

Patient and Family-Centred Care Program Annual Report 2025



Hôpital
Hotel Dieu
Hospital



Hôpital Général de
Kingston General
Hospital

Portfolio Overview

Kingston Health Sciences Centre's (KHSC) Strategic Plan 2027 builds on the foundational principles of patient and family-centred care and commits to partnering with people and communities in designing people-centred models of care, research and teaching.



The PFCC portfolio is led by Angela Morin as Lead Patient and Family-Centred care (3 days/week) reporting to Dr. Michael Fitzpatrick, Chief of Staff and EVP Medical and Academic Affairs. The portfolio supports individuals who have experienced care at one of Kingston Health Sciences Centre's sites in partnering with KHSC to improve patient safety, quality and experience. The Lead PFCC also supports and advises leaders, providers and staff in the principles of patient and family-centred care leading to better understanding of the priorities of those with lived experience. The PFCC portfolio includes 56 volunteer patient experience advisors and four patient and family advisory councils (PFACs).

PFAC	Chairs
Kingston Health Sciences Centre	Patti Cox and Angela Morin
South East Regional Cancer Program	Rachel Koven and Renee Hartzell
Regional Renal Program	Lorne Kinsella and Lori Van Manen
Mental Health and Addictions Program	Anne O'Riordan, Jennifer Jackson, Kerri Beltrami



Foundational Principles of Patient and Family-Centred Care



Dignity and Respect



Information Sharing and Communication



Participation



Collaboration

Patient and family-centred care is based on the recognition that patients and families are essential allies for quality and safety—not only in direct care interactions, but also in quality improvement, safety initiatives, education of health professionals, research, facility design, and policy development.

It aligns to the World Health Organization and Accreditation Canada's people-centred approach to health care that recognizes that patients are persons with individual preferences, needs and abilities who are full partners in their care and in health system design. We partner with patients and families to ensure they have a strong voice in helping us to provide the best and safest care possible.

Program Performance

Patient and Family Advisory Councils (PFAC)



KHSC PFAC

KHSC Patient and Family Advisory Council serves in an advisory capacity, making recommendations on matters that impact the experience of patients and their families at Kingston Health Sciences Centre. The Council also monitors and provides input into the activities and involvement of Patient Experience Advisors within the organization.

Co-chairs: Patti Cox (Patient Experience Advisor) and Angela Morin (Lead PFCC)

- We currently have 11 patient experience advisor members. The term for advisors is 3 years with one year renewal option. Members sitting on Board Committees continue on PFAC until the end of their Board Committee term. We are currently evaluating our membership matrix and will be extending invitations for two new members in January.
- The Council's Executive Sponsor is COS and EVP, Mike Fitzpatrick. In addition to the Lead PFCC, staff representation includes the Director PSQR Namrata Dave and members of the Patient Relations team. The Director Professional Practice, Heather MacKulin and Strategic Communications Advisor, Ali Wilson, attend as available or requested.
- Eight meetings were held this past year, four of which were hybrid meetings with the in-person meetings held at either the Kingston Community Health Centre or KFLA Public Health. Update newsletters shared in December and February were well received.
- Standing agenda items include an Organizational Update, Lumeo Patient Portal Update and Sharing Patient Experience Advisor experiences.

Topics brought to the Council for discussion, input and requests for engagement or endorsement included:

Exterior signage and wayfinding design – replacement of existing signage	FY26 Quality Improvement Projects (QIP) Workplan	Patient Relations process presentation	Project “Medical Imaging’s Capturing the Patient Experience”
Pediatric and Adult Critical care patient experience survey questions	Patient Relations quarterly reports	Patient Safety Experience quarterly reports	PFCC webpage content review
Accreditation overview Walkabouts/Tracers Patient surveyor role	PFCC Grant	Exceptional Healer Award	Patient experience story: Armando Del Gobbo – Engaging with patients who are blind.
Patient education modules	Patient Safety Week event planning	KHSC Annual Corporate Plan	Patient Advisor and Volunteers learning survey



Perlita Delaney became a patient experience advisor in 2019 and sadly passed away in fall 2025. Perlita was a dedicated and valued member of the Kingston Health Sciences Centre Patient and Family Advisory Council and the Accessibility Committee. She was committed to improving French language services, welcoming new employees at their orientation and participating in numerous working groups focused on improving the patient experience. Perlita was a strong and always optimistic advocate for patient and family- centred care. Perlita passed away this fall. She will be missed.



