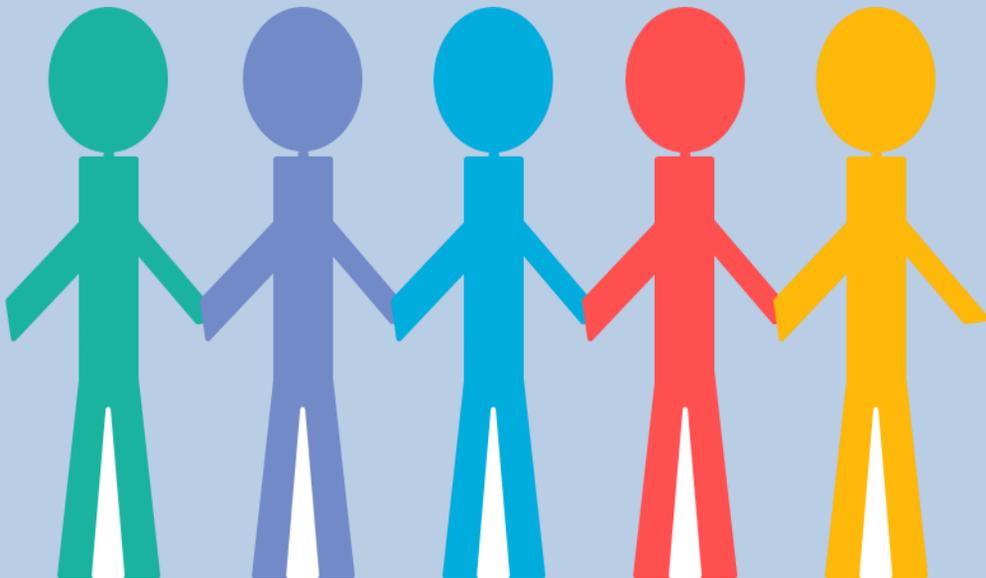


# 6 Steps to Creating a Culture of Person and Family Engagement in Health Care

April 2017



PCPCC Support and Alignment Network

# About this Toolkit

When patients and families are partners in planning and making decisions about their care, health outcomes are better, patient experience and satisfaction improves, and often, costs are lower.<sup>1</sup> Health care practices can adopt a variety of strategies to improve person and family engagement. Changes can range from improving office workflow, to improving how care team members interface with the patient and family, to developing shared decision-making strategies that ensure treatment is understood by and meaningful to the individual patient.

This toolkit is designed for healthcare practices participating in the Transforming Clinical Practice Initiative, but will be of value to any practice seeking strategies to improve person and family engagement. It provides guidance on creating a practice culture that emphasizes and incorporates the patient and family perspective in every aspect of care, to ultimately improve quality of care.

This publication was developed as a collaboration between Planetree International and the Patient-Centered Primary Care Collaborative Support and Alignment Network, with assistance from the Institute for Patient- and Family-Centered Care (IPFCC). It was funded through the Centers for Medicare and Medicaid (CMS) [Transforming Clinical Practice Initiative](#) (TCPI), a national program to transform health care to improve quality and outcomes. TCPI has identified key 'drivers' of transformation, along with six metrics of person and family engagement (PFE) to guide transformation activities.



**Patient-Centered**  
**Primary Care**  
COLLABORATIVE



Visit the [Patient-Centered Primary Care Collaborative](#) website for more information on TCPI and the six Person and Family Engagement (PFE) metrics

<sup>1</sup> Frampton S B, Guastello S, Hoy L, Naylor M, Sheridan S, and Johnston-Fleece M. (2017). Harnessing Evidence and Experience to Change Culture: A Guiding Framework for Patient and Family Engaged Care. Discussion Paper, National Academy of Medicine, Washington, DC. <https://nam.edu/wp-content/uploads/2017/01/Harnessing-Evidence-and-Experience-to-Change-Culture-A-Guiding-Framework-for-Patient-and-Family-Engaged-Care.pdf>.

# 6

## Steps to Creating a Culture of Person and Family Engagement

*The culture of a practice encompasses its attitudes, behaviors, practices and norms. The six steps below are designed to guide genuine transformation in culture to promote person and family engagement.*

### Engage Leaders

Leadership sets the tone for any organizational culture. Through words and actions, it falls to leaders to cultivate a supportive and trusting workplace culture, facilitate a continuous learning environment, and ensure that person and family engagement is integrated into organizational structure and strategy.



