

**Planning a New Model**

**For**

**Kugluktuk Health & Social Services  
Center**

**Notes**

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## **What's Working Well ?**

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- Easier To Find Each Other
- Easier To Consult On Cases
- Better Understand Each Other's Role
- Clients Can't Pit One Center Person Against Another
- Easier Access For Clients
- Communicating Better
- Reduced Numbers Of Staff
- Eliminated Duplicate Facilities Costs
- Less Duplication Overall
- Clients Gain Anonymity As To Why They Are In The Center

## **What's Not Working Well ?**

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- Facility Not Conducive To Social Services – No Longer A Place To Socialize – People Lose Therapeutic Value Of Meeting With Other People
- However, With Giving Away Some Programs This Need To Meet Socially At The Clinic Must Be Reviewed
- We Are Having Difficulty Meeting What The Community Perceives Are The Needs
- Our Understanding Of How We Will Work Better Together
- There Is Still Resistance To Making Co-Location Work

## **What's Missing ?**

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- Co-Ordinated Booking Of Patients
- Work With Annie Jane To Co-Ordinate Activities
- Business Practices And Processes
- Workable Budget Formats
- Clients Understanding That Annie Jane Speaks For Both Services
- Administrative Procedures For Patient Access
- Training \$
- Resolution To Needs For Common Waiting Area
- A Designated Room For Family Counseling Community Emergency Meetings
- Staff Meetings Together
- No Real Performance Management System
- Understanding Each Others Role And How They Merge
- Understanding Appropriate Procedure For Patient Records Access

## What Do We Share Today ?

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- Residence
- Vehicles
- Information
- Responsibilities
- Interpreters
- Offices
- Toilets
- Supplies
- Jam
- Waiting Room
- Facility
- Janitors
- People – Annie Jane, Rosie, Jack, Doris
- Budgets ?
- Clients
- Problems
- Solutions
- Ideas

## Our Services

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- Probation (Reports)
- Parole Supervision (Reports)
- Interpreting
- Young Offender Sup (Rep)
- Counseling
- Pharmacy
- Acute Care / Emergency
- Preventative Care
- Home Visits
- Chronic Care
- Mediation
- Palliative Care
- Child Welfare (Foster Care)
- Community Development
- Advocacy/Liaison
- Health Promotion
- Illness Prevention
- Environmental Health
- Medical Appointments
- Xrays
- Laboratory Services
- Dental Care
- Community Education
- School Education
- Family Support
- Preventative Screening Programs
- Co-Ordination Of Outside Health/Medical Care
- Occupational & Health Safety
- Special Clinics
- Babysitting
- Medivacs/Medical Travel
- Home Care Services
- Co-Ordination Of Visiting Specialists
- Medical Police Reports
- Veterinary Services
- On-Call Service
- Mortuary Services

## How Do You Measure Success Today

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- Community Feedback – Not Formalized
- Performance Evaluations And Appraisals – Not Useful,
- Statistical Review Of #'S
- Depends On Objectives \$ Vs Service
- Feedback From Interaction With Clients
- Patient Efforts To Become Less Dependent On Center

## Vision For The Future

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- Working As A Team
- More Integrated With The Community
- Community Based And Focussed
- Efficient And Effective
- Primary Emphasis On Promotion And Prevention
- Everybody Believes In This Vision
- People Are Clear About Their Jobs
- Shared Trust
- Respect For People: Clients, Staff, Culture
- Shared Values
- Client Centered
- Selection For Clients – They Have Power To Select Which Person In The Center They Want
- Shared Systems
- Everybody Takes Responsibility To Find A Response Or A Solution
- Shared Supervision
- Clear Policies Are In Place
- Trusted By Clients For Ant Problem
- Staff Gets Along And Are Happy, Healthy And Enjoy Job
- Provide A Single Point Of Entry
- Support Systems Fully Mechanized
- Perceived As One And As A Team

