

The Senior Friendly Hospital Strategy in the SW LHIN

November 2012 - May 2014

Senior Friendly Hospital Strategy

“The overall vision of the Ontario Senior Friendly Hospital (SFH) Strategy is to enable older adults to maintain optimal health and function while they are hospitalized so that they can transition successfully home or to the next appropriate level of care.”

Impact on the South West LHIN IHSP :

- ✓ Optimize the health of seniors and adults with complex needs
- ✓ Enhance efficiency & effectiveness of primary specialized and community based care

The Senior Friendly Hospital Care Across Ontario Summary Report and Recommendations was released in September 2011 and recommended the priority areas for action:

- 1. Functional Decline**
- 2. Delirium**
- 3. Transitions in Care**

As a result of the South West LHIN having a dedicated Senior Friendly Hospital Consultant working with SW hospitals:

- Hospitals were supported to build infrastructure that promotes a Senior Friendly Culture within their organization, such as having a dedicated SFH Senior Leader
- Hospitals were provided with education and training of best practice guidelines for screening, detecting, preventing and managing delirium and functional decline in hospital settings
- Alignment of Senior Friendly Hospital (SFH) strategies with Access to Care (ATC) ensured seniors with complex needs were discharged home from hospital or to the next appropriate level of care while optimizing health outcomes.



Key Messages

Addressing Functional Decline

- Hospitals in the South West have or are in the process of implementing best practices for screening, detecting, preventing and managing delirium and functional decline

Building Capacity

- Sharing of best practices through local education, webcasts and networking sessions is effective to build capacity

Leveraging Resources

- Leveraging existing improvement teams and dedicated leadership are effective ways to implement senior friendly hospital practices

Senior Friendly Hospital Strategy

Hospitalization for seniors can create complications that result in a difficult-to-reverse decline in physical or cognitive function

- **Ontario's Seniors population is growing and changing**
 - 16.8% population 65+, 12% over 85 (2007/08)
 - 2036- seniors 65+ will make up 23.4% of the population
- **Older adults are 3X more likely to be hospitalized and length of stay is significantly longer**
 - 65 years +....6 days longer, 85 years +....14 days longer
- **Delirium is common in older adults admitted to hospital and over the course of their stay**
 - 10-15% of seniors admitted to acute care are delirious at the time of admission
 - 15-22% of seniors will develop hospital-acquired delirium, further complicating their stay
- **Functional Decline is a common problem in older adults admitted to hospital**
 - 30-60% of seniors experience functional decline when hospitalized
 - One year after hospital discharge, less than 50% of older adults recover to their pre- illness level of function and rates of long-term care placement are high

In the SW LHIN, Seniors 65+ accounted for:

- 73% of hospital days
- 82% of ALC days
- 20% of ED Visits
- 61% of readmissions to hospital within 30 days

Source: www.seniorfriendlyhospitals.ca

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Seniors in the SW LHIN accounted for the highest percentage of hospital days (73%) in the province. The SW LHIN has invested in SFH Care to improve the health and wellbeing of seniors in hospital, and transitions home.

The South West (SW) LHIN provided the Regional Geriatric Program (RGP) at St. Joseph's Health Care, London one time funding to hire a Senior Friendly Hospital Consultant over a 19 month period of time. The principal goal was to provide Senior Friendly Hospital (SFH) education and strongly encourage utilization of clinical best practices in all the SW hospitals and transitions to home.

This project has been in collaboration with the SW LHIN, Access To Care (ATC), Home First Implementation Teams and the RGP's of Ontario.

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The SFH Consultant provided all SW hospital organizations with education and support to enhance SFH uptake.

