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## Stories

Many interesting pledges occurred as a result of Change Day BC. This report offers a glimpse into a few of those amazing pledges in action.

Empathy



Michael Orendain  
Delta View Life  
Enrichment Centre

Person-Centred Care



Amy Horrock  
Northern Health

Self-Care



Chris Foster  
Island Health

Cultural Safety & Humility



Rebecca Sovdi  
First Nations Health Authority

Organizational Culture



Katie Quirk  
Fraser Health

Collaboration



Patty Proctor  
Seawatch Medical Clinic

Role Modelling



Joshua Dahling  
Camp Kerry

**45** Inspired?  
Take Action!





The BC Patient Safety & Quality Council and partners across the province launched Change Day BC in February 2015. Clinicians, patients, caregivers, executives, students, volunteers, and everyone in between were invited to participate by making a pledge to improve the quality of care. Pledges could be big or small; single acts or sustained efforts; group activities or solo endeavours.

It was a grassroots effort, sustained and disseminated across the province thanks to the efforts of Ambassadors, who championed Change Day in their workplaces and communities, and the partner organizations who directed the campaign. As news of the campaign began to ripple through the province, we began to receive more and more pledges from every corner of BC. Our goal was to hit 5000 pledges by October 15, 2015, the official date of Change Day BC.

We far exceeded that target, gathering 7877 pledges in total.

Each pledge represented an individual who was taking action and making a positive difference in the lives of patients, residents, volunteers or colleagues. We were deeply moved by the dedication, creativity, and compassion evident in those thousands of pledges.

We are so inspired by everyone who made a pledge, spread the word about Change Day, or supported the campaign. In this report, we celebrate the accomplishments and efforts of the thousands of people who made Change Day such an incredible success. These are your stories, your pledges, and your lessons.

We hope that after reading this report, you are inspired and motivated to continue (or begin!) making small acts of change. They add up to something amazing — read on and you'll see what we mean.

# We Made This Happen Together!

## Our Ambassadors

Change Day BC was made possible by the collective efforts of passionate people around the province. More than 250 Ambassadors championed Change Day in their workplaces and communities. Their time, energy, and creativity inspired thousands of others to make and share pledges.

Over the course of the campaign, Ambassadors came together monthly to share resources, stories, successes, and opportunities. We created resources for our Ambassadors, and supported them to adapt the campaign in their local contexts. As formal and informal leaders, the Ambassadors led local activities and encouraged others to make a pledge and create change. They were truly a cornerstone of the campaign's success. Without our Change Day Ambassadors, the campaign could not have achieved the reach that it did.

And it's not over: we've heard from folks across BC who are still starting conversations about change, encouraging others to try something different, and making their own pledges. We are so grateful to our Ambassadors for being champions for improvement, and transforming the health system one change at a time.

## Our Partners

Change Day was the collective effort of 51 partner organizations, working together with the BC Patient Safety & Quality Council. They took up the call and shared Change Day across their staff, volunteers, and patients. Our partners were in every area of care, and every region of the province. They adapted the campaign and spread it to every corner of BC, through extraordinary efforts and creative initiatives. Their time, resources, and people were invaluable to Change Day. Thank you to our partners!

Alzheimer Society of BC	IHI Open School: SFU Chapter
Association of Registered Nurses of BC	IHI Open School: UBC Chapter
BC Care Providers Association	Island Health
BC Centre for Excellence in HIV/AIDS	Kelty Mental Health Resource Centre
BC eHITS	Licensed Practical Nurses Association of BC
BC Healthy Communities	Love Our Bodies, Love Ourselves
BC Ministry of Health	Michael Smith Foundation for Health Research
BC Society of Respiratory Therapists	North Wind Healing Centre Society
Camp Kerry	Northern Health
Campbell River and District Division of Family Practice	OSNS Child and Youth Development Centre
Canadian Mental Health Association	Pain BC
Canadian Red Cross	Positive Living Society of BC
Change Pain	Providence Health Care
Chilliwack Division of Family Practice	Provincial Health Services Authority
College of Pharmacists of BC	Provincial Infection Control Network of BC
Doctors of BC	Physiotherapy Association of BC
Family Caregivers of BC	SafeCare BC
Finnish Canadian Rest Home Association	Self-Management BC
First Nations Health Authority	South Okanagan Similkameen Division of Family Practice
Fraser Health	St. Joseph's General Hospital
Health Emergency Management BC	Surrey-North Delta Division of Family Practice
Health Employers Association of BC	Thompson Region Division of Family Practice
ImpactBC	University of Victoria - Centre on Aging
Interior Health	Vancouver Coastal Health
Interior Community Services	White Rock-South Surrey Division of Family Practice
Institute for Heart and Lung Health	

# What We Learned

## Develop and support distributed leadership

Grassroots Change Day Ambassadors were the backbone of the campaign. Having resources for formal and informal leaders was key.

96%

of surveyed participants had sufficient support throughout the campaign

## Provide “plug and play” resources

Development of getting started kits, pre-written press releases and articles, and Change Day promotional materials provided change agents with the ability to “plug and play.” They were able to take the resources created for them and hit the ground running.



96% of surveyed participants were happy with the resources & support provided

More than 50% heard about Change Day through their organization

## Foster organizational partners

Pledgers most commonly heard about Change Day from their own organizations. Having multiple organizations involved was a key way of spreading awareness about the campaign.

89% of surveyed participants have acted on their pledge (and another 8% are working on it)

## Voluntary nature of pledges is key

Change Day BC was entirely voluntary. What someone pledged and how they did it was entirely up to them. Change agents were encouraged to pick something that was meaningful to them, something that they were passionate about.

## Facilitate the development of change capability and capacity

The Change Agent workshops, Twitter training and monthly Ambassador webinars provided a means to build capability and capacity for change. Providing the opportunity to develop skills along the way was a key element of the campaign.



## WORKSHOPS & WEBINARS

Change Day BC Ambassador Twitter 101 Webinar

Being an Effective Change Agent Workshop - Kelowna

SOLD OUT

Being an Effective Change Agent Workshop - Vancouver

SOLD OUT

Being an Effective Change Agent Workshop - Victoria

SOLD OUT



Utilize online and offline strategies for the campaign

The inclusion of both print and online options for making pledges was key, as approximately 25% of pledges arrived in print format. Technical differences across participating organizations and sites meant that the online platform was not always optimal for all participants.

 3.7M

TWITTER IMPRESSIONS

465 individuals using the #ChangeDayBC hashtag

For instance, Island Health staff made pledges around emergency preparedness that aligned with their current work on "ShakeOut BC"

Promote the ripple effect of individual acts of change

In many cases, small acts of change created a ripple effect. For example, Amy's pledge to eat a soft food diet ended up raising awareness about the patient experience at the board and executive level (see page 22 for Amy's story). It is important to note that we are all empowered to make a change and that individual acts of change can result in a ripple effect across the system.