KHSC PFAC Co-Chair Reflection

Patti Cox, Co-Chair KHSC PFAC

During 2025, the KHSC Patient and Family Advisory Council (PFAC) has had gains and losses while maintaining a healthy presence. As we know, life is fragile and we have lost two of our endeared council members recently with the unexpected passing of Perlita Delaney and Hans Vorster, both of whom offered their time, enthusiasm, and compassion as patient partners across several projects and committees both here and beyond. We have lost some other well-respected members who have served their terms, if not several terms: Kerry Stewart, Marla

Rosen and Greg Brown. We have gained some new voices that represent variety in age, stage, heritage, and experience: Michael Velasquez, Marinelly Villalobos Nieto, Kate Joslin, and Armando Del Gobbo who joined existing members Joanne Angelis, Susan Bedell, Doug Davey, Rachel Koven, Lorne Kinsella, and Gerhard Wendt. We look forward to engaging them as their eagerness allows. Monthly council meetings have taken place in a variety of ways and in a variety of settings: virtually, in person, hybrid; at the Kingston Community Health Centre, and the Southeast Public Health Unit.

This year, the council has supported the annual *Exceptional Healer* campaign and the awarding of the *Patient and Family-centred Care Grant(s)*. Both projects bore much interest from staff and former patients and families as special health care professionals were recognized and significant projects, which supported the patient experience, were funded. Initial planning has been done to support a new award recognizing Exceptional Staff members who are otherwise not eligible for our other award. For each of these awards and projects, final decisions are made by patient experience advisors, with administrative support from the hospital.

The *patient advisor rounding project* was advanced. A patient advisor visited a medical unit at the hospital approximately once a month to have conversations with patients and families about their experiences in the hospital setting,

including transitions. A second medical unit has been added to be a site for regular rounding. A second advisor has been oriented to this initiative and will begin soon. We have heard requests from other units at the hospital who would like to embrace the practice of regular patient advisor rounding to seek in-the-moment feedback that can lead to immediate changes on the unit and may lead to higher level changes at the program level and beyond.

The council continues to listen to the stories of patients and staff, helping us to comprehend experiences that may be different than our own. We are visited often by hospital personnel who provide us with updates about the structure and functioning of the hospital. We work hard to understand the directions of the hospital, with its nuances, and offer reflection and feedback as stakeholders. The connections to the various initiatives, projects, and strategic design of the hospital, are much valued by the council. We look forward to being involved in the accreditation process now being rolled out and culminating in the Spring.

South East Regional Cancer Program (SERCP) PFAC

The SERCP PFAC serves in an advisory capacity, making recommendations on matters that impact the experience of cancer patients and their families across the full spectrum of cancer care (prevention, screening, diagnosis, treatment, supportive & palliative care and survivorship) in Southeastern Ontario. The members also participate on working groups and committees across the program. Co-Chairs: Rachel Koven, Patient Experience Advisor and Renee Hartzell, Program Operational Director and Regional Director of Cancer Services.

- Membership: 10 Patient Experience Advisors and Quinte Health Experience Partnership Program Coordinator. Program Operational Director, Program Managers (rotating), Lead PFCC, Communications Advisor and Cancer Program administrative support. Executive Sponsor Tom Hart, Executive Director – Patient Care.
- Met 6 times virtually in past year and once in the Cancer Centre.
- We are thankful to founding co-Chair, Marla Rosen, for her long standing commitment to the SERCP PFAC and for her support in the transition of incoming co-Chair Rachel Koven in January 2025.
- Standing items on agendas include Program Operational Director Update, Program Manager Update and sharing of patient experience advisors' experiences.

