



# Annual Report

## Patient and Family Advisory Program



2022

2023

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# A MESSAGE FROM MICHELE JAMES

Executive Vice-President, People & Transformation

*Our PFAs continue to be motivated, involved, and passionate about transforming the patient experience.*



As we come to the end of this fiscal year, I reflect with great pride on the impact our Patient and Family Advisors (PFAs) have had on Scarborough Health Network (SHN). Throughout the COVID-19 pandemic, our Accreditation survey, and several redevelopment plans, our PFAs have continued to be motivated, involved, and passionate about transforming the patient experience. Their dedication and collaboration help the hospital and our staff maintain a patient-focused lens, prioritizing Patient and Family Centred Care (PFCC).

As Executive Sponsor of the PFA Program, it has been my pleasure to watch it grow and evolve as the organization has over the past seven years. The PFAs have seen the hospital through our merger into a health network, the development and implementation of our inaugural strategic plan, the pandemic, and our current advancements with the creation of the SHN Research Institute (SHNRI) and our partnership with University of Toronto Scarborough (UTSC) to usher in the creation of the Scarborough Academy of Medicine and Integrated Health (SAMIH).

With all of these exciting changes happening for the organization, we are thrilled to continue partnering with PFAs to ensure we are providing exceptional care with a patient and family centred foundation. As a member of the senior team, I am looking forward to another successful and dynamic year for our PFA program.

# MESSAGES FROM PFAC CO-CHAIRS

Sangeetha Navaratnam  
Manager, Health Equity, Patient &  
Community Engagement



I came to SHN almost two years ago and have been co-chairing SHN's Patient and Family Advisory Council (PFAC) since joining the hospital. This wonderful group of dedicated individuals that make up the PFAC have had another incredible year of working with SHN staff to improve the overall patient experience.

One of my favourite parts of this job is co-chairing the PFAC with Jan. Partnering with Jan to lead PFAC has been very rewarding and has allowed us to develop a strong working relationship to help drive the group towards continuous improvement. Being a co-chair also allows me to foster relationships with the PFAs, providing them with support while also learning from their experiences and perspectives. PFA engagements this year have shown a real benefit to SHN and how we continue to build our programs and services. The redevelopment of the Centenary site Emergency Department (ED) saw these benefits first-hand when their PFA urged them to include more design elements that improved patient experience.

SHN has an amazing group of dedicated, passionate PFAs and I feel quite privileged to be able to work with them on a daily basis. Looking forward, I'm very excited for what the new year will bring for us. As the hospital and program continue to grow, we will see more unique and exciting opportunities for our PFAs to make a difference.

Jan Haskings-Winner  
Patient and Family Advisor



Being a PFA for the past seven years, I have had the pleasure to participate in a lot of great initiatives that have led to improvement and growth for the hospital and Scarborough community, including co-chairing the SHN Corporate PFAC for five of those years.

As a Scarborough resident, I understand how important PFCC is to improving patient care and experience for all. Working with Sangeetha is very satisfying, as it helps to have a strong relationship to ensure our council has everything they need to succeed. This past year has been very exciting with all of the advancements happening for SHN, which can only lead to further great opportunities to include PFA input. One of those opportunities was in partnership with the Facilities team, discussing the Birchmount site redevelopment and what their plans looked like. This engagement was not only beneficial for our PFAs to understand what's changing at the hospital, but also for the staff as some of the PFAs suggested to include designs for the parking garage that would be more inclusive and beneficial to patients.

My peers and I on the PFAC care very deeply about Scarborough, and the hospital, and I look forward to engaging with them further on projects in the future to continue to make a difference.

# PATIENT AND FAMILY CENTRED CARE

Patient and Family Centred Care (PFCC) is a philosophy that embraces health-care professionals working together with patients and their families to plan, deliver, evaluate and improve health care. SHN is committed to PFCC and building its principles into everything we do. PFCC defines what a quality health care experience should feel like at our hospital. SHN approaches patient and family engagement in a variety of ways. The International Association of Public Participation (IAP2) Canada framework (see Appendix A) has been useful in planning and in setting expectations for patients, family members, caregivers and staff about how engagement works.

## PFCC at SHN



### What it looks like:

Active involvement in their care and planning for their transition from the hospital

A feeling that their care has been individualized for them, and considers their backgrounds and lifestyles

The opportunity to play an important role as a Patient and Family Advisor and provide input into hospital planning

The desired outcome of a quality patient experience



This seal will appear on all documents that have been developed in partnership with patients and families

# PATIENT AND FAMILY ADVISORS



One of the key aspects of our PFCC philosophy is the involvement of Patient and Family Advisors (PFAs) at SHN. These volunteer advisors provide advice from the perspective of the patient, family, caregiver, or chosen support person. They use their lived experiences at our hospital to help us to develop and promote hospital policies, programs and practices that directly impact patient care and services. They partner with SHN's interprofessional team to advise and support the strategic directions of SHN in matters that relate to the patient and transform the patient experience.

Our PFAs are advisors not advocates. An advisor is a person who partners with staff by bringing their experience of what it is like to be a patient or family member to a decision-making table or to a group working on a project with a common cause. An advisor looks at the big picture along with the inclusion of all perspectives, especially vulnerable populations, to bring forward recommendations, which provide important context and perspective to decision-makers at SHN (see Appendix B for Role Description).

The Patient and Family Advisory Program is the overall program encompassing all PFAs (see Appendix C for List of PFAs) and Patient and Family Advisory Councils (PFACs).

