

Step **15** **Implement the Decision**



Step 1 Establish the Team

WORKSHEET (Fill out accordingly)


Who are the members of the decision team?	Names:	Positions:
Who is the team leader?	Name:	Position:
To whom will the team present its findings?	Name:	Position:
What outcome is the team mandated to achieve?	<input type="checkbox"/> Decision <input type="checkbox"/> Recommendation <input type="checkbox"/> Issue Analysis (with no recommendation or decision) <input type="checkbox"/> Other:	
If there is disagreement in the group, how is this disagreement to be handled?	<input type="checkbox"/> Strong Consensus (The group will deliberate until everyone is in general agreement about the actual decision.) <input type="checkbox"/> Procedural Consensus (Recommended) (The group will deliberate until the point at which, while there is not agreement on the actual decision, everyone is in general agreement that the various different perspectives have been heard, and reasons have been exchanged such that the process has been fair and the decision reached is reasonable.) <input type="checkbox"/> Majority Rule (The group will deliberate until a majority of participants (measured by vote) agrees on the actual decision.) <input type="checkbox"/> Stamina Rule (The group will deliberate until the most passionate and vocal member outlasts the rest of the group.) <input type="checkbox"/> Leader Rule (The leader of the group will make the final decision.) <input type="checkbox"/> Other:	
Do group members agree to these commitments?	<ul style="list-style-type: none"> The group's attitude towards different and sometimes difficult to hear or unpopular perspectives on issues will be to actively seek these out, and try to understand and respond to them. 	<input type="checkbox"/> Yes <input checked="" type="radio"/> No
	<ul style="list-style-type: none"> The group will engage affected stakeholders by sharing the decision team's recommendations and rationale, and by inviting and responding to feedback. 	<input type="checkbox"/> Yes <input checked="" type="radio"/> No
	<ul style="list-style-type: none"> Group members will treat each other with kindness, seek to understand each other's perspectives, and engage together to debate reasons respectfully. 	<input type="checkbox"/> Yes <input checked="" type="radio"/> No
	<ul style="list-style-type: none"> The group will defend beliefs about facts with evidence. 	<input type="checkbox"/> Yes <input checked="" type="radio"/> No

Step 2 **Select the Key Question(s)**

WORKSHEET (Fill out accordingly)

Questions that need to be addressed:	The Key Question the team will focus on:
1.	
2.	
3.	
4.	
5.	
6.	

WORKSHEET SAMPLE: Step 3 - Look at the Evidence

What we know for sure...	Our evidence for this is...
<p>About the resident population</p> <p>Some residents who choose to live at risk may not be able to understand the possible harm that may result from their behaviour.</p> <p>Risk tolerance is different for every resident.</p> <p>Our resident demographic is getting younger.</p> <p>Residents may believe that because the facility is attached to a hospital, there will be a faster response to a medical emergency.</p>	
<p>About the care providers</p> <p>Many staff do not wish to participate in providing care that could cause the patient physical harm.</p> <p>There is a diversity of perspectives about what is right amongst the various care providers.</p> <p>Care aides do not have the same professional training or association support as registered nurses.</p>	
<p>About relevant laws and policies</p> <p>FH has in place a least restraint policy.</p> <p>FH has in place an advance care planning philosophy and program.</p>	
<p>About the broader community</p> <p>The population is getting increasingly diverse.</p> <p>There is a general expectation that staff members be sensitive to and able to interact with people from all walks of life.</p>	
<p>About the system</p> <p>The physical proximity of a facility to a hospital does not necessarily mean faster response in case of emergency.</p>	
<p>What we don't know but can find out...</p> <p>What policies other health authorities have for responding to requests to live at risk.</p> <p>How decisions about responding to requests to live at risk are currently being handled.</p>	<p>The person responsible for getting this information...</p>
	

What we don't know and will have to guess about...

