

Patient and Family Led Feedback Forums: Roadmap

About a Patient and Family Led Feedback Forum

Patient and family led feedback forums are an excellent way to combine your efforts to engage patients and families with interprofessional education collaboration, to support the very best patient experience. Improvement cycles which arise from these forums contribute to our KGH strategy and our aim of Outstanding Care, Always.

The following is a step-by-step approach for hosting Patient/Family Led Feedback forums. However, there is flexibility to create your own format as long as it includes the following:

- A patient/family who have had a recent hospital experience within the past year.
- The patient/family must have a preliminary meeting with the manager of the unit, director of the program and the forum facilitator. This will help them gain a better understanding of the purpose of the forums and to feel supported in how to share their experience with staff and physicians.
- Staff and physicians are encouraged to attend the forum.
- Coming out of the forum, a list of practices, processes and behaviours which impacted the patient experience and need support or remediation moving forward.
- At least one (but no more than two) improvement cycles that will be initiated to support or remedy those practices, processes and behaviours.
- The list of practices, processes and behaviours and the plan to address them must be sent to the Program Operational Director and Lead for Patient and Family Centred Care.

To start the process, you should select a patient/family who had an experience within your Program. It is important that the patient/family had an experience from which your staff and physicians can learn. The patient/family need to be able to give a balanced account and be comfortable speaking to a group. Your Program's Patient Experience Specialist may be an excellent resource for discovering appropriate patients/families. If a staff member becomes aware of a potential family to participate in a feedback forum they should pass the information on to the manager of the unit or department who can contact the patient/family.

Before the forum:

1. The manager will contact the patient/family to determine their interest in participating in a feedback forum. If the patient/family is interested, they are told to expect to be contacted by the forum facilitator. The manager should forward the contact information to the facilitator.
2. The forum facilitator (to be named by the Program Operational Director) will contact the patient/family and set up a meeting to go over the process and provide the family with support in sharing their experience. The lead for Patient and Family Centred Care is available to assist the facilitator at this meeting, if desired, and can be contacted at extension 4424. The facilitator should have a copy of the "Tips Sheet for Facilitators" which gives a framework for the forum and expectations of facilitators. (The tips sheet is the seventh document in this series)

3. At the initial meeting with the patient/family the facilitator, the manager and program director, plus others (if appropriate) will speak with them about their hospital experience. Try to narrow their experience to 3 or 4 major points. If other departments or units also played a significant part in the experience their manager should be contacted so staff from that area can also attend the forum. (So that more staff will be able to benefit from the learning.)
4. This initial meeting will familiarize the patient/family with what to expect in the forum and provide some tools which might be helpful. At this point it would be appropriate to give out the "Tips Sheet" for patients/families document (number six in this series). In situations where it is discovered at the initial meeting that the patient/family have unresolved issues which would be detrimental to staff's learning, the forum should not go ahead and the patient/family should be referred to the Patient Relations Program in order to have their concerns resolved.
5. After the initial meeting, the manager will agree on a date and time with the patient/family and should book an appropriate space for the forum to occur. Attempt to give staff as much notice as possible to allow as many staff and physicians the opportunity to attend. For the comfort of patients, families, staff and physicians no one unrelated to the program(s) (journalists, outside agencies etc.) or member of the executive team should be present at the forum. Attendance at the forum is limited to those staff, physicians, manager(s) and director(s) from the unit(s) the patient and family experienced while at KGH.
6. In preparation for the forum, the manager will create a written account of the patient or family's hospital experience. This will be done in a "case study" format and will be given to staff along with the "Tips Sheet for Staff and Physicians" (document eight in this series) early enough before the forum so that they may be able to acquaint themselves with the patient and family's account of their hospitalization.
7. All staff and physicians from the unit should be encouraged to attend. Each manager is responsible for determining the best way to communicate with staff and physicians to inform them that the forum will be taking place.

