Core Values
Provincial Consultation and Engagement Strategy

2018
Organizational Values Working Group
Recommendation to the Saskatchewan Health Authority Board
Core Values of Saskatchewan Health Authority

Executive Summary

We are very excited to share with you our provincial values consultation process and our recommendation for the core values and philosophy of care of the Saskatchewan Health Authority (SHA).

Our values will inspire, empower and guide how we work together with patients, families, partners and each other to achieve our vision: Healthy People, Healthy Saskatchewan and mission, We work together to improve our health and well-being. Every day. For everyone.

Our recommended core values and philosophy of care are the result of extensive consultation and engagement with employees, physicians, patients, families, advisors, communities, Indigenous partners, health system partners and external stakeholders connected to our provincial health system.

Our five recommended core values are:

**Safety**: Be aware. Commit to physical, psychological, social, cultural and environmental safety. Every day. For everyone.

**Accountability**: Be responsible. Own each action and decision. Be transparent and have courage to speak up.

**Respect**: Be kind. Honour diversity with dignity and empathy. Value each person as an individual.

**Collaboration**: Be better together. Include and acknowledge the contributions of employees, physicians, patients, families and partners.

**Compassion**: Be caring. Practice empathy. Listen actively to understand each other’s experiences.

**Patient and Family Centred Care** received overwhelming support throughout our provincial values consultation process, with the highest ranking across all of our SHA Core Values survey and Consultation and Validation events. While our commitment to patient and family centred care cannot be defined as an organizational value, it can be articulated through a commitment to a philosophy of care.

Our commitment to a philosophy of Patient and Family Centred Care is at the heart of everything we do and for which our values provide a foundation. This philosophy of care is in essence our culture: who we are, the shared purpose that brings us all together and how our patients and families experience care every day. Through meaningful engagement and co-creating mutually beneficial partnerships among employees, physicians, patients, families, clients and residents, together we ensure a seamless health system that supports Healthy People, Healthy Saskatchewan.

To help you better understand our provincial consultation process and how we arrived at this recommendation, please continue reading for excerpts and highlights of methods and findings from our engagement strategy.

Respectfully submitted,

Kim McKechney and Mike Northcott
Saskatchewan Health Authority Organizational Values Working Group Sponsors
Table of Contents

*Strategic Framework*........................................................................................................4
  Our Vision............................................................................................................................4
  Our Mission........................................................................................................................4

*Key Dates*.....................................................................................................................................4

*Methods*........................................................................................................................................5
  Organizational Values Working Group..................................................................................5
  Community Engagement........................................................................................................6
  SHA Core Values Survey ......................................................................................................7
  Validation and Consultation Events....................................................................................7
    Stakeholder Map................................................................................................................8
    Engagement Strategies ....................................................................................................9
    Community Engagement Map..........................................................................................10

*Findings*.....................................................................................................................................11
  SHA Core Values Survey Results..........................................................................................11
  SHA Core Values Survey Review and Analysis....................................................................12
  Core Values Huddle Strategy Review and Analysis..........................................................13
  Consultation and Validation Focus Groups.......................................................................14

*Recommendation*.......................................................................................................................15
  Patient and Family Centred Care.........................................................................................15
  Safety......................................................................................................................................16
  Accountability........................................................................................................................16
  Respect.................................................................................................................................17
  Collaboration..........................................................................................................................17
  Compassion............................................................................................................................18

*Bringing the Values to Life*.........................................................................................................18

*Acknowledgements*..................................................................................................................19
Strategic Framework

While the Minister of Health is responsible for the strategic direction of the health care system in Saskatchewan, the Board of Directors specifies and guides the overall direction of the SHA. This includes establishing the mission, vision and values consistent with the strategic direction of the province.

The SHA’s Strategic Plan highlights the Ministry of Health strategic direction and priorities, which include:

- **Better Health**: Improve population health through health promotion, protection and disease prevention and collaborating with communities and different government organizations to close the health disparity gap.

- **Better Care**: In partnership with patients and families, improve the individual’s experience, achieve timely access and continuously improve healthcare safety.

