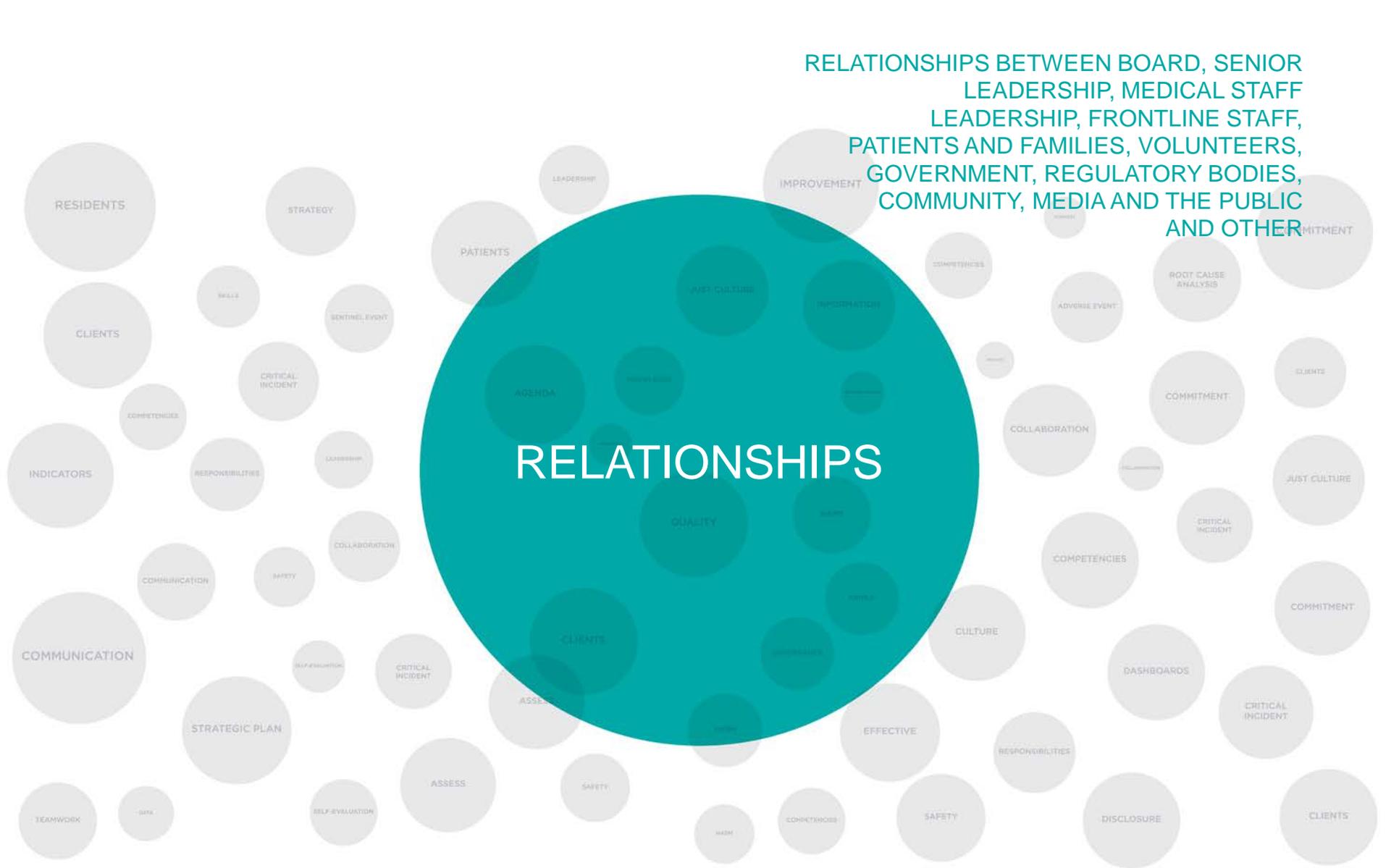


RELATIONSHIPS BETWEEN BOARD, SENIOR LEADERSHIP, MEDICAL STAFF LEADERSHIP, FRONTLINE STAFF, PATIENTS AND FAMILIES, VOLUNTEERS, GOVERNMENT, REGULATORY BODIES, COMMUNITY, MEDIA AND THE PUBLIC AND OTHER