**Corporate PFAC:** The Corporate PFAC is responsible for the health and well-being of the PFACs and the PFA program as a whole. The council fosters partnerships with SHN's interprofessional team, PFAs, and community partners, to ensure SHN supports the needs of our diverse community to transform the patient experience (see Appendix D for Guidelines for Presenters and Request PFA Form).

**Program/Department PFACs:** Council PFAs partner with SHN program staff to form a departmental level PFAC. They transform the patient experience at the program level and may also contribute to corporate changes and support the strategic directions of SHN in matters that relate to the patient experience.

# THIS PAST YEAR

## What's been happening

This year has been an exciting one for SHN's PFA program, from continuing to navigate COVID-19 at the hospital, being a key part of SHN's Accreditation survey and being awarded Exemplary Status from Accreditation Canada, continuing our Epic and MyChart implementation across the hospital, and seeing the benefits of SHN Foundation's *Love, Scarborough* campaign. COVID-19 has been a challenge for our program, as many of our PFAs enjoy engaging and collaborating with their peers and staff in person. But this has also shown benefits, as it has allowed us to stay in contact over the pandemic, helping our PFAs feel more comfortable about engaging without having to be on site. As we look ahead to the next year, we aim to return to some in-person engagements, while also continuing to allow choice for those who wish to participate virtually. The PFA program continues to provide patient input and perspective into the majority of projects and initiatives that impact patient care and experience. SHN's continued commitment to Equity, Diversity, and Inclusion (EDI) allows our PFAs to participate in incredibly valuable education and training to better inform their roles within the hospital. Education and training like our Health Equity Certificate Program and Anti-Black Racism modules have been utilized by 13 of our PFAs. Our PFAs have been involved in a variety of different projects and initiatives across the organization including redevelopment plans at our three sites and the continued assistance with leadership recruitment, including participating in the focus group to select our new Chief Executive Officer (CEO).

One of my most memorable initiatives from this year was participating in the 5-year Strategic Plan for the Stroke/Cardiac Program.

Patient and Family Advisor

## PFA program roadshow

In early August 2022, the Health Equity, Patient and Community Engagement Department launched a roadshow across programs and departments, to share and showcase information about PFAs and what their role is at the hospital. Information about the PFA program and PFCC was shared with more than 700 staff members across our three sites and eight satellite sites (see Appendix E for Summary of Presentation). This roadshow also allowed us an opportunity to discuss how to recognize if a patient or family member would be suitable for the role of PFA to assist with future recruitment. The roadshow was geared to all staff, in particular front-line staff, as they work so closely with patients and families and are poised to identify these qualities in their conversations as part of daily care. During this roadshow, programs and departments were also reminded of key resources related to the PFA program such as the PFA program brochure and the PFA Placemat (see Appendix F) to support recruitment efforts and as a reminder about the importance of partnering with patients to advance PFCC at SHN.

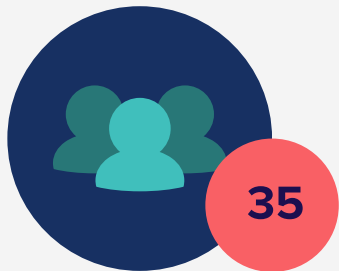


Being part of a PFAC provides peer support: they share their experiences, reach out to each other, and get information from each other. It's an empowering journey.

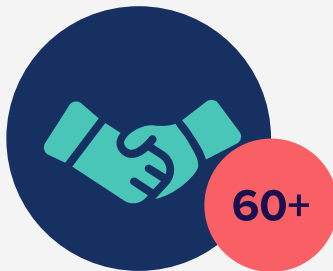
Ethel Macatangay  
Director, Chronic Disease Mgmt  
& Nephrology