### Enlist Patients and Families as Partners

Create systems and processes to harness insights from patients and families about their experiences, gaps in care, and opportunities for continuous improvement. Examples include focus groups, participation on practice improvement teams, and patient and family advisory councils.



### Empower and Energize Staff

Joy in practices is created in part by feeling a sense of purpose that transcends specific tasks. To create this shared purpose, reserve time for staff to share stories of the positive impact they have made on patients' lives. Introduce systems that invite all staff to participate in improving care and making the practice a better place to work.



### Encourage Family Participation in Care

Family can be a vital source of continuity and coordination across episodes and settings of care. Invite patients to identify a family Care Partner. Then, elicit Care Partners' observations and questions during visits. Equip Care Partners with tools for monitoring their loved one's health and managing their care.



### Equip, Enable and Support Patients to Engage

Patients' goals, preferences and cultural norms cannot be integrated into care without their engagement in treatment planning and self-management. Adopt strategies such as teach back, medication management, and shared decision-making to support patients to become active members of the care team.



### Emphasize PFE in All You Do

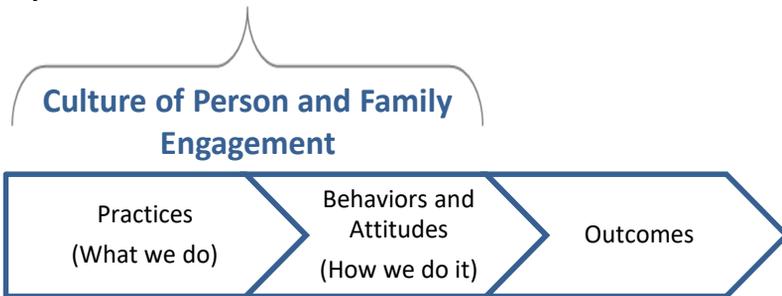
Person and family engagement isn't *one more thing to do*. It is the tie that binds all that you do together. With patients and family members as advisors, consider ways to modify the physical environment to promote engagement. Seek out community partners that will enable you to better engage patients and their family caregivers where they live, work, learn, worship and play.



# Why Culture Change?

## Culture Drives Outcomes

In its definition of person and family engagement, CMS promotes collaborative engagement to drive genuine transformation in attitudes, behaviors and practice. This is culture change. In simple terms, the culture of a practice is the sum of what you do and the behaviors and attitudes that guide activities, planning, and decision-making. Your culture shapes how patients, family members, and staff experience the office. **And, emerging research demonstrates that practices with a patient-centered culture achieve better health outcomes for patients.**<sup>2</sup>



## Culture Creates Cohesion

There is no shortage of things to do in today’s clinical practices! In practices working towards transformation as part of the Transforming Clinical Practice Initiative (TCPI), it can be easy to lose sight of the larger vision: how the work ultimately benefits patients, family members and health care professionals. Creating a culture of person and family engagement does not lessen the requirements of what needs to be accomplished. However, it creates purposeful connections between tasks, goals and the larger vision of improved quality and outcomes. This connection between tasks and purpose is a cornerstone of cultivating joy in work. It centers the entire care team on the aspects of working in health care that bring them the most meaning.

*“Patients and families are partners in defining, designing, participating in and assessing the care practices and systems that serve them to assure they are respectful of and responsive to individual preferences, needs and values. This collaborative engagement allows the individual’s values to guide all clinical decisions and drives genuine transformation in attitudes, behaviors and practice.”*

– CMS Definition for Person and Family Engagement

## TCPI PFE Metrics

Six person and family engagement (PFE) metrics have been adopted to track PFE in TCPI participating practices. They are:

- 1) Support for Patient and Family Voices.
- 2) Shared Decision-making
- 3) Patient Activation
- 4) Active use of e-Tool
- 5) Health Literacy Survey
- 6) Medication Management

For details visit [PCPCC’s TCPI website.](#)

<sup>2</sup>Shortell SM, Poon BY, Ramsay PP, Rodriguez HP, Ivey SL, Huber T, Rich J, Summerfelt T. A Multilevel Analysis of Patient Engagement and Patient-Reported Outcomes in Primary Care Practices of Accountable Care Organizations. J Gen Intern Med. 2017 Feb 3.