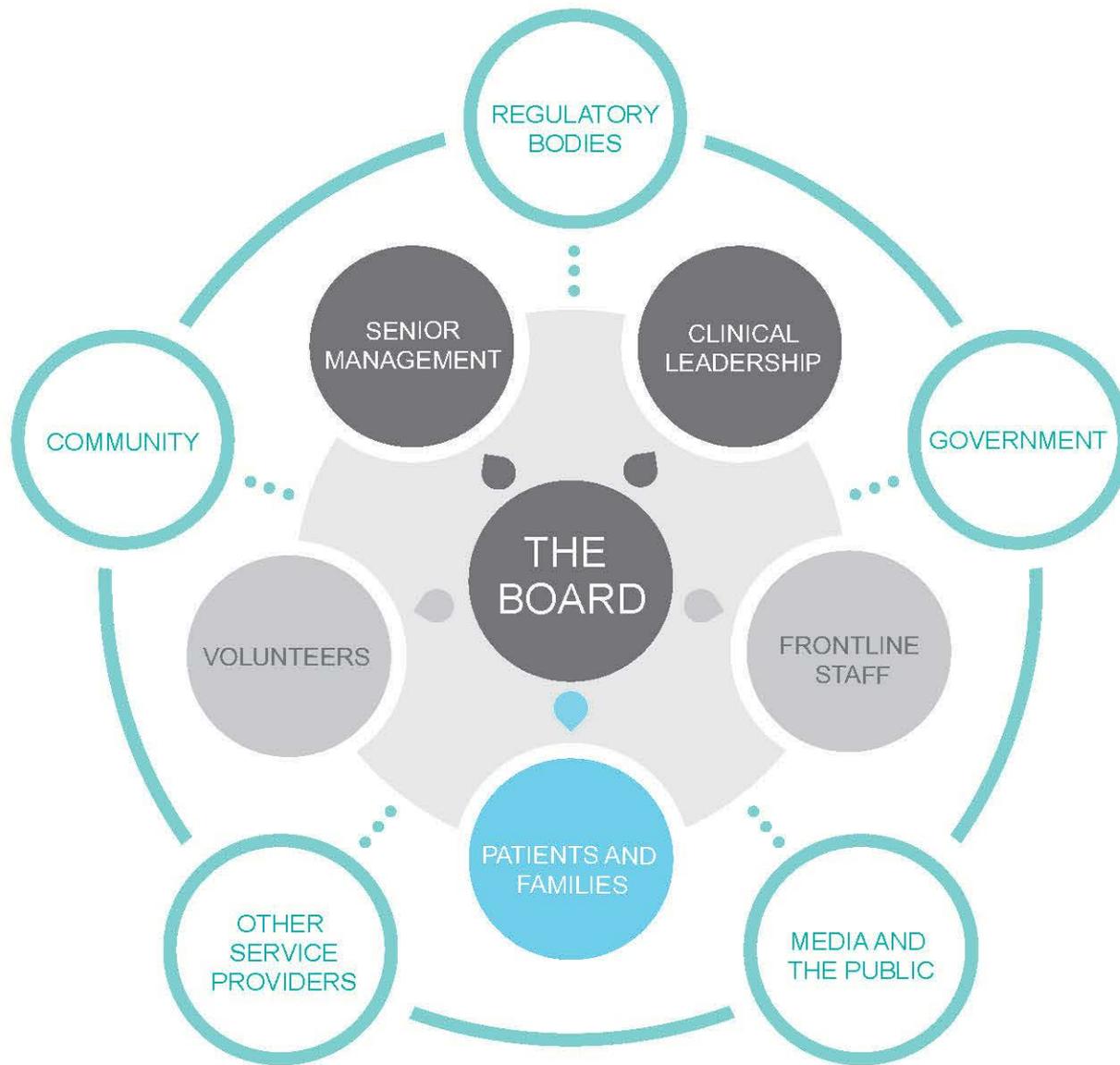


RELATIONSHIPS



# Objectives

- Explain the importance of alignment of goals around quality and patient safety
- Identify key relationships and obligations to internal and external partners
- Describe effective and positive relationships with different groups of stakeholders



# Responsibility of the Board

- Board is ultimately accountable for the performance of the organization and must take a leadership role in establishing the quality and patient safety agenda.