Topics for discussion, input and requests for engagement or endorsement included:

Committee Vision and Planning	Recruitment Planning	Cancer Centre Facility Tour
Ontario Cancer Plan 6	Regional Strategic Plan	Wayfinding & Facility Planning
Patient Education Priorities	Call Centre	Committee Participation
Indigenous Council Update	Patient Experience Rounding	Accreditation Check-in

Regional Renal PFAC

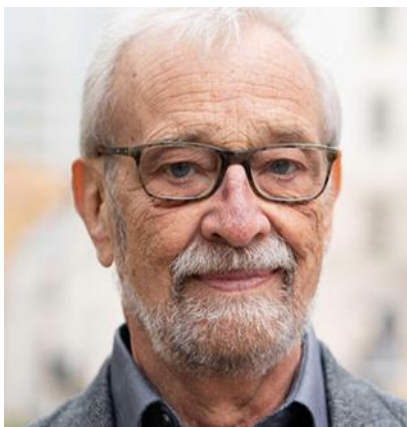
Comprised of individuals affected by chronic kidney disease (CKD) and staff from across the South East Region, the Renal PFAC serves as an advisory group on strategies and action points related to improving the experience of renal patients.

Co-Chairs: Lorne Kinsella (Patient Advisor) and Lori VanManen (Program Operational Director Renal and Palliative Care)

- Current Membership: 11 Patient Advisors. 3 Staff (alternating Program Managers). 2 Physicians (as available). Indigenous CKD Care Lead. 3 Community Partners. Lead PFCC. Renal Program administrative support.
- Meet 4 times annually with ad hoc meetings at the discretion of the co-Chairs as needed. Meeting virtually by Zoom.
- Patient Advisor Co-Chair represents the PFAC at the South East Integrated Renal Program Council bi-monthly meetings.

Topics for discussion, input and requests for engagement or endorsement included:

Burr O Registration Project	Burr O Wayfinding Volunteer Pilot	Regional Renal Strategic 4-year plan
Current initiatives and working groups that align with Regional Renal Plan	Lumeo Patient Portal	Ontario Health- Patient Transportation Initiative
Ontario Renal Plan 4	New Dialysis Chairs	Quarterly Ontario Renal Network meeting update



Hans Vorster became a patient experience advisor at KHSC in 2015 and sadly passed away in fall 2025. Hans was a founding and current member of the Regional Renal PFAC and a recent member of the Research Committee of the Board. He generously shared his experience and unique perspective locally, provincially and nationally as a patient partner dedicated to improving the renal patient experience through patient-centred research and quality improvement. His commitment and strong voice will be greatly missed by all who knew him.

Adult Mental Health and Addictions (AMHA) PFAC

The AMHA PFAC serves as a patient and family advisory committee for the Kingston Health Sciences Centre (KHSC) Mental Health & Addiction Services (MHAS) outpatient programs at the Hotel Dieu Hospital (HDH) site (which includes the Adult Mental Health Program and Heads Up! Early Psychosis Intervention Program), and the acute adult inpatient units at the Kingston General Hospital (KGH) site with the intention of

strengthening partnerships amongst patients, families, community partners and health care providers, making recommendations on matters that impact client and family experience, as well as program functioning and development, and work to ensure the patient and family perspective is always heard and incorporated within all levels of care in order to improve patient care and enhance the experience of patients and families.

Tri-Chairs: Anne O’Riordan (Patient Advisor), Jennifer Jackson (Heads Up! Program Team Lead), Kerry Beltrami (RAI Coordinator)

- Membership: 4 Patient Advisors, 5 Staff, Program Operational Director, Lead PFCC. Support provided by program administrative assistant and communications advisor.
- Launched in June 2025. Meetings will occur quarterly with additional meetings and subcommittees organized as needed.

Topics for discussion, input and requests for engagement or endorsement included:

Organizational and Program Updates	In-patient quarterly stats update	Quality improvement initiatives
Stand-up to Stigma	EmPath Proposal	HDH Patient Transfer Room design update
EPI Funding	Burr 4 survey and family support groups planning	Roundtable discussion of patient priorities

Patient and Family Perspectives

Patient Experience Advisors

In addition to PFACs, patient experience advisors bring the patient and family perspective and experience to Board Committees, working groups, research projects, hiring panels and program committees.

Who are we?

Patient/Family Experience Advisors are patients and/or family* members of a patient who have received care at Kingston Health Sciences Centre.

- We are ordinary people, with diverse experiences, wanting to make a difference to care at KHSC.
- We participate in programs and projects specific to our interests and experience.
- We partner with leaders at all levels of the organization to help improve the quality of care for all patients.
- We are not healthcare professionals.
- We volunteer our time.
- We are willing to share our perspectives with the goal of improving the patient experience.

