

Ontario Stroke Network's Provincial Integrated Working Group Early Supported Discharge – FINAL REPORT

Introduction

Evolving provincial priorities in stroke care necessitated a more streamlined and integrated approach among the Ontario provincial groups: Ontario Regional Education Group (OREG); Community & Long Term Care (C<C); and Rehabilitation Coordinators (RC) with respect to implementation and communication of provincial initiatives. As such a Provincial Integrated Work Plan was developed with the intent to: 1) streamline provincial planning and project development; 2) maximize access to and use of expertise and scope of practice; 3) strengthen relationships; and 4) enhance the process for provincial groups to contribute to the annual development of the overarching work plan of the Ontario Stroke Network (OSN).

In the Fall of 2013, Early Supported Discharge (ESD) was identified and endorsed as one of two priority provincial initiatives for stroke by the 11 regional stroke networks and OSN. A Provincial Integrated Working Group (PIWG) was struck to support the implementation of Early Supported Discharge programs in Ontario. The working group consisted of representatives from, the OREG, C<C, RC, Regional Director and District Stroke Coordinator groups and the OSN (Appendix A).

Early Supported Discharge (ESD) is defined as “a form of rehabilitation designed to accelerate the transition from hospital to home through the provision of rehabilitation therapies delivered by an interprofessional team, in the community. It is intended as an alternative to a complete course of inpatient rehabilitation and is most suitable for patients recovering from mild to moderate stroke.”^{1p36} ESD has been further described to include services that are provided by a well-resourced, specialized, interprofessional team whose work is coordinated through regular team meetings.^{1,2} Services should be provided five days per week at the same level of intensity as would have been delivered in the inpatient setting in order to address individual patient needs.¹

Purpose

Aligning with the OSN's Strategic Direction #2: *Catalyst to drive excellence in stroke care and vascular health*, the ESD-PIWG's primary objective was to support the implementation of Early Supported Discharge programs in Ontario. ESD aligns with [Canadian Stroke Best Practice Recommendations](#) and [Quality-Based Procedures for Stroke](#) as developed by Health Quality Ontario and the Ontario Ministry of Health and Long Term Care. ESD also supports quality improvement initiatives across the care continuum and has the potential to significantly impact patient flow and alternate level of care days in our hospital system. The working group identified the need to include literature that ensured that the patient and caregiver experience was considered throughout its work.

¹ Dawson AS, Knox J, McClure A, Foley N, and Teasell R, on behalf of the Stroke Rehabilitation Writing Group. Chapter 5: Stroke Rehabilitation. In Lindsay MP, Gubitz G, Bayley M, and Phillips S (Editors) on behalf of the Canadian Stroke Best Practices and Standards Advisory Committee. Canadian Best Practice Recommendations for Stroke Care: 2013; Ottawa, Ontario Canada: Heart and Stroke Foundation and the Canadian Stroke Network. <http://www.strokebestpractices.ca/index.php/stroke-rehabilitation/outpatient-and-community-based-stroke-rehabilitation-including-esd/>

² Fearon P, Langhorne P, Early Supported Discharge Trialists. Services for reducing duration of hospital care for acute stroke patients. Cochrane Database of Systematic Reviews 2012, Issue 9. Art. No.: CD000443. DOI: 10.1002/14651858.CD000443.pub3.

Work Plan

The objectives, deliverables and timelines for the ESD-PIWG were outlined in a work plan (Appendix B).

The work plan included five key deliverables:

- a) *Identify common core elements of ESD*
- b) *Identify evaluation indicators*
- c) *Develop a sample business case template to support creation of regional ESD programs*
- d) *Identify/develop additional implementation tools and educational resources and recommend priorities for their development*
- e) *Disseminate evidenced-based resources/tools to provincial stroke networks to support a sustainability and knowledge translation plan for ESD resources and implementation, including a final report to stakeholders*

Deliverables

Deliverables a) and b):

a) *Identify common core elements of ESD* and b) *Identify evaluation indicators* were combined and incorporated in the document titled “**Early Supported Discharge - Core Elements**”, available on the OSN website at:

<http://ontariostrokenetwork.ca/stroke-rehabilitation-resource-centre/wp-content/uploads/sites/2/2014/01/ESD-Core-Elements-Table-April-1-2015-Final.pdf>

This document was developed for health systems administrators, planners and clinical teams to support the implementation of ESD services. The document provides categories of the core elements that are to be considered when developing an ESD service.

These include:

- team members
- program delivery components
- service guidelines
- location
- evaluation

It provides excerpts of research evidence from systematic reviews, Canadian Stroke Best Practice recommendations and Quality-Based Procedures (QBP) from Health Quality Ontario and the Ontario Ministry of Health and Long Term Care. Also included is information gathered from additional research evidence and existing national and international ESD programs.

The Core Elements document underwent an external review process. Reviewers with expertise in ESD provided feedback which was incorporated to shape the final document (Appendix C).

