

Patient Centred Leadership at KGH - Guide for Committee/Council Participants

The purpose of this guide is to ensure that meetings at KGH reflect the principles outlined in the KGH Strategy – specifically, **respect, engagement, accountability, transparency and value for money**.

These principles are recognized as being aligned to those of patient- and family-centred care. This includes respect and dignity; information sharing; participation and collaboration.

If invited to participate on a KGH committee or council, please consider the following points to help you demonstrate patient centred leadership:

- Review the terms of reference so you have a clear understanding of the mandate and, where appropriate how the work of the group is aligned to transforming the patient experience.
- If the purpose of the meeting is focused on or will have a material impact on the patient experience, a KGH Patient Experience Advisor(s) should be included in the membership from the outset. If not, clarify if this has been considered and as able, make suggestion of suitable participants.
- Participate in any orientation to the role of Patient Experience Advisors.
- Be open, and support all members in doing the work of the committee with particular sensitivity to the Patient Experience Advisors who may be less familiar with corporate meeting structures. Strategies include warm greetings; using names; sensitivity to use of patient-sensitive and respectful language; avoiding use of acronyms and responding to different types of communication needs and styles. The advisor-staff partnership can also be advanced in the meeting or after, by becoming self-disciplined in reflecting and sharing “what I learned from our patient experience advisor is that...”.
- If a Patient Experience Advisor is not part of the membership, ensure the patient perspective and voice is infused into the discussions and decisions. This can be done by sharing patient feedback or lessons learned from a discussion with a patient. An offer can also be made to take information back to department, program or service based councils where advisors are present and can offer perspective on an issue.
- Prepare for the meeting by reviewing all pre-circulated materials, giving consideration to how you will contribute to the deliberations and enable the patient perspective to directly and/or indirectly inform and influence the outcomes.
- To ensure successful outcome of deliberations, ensure clarity of the purpose of each item on an agenda (i.e. is it an item for decision; recommendation; information or input; or action of a decision).
- When presenting or receiving numerical data at meetings, ask for it to be translated into the actual impact on patients or people. For example, if there is a nosocomial infection rate, how many people were affected? Or with Emergency 90th percentile wait times, how many patients waited for how long? The goal is to “peoplize” the data to understand the impact to the person.
- Share any concerns about unmet information needs ideally in the meeting, and as a minimum with Chair after a meeting.
- Help to ensure discussion and decisions are aligned to transforming the patient experience through a relentless focus on quality, safety and service.
- Have fun – you are making a positive difference!

Principle-Based Decision Making

Principle-based decision making at KGH is guided by our KGH principles. It is also informed by an ethical decision-making tool called Accountability for Reasonableness (A4R) to ensure relevance, publicity, revision, empowerment, and enforcement. The principles embedded in this tool are again closely aligned to principles of patient- and family-centred care.

As part of a group that has decision-making accountability, or is preparing a submission for another individual or group that has decision-making accountability, please give consideration to the following:

- Describe the issue and/or goal ensuring its relevance. This includes:
 - How does it align to the KGH strategy?
 - How does it transform the patient experience?
 - Make sure to collect data/information that is related to the issue and decision-making criteria and that it has been put in context of patients. (where possible and appropriate);
 - Engage a broad range of stakeholders' perspectives and relevant experience/expertise including direct engagement of patients/advisors.
- Promote transparency by ensuring clarity about:
 - what the decision-making process is or is not about;
 - how decisions will be made;
 - who will make decisions;
 - which criteria will be used to make decisions;
 - how stakeholders can participate;
 - what stakeholders can expect once the decision is made;
 - how and when the decision and its rationale will be communicated.
- Ensure appropriate change management including training and support for those who will deliver on the plan or decision.
- Incorporate opportunities for iterative review of the decision
- Ensure evaluation of the decision, with commitment to improve the decision and the decision-making process as needed.
- Lead by example.