Amplify existing work that is happening in the system

Many areas aligned Change Day with existing priorities. The campaign provided the opportunity to promote activity that was already planned while still maintaining the voluntary nature of pledges.

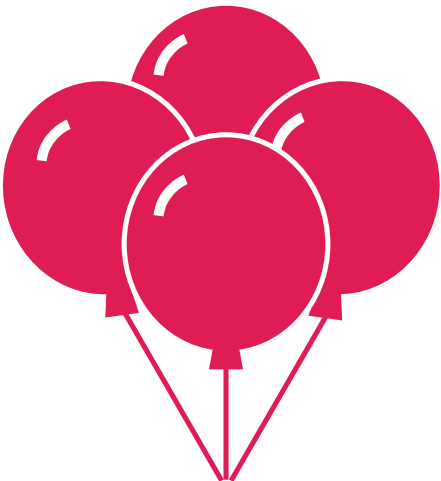
For example, the staff at Seawatch Medical Clinic built on the momentum of their pledges by creating a commitment statement for patient care and respect that affects every staff member and patient. (See page 38 for their story.)



2400+ digital newsletter subscribers



>10,000 visits to ChangeDayBC.ca



Use the power of social media to spread the word

By reaching outside of traditional networks, we are able to engage many more people in our cause.

Enhance the distributed model for Change Day celebrations

We took a distributed approach to Change Day BC celebrations. Organizations were invited and encouraged to plan events and we "crashed" Change Day parties around the province. For those organizations that chose not to have Change Day BC celebrations, there was feedback that Change Day itself felt anticlimatic. Future campaigns could explore the use of multiple means of celebration on Change Day.



Leverage mini campaigns to maintain the momentum of Change Day

We leveraged mini campaigns over the eight months leading up to Change Day BC to maintain the momentum and keep energy focused on the work. While there were varying degrees of uptake with the mini campaigns, overall feedback from participants was positive.

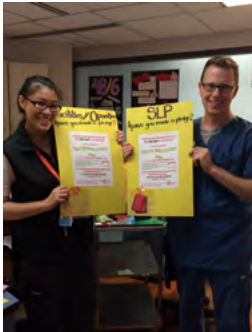
# Mini Campaign Journey

FEB  
19

Change Day BC  
is launched

OCT  
15

BC celebrates  
its first Change  
Day!



SEP  
15

Seconds of Change had a simple premise: take out your smartphone and capture some Change Day action! We asked for video clips that were under three seconds and documented a Change Day participant, interaction, pledge, or even just a moment between teammates. We received dozens of clips, and compiled them into a short video celebrating the many great moments of Change Day! Watch it at [ChangeDayBC.ca](http://ChangeDayBC.ca).

Seconds of Change



Change Quest



Change Quest challenged Change Day participants across the province to complete photo-based missions in order to earn points, badges, accolades, and bragging rights, while promoting Change Day BC. Change Quest activities were tracked on the GooseChase smartphone app. 27 teams signed up to participate, and a winning team from Interior Health received an ice cream cake and Change Day T-shirts for their amazing efforts!

MAY  
13

JUN  
18



Hits the  
Road



Knowing that many of our participants were planning summer vacations, Change Day BC invited them to "hit the road" and take some Change Day BC materials along! Whether they were headed on a family camping adventure or on an overseas trip, all they had to do to participate was snap and share a photo of a Change Day BC item.

There were dozens of entries submitted, taken everywhere from Italy to California! Our judging panel had a tough task, but ultimately they chose three winners who each received a pizza party for their team on Change Day. The mini campaign helped maintain the momentum over the summer.

AUG  
01

Fitbit 4 Change  
Walking Challenge



Many Change Day pledges involved getting more physical activity, so it was only natural that we'd turn it into a healthy competition! The Fitbit challenge was sparked by Christina Krause, Executive Director of the BC Patient Safety & Quality Council and avid step counter. Anyone could join her club, whether or not they had a Fitbit; the only requirement was counting steps. The goal was to take enough steps to "walk" to all Change Day countries.

Over 50 people participated, and together our steps took us to Australia, New Zealand, Jordan, the UK, the Netherlands and other Change Day countries who welcomed us with custom postcards. By the end of August we'd racked up over 5400km! This mini campaign not only engaged participants in a fun and friendly activity, but also helped them build a healthy habit of moving throughout the day!

SEP  
01



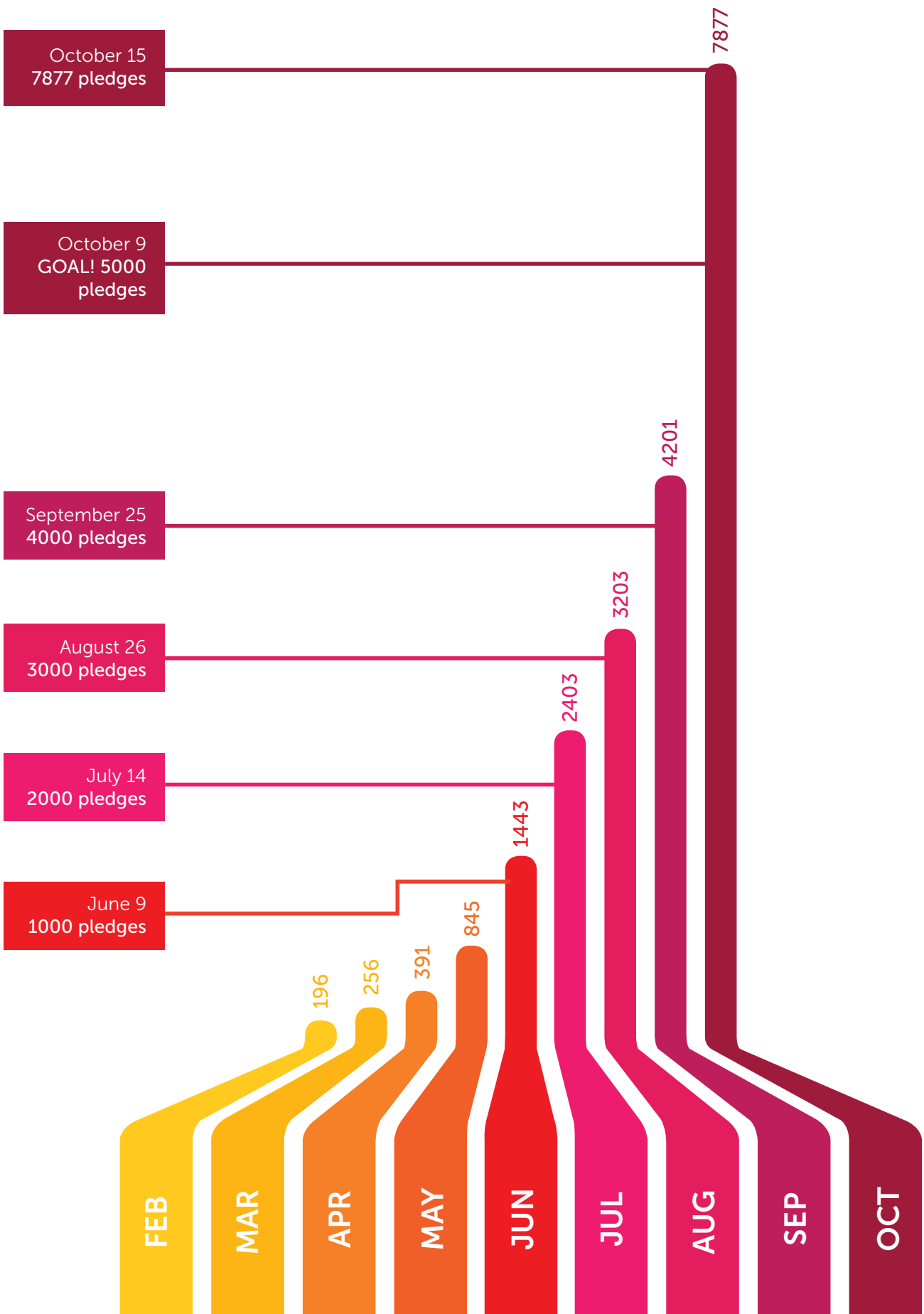
We Want  
to Crash  
Your  
Party!