# OUR PFAS AT WORK



Patient and Family Advisors



Engagements



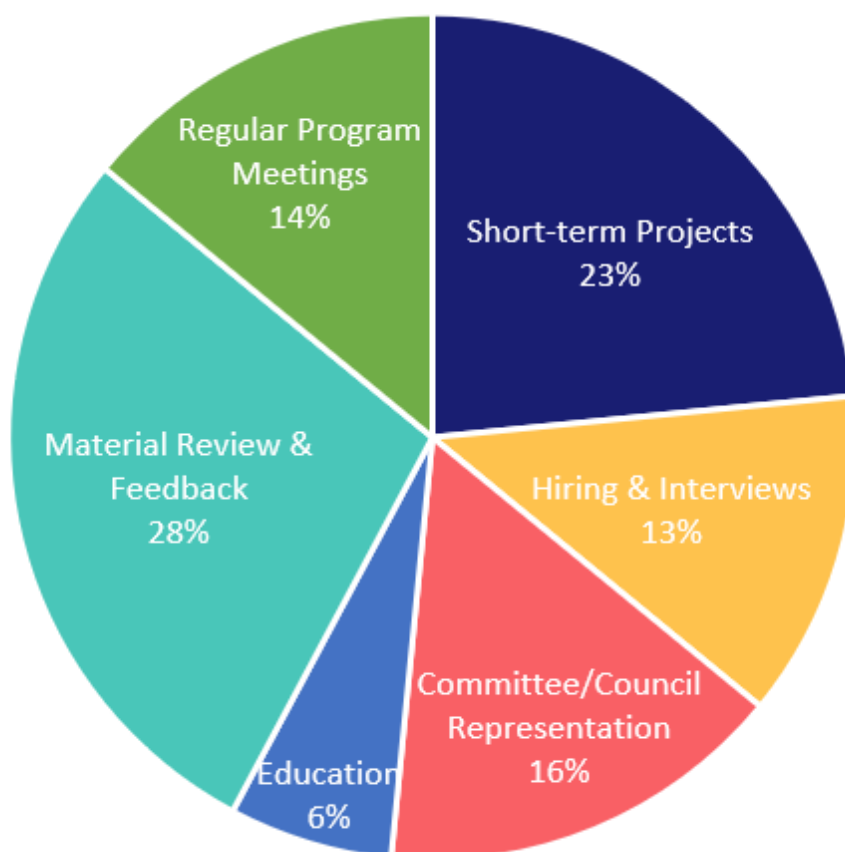
Hours

Q1: 182 Q2: 185

Q3: 182 Q4: 261

## Types of Engagements

(see Appendix G for detailed breakdown)



**92% of PFAs felt their voice was heard when participating in engagements**

# PFA ACHIEVEMENTS

## PFAs Love, Scarborough!

In January of 2022, the SHN Foundation launched a historic and revolutionary campaign that highlighted the inequities we face as a hospital in regards to funding and support. The goal for this campaign was to raise \$100 million dollars so that our hospitals could get much-needed updates and improvements. Within one year the SHN Foundation reached their fundraising goal and they continue to raise the bar on their goal to ensure Scarborough gets the support it so deserves.

The marketing and advertising for this campaign was also uniquely Scarborough, with inclusion of many representatives from SHN including staff, patients, and community members. A font was created called “Scarborough Sans” where each letter of the alphabet represented a person, their experiences and the impact that SHN has had on their life. One of our longstanding PFAs, Craig Lindsay, is the letter ‘K’, representing “Kidney Patient”. In the campaign he discusses his care journey at SHN and his eventual role as a PFA, both in the Nephrology department and on the Corporate PFAC. Another of our PFAs, Janie Leopold, was also selected to participate in a social media post for Love, Scarborough, sharing her involvement with the Mental Health program and the Corporate PFAC. This past year, similar to previous years, our PFAs have been fierce advocates for the Scarborough community and the impact that good care can have on a patient’s life.



Craig Lindsay



Janie Leopold



## PFAs Supporting Growth and Development

Our PFAs have been busy this year, helping out with many new and exciting projects at SHN and within the community. As mentioned previously, SHN has seen a lot of growth and development over this past year. Initiatives such as the redevelopments of the Centenary and Birchmount Emergency Departments, Women's Health Program and Digital Health Plan projects, and the Thyroid Rapid Diagnostics Unit all have PFA representation to ensure our plans put the patient journey first. PFA contribution was also utilized when developing the plans for the Community Mental Health Centre and the Bridletowne Hub. Other initiatives that our PFAs have been a part of include promoting National Organ and Tissue Donation Awareness Week and participating in the community forums for the new Birchmount campus re-design.

## Scarborough Ontario Health Team

In 2019, SHN and 30+ other Scarborough community organizations came together to create the Scarborough Ontario Health Team (SOHT), officially forming at the end of 2020. Ontario Health Teams were created so that healthcare providers can work as one coordinated team, delivering care that is more connected. Four of SHN's PFAs actively participate on the SOHT Collaboration Council and provided support in the development of the Client and Family Advisory Council (CFAC). Not only are the voices of our PFAs important within the hospital, they are essential in community initiatives as well.

## Queen Elizabeth II's Platinum Jubilee Medals

The Platinum Jubilee Award is given to those who have made a positive impact on society in commemoration of the Queen's 70th anniversary of her ascension to the throne. We have had the honour and privilege of seeing two of our PFAs be recognized for their continuous and unwavering work within their community. Pam Spencer and Ally Ladak are active members of our PFAC and the PFA program, where their expertise has assisted many programs and departments such as Cardiovascular & Stroke. Congratulations to both of them for their incredible hard work!



# ACCREDITATION CANADA OVERVIEW

## SHN's Roadtrip to Success

SHN's accreditation process was a unique experience for us all this past year. This process, helped us to better understand our opportunities for improvement and highlight some of our successes and strengths.

The PFA Program was very involved in the accreditation process, with PFAs participating as committee members (both in preparation for and during Accreditation) and focus group attendees, always actively communicating the amazing work being done at SHN. PFAs participated in discussions with the Patient Surveyor from Accreditation Canada and had opportunities to meet and greet the Accreditation team while on site. The PFA Program and various PFACs at SHN, as well as the multiple levels of engagement of our PFAs at the hospital were recognized in the final report as strengths for the organization.

Overall, SHN achieved exemplary standing, meeting 99.6% of the standards that we were assessed on. We were "commended for the work that has been completed in engaging PFAC on matters pertaining to planning new programs". This immense success would not have been possible without the dedication and commitment that our PFAs have shown our hospital and community on a regular basis. We are extremely proud of their impact on the hospital and we are excited to continue to find more ways to leverage their expertise.

It's an honour to be included in the growth and development of a hospital and all its diversity. It's great to be recognized like that. I'm blessed to be a Scarborough person and I grew up in this hospital so it's wonderful to be contributing as much as I can.

