

# HANDS

*in Healthcare*



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\*PURELL Advanced Hand Rub gel formulation. Based on the 2009 Health Canada GUIDANCE DOCUMENT Human-Use Antiseptic Drugs, EN-182959. Murine norovirus was used as a surrogate for human norovirus as preferred by Health Canada.

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# HANDS

## *in Healthcare*

The Canadian Patient Safety Institute gratefully acknowledges its sponsor: GOJO Skin Health and Hygiene Solutions from the inventors of PURELL®



**Hugh MacLeod, CEO**  
Canadian Patient Safety Institute

Ask.



**Jim Gauthier**



**Dr. Susan Shaw**



**Catherine Gaulton**

Listen.



**Marlies van Dijk**



**Carolyn Hoffman**



**The Hon. Deb Matthews**

Talk.



**André Picard**



**Barbara Farlow**



**Dr. Amir Ginzburg**

# Hugh MacLeod, CEO

Canadian Patient Safety Institute

A photograph of Hugh MacLeod, CEO of the Canadian Patient Safety Institute, sitting at his desk in an office. He is wearing a dark suit jacket over a light blue checkered shirt and glasses. He is smiling and waving his right hand. The desk is equipped with a laptop, a keyboard, and two monitors. A framed picture hangs on the wall behind him. To his right, there are two framed photographs on the desk. A large window in the background shows a cityscape with several buildings and a dome-shaped structure.

Ask. Listen.



**Ask.Listen.Talk.** is our mantra. Good healthcare starts with a question: Ask; Good healthcare requires an open mind: Listen; and Good healthcare requires a responsive heart: Talk.

These three powerful words form the foundation of the Hands in Healthcare magazine. Hands in Healthcare creatively portrays the hands that help to improve the healthcare system and promote patient-centred care. Throughout you will see impactful images and read powerful human interest stories that recognize the leaders, frontline healthcare providers and patient and family members whose efforts in transforming healthcare are truly inspiring.

I wish we had space to capture all the patient safety and quality work that is taking place across the country. Let me know about your activities, so that our conversation can continue.

These profiles recognize but only a handful of those who are committed to safe care. It is our honour and privilege to profile these individuals, but also to recognize all champions in patient safety and quality improvement.

In this issue you will learn how healthcare organizations and patient safety champions have instilled Ask.Listen.Talk into their everyday practice. Providence Care asks their patients to do their part to improve hand hygiene and reduce infections; the BC Quality and Patient Safety Council listens to its clinical and frontline staff in taking an innovative approach to teamwork and communication; a Globe and Mail journalist promotes better communication, encouraging patients and providers to talk and have a real discussion about safe care; the Saskatchewan Health Quality Council asks patients to share their stories and get involved in making changes in the system to achieve zero harm; Alberta Health Services listens to its providers, patients and families in a structured and supported way to take their patient safety efforts to a new level; a Patients for Patient Safety Canada advocate talks about the importance of the patient voice and patient involvement to advance safe care; Capital Health asks patients for their input to reach better decisions and develop plans for action; Ontario Health and Long Term Care listens to keep Ontarians healthy while providing the right care, at the right time, and in the right place; and Trillium Health Partners is advancing a patient safety culture and encourages patients and providers to talk openly about patient safety concerns.

Last year, 140,000 copies of the inaugural issue of the innovative and engaging Hands in Healthcare magazine were freely distributed in both English and French to over 1,800 healthcare organizations across Canada and at over 30 national and international conferences. An online version of the magazine is also available for download at [www.patientsafetyinstitute.ca](http://www.patientsafetyinstitute.ca). We are so proud of the inaugural issue of Hands in Healthcare that we entered it into a number of award competitions. We are thrilled that the magazine received a national award from the Canadian Public Relations Society and was also recognized by the International Association of Business Communicators - Edmonton Chapter.

With the competing priorities healthcare providers face each and every day, better communication with each other and with patients can improve patient safety. Together, let's Ask.Listen.Talk. to improve outcomes for our patients, clients and residents.

[www.patientsafetyinstitute.ca](http://www.patientsafetyinstitute.ca)

*The Canadian Patient Safety Institute would like to acknowledge funding support from Health Canada. The views expressed here do not necessarily represent the views of Health Canada.*

Talk.



