

QI TALK TIME



Building an Irish Network of Quality Improvers

Partnering with Patients - Accelerating Quality and Safety Improvement

June 20, 2017

Eleanor Rivoire

Connect

Improve

Innovate

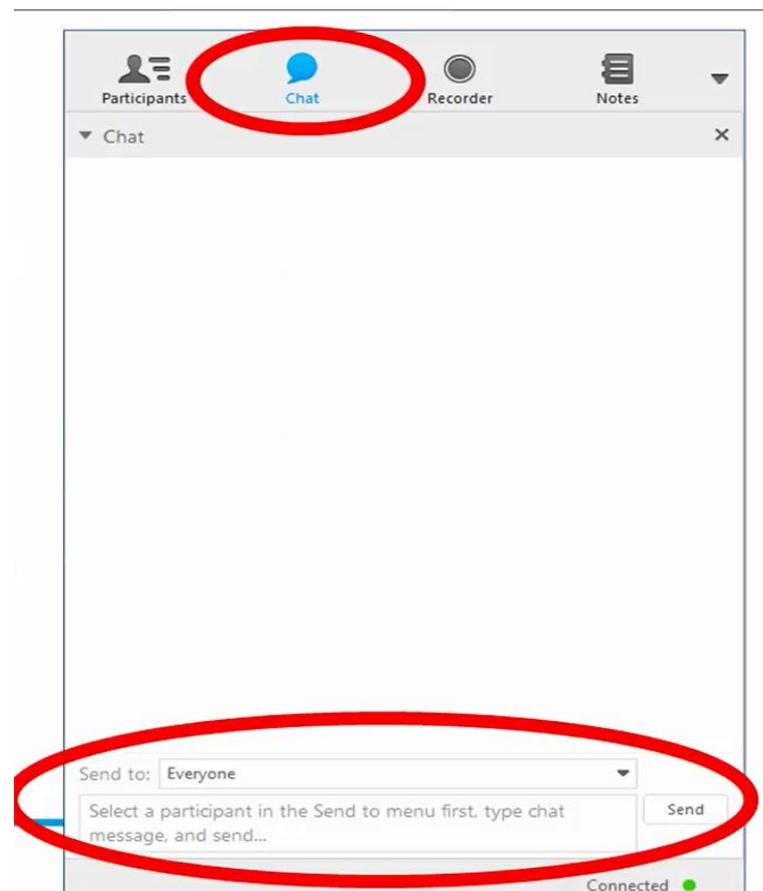
Eleanor Rivoire

- Eleanor is an Independent Healthcare Advisor after being a senior executive with more than 35 years of strategic, operational and transformational leadership experience in Canadian acute care and academic health settings.
- A Registered Nurse, with a MSc (Paediatrics), she is accomplished with building relationships, leadership development, change management, and communication. Her track record of planning and leading organizational change to improve organizational performance has been strengthened by her keen interest and expertise in transforming the patient experience with a focus on patient- and family-centred care, as well as with models of interprofessional care and education.
- Eleanor is engaged in promoting and enabling patient and provider partnerships to inform planning and decision making about healthcare, professional practice policy, process improvements, leading to improved quality and safety outcomes for patients, families and care providers.
- Work is done in partnership with organizations such as Accreditation Canada/HSO; Canadian Foundation for Healthcare Improvement, Healthcare Canada, the Canadian Patient Safety Institute etc



Tips for a successful webex

- Interactive
- Sound
- Chat box function
 - Comments/Ideas
 - Questions
- Q&A at the end
- **Twitter: @QITalktime**



*When “I” is
replaced by “we”,*

*..even
“illness”
becomes
“wellness”.*

Patient-and Family- Centred Care

Respect & Dignity
Information Sharing
Participation
Collaboration

Institute for Patient- and Family-Centered Care

Engagement/Partnership



Patient and Family Centred Care

“the experience (to the extent the informed, individual patient desires it) of transparency, individualization, recognition, respect, dignity and choice in all matters, without exception, related to one’s person, circumstances and relationships in health care.”