## How Can We Make It better

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- Flex Hours – Open At Lunch Hours – Open Until 6pm Or 7pm
- More Training
- Annie Jane
  - Co-Ordinate All Appointments
  - Monitor Other Support Staff Work
  - Co-Ordinate Travel
  - Take Night Calls
  - Monitor Movement Of All Staff
- Get A Plug In CB For Jack
- Welcom System Up And Running
- Designated Proposal Person In Place
- Co-Ordinate Inter-Agency Emergency Response Group For Regular Meetings And Crisis Response
- Only Permanent Staff
- Everybody Gets Along

## **Objectives and Measurement**

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### **1. Acute Care / Emergency**

#### *Goals Or Objectives*

- Provide 24 hour a day acute social and clinical services to the community
- Prevent further deterioration of patient or family
- Maintain optimal level of well being and promote appropriate health choices
- Provide acute care within parameters of regulation policies and standards

#### *Measures*

- Statistics
- Chart audits of care provided
- Feedback from peers and other health and social services professionals

### **2. Advocacy/Liaison**

#### *Goals Or Objectives*

- Effectively communicate with other agencies on behalf of client
- Raise funds for various non-profit groups within the community
- Promote the benefits of well being and the services of the Center

#### *Measures*

- Number of written letters to various agencies on behalf of clients
- Cohesive working relationships with other groups
- Total of donations received

### **3. Babysitting**

#### *Goals Or Objectives*

- Provide safe keeping for children of parents being treated at Center
- Ensure children do not gain access to restrict areas in clinic

#### *Measures*

- Feedback from parents and staff

#### **4. Child Welfare (Foster Care)**

##### *Goals Or Objectives*

- Provide a healthy and safe environment for a child to grow to full potential
- Provide family based/community based programs for well being of children
- Educate community and other professional agencies about crisis intervention for children
- Promote community participation in child welfare decisions
- Provide intervention for children and families in crisis situations

##### *Measures*

- Statistical analysis of number of child welfare cases per year
- Number of preventative programs and workshops in the community and participation of community members
- Knowledge displayed by other professionals at inter-agency meetings
- Number of meetings involving community and H&SS staff
- Input of community members in decision making process

#### **5. Chronic Care**

##### *Goals Or Objectives*

- To provide care and support to family and client to maintain optimal level of functioning
- To provide access to other professional health services
- To provide continuing assessment of level of functioning and deterioration of patient with chronic illness

##### *Measures*

- Client and family feedback
- Statistical analysis
- Utilization levels of other professional services
- Observation of clients coping with chronic illness

#### **6. Community Development**

##### *Goals Or Objectives*

- Provide a wide variety of preventative programs to community for well being of community members
- Provide an area for community members to access programs
- Community to organize and provide preventative programs in conjunction with and in support of H&SS staff

##### *Measures*

- Number of preventative programs delivered in community
- Participation of community members
- Preventative programs being initiated and operated by community members
- Requests for H&SS to consult and support community groups

## **7. Co-ordination of Outside Health/Medical Care**

### *Goals Or Objectives*

- Co-ordinate appointments to ensure medical travel is used appropriately and efficiently
- Ensure clients receive appropriate treatment outside of the community

### *Measures*

- Feedback from clients, staff and community
- Tracking medical travel budget
- Number of treatments received

## **8. Co-Ordination Of Visiting Specialists**

### *Goals Or Objectives*

- Ensure the community receives all needed specialist services (gynecology, E.N.T.)
- Ensure funds spent for travel and services are appropriate

### *Measures*

- Feedback from community
- Number of services delivered
- Within travel budget for specialists

## **9. Counseling**

### *Goals Or Objectives*

- Assist clients to work through their issues/problems
- Prevent occurrence of potential crisis
- Refer clients to other agencies as required
- Educate clients on other resources and increase awareness of their programs
- Build trust and rapport to encourage complete disclosure and for sharing of feelings and information