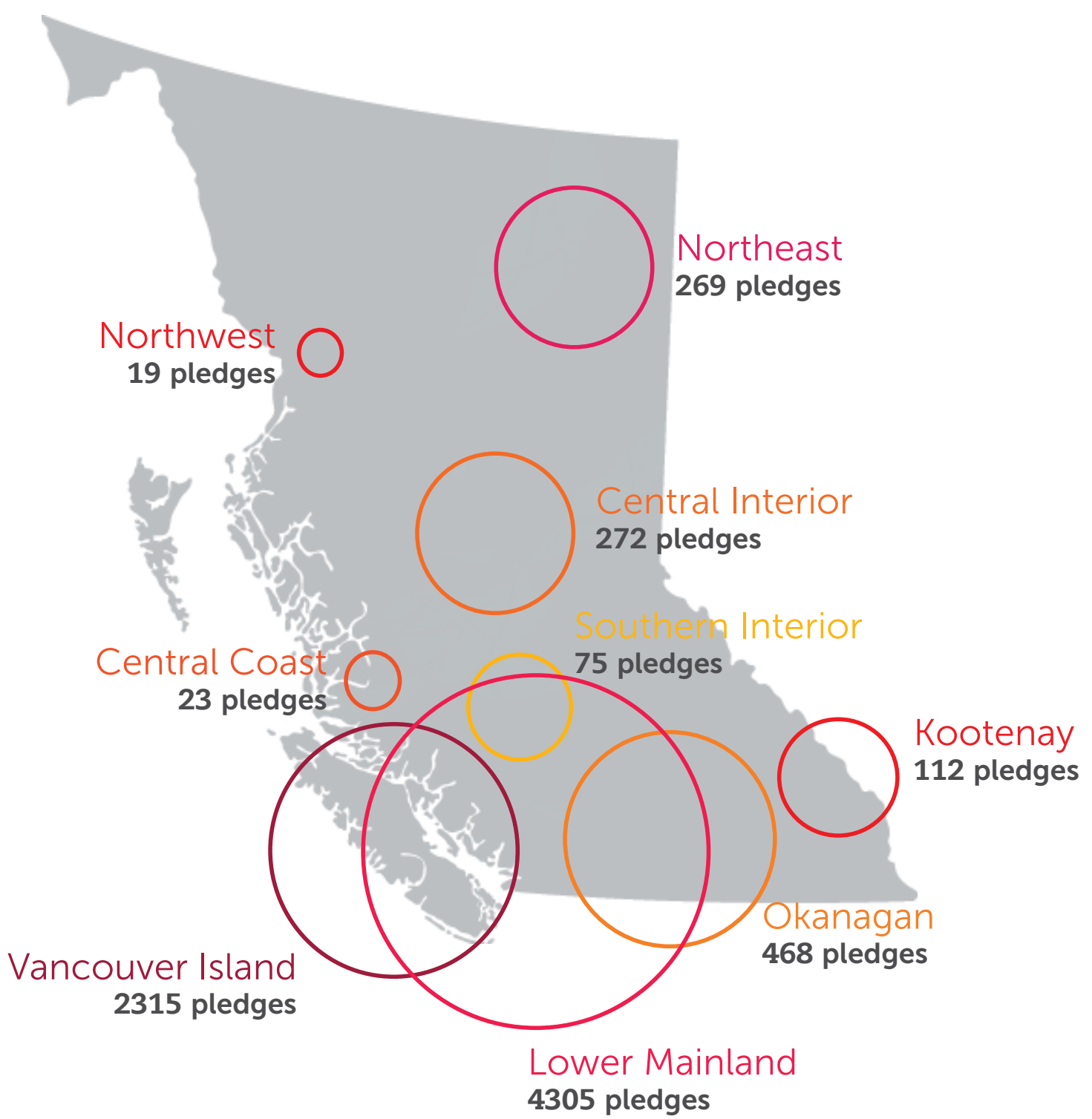
As Change Day approached, we started thinking about celebrating! We heard from many Ambassadors that their teams were planning to mark the occasion and we wanted to help.

For this mini campaign, we invited participants to tell us their plans so that we could arrange to "crash their party!" We brought along some special surprises, and documented all the great action. Teams who were planning celebrations could also request free Change Day BC supplies to use to further promote action!

# Pledge Growth Timeline



# Pledges by Region





# Change Day Stories

After reviewing nearly 8000 pledges, we began to notice some interesting themes that highlighted the values and attitudes of participants.

*Read on to learn about these themes through a small selection of fantastic pledges and stories.*



Empathy

Person-Centred Care

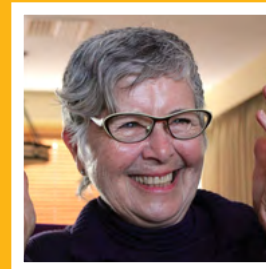
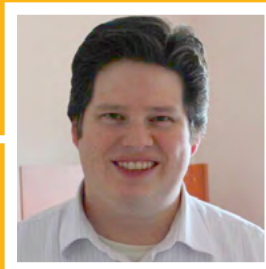
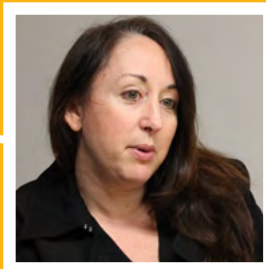
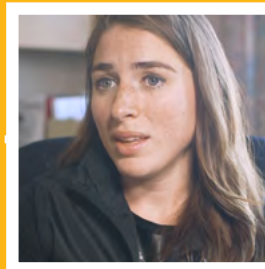
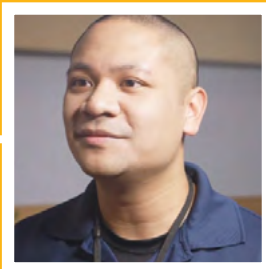
Self-Care

Cultural Safety & Humility

Organizational Culture

Collaboration

Role Modelling



We made videos about some of the people you'll read about in the following pages! Watch them at [www.changedaybc.ca/videos](http://www.changedaybc.ca/videos)

There are more articles that we couldn't fit in here! Check them out online at [www.changedaybc.ca/stories](http://www.changedaybc.ca/stories)

## EMPATHY

Empathy is a key ingredient for delivering quality care, requiring that providers look beyond what they think is best, and instead try to truly understand what patients feel and need.