Don Berwick, 2009

Patient and Family Centred Care

“an approach to care that guides all aspects of planning, delivering and evaluating services, with the foundation being mutually beneficial partnerships between patients and families and services providers.”

Adapted from IPFCC, 2008

Saskatchewan Ministry of Health, 2011

Accreditation Canada, 2015

Definitions

- **Patient-Centred Care:**
 - An overall philosophy and approach that ensures that everything individual providers or healthcare organizations do clinically or administratively is based on patient needs and preferences
 - Planning care, evaluation of services, research, training, staff recruitment
- Fooks et al. Healthcare Papers 2015. The Patient Experience in Ontario - 2020: What is possible?

Definitions

- **Patient Experience:**
 - How patients perceive and experience their care
 - Involves ability to hear what is said, measure the experience and develop the capacity to use the information to change practice, policies and roles.

*People may
hear your*
WORDS, BUT
THEY FEEL
your attitude

John C. Maxwell

#TerryLeague

Patient-and Family- Centred Care

Respect & Dignity
Information Sharing
Participation
Collaboration

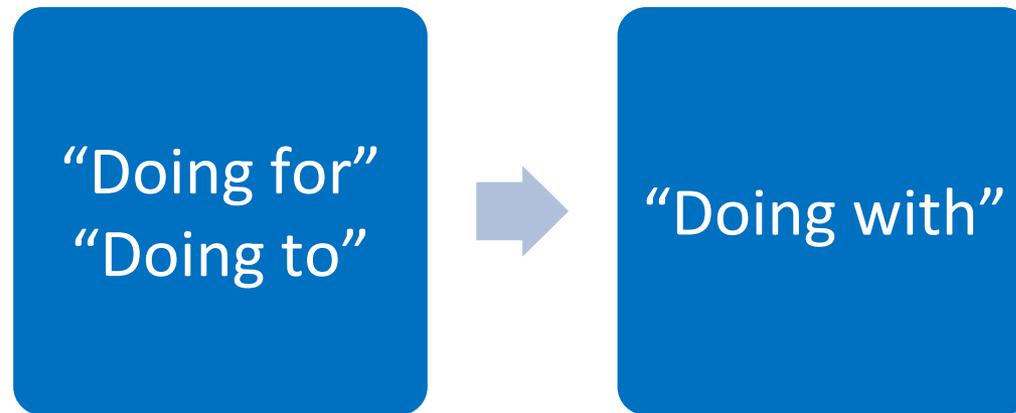
Institute for Patient- and Family-Centered Care

Engagement/Partnership



PFCC & Patient/Family Engagement

Different lens on Stewardship



Definitions

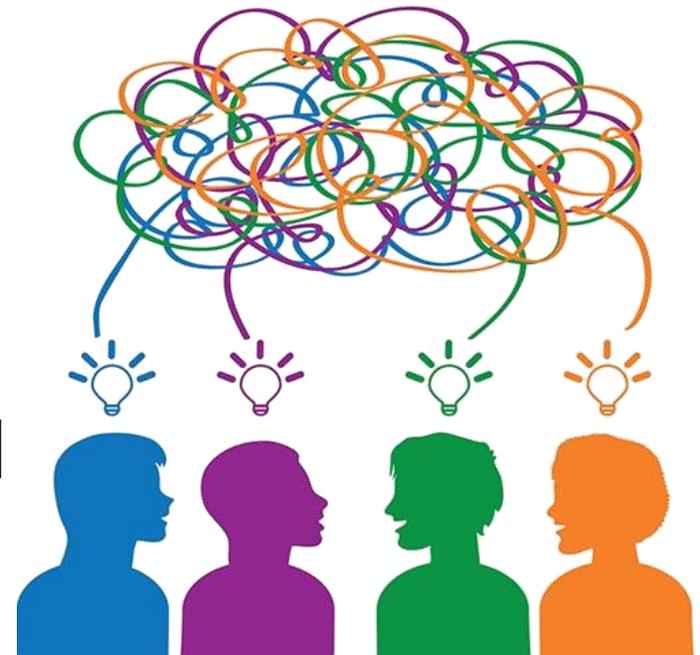
- **Patient Engagement:**
 - The way in which individual providers or health care organizations solicit patient needs and preferences to ensure they are delivering patient-centred care

