

Dialogue on Disclosure

**Presenting two Ontario initiatives
on Disclosure of Unanticipated
Adverse Outcomes**

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What this session offers

- Hear about effective practices which support good disclosure practices
- Identify useful strategies which foster a culture of safety
- Identify thematic similarities and differences within the disclosure and critical incident review policies and processes

Dialogue on Disclosure

- A Quality Healthcare Network project, with 22 Member participating organizations
- Invited participation after October 1, 2003 session - Let's Talk Disclosure
 - 78% of those in attendance were either not working on disclosure or had an early draft in discussion

Dialogue on Disclosure

- Began January 8, 2004 (Winter Forum)
- Concluding October 2004 (Fall Forum)
- The Project Journey:
 - Four conference calls
 - One meeting combined with an educational session with Bayer Institute
 - Four Progress Reports
 - One final evaluation

Faculty and Facilitators

- Our Faculty:
 - Marilyn Kaplow, McGill University Health Centre
 - Dr. Philip Hébert, Sunnybrook & Women's College Health Sciences Centre
- Our Facilitators:
 - Jutta Schaffer Argao, Trillium Health Centre
 - Barb Major-McEwan, Huron Perth Healthcare Alliance
- Other contributors
 - HIROC, CNO, CPSO, Cindy Clarke from Borden, Ladner & Gervais LLP

Who participated

CCAC - Waterloo Region	North Wellington Health Care
Chatham Kent Health Alliance	Providence Centre (Toronto)
Guelph General Hospital	St. John's Rehabilitation
Halton Healthcare Services	St. Joseph's Healthcare (Hamilton)
Huron Perth Hospitals (including Listowel Wingham and the Alliance)	Toronto East General Hospital
London Health Services Corporation	
Montfort Hospital	Toronto Rehabilitation Institute
Niagara Health System	Trillium Health Centre
Norfolk General Hospital	VON Canada
North York General Hospital	William Osier Health Centre
	Winchester District Hospital

The Project Goal

- To achieve the adoption and spread of better ideas on the implementation of a disclosure policy across our Members' organizations
- To facilitate a dialogue on mutual learning and change
- Drawing from internal resources- Members, Faculty and our Friends

Measures of Success

- Organizations reporting progress
 - Stage 1: No Policy
 - Stage 2: Draft/Work in Progress
 - Stage 3: Approved Policy; some implementation
 - Stage 4: Approved Policy; moderate implementation
- Identification of Milestones and strategies
- Better Practice Example

Was the project successful?

- 14/22 (64%) organizations were actively engaged in the project (progress reports)
 - 4 organizations we never heard from
 - Those reporting indicated high levels of satisfaction with the support and also with others sharing their experiences

Was the project successful?

- 64% reported progress by one stage
 - 2 admitted to no progress (Stage 1) but commented on the value of learning through the conference calls anticipating development to occur in near future
 - 2 joined late in the project with no change
- The conference calls and web site received ratings of 4 (of 1 - 5 scale) by all in value

Lessons Learned

- A collaborative approach to moving a shared agenda can work with minimal investment
- Must keep the focus clear
- Tolerate natural distractions and scheduling demands and build slack into the design
- Collaborative projects invite lurkers, active players and those who won't play

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More Lessons

- Teams of multi stakeholders beyond single individuals with risk or quality portfolios reported more progress
- 22 organizations participating in the same project put Disclosure on some organizations' radar
- Time efficiency and cost savings was realized
- Seeing others work helped others draft their policy
- Collective views & shared opinions encouraged policies with good structure and clear language

On measuring success

- For general purposes, the Stage analogy was useful for assessment
- However, we quickly discovered that writing the policy was the easy part and in fact implementation was more challenging
- Policy writing, implementation while fostering a safety culture co-existed in most organizations as parallel and inter-related

From an Insiders View

- One size (or policy) doesn't fit all
 - Variation due to Province, type of organization, organizational culture
- Be flexible and patient
 - The Policy is the Tool not the Goal
 - Gaining full organizational commitment to disclosure can be "painfully slow"
 - Set realistic targets for implementation
 - External activities can accelerate and support the focus i.e.. Canadian Adverse Event Study

From an Insiders View

- Focus on full stakeholder engagement
 - Tolerate many drafts: this isn't a time for perfection rather learning
 - No conversation is ever enough - the more input an organization receives improves the likelihood of its implementation
 - Build complementary plans for communication
- Grow many Leaders
 - Champions may differ for sites with differing cultures
 - Different professions have different perspectives

From an Insiders View

- People need skills to be successful
 - To support implementation a well-thought out learning plan is necessary
- Disclosure doesn't stand alone
 - Incident reporting and handling
 - Support for Providers
 - Reflective Learning

Greatest Challenges

- Arriving at a shared perspective:
 - Organizations, providers, insurers, lawyers
- Clear definitions and boundaries
 - E.g. what is a near miss, and do we disclose?
- Resources
 - Supports in a 24/7 environment
 - Matching implementation with necessary learning and structural resources

What's ahead

- Creating key message documents for others
- Sharing lessons learned in useful ways beyond the Network Members
- Setting a plan for the “next generation” of Dialogue on Disclosure and focusing on some shared concerns of implementation and effective strategies