Deliverable c):

*Develop a sample business case template to support creation of regional ESD programs, was addressed by the creation of the document titled “**Early Supported Discharge - Sample Business Case Elements**”, available on the OSN website at:*

<http://ontariostrokenetwork.ca/stroke-rehabilitation-resource-centre/wp-content/uploads/sites/2/2014/01/ESD-Sample-Business-Case-Elements-April-1-2015-Final.pdf>

The document was designed for health systems administrators, planners and clinical teams and contains information, literature, references and examples that can be used to develop and/or enhance a region-specific business case for an Early Supported Discharge program.

The Sample Business Case Components include:

- Project Summary, Program Goals/Executive Summary
- Recommendation
- Background
- Project Details
- Impact and Interdependencies
- Strategic Options Analysis and Recommendations
- High Level Schedule Workplan/Implementation Timelines
- Budget

Example statements are provided for the user to help shape the content of the business case to align with regional specific data and strategic priorities.

Deliverable d):

Identify/develop additional implementation tools and educational resources and recommend priorities for their development

- An Ontario Stroke Network Backgrounder was developed titled **Early Supported Discharge for People with Stroke: An amenable and cost-effective alternative to in-hospital rehabilitation**”, available on the OSN website at:
<http://ontariostrokenetwork.ca/stroke-rehabilitation-resource-centre/wp-content/uploads/sites/2/2014/04/OSN-Backgrounder-Early-Supported-Discharge-Sept-25-2014-FINAL.pdf>

The 2-page ESD backgrounder was designed for health systems administrators, planners and clinical teams to provide a concise overview of ESD and opportunities for implementation in Ontario. The backgrounder document underwent an external review process. Reviewers with expertise in ESD and community care provided feedback which was incorporated to shape the final document (Appendix C).

- A summary document of the Early Supported Discharge literature was created to support implementation of Early Supported Discharge programs in Ontario. This document is titled **Early Supported Discharge literature review compiled by Provincial Integrated ESD Working Group 10 Feb 2014.**

This document is available on the OSN website at: <http://ontariostrokenetwork.ca/stroke-rehabilitation-resource-centre/wp-content/uploads/sites/2/2014/01/Provincial-Integrated-Working-Group-Early-Supported-Discharge-table-PUBLIC-10-Feb-2014.pdf>

- An inventory of current or proposed Canadian ESD and community stroke rehabilitation models was compiled. This document titled **Inventory of Early Supported Discharge (ESD) and Community Stroke Rehabilitation Models** provides a snapshot of different models that regions can consider when developing their own model. It is available on the OSN website at: <http://ontariostrokenetwork.ca/stroke-rehabilitation-resource-centre/wp-content/uploads/sites/2/2014/01/Inventory-of-Early-Supported-Discharge-and-Community-Stroke-Rehab-Models-March-2015.xlsx>

Deliverable e):

Disseminate evidenced-based resources/tools to provincial stroke networks to support a sustainability and knowledge translation plan for ESD resources and implementation, including a final report to stakeholders

A dissemination plan for the resources and tools developed by the ESD-PIWG includes the following strategies:

- posting of all documents on the OSN website
- poster submission for the 2015 Canadian Stroke Congress (April 2015)
- inclusion in an OSN eBulletin published bimonthly
- presentations at the OSN's Provincial Stroke Rounds, Canadian Physiotherapy Association Annual Congress (target dates June 2015)
- working group members to share information at provincial and regional meetings

An annual review and updating of the resources will be coordinated by the Co-Chairs.

Summary of Accomplishments

Additional accomplishments of the ESD-PIWG included:

- Ability to inform the development of Module 7 on ESD in the Quality-based procedures: clinical handbook for stroke (acute and postacute), published by Health Quality Ontario and the Ministry of Health and Long-Term Care in February 2015.
<http://www.hqontario.ca/Portals/0/Documents/eds/clinical-handbooks/community-stroke-20151802-en.pdf>
- Linking with experts in ESD beyond Ontario, nationally (AB, QC) and internationally (UK).

- Improved collaboration and integration of provincial group members who were initially working more regionally/independently on ESD initiatives and concepts. This group was able to work in an integrated, collaborative manner to draw on available ESD resources and information (regionally, provincially, nationally and internationally) to create standardized and evidence based ESD resources that are comprehensive and applicable to support the implementation of an ESD program.
- Drawing upon the expertise, varied backgrounds and provincial involvement of each member of the working group. This process enabled each member to build their own ESD knowledge base and perspectives, and can now act as “champions” for ESD related initiatives in their region
- Opportunity for Co-Chairs to enhance leadership and project management skills

Limitations

It is acknowledged that the ESD evidence is constantly evolving, and the resources and tools developed will need ongoing review to support sustainability. The implementation of ESD programs across Ontario will be dependent upon the local, regional and provincial context in terms of health care priorities and resources.