EFFECTIVE GOVERNANCE  
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# Internal Relationships

# Relationships within the Board

- The Board should build a culture of trust, respect, inquiry, candor and leadership in their relationships with each other
- The Board must establish an ability to operate in different modes:
  - Fiduciary (oversight)
  - Strategic (foresight)
  - Generative (insight)

# Relationships with Senior Management

- Focus on excellence
- Build productive culture focused on quality and patient safety
  - Define roles and responsibilities
- Support effective governance practices

# Relationships with Clinical Leadership

- Align commitments to quality and patient safety improvement plans
- Clarify performance expectations\*
  - Recruitment of clinician leaders
  - Accountability and reporting relationships
  - Performance measurement
- Importance of physician leadership\*

*\*In workbook*

# Relationships with Frontline Staff

- Establish clarity around the role of the board in quality and patient safety
- Establish alignment of the organization around the quality and safety agenda
- Frontline staff understand their contribution to achieving quality and patient safety goals

# Relationships with Volunteers

- Ensure quality and patient safety through the use of volunteers
- Establish policies around\*:
  - Screening of volunteers
  - Informing volunteers of their roles
  - Training and support

*\* In workbook*

# Relationships with Patients and Families

- Ensure patient and family centred care is imbedded in core values and principles of organization
- Promote collaborative partnerships between care providers and patients and families
- Reviews patient experience surveys
- Include patient stories on Board agenda

*\* In workbook*



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# External Relationships

# Relationships with Government

- Ensure compliance with appropriate legislation
- Ensure clarity on relationships and accountabilities to Ministries
- Importance of trust and effective communication

# Relationships Board and LHIN

## **Multi-Sector Service Accountability Agreement:**

- to provide funding for the provision of services,
- to support collaborative relationships
- to engage communities
- to improve the health of Ontarians through better access to high quality health services
- to coordinate health services
- to manage the health system at the local level effectively and efficiently
- to identify performance standards

# Relationships Board and LHIN

## Patients First Proposal

***Timely access to primary care, and seamless links between primary care and other services.***

- Bring the planning and monitoring of primary care closer to the communities where services are delivered. LHINs, in partnership with local clinical leaders, would take responsibility for primary care planning and performance management.
- The LHINs would work closely with primary care providers to plan services, undertake health human resources planning, improve access to inter-professional teams for those who need it most and link patients with primary care services. The ministry would continue to negotiate physician compensation and primary care contracts.
- Identify smaller sub-regions as part of each LHIN to be the focal point for local planning and service management and delivery. The LHIN sub-regions would take the lead in integrating primary care with home and community care.

# Relationships with Regulatory Bodies

- Knowledge of accountabilities to regulatory bodies
  - E.g. Accreditation Canada
  - Professional Associations
- Ensure compliance with appropriate legislation and mandates

# Relationships Board and Health Quality Ontario

**To support ECFAA, the role of HQO was expanded to include:**

- Public reporting on the quality of Ontario's health system,
- Supporting continuous quality improvement,
- Promoting health care that is based on best available evidence,
- Receiving and reporting on the annual quality improvement plans of health care organizations.

# Relationships with other Service Providers

- Coordination, collaboration & communication
  - Facilitate access across the continuum of care
  - Avoid patients getting “lost in transition”
- To fulfill mission of quality and patient safety, linkages with other organizations and service providers can provide seamless care
  - Define processes ensure coordination of services



**Public – Patients and Families**

**Responsibilities:**

- Make better choices and be more health literate

**Outcomes:**

- Healthier population and greater satisfaction

**Providers -**  
Accountable Organization

**Responsibilities:**

- Deliver best care to patients

**Outcomes:**

- Increased access (same/next day)
- Smoother transitions

**Health Links**

– Shared Accountability for Improvement

**Responsibilities:**

- Ensure better care is provided within a defined funding envelope
- Lead regional quality improvement planning

**Outcomes:**

- Better care standards
- Efficiencies in delivery

**LHINs –**

Performance Manager

**Responsibilities:**

- Measure & monitor performance
- Hold accountability agreements

**Outcomes:**

- Improvements on metrics (e.g., ALC, readmissions)

