

April 1, 2016 to
March 31, 2018

UHN Patient Experience Roadmap



Patient Experience highlights UHN's commitment to being compassionate, collaborative, and responsive to human need, and articulates the ground work for our desired future state of engaging each member of the healthcare team including all staff, patients and their caregivers, researchers, learners and volunteers to do everything possible to ensure high quality safe patient experience at UHN!

Patient Experience at UHN

What does Patient Experience mean?

At UHN, we recognize that the definition of Patient Experience is continuously evolving based on the needs and wants of patients, and our economic, social and political environments.

Patients and their caregivers* at UHN have suggested that Patient Experience is how the patient feels during their entire journey with the organization. These include their feelings and perceptions related to:

- The care they receive by all staff during their stay/appointment (includes respect, professionalism, empathy, compassion)
- All hospital interactions before and after stay/appointment
- Sense of safety & confidence in the health care practitioner(s)
- Wait times
- System and facilities navigation
- Accessibility of information and instructions
- Continuity and consistency of care across professions (including team communication)
- Other supports such as food and parking
- Cleanliness (aesthetically & hygiene/infection control)

*The term caregiver is partially modified from the Change Foundation's 2015 – 2020 Strategic Plan, and is used to describe an unpaid individual, who may or may not be a family member, that is identified by the patient to provide the vast majority of care, support and enrichment. The role of the caregiver is mutually determined by the people providing care and support and those receiving it.

The Patient Experience portfolio's primary purpose is to provide leadership to health care and service providers to enable them to provide optimal care through increased patient safety, quality, respect and compassion. The portfolio is charged with making visible and underscoring the importance of responding to patient and caregiver needs and preferences. We are accountable to ensure that patients and staff operate from an ethical framework; that patients and their caregivers are knowledgeable and comfortable raising issues of concern through our patient relations services, and that patients and their caregivers are fully engaged in their care as well as the organizations planning and decision-making activities. The portfolio is charged with shifting the culture that requires 'nothing about me, without me' (Nelson et al., 1998).

The Patient Experience Philosophy of Care highlighting UHN's commitment to being compassionate, collaborative, and responsive to human need, continues to inform our thinking.

Overarching Objectives:

- Above all else, UHN’s primary value is the needs of the patient come first
- All staff at UHN will strive to provide exceptional patient experience and will know where and how to access to information, advice and support from the patient experience team
- Meaningful partnerships with patients and caregivers as equal team members in planning and decision-making will continue to increase at all levels of the organization and are aligned with our emerging values:

UHN’s Value	Alignment
Safety	Patients and caregivers are our partners in patient safety and can offer insights into prevention, reducing harm during disclosure and promoting solutions to achieving 100% preventable harm based on their lived experiences
Compassion	Hearing the lived experience allows us all to become more aware of our patients as whole people – not just a disease or illness
Integrity	Being transparent with patients and caregivers builds trust and promotes appreciation of all members of our organization
Teamwork	Including patients as members within our teams, and promoting these principles, increases our ability overall to perform as high-functioning teams
Stewardship	Through patient and caregiver-identified – or needs based – resource allocation we can be even more confident that we are allocating resources responsibly and in alignment with what is most valuable to those we serve

Methods of engagement:

In order to engage a diverse representation of patient and caregiver partners, we will structure engagement across a continuum:

- **Share:** Provide easy-to-understand health information
- **Consult:** Get feedback on a health issue, policy or decision
- **Deliberate:** Discuss an issue and explore solutions
- **Collaborate:** Partner to address an issue and apply solutions

UHN's Evolving Office of Patient Experience

The Office of Patient Experience at UHN synthesizes the integration of the following patient-centred care services into one portfolio:

- **Bioethics**
- **Patient Engagement** including Interpretation & Translation Services, Patient & Caregiver Education, myUHN Patient Portal and Patient Partnerships
- **Patient Relations**

What is the Patient Experience Roadmap?

The Patient Experience Roadmap is an essential driver and key area of focus for organizational change and transformation at UHN. This leadership plan contributes to multiple drivers, mandates and directives especially the **Purpose, Values & Principles, Caring Safely, IT Transformation and Team Engagement**, as well as UHN's 2016/2017 enterprise-wide strategic plan.

The Roadmap responds to the **new Accreditation Canada** standards, as well as several **Ontario Ministry of Health and Health Quality Ontario** legislated requirements including the **Excellent Care for All Act (ECFAA), Patients First Action Plan, Accessibility for Ontarians with Disabilities Act (AODA) and the creation of the provincial Office of the Patient Ombudsman**. The Roadmap is designed to be sensitive to the evolving patient centred-care landscape in the province, and aspires to exceed the experience expectations of its citizens.

As part of this Roadmap, UHN will **advance the science of patient experience** by leading innovative, rigorous, and thoughtful research that contributes to the methods, models, and practices that are part of UHN's Patient Experience Roadmap. We will work across the health, education, and research systems to inform a broader agenda in patient experience innovations. UHN will build upon existing scholarly work, contribute to the academic field, and advance the next generation of science related to patient experience.

What will be achieved through the Patient Experience Roadmap?

- All staff at UHN will know what Patient Experience means
- There will be a 'go-to' team and place at UHN for information and advice on Patient Experience
- The culture will have shifted so that staff readily engage patients in planning and decision-making activities

- There will be improved care processes so that patients receive symptom management for nicotine withdrawal, focused rounding, consistent assignments of staff and follow-up post discharge communication to ensure their safety and the quality of their experience
- There will be access to UHN's Patient Portal for all patients
- There will be time-sensitive Patient Experience Intelligence tool(s) that will measure patient experience across all of UHN
- There will be awareness of the full scope of services provided by Bioethics, Patient Engagement (including Interpretation & Translation Services, Patient & Caregiver Education, and Patient Partnerships), and Patient Relations

The three overarching goals are ...

