

# KINGSTON GENERAL HOSPITAL

## BRIEFING NOTE

**TOPIC OF REPORT:** Patient- and Family-Centred Care (PFCC)

**SUBMITTED TO:** Patient Care and People Committee

**SUBMITTED BY:** Daryl Bell, Lead, PFCC & Co-chair, Patient and Family Advisory Council  
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**FOR INFORMATION**



**FOR INFORMATION AND DISCUSSION**



**CURRENT STATUS**



**RECOMMENDATION/ACTION**



**MOTION**



### BACKGROUND

The KGH 2015 Strategy for Achieving Outstanding Care, Always states that by 2015, *“Our patients are fully in the driver’s seat, participating meaningfully in every initiative that can influence their care and service, and that patients will become involved in all aspects of our care, safety and service-improvement initiatives.”*

Patient- and family-centred care is foundational to the KGH Strategy and very specifically to the first strategic direction of *“Transforming the patient experience through a relentless focus on quality, safety and service”* and will continue to inform the refreshed strategic directions.

The purpose of this briefing note is to provide an update on the work being overseen by the Patient and Family Advisory Council, and all that is being supported and created to further the work on partnering with patients and their families.

## PATIENT- AND FAMILY-CENTRED CARE

The phrase “Patient- and Family-Centred Care” has become part of the healthcare lexicon. It can however be interpreted in different ways and it is therefore important to define what we mean by it. At its heart Patient- and Family-Centred Care is built upon four core principles:

**Respect & Dignity:** We listen to and honour patient and family perspectives and choices. Their knowledge, values, beliefs and cultural backgrounds are respected and incorporated into everything we do.

**Information Sharing:** We share complete unbiased information with patients and families to help them participate in their care.

**Participation:** Patients and families are encouraged and supported to participate in their care and decision-making.

**Collaboration:** Patients and families collaborate with health care leaders in policy and program development, implementation, and evaluation; in health care facility design; and in professional education, as well as in the delivery of care.

All the principles require active engagement between patients, families and staff at every level of an organization, and can be translated to work at a regional and system level.

KGH embraces the Institute for Patient- and Family-Centered Care’s comprehensive definition of Patient and Family Centred Care as *“an approach to the planning, delivery and evaluation of health care that is grounded in mutually beneficial partnerships among patients, families and health care.”* The KGH Patient and Family Advisory Council, which was launched in February 2010, developed an easily remembered definition: **“Respect me, Hear me, Work with me”**. This simplified description also translates such that expectations are applicable whether you are a patient or a staff member.

KGH is committed to incorporating the Patient- and Family-Centred Care principles in all that we do and to build upon the KGH Principles of Respect, Engagement, Accountability, Transparency and Value for Money. We have much to celebrate and much to encourage us on the journey. This review will highlight what has been done, what we are doing and where we plan on going.

## STRUCTURES

The Interprofessional Collaborative Practice Model provides the framework for Patient- and Family-Centred Care. It is within this model that much of the engagement of patients and their families takes place. Engagement of the patient is central to care delivery, and the model views families, as defined by the patient, not as visitors but as essential members of the team. Interprofessional Education supports both Patient- and Family-Centred Care and the Interprofessional Collaborative Practice Mode. Education of healthcare professionals in effective ways of collaborating both with other professionals and with patients and families is essential to the success of the Interprofessional Collaborative Practice Mode and Patient- and Family-Centred Care, and ultimately in a safe, quality and satisfying patient experience.

At the heart of the structure of the Patient- and Family-Centred Care initiative at KGH is the Patient and Family Advisory Council, established in February 2010. The council currently consists of 12 Patient Experience Advisors, 3 staff and a physician. The Patient and Family Advisory Council serves in an advisory capacity, providing input to and making

recommendations on matters that impact the experience of patients and their families at Kingston General Hospital. Information and requests flow into the Patient and Family Advisory Council through hospital wide committees, councils or individuals seeking the perspective of patients.