You know those songs that are so catchy you can't get them out of your head? You could go years without hearing them but you still know every word by heart? So does Jim Gauthier and it's just one of the ways he uses music and song to improve hand hygiene compliance. By taking a classic such as "All my Loving" by the Beatles, and changing it to "All my Cleaning," he hopes the message will stick with the listener long after the song has ended.

As an Infection Control Practitioner, Jim says that the patient is the missing link in effective hand hygiene practices to make care safer. He is part of the Providence Care team that has put together a program, where every patient will receive a bottle of hand sanitizer on admission. A label on the hand sanitizer states, 'for patient use' and 'keep on overbed table'. The label also prompts patients, 'if necessary, please ask for assistance in using the product'. Patients who may have difficulty activating a pump bottle will have a symbol placed near their bed, so that staff will know they require assistance with hand hygiene.

When educating on effective hand hygiene, Jim says his greatest learning came from an 80-year old patient who was in intensive care due to an infection. The patient later took the time to write Jim a letter with a list of things to consider from a patient's perspective.

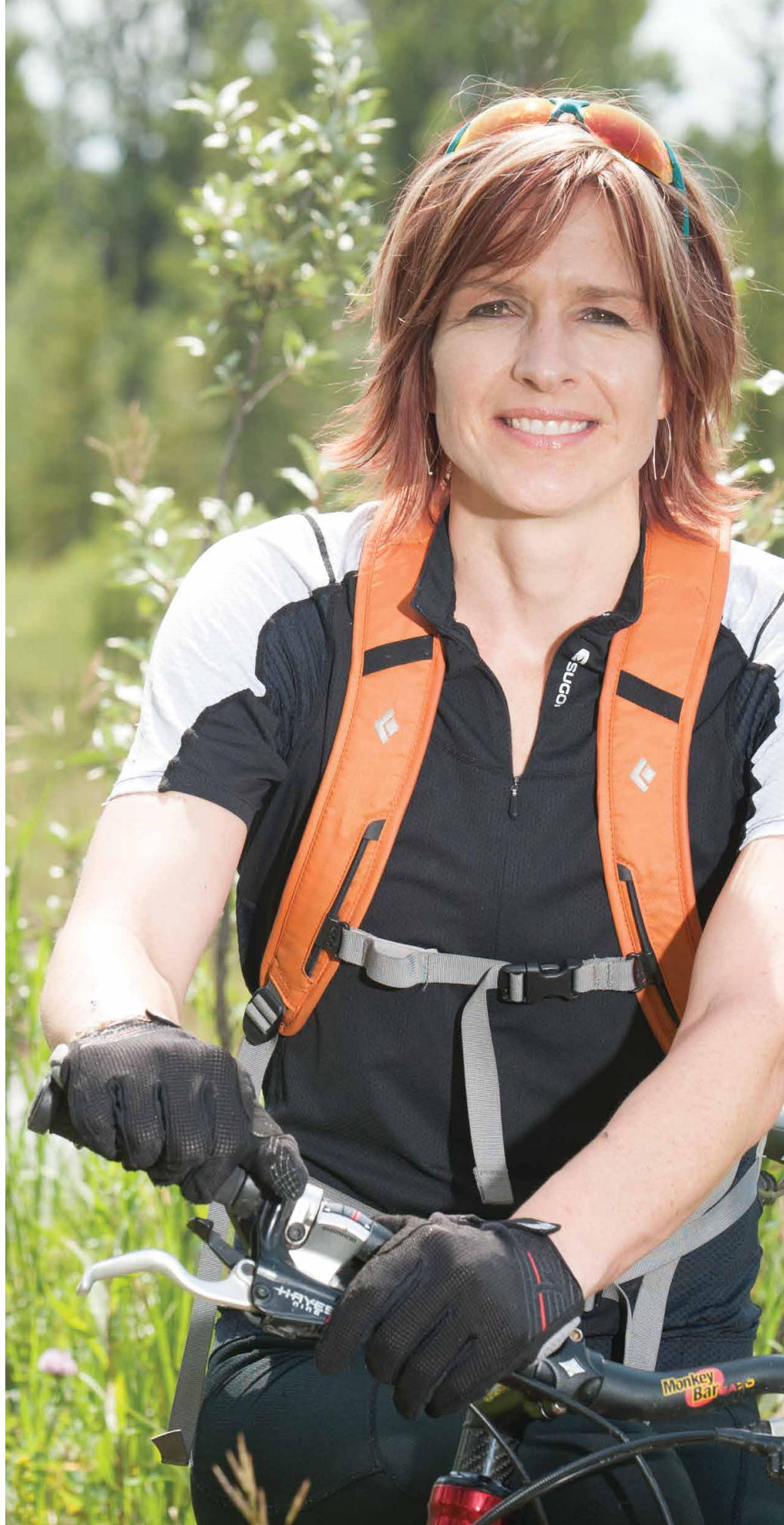
"Take the time to listen to your patients and ask them how you can improve upon your hand hygiene practices," says Jim. "The patient can teach you a lot about what is really going on at the bedside. When they tell you what they observe, you can use that as a learning opportunity and make things right for both staff and patients."

