Acute Care for Elders (ACE) Collaborative Teams

CISSS Chaudières-Appalaches (Sainte-Marie, Québec)

- **CEO/Senior Management:** Daniel Paré (President), Josée Rivard (Interim Director, Research and Nursing Director)
- **Team Lead:** Patrick Michel Archambault (Junior Clinical Researcher-FRQS, ED and Intensive Care Specialist, Associate Professor, ED and Intensive Care Medicine, Laval University)
- **Evaluation and Measurement Lead:** Pascal Sirois (Nurse Clinician, Med-Urge Pilot Project, ED)
- **Physician Champion:** Catherine Girouard (Geriatrician)
- **Nurse Champion:** Francine Lessard (Chief, Regional Programs, Info-Health, Info-Social, Emergency-Crisis, Télésurveillance)
- **Patient and Family Caregiver Advisor:** Marie-Josée Poiré (Project Manager, National Liturgy Office, Associate Professor, Theology and Religious Sciences, Laval University)

The CISSS Chaudières-Appalaches initiative will adopt the ACE strategy to improve care transition, implement a set of interventions to improve transitions, support patients and caregivers to help lower hospitalizations and urgent care visits and evaluate the impact of the setting and intervention methods.

Geraldton District Hospital (Ontario)

- **CEO/Senior Management:** Lucy Bonanno (CEO), Laurie Heerema (Chief Nursing Officer)
- **Team Lead:** Kyle Lemieux (Acute Care and ER Nurse Manager)
- **Evaluation and Measurement Lead:** Ian McPherson (Quality Improvement and Decision Support Intern)
- **Physician Champion:** Gina Bell (Physician)
- **Nurse Champion:** Paulette Abraham (Pharmacy RPN)
- **Patient and Family Caregiver Advisor:** Jackie Assad (Patient and Family Advisor)
- **Other Team Members:** Sally TenHoeve (Educator), Candice Bottle (Social Work), Monique Gosselin (CCAC), Mohammed AlMudallal (Occupational Therapy), Shannon Kristjanson (Executive Director, Family Health Team)

The Geraldton District Hospital initiative aims to adapt the Mount Sinai Hospital Strategy to ensure that their increasingly aging population gets the quality of care they deserve. Specifically, the team intends to implement elder-friendly admission order sets and delirium risk screening on admission and throughout the patients’ stay in hospital.
Halton Healthcare (Ontario)

- **CEO/Senior Management:** Denise Hardenne (President and CEO), Sylvia Rodgers (Senior Vice-President, Clinical Programs and Chief Nursing Executive)
- **Team Lead:** Martha Budgell (Safer Elder Care Professional Practice Clinician)
- **Evaluation and Measurement Lead:** Lynn Budgell (Patient Safety Coordinator)
- **Physician Champions:** Syeeda Salim (Geriatric Psychiatry), Simona Abid (Geriatrician)
- **Nurse Champion:** Cathy Goacher (Director of Professional Practice)
- **Patient and Family Caregiver Advisor:** Ayme Cuervo (Patient Experience Advisor)
- **Other Team Members:** Kim Kohlberger (Director of Rehab and Geriatrics), Monica Bettazzoni (Director of Mental Health), Kelly Roy (Director of Medicine)

The Halton Healthcare initiative will provide the opportunity to pilot targeted interventions for inpatients and behavioural management issues. By bringing together the clinical expertise of three different clinical programs (Medicine, Mental Health and Geriatrics/Rehab), the team will aim to adapt and implement the following interventions: concrete behavioural management strategies that minimize the escalation of harmful/ineffective behaviours, specific training (e.g., Gentle Persuasive Approach, GPA), care planning approaches, use of geriatric psychiatry resources and appropriate nurse to patient ratios.

Hamilton Health Sciences (Ontario)

- **CEO/Senior Management:** Rob MacIsaac (President and Chief Executive Officer), Sharon Pierson (Vice-President, Community Medicine and Population Health)
- **Team Lead:** Jennifer Kodis (Director/Seniors, Emergency & Community Medicine Program)
- **Evaluation and Measurement Lead:** Paul Jarvis (Quality Specialist, Performance and Improvement Office, Quality and Performance Portfolio)
- **Physician Champion:** Amy McCulloch (Site Lead, Juravinski Hospital, Emergency Medicine)
- **Nurse Champion:** Jennifer Fife (Charge Nurse, Juravinski Emergency Department)
- **Patient and Family Caregiver Advisor:** Martha Winhall (Family Advisor)
- **Other Team Member:** Tammy Walker (Clinical Manager, Juravinski Emergency Department)

The Hamilton Health Sciences (HHS) initiative will support the implementation and evaluation of the Geriatric Emergency Management (GEM) Nurses Model and Geri-EM ED staff educational program at the Juravinski site of HHS. Participation in the collaborative will strengthen their 2016/17 work plan by affording access to those with established expertise. In addition, they hope to learn from and with peers, enhance quality of processes while developing networks and partnerships for future collaboration and learning. This collaborative will give insight into their plan to spread to all of their other sites including Hamilton General Hospital Trauma Centre, West Lincoln Memorial Hospital – Rural/Suburban Community Hospital and their Urgent Care Centre.

