Patient & Family Centred Care (PFCC) Communication Strategy 2013-14

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I. Introduction
In October 2009, the Ministry of Health released the Patient First Review, *For Patients’ Sake*. Among the recommendations included in the review was that “the health system make patient and family-centred care (PFCC) the foundation and principle aim of the Saskatchewan health system”. In November 2009, this recommendation was endorsed by health sector leaders.

*Patient & Family-Centred Care in Saskatchewan: A Framework for Putting Patients & Families First* was released in June 2011 in an effort to collaboratively move forward with PFCC as a health care system. The framework was developed to guide the process of adopting PFCC in Saskatchewan.

Patient & Family-Centred Care is based on four core concepts:

- **Respect & Dignity**
  - Healthcare providers and staff listen to and honour patient and family perspectives and choices
  - Patient and family knowledge, values, beliefs and cultural backgrounds are incorporated into the planning and delivery of care

- **Information Sharing**
  - Healthcare providers and staff communicate and share completed and unbiased information with patients and families in ways that are affirming and useful.
  - Patients and families receive timely, complete and accurate information in order to effectively participate in care and decision-making

- **Participation**
  - Patients and families are encouraged and supported in participating in care and decision-making at the level they choose.

- **Collaboration**
  - Patients, families, healthcare providers, staff and leaders collaborate in policy and program development, implementation and evaluation; in healthcare facility design; in professional education; and in the delivery of care.

To achieve the goal to adopt PFCC system-wide, PFCC must be considered a core value of the Saskatchewan health system and embedded within the fabric of all healthcare organizations.

The provincial vision for the adoption of PFCC is that “*Within 10 years, patients and family-centred care has been adopted by all healthcare practitioners, staff, administrators and organization at all levels of care as a standard approach for planning, delivering and evaluating healthcare programs and services***.”

The provincial goals for the adoption of PFCC are as follows:

- All patients and families are involved in their care at the level they choose;
All patients are treated with respect and dignity;
All patients’ knowledge, values, preferences, beliefs and cultural backgrounds are honoured and incorporated into the delivery of their care;
All patients and families receive timely, complete, accurate, unbiased information from healthcare providers regarding their diagnosis and treatment options, or have access to information to participate in their care and decision-making.

**Situation:**

- Traditionally, the healthcare system has been provider and system focused rather than patient and family-centred.
- A provider and system focus can compromise safety, quality, satisfaction and positive outcomes.
- Healthcare providers generally have good intentions however do not always engage patients, clients and families as partners in their care.
- A system focus is historically perceived as more efficient with healthcare professionals perceived as the “experts”.

**Strategic Directions**

In the 2012-13 fiscal year, the Kelsey Trail Health Region joined the Ministry of Health, the other Regional Health Authorities and the Saskatchewan Cancer Agency in taking a new approach to strategic planning, known as Hoshin Kanri. This process features a collaborative approach to determining strategic priorities and achieving them through engagement of all levels of staff.

Provincial priorities are focused on the 100 Year Strategies: Better Health, Better, Care Better Teams and Better Value, which are based on IHI’s Triple Aim. PFCC is one of four pillars forming the foundation for the 100 year strategies. The other three are Culture of Safety; Continuous Improvement; and Think & Act as One System.

**PFCC in KTHR**

PFCC puts patients and their family members at the centre of making decisions surrounding their care while in the Kelsey Trail Health Region. PFCC is grounded in mutually beneficial partnerships among patients, their families and healthcare providers designed to result in best outcomes while enhancing the quality and safety of their care.

In the journey to PFCC, KTHR intends to

- Partner with patients, their families and community members while respecting their preferences, values and cultural backgrounds;
- Offer services that respond to the unique needs and qualities of every patient served; and
- Empower patients and their families to take ownership of their healthcare and to choose who they would like to be involved in their care and decision-making.
To date, KTHR has marked several milestones in the PFCC journey. Among the recent highlights are:

- Establishment of a PFCC Working Group and Client Experience Survey Working Group
- Recruitment and participation of Patient/Family Advisors (PFAs) in the Kelvington Integrated Facility 3P
- Development and distribution of a regional PFCC brochure
- The addition of six PFAs to regional Primary Health Care Provider Teams
- PFA participation in a Rapid Process Improvement Workshop in Kelvington
- Distribution of the Long Term Care client Experience Survey

Moving forward, PFCC communication initiatives will continue to build on past achievements while focusing efforts on the primary drivers: senior leadership; education and training for staff and providers; engagement of patients, families and communities; PFCC champions; and effective communication with patients, family, staff and providers.

II. Communications Goals

80% of patients and families will indicate they feel that staff listened and respected them as a partner in their care by March 2017

Communication Objectives:

i. To increase visibility and focus on PFCC among KTHR leadership, providers, staff, patients, families and communities

ii. To enhance understanding of the initiatives the region is undertaking in an effort to adopt PFCC.

iii. To engage patients, families and communities through involvement as Patient/Family Advisors and on the regional PFCC Steering Committee.

iv. To empower patients and families as active partners and participants in their healthcare.