Definitions

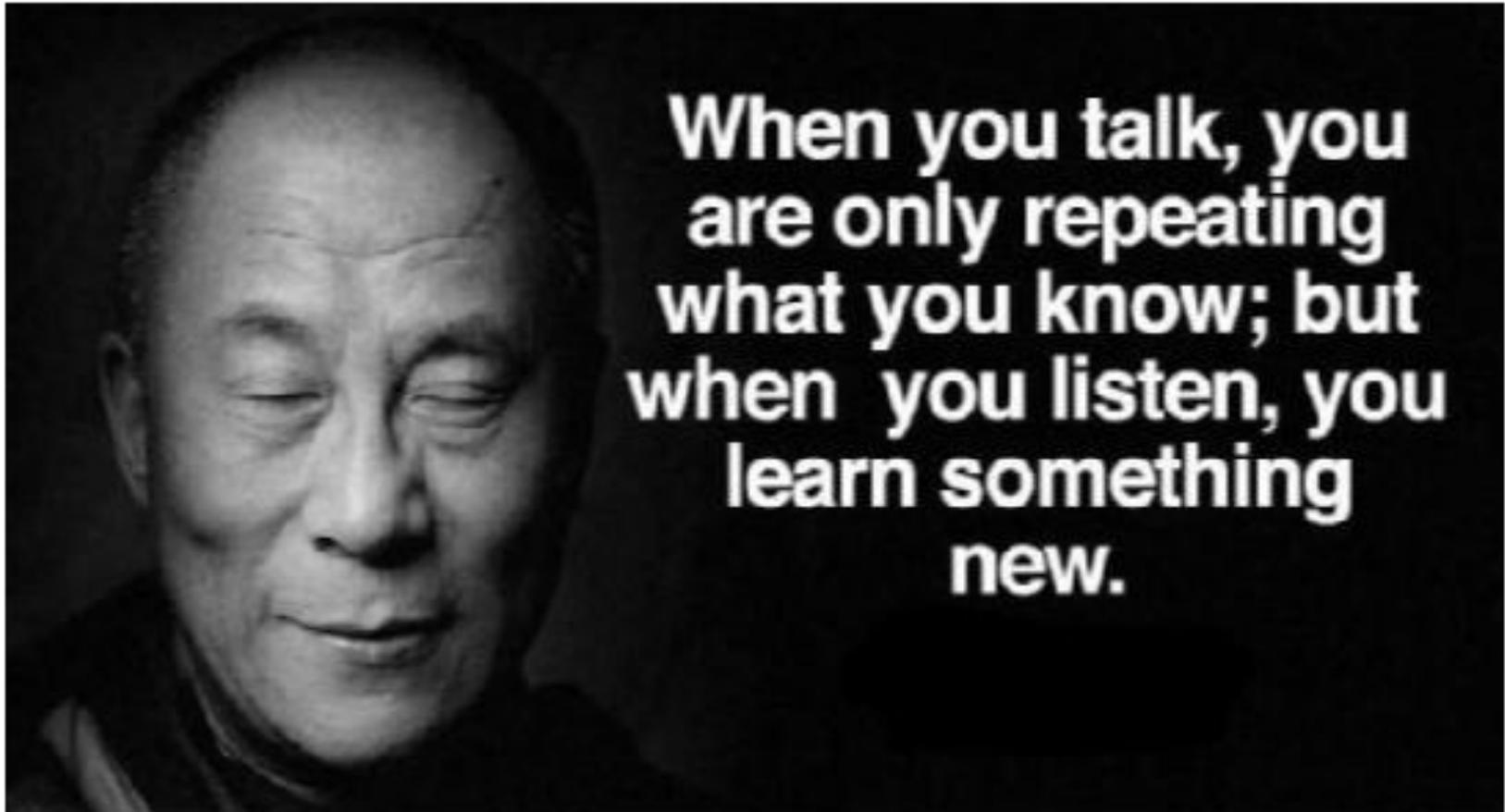
- **Partnership:**
 - is an arrangement in which two or more individuals share the profits and liabilities of “something”
 - is an arrangement when parties, known as partners agree to co-operate to advance their mutual interest