**MoHLTC –**

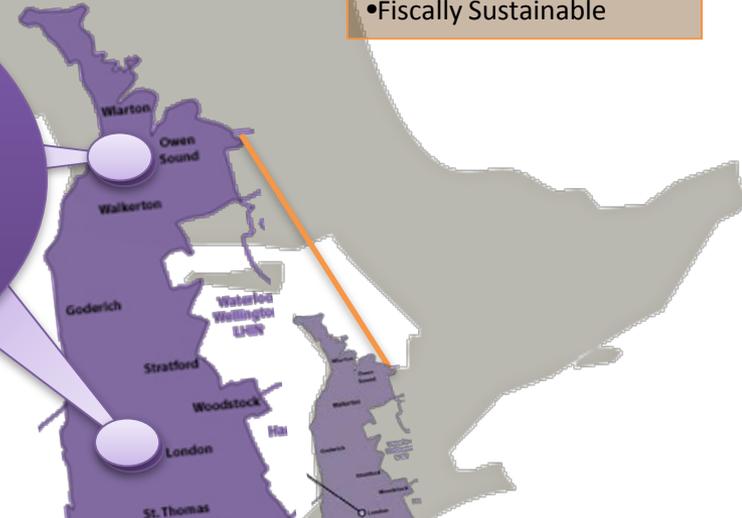
Leader and Enabler

**Responsibilities:**

- Set strategic direction and remove barriers

**Outcomes:**

- Faster Access
- Right Care/Time/Place
- Healthier Population
- Fiscally Sustainable



# Relationships with the Community

- Outreach role of the Board
  - Identify community engagement opportunities
- Consider community-based needs assessment
- Spectrum of community engagement

*\*In workbook*

# Relationships with the Media

- Importance of positive relationships with the media
- See CPSI “Guidelines for Informing The Media After an Adverse Event”\*
- Attention to social media

*\*In workbook*

# Summary

- Importance of trust, cooperation, leadership, and a clear definition of roles and responsibilities both within the board, and in establishing and maintaining good relationships
- The Board must uphold positive, trusting relationships with a number of diverse stakeholders, within and external to their organization

# Summary

- Need to consider patient/family, community and public communication, engagement and empowerment as part of the role of the Board.



# THE OTTAWA HOSPITAL / PHYSICIAN ENGAGEMENT AGREEMENT

## The Hospital's Commitment to Physicians

## Values of The Ottawa Hospital

## Physicians' Commitment to The Hospital

### Commitment to Quality

- Foster a culture of excellence in quality of care within an academic environment.
- Strive to develop a culture infused with, and informed by, our organization's four values.
- Support this commitment to quality by choosing measures that are relevant, context sensitive, meaningful and objective.
- Cultivate a culture of trust. To that end, evaluations of processes, systems and people must be timely, candid and constructive.

- Champion the development and adoption of organizational processes, practices and policies that drive excellence in quality of care within an academic environment.
- Practice excellent patient care. Measure progress.
- Actively work with the hospital. Acknowledge your key role in improving individual and hospital care processes to boost quality and safety.

### Compassion

- Create an environment that contributes to physical and emotional health.
- Provide care in a manner consistent with patient- and family-centred principles.
- Promote physician and staff health and well-being.

- Recognize patients as the primary focus of our collective efforts and advocate on their behalf.
- Protect patient privacy and dignity.
- Communicate with patients and families in a clear, timely, supportive, engaged and empathetic manner.

### Working Together

- Make decisions and allocate resources in a consultative manner: listen to stakeholders, be transparent and assume accountability for those decisions.
- Share information and communicate directly and proactively in an honest, consistent and meaningful way.
- Ensure that organizational processes and clinical systems are effective; that they recognize and respect the relationship of physicians with the hospital and patients, and align with the hospital's core values.
- Recognize and celebrate the accomplishments of physicians and staff.
- Demonstrate clear, effective and transparent leadership.

- Engage with others, actively listen to them, communicate respectfully, and consider their ideas.
- Participate in decision-making. Practice in accordance with group decisions.
- Use resources in an appropriate way and be accountable for utilization.
- Work within and respect organizational processes and clinical systems.
- Treat co-workers as you would like to be treated.

### Respect for the Individual

- Treat everyone at The Ottawa Hospital with fairness, equity and respect.
- Value and respect diversity.

- Treat everyone at The Ottawa Hospital with fairness, equity and respect
- Value and respect diversity.

\_\_\_\_\_  
Dr. Jack Kitts, TOH President & CEO

\_\_\_\_\_  
Physician Name

\_\_\_\_\_  
Physician Signature

\_\_\_\_\_  
Dept/Division Head Signature

\_\_\_\_\_  
Date



International Association  
for Public Participation

# IAP2 Spectrum of Public Participation

*Increasing Level of Public Impact*

**Public  
participation  
goal**

## **Inform**

To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.

## **Consult**

To obtain public feedback on analysis, alternatives and/or decisions.

## **Involve**

To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.

## **Collaborate**

To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.

## **Empower**

To place final decision-making in the hands of the public.



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# THANK YOU QUESTIONS??





# IDEAS and ACTIONS