Creating Exceptional Experiences: Transforming Patient Centered Care to Patients as Partners in Care

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University Health Network (UHN)

Vision
Achieving global impact

Mission
Exemplary patient care, research and education

Purpose Statement
“We are a caring, creative and accountable academic hospital, transforming healthcare for our patients, our community and the world”
UHN
Our Hospitals

Toronto General  
Princess Margaret  
Toronto Western  
Toronto Rehab
# UHN Balanced Scorecard

<table>
<thead>
<tr>
<th>Domain / Theme</th>
<th>5 Year Goal</th>
<th>Objective</th>
<th>Measure</th>
<th>12/13 Baseline (11/12 Q4 unless articulated)</th>
<th>Q1 (April - June)</th>
<th>12/13 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CARING</strong></td>
<td>Achieve and document exceptional outcomes for our patients</td>
<td>Enhance all elements of patient safety</td>
<td>Hospital standard mortality ratio</td>
<td>85.0</td>
<td>85.0 (11/12 Q3)</td>
<td>&lt;97.0</td>
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<tr>
<td></td>
<td></td>
<td>C. Difficile rate (per 1000 patient days)</td>
<td>0.84</td>
<td>0.46</td>
<td>0.44</td>
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<tr>
<td></td>
<td></td>
<td>MRSA rate (per 1000 patient days)</td>
<td>0.26</td>
<td>0.43</td>
<td>0.22</td>
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<tr>
<td></td>
<td></td>
<td>Hand hygiene rate</td>
<td>81.9%</td>
<td>87.7%</td>
<td>83.0%</td>
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<tr>
<td></td>
<td>Become a world leader in documenting and improving patient outcomes</td>
<td>Substantially reduce hospital-acquired infections</td>
<td>ED length of stay for admitted patients (90th percentile in hours)</td>
<td>26.0</td>
<td>24.6</td>
<td>23.0</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Percent of eligible organ donors converted to actual organ donors</td>
<td>67%</td>
<td>N/A</td>
<td>90%</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Percent of surgeries (avoidable) cancelled within 48 hours</td>
<td>6.0%</td>
<td>4.2%</td>
<td>4.7%</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Inpatient satisfaction score</td>
<td>84.9% (2011/12 Q3)</td>
<td>82.0% (2011/12 Q4)</td>
<td>&gt;80.0%</td>
<td></td>
</tr>
<tr>
<td><strong>Measure and improve the value of care</strong></td>
<td>Improve internal program integration, discharge planning and community transitions</td>
<td>Percent of inpatient days designated as ALC</td>
<td>10.3%</td>
<td>10.1%</td>
<td>8.5%</td>
<td></td>
</tr>
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</table>
The Balance Scorecard

• Translates strategy into process and actions
• Links vision, mission, and purpose to goals, objectives, metrics and initiatives
• Provides a comprehensive and balanced view of the organization
Toronto General Hospital GOAL CASCADE 2013/2014

Purpose Statement
"We are a caring, creative and accountable academic hospital, transforming healthcare for our patients, our community and the world."

Domains

<table>
<thead>
<tr>
<th>We</th>
<th>Caring</th>
<th>Creative</th>
<th>Accountable</th>
<th>Academic</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop the best people who will enable system leadership</td>
<td>Achieve and document exceptional outcomes for our patients</td>
<td>Become the research hospital of the future</td>
<td>Expand our space, develop new sources of revenue, and become a leader in clinical, administrative and, research information integration</td>
<td>Deliver exceptional education at all levels to enable the success of tomorrow's healthcare leaders</td>
</tr>
<tr>
<td>Continue to build organizational capability and capacity</td>
<td>Become a world leader in documenting and improving patient outcomes</td>
<td>Further our understanding of the basis of health and disease through biology and technology platforms</td>
<td>Enable the collection, analysis and application of health information</td>
<td>Position UHN as the institution of choice for trainees</td>
</tr>
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<td></td>
<td>Transform “patient-centred care” to “patients as partners in care”</td>
<td>Leverage experimental therapeutics and health services to impact the lives of patients</td>
<td>Optimize productivity and integration of care through next-generation information management and technology</td>
<td>Continue to pioneer new models of teaching and learning</td>
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UHN Balanced Scorecard Goals