## Jim Gauthier

is an Infection Control Practitioner at Providence Care in Kingston, Ontario. He is the Past President of the Community and Hospital Infection Control Association (CHICA-Canada).  
[providencecare.ca](http://providencecare.ca) / [chica.org](http://chica.org)

**"The patient  
can teach  
you a lot"**







Immersed in a cycling culture as a youth in Holland, Marlies van Dijk learned at an early age that cycling requires clear vision, complete focus and that you don't look where you don't want to go. As a professional immersed in patient safety, Marlies demonstrates that same focus to improve surgical outcomes by fostering ties and spreading ideas through networks.

Working with the BC Patient Safety and Quality Council, Marlies has helped to establish the Surgical Quality Action Network - a community of over 700 health professionals and patients who are improving surgical care in British Columbia. She is coordinating the National Surgical Quality Improvement Program - a surgeon-led initiative where 24 hospitals are using a rigorous measurement tool to look at risk-adjusted surgical outcomes. Acting on the data is proving to be the hardest part of the challenge.

Most of the problems in healthcare are not straight forward but rather complex. "I wish it was as easy as implementing a set of guidelines," says Marlies. She believes the biggest challenge is how to implement the evidence in such a complex environment. The surgical network she works with has taught her that engaging frontline staff and clinicians is a key factor and that is harder to do than it might seem.

"Speaking up, being part of a team, and working well together where everyone feels respected and valued is very near and dear to my heart," says Marlies. "Don't underestimate the passion that our frontline staff have and the solutions they can offer. Leadership is more than just smiling and nodding; it is about encouraging clinicians and frontline staff to act out on what they want to do and supporting their journey to get it done."

## Marlies van Dijk

began her nursing career in critical care and is now the Director, Clinical Improvement for the BC Patient Safety and Quality Council. She coordinates 24 hospitals in BC that participate in the National Surgical Quality Improvement Program - a surgeon-lead initiative that uses rigorous data collection to provide risk-adjusted surgical outcome statistics.

[bcpsqc.ca](http://bcpsqc.ca)

*"Don't underestimate the passion that our frontline staff have"*



An experienced long-distance runner with more than 20 marathons and 40 half-marathons under his belt, it's not uncommon to find André Picard jogging the trails on Mount Royal while most of Montréal is still asleep. It is this same discipline and dedication to excellence that André weaves into every story he tells as a health reporter and columnist for the Globe and Mail.

Covering the health beat for the past 25 years, the award winning journalist skilfully crafts powerful, human impact stories that get the

message out. The stories that inspire him the most are from those who want to affect change by bravely sharing their experiences.

André believes that one way to improve patient safety is better communication. He touts that every treatment has a side effect; if it does not have a side effect it is probably not a useful treatment. "We need to bring that mentality to patients where they are fully aware and do their part by asking questions," says André. "Every patient that goes in the hospital must make the effort to have a real discussion about their

treatment and understand the potential impact of what can happen."

Through the numerous stories told, André acknowledges that quality and patient safety is getting better, however there is still a lot more to do. "You cannot say that no one will be harmed; it is about minimizing harm, making people aware of the risks so that they are fully informed and if you make mistakes, then apologize and correct them the best you can."



# André Picard

is a public health reporter and columnist with the Globe and Mail newspaper.  
[theglobeandmail.com](http://theglobeandmail.com) or [andrepicard.com](http://andrepicard.com)



*“Every patient  
that goes in  
the hospital  
must make  
the effort”*





Be it on her yoga mat, or as the Chair of the Health Quality Council (HQC) of Saskatchewan, Dr. Susan Shaw understands that harmony and alignment require hard work, immense dedication and incredible focus. The strength, endurance and motivation she builds moving from one pose to another are also leading the Saskatchewan healthcare system to transform itself to one that continuously improves the care experience of patients, families and providers.