Janie Leopold  
Patient and Family Advisor



# BEST PRACTICE GUIDELINES HIGHLIGHT

## Who are Champions?

PFAs can become Best Practice Champions to ensure Best Practice Guidelines (BPG) are followed, communicated, and celebrated throughout the organization. Champions, who can also be health providers and other staff, are people who are passionate about using and sharing research evidence to improve healthcare in their workplaces. BPGs are developed by the Registered Nurses’ Association of Ontario (RNAO) to capture domains of practice, including clinical, administration and education. SHN has implemented 14 evidence-based BPGs, (including PFCC and Cultural Competency), that positively impact the health and well-being of our patients and is officially recognized as a Best Practice Spotlight Organization (BPSO).



### This Year

- Attended various departments’ rounds and huddles to speak about PFCC
- Recruitment of Champions for BPGs
- Involved with the design of software and virtual platforms
- Involved in MyChart implementation
- Engaged in reviewing procedures and policies during accreditation



### Looking Ahead

- Champion recruitment, through departments, events, and initiatives
- Develop a working group of current Champions

SHN PFA Janie Leopold (see PFAs Love, Scarborough section) has been instrumental in the recruitment and engagement of Champions, working with staff at roadshows and beyond. PFAs are an integral part of this initiative through their partnership with SHN and their main role to be the patient voice as we work to implement various BPGs.

# NEPHROLOGY PFAC HIGHLIGHT

## Who are we?

The Nephrology PFAC partners with patients and families from across specialties and uses their insights and lived experience to improve PFCC. The council focuses on supporting improvement projects and initiatives that help create a culture that supports patient engagement with the goal of improving service delivery.



### This Year

- Utilized the PFA voice in the design of program expansions and further development of the program (Strategic Planning Day)
- Designed and built Epic and MyChart to capture best practice guidelines and standards for care delivery
- Ensured patient and family centeredness during COVID-19 safety protocols
- Engaged in reviewing procedures and policies during accreditation



### Looking Ahead

- Continue recruitment for new members
- Continue involvement in implementation of the program’s future initiatives and projects
- Continue exploring partnerships to improve dialysis care for all



At every PFAC meeting and during interactions with the Nephrology program, I learn so much and I really want to continue to expand my knowledge in order to best represent the voice of patients and families.

Lori Berger-Hegy  
Patient and Family Advisor  
Nephrology PFAC Co-Chair

# LOOKING AHEAD

As we reflect on this past year for the PFA program, we are so proud and thrilled with the role our PFAs continue to play in the programs and services at SHN. They have assisted us in improving our quality of care to better meet the needs of our growing and everchanging Scarborough community.

Now we look towards next year, where there are many exciting opportunities to come.




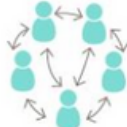

- Continue to provide education and training to SHN staff on how to best engage our patient population and PFAs in program design and improvement initiatives.
  - Delivered through additional roadshow presentations, facilitating departmental level engagements and councils, and through celebrations, such as Patient Experience Week.
- Exploring new and improved ways to recruit more PFAs to ensure we are meeting the hospital's current needs and aligning with our patient demographics (see Appendix H for PFA Onboarding Process and Interview Guide).
- SHN will be launching a Volunteer Engagement Survey which will include PFA feedback.
  - Feedback will be used by the Health Equity, Patient and Community Engagement Department to create action plans based on the results.
- Launch of Patient Partnership Principles which was created in partnership between staff and PFAs to highlight the importance of partnership in the patient care experience. The Patient Declaration of Values (see Appendix I) serves as the foundation for the Principles, which reaffirms SHN's commitment to PFCC and the PFAs. This document is a pledge for all regarding quality, safety, and fair treatment between patients and the healthcare team (see Appendix J).
- Increase the number of departmental PFACs at SHN.
  - PFA involvement, specifically at the program level, is incredibly beneficial for not only staff but the PFAs as well.
- Our newly established research institute at SHN, (SHNRI), and the partnership with UTSC, (SAMIH), will open up new doors for PFA participation in research and education for medical students and other learners in the coming years.

As these and many other changes happen at SHN next year, we will continue to expand and measure the effectiveness of our PFA program, to ensure we are leading with a person-centred lens.

# APPENDIX

## Appendix A

### IAP2 Spectrum of Public Participation

	Inform	Consult	Involve	Collaborate	Empower
					
<b>Public Participation Goal</b>	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision-making in the hands of the public.
<b>Promise To The Public</b>	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.
<b>Example Techniques</b>	<ul style="list-style-type: none"> <li>• Fact sheets</li> <li>• Web sites</li> <li>• Open houses</li> </ul>	<ul style="list-style-type: none"> <li>• Public comment</li> <li>• Focus groups</li> <li>• Surveys</li> <li>• Public meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Workshops</li> <li>• Deliberative polling</li> </ul>	<ul style="list-style-type: none"> <li>• Citizen advisory committees</li> <li>• Consensus-building</li> <li>• Participatory decision-making</li> </ul>	<ul style="list-style-type: none"> <li>• Citizen juries</li> <li>• Ballots</li> <li>• Delegated decision</li> </ul>

Adapted from: International Association for Public Participation, Canada

## Appendix B



### Patient and Family Advisor Role Description

#### POSITION SUMMARY:

A Patient and Family Advisor (PFA) is a volunteer who provides advice from the perspective of the patient, family, caregiver, or chosen support person in matters that relate to the patient. PFAs join a council, committee, working group or special project and work in partnership with SHN's interprofessional team as discussions, plans, and decisions are being made about the delivery of healthcare services at the organization. The purpose of this role is to be an advisor representing patients and families and to be an ambassador of SHN within the PFA's personal community.