### *Measures*

- Client assumes ownership of resolving own issues/problems
- Observable behaviors indicating an increase in coping skills
- Less formal interventions required
- Fewer suicides
- Help sought earlier and disclosure given more freely
- People utilize existing resources more

## **10. Dental Care**

### *Goals Or Objectives*

- To ensure that all school students receive dental care
- Promote healthy dental hygiene and choices
- Provide dental services in the absence of a dentist

### *Measures*

- Number of dental services provided
- Statistical data
- Feedback from community

## **11. Family Support**

### *Goals Or Objectives*

- Provide emotional and clinical support to families in crisis
- Provide support to families coping with long term illness, disabilities or geriatric problems
- Alleviate the potential for family crisis with support and counseling

### *Measures*

- Observation of families coping with problems
- Feedback from families and community
- Increased rapport between Center and community
- Fewer family crisis situations

## **12. Health Promotion**

### *Goals Or Objectives*

- Create an awareness of health and social issues
- Promote healthy lifestyle choices to all community members/groups
- Provide clients with information regarding specific health issues

### *Measures*

- Feedback from community
- Statistics
- Number of services provided

## **13. Home Care Services**

### *Goals Or Objectives*

- Provide personal care to clients in their homes
- Provide socialization activities for clients to interact with community
- Provide early childhood development (rehabilitation, parenting, nutrition)
- Provide home management services to assist in coping with day to day functional activities
- Provide counseling in dealing with sadness, grief, remorse and altering lifestyle behaviors

## **14. Home Visits**

### *Goals Or Objectives*

- Provide public health services (well-child, Seniors visits, Denver tests)
- Provide opportunities for those bed-ridden/home bound patients for socialization
- Provide assistance in the home when required

### *Measures*

- Feedback from community and patients
- Statistics
- Number of services provided

## **15. Interpreting**

### *Goals Or Objectives*

- Provide accurate, understandable interpretation for clients and staff
- Ensure interpreting services are available when required
- Staff fully trained in medical interpreting

### *Measures*

- Feedback from community and clients
- Amount of training
- Skill set of staff

## **16. Laboratory Services**

### *Goals Or Objectives*

- Provide timely and appropriate laboratory services in the community
- Utilize appropriate external supportive laboratory services
- Provide within appropriate time frames the transfer of specimens to laboratories for analysis

### *Measures*

- Appropriate laboratory tests available in the community
- All laboratory specimens arrive at lab for analysis in acceptable condition and within acceptable time frames
- All laboratory reports are received back from lab within one week

## **17. Mediation**

### *Goals Or Objectives*

- Assist in conflict resolution for familiar agencies and groups
- Seen as trustworthy and professional as a mediator

### *Measures*

- Feedback
- Number of cases mediated

## **18. Medical Appointments**

### *Goals Or Objectives*

- Schedule medical appointments for all clients to see a nurse or social worker
- Community members are using appointment system

### *Measures*

- Feedback from community
- Number of scheduled appointments as a percentage of total visits

## **19. Medical Reports**

### *Goals Or Objectives*

- Provide concise and appropriate medical data
- Maintain confidentiality protocols at all times
- Obtain appropriate consent for release of information

### *Measures*

- Consents on file prior to release of information
- Requesting agencies get appropriate information they need in suitable format
- Feedback from clients who receive reports

## **20. Medivacs/Medical Travel**

### *Goals Or Objectives*

- Meet all medical travel policies and procedures
- Ensure all residents receive appropriate and effective transportation to nearest facility
- Ensure patients and escorts use medical travel appropriately

### *Measures*

- Feedback from patients and community
- Feedback from receiving facilities
- Remain within medical travel budget

## **21. Mortuary Services**

### *Goals Or Objectives*

- Provide occasional mortuary services when required
- Demonstrate to the community our flexibility, commitment and involvement

### *Measures*

- Number of mortuary services
- Feedback from the community

## **22. Occupational & Health Safety**

### *Goals Or Objectives*

- Create an awareness of safety in the workplace
- Train community and organization workers to acquire appropriate skills