Examples of policies, processes and resources that received patient experience advisor input:

Animal presence and animal therapy policies	Bronchoscopy patient pamphlet	Car-T Cell patient resources
French language signage	Guide to supportive and palliative care at CCSEO	Nurse practitioner patient letter
Personal care assistance rounding poster	Patient TV rental policy	Patient experience measurement survey process
Sociodemographic one-pager for patients	Sydenham St. entrance restoration	IV Antibiotic rapid referral clinic
Volunteer training for Burr 0 Wayfinding	Patient Portal	Emergency Department facility walkthrough
IPAC Week infection prevention and control patient survey	Self-injectable medications patient education resources	What is Palliative Care brochure

Collaboration

Patient Safety Quality and Risk

The Director PSQR is a member of the KHSC PFAC sharing information and reports on patient experience, patient safety and quality improvement. PFAC members provide input into the annual QIP process. Patient experience specialists take turns attending KHSC PFAC meetings to hear patient perspectives and contribute insights from what they have heard from patients and families through the patient relations process. The motivation for some patients and families who reach out to Patient Relations is for what happened to them not to happen to someone else. For those looking to provide additional feedback beyond their own personal care, patient experience specialists will

facilitate a meeting with the Lead PFCC to explore options to share their experience for broader education and quality improvement.

All PFACs have had updates and education on the Accreditation process. A patient surveyor will be part of the Accreditation survey team. All patient advisors have been invited to participate in walkabouts and tracers as available to do so to assist in building staff confidence in speaking with the patient surveyor and articulating how they bring the principles of people-centred care to life everyday in their work.

Kerry Stewart, past Co-Chair KHSC PFAC and Angela Morin, Lead PFCC sit on the PSQR Executive Committee.



Patient Experience Advisor Rounding Project

*Laura Cassidy, Patti Cox
and Emily McMillan*

An innovative method designed for collecting patient/family experience data and implementing changes in real-time based on what was identified as being important to the patient/family.

This project was initially piloted on Connell 9 by Emily McMillan, Medicine

Program Manager and Patti Cox, Patient Experience Advisor and supported by Laura Cassidy, PSQS and Angela Morin, PFCC Lead with the aim to establish a standardized process for expansion across KHSC.

A second patient advisor has now been onboarded to support spread to Kidd 7 in partnership with Drew Conway, Medicine K7 Program Manager. A presentation to the South East Regional Cancer PFAC has resulted in interest to spread to the Cancer Program and a third patient experience advisor has been identified for onboarding.

A project poster was accepted to the 2025 Quality Improvement Showcase.

Patient Belongings Project

This project has been endorsed by the KHSC PFAC as a priority initiative for patients and families and is a collaboration between Patient Safety Quality and Risk, Patient

Experience Specialists and Patient and Family-Centred Care. A review of current state practices has been completed.

A working group of key stakeholders, including the Lead PFCC and patient experience advisors are now identifying best practice opportunities to implement that will help mitigate the loss of patient belongings with particular emphasis on assistive devices that are critical to respect and dignity, quality of life and patient safety such as glasses, hearing aids and mobility aids.

Volunteer Services

Burr 0 Wayfinding Volunteer

In response to an identified need by the SERCP PFAC, Lynda Laird, Manager Volunteer Services, and her team collaborated with registration services and stakeholders to trial a volunteer wayfinding role in the Burr 0 lobby to greet patients and assist them in navigating the facility.

Training and evaluation have been co-designed with patient advisors. The trial will run through December 2025 at which time results will be evaluated to determine whether a permanent wayfinding volunteer role is meaningful for volunteers and effective in meeting the needs of patients in Burr 0.

Lumeo

11 KHSC Patient Experience Advisors and the Lead PFCC volunteered to participate in the pilot Lumeo Patient Portal Project. These patients and proxy family members have used the portal for the past year providing ongoing feedback and suggestions on its effectiveness and ease of use for patients and families.

FLA-OHT Community Council



Contributing to building a strong link between KHSC and the FLA-OHT, three Patient Advisors from KHSC sit on the FLA-OHT Community Council. The Lead PFCC also sits on the Communication and Engagement support structure.