<table>
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<tr>
<th>Site Objectives</th>
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<tbody>
<tr>
<td>Create work environments that promote excellence and innovation in practice, education and research</td>
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<td>Enhance all elements of patient safety</td>
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<tr>
<td>Substantially reduce hospital-acquired infections</td>
</tr>
<tr>
<td>Enable the cultivation of positive deviant performance by creating environments that promote Positive: Meaning, Relationships, Communication and Climate</td>
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<tr>
<td>Enhance equity of access to care</td>
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<tr>
<td>Focus adoption of the PARTNERS in Care Service Standards, “Patient Perspective” by implementing and living the service behavior of the 4 A’s (Acknowledge, Ask, Act, Ask Again)</td>
</tr>
<tr>
<td>Create and disseminate new knowledge</td>
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<tr>
<td>Conduct high quality health studies</td>
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<tr>
<td>Fulfill organizational commitments through hospital accountability process</td>
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<tr>
<td>Implement advanced clinical documentation in ambulatory care clinics and inpatient areas</td>
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<tr>
<td>Increase the quality of educational experiences</td>
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<tr>
<td>Increase the number of UHN health professionals trained and certified in interprofessional education</td>
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Appreciative Inquiry (AI)

- A positive, strength based approach to change
- Finding the best in people and the world around them
- Co-creating inspiring future images
- Focusing on what we want more of
- Finding and unleashing the positive core
- AI is generative and focuses on possibilities

(Kelm, 2005)
Generativity at Toronto General Hospital

- Enabling a “Culture of inquiry” – dynamic, collaborative, curious and innovative environment
- Characteristics include:
  - Open to learning and expansive thinking
  - Continuous improvement,
  - Thinking outside the box, and
  - Creating a win/win approach
- Best summed up by non-judgmental curiosity
The past 10 years of Goal & Objective Themes
Customer Service Strategy Timeline

April 2011 - Goals & Objectives Retreat
Living Our Potential: Together It’s Unlimited!
Development of Desired Organizational Practices

October 2011 – Team Report Back Session
TGH Executive conducted 2 inquiries with staff – customer service & welcoming environment

Winter 2012
Customer Service Standards for TGH drafted by Retreat Planning Committee

October 2012: Team Report Back Session: teams reported on service standards implementation

April 2012 – Goals and Objectives Retreat
TGH Customer Service Standards validated “Partners in Care” Service Standards approved. Implementation tools distributed post-retreat

April 2013 – Goals and Objectives Retreat:
“Living the Exceptional Experiences for Patients, Families and Staff”

The Continuing Journey to “Patients as Partners in Care”
There was a desire from staff to have a common goal for all staff.

TGH staff committed to two Desired Organizational Practices (DOPs):
- Greeting patients and families on arrival in every area: when you see people in need, ask them “How may I help you?”
- Introducing yourself in every interaction, (your name, your role) and letting everyone know why you are there. At the end of the encounter ask “Is there anything else I can do to help?”
TGH Customer Service Strategy

Customer Service Working Group Launched

- Literature Review conducted
- Patient feedback sought to validate our DOPs
- Letters from patients and families content analyzed
- A virtual patient focus group was launched through Patient Relations
TGH Customer Service Strategy

TGH Goals and Objectives Report Day October 2011:

- 2 inquiries conducted with staff
  - what customer service would look like in their unit/department.
  - elements of a welcoming environment

Winter 2012:

- TGH Customer Service Standards were drafted based on an analysis of the results of the 2 inquiries and the work of the Customer Service Working group
TGH Customer Service Strategy

- There was strong alignment regarding the need for service standards as foundation for patient/client experience regardless of approach
- The leaders at TGH were focused on transforming our hospital to be one that our patients recommend to family and friends
- TGH as a team continues to be committed to the journey of customer service
Creating Exceptional Experiences

Toronto General Hospital
2011/12
Goals & Objectives Retreat
PARTNERS IN CARE SERVICE STANDARDS
Service Standards Best Practice

• Specific service behaviors expected of all staff are identified
• All staff educated on the standards
• Behavioral interview questions related to the standards are used in the selection process
• Standards are reviewed in orientation
• Standards are part of performance evaluation
• There is an on-going communication plan to keep standards “up front” for all staff
• Staff are recognized for exemplifying the standards
• Leaders coach and hold staff accountable for the standards

Pam Bilbrey, 2012
PARTNERS IN CARE SERVICE STANDARDS

STANDARDS

Patient Perspective
Engage patients and families as Partners in Care

Approach
Demonstrate positive intent in all interactions

Respect
Be respectful in interactions with others

Transitions
Work collaboratively with others to ensure seamless care across the patient journey

