ETHICS AND ACCREDITATION IN CANADIAN HEALTH CARE ORGANIZATIONS

“We want to make sure we are integrating ethics throughout our organization. But we’re not sure how to do it.” (VHA)

Julija Kelečević
Bioethicist – Thunder Bay Collaborative Program
May 20th, 2010
RAH Ethics Lunchtime Series

Objectives:

- Present brief overview of the history accreditation process
- Explore relationship between accreditation and ethics
- Examine the concept of ethics in “Sustainable Governance” and “Medicine Service” Standards
- Provide an example of NW Ontario healthcare organizations and the process of accreditation in relationship to ethics
Message for the Public - Accreditation Canada

“Accreditation is one of the most effective ways for health services organizations to regularly and consistently examine and improve the quality of their services. Health care organizations that participate in Accreditation Canada’s accreditation programs are evaluating their performance against national standards of excellence. These standards examine all aspects of health care, from patient safety and ethics, to staff training and partnering with the community. Health care staff devote time and resources to learn how to improve what they are doing so they can provide the best possible care and service to their patients and clients.”

History of the accreditation process

1917 American College of Surgeons – hospital standardization program
1918 On-site inspections of hospitals
1926 Standards Manual
1951 Joint Commission on Accreditation of Hospitals
1953 Canadian Commission on Hospital Accreditation
1958 Canadian Council on Hospital Accreditation
1963 Smaller and special hospitals
1964 Mental health hospitals
1978 Long-term care centres
1985 Rehabilitation facilities
History of the accreditation process

1990
Standards documents revised

1995
Canadian Council on Health Services Accreditation

1996
Home care services

1997
The AIM Project

1998
Acquired brain injury services, First Nations and Inuit substance abuse services, new team for Québec

2000
International services launched

2002
CCHSA undergoes accreditation through ISQua

2003
Key strategic directions defined

2005
Beginning of new Accreditation Program

2008
*Accreditation Canada
*Qumentum

Milestones for Accreditation and Ethics

1999
PHEN-CCHSA Joint Consultation Project on Developing New Accreditation Standards in the Area of Ethics

2001
Ethics Requirements in Accreditation Standards

2003
CCHSA Workshops

2008
Review of Draft Accreditation Program

2009
Accreditation Canada Conference: "Ethics in Health Care: Not a Matter of Choice"
Conference Summary:
- presentations
- concurrent workshop sessions
- poster presentation “Learning from Our Peers: Promising Ethical Practices”
Ethics in a Health Care Organization

Quality of Ethics Services

- accessibility
- accountability
- competence
- integration
- improvement
- sustainability
“What's in a name? That which we call a rose by any other name would smell as sweet.”

Romeo and Juliet (II, ii, 1-2)

- clinical ethics committee
- ethics committee
- ethics consultation committee
- ethics team
- healthcare ethics committee
- hospital ethics committee
- hospital medical ethics committee
- institutional ethics committee

Accreditation Canada
Qmentum Program Standards:
Medicine Services
8.6 The team provides clients and families with access to emotional support and counselling.

Guidelines
Emotional support and counselling help clients and families cope with the client's health needs and health-related issues, and build positive feelings, self-confidence, and dignity. The support and counselling may address ethics-related issues such as advance directives, brain death, or organ donation, or be provided to help families cope with death, bereavement, and grief, as applicable.

8.8 The team follows organization’s process to identify, address and record all ethics-related issues.

Guidelines
Ethics-related issues include decisions about providing, forgoing, or withdrawing life-sustaining treatment. The process is established at the organizational level and staff and service providers receive training about making ethical decisions, including guidelines for handling disagreements between clients and service providers, and among service providers, about ethical questions. Mechanism to share information with clients and families and indentify client needs resulting from ethical questions are also identified, Ethics-related issues may be addesses by an ethics committee or consultation team which may include health service professionals, clergy, or ethicists. In addition, to clinical consultation, the ethics committee may be involved in policy review and ethics education. Ethics-related issues involving particular clients are recorded in the client chart.
14.4 The team research activities for medicine services meet applicable research and ethics protocols and standards.

Guidelines
The team may participate in research initiatives to improve quality of care to medicine clients, e.g. clinical trials, assessment of new interventions, or changes to existing ones.

Research and ethics protocols and standards include client consent to participate in research activities.

Accreditation Canada
Qmentum Program Standards:
Sustainable Governance
Developing a Clear Direction

1.0 The governing body develops the organization's mission.

2.0 The governing body leads a strategic planning process to define the organization's vision, and sets the strategic plan, goals and objectives.

