

RJH PES/Acute Revitalization Project, 2021-2022

Background

The PES/Acute Revitalization Project was initiated in March of 2021 in response to patient concerns about the care they received in Royal Jubilee Hospital's (RJH) Psychiatric Emergency Services (PES). These concerns were compounded by increasing patient volumes and acuity in PES, which contributed to an environment that felt unsafe for some patients and staff.

In response to these concerns, Island Health created a focused structure to plan, develop and implement changes in PES while also considering the broader mental health and substance use (MHSU) system on the South Island, for which PES is often the initial entry point.



Activities

- Patient Experience
 - Created a PES patient experience survey to collect patient/family feedback on services; plans are to spread across MHSU for broad, meaningful patient engagement
- Peer Support
 - Added more Peer Support Workers so peer supports are available to all RJH patients with mental health challenges
- Leadership Structure
 - Redistributed leadership portfolios and expanded leadership coverage
- Staff Education & Wellness
 - Development of an Education Plan for all staff, including dedicated orientation hours and ongoing learning opportunities
- Workforce Makeup and Model of Care
 - Implementation of a team-based model of care, including approved recruitment of additional nursing and allied health and supporting all roles to work to their full scope
- Young Adult Care Trajectory
 - Approved plan to open a Young Adult cohort unit on 1S
- Urgent Care Trajectory
 - Established a centralized 'HUB' follow-up service and expanded access to rapid follow-ups post discharge at Urgent Short-Term Assessment & treatment (USTAT)
- Substance Use & Psychosis Care Trajectory
 - Expanded Addiction Medicine Consult Service (AMCS)



Current State

The PES/Acute Revitalization project team notes important progress over the past year and a half, and also recognizes there are challenges inherent to the current model of care, which have unfortunately been exacerbated by the recent staffing crisis. MHSU leadership has heard from patients, families, physicians, staff and community partners that PES should be one of several options for those experiencing urgent mental health crisis, and that the current PES environment is not always conducive to safe and effective patient care.

Next steps are to conclude the PES/Acute Revitalization Project as it currently exists and expand the focus to the overall continuum of acute and crisis MHSU services.



Future Planning

In the fall of 2022, the current iteration of the PES/Acute Revitalization Steering Committee will meet one final time to conclude PES-specific work stream activities and plan the transition to an Acute/Crisis Revitalization Steering Committee. This Committee will continue to focus on patient and staff experience, staff education, communications and evaluation and reporting, and will also oversee work on four priority initiatives that will contribute to a more accessible, safe and effective system of care. These are the **RJH PES Space Improvements**, **Young Adult Services** (ages 17-26), **RJH Bridging Care Program**, and expanded community **same-day mental health support**.