- **Better Teams**: Build safe, supportive and quality workplaces that support patient and family centred care and collaborative practices and develop a highly skilled, professional and diverse workforce that has a sufficient number and mix of service providers.

- **Better Value**: Achieve best value for money, improve transparency and accountability, and strategically invest in facilities, equipment and information infrastructure.

Our Vision

*Healthy People, Healthy Saskatchewan*

Our Mission

*We work together to improve our health and well-being. Every day. For everyone.*

Key Dates

<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Don Winn Executive Leadership Team (ELT) Planning Session</td>
<td>May 8, 2018</td>
</tr>
<tr>
<td>ELT and Senior Leadership Team (SLT) Planning Session</td>
<td>July 3, 2018</td>
</tr>
<tr>
<td>Engagement Strategy for Organizational Values presented to ELT</td>
<td>July 10, 2018</td>
</tr>
<tr>
<td>Announcement of Saskatchewan Health Authority (SHA) Vision and Mission</td>
<td>July 25, 2018</td>
</tr>
<tr>
<td>Engagement Strategy for Organizational Values presented to Board of Directors</td>
<td>July 25, 2018</td>
</tr>
<tr>
<td>SHA Organizational Values Working Group Inaugural Meeting</td>
<td>July 31, 2018</td>
</tr>
<tr>
<td>Community Engagement Strategy Developed</td>
<td>August 2, 2018</td>
</tr>
<tr>
<td>SHA Core Values Survey Launched</td>
<td>August 16, 2018</td>
</tr>
<tr>
<td>SHA Core Values Survey Closes</td>
<td>September 14, 2018</td>
</tr>
<tr>
<td>Validation and Consultation Sessions conclude</td>
<td>September 28, 2018</td>
</tr>
<tr>
<td>Pathfinding and Analysis of Provincial Consultation Process finalized</td>
<td>October 9, 2018</td>
</tr>
<tr>
<td>Recommendation of SHA Core Values presented to ELT</td>
<td>October 16, 2018</td>
</tr>
<tr>
<td>Final recommendation of SHA core values presented to Board of Directors</td>
<td>November 21, 2018</td>
</tr>
</tbody>
</table>

“The work to define the core values of Saskatchewan Health Authority has been visionary and I am proud to work for an organization where values are important and people are valued.”

- Kara
Methods

Organizational Values Working Group

Sponsors:
- Kim McKechnie – Executive Director, Community Engagement and Communications
- Mike Northcott – Chief Human Resources Officer

Process Owners:
- Patty Martin – Director, Communications Services
- Kyle Matthies – Executive Director, Organizational Development and Employee Wellness

Co-Leads:
- Liddy Hilderman – Communications Consultant
- Mike Benallick – Director, Organizational Effectiveness & Leadership

Working Group Members:
- Sharon Bishop – Director, Organizational Culture
- Suzanne Esch – Organizational Learning and Development Consultant
- Dr. Phillip Fourie – Deputy Chief Medical Officer
- Michelle Gilchrist – Lead Specialist, Continuous Improvement
- Tania Lafontaine – Acting Director, First Nations & Métis Health
- Andre Letendre – Cultural Advisor, First Nations & Métis Health
- Jennifer Lyons – Communications Consultant
- Lynel Martinuk – Executive Assistant, Executive Director Community Engagement and Communications
- Melissa Pylypchuk – Leadership Specialist, Organizational Learning and Leadership
- Duane Schultz – Patient and Family Advisor
- Susan Stolson – Director, Quality Care and Patient Safety
- Lindsay Thiessen – Communications Coordinator
- Felecia Watson – Executive Director, Patient & Client Experience
- Amy Williams – Patient and Family Advisor
- Tim Wight – Lead Communications Specialist

Strategic Priorities:
The Organizational Values Working Group embarked on a province-wide engagement and consultation process in July 2018 to co-create the organizational values of SHA. With a clear vision and mission, this group had a unique opportunity to engage with employees, physicians, patients, families, communities, Indigenous partners, health providers, external stakeholders and each other to define and align the core values of the SHA.

Before defining the core values of our provincial health system, it was very important to identify and understand the values that are most important to those connected to our health system, in achieving excellence in patient and family centred care and service delivery.