### *Measures*

- Number of certified CPR practitioners in the community
- Feedback from community

## **23. On-Call Service**

### *Goals Or Objectives*

- Make available a social worker and a registered nurse 24 hours a day
- Educate about utilization of on-call worker and alternative community and professional resources

### *Measures*

- Complaints or praise received from community
- Appropriate utilization of resources by community

## **24. Palliative Care**

### *Goals Or Objectives*

- Provide support care to individuals and families during terminal illness
- Maintain a terminally ill individual in their home to have optimal time with their family

### *Measures*

- Individuals are comfortable and pain free and in their home or environment of their choice
- Feedback from family members

## **25. Parole Supervision (Reports)**

### *Goals Or Objectives*

- Provide community information reports
- Assist families for return of incarcerated family member
- Provide courtesy supervision for parole office
- Provide counseling, education and support for rehabilitation
- Ensure parole conditions are met

### *Measures*

- Documentation is thorough and accurate
- Successful completion of parole terms
- Increased co-operation
- Increased awareness of acceptable behaviors and boundaries (social & legal)
- Successful re-integration of parolee into community

## **26. Pharmacy**

### *Goals Or Objectives*

- Provide a variety of medications according to formulary standards set by H&SS Board
- Administer and dispense medication according to H&SS Department of Health protocols
- Maintain a minimal stock of medication
- Provide to clients and families education regarding medication

### *Measures*

- Approved stock of medication is available at Health Center
- Clients can describe effects and usage of medication dispensed to them
- No mistakes in dispensing medication

## **27. Preventative Screening Program**

### *Goals Or Objectives*

- Early detection of problems and conditions
- Prevention of long term illness or disability
- Prevention of spreading of illness or disease
- Education on prevention

### *Measures*

- Statistics
- Fewer outbreaks
- Vision and hearing problems more readily corrected
- Less permanent impairment
- Rise in community awareness

## **28. Preventative Care**

### *Goals Or Objectives*

- Assess community needs and develop preventative programs
- Inter-agency group in place to identify needs of community
- Ensure established programs continue successfully
- Preventative care becomes more of a priority

### *Measures*

- Feedback
- Statistics
- Number of programs
- Number of services delivered
- Number of meetings

## **29. Probation (Reports)**

### *Goals Or Objectives*

- Provide supervision of adults placed on a probation order by the courts
- Ensure all conditions and adhered to
- Provide pertinent medical information to the Court
- Provide counseling support and education for rehabilitation
- Prepare accurate reports for the Court

### *Measures*

- Successful completion of order
- Thorough, timely and complete documentation
- Fewer repeat offenders
- Fewer people in conflict with the Law
- Positive integration into community

## **30. School Education**

### *Goals Or Objectives*

- Promote healthy lifestyle choices to students
- Create an awareness of health and social issues
- Provide opportunity for feedback and input

### *Measures*

- Number of services delivered
- Feedback from community
- Statistics

## **31. Special Clinics**

### *Goals Or Objectives*

- Provide various clinics for community (well-woman, well-child, sick clinic, prenatal, chronic care)
- Promote healthy life style and increase awareness
- Educate clients on health and social issues and programs
- Provide a screening process for preventative medicine

### *Measures*

- Number of people who attend
- Number of illnesses and diseases discovered or prevented
- Observed client behaviors or knowledge or actions in taking more responsibility for their well being
- Statistics like number of people immunized

### **32. Supportive Veterinary Services**

#### *Goals Or Objectives*

- Provide occasional veterinary services when required
- Recover all costs for time and materials
- Demonstrate to community our flexibility, commitment and involvement

#### *Measures*

- Number of veterinary services provided
- Feedback from community
- Monies recovered or billed for services

### **33. X-Rays**

#### *Goals Or Objectives*

- Obtain accurate and clear radiographs of chest and extremities
- Transport radiographs to radiologist for interpretation in a timely manner
- Provide a diagnostic tool through interpretation of radiographs
- Maintain x-ray files and reports for reference