This volunteer role is advisory in nature, not advocacy in nature. The difference between these two roles is considered as follows: An Advisor seeks to inform a process, while an Advocate seeks to ensure a particular outcome.

#### EXPERIENCE/SKILLS/ABILITIES:

- Been a patient or family member/caregiver or chosen support person of a patient who received care at SHN in the past five years
- Good listening and communication skills, respectful of the opinions of others
- Comfortable speaking in a group and interacting with others
- Able to effectively share thoughts and opinions
- Open to seeing beyond their own personal experience
- Ability to communicate with technology when available (e.g. phone, email, virtual meetings, etc.)
- Perform the volunteer duties to the best of your ability and do not go beyond the responsibilities outlined above
- Demonstrate understanding and complies with patient and staff safety policies and procedures that foster a safe and inclusive environment for all
- Model behaviour that is aligned with the values of SHN
  - o Compassion
  - o Inclusiveness
  - o Courage
  - o Innovation

Patient and Family Advisors represent a variety of backgrounds, cultures, and age groups and are able to bring and listen to diverse points of view (e.g., in terms of geographic locale, age, gender, culture, ethnicity, education, employment or abilities) that reflect the population of Scarborough.

For those interested in the role, please visit [www.shn.ca/pfa](http://www.shn.ca/pfa) for more information.

## Appendix C

### **Patient and Family Advisory Council (PFAC)**

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#### **Patient and Family Advisors**

Ally Ladak	Janie Leopold
Anjala Kulasegaram	John Rajendra
Arlene Walker	Judy Gorman
Carolyn Tyson	Lea Belegris
Catherine Chan	Lori Berger-Hegy
Craig Lindsay	Maureen McMaster
Danny Cassidy	Micahi Warner
Dave Mortimer	Michelle Francis
David Martin	Pam Spence
Diane Akai	Parshotam (Paul) Bashisht
Doreen Ablack	Shahnaz Azarbehi
Jagdamba Joshi	Sudha Datta
Jan Haskings-Winner	Yasmin (Sheron) Dinally

#### **Staff**

Sangeetha Navaratnam	Flannery Sadler
Michele James	Susan Lorimer
	Ettsa Papalazarou

### **Nephrology PFAC**

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#### **Patient and Family Advisors**

Ganesh Shanmugan	Ariel Gomez
Lorna Evans	Craig Lindsay
Everett Evans	Lori Berger-Hegy
Joe Munroe	Bob Sanders
Joseph Leung	Robert Rynyk

#### **Staff**

Ethel Macatangay (Doyle)
Mary Yoshida
Program Manager (Rotating)
Social Worker (Rotating)

# Appendix D



## Guidelines for PFAC Presentations

Date: June 8<sup>th</sup>, 2021

### Categorization of sessions at PFAC meeting:

- **Executive Update**  
Updates shared by the Senior Leadership Team
- **Information Sharing by Other Departments (10 – 15 mins)**  
*Information to include:*
  - The purpose of the presentation should be stated clearly at the beginning of the presentation with the projects/initiatives start date, and its impact on patients and families.
  - Presenter(s) role(s) within the organization. What do they do?
  - Why does the PFAC need to know this? How does this make a difference?
  - What is the timeline? When is it happening?
  - Where is this happening (in the hospital or in the community)?
  - What is the anticipated role of the PFAs?
- **Consulting & Feedback**  
*Proposed Structure:*
  - Context & background (10-15 mins)
    - Short presentation & thoughtful questions
    - What is it? Purpose of presentation.
    - Why is feedback being collected from the PFAC? Where in the process is the PFAC being engaged? (Why do they need consultation from the feedback? What are the parameters?)
    - What is the expectation? What are they looking for specifically?
    - Are the involving PFAC much earlier in the process
    - How is the feedback being used?
    - Is this the right time to consult the PFAC?
    - Have break-out rooms with meaningful questions (20 mins). Should include breakout room with small group discussions (5-6 members) to encourage participation by everyone
    - 3-4 open ended questions that seek feedback
  - Report out (5-10 mins)
  - Closing
    - What's next? When will the PFAC hear back from them?*Don'ts:*
  - Ask questions that require a "yes" or "no" response.
  - Assume knowledge of jargon terms.  
*Provide an explanation of any acronyms and terms used.*

### Other notes:

- It's important to have short, engaging presentations that collect meaningful feedback and help keep PFAs mentally present. Question to think about: "If it's not worth my time to be mentally present, then why be there?"
- Ensure use of lay person language (plain language/avoid jargon)
- Avoid from the "Rubber Stamp Effect": If the PFAC feedback will not be used, stay away from asking for feedback just to say that patient and family feedback has been incorporated.
- Important to engage PFAs early on in the process and have the patient and family voice present at the table at committees and working groups

## Appendix D



# Patient and Family Advisor (PFA) Request Form

PFAs play an important role at Scarborough Health Network, and are key to our philosophy of patient and family centred care. This form is used to request a PFA for your project, initiative, or committee. Please provide as much information as possible and avoid acronyms without an adequate description.

...

Hi, Flannery. When you submit this form, the owner will see your name and email address.

