



Don't Waste a Crisis – Turn It into a Game Changer



Presented by:

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Who we are



UHN

Toronto General
Toronto Western
Princess Margaret
Toronto Rehab



TRI – Bickle Centre



Inpatient Beds: 228

- Complex Continuing Care
- Low Tolerance Rehab
- Transitional Care
- Nocturnal Dialysis

Outpatient Clinics:

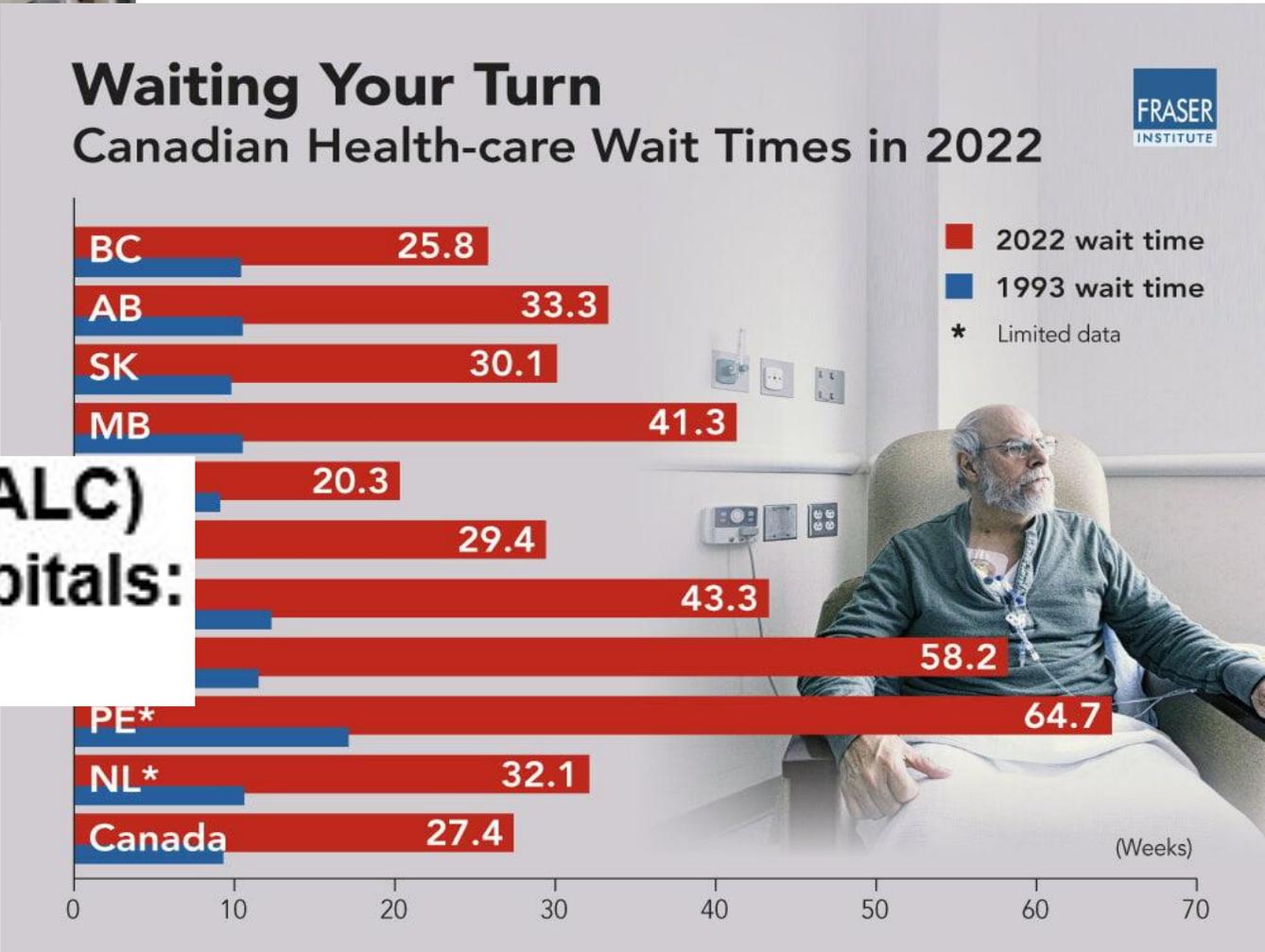
- AAC
- Dentistry
- Seating clinic
- Chiropody