Many Change Day pledges came from individuals who wanted to deepen their understanding of the patient experience by walking a proverbial mile in the shoes of a patient and, by acting on their pledges, they transformed their own understanding of the patient experience.

A photograph of three Delta View staff members. On the left is a woman with curly hair, in the middle is a man with a shaved head, and on the right is a man with glasses. They are all wearing light blue polo shirts and have Delta View lanyards. They are smiling and posing together in an office setting.

**Michael Orendain**  
Licensed Practice Nurse  
Delta View Life Enrichment Centre

*In Michael's own words...*

I work in the Heather Point home, with 27 residents. Most of the residents aren't able to speak, or comprehend what we're saying to them. We communicate with them the same way as we talk to anyone else, but we are trained to watch for facial grimacing and other non-verbal signs on what the residents' needs are.

[Read more >>>](#)



I never think of my residents as clients or patients, I think of them as family members. I see them every day, they know my face, and we interact for hours. I consider their family my family, because we're together all the time. Whenever I have a new admission, when they come in, I say, "Welcome to the family. This is our home. Your family will be our family members, and we'll take care of them as we would take care of our loved ones."

I heard about Change Day through our administration. My suggestion to my team was to wear incontinence pads for at least half the shift, at least a few hours, to get a feeling for what our residents go through. An incontinence pad is basically an adult diaper that you wear throughout the day. We picked the incontinence pad because we wanted more of a committed challenge, something that would really put us in the residents' shoes.



On Change Day, right after report, my team and I suited up. I told them: "If you need to use the washroom, guess what: we're going in these pads. We're going to go through exactly what our residents go through."

It started off comfortable, quite soft and comfortable, actually. But as the hours went on it got warmer and warmer, it started to be more and more uncomfortable.

It made me more aware that toileting is really important. I learned that it's really important to meet the residents' needs right away, especially for those who can't verbalize what they need from us. Now we have more of an understanding of how they are feeling. It was quite an experience and an eye-opener.

I'd encourage anyone who would be willing to participate in Change Day. Turn it into a challenge, a competition between your peers, have a great time, just have fun with it. ■

Watch a video of Michael's story at [ChangeDayBC.ca/videos](https://www.changedaybc.ca/videos)

Key words in pledges related to empathy included...



awareness: 284 pledges



embodying: 46 pledges



listening: 242 pledges



learning: 234 pledges

## I pledge to ...

... "have a feeding tube inserted so I can understand how patients feel during the process."

– Allison  
Fraser Health

... "wear a patient gown and remain attached to an IV pole all day."

– Carrie  
Vancouver Coastal Health

... "do 'device precautions' for 24 hours so I know how our patients feel."

– Ian  
Interior Health

“

Working in residential care, the word "facility" is thrown around by anyone and everyone...who doesn't live there! My goal this year was to retrain my brain to stop using the word facility. A home is defined as a place where someone lives permanently. A facility is defined as space or equipment needed to do something. I say "care home" now, because it is the residents' home, and not their facility.

”

Anonymous Change Day participant

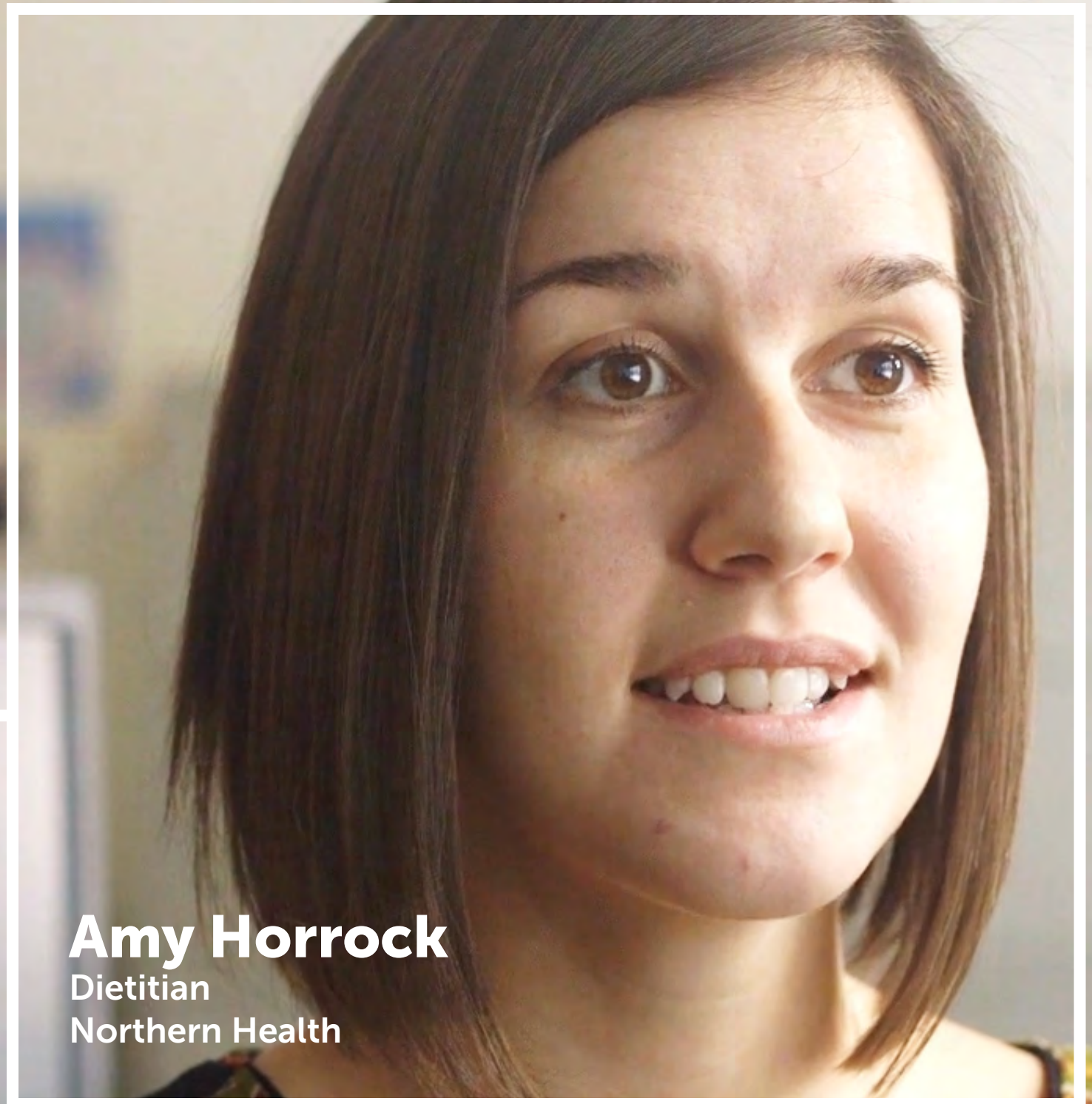


### PERSON-CENTRED CARE

Person-centred care “puts patients at the forefront of their health and care, ensures they retain control over their choices, helps them make informed decisions, and supports a partnership between individuals, families, and health care providers.”<sup>1</sup>