In defining our core values, we challenged all those involved in our consultation process to capture the values that bring out the best in our people. The effort to honour the extraordinary people in Saskatchewan’s health system is something that we strived to articulate in our core values recommendation and throughout our entire provincial values consultation process.

“It’s very exciting, and I feel privileged, to be involved in this very important foundational work for the SHA. I feel proud of the breadth of engagement we have achieved across the province. People want to participate in collectively building our future – the true ‘magic’ will happen when we bring our values to life together!”

- Sharon
The working group was led by members of Community Engagement and Communications and Human Resources with further portfolio representation from Quality, Safety & Strategy, Chief Medical Office and First Nations & Métis Health, in addition to several Patient and Family Advisors. The working group represented all areas of the province including urban, rural and northern communities, and met weekly via WebEx. In an initial planning session, the following were identified as priority activities for the consultation process:

1. **Community Engagement** – designed to strategize engagement with key internal and external stakeholders connected to our provincial health system.

2. **SHA Core Values Survey** – designed to gain knowledge, understanding, qualitative and quantitative data from a wide array of voices across the health system.

3. **Validation and Consultation Events** – designed to discuss survey results and further engage with internal and external stakeholders to ensure that our shared values will bring meaning to the organizational culture we aspire to create.

**Community Engagement**

The Organizational Values Working Group developed a comprehensive community engagement strategy to allow key internal and external stakeholders across Saskatchewan’s health system the opportunity to express what shared values are important to them and what matters most to them about Saskatchewan’s health care system. We were intentional in our engagement to ensure that we informed, consulted with and involved all those connected to our provincial health system.

The following chart is a depiction of an engagement continuum based on a model of public participation. Originally designed to inform effective engagement and participation of patients and families, the model is equally applicable to consultation and engagement with employees, physicians and other key internal and external stakeholders. The continuum is used to measure achievement of a culture that fosters engagement.

```
Inform
We will keep you informed

Consult
We will keep you informed, listen, and provide feedback on how your input affected decisions

Involve
We will partner with you to understand and consider your perspective and include them in developing approaches

Co-Design
We will partner with you in decision-making, including identifying alternatives and preferred solutions
```

“It’s wonderful to be asked to participate, and feel engaged, in this consultation process. When people are engaged in the process, they will feel a sense of ownership in our core values.”

- Alison
SHA Core Values Survey

The Organizational Values Working Group designed the SHA Core Values Survey during the first two weeks of August 2018. The short survey, consisting of three key questions, focused on a list of core values from former health regions, in addition to the recent consultation work of ELT and the Board of Directors at the Donn Winn Planning Session.

At the suggestion of the Patient and Family Advisors, the principles of Patient and Family Centre Care were also included:
- Dignity
- Respect
- Information Sharing
- Participation
- Collaboration

The next question asked what other shared core values, not included in the list, would you want to see the Saskatchewan Health Authority aspire to ensure our future success. The final survey question gave respondents the opportunity to express the shared values that matter most to them about Saskatchewan’s health care system.

The survey launched on August 16, 2018 through SHA News in a message from CEO Scott Livingstone. A Strategic Direction page was developed on the public website, along with Frequently Asked Questions and the SHACoreValues@saskhealthauthority.ca email address. The survey was shared publicly on the SHA Twitter and Facebook social media channels on August 29, 2018. The survey closed on September 14, 2018.

In total, 4,294 survey responses were received online. An additional 800 survey responses were received via targeted huddle strategies from employees and physicians, for a grand total of 5,094 responses to the SHA Core Values survey. Further details and a breakdown of demographic information can be found in the Findings section of this report.

Validation and Consultation Events

The Organizational Values Working Group developed an engagement strategy to provide stakeholders with additional opportunities to add input following the conclusion of the survey data collection phase. The purpose of this phase of engagement was to build upon the survey findings through the facilitation of consultation and validation focus groups, designed to develop working definitions and articulate behaviours that would bring the emerging core values to life. In total, 261 stakeholders participated in 30 validation and consultation events.