#### *Measures*

- Feedback from radiologist analyzing reports and radiographs
- X-ray reports are readily available
- Clear legible radiographs of specific area

### **34. Young Offender Sup (Rep)**

#### *Goals Or Objectives*

- Provide supervision to youth who are placed on probation by the Court
- Provide pertinent medical information and reports
- Provide counseling, support and education for rehabilitation of youth
- Identify useful community projects

#### *Measures*

- Fewer youths re-offending and returning to Court
- Thorough, accurate documentation
- Increased community awareness
- Youths are making more positive choices
- Youth are better integrated into community
- Statistics

## Action Plans

<i>Action</i>	<i>Prime</i>	<i>Due</i>
1. Develop and propose a system of flex hours to provide more access to the Center and a more flexible working arrangement for staff	Barb and Debbie	Start Dec 97 Ready Feb 98
2. Establish and co-ordinate an Inter-Agency Group to meet regularly to share ideas and information	Raghu and Mateen	Start Jan 98 Ready Feb 98
3. Co-ordinate regular staff meetings (combined, case conference, clinical, etc)	Barb and Debbie	Start Dec 97 Ready Dec 97
4. Solicit ideas from all staff, develop team building activities, gain acceptance from staff and implement	Mateen and New Person in January	Start Dec 1 97 Ongoing
5. Review and revise Annie Jane's job to include: <ol style="list-style-type: none"> <li>1. Monitor staff               <ul style="list-style-type: none"> <li>• Make up schedule for Doris and Jack</li> <li>• Balance their work load and have them back each other up</li> <li>• Track time required to perform their duties</li> </ul> </li> <li>2. Co-ordinate appointments and client traffic</li> </ol>	Annie Jane  Debbie	Start Dec 97 Ready Feb 15/98  Start Dec 1 97 Ready Jan 31/98
6. Develop options and plans to solicit feedback from clients and the community regarding their needs and our level of service provided	Casey	Start Jan 98 Ready April 98
7. After using existing meeting room and if determined s required by supervision, conduct a review of how facilities at the center are being used and make proposal/s for any changes for rooms and equipment. Proposal/s to include a business case and cost/benefit analysis	Raghu	Consider in II Quarter



## Personal Notes From Planning Session in Kugluktuk For Alice

### Health Services

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- Staff is very positive
- Both permanent and temporary nurses seem happy and involved

### Social Services

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- Staff seem stressed
- Raghu appears very committed and well liked by the community
- Debbie co-operated to the fullest extent with the exercise
- A grade 9 teacher who had a student commit suicide was very positive about Raghu and very negative about Debbie

### Casey

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- Casey was just super. Very happy to have her along
- Her presence was a major factor for the success of this session
- She is a very capable resource

### Notes From Talking With Barb Carthrew sp?

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- Barb seems like a very capable and insightful type. Her experience and forthright approach appear based in really caring and understanding the issues
- Physical health of communities is okay
- Mental and social health is the issue
- Neither health or social services are adequately addressing needs up front, but are in a more reactive mode
- Preventive care not facing up to realities – bottom line more depression and suicide, family breakdown
- We must re-think how to become more in touch with community and how to become more proactive to identify needs
- Options to consider:
  - A need to socialize and sensitize nurses
  - Review how CHR's are being used and re-orient them away from administrative duties to hands on in the community
  - The CHR role should be expanded and focused more on community activities and prevention. This role could be a key position in H&SS centers and on the same level as the NIC Example – make Rosie prime for Inter-Agency action plan

## Resources

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- There may be duplication in resources committed to counseling. H&SS, School Board, Home Care all have people whose role includes counseling
- Seems like a number of agencies are doing a little bit of social counseling when maybe fewer professionals that served a multi-agency requirement would be better
- Have Community Health Representative take on supervision role for Community Support Workers (Home Care)