**How the legal system would react if someone with poor cognitive ability was hurt as a
sued us on their behalf.**

WORKSHEET SAMPLE: Step 4 - Consider What's Important

However we answer the key question, "How should staff respond to residents who would like to make choices that put themselves and others at risk?" it is important that...	Priority:				
	Important		Very Important		Crucial
	1	2	3	4	5
We ensure that we continue to provide care for our residents.					
We create opportunities for residents to express personal preferences in our decision processes.					
We respect the resident's right to change her/his mind.					
Staff have the (material, educational, emotional, etc.) resources they need to undertake their work.					
We provide clear guidance for staff.					
We distinguish between a resident's wishes and those of her/his family.					
We live up to our professional responsibilities.					
We follow the competently made decisions of our residents.					
We support staff to maintain personal and professional integrity.					
We provide support for vulnerable residents.					
Our individual (resident-specific) decisions are well justified.					
We keep our staff safe from injury.					
We do not cause residents harm unintentionally (due to system failures).					
We assist/inform residents of risks inherent in their choices.					
We do not cause harm to others in the facility/community.					
We keep residents as healthy as possible in a holistic sense taking into account elements such as their emotional, spiritual, and psychological health.					
We are inclusive in our broad decision process (in developing living at risk guidelines).					
We meet our legal operating requirements.					
We follow best practices.					
We follow WorkSafeBC and organizational regulations.					
We do not push staff to do things they are morally opposed to.					

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WORKSHEET SAMPLE 1: Step 4b - Synthesize Values (optional)

Value	Value Description (However we answer the key question, “How should staff respond to residents who would like to make choices that put themselves and others at risk?” it is important that...)	Average score (from prioritization exercise in Step 4)
Care for the vulnerable	We provide support for vulnerable residents.	5
Organizational integrity	We have good decision processes.	5
Organizational integrity	Our decision process is sustainable.	5
Organizational integrity	We are clear about our decision processes and authority.	5
Organizational integrity	Our decisions are consistent.	5
Resident wellbeing	We ensure that we continue to provide care for our residents.	5
Resident wellbeing	We do not cause residents harm unintentionally (due to system failures).	5
Respect for residents	We assist/inform residents of risks in terms of their behaviour choices.	5
Support for staff	We keep our staff safe from injury.	5
Respect for residents	We distinguish between resident wishes and those of their family.	4.75
Organizational integrity	We follow Worksafe BC & FH P&P regulations.	4.5
Organizational integrity	We live up to our professional responsibilities.	4.5
Respect for residents	We follow the competently made decisions of our residents.	4.5
Fairness	We do not cause harm to others in the facility/community.	4.5
Respect for residents	We create opportunities for residents to express personal preferences in our decision processes.	4
Support for staff	We support staff to maintain personal and professional integrity.	4
Organizational integrity	We provide clear guidance for staff.	4
Resident wellbeing	Our individual (resident-specific) decisions are well justified.	4
Support for staff	We treat staff fairly.	3.75
Organizational integrity	We follow best practices.	3.5
Resident wellbeing	We support resident/family relationships.	3
Resident wellbeing	We are fair; i.e. hold our residents to the same standards as we do others in the community.	3
Resident wellbeing	We keep residents as healthy as possible.	3
Organizational integrity	We are inclusive in our broad decision process (in developing support for living at risk guidelines).	2

WORKSHEET SAMPLE 2: Step 4b - Synthesize Values (optional)

Value theme	Description	Average Score	Rank
Care for the vulnerable	We provide support for vulnerable residents.	5	1
Organizational integrity	We have good decision processes.	5	1
	Our decision process is sustainable.	5	1
	We are clear about our decision processes and authority.	5	1
	Our decisions are consistent.	5	1
	We follow Worksafe BC & FH P&P regulations.	4.5	2
	We live up to our professional responsibilities.	4.5	2
	We provide clear guidance for staff.	4	3
	We follow best practices.	3.5	4
	We are inclusive in our broad decision process (in developing support for living at risk guidelines).	2	7
	We meet our legal operating requirements.	2	7
Resident wellbeing	We minimize the impact on the system.	1	9
	We ensure that we continue to provide care for our residents.	5	1
	We do not cause residents harm unintentionally (due to system failures).	5	1
	Our individual (resident-specific) decisions are well justified.	4	3
	We support resident/family relationships.	3	5
	We are fair; i.e. hold our residents to the same standards as we do others in the community.	3	5
Respect for residents	We keep residents as healthy as possible.	3	5
	We assist/inform residents of risks in terms of their behaviour choices.	5	1
	We distinguish between resident wishes and those of their family.	4.75	2
	We follow the competently made decisions of our residents.	4.5	2
	We create opportunities for residents to express personal preferences in our decision processes.	4	3
Support for staff	We keep our staff safe from injury.	5	1
	We support staff to maintain personal and professional integrity.	4	3
	We treat staff fairly.	3.75	4
	We support staff by giving them the resources they require.	2	7
	We support team cohesiveness.		
Fairness	We do not push staff to do things they are morally opposed to.		
	We do not cause harm to others in the facility/community.		
		4.5	2

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WORKSHEET SAMPLE: Step 5 – Brainstorm Options

The Key Question for which we are brainstorming:

How should staff respond to residents who would like to make choices that put themselves and others at risk?