Future Considerations

Additional considerations for ongoing work beyond the scope of the 2013-2015 ESD-PIWG include:

- an evaluation plan to determine if the tools and resources created were in fact used by regions to support implementation of ESD and the degree of value
- ongoing work in the area of financial impact and evaluation of ESD program, to determine how to achieve true savings in hospital and transition these savings to the community
- determine how to link ESD work with existing or future provincial initiatives e.g. systems navigation

Report submitted by Donna Cheung and Esmé French, Co-Chairs

On behalf of the Ontario Stroke Network’s Provincial Integrated Working Group on Early Supported Discharge (Appendix A)

Appendices

A	Membership List - Provincial Integrated Working Group – Early Supported Discharge
B	Provincial Integrated Work Plan – Early Supported Discharge
C	List of External Reviewers

Appendix A: Membership List - Provincial Integrated Working Group – Early Supported Discharge

Name	Position	Ontario Stroke Region
Co-Lead: Donna Cheung	Rehab and Community Reintegration Coordinator	South East Toronto
Co-Lead: Esmé French	Regional Stroke Rehabilitation Specialist	North West
Rebecca Fleck	Regional Stroke Education and Research Coordinator	Central South
Shelley Huffman	Rehabilitation Coordinator	South East
Linda Kelloway	Best Practice Leader	Ontario Stroke Network
Beth Linkewich	Regional Director	North and East GTA
Amy Maebrae-Waller	District Stroke Coordinator	Central East
Colleen Murphy	Regional Stroke Best Practice Coordinator	South East
Beth Nugent	Rehabilitation Coordinator	Champlain
Sylvia Quant	Rehab and Community Reintegration Coordinator	North and East GTA
Donelda Sooley	Rehabilitation Coordinator	Central East
Maggie Traetto	Community and Long Term Care Coordinator	West GTA
Deb Willems	Rehabilitation Coordinator	South West

Appendix B: Provincial Integrated Work Plan – Early Supported Discharge

OSN Strategic Direction 2: Catalyst to drive excellence in stroke care and vascular health			
Priority Initiative	Committee Members (Lead(s) underlined)	Deliverables and Target Date	Status
<p>Support implementation of Early Supported Discharge programs in Ontario</p> <p>Purpose</p> <ul style="list-style-type: none"> Supports best practice and quality-based procedures (QBP) phases #1 and #2 Supports quality improvement initiatives across the continuum Impacts patient flow and alternate level of care <p>Note: Consider the patient and caregiver experience throughout</p>	<p><u>Donna Cheung</u>, <u>Esmé French</u>, Rebecca Fleck, Linda Kelloway, Beth Linkewich, Amy Maebræ-Waller, Colleen Murphy, Shelley Huffman, Sylvia Quant, Donelda Sooley, Maggie Traetto, Deb Willems, Beth Nugent</p> <p>Note: Ad Hoc members and consultants may be added as required</p>	<p>a) Identify common core elements of ESD through literature review, environmental scan Need to include the following to align with QBP - definition of ESD, service standards, target populations, resources/ references - patient, caregiver, system level outcomes Target Date: November 30, 2014</p>	Completed
		<p>b) Identify evaluation indicators – how does it benefit/ impact system, to inform and align with QBP patient, caregiver, system level outcomes Target Date: November 30, 2014</p>	Completed
		<p>c) Development of a sample(s) business case/proposal to support creation of regional ESD programs Target Date: November 30, 2014</p>	Completed
		<p>d) Identify/ develop additional implementation tools and educational resources and recommend priorities for their development Target Date: January 31, 2015</p>	Completed
		<p>e) Dissemination of evidenced-based resources/ tools to provincial stroke networks to support a sustainability and knowledge translation plan for ESD resources and implementation, including a final report to stakeholders Target Date: March 31 2015</p>	Completed and Ongoing
<p>Influencing Initiatives: Phase II: Stroke Quality Based Procedures – Module 6: Early Supported Discharge for Rehabilitation; Rehabilitative Care Alliance Priorities: Definitions, Frail Senior/Medically Complex, Outpatient/Ambulatory Data, Capacity Planning and System Evaluation</p>			

Appendix C: List of External Reviewers

Ontario Stroke Network Backgrounder Early Supported Discharge for People with Stroke: An amenable and cost-effective alternative to in-hospital rehabilitation	
Name	Title/Affiliation
Karyn Lumsden	Vice President, Client Services, Central West Community Care Access Centres
Matthew Meyer	Project Coordinator, Ontario Stroke Network
Michael Suddes	Manager, Calgary Stroke Program
Early Supported Discharge - Core Elements	
Name	Title/Affiliation
Kim Kennedy	Physiotherapist and Clinical Leader, Calgary Stroke Early Supported Discharge Team
Peter Langhorne	Professor of Stroke Care, University of Glasgow
Matthew Meyer	Project Coordinator, Ontario Stroke Network