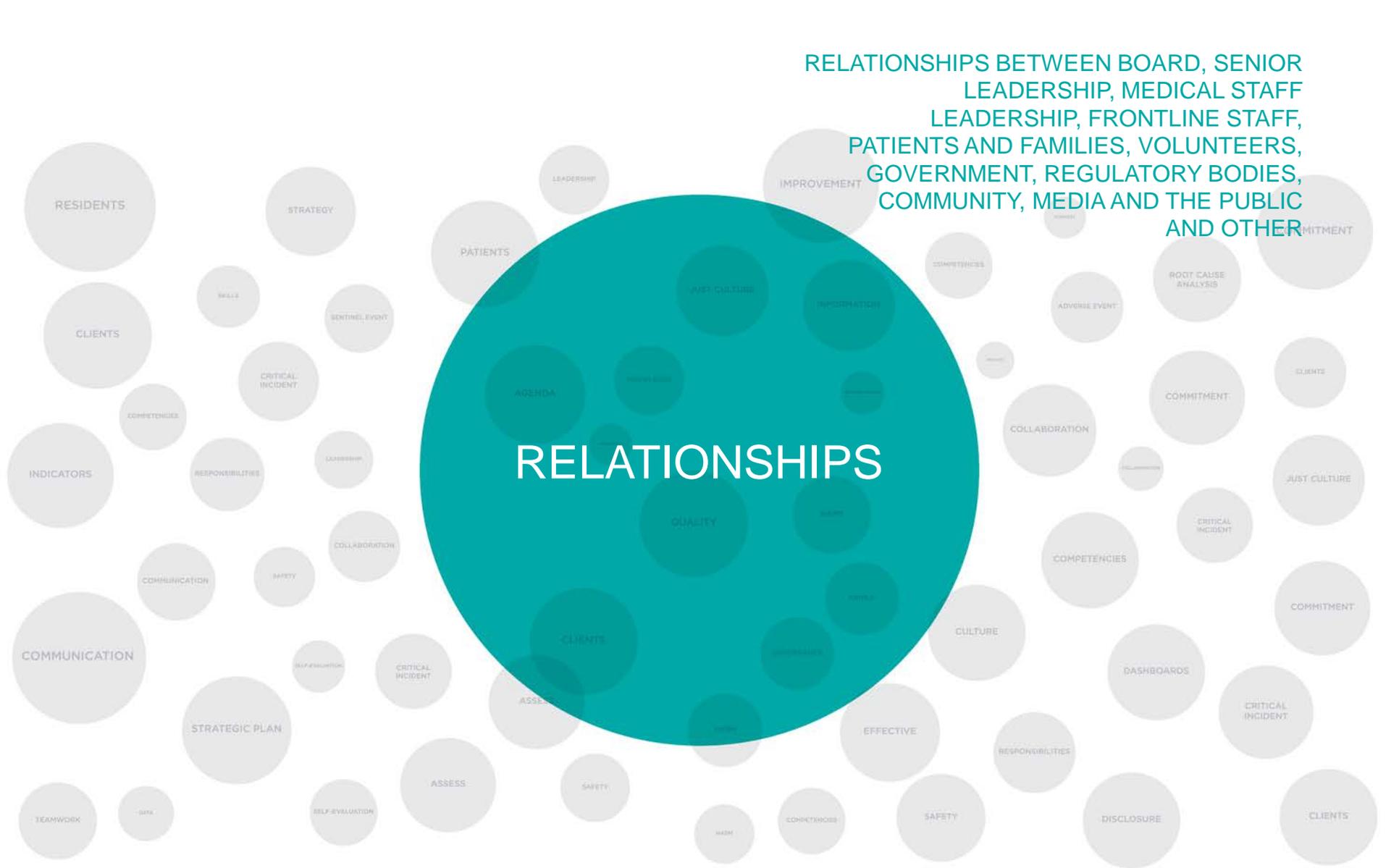


RELATIONSHIPS BETWEEN BOARD, SENIOR LEADERSHIP, MEDICAL STAFF LEADERSHIP, FRONTLINE STAFF, PATIENTS AND FAMILIES, VOLUNTEERS, GOVERNMENT, REGULATORY BODIES, COMMUNITY, MEDIA AND THE PUBLIC AND OTHER

