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DAY



**Video Companion  
Document:**  
*Taking Ideas to Action*



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## INTRODUCTION

Change Day BC was a day of collective action for improvement that took place on October 15, 2015. It was a grassroots initiative driven by a passionate group of individuals across the province of British Columbia. We invited anyone involved in health, social, or community care to make a change to improve the quality of care.

Pledges could be big or small; single acts or sustained efforts; group activities or solo endeavours. We invited patients, caregivers, executives, clinicians, students, volunteers, and everyone in between to participate as Ambassadors for change.

Our goal was to hit 5000 pledges by Change Day. We far exceeded that target, gathering close to 8000 pledges in total—surpassing the goal by more than 50%. Many of these pledges resulted in ripple effects across organizations and teams, inspiring new or sustained changes.

To celebrate the legacy of Change Day, four individuals were selected for a video series to learn more about what happened after they acted on their pledges. The four pledges that we feature in these videos highlight the values of **empathy, person-centered care, organizational culture,** and **transformation through grassroots leadership**. We hope that by sharing these stories, the impact of the pledges will continue to ripple across the province.

This companion resource is intended to facilitate your learning and discussion around these four videos. We hope it provides some food for thought and fosters conversations with your teams.

## EMPATHY



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

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.

Evidence suggests that empathy in health care professionals can actually improve patient outcomes. For example, physicians with high empathy scores achieved better clinical outcomes than physicians with lower empathy scores.<sup>1</sup>

Many Change Day pledges came from individuals who wanted to deepen their understanding of the patient experience by walking a proverbial mile in their patients' shoes. They wore adult incontinence products, tethered themselves to an IV, ate a pureed diet, and spent time locked in a seclusion room — to name a few.



Imagine a world in which empathy is a part of everything we do. Not just when caring for our patients, but in all our relationships at work and at home. We can do it, just by taking the time to see from someone else's point of view.

There are several ways of developing empathy for another's experience:

1. *Change your perspective* – for example, walk on your knees to get the perspective of a child.
2. *Limit yourself* – for example, put Vaseline on the inside of your glasses to better understand the experience of someone who is visually impaired.
3. *Do it yourself* – for example, spend the day in the emergency department as a patient.
4. *Engage in an analogous experience* – for example, wax your body hair to better empathise with wound care patients.<sup>2</sup>



### Questions for discussion:

- In the video, Michael and his team at Delta View chose to “do it themselves” and spend a day wearing adult incontinence products. This experience changed their perspective on toileting practices for their residents. What action could you take to better understand the experience of patient/residents that you work with?
- By harnessing your own empathy for others, how could it shift the way you provide care?

<sup>1</sup> Hojat et al. (2011). Physicians' Empathy and Clinical Outcomes for Diabetic Patients. Academic Medicine, 86 (3): 359-64.

<sup>2</sup> IDEO University (2015). Insights for Innovation. Lesson 4: Empathy.

## PERSON-CENTRED CARE



**Amy Horrock**  
Dietitian  
Northern Health

Person-centered 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>3</sup> It redefines the relationship between provider and patient by acknowledging that patients are experts in their own lives.

In Amy’s story, she developed a better understanding of what it was like for her patients to eat a pureed diet after spending a day following one of her own meal plans. With this new understanding, Amy has embraced a more person-centred approach to care by co-creating meal plans with her residents to give them back some control over their dietary choices. If we can move towards involving patients and residents to be partners in their own care, respecting their choices, and allowing them to have some control over their own care, we will see better health outcomes, wiser allocation of resources, and greater patient and family satisfaction.

Many individuals 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 for each patient, and challenge themselves to truly partner with patients, residents, and their families.



<sup>3</sup> Ministry of Health (2015). The BC Patient-Centered Care Framework. Available from: [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)

There are several ways to craft a person-centered experience:

1. **Use names** – for example, a simple “Hello, my name is...” as you greet your patient, and referring to them by their preferred name can cultivate respect and trust. This simple step cultivates respect and dignity.
2. **Respect cultural preferences** – patients in BC are diverse, and have different beliefs, cultural values, and norms. Exercise humility in providing care, and respect the cultural preferences of your patients.
3. **Collaborate** – ensure that all aspects of care are co-developed with patients whenever possible. For instance, one change agent pledged to incorporate his patients’ strengths—their motivations and favourite activities—into their care plans.
4. **Encourage questions** – many patients feel overwhelmed or rushed in patient encounters. Leave time for patients to ask questions, and encourage them to voice uncertainties.

