

MANITOBA INSTITUTE
FOR PATIENT SAFETY

...MOVING FORWARD

STRATEGIC DIRECTIONS FOR 2005 AND BEYOND

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INTRODUCTION

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Most of the time, people's experiences as patients, family members, friends and health care providers in the health care system are positive.

Some times, things don't go as planned. For every unforeseen and unwanted adverse event in health care, there is always more than one person affected. The most obvious and important person is the patient who has the right to safe, quality health care. In addition to the patient, there are family members and friends. The health professionals are also affected. Professionals who have studied long and hard to help others, suffer a strong psychological reaction when an error occurs in the health care system, and when patients are harmed.

Strengthening the voice of the patient is important to the safety agenda. But the burden of ensuring safe care cannot be placed mainly on sick individuals and their families. Instead, it is the responsibility of policy-makers, health care institutions and individual providers to identify, learn from and improve the issues to be addressed.

In May, 2004, Manitoba Health announced the creation of the Manitoba Institute for Patient Safety. The role of the Manitoba Institute for Patient Safety is to promote, coordinate and facilitate activities that will have a positive impact on patient safety throughout Manitoba. In order to do this, the Institute needs to hear from patients, family members, providers, researchers, and others regarding the most important patient safety issues facing us today.

OUR CHALLENGE... ...IS EVERYONE'S CHALLENGE



PATIENT SAFETY IS EVERYONE'S ISSUE.

Patient safety involves the complicated interaction among institutions, technologies, and individuals, including patients themselves. The majority of adverse events are unintended, and only a tiny fraction of injuries to patients result from malicious or reckless behaviour. Health care providers try to do the right thing, but because they operate in a complicated, imperfect system that is under stress, sometimes unforeseen, unwanted adverse events can occur that affect patients, the very people they are committed to helping.

The tradition and culture of health care provision has been one that rewards the appearance of certainty and flawless performance. If this attitude persists – that error is unacceptable and that the acknowledgement of mistakes is an admission of lack of skill – the opportunity to learn from negative or even disappointing results will be lost. We need to explore how to shift the balance from blaming to learning. We learn not only from our successes, but also from unforeseen, unwanted events and from our mistakes.

Most of the research and activities to date have focused on hospitals. However, issues arise in all care settings and within all patient populations. We are now seeing an increase in the work being done on patient safety in relation to, for example, ambulatory, long term, primary, home care, and mental health.

Improvements to patient safety usually happen because of changes made by providers on the front-lines of the health care system. Tracking the progress on patient safety in a dispersed and dynamic health care system is therefore difficult. So, too, is identifying the lessons to be learned and determining whether so-called “best practices” will work in other care settings.





MEETING THE CHALLENGE... ...MEANS WORKING TOGETHER

The Manitoba Institute for Patient Safety is incorporated under the Companies Act. It is arms length and independent from government so it can provide objective analysis and advice on patient safety issues. It is currently governed by a board of 12 directors, five of which were appointed by the Minister of Health and seven of which were initially appointed by Manitoba Health. These seven members will eventually be elected, and over time the Institute will welcome new member organizations. Core funding for the Institute will come from a government grant to cover operational expenses, and the Institute will raise revenue from other sources.

Many health service organizations and professional regulatory associations in Manitoba and Canada have identified patient safety as a priority, and view it as a key part of their quality programs and plans. While the mandate of the Institute focuses on patient safety specifically, improving patient safety in organizations will contribute to improving quality overall.

Knowledge and leading practices to improve patient safety do already exist. These practices are found in many places throughout a complex system. Best practices include ways to involve people in their own care that will make a positive contribution to their overall health care experience.

However, the range of potential initiatives is wide and the funds limited. The Institute must work collaboratively with consumer organizations, provider organizations, research institutions, governments, and other safety/quality councils across the country. These partnerships are necessary to obtain the best combination of expertise and resources. Such collaboration is also a good way to avoid duplication of roles and activities. In setting directions and a plan of action, the Institute will need to identify activities where it will work in partnership with others, and where the Institute can make a unique contribution in Manitoba.

OUR MISSION

As part of strategic planning exercises, leading organizations seek to condense their mandate into a brief, inspirational mission statement.

The Institute mission statement is:

To promote patient safety and quality health care for Manitobans



OUR VISION

Sometimes an organization will also adopt a “vision statement” which is meant to be an aspirational description of their long-term goals. Vision statements are difficult to accomplish, especially in the short term, and for this reason, they are not used as a basis for measuring progress. Instead, they represent “stretch objectives” designed to inspire and motivate people towards excellence.

The vision statement for the Institute is:

To be a leader among organizations in Manitoba and Canada in support of safe, quality health care.

OUR VALUES...

Another tool used by organizations to achieve direction and commitment is the publication of values statements. A list of key values helps to shape the internal culture and the external image of an organization. The values of the Institute are:

- Independence
- Objectivity
- Transparency
- Accountability
- Collaboration
- Cultural Change
- Learning and Improvement
- Excellence
- Equity
- Champion for Change





OUR OBJECTIVES...

