

Leadership Conference Hospital Report Research Collaborative - HRRC



September 21, 2005

Trillium
HEALTH CENTRE

Trillium Health Centre













- ✦ Two site community health care centre
 - ✦ Located in Mississauga and Etobicoke
 - ✦ Total of 749 beds
 - ✦ 74 rehabilitation beds
 - ✦ 3 rehabilitation streams; short, medium and long term
 - ✦ Regional Cardiac, Neurosurgery, Stroke, Sexual Assault and Domestic Violence & Advanced Orthopaedics



- ✿ 74 Rehabilitation Beds
 - ✿ Designated as part of Health Services Restructuring in 1998
 - ✿ 60 beds opened in 1999 and additional 14 opened at Q-site in 2002
 - ✿ Beds are designated general rehab beds
 - ✿ Populations served are cardiac, neurosciences, orthopaedics, medical and surgical



Ambulatory Rehabilitation

-  Comprehensive ambulatory rehab program that aligns with acute and inpatient rehab needs
-  Annual Rehab visits approx. 70,000
-  Rehab Services provided
 -  Hand program
 -  Spine Institute
 -  Cardiac Wellness and Rehab
 -  Neuroscience and Orthopaedics
 -  Respiratory

Success Factors



- ✦ Acute and Rehabilitation beds in one facility
 - ✦ Earlier access to rehab for patients
 - ✦ Eliminate waiting time as process is streamlined
- ✦ Referral process for rehabilitation
 - ✦ Communication with acute service and different rehab streams on a daily basis
 - ✦ Rehab Readiness Tool
 - ✦ Specific admission criteria for each stream
 - ✦ Screening of patients and goal setting prior to transfer

Success Factors



- ✿ Focus on best practice and continuous quality improvement
 - ✿ Culture of learning for staff
 - ✿ Formal best practice teams in stroke, hip and knee
 - ✿ Dedicated resources for CIHI NRS with clinical and health record backgrounds (education and sustainability)
 - ✿ Ongoing review of our data from patient satisfaction, CIHI NRS, LOS and utilization patterns

Success Factors



Patient Centred Care

- ❖ Strategic focus of the organization
- ❖ Well developed rehab philosophy of care
- ❖ Coordinated approach for patient transitions across the continuum
- ❖ Holistic approach to patient care

Success Factors



Interdisciplinary Team

- ✦ Broad range of dedicated professional staff with multiple years of experience
- ✦ Investment in unique clinical resources
- ✦ Dedicated clinical educator role for allied health staff
- ✦ Recipient of annual professional practice team awards
- ✦ Clear professional accountability to patients and families
- ✦ Commitment to excellence for patients and family

Success Factors



Leadership Development

- ✦ *Leaders in Health Innovation* - Vision that permeates throughout the organization
- ✦ Focus on servant leadership that creates sense of empowerment
- ✦ Decentralized accountability and decision making model
- ✦ Focus on secondment and leadership opportunities
- ✦ Partnership council model that is cross unit for acute and rehab
- ✦ Experienced leadership team with diverse expertise in rehabilitation



Integration of Acute and Rehabilitation Services

- ✦ Stroke unit where the team provides acute and rehab care
- ✦ Orthopaedics and Neurology are located adjacent to rehab units
- ✦ Long term rehab is located in the ambulatory centre that addresses the quality of life
- ✦ Responsiveness of the rehab units to the patient flow needs of the acute care units
- ✦ Integration of rehab into a health system model has been successful



Continuity of Care Across the Continuum

- ✦ Comprehensive services: that include the continuum of care from pre-op to community program
- ✦ Supporting our inpatient units with our ambulatory rehab program
- ✦ Partnership with CCAC to transition rehab care to the community
- ✦ Well established communication processes for transitions

Environmental Positioning



“ To succeed, regionalization needs a clear mandate, committed partners, outstanding leaders, and a vision that will mobilize providers and the public.”

-Steven Lewis

Environmental Positioning



Trillium's Position within the LHIN

- ✿ Participate in determining the vision and needs for rehabilitation services for our community
- ✿ Participate in identification of gaps and duplication
- ✿ Collaborate in determining shared accountability model for rehab services with outcome measurement
- ✿ Provide leadership with respect to the continuum of rehab care
- ✿ Provide assistance to rehab programs that are embarking on quality improvement initiatives

Environmental Positioning



Opportunities for Transformation in Rehabilitation

- ✦ Develop comprehensive services that are accessible, efficient and responsive to the needs of the community
- ✦ Constant examination of our patient populations to determine the most appropriate setting for rehab using rehab readiness
- ✦ Identify opportunities for integration of acute and rehab and make rehab relevant to acute care
- ✦ Emphasis on best practices and quality in rehab care
- ✦ Leveraging relationship with community partners
- ✦ Develop internal capacity through synergy, teamwork and leadership