Horizon Health Network (Miramichi, New Brunswick)

- **CEO/Senior Management:** John McGarry (CEO), Geri Geldart (Vice-President, Clinical Services)
• **Team Lead**: Heather Oakley (Administrative Director, Health and Aging Program)
• **Evaluation and Measurement Lead**: Nathan Wickett (Bed Access Coordinator, Performance Improvement Facilitator)
• **Physician Champion**: Patrick Feltmate (Geriatrician)
• **Nurse Champion**: Kathi Hurley (Nurse Clinician, Geriatrics)
• **Patient and Family Caregiver Advisor**: To be determined
• **Other Team Members**: Nicole Tupper, Pam Walsh

The Horizon Health Network initiative aims to identify and adopt an evidence-based senior’s risk assessment tool to assist in the identification of those at risk of adverse outcomes, enhance staff knowledge within the ED as it relates to older adult care, and improve patient flow by reducing unnecessary hospital admissions.

**London Health Sciences Centre (Ontario)**
• **CEO/Senior Management**: Murray Glendining (President and CEO), Carol Young-Ritchie (Vice-President, Patient Centred Care)
• **Team Lead**: Laurie McKellar (Nurse Practitioner, Acute Care of the Elderly Program)
• **Evaluation and Measurement Lead**: Jacqueline Crandall (Nurse Practitioner, Geriatric Consult Liaison Team)
• **Physician Champions**: Monidipa Dasgupta (Geriatrician, Geriatric Consult Liaison Team), Chris Brymer (Geriatrician, Geriatric Consult Liaison Team), Krishanthy Shu (Hospitalist, Sub-Acute Medicine/Family Medicine), Akshya Vasudev (Geriatric Psychiatrist and Physician Lead for the Behaviour Response Team)
• **Nurse Champion**: Lyndsay Beker (NP Geriatric Consult Liaison Team)
• **Patient and Family Caregiver Advisor**: Robin Coatsworth-Puspoky (MScN, RN, Professor of Nursing)
• **Other Team Member**: Kimberly Schlegel (Enhanced Psychogeriatric Resource Consultant)

The London Health Sciences Centre initiative aims to design and establish a sustainable, coordinated approach for the assessment, documentation, and care planning processes to enhance care for patients with responsive behaviours. Currently, there is inconsistent use of behavioural tracking tools. A sustainable and coordinated approach will serve to enhance patients’ quality of care.

**Montfort Hospital (Ottawa, Ontario)**
• **CEO/Senior Management**: Bernard Leduc (President), Lucille Perrault (Vice-President, Nursing Practice)
• **Team Lead**: Mélanie Filion (Clinical Educator)
• **Evaluation and Measurement Lead**: El Mostafa Bouattane (Director, Clinical Information, Performance Management and Health Information)
• **Physician Champions**: Genevieve Lemay (Geriatrician), John Joanisse (Family Physician)
• **Nurse Champion**: Chantal Chabot (Nurse Clinician)
• **Patient and Family Caregiver Advisor**: Suzanne Bonneville (Patient Advisor)
• **Other Team Member**: Thérèse Antoun (Director, Clinical Care)
The Montfort Hospital initiative aims to improve the quality of care transitions for geriatric patients through the coordination efforts of a Transitions Coach. To accomplish this, they will establish criteria for referred patients, define the roles and responsibilities of health providers involved in this process, improve staff knowledge, define measurement indicators and leverage necessary partnerships.