The objectives of the Institute reflect a leadership and support role for the Institute. They suggest partnership arrangements with providers, researchers, and governments to develop and implement innovations to improve the safety and quality of health care.

OBJECTIVE 1

To promote, coordinate, facilitate and participate in/stimulate research activities and initiatives to enhance patient safety in the Manitoba health care system

OBJECTIVE 2

To monitor emerging issues related to patient safety and quality issues

OBJECTIVE 3

To promote best practices related to patient safety and quality

OBJECTIVE 4

To raise awareness of patient safety and quality care issues



OUR ACTIONS...

ACTION 1

To promote, coordinate, facilitate and participate in/stimulate research activities and initiatives to enhance patient safety in the Manitoba health care system

Establish a network of partners to share information about patient safety programs in Manitoba;

Network with national and provincial safety/quality councils to avoid duplication and to share experiences;

Partner with other funding agencies to provide sponsorship and financial support to applied research on patient safety issues;

Create incentives for patient safety improvements, such as awards, graduate student fellowships, etc; and,

Communicate with professionals and the public about the importance of a safety culture by means of both “general” and technical reports.

ACTION 2

To monitor emerging issues related to patient safety and quality care issues.

Serve as a “clearinghouse” for the gathering and broad dissemination of information about patient safety initiatives in Manitoba and ensuring it is widely accessible through a Institute website;

Maintain an ongoing inventory of patient safety initiatives in Manitoba and ensuring it is widely accessibly through a Institute website;

Issue an annual report that identifies progress on selected patient safety issues;

Work with appropriate educational authorities to incorporate safety concerns into the curriculum for all health professionals;

In collaboration with other stakeholders, participate in targeted review of specific issues related to patient safety; and,

Conduct surveys/focus groups to learn about safety issues from the perspective of patients and health care providers.

ACTION 3

To promote best practices related to patient safety and quality

All of the initiatives involving networking, reporting and public communication would assist with the identification and dissemination of smart practices through, for example, the Institute’s web site.

Track improvements in patient safety

Periodically conduct scans of the patient safety situations in various health care domains.

ACTION 4

To raise awareness of patient safety and quality care issues

Serve as the “champion” of safety issues in terms of ensuring their prominence on the agendas of governments, professional associations, and provider organizations;

Develop of a public communications strategy to deliver accurate and relevant information to patients and to encourage them to use information when accessing the health care system;

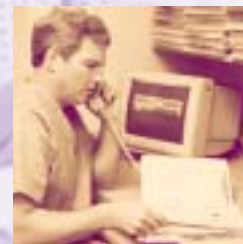
Work with partner organizations to deliver accurate, relevant information to the public

Target domains of health care where safety concerns have made little impact to date;

Focus on vulnerable populations;

Engage and work with the media to develop an understanding of safety issues; and,

Identify and support the development of leaders in the field of patient safety.



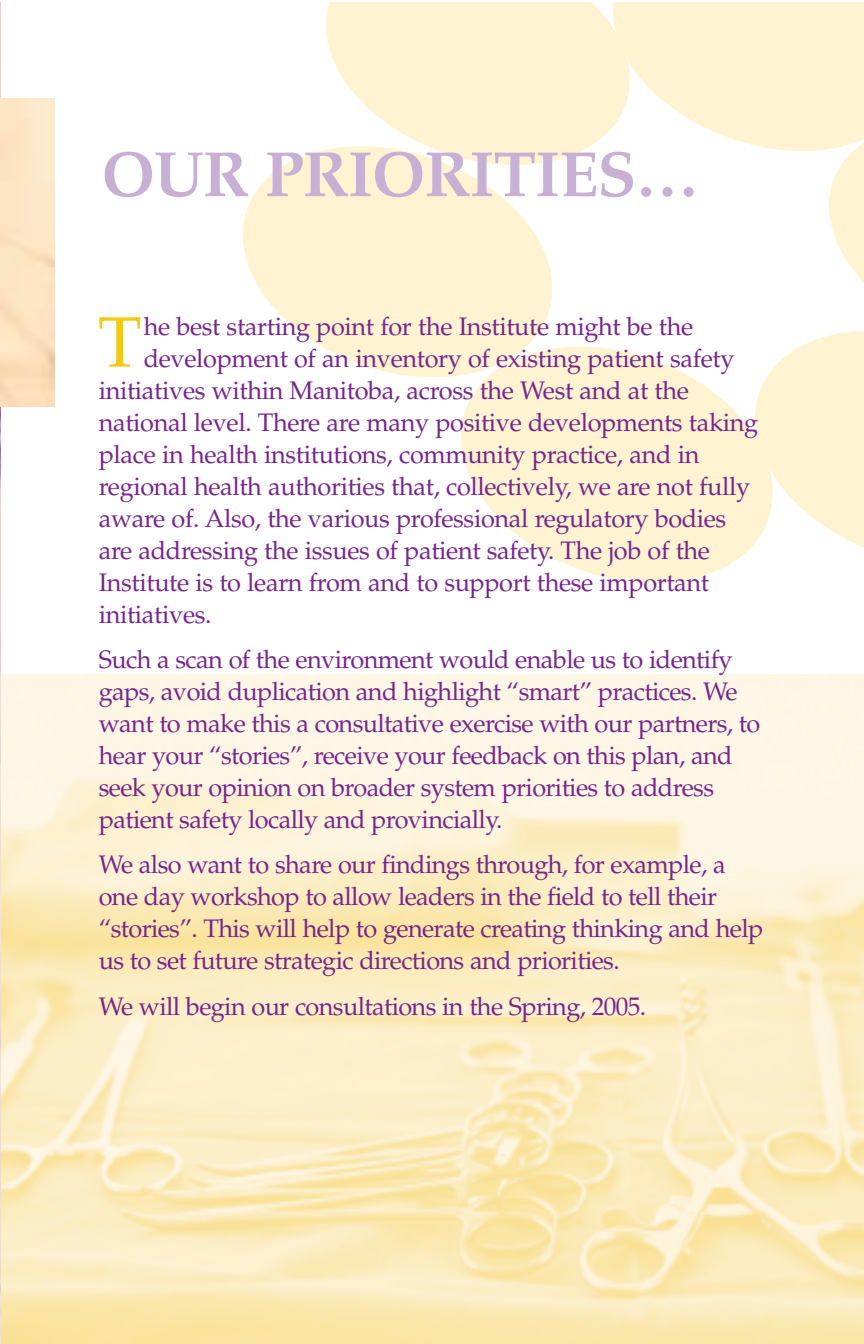
OUR PRIORITIES...