# 30 Day Kick-Start Plan

*Not sure where to start? This 30-day kick-start plan maps out concrete actions you can take in each of the six culture change steps within the next month. These early activities establish the vision of culture change, emphasize this as an inclusive effort built on partnership, and generate enthusiasm for the changes to come.*



## Engage Leaders

- Complete this [leadership self-assessment](#) to identify opportunities to lead change.
- During your next staff meeting, walk the entire team through these 6 steps of culture change. Invite them to weigh in on how the steps can be applied in your office.



## Enlist Patients and Families as Partners

Train a team member to conduct brief patient and family interviews during wait times. Ask patients and family members what has kept them loyal to the office. Invite them to complete this sentence: "I wish this office would..." Use these ideas to guide improvements.



## Empower and Energize Staff

- Kick off your next staff meeting with a patient story.
- Invite all staff to complete a personal commitment card where they identify a specific way they will contribute to the office's culture of person and family engagement.



## Encourage Family Participation in Care

- Develop a process for identifying and documenting family care partners in a patients' record.
- Audit your exam rooms to ensure that there is ample space and seating to accommodate the presence of family. Ask patients for feedback as well!



## Equip, Enable and Support Patients to Engage

Invite patients to partner with you to identify practical tools for making their visits even more constructive. Share a selection of tools for them to review, trial and provide feedback on. Examples include: the [I Wish I Had Asked That tool](#), [Ask Me 3](#) and this [Patient Note Sheet](#).



## Emphasize PFE in All You Do

Consider how the set-up of the office and exam rooms is welcoming and conducive to building relationships. Every space should facilitate personal connection, engagement and eye contact. Examine the front office overall; in exam rooms assess placement of the computer screen and keyboard, availability and height of chairs, positive diversions for patients, etc.

# Key Changes

*After you kick-start the culture change effort, what next? These key changes identified here establish a longer term roadmap for moving forward toward genuine transformation.*

These boxes indicate where a change is directly aligned with one of the six TCPI PFE Metrics. For details visit [PCPCC's TCPI website](#).

## Engage Leaders

- Make an effort to understand what aspects of the team's work are most gratifying to each person and the sources of frustration (and why). Initiate purposeful discussions with each member of the team (individually and as a group) to gain this understanding and solicit improvement ideas.
- When making and communicating about changes to how care is delivered and/or practice operations, be explicit about how the changes align with the values of person and family engagement.
- Seek out peers who are similarly engaged in culture change work who can be a sounding board and a source of support and ideas. Candidly share your mutual successes and challenges.

## Enlist Patients and Families as Partners

- Deploy patient experience surveys to begin systematically capturing and trending data from patients about their experience with your practice, and develop a process of using the data for improvement.
- Adopt a process of "just in time" surveying of patients and families during office visits with questions related to specific improvement opportunities.

PFE  
Metric 1

- Recruit a core group of patients and family members who represent your community to provide input and feedback about current practices, new initiatives, and opportunities for improvement. They could meet on a regular basis as part of a council, take part in informal feedback sessions to capture ideas for improvement, participate on time-limited, project-focused improvement teams, and/or provide real-time data on topics like cycle time and customer service practices.
- Plan and facilitate a walk-about with patients and families to understand the practice from their perspectives. Engage staff in discussions with patient and family partners about ideas for change.

## Empower and Energize Staff

- Develop an improvement system or process (for instance a Practice Improvement Team) that gives staff the opportunity to participate in decisions that affect their functional work area or role and supports the team in making real-time change.
- Be explicit about expectations and accountabilities shared by everyone on the team to promote person and family engagement. This can be achieved by embedding expectations related to respectful and compassionate interactions, customer service, and personalizing care as core competencies for all staff in job descriptions and performance evaluations.
- Develop a "care for the caregiver" plan for recharging and supporting staff. Involve staff in developing this plan to ensure that it includes elements they deem important and meaningful.
- Make person and family engagement personal for all staff. Take time out regularly as a team to refresh and remind each other of how these change activities connect to what makes your work meaningful and purposeful. Use [bite sized exercises](#) designed to be completed during huddles, practice team meetings, or over lunch.

# Key Changes

These boxes indicate where a change is directly aligned with one of the six TCPI PFE Metrics. For details visit [PCPCC's TCPI website](#).