In addition to the events designed specifically to consult and validate the emerging values, the working group also leveraged existing events as opportunities to present and further engage with key audiences. These events included attendance at, and participation in, the Advisor Partnership Forum and First Nations & Métis Health Knowledge Keepers Gathering.
The following SHA Organizational Core Values Partnership Map demonstrates the key internal and external stakeholders and audiences that were identified for our provincial values consultation process.

The Organizational Values Working Group identified the above key stakeholders as integral audiences connected to our provincial health system. They have been categorized as internal stakeholders who directly impact our work and external stakeholders that have important partnerships within our provincial context. Those stakeholders and audiences who appear as bolded in our partnership map were intentionally engaged and given the opportunity to participate in our provincial consultation process. Those stakeholders and audiences who are not bolded were identified as important but, given the tightened scope of our consultation process, were not actively involved in this phase of consultation.
Engagement Strategies

- Province-wide values consultation process announced by CEO Scott Livingstone in SHA News.
- SHA Core Values Survey launched in SHA News.
- SHA Intranet homepage promoted organizational values consultation process, with a direct link to SHA Core Values Survey.
- Strategic Direction page on the public website was developed, with a direct link to SHA Core Values Survey, Frequently Asked Questions section and direct email link for further engagement and feedback.
- Core Values email sent to all SHA Employees and Physicians by Kim McKechney, Executive Director Community Engagement and Communications, encouraging participation in the consultation process and SHA Core Values Survey.
- Let’s choose our values together CMO Message from Dr. Susan Shaw shared in SHA News and on Physicians page of SHA Intranet.
- Core Values email sent to all Area Chiefs of Staff (ACOS), physicians and physician partners, encouraging participation in the consultation process and SHA Core Values Survey.
- Core Values targeted emails sent to health partners, Indigenous partners, provincial foundations, affiliate organizations, union partners, educational institutions, municipal government agencies and community organizations by various members of the Organizational Values Working Group, Executive Leadership Team and Senior Leadership Team.
- SHA Core Values Survey promotion in SHA facilities, including Primary Care, Acute Care and Long-Term Care facilities, supported by members of SLT and site leads.
- SHA Core Values Survey promotion on SHA Social Media channels, including Twitter and Facebook.
- SHA Core Values engagement with Patient and Family Advisors (PFAs) and Patient and Family Centred Care (PFCC) Leads of the 2018 Advisor Partnership Forum and PFA/PFCC facilitated Core Values Workshop.
- SHA Core Values engagement with Indigenous partners, including attendance and presentation at First Nations & Métis Health Knowledge Keepers Gathering.
- Core Values Huddle Strategies developed for all employees, specifically targeting front line and point of care staff, including a toolkit and communication pieces for visibility walls and opportunities to complete the survey in face to face interactions.
- Validation and Consultation Events throughout the province. Further details and a breakdown of demographic information can be found in the Findings section of this report.
Community Engagement Map
The following Core Values Community Engagement Map demonstrates the engagement strategy for key stakeholder groups.
Findings
SHA Core Values Survey Results

When the SHA Core Values Survey closed on September 14, 2018, members of the Organizational Values Working Group began pathfinding exercises to review and analyze the survey results.

The greatest interest at this stage was to explore which values were identified and prioritized as most important, as well as the common themes that were emerging, from the 5000+ responses received. This also provided the opportunity to conduct a deeper dive and comparative analysis of responses based on some of the demographic information provided.

The following chart indicates the specific ranking and weighting for each core value:

<table>
<thead>
<tr>
<th>Core Values</th>
<th>Total</th>
<th>Weighted Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Patient and Family Centered Care</td>
<td>2198</td>
<td>7779</td>
</tr>
<tr>
<td>Accountability</td>
<td>2074</td>
<td>6899</td>
</tr>
<tr>
<td>Compassion</td>
<td>1407</td>
<td>4665</td>
</tr>
<tr>
<td>Safety</td>
<td>1419</td>
<td>4655</td>
</tr>
<tr>
<td>Respect</td>
<td>1446</td>
<td>4590</td>
</tr>
<tr>
<td>Collaboration / Team Approach</td>
<td>1511</td>
<td>4457</td>
</tr>
<tr>
<td>Caring</td>
<td>1043</td>
<td>3722</td>
</tr>
<tr>
<td>Transparency / Openness / Information Sharing</td>
<td>1282</td>
<td>3481</td>
</tr>
<tr>
<td>Quality</td>
<td>1034</td>
<td>3212</td>
</tr>
<tr>
<td>Excellence</td>
<td>915</td>
<td>2850</td>
</tr>
</tbody>
</table>