We were inspired by the many individuals who made a pledge for Change Day to find a way to make the care they provide more person-centred. These pledges emphasized respect, autonomy, and seeing the person behind the patient. They are examples of the way that our BC health care providers strive to provide the best possible care.

1. The BC Patient-Centered Care Framework. February 2015.  
[http://www.health.gov.bc.ca/library/publications/year/2015\\_a/pt-centred-care-framework.pdf](http://www.health.gov.bc.ca/library/publications/year/2015_a/pt-centred-care-framework.pdf)



**Amy Horrock**  
Dietitian  
Northern Health

#### *In Amy's own words...*

I'd been wondering how a resident who is put on a restrictive dysphagia diet is affected, and how the diet impacts them on a daily basis. We're asking someone to make a huge change in their diet that affects many aspects of their life, and I wanted to understand that better. So my pledge was to spend a day eating only pureed foods and drinking only thickened fluids.

*Read more >>>*

I was actually really surprised how difficult it was not to have any texture in my food. I just had pureed texture all day- I didn't have anything crispy, or crunchy, or spongy, or anything! By the end of the day I was craving a piece of toast, or a crunchy chip, or biting into an apple. That was surprising to me. I was considering how much a resident on a dysphagia diet gives up. The benefits can be huge for them, but we also need to consider their desires and preferences.



I've come away from this pledge with a commitment to focusing on resident-centred care. I want to develop a meal plan that fits with their preferences, and I'm going to come back and revisit that plan in the future once they've spent some time eating the food, so that they better understand the food and I can make some adaptations and adjustments for them as well.

For my pledge, I thought I knew what it was like to be on a pureed diet. But afterward, I understood how much it affects your enjoyment. I have a new understanding of what it's like for a resident. This was a great way to walk a mile in their shoes. ■

Watch a video of Amy's story at [ChangeDayBC.ca/videos](https://www.changedaybc.ca/videos)



## Listen, listen, and listen again

Ask keen questions and listen to the answers.

Key words in pledges relating to person-centred care included...



## I pledge to ...

..."encourage patients to ask questions!"

– Nial  
Interior Health

..."always make sure my patients know what to expect during their exam."

– Nicole  
BCIT student

..."to ask patients, 'Did you get what you needed from today's visit?' at the end of every appointment."

– Bill  
Doctors of BC



## SELF-CARE

Over 2800 pledges for Change Day included a commitment to personal wellness. We saw a wide range of pledges covering everything from physical fitness to sleep hygiene to emotional wellness. Some pledges focused on specific targets, like taking 10,000 steps per day; others took a broader approach to wellness.

A clear theme emerged: in order to take care of others, you need to take care of yourself. We were inspired by the people who pledged to care for themselves as thoughtfully and deliberately as they care for their patients.



**Chris Foster**  
Director of Volunteer Services  
Island Health

### *In Chris's own words...*

I'm the Director of Volunteer Services for Island Health; I manage a staff of 10, who manage 5,500 volunteers across Vancouver Island. My pledge was to keep balance. I really struggle with a work-life balance, I always have. I'm a bit of a workaholic. And in this job I've found that I burn out, then I'm no good to my team or my colleagues. So I thought about my pledge long and hard. It sounds easy but it's very, very difficult. I have it taped to my computer monitor, so I see it every day. It reminds me to ask myself, "Are you balanced?"

So now I'm able to leave work if I'm tired. I try not to sweat the small stuff. I try not to think about work when I'm at home. I debrief with my wife and then I carry on. I know that the next day when I show up at work, I need to be there 100%, for my team, for my volunteers, for our organization. And if I'm thinking about work for four hours every night, I'm not going to be able to give it my best in the morning.

I talk to my team a lot about how they are the drivers of their own work, and I'm the passenger. They need to feel empowered so they can say no when they need to. And they can say no to me! If it's too much, if it's not a priority at their site, if they'd like to focus on something else, they can make that call. So I not only need to model balance, but I need to respect it when my team asks for it.

They love what they do, and I love what I do, and that's one of the biggest challenges. I love my job, I love where I work, I love my team, and I have the best team in the world. And so it's hard to stay balanced because you want to do so much. So it is tough when you're so excited, and you want to do it all. It's like the hare and the tortoise. You have to be a tortoise sometimes. ■





*"I talk to my team a lot about how they are the drivers of their own work, and I'm the passenger."*



*"Once I put it out there and made a pledge to talk about my mental health, I couldn't hold back as much as maybe I would have in the past... When you're going through a time when you don't want to talk about it, the pledge kind of reminded me that I needed to."*

*Ben Ridout  
BC Patient Safety & Quality Council*

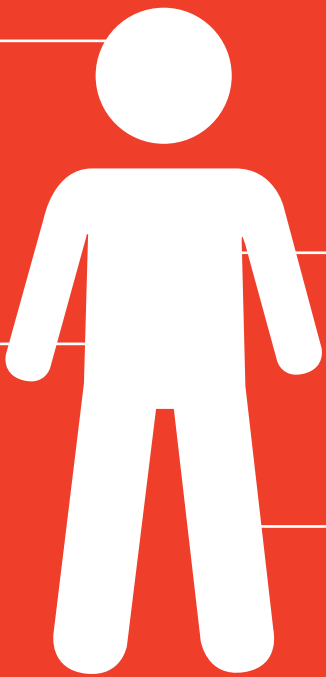
*Dimensions of self-care captured by pledges included...*

**Mental Wellness Pledges**

being positive 404 pledges  
managing stress 77 pledges  
meditating 44 pledges

**Healthy Eating Pledges**

drinking more water 147 pledges  
reducing caffeine 19 pledges  
cooking at home 17 pledges



**Healthy Habit Pledges**

getting more sleep 197 pledges  
fewer electronics 57 pledges  
quit smoking 34 pledges

**Exercise Pledges**

walking 364 pledges  
biking 120 pledges  
doing yoga 67 pledges

***I pledge to ...***

*... "leave work issues at work and not take them home."*

*– Jennifer  
Providence Health Care*

*... "walk at lunch for 20 minutes."*

*– Allan  
BC Renal Agency*

*... "have 15-20 minutes to relax before I start my day."*

*– Jaymy  
Delta View Campus of Care*

“

My pledge in action begins with me: dedicating time for self-care. The positive impact of this includes more energy, feeling healthier and better equipped to handle whatever comes my way in the high-intensity environment that I work in. I vision my day and who I will interact with and how I will interact with them. I am mindful in how I interact with others acknowledging the connectedness of our people and the uniqueness of each individual's lived experience.