In this session:

- **Harnessing Crisis to Catalyze Change and Innovation**
- **Building Preparedness and Resilience**
- **Fostering a Collaborative Approach to Workforce Well-being and Organizational Culture**



Thousands of patients in Ontario hospitals should be in other care facilities



Ontario's Alternate Level of Care (ALC) Problem is Killing Acute Care Hospitals: Time to cut the Gordian knot.

ALC Designation

Alternate level of care (ALC) is used in hospitals to describe patients who occupy a bed but do not require the intensity of services provided in that care setting.

ALC population

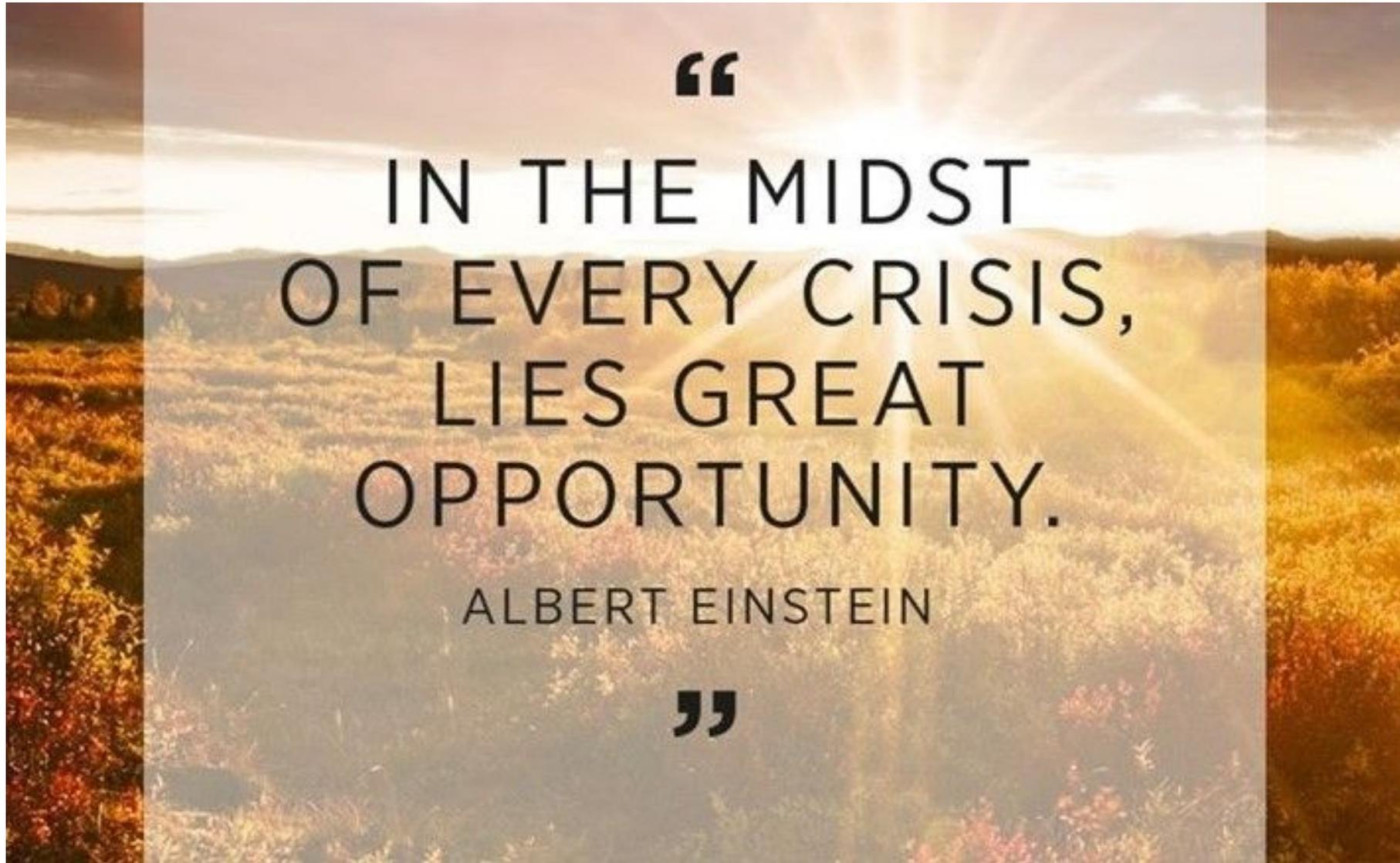
1. **General Medical**
 2. **Fall**
 3. **Dementia**
 4. **Acute Confusion**
 5. **Stroke**
6. **Chronic Neurological Disease**
7. **Cognitive/Functional Decline**
 8. **Fracture/Elective Hip**
 9. **Critical medical Illness**
10. **Behavioral Symptoms with Dementia**
 11. **Social Admission**
 12. **Alcohol**
 13. **Psychosis**
 14. **Others**