The number of Patient Experience Advisors continues to increase and the opportunities for partnership between Patient Experience Advisors and KGH staff continues to expand. Patient Experience Advisors are typically former patients or family members of former patients who volunteer their time to be members of committees, councils and working groups and/or to partner on improvement teams. Processes have been developed to increase and sustain the Patient Experience Advisors. With respect to recruitment, there are many approaches which include the patient relations service; word of mouth, and Patient Experience Advisor/ staff/ self-referrals. They then are supported in becoming involved with work that aligns to their experience and interests. Patient Experience Advisors are members of councils, committees and working groups across the organization and are playing an ever increasing role.

The work with Patient- and Family-Centred Care and patient engagement began in 2010/11 with 3 Patient Experience Advisors and has grown to now involve 58 Patient Experience Advisors. Patient Experience Advisors participate as full members on all committees making decisions materially affecting patient care.

In fiscal year 2014/15 Patient Experience Advisors volunteered 4944 hours of their time. All working with Patient Experience Advisors know this calculation to be an underestimate.



## EDUCATION

Annually, the Institute for Patient and Family Centered Care, a US based organization, hosts 2 learning institutes, one in the spring and one in the fall. These gatherings bring together over 600 attendees, predominantly from the United States but increasingly from Canada and around the world, who are sharing expertise and seeking ways to make patient care more patient-centred.

KGH has been supporting a number of staff and Patient Experience Advisors at these conferences for the past 5 years as a means of increasing the understanding of Patient- and Family-Centred Care and gradually increasing the capacity within the hospital to lead and support ways of embedding the Patient- and Family-Centred Care principles and Patient Experience Advisor perspective in everything we do. This year 6 KGH staff and 3 Patient Experience Advisors attended the two 5 day conferences. We are intentional to ensure participants have broad representation from across the organization. To date there have been a total of 36 staff and 17 Patient Experience Advisors who have participated in the learning institutes.

### Outside organizations approaching KGH since April 2015

Royal Victoria  
 Norfolk Health  
 Providence Care  
 Mississauga Halton CCAC  
 Glenrose Rehabilitation  
 VON - Central and Western  
 Alberta Health  
 SE CCAC  
 Health Quality Ontario  
 Hotel Dieu Grace Windsor  
 Waterloo CCAC  
 Saskatoon Health Region,  
 Eastern Health, NL  
 Southlake Regional Health  
 St. Joseph's Healthcare  
 Canadian Foundation for H.I.  
 Women's College Hospital  
 St. Michaels  
 Toronto East General Hospital  
 Montfort  
 Ramsey Lake Health Centre  
 Baycrest  
 The Scarborough Hospital  
 Hawksbury  
 William Osler Health System  
 North York General  
 Sault Area Hospital  
 Horizon Health Network  
 Ontario Hospital Association  
 Lakeridge health  
 Hamilton Health Sciences  
 Woodstock Hospital  
 Council of Academic  
 Hospitals of Ontario  
 Ministry of Health and Long  
 Term Care

To support the orientation and ongoing educational needs of our staff, physicians and volunteers, in-house Patient- and Family-Centred Care education is provided at each new hire orientation. The number of staff who have formally completed the introduction to Patient- and Family-Centred Care now totals over 3000 which represents approximately two thirds of the employee workforce.

An online education module instructing on the 5 Patient- and Family-Centred Care standards is required of each staff member.

In support of the Communication standard there has been on-going training in H.E.A.R.T. (Hear, Empathize, Apologize, Respond, Thank). H.E.A.R.T. is a communication tool which provides staff and physicians the skill set and the re-enforcement to better engage patients, families and each other. Forty KGH trainers received training from Cleveland Clinic (creators of the program) staff and are currently rolling the education out to all staff and physicians. The training has evolved over time and now consists of an on-line learning module and an hour of face to face skills development.

## RECOGNITION

KGH continues to be looked to as a resource at an international level for Patient- and Family-Centred Care. Since April 2015 we have been approached by 37 organizations for teleconferences, video-conferences or site visits raising our total since we began to 248 external agencies. This has created a rich network from which we also learn.