”

*Anonymous Change Day participant*



## CULTURAL SAFETY & HUMILITY

Cultural humility is a practice that requires providers to acknowledge that they cannot fully understand the cultural context of their First Nations and Aboriginal patients. It asks that they approach interactions with clients with open-mindedness and willingness to learn. By doing so, providers can correct the power imbalance that positions the clinician as the “expert.”

Cultural humility is required to create a culturally safe health care system, in which patients feel that they are respected and treated with compassion. The First Nations Health Authority, in partnership with leaders from across the province, is working toward a health care system in which Aboriginal and First Nations individuals can receive culturally safe care.

Many pledges reflected this priority, as individuals challenged themselves to reflect, learn, and cultivate a culturally humble approach in their interactions with others.



**Rebecca Sovdi**  
Senior Policy Analyst  
First Nations Health Authority

*In Rebecca's own words...*

We know that not all BC First Nations people are the same. They share many of the same values, but there are different cultural traditions and practices.

As an example, we've been doing some work in the area of tobacco cessation, and our approach to that is a bit unique as we want to make sure we're creating space for the respectful use of traditional tobacco. In starting to reach out to the elders and community leaders throughout the province, we learned

that tobacco wasn't a cultural practice for every region. Because of this, we learned that our approach would be different depending on how they are using tobacco in ceremony, or whether it was even something that they incorporated as a part of their traditions.

It's neat to learn from different people across the province, because we couldn't possibly represent or reflect one single picture for the way things are for BC First Nations people. ■





The majority of the top “liked” pledges were related to cultural humility and cultural safety:



“ I pledged to continue my education on cultural safety, and to be an ally for Aboriginal people. ”

Marnel, Island Health

**I pledge to ...**

<p>...“seek out innovative training and learning opportunities to support development of cultural safety and humility.”</p> <p>– Allison First Nations Health Authority</p>	<p>...“to fight for Aboriginal rights and environmental protection.”</p> <p>– Savannah BCIT student</p>	<p>...“work to increase cultural safety for indigenous people seeking health services.”</p> <p>– Leslie Provincial Health Services Authority</p>
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**Focus on possibilities rather than problems**

Possibilities energize whereas problems drain energy

**CULTURAL HUMILITY**

Those who practice cultural humility strive to increase their self-awareness of their own biases and perceptions. They engage in a lifelong self-reflection process about how to put these aside and learn from clients.<sup>2</sup>

**CULTURAL SAFETY**

Cultural safety emphasizes explicit attention and action to address power relations between service user and service provider, charging the service provider with the responsibility to consider and address the role of their professional and institutional power in contributing to culturally safe or unsafe care.<sup>3</sup>

2: Tervalon, M., & Murray-Garcia, J. (1998). Cultural humility versus cultural competence: A critical distinction in defining physician training outcomes in multicultural education. *Journal of Health Care for the Poor and Underserved*, 9 (2), 117-125.


3: DeSouza, R. (2008). Wellness for all: The possibilities of cultural safety and cultural competence in New Zealand. *Journal of Research in Nursing*, 13(2), 125-135.



## ORGANIZATIONAL CULTURE

Change Day provided an opportunity for individuals to develop stronger relationships with their colleagues and foster a positive organizational culture. A healthy culture empowers staff to make positive choices for their patients, and results in happier workplaces.

We were inspired by the many pledges that focused on developing a supportive, encouraging, positive culture through Change Day activities.

A close-up portrait of Katie Quirk, a woman with long, wavy brown hair and freckles, wearing a dark jacket. She is looking slightly off-camera with a thoughtful expression.

### **Katie Quirk** Clinical Operations Manager Fraser Health

#### *In Katie's own words...*

The Burnaby Hospital Patient Navigation Team focuses on bringing change and staff engagement to the different units. It's not very formal. At meetings, we have a loose agenda, but it's really a forum for people to discuss ideas and what we're hearing from the unit level. It's a venue where we can build off each other's successes and figure out what's working on one team, and how to bring it to another team. I think it works because you have a diverse group of people, from the frontline all the way to the executive director, and these people at different levels can make different things occur.

[Read more >>>](#)

The roving cart was initiated by the Navigation Team as a tool to bring education to the frontline staff, originally around care-sensitive adverse events. It was well-received by staff, because it was short, it was fun, it was meaningful to the care they were providing. And we knew that staff liked it because staff always came to the cart to see what initiatives and information were new, and to share their feedback.

*“The staff have more energy around the change because they feel ownership of it...”*



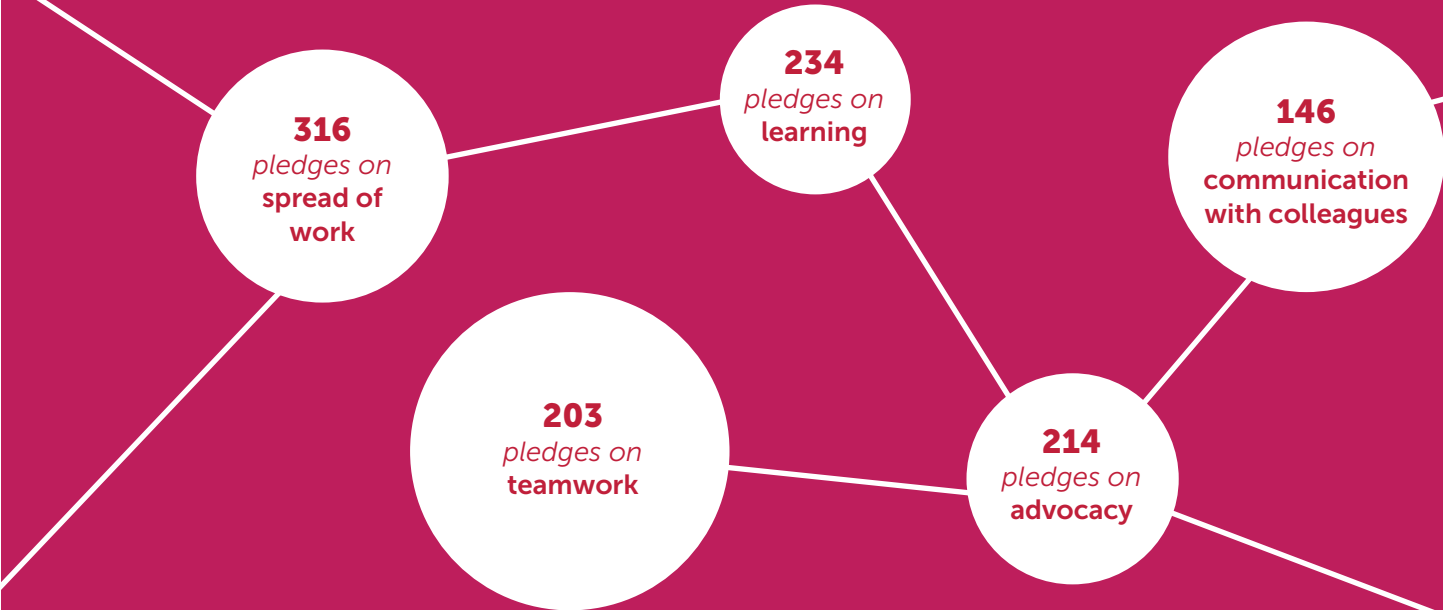
When we started collecting pledges for Change Day, we used the cart to allow staff to make their pledges right there, and started collecting ideas from staff about what changes they wanted on their unit and how we could help them.