## Encourage Family Participation in Care

- Develop a communication strategy to explicitly encourage family presence during visits (based on the patient's preference). This could include signage in the waiting area highlighting the value of an extra set of eyes and ears during visits, and/or messaging during pre-appointment reminders that family (i.e., those considered family by the patient) is welcome to join the patient for all aspects of the visit.
- Use a caregiver assessment tool to better understand the ability of family caregivers to participate in their loved one's care.

- PFE Metric 6
  - Implement a Care Partner Program to formalize the process of identifying and engaging family caregivers who support patients in managing their care, including medication management.

## Equip, Enable and Support Patients to Engage

- Adopt the teach back technique to validate individuals' comprehension of important information conveyed to them during their visit by asking them to restate, in their own words, what they heard.

- PFE Metric 4
  - Partner with patients to ensure that your patient portal is user-friendly and that it provides access to information that supports them in self-management, care coordination, and decision making.

- PFE Metric 5
  - Adopt a health literacy survey tool to assess patients' capacity to understand basic health information. Examples of tools can be found at this [Health Literacy Tool Shed](#).
  - Audit patient education materials to ensure they align with health literacy level of your patients and community. Engage patient/family partners in assessing and revising materials for readability.

- PFE Metric 2
  - Provide staff training in person and family engagement techniques, including shared decision-making, cultural competence and compassionate interactions.

- PFE Metric 2
  - Develop a reliable process for integrating discussion and documentation of patients' values, goals, and preferences into treatment planning discussions.

- PFE Metric 2
  - Begin to create a library of evidence-based educational resources and decision aids to support shared decision-making.

- PFE Metric 3
  - Monitor patients' overall knowledge, skill, and confidence for self-management. Individualize care interventions and expectations that align with their activation level by promoting small do-able steps to achieve success and build confidence over time.

## Emphasize PFE in All You Do

- Be intentional about language. Talk about **partnership**. Acknowledge patients' **expertise** about themselves. Reference the important role of family **care partners**. Adopting language like this reinforces expectations for how the care team, patients and families will interact and engage.
- Introduce daily huddles with staff and clinicians to support coordinated and individualized care.
- Convert your waiting room into an *engagement center* with tools specifically designed for patients and families, such as [Ask Me 3](#), [Choosing Wisely](#), the [Patient Preferences Passport](#), and others.
- Seek out community partners that enable you to better engage patients and family caregivers where they live, work, learn, worship and play.

# Tools You Can Use

*These tools were selected to support your person and family engaged care culture change effort. See our resources page for a more comprehensive collection of tools to support culture change. For your reference, the TPCI change package driver(s) associated with each step is identified in the boxes to the right.*

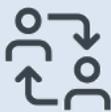
## TCPI DRIVER



### Engage Leaders

[Leadership Self-Reflection Questions](#)

2.1 Engaged and committed leadership



### Enlist Patients & Families as Partners

[Advancing the Practice of Patient-and-Family-Centered Care in Primary Care and Other Ambulatory Settings](#)

1.1.2. Listen to patient and family voice  
3.1.2. Use patient as customer feedback



### Empower and Energize Staff

[Bite-Size Exercises to Reinforce Culture](#)

2.2.3. Empower staff  
3.2. Workforce vitality and joy in work



### Encourage Family Participation

[Caregiver Assessment Tools](#)

1.1.3. Collaborate with patients and families



### Equip, Enable & Support Patients to Engage

[AHRQ Patient and Family Engagement in Primary Care Ask Me 3: Good Questions for Your Good Health](#)

1.1.1. Respect values & preferences  
1.1.3. Collaborate with patients and families  
1.1.4. Be aware of language & culture



### Emphasize PFE in All You Do

[Patient-Centered Care Environmental Audit Tool](#)  
[How to Conduct a Walk-About](#)

1.2.1. Enhance teams  
1.7.3. Create patient-centered spaces  
1.4. Practice as community partner

# Resources for Change

*For readers' convenience, below is a list of web addresses for each of the tools referenced in this toolkit. Click directly to the resource if you are reading this online.*