SFH Culture in Hospitals:

- 13 of 14 SW hospital organizations have a designated Senior Leader dedicated to championing the SFH strategy, an increase from 3 of 14 in the 2011 survey results

Education and Capacity Building:

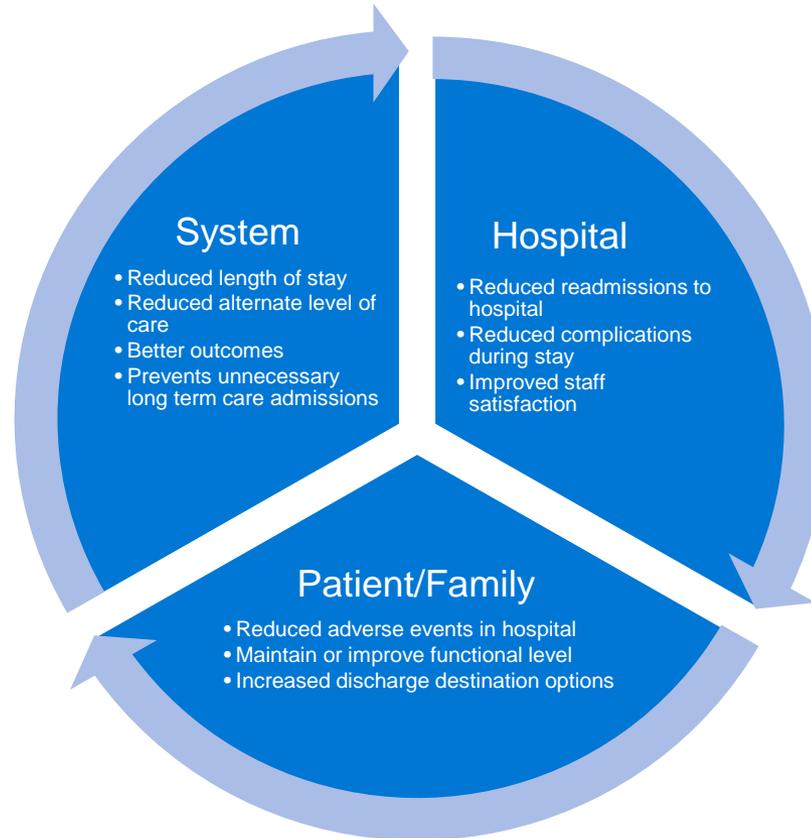
- Education sessions held at each of the 14 SW hospital organization's on SFH Framework, Toolkit and clinical best practices for SFH and LHIN priorities - delirium and functional decline
- SFH consultant engaged in capacity building and knowledge sharing with each Senior Leader
- SFH consultant encouraged and worked with 3 SW hospital organizations participating in the Provincial Indicators Evaluation

Networking Activities:

- Two SFH education and networking events were held for SW hospitals
- Quarterly webcasts using voice-over internet technology offered opportunities for sharing SFH updates and spotlighting promising practices across the SW LHIN

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By implementing SFH strategies and best practices we can accomplish the following:



Senior Friendly Hospital Strategy

Improving the Health and Wellbeing of Seniors in Hospital

Seniors are three times more likely to be hospitalized than younger people and receive care in nearly every area of the hospital. Evidence shows that seniors' health declines the longer they stay in hospital as a result of complications, lack of activity and infections. This can lead to longer hospital stays and reduce their chances of returning home and regaining their health and independence.

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It is time for Senior Friendly Hospital care to be prioritized across the province. The SW LHIN's statistics support the need for SFH care in order to improve the health and wellbeing of seniors in hospital.

Seniors (65+)	South West*	Ontario
% Population 65+	19%	16.9% *
Hospital Days	73%	43-73% *
ALC Days	82%	71-89% *
ED Visits	20%	19.6% **
Readmissions within 30 days	61%	53% **

Source: A Summary of Senior Friendly Care in South West LHIN Hospitals, June 2011

*based on data from 2007-2010

**Source: Canadian Institute For Health Information, data from 2009-2010

Senior Friendly Hospital Strategy

Senior Friendly Hospital Framework was Developed

Evidence states that a systemic approach to the care of frail seniors should consider the influences of the entire care-giving environment. The RGPs of Ontario have developed and endorse a SFH framework to promote an organization-wide approach to service planning and care for seniors in hospitals.