### **Speaking opportunities:**

Federal Advisory Panel on Healthcare Innovation, CFHI Partnering with Patients Webcast, QCIPA Webcast, National Healthcare Leadership Conference in PEI, KGH Resident Orientation, HQO Quality Rounds, H.Garfield Kelly Visiting Lectureship, Accreditation Canada Patient Experience Summit, Health Quality Transformation, HQO Inaugural Patient and Family Advisory Council, Health Achieve Conference, CFHI Better Together Webcast, OHA Critical Incidents conference, Utilization Managers Network of Ontario, Canadian Society of Hospital Pharmacists, Queen's Nursing Monthly KGH new hire orientations

Leslee Thompson presented at the following:

- Experience Innovation Network - CXO Roundtable, San Francisco, CA – key note “The Art of a Patient Led System Turnaround”.
- HealthKick 2015, Toronto – opening remarks “Introduction to Patient Empowerment and Global Trends” followed by panel discussion “Exploring Patient Empowerment in the Digital Health Age”
  - National Leadership & Innovation Centre/Office of the Nursing & Midwifery Services Inaugural Summit, Dublin, Ireland – keynote address “Driving Healthcare Improvement: Our Story”.
  - The Barry Smith Symposium “Patient as Provider?” Introduction by Dr. Brian Goldman, Leslee Thompson participated in a panel discussion providing her perspective on patient empowerment.
  - Canadian Undergraduate Conference on Health Care, Queen’s University, Kingston. Keynote address “Are you a future-ready leader” which focused on KGH’s successes of patient-centred care.
  - Danish Health Region / keynote address “Perspective from the Outside - To Create Culture Change”.
  - Sunnybrook Health Sciences Centre, Toronto. Keynote address delivered at the Senior Friendly Hospital ACTION workshop. Keynote address “Patient Engagement – Embedding the Voice of the Older Patient in Hospital Care and the Transformation of the organizational culture at KGH.”
  - “Everything is Changing in Health Care Systems Around the World”; Florida Health System
  - Patient Experience Conference 2015, Dallas, Texas – “Patient Centered Leadership: A Call to Action”
  - “Patient Safety National Webinar” - “Reimagining the Roles of Patient Safety, Quality and Patient Experience”
  - McGill University Health Centre’s Institute for Strategic Analysis and Innovation – “Why and how does senior management support patient engagement?”

Patient Experience Advisors and staff also respond to various requests for speakers and external Board and Committee membership including the following:

- Health Quality Ontario as a Board member
- Cancer Care Ontario Provincial Patient and Family Advisory Council
- South East LHIN Patient and Family Advisory Council
- Health Quality Ontario Governance Committee
- Canadian Foundation for Healthcare Improvement as a Coach and Faculty Member
  - Accreditation Canada as a Member of the Client and Family Advisory council for 2016 Standards
  - Canadian Foundation for Healthcare Improvement Design committee: Patient and Family Advisor E-Collaborative
- Health Quality Transformation Conference Design Committee: Patient and Family Experience Advisor Stream and Session Co-Design
- Health Quality Ontario Patient And Family Advisory Council Interviews, Planning and Advice
- Member of Ontario Patient Ombudsman Interview Panel



## PARTNERING



Patient Experience Advisors partner in innumerable ways throughout KGH. To date this fiscal year Patient Experience Advisors have partnered with staff in 63 hiring interviews. They have 229 active positions on 105 long and short term committees. KGH is truly fulfilling our Strategy's vision of "Our patients are fully in the driver's seat, participating meaningfully in every initiative that can influence their care and service, and that; patients will become involved in all aspects of our care, safety and service-improvement initiatives."