Pre Pandemic, are you continue to struggle with bed overflow in your facilities?

YES or NO

Post- Pandemic, is the bed overflow in your facilities worse or better ?

Worse or Better



“

IN THE MIDST
OF EVERY CRISIS,
LIES GREAT
OPPORTUNITY.

ALBERT EINSTEIN

”

Our Story : Transitional Care Unit

An alternative level of care unit , where the goal is to transition patients back to community safely

Right patient **Receiving the Right Care** at the
Right Time by the **Right People**

Transitional Care Unit Timeline

In Financial Crisis

Innovative Cost Saving Care Model



Achieved Cost savings of \$400 cad per bed per day!



2017

TCU

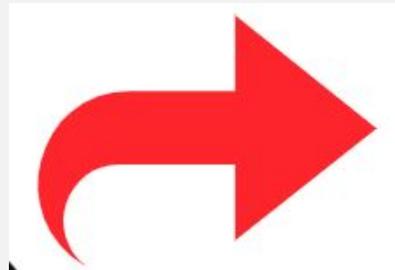
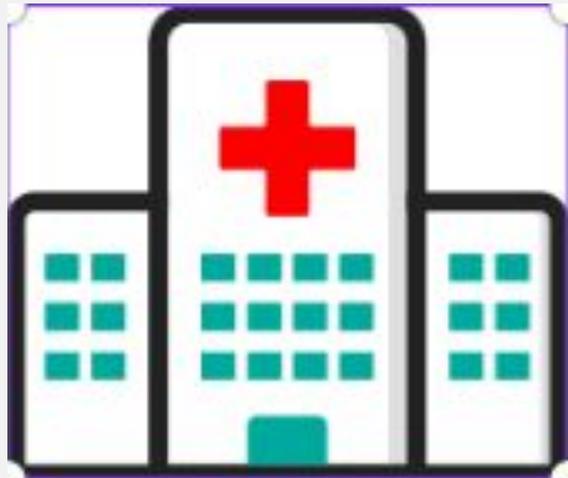
2018/19 - Creating Patient Flow

De-medicalizing Pts

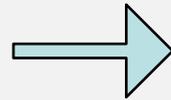
Discharge Focus

Pt/Family Engagement

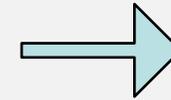
**Strengthening
partnership with
community resources**



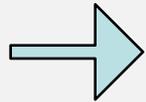
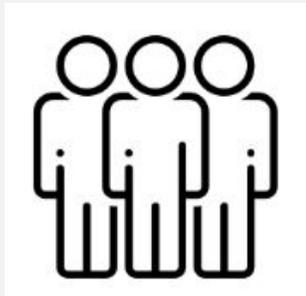
2020 –Urgent Need for ALC beds