Partnership ...defined by

- overarching goals
- levels of give and take
- areas of responsibility
- lines of authority
- how success is evaluated & distributed



Partnership ...defined by sharing



Partnership - Sharing

- **Healthcare Providers**
 - Clinical expertise
 - Administrative expertise
 - System knowledge
- * Sharing amongst & between teams of healthcare providers



Partnership - Sharing

- **Patients & Family**
- Experience of illness
- Experience of “self”
- Experience of the healthcare system and providers



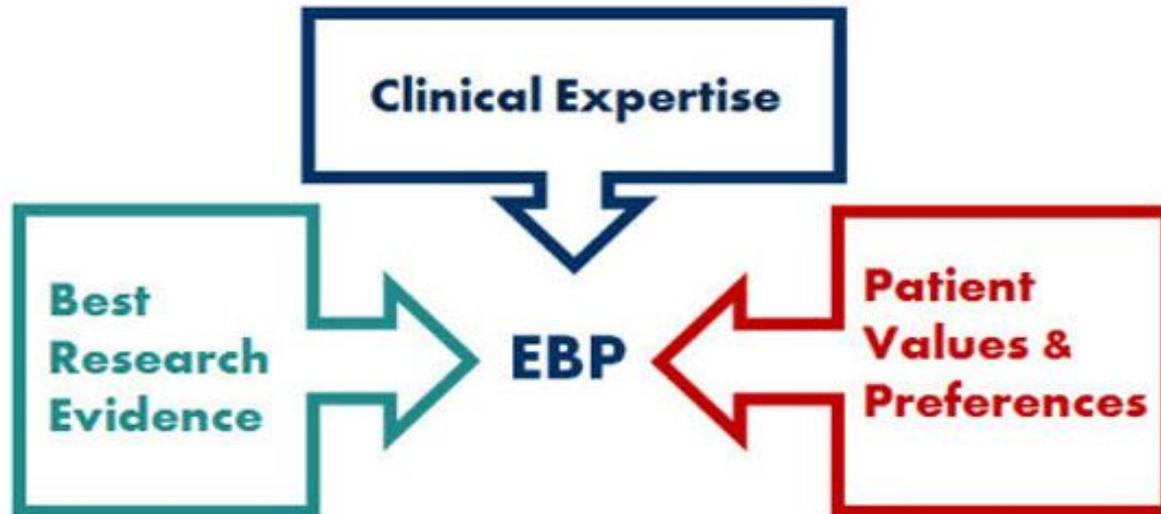
Partnership - Sharing

- **Healthcare Providers**
- Clinical expertise
- Administrative expertise
- System knowledge

- **Patients & Family**
- Experience of illness
- Experience of “self”
- Experience of the healthcare system and providers