When change originates at the unit level, the grassroots level, it’s sustainable and meaningful for those who are most impacted by the change. The staff have more energy around the change because they feel ownership of it, and they feel excitement and a reward when they see the results. With the roving cart we’ve been able to tap into that energy.

If you want to make a change, the first thing is to bring together a group of people that are going to support you. Because it’s having the network of people and the resources and the energy that are really going to help when you hit road bumps and you need that energy just to keep going. And then when you have an idea, don’t worry if it’s not the perfect idea — just start and see where it leads you from there, and be open to how that idea will be. Don’t be married to your first idea of how change will look. Roll with it, go back to your support team and work together, and be open. ■

Watch a video of Katie’s story at [ChangeDayBC.ca](http://ChangeDayBC.ca)

*Pledges related to organizational culture included...*



“ At work, I’m trying to stop myself from answering or giving solutions before I have listened fully to staff. This is hard to do when I feel I’m in a hurry to get things finished, but when I have done this, the payoff is a better understanding and resolution. ”

*Anonymous Change Day participant*

***I pledge to ...***

<p><i>...“collaborate with all team members, even if they are not located in this office.”</i></p> <p><i>– Susan Island Health</i></p>	<p><i>...“support my fellow nursing students in being strong leaders.”</i></p> <p><i>– Emily Douglas College</i></p>	<p><i>...“remember to acknowledge my co-workers’ hard work.”</i></p> <p><i>– Kyla Northern Health</i></p>
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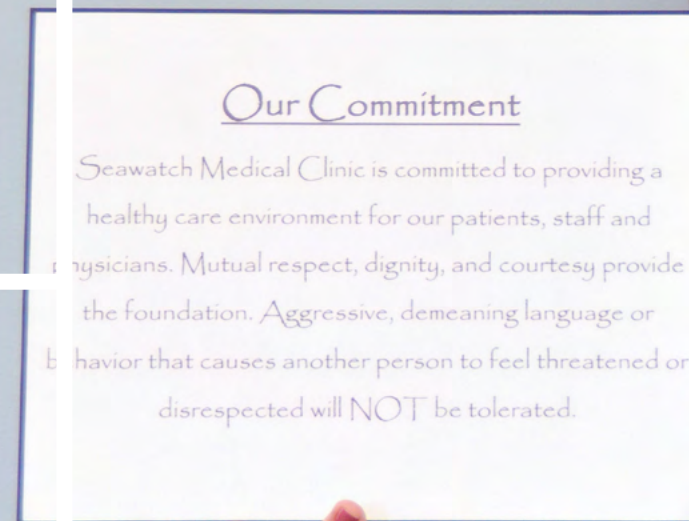


## COLLABORATION

Many individuals and organizations used Change Day to start conversations, strengthen connections, and combine efforts with others across the health system. Many of the province's Divisions of Family Practice participated in Change Day, and their activities exemplified the spirit of collaboration.

The Divisions are groups of family physicians that work together to achieve common health care goals in their respective communities. Division staff took the initiative to promote the campaign internally as well as to the communities they serve and their partners in care.

Taken together, these pledges demonstrate a positive trend toward breaking down barriers in health care and fostering respect and understanding in our shared pursuit of providing the best possible care. Learn more about some of the activities of our Divisions of Family Practice partners!



**Patty Proctor**  
Manager  
Seawatch Medical Clinic

*In Patty's own words...*

When our clinic was introduced to the Change Day BC initiative and invited to participate, physicians and staff jumped right on board with enthusiasm and contributed great ideas of how we could make this meaningful. As a result, we engaged the Campbell River Division of Family Practice and with their support and leadership we challenged ourselves and the other family practice clinics to place a pledge tree in our waiting room. Everyone loved the principle and premise of the campaign and the patients found it really interesting. It generated a lot of conversations, and it supported the work we've been doing in our clinic around culture, relationships, and expectations.

[Read more >>>](#)



At the same time as the Change Day campaign was happening, two of our physicians retired, which resulted in some very unhappy patients as well as some tension and stress in the office. What became evident was that some of what was being experienced in our clinic was not in alignment with our values and did not reflect the culture we had been working hard to create in our clinic. Interestingly, that was felt across the board - it wasn't just the perception of the staff, or just the patients.

So together, we created a commitment statement to our patients, our staff, and physicians. The commitment statement is on a plaque mounted prominently in the waiting room. We're in the process of getting a few more made that we can put around the clinic, and in the office space that's shared by our five doctors.

Our statement is: *Seawatch Medical Clinic is committed to providing a healthy care environment for our patients, staff and physicians. Mutual respect, dignity, and courtesy provide the foundation. Aggressive, demeaning language or behaviour that causes another person to feel threatened or disrespected will not be tolerated.*

The commitment statement has become the touchstone for conversations in the clinic, including conversations with patients. As a result, we have had a much higher rate of reporting around any discomfort experienced or observed, and we've made a commitment to following up those circumstances. It has become quite commonplace now to have conversations like, "So-and-so looked pretty unhappy. I gave him your phone number and I hope he gives you a call." If the patient doesn't call, then I call the patient. It is important to us that patients are not left hanging with questions, worries, or concerns that could be resolved with additional information or a listening ear. Additionally, it is important to us that each member of our team be valued for his or her contribution. So conversations are occurring in both directions.

*"It has provided a constructive avenue for finding common ground or restoration of relationship"*

Sometimes it results in a happy outcome, an increase in confidence and trust. Other times it has resulted in patients finding their way somewhere else, which is okay too. It has provided a constructive avenue for finding common ground or restoration of relationship - instead of just leaving people having a negative experience and feeling disenfranchised and upset.