HQC and its health system partners have committed to using lean management principles and to thinking and acting as one, in order to deliver compassionate, patient-centred care, with no waiting and no harm. What is unique in Saskatchewan is the collaborative spirit within the healthcare community to define the work they need to do, how they are going to do it, and how they will hold themselves accountable.

As part of this shift, Saskatchewan is also embracing the importance of working with patients and families to achieve zero harm. Patient centred care is integral; patients and family members are being asked to share their stories, and then be part of making changes in the system.

“We have spent many years saying that harm is inevitable,” says Dr. Shaw. “It takes constant energy to shift your culture to that of zero harm.” Dr. Shaw adds, “If we make changes without involving our patients, we’ll keep making the same mistakes year after year. Patient stories create the urgency to change, frame the work we are trying to do, and connect our hearts to the changes that need to be made.”

## *Dr. Susan Shaw*

is Chair of the Saskatchewan Health Quality Council and a practicing physician in critical care and anaesthesiology.

[www.hqc.sk.ca](http://www.hqc.sk.ca) / [www.qualityinsight.ca](http://www.qualityinsight.ca)



*“Patient stories create the urgency to change”*



Carolyn Hoffman's biggest accomplishment starts at home. She is a mom to two beautiful daughters who are ready to blaze their own trails in the world, while at the same time maintaining a reputation around the globe for her passion and influence in patient safety and quality improvement.

Over her career, every time she changed jobs Carolyn found more that could be done, feeding her passion to do more. She has found ways to change policy, care delivery processes and even product purchases to improve patient safety. Carolyn has a unique ability to connect and work with patients, senior leaders, policymakers

and frontline clinicians to develop and unfold strategies and tools to improve patient safety. One of her proudest moments is working with the team that developed *Safer Healthcare Now!*, an initiative of the Canadian Patient Safety Institute that promotes evidence-based leading practices.

Carolyn's international contributions have been effective toward establishing the World Health Organization (WHO) High 5s patient safety initiative, which includes the development of a standard operating protocol for medication reconciliation that has been adopted by a number of countries worldwide. As well, she

participated in the development of a global alerts system and an incident analysis framework.

As a senior leader with Alberta Health Services, Carolyn is helping to build, nurture and embed a cultural foundation for patient safety across the organization. Taking a team approach and engaging clinicians and patients is integral to that work.

Her experiences and the life lessons she's learned throughout her career are the same ones she's instilled in her daughters. It will no doubt serve them well in their futures.



"If you want to improve, you must listen," says Carolyn. "When you take the time and have the opportunity to truly listen to patients and

families in a structured, supported way, you can take your patient safety efforts to a new level."

## Carolyn Hoffman

is Senior Vice-President of Quality and Healthcare Improvement, Alberta Health Services and a Senior Advisor to the WHO High 5s patient safety initiative.  
[albertahealthservices.ca / who.org](http://albertahealthservices.ca/who.org)

*"If you want to improve, you must listen"*







Paddling the waters of the Credit River in Mississauga has taught Barb Farlow and her family a lot about working as a team and relying on each other to keep upright. A passionate advocate for patient safety, Barb applies the lessons she's learned on the water to her work as a member of Patients for Patient Safety Canada.

Barb's daughter Annie was born with trisomy 13, a genetic condition that renders serious disabilities. Admitted to hospital for respiratory distress, Annie died 24 hours later, at the age of 80 days. A review of medical records later revealed that a 'do not resuscitate order' had been placed without the parents' knowledge. The Coroner's report described the care Annie received as "not appropriate."

Barb says the fuel for her fire is the realization that care provided at the bedside is generally a function of health policies and research and both of these are often void of the patient experience. She believes that the patient experience, acquired through surveys or story-telling is a necessary inclusion in healthcare. "It is an emotional journey to tell your story," says Barb. "You need to speak without anger, to articulate the events that occurred and conclude with hope for collaboration and change. Anger and finger-pointing closes doors."

"There is a tremendous need for the patient voice and patient involvement," adds Barb. "When we get involved we encourage and inspire others to become involved and our collective involvement will make a difference. Everybody has the right to be heard. We need to work together to improve healthcare and make it safer."