60 Beds



2021- Shift of Patient Population



Nurse Practitioner



Allied Health



Personal Support Worker
Registered Practical Nurse



Clinical Educator



Clinical Nurse Specialist
(Wound & Behavioral management)

2022- New Norm

Focus on Enhancing Resilience and Adaptive Capacity

1. Developing Strong Frontline Leaders

2. Promoting Shared Decision-Making

**3. Fostering a Collaborative Approach to
Workforce Well-being & Culture**

Developing Strong Frontline leaders

- Charge Nurse training
- Daily Safety huddle
- Continuous learning cultures
 - Approach to advance care planning, palliation
 - MAID
 - Non medication Behavioral management
 - Routine case debrief
- Building quality improvement capacity
- Providing tools and standardizing process

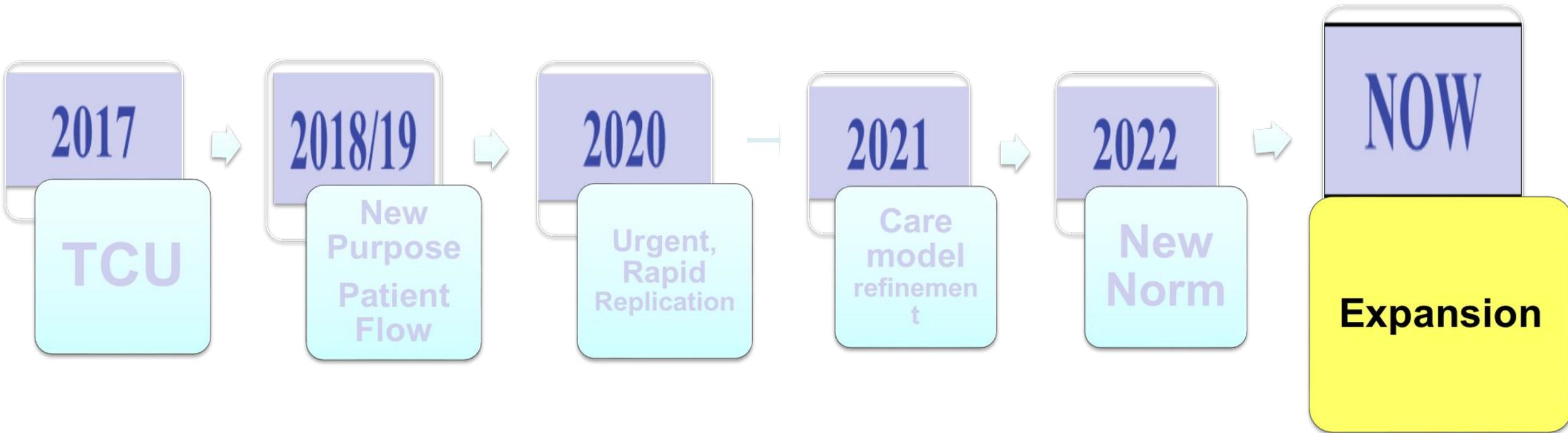
Promoting Shared Decision-Making

- Share Clinical, Medical decision making
 - (Physician, Nurse Practitioner, Manager)
- Distributed leadership , Mentorship
 - (Patient Care Coordinator)

Fostering a Collaborative Approach to Workforce Well-being & Culture

- Enhancing Interprofessional collaboration
 - Leveraging Electronic Charting, enhancing communication
 - Routine rounding and huddles
- Fostering Problem solving, Solution base culture
 - Process and standardization driven (Lean)
 - SBAR communication
 - Data driven

Transitional Care Unit Timeline



2025 and beyond ...

- Expansion of 84 to 240 transitional beds
- 240 ALC Transition beds across 4 UHN sites
- Right patient receiving the Right Care at the Right time
- Continue to explore opportunity within the mental health population, long term care, care closer to home (virtual care)

In Conclusion

危機

The Chinese word for **crisis** shares a character with the word for **opportunity**.

機會

eing

