

Holland Bloorview

Kids Rehabilitation Hospital

Revitalizing the Family Team Goal Plan

GTA Rehab Network Conference - March 7, 2011

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Objectives

- Provide description of Family Team Goal Plan (FTGP)
- Discuss barriers to use of the FTGP
- Describe the revitalization process
- Present audit results on progress
- Share key take-away messages based on our experiences

Initiative: The Family Team Goal Plan (FTGP)

- FTGP is an interdisciplinary team process for all inpatients and their families admitted for rehabilitation and complex continuing care
- Involves determining client and family *hopes* and *expectations* upon and throughout the admission
- Requires goal setting by interdisciplinary team members that address the family hopes and expectations
- Provides a framework for discussion at interdisciplinary team rounds and family team meetings

History of the FTGP at Holland Bloorview

- Various family team goal planning methods have been in place since its inception in 1998
- None has resulted in a prolonged change in practice
- Audit between 2004 and 2005 revealed
 - Staff felt the FTGP added more work and did not enhance interdisciplinary collaboration
 - Families continued to identify communication within nursing and between nursing and other team members as requiring improvement

History of the FTGP at Holland Bloorview

- In 2006 team members informally discontinued using the tool
- **Contributing factors:**
 - Merger of the inpatient and outpatient services into one new facility resulting in a major cultural shift
 - Introduction of the electronic health record for inpatients
 - Increased stress for inpatient staff as a result of the above initiatives

Revitalizing the FTGP

- In July 2008, nurse educator and clinical physiotherapist asked by Vice President of Programs and Services to lead an initiative to review and resurrect the FTGP process
- Driving factors:
 - Client and family centred care is a core value of Holland Bloorview
 - Organizationally supported initiative
 - Accreditation (September 2010)

First Steps

- Committee formed
 - Interprofessional
 - Included team members who had experience with the development of the earlier versions of FTGP
 - Included physicians, managers and parents
 - Met monthly for one hour over a one year period
 - Included Information Systems staff when discussing electronic format

First Steps - Continued

- Purpose/ Mandate of Committee:
 - Review audit results from 2004/05
 - Discuss current barriers to using the tool
 - Update policy/ procedure
 - Develop an electronic format

Perceived Barriers to Use of the FTGP

- Duplication of documentation and goal setting for some disciplines
- Lack of time
- Lack of commitment across all disciplines
- Challenges of writing interprofessional goals for hopes that some team members felt were unrealistic
- Complexity of process

Development of the Electronic Screen

	30/04/2010 Fri 1534
Family Team Goal Plan	Freq: Q24HX1 Past due
Family Team Goal Plan (1)	
→ Hope Focus	
→ Hope Detail	
Date Identified	
Related Goal Identified	
Goal Description	
Target Date	
Lead Member	
Name of Lead Member	
Members Involved	
Goal Status	
Family Strategies	
Copy Given to Family	
Date Copy Given to Family	

Display of FTGP During Rounds or Family Meetings

Cognitive/Communication be able to remember how to get around bloorview unassisted	Cognitive/Communication return to school	Physical be able to use stairs
	30/4/10 15:34	30/4/10 15:41
Family Strategies	☺	☺
Date Identified	29 Apr 2010	
Related Goal Identified	yes	
Goal Description	☺	
Target Date	31 May 2010	
Lead Member	occupational therapist	
Name of Lead Member	Janet Woodhouse	
Members Involved	psychologist ther rec specialist family school social worker client nursing speech/language therapist	
Goal Status	ongoing	
Copy Given to Family	No	
Recorded By	Margaret Burns	Margaret Burns

Goal: Client is consistently able to lead team members to therapy sessions for two days consecutively.

Education Strategies

- Chairing rounds over several months to model use of the FTGP
- E-mail updates to team members and managers on progress with use of the tool at rounds
- Voluntary education sessions on writing interprofessional SMART goals and the electronic format
- Meetings with specific disciplines to discuss and strategize over newly identified barriers particularly around the electronic format

Results

- An audit of compliance with the tool was completed prior to the education sessions and then repeated 2 months later
- The chart audit demonstrated that the percentage of hopes documented upon admission to the rehab units increased from **48%** to **68%**
- The number of charts on which hopes and goals were documented increased from **6%** to **58%**

Key Take-Away Messages

- Process benefitted from multiple change strategies: Rational-empirical and Normative-re-educative (Bennis, 1984)
 - Involve as many people as possible in the process
 - Use committees
 - Provide positive reinforcement
 - Acknowledge and address challenges
 - Role model
 - Address attitudes, values, past experiences, habits and motivation
 - On-going audits

References

Bennis W.G., Benne K.D. & Chin R. (1984) *The planning of Change*, 5th edn. Holt, Rinehart and Winston Inc., New York

Reilly J., McIntosh J, & Currie K, (2002) Changing surgical practice through feedback of performance data, *Journal of Advanced Nursing*, 38(6). 607-614

Institute for Patient-and Family-Centered Care,
www.ipfcc.org

Registered Nurses Association of Ontario, www.rnao.org

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Thank you

- We would like to acknowledge the support of families on the Family Team Goal Plan Committee as well as the clinicians and managers of the Rehabilitation and Complex Continuing Care Units at Holland Bloorview Kids Rehabilitation Hospital
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