## *Barbara Farlow*

is a member of Patients for Patients Safety Canada, a Board member of the International Society for Quality in Health Care (ISQua) and a World Health Organization (WHO) Patient Safety Champion.

[patientsforpatientsafety.ca](http://patientsforpatientsafety.ca) / [isqua.org](http://isqua.org) / [who.org](http://who.org)

*"Everybody  
has the right  
to be heard"*





Catherine Gaulton has an inquisitive mind and a love of language, but it is the study of relationships that draws her into the diverse and expansive world of literature. These same attributes fuelled her desire to pursue a law degree with a focus on quality, patient safety, disclosure and apology.

From the boardroom to the bedside, as the Chair of the Canadian Patient Safety Institute Board of Directors and as the Vice-President, Performance Excellence and General Counsel for Capital Health, Catherine is often astounded by how resource-rich Canada is in world-class

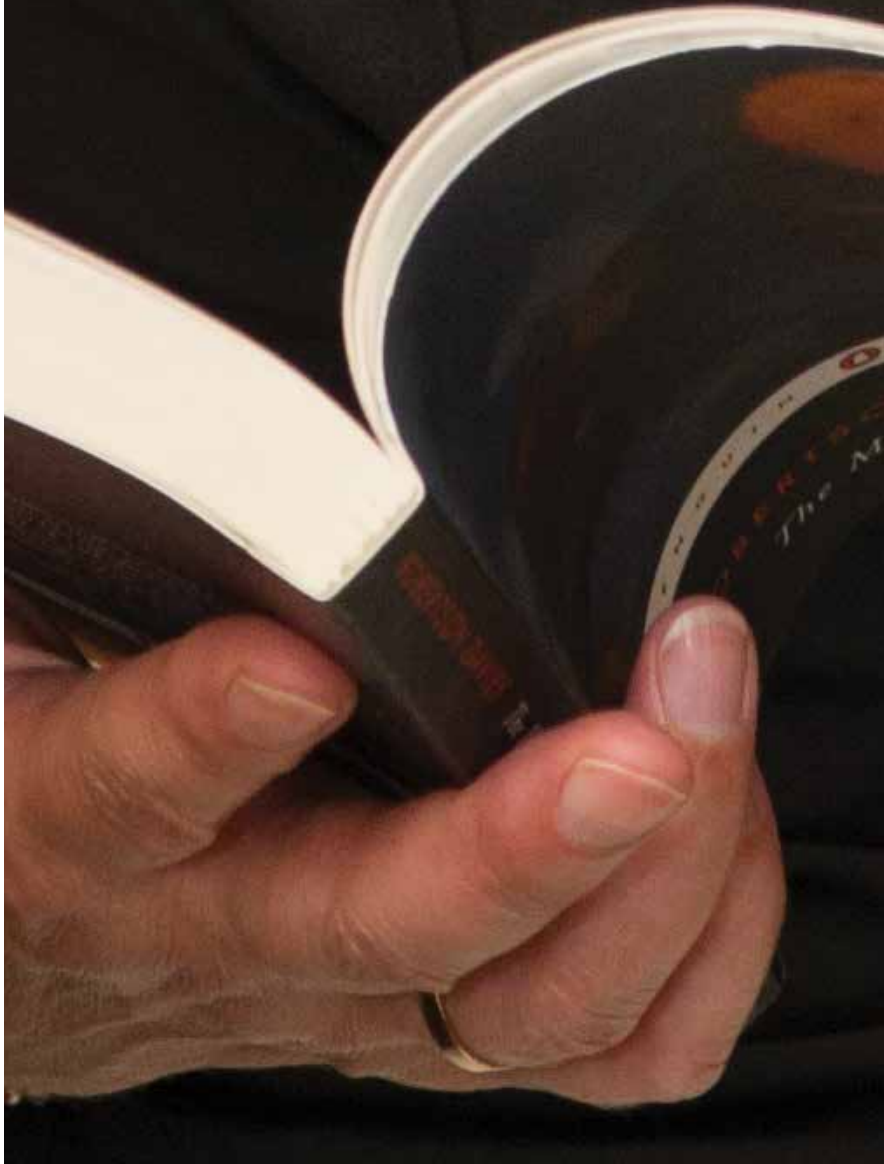
expertise and a commitment to quality and patient safety. However, with the competing priorities that healthcare providers face every day, she advocates that better communication with each other and with patients can improve patient safety.