Respect me, Hear me, Work with me

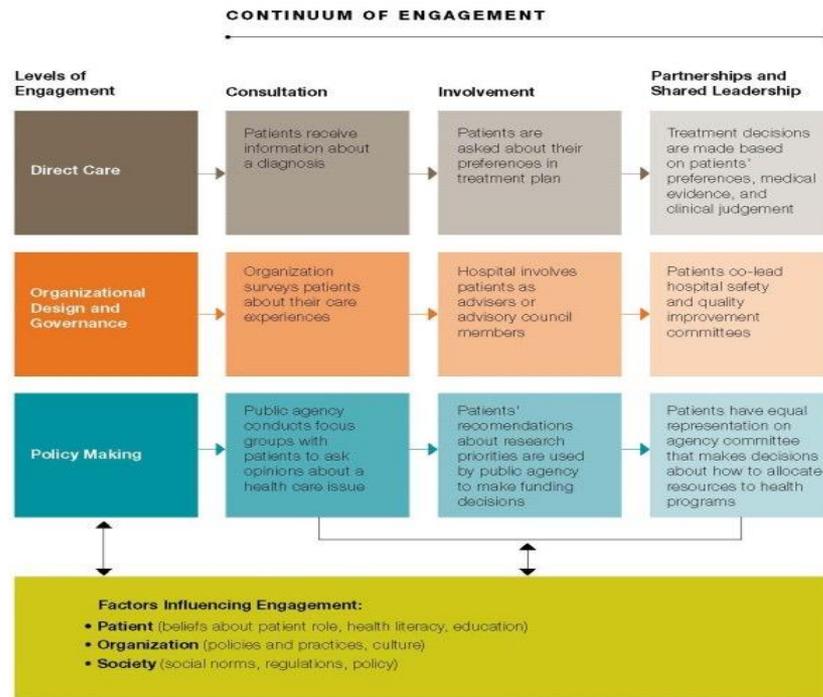
Partnership - Sharing



- Better Information
- Better Decisions
- Better Outcomes

A Multidimensional Framework for Patient and Family Engagement in Health and Health Care

Health Affairs



Source: Kristh L. Carman, Pam Derdees, Maureen Maurer, Shoshanna Sofaer, Karen Adams, Christine Bachtel, and Jennifer Sweeney, "Patient and Family Engagement: A Framework for Understanding the Elements and Developing Interventions and Policies," *Health Affairs* 32, no. 2 (2013): 223-31.

Leading with ...
Partnering with ...
Patients and Families



“Paternalism is the past... and the future must see patients recognized as partners in their care and experts in their own conditions - an ambition to which clinicians and health services managers regularly pay lip service, but which has yet to be fully realized.”

Angela Coulter, 2014

Current Healthcare Landscape

Climate of:

- Economic challenges
- Political/positional uncertainties
- Turbulence with health system redesign
- Consumer/customer mindset
- Far reaching & immediate access to information

Context - Current Driver Globally



**World Health
Organization**

- WHO Global Strategy on Integrated People-centred health services 2016-2026

Context- Current Driver Nationally



Figure 4: Framework for Improving Quality

Context - Drivers Organizationally

Accreditation Canada

Canadian Patient Safety Institute

Patients for Patient Safety

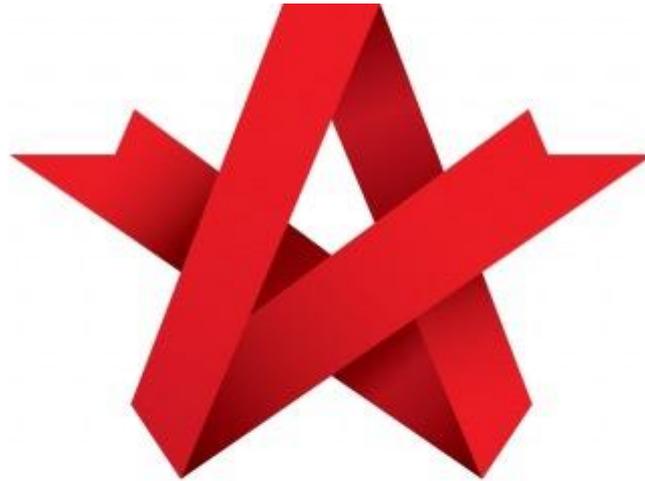
Canadian Foundation for Healthcare Improvement

HealthCareCAN

Patients Canada &....