The best starting point for the Institute might be the development of an inventory of existing patient safety initiatives within Manitoba, across the West and at the national level. There are many positive developments taking place in health institutions, community practice, and in regional health authorities that, collectively, we are not fully aware of. Also, the various professional regulatory bodies are addressing the issues of patient safety. The job of the Institute is to learn from and to support these important initiatives.

Such a scan of the environment would enable us to identify gaps, avoid duplication and highlight “smart” practices. We want to make this a consultative exercise with our partners, to hear your “stories”, receive your feedback on this plan, and seek your opinion on broader system priorities to address patient safety locally and provincially.

We also want to share our findings through, for example, a one day workshop to allow leaders in the field to tell their “stories”. This will help to generate creating thinking and help us to set future strategic directions and priorities.

We will begin our consultations in the Spring, 2005.



OUR FUTURE...

Future actions of the Institute will be greatly influenced by our consultations, our inventory, and the priorities for action as discussed with our partners. Some areas under consideration include:

- Promote a patient safety network to bring health regions, professional associations researchers and others together to share information and smart practices;
- Survey Manitobans on their experiences with the health care system, including the incidence of adverse events – perhaps done in partnership with other organizations;
- Facilitate workshops around patient safety issues and complaint mechanisms with the corporation of regulatory/professional bodies;
- Develop future leaders on safety issues through, cooperative work experiences, internships, fellowships, awards for research papers etc;
- Select a domain (e.g. “General Practice”) to conduct research on work patterns/environments and their impacts on safety; and,
- Speakers bureau to assist in connecting experts with stakeholders who are interested in particular issues or practices.

The Institute will work collaboratively with our partners in these and other activities as we make progress in promoting patient safety and quality health care for Manitobans.

MANITOBA INSTITUTE FOR PATIENT SAFETY ...MOVING FORWARD

The Board of Directors, Manitoba Institute for Patient Safety, believes that extensive expertise and valuable initiatives already exist within the health care system to improve patient safety. Our role is to promote, coordinate and facilitate activities that will have a positive impact on patient safety throughout Manitoba. Our approach will be based upon consultation and collaboration with others.

We encourage individuals and organizations who have demonstrated knowledge and commitment to patient safety issues to provide feedback on this document, and to share their experiences and expertise with us and to help us identify priority areas where we might make a contribution. We will also meet with various groups across Manitoba to obtain your feedback and hear your ideas for moving forward.

We are all in this together and no one individual or institution has a monopoly on good ideas.

WE LOOK FORWARD TO HEARING FROM YOU.

WE WANT TO HEAR FROM YOU...

We are interested in your comments on this document and on current patient safety related activities in your organization.

Please tell us about, for example, ...

...your opinion on the strategic directions outlined in this document.

...patient safety related activities in your organization.

...key contacts in your organization who are responsible for patient safety.

...your opinion on key short term and longer term priorities for the Manitoba Institute for Patient Safety.

...your thoughts on potential services and benefits to member organizations of the Manitoba Institute for Patient Safety.

...your thoughts on challenges to patient safety and your suggestions on actions to improve patient safety in Manitoba.

PLEASE SEND YOUR COMMENTS TO:

By post or in person Manitoba Institute for Patient Safety
1027 – 300 Carlton Street
Winnipeg, Manitoba R3B 3M9

By email mbips@gov.mb.ca

By web link www.mbips.ca

By telephone (204) 788-6684

By fax (204) 779-6477

Institute offices will be moving in late Spring 2005.
Check our website for updated contact information.