Achievements



Exceptional Healer Award

In its ninth year, *The Exceptional Healer: Patient and Family-Centred Care Excellence Award* recognized two health care professionals who are exemplars in patient -and family-centred care (PFCC). This award was conceived of by a patient experience advisor

and involves a patient and family driven campaign chaired by Sue Bedell and Patti Cox, patient advisors. The selection committee comprises a majority share of patient advisors, along with staff. The process was supported by Ali Wilson (Strategic Communications Advisor), Heather Jelinski (Co-ordinator Leadership & Talent Development) and Angela Morin (Lead PFCC). Nominations must be submitted by or supported by a patient or family member to be eligible for consideration.

This year's winners were Carolyn Knuude, Speech Language Pathologist, and Dr. Jay Engel, Surgical Oncologist. Both were nominated by their patients and colleagues for going above and beyond to ensure patients feel heard, respected, and supported during their care journey.

"These are the people who are not only skilled, but also approachable, empathetic, and team focused. Everyone at KHSC works hard to support patients, but Exceptional Healer nominees really go the extra mile and set the bar for what great care looks like," Sue Bedell, co-chair of the Exceptional Healer Award Committee and the founder of the award.

PFCC Grant 2025



(Committee members: Susan Bedell, Michael Velasquez, Kerry Stewart, Doug Davey, Patti Cox – Patient Experience Advisors)

“

Thank you so much for this fantastic news!! We are beyond excited and feel so blessed to be receiving this grant and cannot wait to get started on the improvements to our care space. This will go a long way to improving the comfort of the patients and survivors we see in our clinic.

”

The annual PFCC Grant is designed to fund projects and initiatives that will enhance the experience of care for patients and families. Made possible through generous donor contributions to the University Hospitals Kingston Foundation (UHKF), the grant supports proposals that align with KHSC's commitment to putting patients and families at the heart of care.

A total of \$10,000.00 in funding was available in the 2025 grant cycle, with individual applications capped at \$4,000.00.

Of the total funds, \$4,000.00 was earmarked specifically for initiatives based at the HDH site through the legacy HDH PFCC Grant Fund.

The remaining funds were open to projects at either the HDH or KGH site. Projects must clearly demonstrate a direct, positive impact on patient care and experience.



Thirteen PFCC Grant applications were received and the following seven projects were chosen to be full and/or partial PFCC Grant 2025 recipients: Medicine bundles for Indigenous patients, Murray Building reception washroom – addition of Kangaroo change table, Redesign the Sexual Assault/Domestic Violence SA/DV treatment room, Update KGH Emergency Department family room, KidsInclusive Empower Beads program, School Passport for children with congenital heart disease, Pediatric Cardiology Department, HDH, and KidsInclusive waiting room refresh.

Patient Stories

Advancing the principles of people-centred care by sharing people's care experiences at all levels of the organization is an objective in KHSC's fiscal 2026 Annual Corporate Plan.

Twelve patient stories were shared internally for learning and quality improvement purposes touching on twelve programs in addition to the Patient Care and Quality Committee of the Board.

One advisor's story focused on trauma informed care in cancer care and was well received as a grand round in the Cancer Program. You can read Christine and Michael's powerful story here: <https://www.cmaj.ca/content/197/33/E1087>

Challenges and Opportunities

Patient and family- centred care is a foundational pillar of people-centred care and it is important that as an organization we have a clear vision of what the evolution of people-centred care, as stated in our strategy, really means to us. The KHSC PFAC looks forward to helping to define this and to co-designing a framework that builds on the strength and leadership in patient and family-centred care and patient engagement for which we have been recognized.

Growing interest in better understanding the patient experience in ways that can positively impact outcomes will require greater engagement with patients, families and the broader community. Developing the infrastructure and resources needed to support the recruitment of more patient advisors and to develop innovative methods to hear, learn from and meaningfully act upon patient experience in an effective and collaborative way is important to ensure we improve outcomes and create a truly people-centred culture.

Topic of Report: Program Update to Patient Care and Quality Committee 2024-2025

Submitted to: Patient Care and Quality Committee of the Board

Submitted by : Patti Cox, Patient Experience Advisor, Co-Chair KHSC PFAC

Angela Morin, Lead PFCC, Co-Chair KHSC PFAC

Dr. Michael Fitzpatrick, COS and EVP Medical and Academic Affairs

Date submitted: January 12th, 2026



KHSC is located on the ancestral lands and waters of the Anishinaabeg and Haudenosaunee.

Kingston Health
Sciences Centre

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Transforming care, together™