**National University Hospital of Iceland (Reykjavík)**

- **CEO/Senior Management:** Páll Matthíasson (Chief Executive Officer), Guðlaug Rakel Guðjónsdóttir (Chief Executive/ Emergency, Geriatrics, Rehabilitation Services)
- **Team Lead:** Anna Björg Jónsdóttir (Consults Geriatrician / Department of Geriatric Medicine)
- **Evaluation and Measurement Lead:** Ingibjörg Hjaltadóttir (RN, PhD, Clinical Nurse Specialist/ Emergency, Geriatrics, Rehabilitation Services)
- **Physician Champion:** Thorhildur Kristinsdottir (Consultant Geriatrician/ Department of Geriatric Medicine)
- **Nurse Champions:** Ingibjörg Sigurðardóttir (Registered Nurse, MS / Emergency Department), Elfa Gretarsdottir (Clinical Nurse Specialist/ Emergency, Geriatrics, Rehabilitation Services)
- **Patient and Family Caregiver Advisor:** To be determined
- **Other Team Member:** Palmi V Jonsson (Chief of Geriatrics, Landspitali National University Hospital, Professor of Geriatrics, Faculty of Medicine, University of Iceland)

The National University Hospital of Iceland initiative will focus on the implementation of a Geriatric Emergency Management (GEM) Nurse Model and a GEM nursing educational program from NICHE. The team will start with three to four emergency nurses and educate them in Geriatric Emergency Nursing. They will also provide staff education to help manage major geriatric syndromes and issues. Finally, they will monitor progress and outcomes by implementing the ACE Tracker tool.

**Nova Scotia Health Authority (Central/Western Zone)**

- **CEO/Senior Management:** Janet Knox (President and CEO), Victoria Sullivan (Operations, Executive Director), Sandra Janes (Director, Health Services, CCHC, HI Emergency, Geriatrics, MTU)
- **Team Lead:** Nikki Kelly (Nurse Practitioner)
- **Evaluation and Measurement Lead:** Kate MacWilliams (Quality Program Coordinator)
- **Physician Champions:** John Ross (Staff Emergency Physician; Professor, Department of EM), Tom Goddard (Chief of EM), Chris MacKnight (Interim Head, Division of Geriatric Medicine)
- **Nurse Champions:** Donna Naugler (RN, Emergency), Julie Sutherland-Jotcham (Geriatric Clinical Resource Nurse, Interprofessional Practice)
- **Patient and Family Caregiver Advisor:** Jean Magee
- **Other Team Members:** Stacy Ackroyd, Sam Campbell, Tom MacNeil
The Nova Scotia Health Authority Central Zone initiative will result in the implementation of a Geriatric Emergency Management (GEM) Model Team Approach to the ED management of elders in both the CVK and VRH. The goals of this initiative are to promote safe and sustainable discharge of elders in the ED who have been identified as being at risk, create a culture in the ED focused on delivering optimal care to elder patients and support for their caregivers; and develop and implement a rigorous approach to data collection and reporting as an aspect of continuous quality improvement.

**Nova Scotia Health Authority (South Shore Regional Hospital)**

- **CEO/Senior Management**: Janet Knox (President and CEO), Lynn Farrell (Director, Acute Care Services)
- **Team Lead**: Angela Clifton (Inter-professional Educator)
- **Evaluation and Measurement Lead**: Angela Clifton (Inter-professional Educator)
- **Physician Champions**: Diyana Docheva (Geriatrician), Heather Robertson (Hospitalist)
- **Nurse Champion**: Janet Rae (Registered Nurse, Medical Unit)
- **Patient and Family Caregiver Advisor**: To be determined
- **Other Team Members**: Angie Wentzell (Registered Nurse, Geriatric Resource Nurse), Gina Phinney (Manager, Acute Medicine), Isabelle Zwerling, (Manager, Health Services – Rehabilitation and Seniors Health)

The Nova Scotia Health Authority South Shore initiative aims to promote excellence in the care of the elderly by using best evidence to guide practice, implementing programming related to the ‘geriatric giants,’ and providing effective and efficient individualized care of the geriatric patient. More specifically, the team will enhance risk screening and determine appropriate referrals for the initiative; implement elder-friendly order sets; initiate a urinary continence program and use/reduce urinary catheters appropriately; and strengthen existing programs, e.g., nurse rounding, delirium recognition and management.

**Orillia Soldiers’ Memorial Hospital (Ontario)**

- **CEO/Senior Management**: Patricia Campbell (Chief Executive Officer), Kari Simpson-Adams (CNE, Program Director – Local Patient Programs, ED, ICU, Family Medicine, Patient Flow, Seniors Services & Housekeeping)
- **Team Lead**: Pauline Stewart (Program Manager, Senior Friendly Care Program)
- **Evaluation and Measurement Lead**: Liz Gerow (Quality Improvement Specialist)
- **Physician Champion**: Kevin Young (Geriatrician, Program Medical Director Geriatric Services and NSM LHIN Lead Physician Seniors Health
- **Nurse Champions**: Michelle Cook (RN, Team Leader S2 Senior Friendly Acute Medical Unit), Alison Hamilton (RN, Acute Geriatric Resource Nurse)
- **Patient and Family Caregiver Advisor**: Ron Peters (Volunteer Services – Caregiver and Patient)
- **Other Team Members**: Ryan Miller (Program Manager, IRFP & Senior Health Community Programs), Lisa Van Casteren (RN, full time S2 Senior Friendly Acute Medical Unit), Alanna Cohen (RPN, FT S2
Senior Friendly Acute Medical Unit), Brenda Grant (Financial Analyst), Paul Cain (Decision Support/Database Administrator)