Seeking to continuously improve quality of care and contribute to healthy communities across the province, in September 2010 the LHINs collectively identified the SFH Strategy as a cross-LHIN priority for province-wide implementation. With clinical leadership from the RGPs of Ontario, the SFH Strategy is being launched across all LHINs to foster hospital environments that respond to seniors' physical, cognitive, and psychosocial needs to promote health, safety, patient/family engagement, and satisfaction.

The SFH framework has five components:

Organizational
Support

Process of Care

Emotional &
Behavioural
Environment

Ethics in Clinical
Care & Research

Physical
Environment

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Every Hospital serving adults/older adults across Ontario completed a SFH self-assessment survey.

In 2011 hospitals were asked by their LHIN's to complete a self-assessment survey based upon the Senior Friendly Hospital Framework. Each hospital assessed their current seniors' initiatives and identified opportunities for improvement.

The SW RGP reviewed and analyzed the self-assessments from all hospitals in the SW and Erie St. Clair LHINs. Individualized summary reports describing current SFH practices and recommendations were provided to each hospital organization. The SW RGP also created LHIN-level SFH Summary Reports of all hospital data to both the SW and Erie St. Clair LHINs.

LHIN-level summary reports were generated across Ontario

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A Provincial Senior Friendly Hospital Summary Report

The RGP of Toronto, working with all LHINs and RGPs across Ontario analyzed the LHIN-level summary reports. The Senior Friendly Hospital Care Across Ontario Summary Report and Recommendations was released in September 2011. Building upon the promising SFH practices identified in each LHIN, an array of recommendations structured around the SFH framework were proposed to support hospitals in their work to become senior friendly.

Key priority areas for action were identified:

- 1. Functional Decline**- Implement inter-professional early mobilization protocols across hospital departments to optimize physical function
- 2. Delirium**- Implement inter-professional delirium screening, prevention and management protocols across hospital departments to optimize cognitive function
- 3. Transitions in Care**- Support transitions in care by implementing practices and developing partnerships that promote inter-organizational collaboration with the community and post acute services.

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Provincial Senior Friendly Hospital Indicator Evaluation

In line with the priority areas for action, the provincial LHIN-led Senior Friendly Hospital Indicators working group was established. This group is co-chaired by the Toronto Regional Geriatric Program and Baycrest, and was tasked with identifying accountability indicators to support the ongoing monitoring and evaluation of practices addressing hospital-acquired delirium and hospital-acquired functional decline in older patients.

A scientifically rigorous approach to select the process and outcome indicators took place and a sub-working group is currently evaluating implementation testing of these indicators.

The Indicators Evaluation is currently in Phase Two: Data Analysis

Senior Friendly Hospital Strategy

In summary, implementation of the Senior Friendly Hospital Strategy across Ontario will lead to the following outcomes:

- Improved health, wellbeing and experience of seniors in Ontario hospitals, helping them get back home sooner and healthier.
- Improved ability of seniors to live independently and stay out of hospital.
- Enhanced value of health care dollars.
- Reduced alternate level of care by supporting people to transition to the right place after a hospital stay.
- Quality improvement initiatives that can be included in hospital Quality Improvement Plans as part of the Excellent Care for All Act.

By acting together, hospitals can improve the experience and outcomes of seniors in Ontario hospitals

Senior Friendly Hospital Strategy

The SW LHIN invested in a SFH Consultant to ensure uptake and spread of SFH practices across the region. Key activities were identified in collaboration with the SW RGP at St. Joseph's Health Care London, the SW LHIN, ATC and Home First early adopter hospitals to move the SFH strategy forward.

Key SFH Activities for Hospitals in the SW LHIN

1. Align SFH strategies with ATC, Home First
2. Distribution and education of clinical best practices for delirium and functional decline
3. Support the championing of a SFH culture in hospitals
4. Sustainability of SFH best practices
5. Facilitation of forum for networking in the SW LHIN
6. SFH promising practices for human resources

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SFH Activities Implemented in the SW LHIN.