Professional Organizations &....

Academic institutions &....



ACCREDITATION **CANADA**

Better Quality. Better Health.

- ***In partnership with the client and family***
 - The team collaborates directly with each individual client and their family to deliver care services. Clients and families are as involved as they wish to be in care and delivery.
- ***With input from clients and families***
 - Input from clients and families is sought collectively through advisory committees or groups, formal surveys or focus groups, or informal day-to-day feedback. Input can be obtained in a number of ways and at various times and is utilized across the organization.

Accreditation Canada - 2016

- Have client-and family-centred care as a guiding principle
- Co-design services with health care providers and clients
- Create an organizational structure and culture that supports implementation, spread and success of a client-and family-centred model
- Include client and family representatives on advisory and planning groups

Accreditation Canada - 2016

- Include clients and families as part of a collaborative care team
- Partner with clients and families to ensure their understanding and meaningful participation in their care
- Respect client choice so they can be involved in their care to the level they wish
- Monitor and evaluate services with input from clients and families

The Winning Conditions for Meaningful Patient Engagement

Winning Conditions



1. Strategy with Annual Plans

KGH Annual Corporate Plan 2012-13 Translating our strategy into action.

<p>KGH 2015 Strategy for achieving Outstanding Care, Always</p>		<p>We are a community of people dedicated to transforming the experience of our patients and families through innovative and collaborative approaches to care, knowledge and leadership.</p>	
		KGH 2015 Outcome	2012–13 Milestones
<p>Achieving our strategy</p>	<p>KGH 2015</p>	<p>Outstanding Care, Always</p>	<p>100% of Accreditation Canada requirements are met with an unconditional three-year award</p> <p>Quality Improvement Plan targets are met</p>
	<p>Transform the patient experience through a relentless focus on quality, safety and service</p>	<p>Patients are engaged in all aspects of our quality, safety and service improvement initiatives</p>	<p>Overall patient satisfaction is at or better than the provincial teaching hospital average</p>
		<p>All preventable harm to patients is eliminated</p>	<p>Patient safety culture ratings improve by 20%</p>
			<p>Medication reconciliation is completed for every internal medicine program inpatient at admission</p>
			<p>The number of new patients who acquire infections in our hospital is reduced by 10%</p>
		<p>All preventable delays in the patient journey to, within and from KGH are eliminated</p>	<p>KGH overall average length of stay is better than expected length of stay</p> <p>The emergency department wait time for admitted patients is improved by 20%</p> <p>Clinical services meet the provincial wait time target</p> <p>Cancer Care Ontario access to care indicators are met</p>

Winning Conditions

Leaders & Leadership Support



10 Things Fab Leaders Do!

1. INTRODUCE THEMSELVES

#hello my name is...

2. Less Talking
...MORE LISTENING

3. EMPOWER!

Help others develop as leaders. Encourage learning from ~~mistakes~~ mistakes

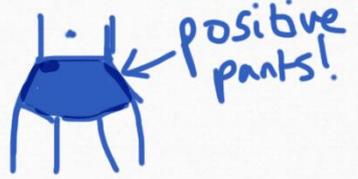
4. LIVE THE VALUES 

5. BE ACCESSIBLE



6. GIVE CREDIT AND THANKS 

7. REMAIN POSITIVE
... even when having a bad day!



8. WELCOME CHALLENGE

I recognise I don't have all the answers, and I seek different views.

9. BALANCE

When to intervene... and when to get out of the way!