My personal pledge was really about bridging relationships and building coalitions. Our office is a little microcosm of the health care system. The Division of Family Practice is fairly new within our community, so there are new opportunities to learn from one another between the offices. Also we've been working on really developing our relationships with some of the specialist offices. So for me it is about working together, learning from each other, and creating a climate of active and positive communication. This includes how we engage our patients and creating an opportunity for productive dialogue around their care experience both when things go well and when there is opportunity to learn and improve.

What you come to realize when developing these relationships, is there are so many people doing great work that you knew nothing about. And there's so much to learn and take advantage of others good work and brilliance. And the second thing you realize is that most of us want exactly the same thing. We are more the same than we are different. When you have those conversations, you gain an appreciation of the commitment and the passion that others have and you create an environment where a commitment to excellence and quality improvement can be a part of service delivery. ■

**Asma Farooq**  
Communications Coordinator  
Chilliwack Division of Family Practice



Our Executive Director, who attended the Quality Forum, asked us if we wanted to do Change Day BC as an organization. We began incorporating it into our communications, like sharing a status update on the number of pledges received to date each month in our e-newsletter. Throughout the campaign we emphasized that anyone could make a small change, so that it wasn't too daunting.

We had one amazing pledge from one of our Division members, to improve access to primary care services for youth through the local youth health centre. This was a great example of how Change Day BC lined up with another initiative that we were undertaking, along with community partners, in Chilliwack.

I think it was just one of those initiatives where you could see the change happening right in front of you. I think sometimes in health care the changes may not always be so obviously apparent, so it was refreshing. And our organization really wanted to participate because it was such an inclusive campaign: providers, division members, staff, and anybody else who wanted to participate was welcome to. It really tied into that spirit of inclusivity. I think the energy it produced has outlasted the initiative itself.

**Jody Schuurman**  
Health Promotion Coordinator  
Surrey-North Delta Division of Family Practice



We heard about Change Day when someone connected with our office manager, who shared it with the Division staff. We decided to incorporate it into our health promotion plan for the year. Our staff made pledges, but we focused most of our energy on organizing a really good public event, called "Take Charge of Your Health!"

Leading up to Change Day, we did health events with various community partners, and we would bring our Change Day materials with us and let them know that it was coming up. Then with our big public event on October 17, we invited our community partners and we held the event at the Surrey Public Library.

We invited the public to come to "Take Charge of Your Health" so that they could connect with various resources and organizations in our community.

We had speakers presenting on healthy living topics, and had organizations set up informational tables. There were over 3000 visitors, which is way more than a usual Saturday at the library, and quite a few people made pledges! It was a great event.



## ROLE MODELLING

Change Day allowed anyone at any level of their organization to be a leader who created something that was owned and led by many. This model was based on a participatory approach to change, collaborative leadership and a culture of autonomy that encouraged participants to adapt Change Day to fit their local contexts.

As a result, many individuals used Change Day as an opportunity to role model a positive trait or behaviour to improve workplace culture or patient care. The effects of role-modelling ripple outward through organizations, networks and communities, and create an ongoing cycle of positive change.



**Joshua Dahling**  
Director of Operations  
Camp Kerry Society

*In Joshua's own words...*

I was on Twitter last February and I saw a tweet about Change Day. I checked out the website, and I thought it had great potential, so I jumped on board. I think I was one of the first few people to sign up.

[Read more >>>](#)



Camp Kerry is the only organization of our kind in all of Canada. We work with families who have had a loss. So we see people usually at the worst of times, and we follow them as they transition through that to being in a quite positive place. Everyone makes a difference; every interaction they have with our staff helps get them onto that path. In that sense, our work is about change and transitions, so Change Day was in line with what we do.

I joined Camp Kerry in 2009. I had been asked to come on board by Heather Mohan, our founder, because I worked in two treatment centres on Vancouver Island, and I worked with a lot of military veterans who had been in combat in Afghanistan, Somalia, and Iraq. They'd experienced a lot of trauma and were grieving.

Heather called me, and so I signed up to volunteer for a bereavement retreat she was doing. "Bereavement" isn't a common term; I don't think I even knew what it meant at the time. I was on the ferry when it sunk in that I was going to a grief and loss program. Despite all my work with the military, I got really uncomfortable, because I didn't know what to do or say for families who had lost someone. But over the next few days I witnessed so many transformations and connections happening between these families. I'd worked with families in residential settings, sometimes for up to two years, and even in that length of time I'd never seen the kind of progress with their healing that these families were making in a few days. So I told Heather I wanted to be involved however I could.



photo credit: Damn Fools Music

# Be the change you want to see in the world

Model exceptional behaviour to grow trust and credibility.

My pledge for Change Day was to help at least 30 families in BC. I more than met that pledge, and I knew I would. The purpose of making a pledge wasn't to motivate me to do it: I already had a goal, and I was pretty sure I would make the goal. What I was trying to do was motivate other people to jump on board with Change Day.

I wanted others to join me because I believe that often when you work in health care, or any field where you're working with families or people providing a service, people get burnt out by the system: it's under-funded, people are over-worked. It's easy to get into a negative mindset. But imagine if everybody went into their job or into their environment on a daily basis saying, "What can I do to make it better?" That was my goal.

I'm looking forward to participating again in Change Day. What I did like about it is when you sign up, you can be a partner, and you get your logo on the site. That cross-promotion was good for our organization. I think the bigger it gets, the more meaning and value those partnerships will have. I think a lot of energy went into it, and I'm really excited for the next one. ■

Pledges related to role-modelling included...



“The pledges that our patients and families made were amazing. One patient with cancer wrote, “I pledge to be a positive role model on living with cancer, and how to live with the things we can change and not dwell on the things we can’t.” They just really touched me. And when the employees saw the patients’ pledges, that’s when they really understood that what they do every day has meaning to people’s lives.”

Tracy, BC Cancer Agency

## I pledge to ...

...“Be that person who, when faced with a seemingly desperate situation, says to herself and her team, “What can I/we do to make this situation better?” and acts upon it.”

– Ann  
Island Health

...“set a good example for my patients by optimizing my heart health.”

– Judy  
Providence Health

...“take active lunches and extend invitations to my colleagues to join me, to support a culture of wellness, physical activity and balance.”

– Jackie  
First Nations Health Authority

# Inspired? Take Action!

Change Day BC might be over for 2015, but you can still commit to an act of change that would improve care.

Each of us has the ability to take actions each and every day. We would like to challenge you to continue to embrace the spirit of Change Day each day, each week, each month, and each year.

We invite you to make a pledge on this card and post a photo with it to Twitter. Tag @ChangeDayBC so we can share it!

Not on Twitter? No problem, just email your photo to [changeday@bcpsqc.ca](mailto:changeday@bcpsqc.ca).

I pledge to...





www.changedaybc.ca  
changeday@bcpsqc.ca  
@changedaybc  
#changedaybc



BC PATIENT SAFETY  
& QUALITY COUNCIL  
Working Together. Accelerating Improvement.