\* Required

1. Name of Requestor: \*

# Appendix E

## Summary of PFA Roadshow Presentation

### What is a PFA?

*A volunteer who provides advice from the perspective of the; patient, family, caregiver, or chosen support person. They partner with SHN's Interprofessional Team to advise and support the strategic directions of SHN in matters that relate to the patient and transform the patient experience at SHN.*

*An **advisor** is a person who partners with staff by bringing their experience of what it is like to be a patient or family member to a decision-making table or to a group working on a project with a common cause. An advisor looks at the big picture along with the inclusion of all perspectives, especially the vulnerable populations, to bring forward recommendations which provide important context and perspective to decision makers at SHN*

### Why do we need PFAs at the hospital?

*Patient and Family Centred Care is an approach to the planning, delivery, and evaluation of health care that is grounded in mutually beneficial partnerships among health care providers, patients, and families.*

*As of 2016, Accreditation Canada outlined new standards which put Patient and Family Centred Care as their primary focus above and beyond prior activities. This was done to improve decision making processes, health outcomes, client experiences, financial management and safety.*

*Accreditation Canada outlined some key objectives including:*

- *Creation of an organization structure and culture that supports the implementation, spread, and success of PFCC*
- *Inclusion of client and family representatives on advisory and planning groups*
- *Anticipation and expectation of meaningful partnership with clients and families*
- *Requirement to adopt a co-design approach to service planning*
- *Building in requirements to engage clients and families in planning and service design*
- *Partnering with client and families in the direct delivery of care*
- *Engaging with clients and families in collaborative goal setting to establish care plans*

*Accreditation also recommends organizations implement some form of patient/client and family advisory council at the hospital so that required items can be reviewed.*

### What makes a good PFA, and how to identify them?

*The best way to identify them is acknowledge when patients, and/or their family members, draw attention to how their experience could've been improved or how it was excellent. These individuals are able to articulate how to better the patient experience that staff and other hospital employees might not be able to identify. They also articulate this feedback in a respectful and courteous manner to staff. A good PFA is any individual who has received care at one of your hospitals within the last 3 years, (depending on the service). This individual's experience doesn't necessarily need to be a positive one, but they need to have demonstrated how the experience could've been improved through different processes, policies, or physical spaces.*

# Appendix F

## HOW TO JOIN OUR TEAM AS A PATIENT AND FAMILY ADVISOR

Are you interested in becoming a Patient and Family Advisor at Scarborough Health Network? Then we want to hear from you!

To become a PFA, you must have been a patient or family member of a patient who has received care recently at one of our hospitals—Birchmount, Centenary, or General, as well as be able to commit to a minimum of 2 hours a month.

Candidates will be reviewed by a selection committee and may be invited for a short interview. Successful applicants will need to get a vulnerable sector background check and complete a health screening. We will provide you with training on PFCC and the hospital, and ongoing coaching and support.

### Apply online

You can apply today to become a PFA. Visit us online for more information and to download the application form.

[shn.ca/pfa](http://shn.ca/pfa)



**BIRCHMOUNT**  
3030 Birchmount Road  
416-495-2400



**CENTENARY**  
2867 Ellesmere Road  
416-284-8131



**GENERAL**  
3050 Lawrence Ave. E.  
416-438-2911

### OFFICE OF HEALTH EQUITY, PATIENT AND COMMUNITY ENGAGEMENT

416-438-2911 ext. 3359  
[patientengagement@shn.ca](mailto:patientengagement@shn.ca)

[shn.ca/pfa](http://shn.ca/pfa)



## BECOME A PATIENT AND FAMILY ADVISOR (PFA)

Make a positive difference at our hospital by sharing your healthcare experience.

## SUPPORTING PATIENT AND FAMILY CENTRED CARE

At Scarborough Health Network, we are committed to Patient and Family Centred Care (PFCC), which is a philosophy that embraces healthcare professionals working together with patients and their families to plan, deliver, evaluate and improve healthcare.

PFCC defines what a quality care experience should feel like at our hospital. The four pillars of PFCC are: **respect and dignity, information sharing, participation and collaboration.**

Key to this philosophy of care is the involvement of Patient and Family Advisors (PFAs). These volunteer advisors work with us to develop and promote hospital policies, programs and practices that directly impact patient care and services.

## YOUR ROLE AS A PATIENT AND FAMILY ADVISOR ON OUR TEAM

PFAs play an important role at Scarborough Health Network in many different ways, including:

- **Sharing stories:** PFAs talk about their hospital experiences at meetings with staff and physicians and at other hospital events
- **Developing patient information materials:** PFAs help in reviewing, renewing and creating materials and plans for improving the quality and safety of care for patients
- **Short-term projects:** PFAs partner with healthcare teams on specific quality improvement initiatives and projects that are meaningful and bring about positive change
- **Hospital recruitment:** PFAs participate in the recruitment process for new employees and physicians

## QUALITIES AND SKILLS WE LOOK FOR IN OUR PFAs

PFAs don't need to have any special credentials—instead, they should be compassionate, understanding and enthusiastic.

Here are some of the characteristics that we are looking for:

- Able to use their healthcare experiences to make a positive contribution to our hospital
- Comfortable speaking in a group and collaborating with other patients and families and healthcare providers
- Good listeners
- Respectful of others and their perspectives
- Have a passion for helping bring about meaningful change at our hospital

Are you interested in helping to make a difference in the quality of care at our hospital?

Would you like to be involved in the hospital in any of these ways?

Does this sound like you or someone you know? Becoming a PFA might be the right fit.