10. LEARN AND DEVELOP



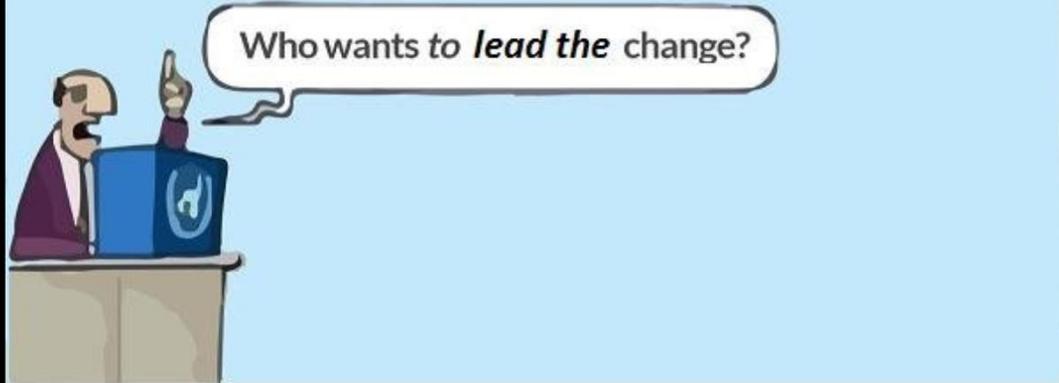
@helenbevan

Winning Conditions

Organizational Champions



14.31



Winning Conditions

Partners



Winning Conditions

**Performance
Improvement Mind**



Winning Conditions

Infrastructure



Position Descriptions

Terms of Reference

Policies

Space for Advisors

Signage

Identification Badges

Decision-making Processes

Winning Conditions

Patient Centred Leadership



Winning Conditions

Sustainability



Winning Conditions

Sustainability

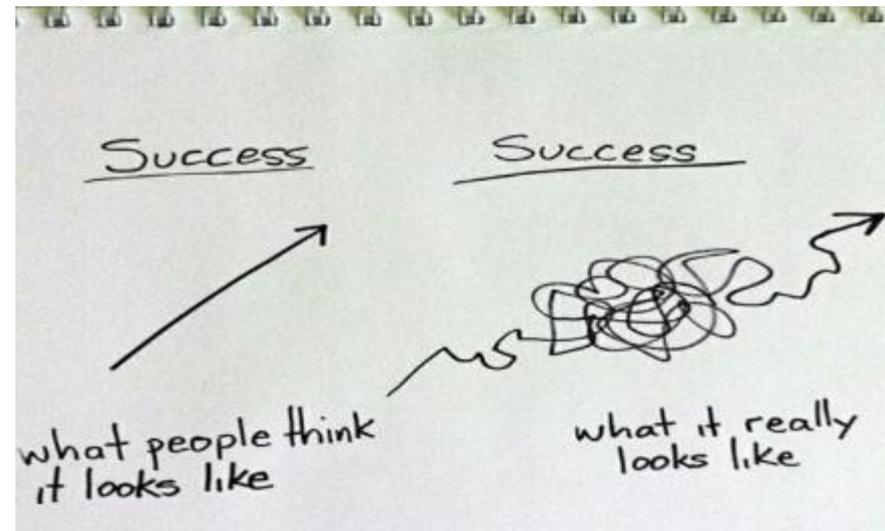


Winning Conditions

1. Strategy with Annual Plans
2. Leadership Support
3. Organizational Champions
4. Partners
5. Performance Improvement Mindset
6. Infrastructure
7. Patient Centred Leadership
8. Sustainability

There are no secrets to success. It is the result of preparation, hard work and learning from failure.

