

Breaking Down the Barriers One Client at a Time:

An Ethical Approach to
Challenging and Changing
Our System



Moving Forward
Together

Hello From Sudbury, Ontario!



Sudbury: Home to...

The Big Nickel



Science North



**Sudbury
Regional
Hospital**



Sudbury Regional Hospital

Serves...

Over 530,000 residents across
northeastern Ontario



Leading and innovating for excellence in patient care.

Innover et servir de modèle d'excellence en matière de soins aux patientes et aux patients.

Purpose of the presentation...

- To provide a brief history of the development of the *System of Care*
- To provide an outline of the A4R framework
- To apply the A4R framework using a case example

••• The nature of change...

“If you always do what you’ve always done, you’ll always get what you’ve always gotten.”

Anonymous



System of Care Team...

Developed to address system barriers/gaps that frequently lead to:

- Clients being inadequately supported in their recovery (if at all)
- Hospitalization/re-hospitalization
- Stress on relationships
- Stress on programs/staff
- Ethical issues

Team Membership

- 2 co-chairs (1 management, 1 staff)
- A representative from the department of psychiatry
- Staff from across programs (hospital and community)
- Mix of disciplines based on a common vision and philosophy of person-centered care and system thinking

Membership...



Insists on 'out-of-the-box', innovative, and creative solutions, which may include:

Objectives...

- Bridging clients between services
- Transferring clients to a higher or lower intensity of care
- Sharing care
- Enhancing programs



••• What guides our thinking...

The...

A4R

Accountability

For

Reasonableness



Framework

Case Example



- 69-year-old woman
- Current addiction to cocaine
- Evidence of misuse of narcotic pain medication
- Previous addiction to alcohol
- Polycythemia requiring phlebotomy
- History of arthritis, fibromyalgia, and neuropathy impacting mobility

Clinical Example

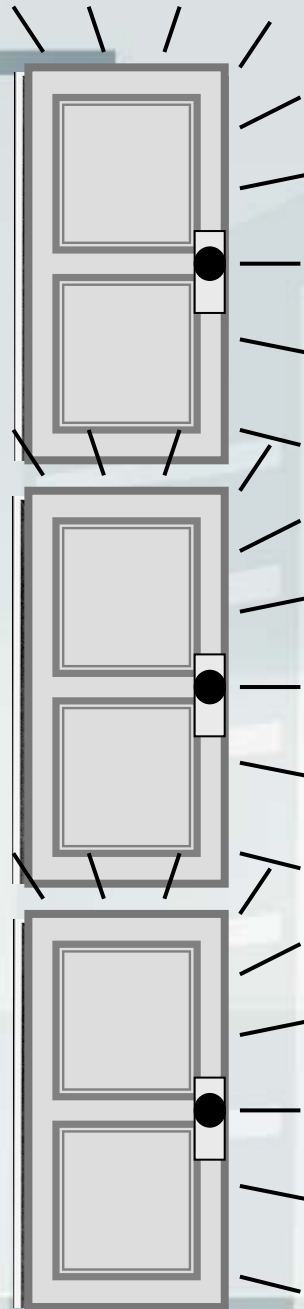
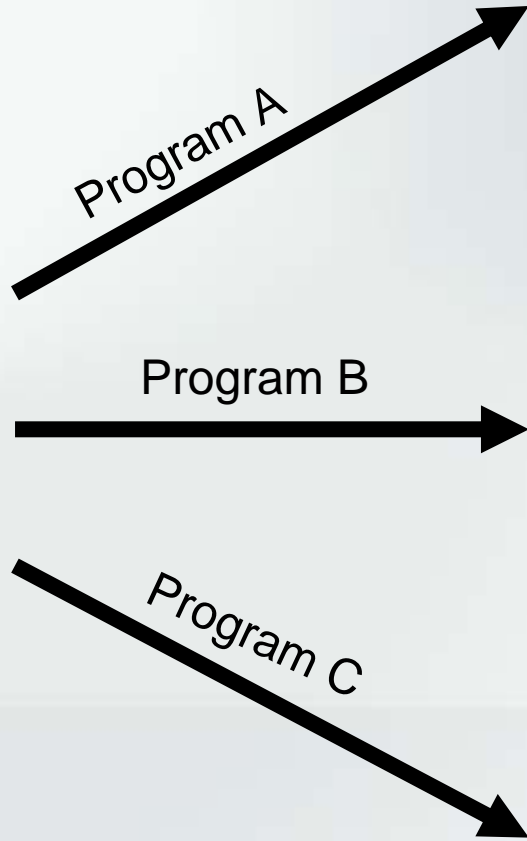
- Acute symptoms of GAD and MDD
- Focus, concentration, memory impaired resulting in missed appointments
- Recent break up of abusive relationship
- Financial issues now that second source of income was gone; did not have enough money for rent
- Son with history of schizophrenia and perpetrator of abuse being released from jail

Clinical Example Cont'd

- Did not have a psychiatrist
- Relationship with GP strained due to several missed appointments and “running out of medications”



Barriers to Care



Doesn't meet program criteria

Complexity of problems exceed program resources

Need to be referred by a psychiatrist

• Referral to the System of Care

- Standard Referral
- Referral is reviewed by co-chairs
- Referral source contacted
- Committee reviews the referral and uses the A4R as a guideline for decision making and solution finding

Guideline A....

Relevance

- Clarify the question. What is the dilemma that needs to be solved? What is the ethical conflict?



● ● ● Relevance Cont'd...

- Who are the relevant decision makers?
- Who needs to be part of the solution?
- Who is accountable for deciding?

● ● ● Relevance Cont'd...

- What are the relevant (known) facts?

This includes reference to the contributing policies, values, feelings, legislation, evidence (sometimes these are in conflict).

● ● ● Relevance Cont'd...

- How significant are the possible harmful consequences of the existing situation?



Guideline B

Publicity

- Identify the major stakeholders.
- Determine their expectations/values and their goals



Publicity Cont'd...

- What are the possible solutions?
- Which values/principles are aligned with this solution?
- Which values/principles are in conflict with this solution?

Upon ethical discernment, the best possible solution is alternative

Publicity Cont'd...

- Why is this solution the best alternative?
- Describe your ethical notification plan (plan for action & communication)
- Who needs to hear the decision?
- Who will communicate it?

Guideline C

Revision

- How confident are you that you made an ethical decision?
- What is the confidence level in having reached a good decision?



Guideline D

Enforcement

- Ethical leadership requires that the three conditions of the A4R framework: Relevance, Publicity, and Revision are met
- Was the framework's integrity compromised during the debate/process?



The benefits...

For the client:

- Needs being identified and validated
- Solutions for the delivery of care are found to maintain and/or improve health outcomes and quality of life

The benefits...

For staff:

- Shared learning from our diverse knowledge and experiences
- Having support for decisions made
- Not having to take on complex challenges alone
- Enhancing program and community collaboration, growth and capacity

●● The System of Care + A4R=

✓ Breaking down the gaps and barriers one client at a time

✓ An Ethical Approach to Challenging and Changing Our System

Tools of our trade...

- Terms of reference
- Referral form
- A4R Framework
- Pocket Guide



Thank You

A decorative graphic featuring a green vine that curves around the text. The vine has several leaves and two pink flowers: a small bud on the left and a larger, fully bloomed flower on the right. The text "Thank You" is written in a pink, cursive font across the middle of the vine.