## Appendix F



### Patient & Family Engagement Placemat

Tool for Partnering with Patient and Family Advisors (PFAs)

This placemat provides departments with high-level tips and resources on how to engage the Patient and Family Advisors (PFAs) at SHN. The tools provided support our evolving practices to achieve increased health equity and patient and family engagement. If you have any engagement questions please contact the Patient & Community Engagement Coordinator.

#### What is a Patient and Family Advisor (PFA)?

Patient and Family Advisors (PFAs) are volunteers who are patients or family members of a patient and reflect the cultural, ethnic, socioeconomic, religious, age-based, and gender-based diversity of those served by the hospital.

#### How can I use the Patient & Family Engagement Placemat?

- Understand the different types of engagement that can take place at the departmental level
- When and how to engage a PFA for work within your department or program

There are different forms of engagement that organizations can use. Framework for patient engagement includes:

Levels of Engagement	Consultation	Involvement	Partnership & Shared Leadership
Direct Care	Patients receive information about a diagnosis.	Patients are asked about their preferences in their treatment plan.	Treatment decisions are made based on patients' preferences, medical evidence, and clinical judgement.
Organizational Design and Governance	Organization surveys patients about their care experience.	Organization involves patients as advisors or advisory council members.	Patients co-lead safety and quality improvement committees.
Policy Making	Public agency conducts focus groups with patients to ask opinions about a health care issue.	Patients' recommendations about research priorities are used by public agency to make funding decisions.	Patients have equal representation on agency committees that makes decisions about how to allocate resources to health programs.

#### How to Request PFAs?

Whether you are requesting a PFA to participate in an initiative in your department, or you would like to present to the broader corporate Patient and Family Advisory Committee (PFAC) and receive feedback on department specific work, please contact the Patient & Community Engagement Department:

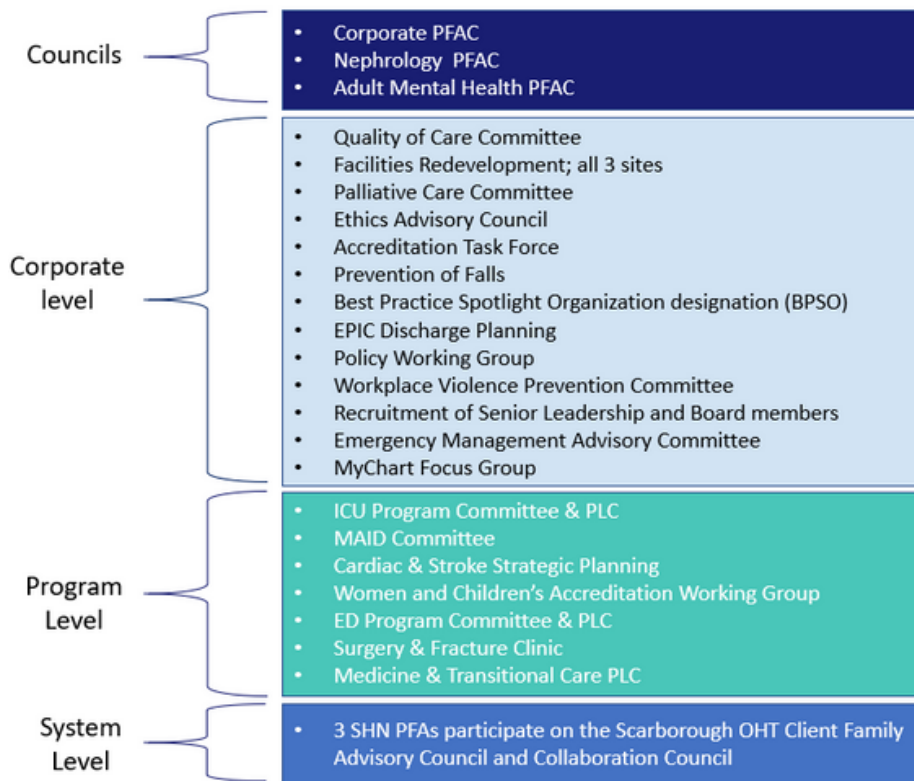
[patientengagement@shn.ca](mailto:patientengagement@shn.ca)

#### References

Partnering with Patient and Family Advisors: Strategy Resource Guide.