III. Stakeholder Analysis

Internal

Physicians: Physicians generally are highly regarded among and have significant influence on the opinions of other healthcare staff, patients, the public and the media. Increase dialogue and input from physicians regarding their leadership role and support in adopting PFCC.

Staff: Employees of KTHR continue to be frustrated with the changes that have and continue to occur in healthcare. The introduction of Lean is helping to develop confidence and trust in the region as frontline employees become directly involved in the development and implementation of change initiatives. CEO focus groups are also being utilized to increase confidence and trust in the organization and senior leadership.
External

**Public:** The public continues to be fearful of losing services or facilities and remains very protective of existing community services. Regional approaches to service provision are increasingly difficult. The public takes a community versus regional approach to facilities and services.

**Media:** By and large, KTHR has a relatively positive relationship with print and broadcast media in the region. The region has been receiving more attention from broadcast media in areas outlying the boundaries of KTHR over the past year and, again, has been fortunate to have enjoyed a positive working relationship.

**Municipal Stakeholders:** The RHA will revisit and brainstorm options to generate productive communication with stakeholders. Community leaders have become increasingly involved in regular communications with the CEO which has been met with a positive response. The long term care replacement projects in KTHR have afforded the region increasing opportunities for communication with stakeholders.

**Groups, organizations and contracted agencies:** Relationships with these key stakeholder groups are often based on face-to-face communication through involvement on the North East Regional Intersectoral Committee (RIC) or through contact on an as needed basis.

IV. Key Messages

- Kelsey Trail Regional Health Authority members, physicians, KTHR staff and volunteers are focused on providing every patient, client, resident and their family with an exceptional experience in meeting their healthcare needs.
- KTHR provides patient care in response to patients’ needs, values, and preferences through collaborative partnership between patients, families and providers.
- KTHR healthcare providers and staff listen to and honour patient and family perspectives and choices.
- All patients and families are treated with respect and dignity.
- All patients and families receive timely, complete, accurate, unbiased information from healthcare providers regarding their diagnosis and treatment options, or have access to information to participate in their care and decision-making.
- Patients and families are encouraged and supported in participating in their care and decision-making at the level they choose.
- Patients, families, healthcare providers, staff and leaders are encouraged to collaborate in policy and program development, implementation and evaluation; in healthcare facility design; in professional education; and in the delivery of care.
PFCC is a long-term journey of cultural transformation which will be implemented through an ongoing effort to embed PFCC values and principles within the core values and fabric of all healthcare organizations.

KTHR recognizes patients and families as important partners of the patient care team, playing the role of patient advocates, providing emotional support and care. The definition of “family” is determined by the patient.

V. Communication Vehicles
Communicating successfully to board members, senior leadership, employees, patients, clients, long term care residents, families and communities requires diverse and varied communication vehicles.

- **Media advisories, releases and public service announcements**
  Information on PFCC and PFCC recruitment can be distributed to regional broadcast and print media as well as internally through the KTHR Communication Group as needed. All media releases are also posted to the internal and external websites. Publishing and/or broadcast of this information enhances stakeholder education and knowledge.

- **KTHR Pulse/Coffee Break Conversations**
  The region’s stakeholder and internal newsletters are respectively produced quarterly and monthly and distributed to staff, physicians, volunteers and external stakeholders and present opportunities to educate internal and external stakeholders about PFCC and PFCC recruitment. They are also posted to the KTHR internet and intranet sites.

- **Internet/Intranet**
  The Intranet utilizes the Sharepoint content management systems to allow multiple site administrators to be involved in ensuring timely updates. The Internet also utilizes content management with one main site administrator. Both sites are monitored by the Communications Officer. In addition to sharing information about PFCC, both sites provide information on committee recruitment and upcoming PFCC-related events.

- **Brochures**
  Information on PFCC is available through a print brochure that may be found in all KTHR facilities and physician offices as well as on both the internet and intranet.

- **Staff Events/Focus Groups**
  Events are often held for educational and networking opportunities and to provide a venue for staff to gather, such as the 3P. These events are opportunities to promote and build team work among staff in an effort to engage them in creating a culture focused on the PFCC, customer experience, safety, and quality improvement. Events that feature a cross section of staff from across the region also provide opportunities to take pride and express appreciation for the contributions of each individual to the organization as a whole.

- **Stakeholder Meetings/Presentations**
  PFCC informational and update meetings and presentations to stakeholder groups and individuals may be held as necessary. The meetings are held in smaller group
settings or one-on-one and provide opportunities to share in open dialogue and hear input about PFCC-related activities and recruitment. Regular communication with stakeholders is integral to gaining a sense of trust and confidence in the RHA and senior leadership and a better understanding of PFCC.