3.0 The governing body defines values for the organization that are used to guide decision-making and for determining how services are delivered.

Building Knowledge Through Information

4.0 The governing body uses strategic information to make decisions.
Functioning as an Effective Governing Body

5.0 The governing body addresses changes in its membership.
6.0 The governing body operates according to its roles and responsibilities.
   6.3 The governing body must “…ensure that codes or frameworks for ethics behavior are in place”...
   6.6 “each member of the governing body receives an orientation that covers….the body’s roles and responsibilities; the organization’s mission, vision, values and ethics. And the importance of quality improvement, safety, and a positive worklife.”
7.0 The governing body regularly evaluates its own performance.
  (Governance Function Tool required to use for evaluation of the governing body)

Supporting the Organization to Achieve Its Mandate

8.0 The governing body recruits, selects, and evaluates the Chief Executive Officer (CEO).
9.0 The governing body works effectively with the CEO, senior management, and clinical leadership to achieve the strategic goals and objectives and improve the organization’s performance.
10.0 The governing body approves the allocation of the resources.

  10.5 “When making resource allocation decisions, the governing body consider ethical values, social costs and benefits, and potential impact on quality and safety.”
Maintaining Positive Relationships with Stakeholders

11.0 The governing body strengthens relationships with stakeholders and the community.

Being Accountable and Achieving Sustainable Results

12.0 The governing body regularly monitors and evaluates the organization’s performance.
13.0 The governing body has an effective system of financial planning and control.
14.0 The governing body demonstrates accountability to its stakeholders.

14.3 “Expectations for public disclosure apply particularly to public sector organizations. Although these expectations continue to evolve, current best practices address the need for governing bodies to publicly disclose information about: its membership and its process for identifying new members; its scope of authority and roles and responsibilities; any sub-committees, including terms of reference and membership; the roles and responsibilities of the chair of the governing body; the roles and responsibilities of individual members, the process to assess their performance, their attendance, and remuneration, if applicable; the position profile of the CEO, and process of evaluating the CEO’s performance; the organization’s ethics framework and the process to disclose conflict of interest; the governing body’s approach to the orientation and education of its members; and the communication plan and practices of public disclosure.”
Outside of big cities: Perspective from NW Ontario
Thunder Bay Regional Health Sciences Centre

- acute care hospital, 375 beds, regional hub for NW Ontario
- accredited for 3 years cycle
- Ethics Team exists
- small-group clinical ethics consultations
- ethics consultation process defined
- ethical decision-making framework exists
- supporting policies, procedures and guidelines in place
- Research Ethics Board Tri-Council compliant

Ethical Decision Making Flow Chart
St. Joseph Care Group

- complex care, rehabilitation, long-term care services, mental health and addiction services, etc.
- Catholic organization
- going through the accreditation process
- Ethics Consultation Committee, Research Ethics Board, and Ethics Board Committee exist
- decision-framework in place
- under review: Ethics Consultation Committee TOR, education for the ECC members, and potential application of Hub and Spoke model

<table>
<thead>
<tr>
<th>Is there a concern?</th>
<th>Clarify the concern</th>
</tr>
</thead>
<tbody>
<tr>
<td>What are your gut reactions?</td>
<td>Acknowledge feelings</td>
</tr>
<tr>
<td>What are the facts?</td>
<td>Determine Ethically Relevant Facts</td>
</tr>
<tr>
<td>What are the alternatives?</td>
<td>Possible consequences? Consider Alternatives</td>
</tr>
<tr>
<td>Whose values should be considered and why?</td>
<td>Examine Values</td>
</tr>
<tr>
<td>Who should make the decision?</td>
<td>Evaluate Alternatives</td>
</tr>
<tr>
<td>What is the decision?</td>
<td>Articulate Your Decision</td>
</tr>
<tr>
<td>How would you implement the decision?</td>
<td>Implementation of the Plan/Choice</td>
</tr>
<tr>
<td>How do you feel about the decision?</td>
<td>Review the Choice Made</td>
</tr>
</tbody>
</table>
Northwest Community Care Access Centre

- care in the client’s home, coordinating care in the community, including specialized support services throughout NW Ontario
- information and assessment for long-term care options
- first accreditation cycle ever started in 2010
- to date:
  - draft of the ethics framework for the clinical ethics,
  - outline of the process for the research ethics review,
  - presentation to the Board of Directors,
  - presentation to the management team

THANK YOU!

contact: kelecevj@tbh.net