- One-time LHIN funding was received for a SFH Consultant to work with all hospitals across the SW.
- This project, out of St. Joseph's Health Care London, was in collaboration with the SW LHIN, RGP's of Ontario, and Access to Care's (ATC) well-established Home First teams.
- A Senior Friendly Hospital Implementation team, consisting of representation from the SW RGP, SW LHIN and ATC met on a regular basis to discuss project goals, milestones and challenges throughout the 19 months.
- The SFH Consultant attended weekly ATC Leadership teleconferences and was provided time on the agenda to share SFH updates. This provided further opportunity to establish rapport with the Home First Implementation teams.

Senior Friendly Hospital Strategy

SFH Key Accomplishments in the SW LHIN

1. SFH Strategies Aligned with Access to Care (ATC), Home First

- SFH Consultant met with Senior Leads at all 14 SW Hospital Organizations
- Reviewed hospital organization's SFH Self Assessment Survey Feedback- identified changes since 2011 assessment and areas for improvement/growth

2. Distributed education of clinical best practices for delirium and functional decline

- Education sessions held at each of the 14 SW hospital organization's on SFH Framework, Toolkit and clinical best practices - delirium and functional decline
- SFH consultant engaged in capacity building and knowledge sharing with each Senior Leader
- SFH consultant encouraged and worked with 3 SW hospital organizations participating in the Provincial Indicators Evaluation

3. Support the championing of a SFH culture in hospitals

- 13 of 14 SW hospital organizations have a designated Senior Leader dedicated to championing the SFH strategy, this is a great improvement from the 2011 survey data where only 3 of 14 had a Senior Leader designated as the organizational lead for geriatric initiatives

Senior Friendly Hospital Strategy

SFH Key Accomplishments in the SW LHIN

4. Sustainability of SFH best practices

- All SW hospitals will have the tools and resources necessary to successfully address delirium and functional decline in hospitals (June 2014)
- Education day will assist hospital organizations to establish a SFH sustainability plan (June 2014)
- Recommendations provided to the SW LHIN at project close to continue to support hospitals to build and sustain their successes

5. Facilitation of forum for networking in the SW LHIN

- Quarterly webcasts using voice-over internet technology- sharing SFH updates and spotlighting promising practices across the SW LHIN
- Facilitation of networking forums held in London for all SW hospitals to participate, included internationally renowned keynotes and local promising practices

6. SFH promising practices for human resources

- Compiled samples of interview questions and job postings that incorporate geriatric knowledge and experience as preferred competencies
- 3 hospital sites piloted the HR samples and provided feedback

Senior Friendly Hospital Strategy

Lessons Learned:

- Harnessing the energy and resources of the SFH provincial initiative has been a key success factor in this work.
- A dedicated SFH consultant working in collaboration with the Toronto RGP; the SW ATC Team; and, by leveraging existing teams and structures, greatly enhanced SFH knowledge transfer and application of best practices across SW hospitals.
- Hospitals identified the need for opportunities to network with other hospitals across the SW on SFH best practices. Providing different forums for education and networking (e.g. education day and webcasts) has resulted in high engagement and participation among SW hospitals.

Senior Friendly Hospital Strategy

Sustainability:

1. All SW hospitals will have the tools and resources necessary to successfully address delirium and functional decline in seniors
2. Resource packages will be provided to each SW hospital organization with tools and information to support them in sustaining SFH practices (June 2014)
3. The second annual SFH Networking and Education day on June 19th will focus on developing a SW sustainability plan for SFH care
4. SFH Provincial Indicators Evaluation will be completed early 2015 with further recommendations for LHINs

Hospitals will have the opportunity to develop individualized sustainability plans and further recommendations will be provided to sustain SFH best practices by project completion. (June 2014)

Senior Friendly Hospital Strategy

References:

1. www.seniorfriendlyhospitals.ca
2. <http://www.southwestlhin.on.ca>
3. **Senior Friendly Hospitals Report and Recommendations, September 2011:** http://seniorfriendlyhospitals.ca/files/SFH%20Provincial%20Report%20-%20FINAL_1.pdf
4. **Summary of Senior Friendly Care in SW LHIN Hospitals, June 2011:** http://www.southwestlhin.on.ca/uploadedFiles/Public_Community/Current_Initiatives/Senior_Friendly_Hospitals/SW%20Summary%20Report%20FINAL.pdf