## Appendix G

### Current Patient and Family Advisor Engagement

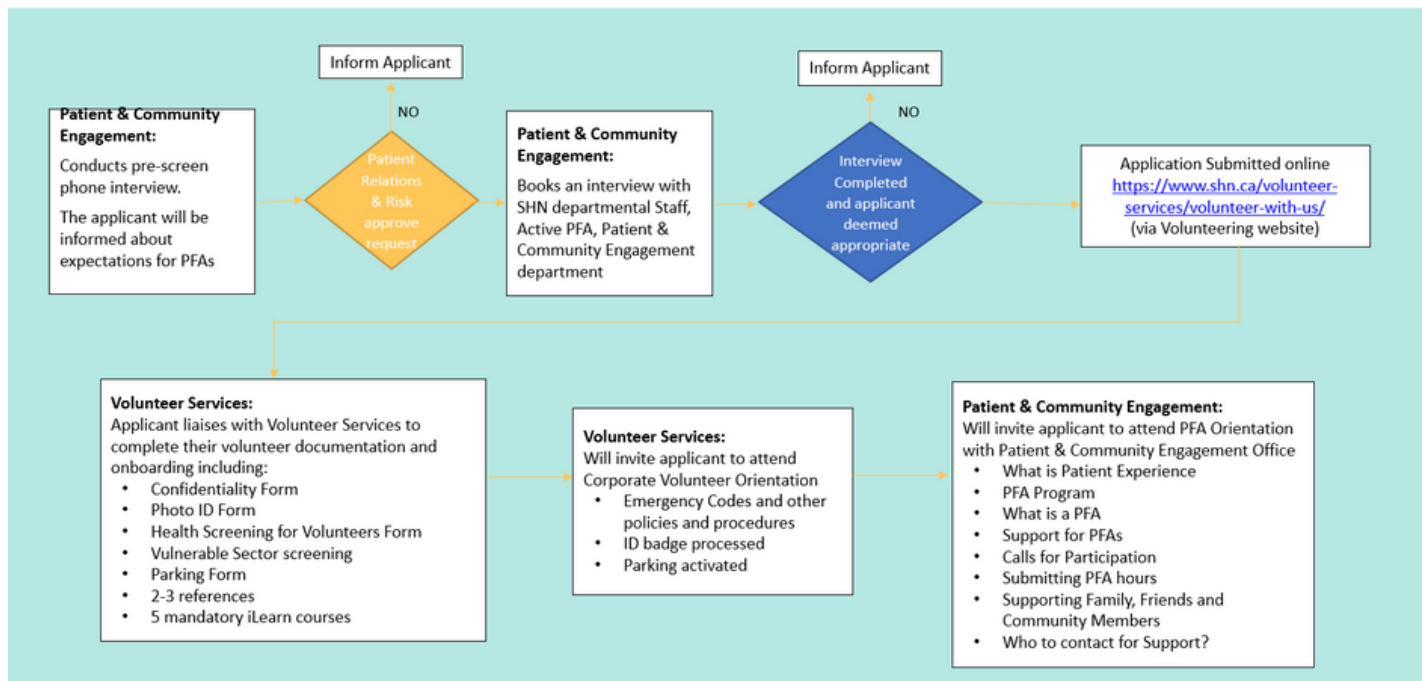


**Note: This list does not include all short-term special projects**



## Appendix H

# Patient and Family Advisor Onboarding



## Appendix H



Interview Guide Patient and Family Advisor		
Candidate Name	PFA Position	Date
Interviewer Name	Signature	

**\*\*Interviewers to validate candidate's experience to confirm they are the right fit for your PFAC**

Questions
Please share your patient/family or care giver experience. <i>Program/Unit experience (e.g. Cardiac, ED, Cancer, etc.)</i>
What motivated you to apply for a volunteer position as a Patient Family Advisor at Scarborough Health Network (SHN)?
What experience/skills/qualities do you bring to the role that would benefit our patients and families? <i>(Look out for talking to groups, listening, writing, observing)</i>
Patient confidentiality is vital and must be practiced at SHN. What does patient confidentiality mean to you? How will you ensure it is maintained in your role as a PFA?
Tell us about a positive experience with SHN. How did it impact you or your family?

## Appendix H cont'd



Tell us about an experience at SHN where your expectations were not met. How did you express your concerns? What was the result?		
Do you foresee any obstacles in your personal or professional life that may be a barrier for you to fully participate as a Patient Family Advisor? <i>FYI, remote (e.g. policy review, patient educational materials) or phone (e.g. teleconference, skype meetings)</i>		
Thank you for sharing your patient/family experience(s). Do you feel you are far enough away from that experience to be able to think of the experiences of other patients and the patient population as a whole?		
What would you like to gain from this experience to make it meaningful for you?		
<b>Candidates Questions</b>		
<b>Recommended:</b>	<b>Yes</b>	<b>No</b>
If no, please comment:		

## Appendix I



OUR VALUES ARE TO BE  
Compassionate • Inclusive • Courageous • Innovative

# PATIENT DECLARATION OF VALUES

Through their stories and experiences,  
patients and families have told us to  
live these values by providing:

**Access to safe and timely care by  
compassionate and skilled professionals  
who value working with patients and families**

**Care that focuses on patient safety and  
communication to achieve higher quality**

**Care that is responsive to individual  
differences and values diversity**

**A hospital-wide culture that  
encourages patients and families to  
become more active in their care**

**Care that is both evidence-based  
and considers the patient and  
family's healthcare goals**

**Care that is strengthened by connection,  
information sharing and collaboration  
between hospital and community**



## Appendix J



# Patient Partnership Principles:

Our commitment to always working in partnership with our patients and families\*, to achieve our mission of improving lives through exceptional care



**As a Patient and/or Family Member\* I will...**

In all our interactions, we will be  
**Compassionate,  
Inclusive,  
Courageous,  
and Innovative**



**As your healthcare team we will...**

Treat you with respect

**Respect**

Treat you with respect

Be involved in decision-making about my care

**Collaboration**

Encourage and value your desired level of participation and collaboration

Share accurate information to help you develop the best plan of care

**Communication**

Maintain privacy and confidentiality of your personal health information

Ask questions when I need more information

Provide information about your care in the language you are most comfortable

Provide feedback about my patient experience

**Quality and Safety**

Provide safe, quality care using best practices and patient experience feedback to continuously improve

Maintain a safe environment, free of violence and harassment

Maintain a safe environment, free of violence and harassment



*\*In patient and family-centered care, patients and families define their "family" and determine how they will participate in care and decision-making*  
SHN's Patient Partnership Principles also available in additional languages: Arabic, Chinese–Simplified, Chinese–Traditional, French, Tamil