#### Questions for Discussion:

- What can we do to provide patients or residents and their families with opportunities to engage with care providers about their care?
- For you, what would person- and family-centred care look like? What would it feel like?
- What steps could you personally take to create the space for person- and family-centred care?

## ORGANIZATIONAL CULTURE



**Katie Quirk**  
Clinical Operations Manager  
Fraser Health

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 building a supportive, encouraging, and positive culture through Change Day activities.



"If you have an idea, get started with it and see where it takes you," says Katie Quirk, featured in the Burnaby Hospital Change Day video. Katie is speaking to one of the key ways in which we can engage colleagues in a culture of quality: by recognizing they have many great ideas for addressing the challenges they face, and encouraging them to just "go for it." For leaders, this involves removing barriers that get in their way, and encouraging team members to try something new. Improvement is about learning, and we can't learn if we don't try.

Team members also need the confidence to be champions of change right where they work. While having an idea is an important first step, it can be difficult to see it through without the right skills and resources to bring it to life. That's why building capability and capacity for improvement is so essential. There will always be things that are out of our control, but when provided with the right tools and opportunities, we all have the potential to be change leaders in our organization. It's about creating a culture where people don't need permission to act, where they are encouraged to identify things that can be improved and are empowered to address them.



No change in health care will be sustainable without the support and commitment of team members at the point of care. Building a culture that engages members of the team in the change process empowers individuals to act. It all starts with an idea and encouragement from those around us to try something new.

Tips for building an organizational culture for improvement:

1. ***Dedicate time*** – for example, have a monthly meeting to share ideas for improvement or change. Meet with team members to hear their thoughts, debrief and learn.
2. ***Get input from all levels*** – foster a culture in which all team members are encouraged to contribute, and remember that a great idea can come from anywhere. People at the point of care know better than anyone else what needs to change in their work environment. Burnaby Hospital used the roving cart to meet with staff throughout the hospital and invite them to share ideas.
3. ***Perfect is the enemy of good*** – create a culture where it is safe to make mistakes. Have a bias towards action and don't put off trying something new because the idea isn't perfect. There is opportunity for learning in our missteps.

**Questions for discussion:**

- What steps can you take to grow your organizational culture for improvement?
- How can you create the space for your team to connect and frame conversations (e.g., huddles, team meetings, briefings)?
- How can you foster input in decisions and improvements from all levels?
- What steps can you take to create a safe environment for learning from mistakes?

## GRASSROOTS EMPOWERMENT



**Kathy MacNeil**

Vice President of Quality, Safety, and Experience  
Island Health

Change Day could not have occurred without the grassroots leadership that emerged throughout the province. Leadership isn't about a formal title or position of authority; any one of us has the opportunity to be a leader in whatever position we are in. Over 250 grassroots leaders from all over BC volunteered their time to participate in the Change Day campaign as Ambassadors.



We were not prescriptive about the nature of voluntary commitment, and encouraged people to participate in any way they could. We created the resources to support our partners and ambassadors and offered assistance as required, but mostly stepped back and created the space for them to adapt for their local context. Over the course of the campaign, Ambassadors came together virtually each month to share resources, stories, successes and opportunities for improvement. We focused on enabling both formal and informal leaders to participate in any way they could. Without these distributed leaders across the province, we could not have built momentum and achieved the reach that we did.

In the video, Kathy MacNeil talks about offering Change Day BC as an organic, grassroots movement. Island Health encouraged local leaders to drive the change. By taking this approach, Island Health gathered over 1000 pledges, and was one of the top organizations by pledge count.



There are four dimensions of fostering grassroots empowerment:

1. ***Participatory approach to change*** – recognize that change happens through ideas and decisions that are made from top-down, bottom-up and middle-out actions.
2. ***Collaborative relationships*** – build collaborative relationships that encourage, nurture and develop leadership capabilities in team members at all levels of the organization.
3. ***A context of trust*** – trust in the expertise of all team members and not just those in formal leadership positions.
4. ***A culture of autonomy*** – foster a culture in which individuals are respected for their knowledge and capacity to generate new approaches.<sup>4</sup>



*Questions for discussion:*

- What mindset would you need to embrace to create the space for grassroots leaders in your work?
- How could you work to foster the development of grassroots leaders?
- How could you support a community of grassroots leaders?

You don't need to wait for a Change Day to make a commitment to change! 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!



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