Hosting the forum:

1. On the day of the forum the patient/family should be met by the facilitator and accompanied to the forum.
2. It is the facilitator's responsibility to lead the forum from beginning to end.
3. After a welcome and time for introductions, the patient/family will be allowed to take up to 20 minutes to share the account of their hospitalization. There will then be a short period for comments and reflections from staff.
4. A staff member (not the facilitator) should be prepared to escort the patient/family from the room and then to debrief the experience with them.
5. After the patient/family have left, the staff and physicians are accountable for compiling a list of practices, processes and behaviours that impacted the patient's experience and need to be supported or remedied.
6. Staff and physicians will then decide on no more than two practices, processes or behaviours for which a PDSA (Plan, Do, Study, Act) improvement cycles will be implemented. The Manager or their designate is responsible for organizing the PDSA cycles.
7. The list of opportunities and plans to support or address them should then be forwarded to the Program Operational Director and Lead for Patient and Family Centred Care. Depending on the issues raised, the Program Operational Director will forward them to the appropriate body i.e. Professional Practice Council, Operations etc.

After the forum:

1. The facilitator should contact the patient/family the day after the forum to thank them again for their participation and to provide another opportunity to debrief if the patient/family wishes to do so.
2. The Program Operational Director must write to the family/patient to thank them for participating in the forum and let them know what actions are being proposed to address and support what was learned during the forum.
3. Parking costs for the patient/family will be covered by KGH. The Patient Experience Advisor supporting the patient/family before and after the forum may obtain parking chits from the office of Patient and Family Centred Care on Empire 2 (3-220) or through the KGH Lead for Patient and Family Centred Care, Daryl Bell.

Patient and Family Feedback Forums: Tips for Facilitators

You have been asked to facilitate a forum to improve the patient experience at Kingston General Hospital. Frontline staff and physicians often only receive patient and family feedback in the form of high level, aggregate, and after-the-fact patient satisfaction scores. There are many experiences which we never hear about. Hearing a patient's first-hand account can help frontline staff strengthen the connection between the care they provide and the impact it has on the patient and family experience. The purpose of the forum is for staff and physicians of a Program to receive direct feedback from people who have been impacted by a hospitalization and to find ways to reinforce those things which are working well and to improve what can be improved.

In the feedback forums, patients or their families are asked to share their experience with KGH. These personal accounts serve as powerful tools for supporting good behaviours, practices and processes.

You will first receive the patient's/family's contact information from a manager within the Program. A staff person will have already spoken with the patient/family and let them know that you will be contacting them. You should set up an appropriate time and location to meet with the patient/family. You will also need to invite the manager and the director of the Program as well as others as appropriate.

This initial meeting has two purposes. One, to determine whether the patient/family's experience will provide a good learning opportunity for staff, and second if the patient/family is selected for a forum, how best to support them in sharing their hospital experience. Listen carefully for the main points of their experience. Remember this account needs to be balanced to be most beneficial to the staff's learning. It will be helpful to assist the patient/family in narrowing their experience down to three or four major points that they would like to discuss.

This initial meeting will also familiarize the patient/family with what to expect in the forum and provide them with tools which they might find to be helpful. This would be an appropriate time to give out the "Tips Sheet" for patients/families. (document six in this series)

In situations where it is discovered at the initial meeting that the patient/family have unresolved issues which would be detrimental to staff learning, the forum should not go ahead and the patient/family should be referred to the Patient Relations Program in order to have their concerns resolved.

The manager will decide with the patient/family on a date and time for the feedback forum and will book an appropriate space.

In preparation for the forum the manager will create a written account of the hospital experience. This will be done in a “case study” format and will be given to staff along with the “Tips Sheet for Staff and Physicians” (document eight in this series) early enough before the forum for them to acquaint themselves with the patient and family’s account of their hospitalization.

Arrangements will need to be made to meet the patient/family at the front door and accompany them to the room where the forum is to be held.

For the comfort of patients, families, staff and physicians no one unrelated to the Program(s) (journalists, outside agencies etc.) or member of the executive will be present at the forum. Attendance at the forum is limited to those staff, physicians, manager(s) and director(s) from the unit(s) the patient and family experienced while at KGH.

In the first half of the forum you will need to set the tone for those gathered. You may wish to thank them for attending and lay out the purpose and format for your time together. You will also need to inform the patient and family that staff and physicians may have to leave in order to respond to urgent patient needs. You can then invite the patient and/or their family member to share their hospital experience. When the patient/family has finished, staff may wish to react to what they heard. It will be important that staff and physicians don’t react defensively while the patient/family is present. You may need to keep focusing the discussion back on to how it made the staff feel when they heard about the experience. Remember, this is about how the patient/family felt during their hospitalization.