Advancing the Practice of Patient-and-Family-Centered Care in Primary Care and Other Ambulatory Settings	<a href="https://www.pcpcc.org/sites/default/files/Getting%20Started%20Guide%20for%20Ambulatory%20Care%20Patient-Family%20Partnerships.pdf">https://www.pcpcc.org/sites/default/files/Getting%20Started%20Guide%20for%20Ambulatory%20Care%20Patient-Family%20Partnerships.pdf</a>
AHRQ Patient and Family Engagement in Primary Care	<a href="https://www.ahrq.gov/professionals/quality-patient-safety/patient-family-engagement/pfepprimarycare/interventions.html?utm_source=MEDSTAR&amp;utm_medium=OUTREACH&amp;utm_term=&amp;utm_content=11&amp;utm_campaign=AHRQ_GTIPSIPCSBEPAF-INT1-TEACH-BACK_2016">https://www.ahrq.gov/professionals/quality-patient-safety/patient-family-engagement/pfepprimarycare/interventions.html?utm_source=MEDSTAR&amp;utm_medium=OUTREACH&amp;utm_term=&amp;utm_content=11&amp;utm_campaign=AHRQ_GTIPSIPCSBEPAF-INT1-TEACH-BACK_2016</a>
Ask Me 3	<a href="http://www.npsf.org/?page=askme3">http://www.npsf.org/?page=askme3</a>
Bite-Sized Exercises to Reinforce Culture	<a href="http://planetree.org/wp-content/uploads/2017/03/PT-Bite-Sized-Exercises-to-Reinforce-Culture-2017.pdf">http://planetree.org/wp-content/uploads/2017/03/PT-Bite-Sized-Exercises-to-Reinforce-Culture-2017.pdf</a>
Caregiver Assessment Tools	<a href="https://www.caregiver.org/caregivers-count-too-s4-assessment-tool-examples">https://www.caregiver.org/caregivers-count-too-s4-assessment-tool-examples</a>
Choosing Wisely Campaign	<a href="http://consumerhealthchoices.org/wp-content/uploads/2013/06/CWPosterGeneralSmall.pdf">http://consumerhealthchoices.org/wp-content/uploads/2013/06/CWPosterGeneralSmall.pdf</a>
Health Literacy Tool Shed	<a href="http://healthliteracy.bu.edu/all">http://healthliteracy.bu.edu/all</a>
How to Conduct a Walk-About	<a href="http://www.ipfcc.org/resources/How_To_Conduct_A_Walk-About.pdf">http://www.ipfcc.org/resources/How_To_Conduct_A_Walk-About.pdf</a>
I Wish I Had Asked That Tool	<a href="http://www.mainehealthlearningcenter.org/wp-content/uploads/2014/04/Patient_Visit_Guide.pdf">http://www.mainehealthlearningcenter.org/wp-content/uploads/2014/04/Patient_Visit_Guide.pdf</a>
Leadership Self Reflection Questions	<a href="https://www.pcpcc.org/sites/default/files/resources/Patient-Centered%20Leadership%20Self%20Reflection%20Quiz_0.pdf">https://www.pcpcc.org/sites/default/files/resources/Patient-Centered%20Leadership%20Self%20Reflection%20Quiz_0.pdf</a>
Patient Note Sheet	<a href="https://www.ahrq.gov/professionals/quality-patient-safety/patient-family-engagement/pfepprimarycare/prep-note-sheet.html">https://www.ahrq.gov/professionals/quality-patient-safety/patient-family-engagement/pfepprimarycare/prep-note-sheet.html</a>
Patient Preferences Passport	<a href="http://planetree.org/wp-content/uploads/2017/02/Planetree-Patient-Preferences-Passport.pdf">http://planetree.org/wp-content/uploads/2017/02/Planetree-Patient-Preferences-Passport.pdf</a>
Patient-Centered Care Environmental Audit Tool	<a href="http://planetree.org/wp-content/uploads/2017/03/Patient-Centered-Care-Environmental-Audit.pdf">http://planetree.org/wp-content/uploads/2017/03/Patient-Centered-Care-Environmental-Audit.pdf</a>
Patient-Centered Primary Care Collaborative TCPI website	<a href="https://www.pcpcc.org/tcpic">https://www.pcpcc.org/tcpic</a>
CMS Transforming Clinical Practice Initiative website	<a href="https://innovation.cms.gov/initiatives/Transforming-Clinical-Practices/">https://innovation.cms.gov/initiatives/Transforming-Clinical-Practices/</a>