### Patient and Family Advisory Council Agenda Items

The monthly meetings of the Patient and Family Advisory Council see a variety of agenda items including:

- Email, cell phone and medical photography policies
- Connecting Northern and Eastern Ontario
- KGH web page
- Mixed gender rooms
- Patient relations policy
- Advanced care planning
- Palliative care
- Patient relations policy
- Alternative Level of Care designation
- Patient satisfaction survey
- Cardiac customizable care card

- Reads for Paeds
- Smoking cessation
- Privacy poster
- Ministry of Health booklet
- Alcohol policy
- Death and Viewing of a Body policy
- Becoming a Health Literate Organization
- Patient satisfaction/relations
- 2016 Agenda Work-Plan
- Quality Matters Video from Health Quality Ontario
- Whiteboards
- Distribution of Patient Guide
- Accessible formats
- Strategic focus for next fiscal year
- Financial up-date
- Universal Hand Hygiene Poster
- New lab equipment
- University Hospitals Kingston Foundation donation letter
- Patients First papers
- Changes to breakfast
- Nomenclature

There is a very active South East Regional Cancer Patient and Family Advisory Council which advises on Cancer care at KGH's Cancer Centre and across the South East, and at a provincial level provides input to Cancer Care Ontario. Thirteen Patient Experience Advisors sit on this council along with 5 staff members. It is chaired by Patient Experience Advisor Marla Rosen and Michael Bell Director of the Oncology Program

The Renal Program has a newly established Patient and Family Advisory Council which was formed in September of 2015 and which meets monthly to advise on the local and regional Renal Program. It is co-chaired by Patient Experience Advisor Vivian Bethell and Richard Jewitt Director of the Medicine Program.

## **QUALITY IMPROVEMENT**

This year, the Quality Improvement Indicator is to achieve a 98% compliance rate for the 5 Patient- and Family-Centred Care standards developed and put in place two years ago. These standards were developed to provide consistency across the organization with some being applicable to support/service areas and all being applicable to inpatient units.



## CHALLENGES & OPPORTUNITIES

As can be expected with any transformational change, there can be many challenges, and with those come great opportunities to innovate and lead. Challenges that have presented since the launch of work focusing on Patient- and Family-Centred Care have included the following:

- Ensuring everyone has a basic understanding of, and a commitment to Patient- and Family-Centred Care.
- Skepticism and resistance to change
- Preventing overextension and burnout of voluntary Patient Experience Advisors
- Focusing on and supporting our need to continuously learn & improve as we go forward
- Ensuring availability of funds to cover the need and cost of educational events for Patient Experience Advisors and staff
- Intentionally supporting staff in engaging patients and families at the frontline.
- Working with physician schedules and communication methodologies to enable their engagement and understanding of Patient- and Family-Centred Care and patient engagement
- Minimizing strain on corporate resources as the program grows
- Sharing our learning with other organizations



To address these challenges, we will continue with deliberate focus to put in place and sustain drivers that contribute to this cultural transformation. As example,

- Ensuring senior leadership commitment and support
- Having clear accountability for processes that enable patient and family engagement
- Identifying unit/program/service based Patient- and Family-Centred Care champions
- Ensuring education and training of health care professionals and service providers including in-house orientation and continuing educational sessions for Patient Experience Advisors, staff and physicians and sustaining educational and networking opportunities within the broader health care system
- Continuing to recruit and support Patient Experience Advisors
- Ensuring that as corporate policies are developed, reviewed and revised to integrate the language and reflect responsibilities that align with Patient- and Family-Centred Care philosophy
- Creating a workplace that supports Patient- and Family-Centred Care adoption and continuing to work toward Outstanding Care, Always by supporting and monitoring the application and adherence to Patient- and Family-Centred Care Standards
- Supporting the continued rollout of the customer service program H.E.A.R.T.
- Continuing to support and facilitate the voice and experience of the patient/family being heard and embedded in improvement processes,
- Continuing to monitor progress with and respond to quality, safety and satisfaction measures.

## **SUMMARY**

KGH is meeting its strategic vision of partnering with patients and families so as to include their perspective in all decisions which materially impact the patient experience. It is through the active engagement with patients and families and the partnering on decision making bodies that the patient and family perspective is being included and valued. We are actively working on customer service tools which will support staff and physicians in their interactions with patients and families. KGH is recognized as a system leader in enabling patient engagement and with practices that enable Patient- and Family-Centred Care.