“In healthcare we focus on getting the message out and once we do that, we assume we have done enough,” says Catherine. “When you are committed to patient safety you need to ask questions and look at how you can go beyond that.” Catherine notes that patients and families can contribute substantively to what can be

improved upon, and their presence changes the tenor of conversations and helps you to reach better decisions and develop plans for action.

“Unfortunately there are times when we don’t listen well enough to do the best we can in patient safety,” says Catherine. “Listening is not just about hearing. It is asking questions, taking what you have heard and acting on the information to impact patient care. That is what makes the difference.”

*“Listening is  
not just about  
hearing”*



## **Catherine Gaulton**

is the Vice-President, Performance Excellence and General Counsel for Capital Health in Nova Scotia and serves as Chair of the Board of Directors for the Canadian Patient Safety Institute.  
[capitalhealth.ns.ca](http://capitalhealth.ns.ca) / [patientsafetyinstitute.ca](http://patientsafetyinstitute.ca)



As a demographer who has studied changes in growth and aging among our population, the Hon. Deb Matthews, Ontario's Minister of Health and Long Term Care, understands the importance of both reflecting on our history and looking into the future as she leads healthcare transformation in the province of Ontario.

The Minister knows that we can only move forward if we learn the lessons of our past. That's why she listens carefully to advice on how to make healthcare better. Learning from frontline staff and administrators, she knows that healthcare transformation requires a culture shift towards transparency and accountability. No one knows better than family doctors, and by bringing their voice to the table helps foster local solutions. Listening to patients imparts the courage and resolve to make real and measurable improvements.

Bringing her training as a social demographer to the Health portfolio, Minister Matthews finds population pyramids fascinating. Like the rings of a tree, not only do they reflect our history, but they also project our future. That's why she is so focussed on strengthening care for seniors – a population expected to double over the next 20 years in Ontario.

"With growing demand for healthcare, we need to provide the right care by ensuring that patients get the care they need, based on the best available evidence," says the Hon. Deb Matthews. Establishing early interventions that are clinically shown to improve health is essential to providing care at the right time. More investments in home and community care are helping to break down silos for patients and improving access to quality healthcare in the right place.

"People who work in healthcare know that we can provide better care for better value," says Hon. Matthews. "If it's better for patients, and better for taxpayers, we have to find a way to do it. Patients are counting on us."

## The Hon. Deb Matthews

is the Minister of Health and Long Term Care for the province of Ontario.  
[www.health.gov.on.ca](http://www.health.gov.on.ca)





*“Patients  
are counting  
on us”*





As much as it pains him to admit it, die-hard hockey fan Dr. Amir Ginzburg believes zero preventable harm is achievable across the healthcare continuum before his beloved Toronto Maple Leafs snap their 46-year Stanley Cup drought. With dedicated physicians such as Dr. Ginzburg working towards this goal, it's hard not to imagine it will one day become a reality.

Taking his A-game to patient safety and quality at Trillium Health Partners, Dr. Ginzburg brings patient safety education into the clinical domain to enhance a patient safety culture. He is a Master Facilitator with the Patient Safety Education Program – Canada, and most recently delivered sessions on physician partnership and adverse events at the Advancing Safety for Patients in Residency Education, a joint initiative of the Canadian Patient Safety Institute and the Royal College of Physicians and Surgeons to enhance the capacity of Canadian medical schools and embed safety competencies to improve patient safety training.

One message Dr. Ginzburg instills in his education delivery is to 'speak up'. He acknowledges that it can be easy to sit back and watch things happen around you and often difficult to raise patient safety concerns. "We need patient safety champions and a culture where it is safe and necessary to talk openly about patient safety concerns," says Dr. Ginzburg. "Whether you are a patient or a provider, we can all impact change and support improvement. I passionately encourage you to get involved with efforts to enhance patient safety and improve quality – it is an exciting and a professionally rewarding opportunity to influence safer care."

## ***Dr. Amir Ginzburg***

is a General Internal Medicine specialist and the Medical Director of Quality and Patient Safety at Trillium Health Partners, a leading hospital with three main sites located in and around Mississauga, Ontario.  
[trilliumhealthpartners.ca](http://trilliumhealthpartners.ca)





*"We need patient safety champions"*



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