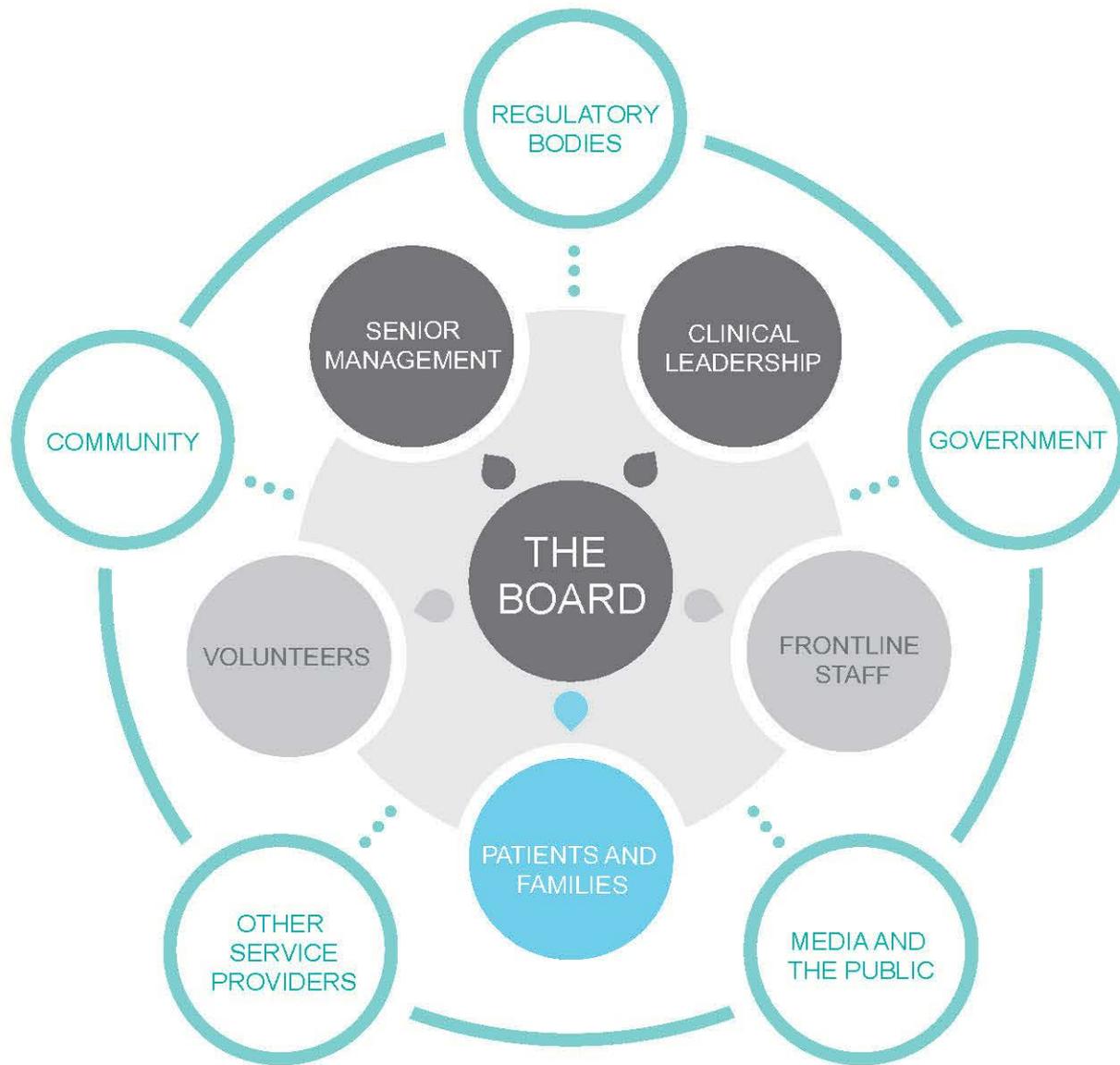


RELATIONSHIPS



# 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





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# Internal Relationships

*“Communication and Trust are two main ingredients for a successful  
RELATIONSHIP”*

Sure glad the hole isn't at our end.



## Relationships within the Board

- The Board should build a culture of trust, respect, inquiry, candor and leadership in their relationships with each other

## Relationships with Senior Management

- Focus should be on operational excellence, establishing a culture of trust and respect around quality and patient safety,
- Need defined roles and responsibilities and two-way information flows
- Relationships with Clinical Leadership

# Relationships with Clinical Leadership

- Importance of physician leadership & physicians being part of the TEAM
- Align commitments to quality and patient safety improvement plans
- Clarify performance expectations
  - Accountability and reporting relationships
  - Performance measurement

# Relationships with Frontline Staff

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



# 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

## Relationships with Volunteers

- Establish policies around - Screening of volunteers; Informing volunteers of their roles; Training and support

## Relationships with Patients & 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



# 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 with LHIN

- Increasingly important in the context of Patient's First
- Importance of trust and collaboration, and understanding of roles/responsibilities/function
- Shift to a 'system' mindset
  - establishment of sub-LHIN regions
- Understanding 'accountability' in changing primary care landscape
  - FHT/Ministry contract vs. M-SAA

# Relationships with other Health 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
  - Identify and promote opportunities for partnerships to improve care

## Other Relationships

- Regulatory Bodies (e.x. professional associations; Accreditation Canada)
- Health Quality Ontario (HQO)
- Media
- Community



**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





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.

# Key Questions & Reflection: Strengthening Relationships

## TEAM RELATIONS

- 1a. How can the board enhance team relationships and support greater TEAMwork?
- 1 b. How do we move towards FHT-physician contracts or MOUs?
- 1c. What could be included in MOUs to support high-quality care?

## SUB LHIN RELATIONS

- 2 a. Are there existing relationships with other FHTs and/or health service providers within the sub-LHIN region?
- 2 b. How can the board improve these relations?
- 2 c. Has the board explored areas for board to board collaboration?

# Key Questions & Reflection: Strengthening Relationships

## LHIN RELATIONS

- 3 a. What is the current relationship with the LHIN?
- 3 b. What is the boards role in strengthening LHIN relations?

## PATIENT RELATIONS

- 4. How can the board ensure the voice of patients and families is being heard?  
Are patient stories part of the board agenda?



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# THANK YOU QUESTIONS??