After the patient/family has shared their experience, a staff member (not you the facilitator) will leave with the patient/family and debrief with them as needed. After the patient and family have left, you will then encourage staff and physicians to discuss what they heard.

The manager or their designate will be responsible for compiling this information and initiating the one or two PDSA improvement cycles or quick fixes that are agreed upon by the group. The list of opportunities and the plan to support or address them will be forwarded to the Program Operational Director and Lead for Patient and Family Centred Care. Depending on the issues raised, the Program Operational Director will forward them to the appropriate body i.e. Professional Practice Council, Operations etc.

Here is a suggested introduction you may use:

“Thank you all for being here. This Patient and Family Feedback Forum is an opportunity for us as an inter-professional team to understand firsthand what the patient experience is like on our unit. Today we are going to hear from _____. The forum will last approximately 40 minutes. During the first section of this forum, _____ is going to share some major examples of what their time here with us was like for them. We will then have some time to reflect on the experience with them. After that _____ will leave and we will further reflect on what things contribute to a positive patient and family experience, and what things need to be changed to create a better patient and family experience. One or two PDSA improvement cycles will be agreed upon by this group before the end of this session. We will be sharing our learning with the rest of the team on the unit by posting our findings and the means by which we will support and/or remedy what we have heard.”

Some things to keep in mind as a facilitator:

- Expect that some people may be deeply moved while speaking. Kleenex should be available. Also, you may feel emotional when you hear about their experience. You may

need to support the patient and or family by pausing and telling them, *“It’s OK,” “This is hard to talk about, “We can pause for a moment if you’d like.”*

- Staff may also be emotional and may benefit by debriefing with you or their manager at a later and more private time.
- Some staff may feel defensive. You may need to refocus the conversation by saying *“We’re not here to defend why things may happen but we are here to understand the processes and behaviours that impact the patient and family experience.”*
- Often we will be hearing patients and families speak about emotions such as fear, joy, frustration, and anger.
- When speaking with the patient or family member avoid “Why?” questions as they can lead to defensiveness. Instead ask open-ended questions such as *“How did that make you feel when...?”, “What did you need at that time?”, “How could we have done better?”, “What was helpful?”*

Patient and Family Feedback Forums: Tips for patients and families

You have been asked to take part in a special meeting, called a “patient and family feedback forum” to help Kingston General Hospital improve the patient care we provide. A forum is a chance for patients and their families to tell us about their experience at KGH. Your experience and personal stories will help us learn and make changes to help us meet our aim of Outstanding Care, Always.

The forums also provide the opportunity for our staff and physicians to receive direct feedback from people who have had an experience in our hospital. A forum will also help find ways to reinforce those things which are working well, and to identify areas that we can improve. Attendance at the forum will be limited to staff and physicians as well as the manager and director of the Clinical Program that provided care to you or your family.

The forums range in size, there may be between four and forty people in the room and it will likely take place on the floor where you or your family member stayed. KGH will provide an individual to help support both you and staff members during the meeting. Your talk should last about 15 to 20 minutes.

It may be helpful for you to write down your experience to ensure you cover all the points you want to make. Please consider the following points to help you prepare for the forum:

- The account of your hospital experience is important and will help us improve the patient experience. Please plan ahead and consider how you feel most comfortable in sharing your story.
- The following are some questions you may want to think about as you prepare to share your experience:
 - What am I willing to share with the group?
 - What do I feel is too private to talk about?
 - What will my family be comfortable with me talking about?
 - What will my experience teach those who are listening?
 - Have I had negative experiences that are still bothering me and will they be difficult to share in a constructive manner?