1. CREATE AN OFFICE OF PATIENT EXPERIENCE

UHN has a societal obligation to partner with and serve individual patients, their caregivers and the broader society. The Office of Patient Experience will provide Bioethics, Patient Engagement and Patient Relations services at the organizational and point of care intersections. The next two years will provide the opportunity to build a shared vision and accountability for the portfolio; create a Patient Experience dashboard; and provide a framework to evaluate the success of this Roadmap. There will be a newly developed corporate space and planning to support hospital-based Patient Navigation Hubs that will provide services (patient & caregiver education, issues resolution, information, translation, and bioethics consultation) to patients closer to where they receive care. In addition, there will be opportunities to share knowledge and expertise in this area through academic productivity and knowledge translation.

2. EXPAND PATIENT & CAREGIVER ENGAGEMENT AND IMPACT

UHN will transform its culture from a provider-centric model that considers 'whether' to engage patients and their caregivers to a patient-centric model that is fully committed to the 'when and how' of engaging patients in order to respond and exceed legislative requirements. We will learn from both the experiences of UHN's patients and their caregivers as well as our academic science in this area. We must understand and be committed to building on the strengths, preferences and values that patients and their caregivers share with us. Compassion, teamwork, safety and learning are at the heart of all that we do.

3. ENHANCE CARE SERVICES & MEASURE PATIENT EXPERIENCE INTELLIGENCE

UHN is fully committed to creating a **Caring Safely environment where staff and patient safety is fundamental to care and service practices**. This next two years will see UHN improve care practices specific to nicotine withdrawal and symptom management, focused rounding, consistent assignments of staff and exploration of follow-up post discharge communication to ensure patient safety and quality of experience. The IT Transformation will be seen through the expansion of the myUHN Patient Portal, as well as the development and roll out of a new time-sensitive Patient Experience Intelligence tool that will measure patient experience across all of UHN.

Each Patient Experience goal will be achieved in the following ways:

Goal 1: Create an Office of Patient Experience

Focus	Activity (high level)
Patient Experience Alignment	Align the three elements of Patient Experience: Bioethics, Patient Engagement (including Interpretation & Translation Services, Patient & Caregiver Education, Patient Portal and Patient Partnerships) and Patient Relations through the development of a shared definition, dashboard and committee structure. Increase awareness and scale up service provision where required these areas.
UHN Priorities	Develop a two-year Roadmap for Patient Experience at UHN in partnership with Executive leads for the eight UHN Operational Priorities.
Evaluating Outcomes	Develop a framework to evaluate the outcomes of the Patient Experience Roadmap.
Role of Risk Management	Clarify the role of risk management within the Patient Relations and Quality and Safety team
Patient Experience Infrastructure	Lead the planning, design and construction of the Patient Experience cross-organizational space .

Patient Navigation	Initiate the development of Patient Navigation Hubs at each of the four hospital sites.
UHN Best Practices (Internal Scan)	Create an inventory of existing patient and caregiver-centred initiatives across UHN including their impact on patient and caregiver wellbeing.
Population Health	Adopt a population health approach in response to the Ontarians with Disabilities Act (AODA) to address the unique needs of all patients at the organizational and local/unit environments.

Goal 2: Expand Patient & Caregiver Engagement and Impact

Focus	Activity (high level)
Legislation & External Drivers for Patient Engagement	Respond to external system driver requirements re: patient engagement, including Accreditation Canada, Excellent Care for All Act (ECFAA), Patients First Action Plan, Accessibility for Ontarians with Disabilities Act (AODA) and the creation of the provincial Office of the Patient Ombudsman.
UHN Priorities	Embed patient and caregiver perspective in the 2016/17 UHN priorities, e.g. Caring Safely, IT Transformation, Team Engagement.
Embedding Patient and Caregiver Engagement at UHN	Increase the number of patient and caregiver engagement activities at the organizational, program and unit level.
UHN Priorities	Increase the number of patients and caregivers contributing to high impact planning and decision-making activities.
Education, Research & Innovation	Develop engagement models and strategies in order to engage patients and their caregivers to the fullest extent in Education, Research and Innovation.
Patient Engagement	Develop a body of research about patient engagement in organizations that is important and relevant to

Research	UHN and the broader academic and practice communities.
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Goal 3: Enhance Care Services and Measure Patient Experience Intelligence

Focus	Activity (high level)
Service Standards Advancement	Continue to implement and evaluate the Partners in Care Service Standards in relationship to UHN’s Purpose, Values and Principles
Inpatient Engagement	Implement shift report at the bedside, focused rounding and consistent assignments of staff on all in-patient units
Post-Discharge Engagement	Investigate value and feasibility of follow-up post- discharge communication
Engagement in Care	Build capacity among healthcare professionals and trainees to partner with patients and caregivers to support best practices including health literacy, adult learning, self-management support
Smoking Cessation at UHN	Promote health and wellness through nicotine withdrawal symptom management and smoking cessation
Bioethics	Develop a “Wicked Problems” framework/approach to help address ethical complexities within UHN
Access to Information	Increase patient access to UHN’s Patient Portal to provide patients with access to their health information
Patient Experience Measurement	Set a new vision for collecting and utilizing patient experience intelligence data in the in-patient, out-patient and other service settings