- **Community & Primary Health Care signage**
  The use of community digital sign boards and Primary Health Care signage in a number of communities within the region is another vehicle the region can use for messaging. It is primarily useful when spreading short, pointed messages about PFCC and recruitment.

- **Social Media**
  The region currently has a Facebook page that is underutilized. The original intent of the creation of the page was as a vehicle for recruitment however, there is significant potential to move beyond this single focus to create opportunities to communicate with both staff and stakeholders about PFCC and committee recruitment.

- **Job Postings**
  Job postings are currently available to all KTHR staff as well as potential staff from other health regions through Gateway Online. In addition, members of the public may access job postings through the region’s website. Including a short statement regarding KTHRs commitment to Patient and Family Centred Care in all job postings is another opportunity to increasing understanding and awareness about PFCC.

- **Paid Advertising**
  The region can utilize paid advertising as required for special events and key message promotion.

**VI. Strategies and Tactics**
The region will capitalize on new opportunities to incorporate key messages and PFCC branding. Programming launch events will also be utilized to bring media attention to new and/or expanding services and programs. Strategic communications plans are developed for all issues and initiatives focused on particular objectives.

**VII. Evaluation**
Evaluation consists of measuring KTHR progress toward achieving the following goals:

- 80% of patients and families surveyed will indicate they feel staff listened and respected them as a partner in their care by March 2017
- Managers build capacity for daily improvement and lean management
- A PFCC Steering Committee and a list of potential advisors will be identified and in place by December 31, 2013.
## Kelsey Trail Health Region
### 2013-14 PFCC COMMUNICATION INITIATIVES

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<tr>
<th>Initiative</th>
<th>Comments</th>
<th>Vehicle</th>
<th>Requirements</th>
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| Patient Experience Survey         | ▪ Surveys have been implemented in some service areas to varying degrees:  
  o Acute Care  
  o Long Term Care  
  o Therapies  
  o Primary Care  
  o Home Care  
  o Support Services  
  ▪ Not all surveys measure if staff “listened & respected them as a partner in their care” making establishing baseline data difficult  
  ▪ Some service areas distribute and collect surveys on a bi-annual or yearly basis rather than quarterly | ▪ Regional Vis Wall  
▪ Facility/Department Vis Walls (Acute, Long Term Care, Therapies) | ▪ Develop memo re. CEO expectations for PFCC measurement on vis walls |
| PFCC Education                    | ▪ 78 of 1630 staff attended the 2012-13 Focus on Patient Safety Education Week telehealth presentation  
  ▪ 81 attended the 2011-12 session  
  ▪ Education has been delivered to staff and board members through presentations, videos, webinars and written resources  
  ▪ PFCC education is incorporated into regional orientation, CIA, some job descriptions, performance | ▪ Incorporate PFCC stories into external and internal newsletters  
  o Highlight PFCC stories from HQC Summit Review (Jelaine Donald) and PFCC in LTC (Myrna George)  
  o Feedback from patient/family involvement in lean events  
  o Feedback from LTC client experience and acute care surveys  
  ▪ Internet & Internet  
  o Add PFCC on external website  
  o Reference location where PFCC information and links | ▪ Memo from CEO in new hire package  
▪ Develop posters for communications boards in acute care rooms and physician offices re. PFCC advertising & recruitment info  
▪ Link PFCC recruitment opportunities with QCC  
▪ Develop PFCC branding for posters for awareness, recruitment, website promotion, Facebook, Twitter and YouTube links promotion |
### KTHR PFCC Communication Strategy 2013-14

| Building lean/improvement capacity in managers | Managers have been involved in Kaizen Basics, the creation of vis walls and lean events including 3P, 5S and RPIWs.  
- All activities are designed to eliminate waste in the health care system and provide more time for managers to focus on creating positive patient experiences, safety and daily improvement. | Support and encourage management participation in Kaizen Basics, 5S, RPIWs | Storytelling  
- Newsletters/progress reports on lean initiatives and progress in KTHR |

| Establish PFCC Steering Committee and candidates for Advisory Councils | Steering committee will include minimum 50% patients and family members  
- Pool of advisory client and family members will be identified for participation on Advisory Councils  
- Advisory Councils will operate and function at the community level | Media Release/Memo promoting recruitment for regional steering committee (20 max, minimum 10 patients, one board rep)  
- Management recommendations for advisory councils  
- PHC committee members asked to participate on Advisory Councils | PFCC Plan to link to KTRHA Stakeholder Engagement Plan through board representation on Steering Committee  
- Explore opportunity to utilize PHC Provider Team members on Advisory Councils  
- Explore opportunity to utilize Advisory Councils to fulfill role of CHANs  
- Develop media release/posters for recruitment |

- reviews, a PFCC brochure, vis walls, surveys, the internet and intranet  
- to PFCC websites can be accessed on internal and external websites  
- Social Media  
  - Explore opportunities through the KTHR YouTube account to share PFCC stories  
  - Explore opportunities to utilize KTHR Facebook and Twitter accounts  
- IT support  
- Video production support