



Embracing Hand Hygiene Embracing Health

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Bonnie Adamson
President & CEO

North York General Strategy Map

Mission: A community teaching hospital in a continuum of health care, providing compassionate and quality care to diverse communities in North Toronto and beyond

Vision: Community of Success: Serving with Kindness

Values: Listening Learning Leading Serving

	Strategic Theme #1 Operational and Clinical Excellence	Strategic Theme #2 Patient & Family Driven Experience	Strategic Theme #3 Integration & Innovation
Patients/ Stakeholders	1.1 Enhance patient safety 1.2 Enhance high Quality clinical care and service	2.1 Enhance patient & family satisfaction	3.1 Enhance continuity of care and service for best possible outcomes 3.2 Develop integrated services in partnership with others
Financial	1.3 Leverage resources	2.2 Increase grateful patient donations 2.3 Leverage resources	3.3 Develop new and enhanced revenue sources 3.4 Reallocate resources among system partners as approved
Core Processes	1.4 Use best practices 1.5 Use patient plans 1.6 Promote cross-functional opportunities	2.4 Partner with patients and families	3.5 Develop partnerships for system pathways for identified needs 3.6 Improve timely access to appropriate services

The NYGH Leadership Culture Transformation



Shame/Blame → Just Culture

ED-GIM Toolkit

Story Telling

Command & Control → Stewardship

LEAN and Cultural Transformation

Bosses → Coaches

Culture Transformation

Process Transformation Projects

Silos → Systems

Our Reason for Action

At a Patient-care level:

- Improving hand hygiene provides safe & high quality care by decreasing the risk of hospital acquired infection

At an organizational level:

- Links to NYGH Strategic Themes: "Operational and Clinical Excellence" & "Patient/Family Driven Experience"

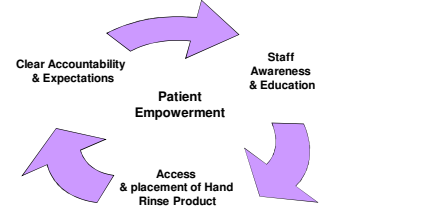
At a provincial/national level:

- Ministry of Health mandated reporting of hand hygiene compliance rates
- Accreditation Canada required organizational practice

NYGH Success Factors

1. Strategically Engage:

- Start small on a single unit or clinical area
- Utilize QI tools to identify key themes for improvement



Engage → Plan → Culture → Monitor & Sustain

NYGH Success Factors

2. Plan for Success:

- Leverage organizational expertise and knowledge
- Use a structured method to spread program success

Staged Rollout through four groups of clinical areas

Vertical Value Stream: Lean Project Plan

Key Stakeholder Accountabilities

Engage → Plan → Culture → Monitor & Sustain

NYGH Success Factors

3. Create a Culture of Change:

- Leverage intrinsic motivators to drive behavioral change
- Set organizational standards but enable input at a local level
- “Over-communicate” to generate energy and spread awareness

NYGH Success Factors

4. Monitor and Sustain Results:

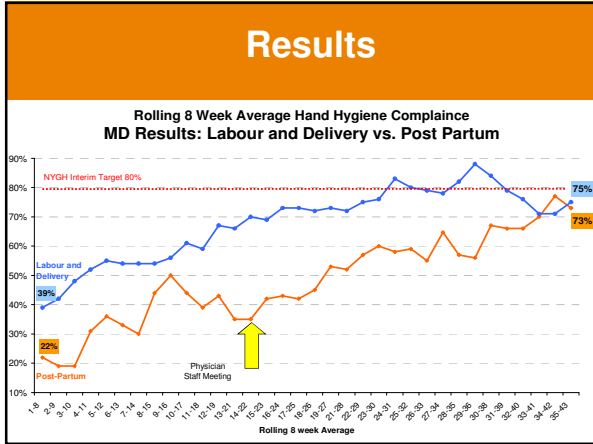
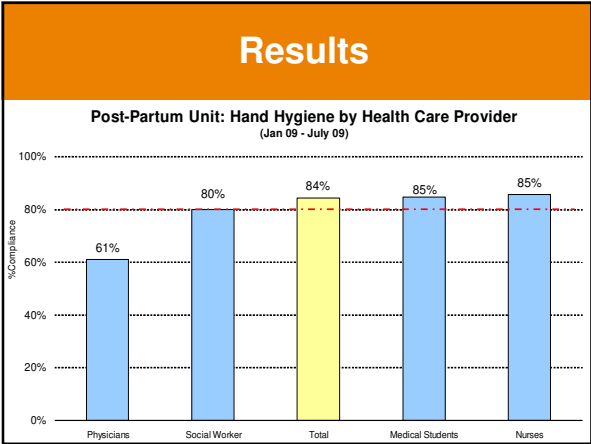
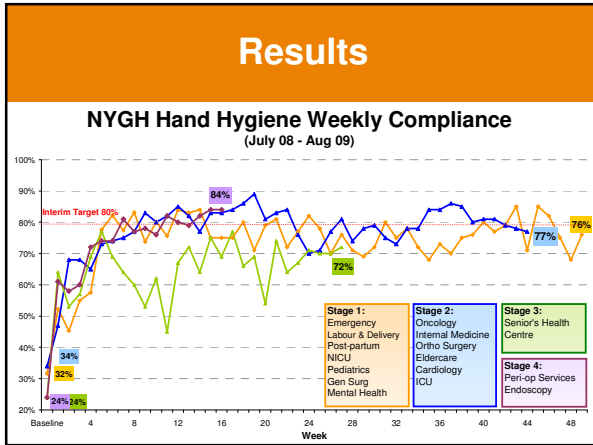
- Detailed weekly results motivate and inform change efforts
- Joint responsibility for data auditing from both the unit and the Infection Prevention and Control department
- Set time-specific, performance targets with clear responses if compliance results are not met or sustained

NYGH Success Factors

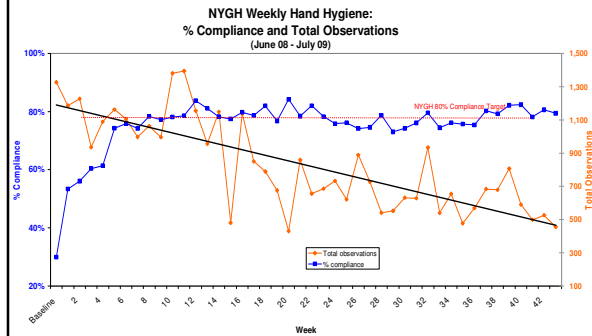
4. Monitor and Sustain Results:

• A Control Plan provides a structure of organizational

Weekly Consistent Compliance Target:
Attain 80% hand hygiene compliance within 6 of the last 8 weeks



Results



Next Steps

- **Spread Success**
- **Sustain Results**
- **Embed Accountability**
- **Share Learning**

Conclusions

- **Link to Organizational Strategy**
- **Trust the Process**
- **Trust the People**
- **Celebrate Success**