The Orillia Soldiers’ Memorial Hospital (OSMH) initiative aims to establish an Acute Care for the Elderly program within S2, the Senior Friendly Acute Medical Unit. To date, this OSMH Program and Unit has been emphasizing the two key goals of ACE units. Their plan is to designate 15 beds on the S2 unit as the ACE Unit. With this will come initiatives to nurture pride of membership within the patient care team and program.

Queensway Carleton Hospital (Ottawa, Ontario)

- **CEO/Senior Management:** Tom Schonberg (Chief Executive Officer), Leah Levesque (Vice-President Patient Care and Chief Nursing Executive)
- **Team Lead:** Karen Carruther (Project Manager and Clinical Manager ACE Unit)
- **Evaluation and Measurement Lead:** Charlene Hovey (WTIS Surgical and DI Coordinator, Decision Support)
- **Physician Champions:** Fraser Miller (Chief of Geriatrics), Ramandeep Chawla (Hospitalist, Department of Medicine)
- **Nurse Champion:** Cathie Gray (Clinical Nurse Specialist, Geriatrics)
- **Patient and Family Caregiver Advisor:** John Uberig, (Patient and Family Advisor)

The Queensway Carleton Hospital initiative aims to develop a model for geriatric care that can be adapted and adopted throughout all units that serve older patients by providing comprehensive geriatric assessments, geriatric friendly care processes and protocols, a specifically planned environment, interprofessional team collaboration, frequent medical care reviews, and comprehensive discharge planning with ongoing monitoring and evaluation in order to improve quality of care and outcomes for patients.

Quinte Health Care (Trenton, Ontario)

- **CEO/Senior Management:** Mary Clare Egberts (President and Chief Executive Officer), Kim Stephens-Woods (Vice-President, Patient Services and Chief Nursing Officer)
- **Team Lead:** Kim Fletcher (Manager)
- **Evaluation and Measurement Lead:** Vivian Meehan (Quality Improvement Coordinator)
- **Physician Champion:** Nadia Knarr (Family Medicine)
- **Nurse Champion:** Kim Binder (RN, Acute Medicine)
- **Patient and Family Caregiver Advisor:** To be determined
- **Other Team Members:** Christine Wilkinson (Program Director), Lisa Mowbray (Manager, Prince Edward County Memorial Hospital), Natasha Uens (Lead Physiotherapist), Adrienne Bell-Smith (Manager, Senior Lead)

The Quinte Health Care initiative aims to integrate elder care best practices and care components with their new Interprofessional Care Team Model in designing and implementing an Acute Care for the
Elderly philosophy of care. They intend to shift the way care is delivered to elderly patients, addressing all areas of need and specifically preventing or reducing the impact of common geriatric syndromes.

The Scarborough Hospital (Toronto, Ontario)

- **CEO/Senior Management:** Robert Biron (Chief Executive Officer), Linda Calhoun (Interim Vice-President, Integrated Care & Patient Experience, Chief Nursing Executive)
- **Team Lead:** Tabatha Bowers (Nurse Practitioner, Medicine and Specialized Geriatrics)
- **Evaluation and Measurement Lead:** Wol Bong Chung (Decision Support)
- **Physician Champion:** Sandy Finklestein (Chief of Medicine & Medical Director)
- **Nurse Champion:** Liora Krinsky (Clinical Resource Leader, Medicine and Specialized Geriatrics)
- **Patient and Family Caregiver Advisor:** To be determined
- **Other Team Members:** Nancy Veloso (Director, Medicine and Specialized Geriatrics), Chris Chadwick (Improvement Facilitator)

The Scarborough Hospital initiative aims to spread and integrate the ACE philosophy of care across medicine to optimize functional and cognitive abilities throughout the acute phase of care. This is to be established by redesigning sustainable approaches, shifting traditional thinking, identifying risk factors, strengthening and spreading priority areas of focus and quality improvement and performance monitoring.

