilitate the development of recommendations on how to engage and support patients/clients, families and health care providers in working together to integrate patient/client centred care initiatives within the organization.
- Accomplish project goals and objectives within the defined budget and time parameters.

PROJECT SPONSORS

Tracy MacDonald Chief Nursing Executive and Vice President of Patient Services

Donna Rothwell Chief Nursing and Professional Practice Officer

PROJECT DELIVERABLES/ PHASES

- 1 Communication/Awareness Phase – Organization-wide communication
- 2 Stakeholder Assessment and environmental readiness scan
- 3 Analyze baseline data from NRC + Picker surveys and establish baseline.
- 4 Identify key client centred care focuses for the NHS
- 5 Establish PCCC Steering Committee

- 6 Conduct PCCC workshop in collaboration with RNAO Center of Excellence
- 7 Submit RFP to RNAO for leadership fellowships
- 8 Develop and pilot PCCC implementation strategies in one clinical program and evaluate impact of changes.
- 9 Develop ongoing opportunities for discussion and education throughout the NHS to reinforce the importance of CCC best practice.
- 10 Develop educational package to guide staff in client-centered communication skills.
- 11 To develop a process and facilitate the development of recommendations on how to engage and support patients/clients, families and health care providers in working together to integrate patient/client centred care initiatives within the organization.
- 12 Phase-in PCCC implementation strategies in other clinical programs.
- 13 Develop ongoing communication plan with status reports to key stakeholders
- 14 Review and revise admission database based on patient/client centred care principles.
- 15 Evaluate patient satisfaction results based on the NHS' key client centred care focuses.

STAKEHOLDERS/STAKEHOLDER ANALYSIS

The goals of the stakeholder analysis are to engage staff at all levels as co-developers of the project and maximize congruence between stakeholder interests and the goals of the project. Ongoing analysis will occur.

PERFORMANCE METRICS

- Improvement in overall patient satisfaction of quality of care by 2% in first year of implementation for programs involved
- Use of universal patient/client centred care questions in admission assessments
- Integration of client centred care philosophy into policies and procedures
- Integration of Patient/client centred care principles in orientation programs
- Integration of client centred communication skills and approaches into provider/client interactions.
- Developed content of educational package for ongoing educational initiatives.

SCOPE DEFINITION

- The project will introduce the entire NHS facility to the basic and core concepts and principles of patient/client centred care as well as a phased-in approach to the introduction and use of specific patient/client centred care strategies for two -three identified programs.

PROJECT ASSUMPTIONS

The following assumptions have been made to determine the current project charter and timelines:

- Regular steering committee meetings will be held monthly to complete project goals and objectives.
- Patient/Client centred care steering committee members will be available as needed to attend meetings, complete project tasks and objectives, etc.
- Senior leaders, physicians, and clinical management will foster support and “buy-in” of project goals and objectives.
- The project plan may change as new information and issues are revealed.
- Estimated timelines, resources and due dates are to be confirmed when each phase of the project is completed.
- Continuous review of the timelines and schedule will be done every month.

COMMUNICATION PLAN

Disseminating knowledge about the project is essential to the project’s success. Project participants desire knowledge of what the status of the project is and how they are affected. The more that people are educated about the progress of the project and how it will help them in the future, the more they are likely to participate and benefit.

This plan provides a framework for informing, involving, and obtaining buy-in from all participants throughout the duration of the project.

Stakeholders: This communication plan is for the following leaders, teams, groups, and individuals:

- Project Sponsor
- Steering Committee
- Program leaders, health program directors, clinical managers, educators, councils
- Program participants
- NHS staff

Communication Methodology

The communication methodology will utilize three directions for effective communication:

Top-Down

It is apparent that the NHS leadership is unified and has an enthusiastic voice about the project and what it holds for all stakeholders involved. This is considered a “hands-on” change management approach and one that our CEO and sponsors of this project are very committed to.

Bottom-up

To ensure the buy-in and confidence of the involved stakeholders in bringing the proposed changes to reality, it will be important to communicate and celebrate success stories and create positive patient/client care outcomes. Stakeholders will be co-developers of this initiative and will be consulted for the various phases of the project as well as kept informed of developments and delays, if any.

The following is a list of communication events that are established for this project:

Weekly Project Status Meeting

These status meetings will be held every week with the project leader and the sponsors of the project. The project leader will provide documented outcomes of the project, identify issues to implementation and propose alternate options.

Monthly status reports

The Project Leader will provide monthly written status reports to the Senior Leaders, at nursing leadership, site leadership, NPPAC, NPDC, PPAC and the Steering Committees. The reports will include the following information tracked against the Project Plan:

- Summary of activities completed in previous month
- Summary of activities scheduled for completion in next month
- Summary of issues status and resolutions

Monthly Patient/Client Centred Care Steering Committee Meetings

These meetings will be held once per month and will be coordinated by the Project Leader and/or designate. The Project Leader will send the agenda and status report to each member of the team prior to the meeting time so everyone can review it in advance.