Colin Powell



Sensitivity to Resistors

Bureaucratic

Personal

Positional

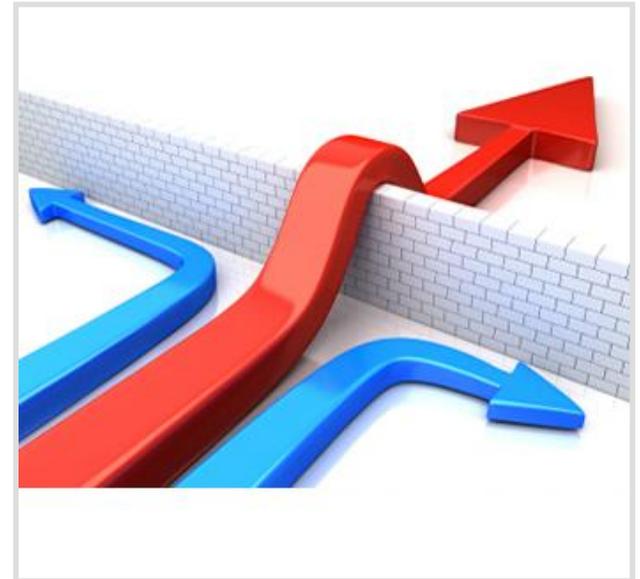
Technical

Political



Challenges

- Language
- Culture - skepticism, distrust, apathy
- Scope and pace of changes
- Long held practices
- Absence of “research”
- Time, energy and resources
- Risk of tokenism/incentivizing
- Keeping it authentic



Value Proposition



Value Proposition

- Organizational
- Patients & Families



Value Proposition

Organizational

- Improved care coordination
- Lower operational costs - staffing & utilization
- Lower capital costs - better product/equip selection
- Improved staff engagement ratings
- Improved HHR measures (recruitment, retention, ST, OT)
- Reduced medico-legal costs
- Delivery on mandate
- Accreditation

Value Proposition

- Organizational
- Patients & Families



Value Proposition

Patients & Families

- decreased anxiety
- improved information exchange
- decreased critical incidents
- decreased codes (code white/yellow)
- clear directives
- greater satisfaction ratings
- engagement and wish to give back

Tactics

People

- ID badges; review/revision of role descriptions; consultation & regulated health professional suggest orders; Advisor involvement with interviews; Patient led feedback forums

Technology/Information/Environment

- Interprofessional documentation tools; Wall desks to facilitate room-side charting; increased computer access; communication technology (i.e. Vocera; white boards); signage and accessibility features

Processes

- Family Presence; Recruitment and Interview language/engagement; Discharge processes (“bullet rounds”; early engagement of Allied Health; consult phone line; MD to MD consults)

Consider...

- Is what we do
...meaningful...respectful...efficient...integrated
??
- Is the client/family voice sought/provided?
- How is input used?
- Are our clients engaged throughout the
service/program/organization?
- Are we providing training/education/support to
staff and client advisors to fulfill opportunities
- Do we tell stakeholders (clients, families, staff, physicians,
and expectations? volunteers) how their input impacts care and services?
- How do/can we provide evidence that we are client and family
centred?



Key Lessons Learned

- Don't over-simplify/underestimate the complexity
- Connect the dots
- Engage all stakeholders early & frequently
- Communicate, communicate, communicate
- Listen and learn ... & use findings to ensure sustainability and ongoing improvement
- Be flexible without compromise. Not if.... how?
- Patience! Change takes time - complex change takes more time
- Celebrate & Share!

The Iceberg Illusion

Success is an iceberg

SUCCESS!

WHAT PEOPLE SEE

WHAT PEOPLE DON'T SEE

Persistence



Failure



Sacrifice



Disappointment



Dedication



Hard work



Good habits



@sylvia duckworth

Knowledge – Experience – Instincts

Culture – Processes – Outcomes

Should we – Can we – Will we



A little
progress
each day
adds up
to **big**
results.

Questions
or
comments???

Keep up to date with QITalktime

- Follow us on Twitter @QITalktime



- Watch recorded webinars at your convenience on HSEQID QITalktime page



Next Webinar:
Tues August 1st 1-2 pm:
Topic: Having an effective coaching conversation
Speaker: Elaine Fallon

Director of Nursing and Midwifery
&
Framework for Improving Quality Advisor
Quality Improvement Division



Feidhmeannacht na Seirbhíse Sláinte
Health Service Executive

Quality Improvement Division

Thank you and stay tuned.....

Thank you from all the team @QITalktime:

Roisin.breen@hse.ie

Noemi.palacios@hse.ie



Roisín Breen



Noemi Palacios