"508 - Protecting the Bottom-line: Defending Claims with Policies & Procedures"
North York General Hospital

Renee Blomme
Manager Patient Experience & Corporate Risk
HCCA’s 23rd Annual Compliance Institute
April 9, 2019

North York General Hospital: 3 sites

Branson Ambulatory Care
General Site
426 Acute Care Beds
Seniors’ Health Centre
192 Long-Term Care Beds
North York General Hospital: 3 sites

Branson Ambulatory Care

General Site
426 Acute Care Beds

Seniors’ Health Centre
192 Long-Term Care Beds

> 100,000 Emergency Department Visits
> 200,000 Outpatient Visits
30,000 Inpatient Cases
6,000 Births

We at North York General believe that making a world of difference starts by creating a world of safety for everyone at NYGH; a world where everyone matters and everyone is cared for.
Disclosure

In the spirit of full disclosure I would like to declare that my travel and accommodations for this talk have been provided by PolicyMedical (PolicyStat).

They have had no say in the material I am presenting and I have no further commercial or other conflicts to disclose.

Claims Management 101
Medico-Legal Claims

- In Ontario, doctors, nurses and other medical professionals are responsible only if their treatment fell below a standard of acceptable care.
- Medical professionals are held to a standard of reasonable care, not perfect care.
- Negligence is defined as the breach of a reasonable standard of care.

Common Examples of Medico-Legal Malpractice

- Birth injuries*
- Diagnosis errors
- Emergency errors
- Anesthesia errors
- Errors during surgery
- Prescribing or administering wrong medications
- Negligent hospital procedures
- Irresponsible patient monitoring
- Errors in the labs
Using Policies to Defend Claims

Frequency of Medico-Legal Claims – Physicians

CMPA*:  
- 97,688 number of members  
- In 2017, more than 9,600 new medico-legal files opened

*The Canadian Medical Protective Association
Life of a Medico-Legal Claim

What is the common theme?

- Actual/Potential Claim
- Statement of Intent
- Documents related to matters in issue in the lawsuit must be disclosed
- Provision of evidence under oath by all parties
- Experts in the field review health record and documents to identify if any lapses in care
- Opportunity with a formal mediator to review case and documents to come to a financial settlement
- Judge or jury decide outcome

POLICIES & PROCEDURES
Common Themes in Medico-Legal Claims

- Timing
- Education
- Process
- Access

Stand Up
Easy Corporate Policy Access

NYGH Identified A Need

- Increase rigor in policy and procedure development/review/revision/deletion
- Monitor dates of current policies and provide notice to the originator that the policy is due for review
- Increase stakeholder engagement in the process
- Standardize the process of policies, procedures and controlled documents to meet best practice
- Develop education and implementation plans
- Decrease the time from development to approval
- Decrease risk to the organization through an electronic database that allows for archiving
- Include identification (by title) of the owner of the policy so that any questions/concerns would be directed to the appropriate person
38% of our policies needed to be revised

PolicyMedical/PolicyStat to the Rescue
Benefits of Modernizing Policy and Procedure Management with PolicyMedical

- A formal process to review established policies and procedures
- Improved data retrieval
- Improved regulatory compliance
- Easier Retrieval of Documents
- Better Collaboration
- Backup and Disaster Recovery
- No lost documents
- Controlled and improved document distribution
- Electronic database to track policies and procedures due for revision
- Help regulate, direct and control the Policy and Procedure development process
- Develop an audit process to monitor high impact and high risk policies
- Decreased number of outdated corporate policies and procedures
- Search engine in place to allow for quick and easy location of policies
- Decreased number of employees stating they were not aware of policies
- Ability for annual attestation of compliance with relevant policies
**Revised Policy Flow**

**Results**

**Decreased:**
- Risk
- Frustration
- # Indefensible medico-legal claims

**Increased:**
- Compliance
- Satisfaction
- Safety
- Productivity
- Accountability
- (Better) outcomes
Healthcare Insurance Reciprocal of Canada (HIROC)

ERM/IRM Process identifies the risk of not meeting regulatory and legislative internal policies and procedures as:

- Likelihood – 2.65/5
- Impact – 3.13/5
Key Controls/Mitigation Strategies – HIROC

- Develop a formal process to review established policies and procedures
- Develop and/or update policies and procedures to adhere to government and regulatory requirements
- Allocate dedicated resources for policy management to review current process and identify recommendations for improvement
- Develop electronic database to track policies and procedures due for revision
- Develop policy writing toolkit to ensure process consistency
- Add title pages to policies and highlight key messages in order to assist managers with education and rollout
- Establish cataloging system for corporate policies and align to operations
- Develop audit process to monitor high impact and high risk policies
- Develop formal education and rollout strategy of new or updated policies and procedures. Ensure a process is in place to require users to confirm understanding and acceptance
- Put a search engine in place to allow for quick and easy location of policies

References


Renee Blomme, BscN, RN, MN
Manager Patient Experience & Corporate Risk
Renee.Blomme@nygh.on.ca
416 756-6387

Thank You