Here are some suggestions which may help staff remember your message:

- It may be helpful to practice ahead of time and write down what you would like to say
- Speak from your heart – show respect and aim to be constructive.
- Be sure to share the good and bad parts of your experience. People can often hear criticism better if you start and end your story with positive points. Talk about the things you weren't happy about in the middle of your presentation. Remember, this is about helping our staff understand what made for a good experience and what could have been improved. If you only speak about the negative parts of your experience, people can shut down and the chance to learn may be lost.
- Remember that talking about your concerns will help staff improve the care they provide to patients, but if you are angry, people may stop listening.
- Use your time to talk about what you think patient-and family-centred care is all about (for example dignity, respect and working together).
- Use your own presentation style so that you feel more comfortable.
- Look at your audience.
- If you are speaking as family member, you may wish to share pictures of your family member.
- If you don't know the answer to a question, say so.
- Be honest.
- Try not to put people on the spot (by pointing fingers or using the word "you" for example).
- Say things like "it felt like no one cared" instead of "no one cared."
- Expect that some people who hear your story may be deeply moved. Also remember that you may feel emotional when you tell your story.
- Think about bringing a friend, family member or supporter with you.
- Some staff or doctors may need to leave the meeting quickly to go help out with patient care. Please do not feel insulted if someone has to leave the forum.

If you had an experience with a staff member who is now in the meeting, remember, the best way to help the unit improve and provide better care is to talk about behaviours, **not** the people themselves. Some examples are:

- When the nurse sat beside my bed rather than standing over me I felt listened to and cared about.
- When no one answered my call bell for a long time I became fearful and frustrated.
- People seemed to be confused about what the care plan was. One doctor told us my dad would be having the chest tube taken out and another doctor told us the chest tube would be staying in place and knew nothing about taking it out. That made us feel unsafe and confused.
- When someone said " _____ " I felt " _____ " and then did " _____ "

In the above examples, the behaviour is talked about without pointing out an individual person. This allows the people hearing your story to think about how they would act in that situation and better understand how their actions make patients and families feel.

At a later date we will provide you with a summary of how the issues you raised have been addressed.

NOTE: Please park in the underground parking lot (located across from the main hospital entrance on Stuart Street) when you come to the hospital for the feedback forum. We will be glad to cover your parking costs for you.

Patient and Family Feedback Forums: Tips for staff and physicians

You have been invited to participate in an opportunity to improve the patient experience at Kingston General Hospital. Frontline staff and physicians often only receive patient and family feedback in the form of high-level, aggregate, and after-the-fact patient satisfaction scores. There are many experiences which never get reported back. Hearing patients describe their care in person can help frontline staff and physicians strengthen the connection between the care they provide and patient impact. The purpose of the forum is for staff and physicians who provide care on the unit(s) to receive direct feedback from patients and families that received care on the unit. Forums also allow us to find ways to reinforce those things which are working well and to improve what can be improved. All staff and physicians who work on those unit(s) plus the manager(s) and director(s) of those unit(s) are encouraged to attend. For the comfort of patients, families, staff and physicians no one unrelated to the Program(s) (journalists, outside agencies etc.) or member of the executive will be present at the forum.

In the feedback forums, patients and/or their families are asked to share their experience with KGH. These personal accounts serve as powerful tools for supporting good practices, processes and behaviours for bringing about constructive change at the unit level. A staff member will facilitate the forum. In the first half, the patient or their family member will be invited to share their experience and in the second half, after the patient and family have left, the facilitator will encourage you to talk about what you heard.

It will be the manager's (or their designee's) responsibility to address the opportunities raised in the forum in the form of a continuous improvement cycle or a quick fix. This is the very heart and reason for the forums. This proposed improvement process or quick fix will be shared with the patient/family who participated in the forum, the Program Operational Director and the KGH Lead for Patient and Family Centred Care.

The following tips may be useful:

- Come prepared to truly appreciate what the hospital experience was like from the perspective of a patient or family.
- Expect that some patients and families may be deeply moved while speaking. Also remember that you may feel emotional when you hear their experience.
- Be conscious of your body language. Do you look open to receiving feedback?
- Until we truly have "Outstanding Care, Always" there will be aspects of the patient and family experience which can be improved.
- In every hospital experience there are behaviours that staff display which positively affect how the patient and family feel about their hospitalization.
- The patient and family experience is just that, it's their experience. This is not a time to defend why something might have happened. It is to hear first-hand how the experience impacted the lives of patients and families.
- When speaking with the patient or family member avoid asking "Why" questions as they can lead to defensiveness. Instead ask open ended questions such as "**How did that make you feel when...?**", "**What did you need at that time?**", "**How could we have done better?**"

You may decide to meet with your manager on your own to debrief after the feedback forum.