Thunder Bay Regional Health Sciences Centre (Ontario)

- **CEO/Senior Management:** Jean Bartkowiak (President and Chief Executive Officer), Stewart Kennedy (Executive Vice-President, Medical and Academic Affairs)
- **Team Lead:** Dawna-Maria Perry (Director of Nursing)
- **Evaluation and Measurement Lead:** George Fieber (Nursing Practice Leader)
- **Physician Champion:** Seda Rafilovich (Senior Medical Director, Complex Continuing Care)
- **Nurse Champion:** Andrea Raynak (Clinical Nurse Specialist/ Medicine)
- **Patient and Family Caregiver Advisor:** Keith Taylor (Co-Chair, Patient Family Advisory Council)

The Thunder Bay Regional Health Sciences Centre (TBRHSC) initiative aims to introduce NICHE concepts in elderly patient care to support ongoing assessment and improvement in clinical practice. The integration of NICHE principles into their existing model of care will require an evaluation of and changes to program administration and current nursing practice. These changes will help to sustain current initiative, motivate the introduction of new programs, and necessitate ongoing evaluation and quality improvement. These changes will also contribute to a larger, ongoing culture shift within TBRHSC.

University Health Network (Toronto, Ontario)

- **CEO/Senior Management:** Peter Pisters (President), Kathy Sabo (Senior Vice-President, Toronto Western Hospital Management Offices)
- **Team Lead:** Jan Lackstrom (Senior Clinical Director, UHN Centre for Mental Health, Family & Community Health, Primary Care, Geriatrics and General Internal Medicine)
- **Evaluation and Measurement Lead:** Laura Faiczak (Manager, Utilization Planning and Projects TWH Management Team)
- **Physician Champions:** David Frost (GIM), Karen Ng (GIM – Geriatrics), Lisa Richardson
- **Nurse Champions:** Kevin White (Nurse Manager, GIM 8AFell), Petal Samuel (Clinical Nurse Specialist), Janet Pilgrim (Nurse Manager, GIM 8BFell)
- **Patient and Family Caregiver Advisor:** Gerald Dunnigan (Family Caregiver)
- **Other Team Members:** Charlene Reynolds (Allied Health manager & Physiotherapy), Sandra Li-James (Director of Professional Practice, TWH Administration)

The University Health Network initiative will include developing and delivering geriatric-focused education to all 8A &B clinical and support staff appropriate to their role. A mentorship program will be developed to support change of practice, to build competence and confidence with a focus on an interprofessional approach to care. The geriatric protocols along with education will set the standard of practice on the units. Staff will be engaged in the change process with emphasis on implementation and ongoing development of best practices.

**Yukon Hospital Corporation (Whitehorse,Yukon)**
- **CEO/Senior Management:** Jason Bilsky (CEO), Goeff Zaparinuk (Director of Patient Care)
- **Team Lead:** Karin Heynen (Clinical Care Manager, West Unit)
- **Evaluation and Measurement Lead:** Goeff Zaparinuk (Director of Patient Care)
- **Physician Champion:** Wayne MacNicol (Chief of Staff)
- **Nurse Champion:** Jessie Rushant (General Duty LPN, West Unit)
- **Patient and Family Caregiver Advisor:** Maurice Chiasson (ER Nurse)
- **Other Team Member:** Teri Lindsey (First Nation Health Program)

The Whitehorse General Hospital initiative will focus on the development of a 12-bed alternate level of care (ALC) unit on the West Unit by May 2016. This includes developing an elder-friendly model of care using a multidisciplinary model approach for the ALC unit based on Mount Sinai Hospital’s ACE principles. In addition, the team intends to develop a specific data set for the ALC unit to measure falls, medication errors, patient satisfaction, staff MSI, nosocomial infections and lengths of stay by July 2016.

**William Osler Health System (Etobicoke, Ontario)**
- **CEO/Senior Management:** Matthew Anderson (President and Chief Executive Officer), Kelly Falzon (Director of Women’s, Children’s & Senior’s Program)
- **Team Lead:** Mary-Anne Lee (Clinical Nurse Specialist, Geriatrics)
- **Evaluation and Measurement Lead:** Aaron Yuen (Elder Life Specialist)
- **Physician Champion:** Maryam Hussain (Geriatrician)
- **Nurse Champions:** Kuldeep Chahal (Clinical Nurse Specialist), Valerie Coker (Nurse Educator)
- **Patient and Family Caregiver Advisor:** Beverley Roberts (Health Information Management)

The William Osler Health System’s initiative will aim to implement elder-friendly order sets and inpatient behavioural support. Their goal is to enable cultural change and transformation of senior-friendly care.
within the organization to further build capacity towards care for the older adult. This will subsequently yield in an improvement for health and utilization outcomes.