Navigate
Navigate the environment (way-finding) and care journey

Empathy
Be empathetic in interactions

Relationships
Build and sustain collaborative relationships

Service
Promote a culture of service excellence

BEHAVIOURS

✓ Ask questions to understand patient and family perspective (POC). For every interaction, use the 4As of customer service (Acknowledge, Ask, Act, Ask Again)
✓ Be aware and sensitive to cultural backgrounds and needs
✓ Be mindful of body language (greet, smile, acknowledge eye contact)
✓ When you see people in need, ask them “How may I help you?” For every interaction; introduce yourself (name, role and why you are there) and close conversation with “Is there anything else I can do to help?”
✓ Listen & explore, show respect & compassion
✓ Exercise positive intent; explain meaning behind your action
✓ Be aware of your tone of voice and communication style
✓ Make a conscious effort to be genuine and sincere
✓ Acknowledge others contributions and recognize them for it
✓ Share important information in all transfers of care
✓ Ensure patient, family and care giver understand and participate in their plan of care so they can self-manage their illness and recovery
✓ Provide ongoing patient and family education and regularly assess understanding
✓ Empower patients and families to participate as partners in care planning
✓ Create supportive and welcoming environments (assist with way-finding)
✓ Be empathetic and compassionate in all interactions (seek the patient’s perspective about what matters)
✓ Explore and acknowledge patient and families perspectives of their well being and overall experience
✓ Explore available options and offer choices whenever possible
✓ Honour what others and self have to contribute to the team
✓ Seek to understand and act in an inclusive and non-judgemental way
✓ Recognize and support the needs of others
✓ Promote and encourage teamwork continuously
✓ Take accountability for actions and adopt a blame-free environment
✓ Communicate openly, honestly and with courtesy
✓ Live the service standards in every interaction
✓ Foster a culture of accountability to the service standards
PARTNERS - Poster

## Standards

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</tr>
<tr>
<td>Transitions</td>
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<tr>
<td>Navigate</td>
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<td>Empathy</td>
<td>- Be empathetic in interactions.</td>
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<tr>
<td>Relationships</td>
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<td>Service</td>
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## Behaviours

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<td>- Provide engaging patient and family education and regularly assess understanding.</td>
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<td>- Explore and acknowledge patient and family perspectives of their well-being and personal experience.</td>
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<td>- Explore available options and other choices whenever possible.</td>
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<td>- Honour what others and who will contribute to the team.</td>
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<td>- Communicate openly, honestly and with courtesy.</td>
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<td>- Use the service standards in every interaction.</td>
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<td>- Foster a culture of accountability to the service standards.</td>
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### Patient Perspective

**Face to Face**
- **ACKNOWLEDGE**
  - Greet, smile, make eye contact, introduce self.
- **Phone**
  - Answer phone within three rings.
  - Greet, identify self and location, use person’s name.

**Show Respect and Compassion**
- **ASK**
  - How may I help you?
  - Ask questions to clarify and understand.
  - How may I help you?
- **ASK AGAIN**
  - Is there anything else?
  - “Is there anything else I can do to help you at this time?”

**What is Important to the Person**
- Follow through on request or give options.
- **Options**
  - Contact and share request with appropriate staff.

**Question to Ensure Request Met and if There is More**
- “Is there anything else I can do to help you at this time?”
PARTNERS Badge

**Patient Perspective**
Engage patients and families as Partners in Care

**Face to Face**
- Greet, smile, make eye contact, introduce self
- Answer phone within three rings
- Greet, identify self and location, use person’s name

**Show Respect and Compassion**
- Listen and explore
- Ask questions to clarify and understand
- How may I help you?

**What is Important to the Person**
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  - Options:
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**Question to Ensure Request Met and if There is More**
- “Is there anything else I can do to help you at this time?”
2013/14 Goals Cascade

We are a **caring**, **creative** and **accountable academic** hospital, transforming healthcare for our patients, our community and the world.

Purpose Statement

**Domains**
- We
- Caring
- Creative
- Accountable
- Academic

UHN Balanced Scorecard Goals

**Hospital Objectives**
- Develop strategies that strengthen employee engagement and foster a work environment that enhance staff commitment to UHN.
- Develop strategies that enable a culture that provides the exceptional patient experience.

Retreat Focus
Living the Exceptional Experience for Patients, Families and Staff

Toronto General Hospital
Goals & Objectives 2013
Current State

1. Partners in Care Service Standards have been rolled out across TGH

2. 2013-14 Retreat: Focus on “Living the Exceptional Experience for Patients, Families and Staff “

3. Focus on 4 A’s: Acknowledge, Ask, Act, Ask again

4. Completed the 21 Day Challenge
Current State

• 21 Day Challenge:
  • Takes 21-days to form a habit
• Multi year planning
• TGH Executive regularly meet with Managers
• Implement weekly TGH Executive team Patient interview process
Reflections

• Our Patient Centered Care strategy was a strong foundation to build on – core values guided the work
• Ensure patient’s voice and participation
• Change takes time, focus and commitment from all - quality improvement is a continuous journey
• Celebrate successes and learn from challenges
• Enable leaders from all levels – “lead from where you stand”
• Leadership development important for all
  – Appreciative Inquiry
  – Use of other generative approaches
Reflections

“The leader of the past was a person who told; the leader of the future will be a person who asks”

Peter Drucker
Questions?