Possible ways of answering the question:

Always allow residents to do as they like and support them whenever they need assistance.

Always allow residents to do as they like but never participate in risky behaviour.

Always allow residents to do as they like and support them at the discretion and comfort level of staff.

Do not permit, and actively deter residents from behaviour that may pose a risk to their physical health.

Develop a decision tree based on prioritized values and require staff to respond on a case by case basis following the decision process.

WORKSHEET SAMPLE: Step 6 – Analyze Options

Most Important Values*						
*Using value themes emerging from Step 4b. (NOTE: This step can also be done using individual value statements after Step 4a if 4b is not undertaken.)						
Options	Care for the vulnerable	Organizational integrity	Resident wellbeing	Respect for residents	Support for staff	Fairness
Always allow residents to do as they like and support them whenever they need assistance.						
Always allow residents to do as they like but never participate in risky behaviour.						
Always allow residents to do as they like and support them at the discretion and comfort level of staff.						
Do not permit, and actively deter residents from behaviour that may pose a risk to their physical health.						
Develop a decision tree based on prioritized values and require staff to respond on a case by case basis following the decision process.						



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WORKSHEET SAMPLE: Step 7 – The Preliminary Decision

For the question...	How should we respond to patients who resist rehabilitation therapy?
Salient facts...	Patients sometimes prefer to have others look after their basic needs for daily living. Some of these patients can regain the ability to undertake these tasks with appropriate support and encouragement.
We recommend that...	Patients should be pushed to enhance their capacity to deal with the tasks of daily living, and should be expected to manage those tasks for which they are capable.
This allows us to best...	Ensure patients have as much independence as possible.
This solution does not...	Always respect the immediate choices of patients who may be comfortable having needs for daily living looked after by caregivers when the patients are capable of meeting these needs themselves.
We argue that this is justified because...	We define patient wellbeing as having as much independence as possible and we think it is more important to understand and live up to a patient's meaningfully held values and beliefs than to follow immediate directions. We think this better respects their dignity and ability to make autonomous decisions.

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WORKSHEET SAMPLE: Step 10 – Communication Strategy

	Specific Audience	Key messages	Communication vehicle	Contact point for those wishing to follow up	Person responsible	Timeline
Before	Residential care facility nurses Residential care facility care aides	<ul style="list-style-type: none"> We have identified this as an issue and are working on a careful values-based response. We will be coming to you for your thoughts. 	<ul style="list-style-type: none"> Staff meetings 	Clinical Nurse Specialist (CNS) on decision team	CNS on decision team	Within 2 weeks from today
During	Residents and family members	<ul style="list-style-type: none"> This is an important issue for us and we're taking it seriously. This is what is important to the care team... We want to hear what is important to you. This is how you can share your thoughts... 	<ul style="list-style-type: none"> Monthly town hall meeting Facility newsletter 	Resident care coordinator	CNS on decision team	Meeting date: _____ Publication date: _____
After	All new residents and families	<ul style="list-style-type: none"> This is our policy and process... This is why we have this in place... This is how you can provide feedback... 	<ul style="list-style-type: none"> Orientation sessions Brochures Admission process 	Resident care coordinator	Facility administrative lead	

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WORKSHEET SAMPLE: Step 11 – Education Strategy

Specific Audience	Objectives	Education Vehicle	Sustainability Plan	Lead	Timeline
Care aides	<ul style="list-style-type: none"> • Shared understanding of policy. • Shared understanding of processes to be followed. • Shared understanding of how to deal with any conflicts that might arise. • Experience using the process in appropriate contexts. • Shared understanding of the duty of care of health care providers to their patients. 	2 in-services using case studies	Education to be repeated every 6 months	CNS	First session in 2 months

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WORKSHEET SAMPLE: Step 12 – Downstream Support Plan

Who will be affected by the decision?	Is the group's integrity likely to be compromised by the decision?	Have the group's perspectives been taken into account in the decision process?	What would assist those affected?	What support can be provided in this direction?	Who will lead the downstream support initiative for this group?
Care aides	Possibly, if they feel strongly about not causing a patient any harm, even if it is to do something that improves patient's quality of life.	Yes	<ul style="list-style-type: none"> • Clear conflict resolution process that legitimizes their own values. • Education about the fiduciary responsibility of health care providers. • Support when they feel pain because they think they are doing something wrong/bad. 	<ul style="list-style-type: none"> • An education strategy • A conflict resolution strategy • A debriefing resource 	Facility manager

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