The four core concepts of Patient and Family Centred Care are:
- Dignity and Respect
- Information Sharing
- Participation
- Collaboration
- Consultation and Validation Session

The top six core values included:
1. Patient and Family Centred Care
2. Safety
3. Accountability
4. Respect
5. Collaboration
6. Compassion

The remaining core values that round out the top ten list include:
7. Caring
8. Transparency
9. Quality
10. Excellence
SHA Core Values Survey Review and Analysis

Of particular interest were the following questions:

- Are there any common themes and/or differences in preferred core values based on geographic location?
  i.e. urban vs rural vs north.

- Are there any common themes and/or differences in preferred core values based on stakeholder type?
  i.e. internal stakeholders (SHA employees and physicians) vs external stakeholders (patients, families, advisors, partners, affiliates, public, etc.)

The comparative analysis proved the same consistency observed in the overall survey responses continued on through the deeper dive. At times, the order of preference showed slight variation between groups, however, the core values that resonated most with respondents remained consistent regardless of whether someone was internal or external to the SHA and regardless of what area of the province they were located in.

The following chart indicates the geographical breakdown and core values ranking for respondents who identified to this survey question:

<table>
<thead>
<tr>
<th>Urban</th>
<th>Rural</th>
<th>North</th>
</tr>
</thead>
<tbody>
<tr>
<td>(2175 Total Respondents)</td>
<td>(1421 Total Respondents)</td>
<td>(156 Total Respondents)</td>
</tr>
<tr>
<td>Patient and Family Centered Care</td>
<td>Patient and Family Centered Care</td>
<td>Patient and Family Centered Care</td>
</tr>
<tr>
<td>Accountability</td>
<td>Accountability</td>
<td>Accountability</td>
</tr>
<tr>
<td>Compassion</td>
<td>Safety</td>
<td>Respect</td>
</tr>
<tr>
<td>Respect</td>
<td>Collaboration</td>
<td>Safety</td>
</tr>
<tr>
<td>Safety</td>
<td>Compassion</td>
<td>Collaboration</td>
</tr>
<tr>
<td>Collaboration</td>
<td>Respect</td>
<td>Compassion</td>
</tr>
<tr>
<td>Transparency</td>
<td>Caring</td>
<td>Transparency</td>
</tr>
<tr>
<td>Caring</td>
<td>Transparency</td>
<td>Quality</td>
</tr>
<tr>
<td>Quality</td>
<td>Quality</td>
<td>Excellence</td>
</tr>
<tr>
<td>Excellence</td>
<td>Excellence</td>
<td>Integrity</td>
</tr>
</tbody>
</table>

The following chart indicates the specific stakeholder group and ranking for each core value:

<table>
<thead>
<tr>
<th>Stakeholder Ranking</th>
<th>Patient and Family Advisors</th>
<th>Physicians</th>
<th>Nursing</th>
<th>Allied Health &amp; Others</th>
<th>Healthcare Partners &amp; Others</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>PFCC</td>
<td>PFCC</td>
<td>PFCC</td>
<td>PFCC</td>
<td>PFCC</td>
</tr>
<tr>
<td>2</td>
<td>Accountability</td>
<td>Accountability</td>
<td>Safety</td>
<td>Accountability</td>
<td>Accountability</td>
</tr>
<tr>
<td>3</td>
<td>Transparency</td>
<td>Excellence</td>
<td>Accountability</td>
<td>Collaboration</td>
<td>Transparency</td>
</tr>
<tr>
<td>4</td>
<td>Collaboration</td>
<td>Quality</td>
<td>Respect</td>
<td>Respect</td>
<td>Collaboration</td>
</tr>
<tr>
<td>5</td>
<td>Compassion</td>
<td>Collaboration</td>
<td>Compassion</td>
<td>Compassion</td>
<td>Compassion</td>
</tr>
<tr>
<td>6</td>
<td>Caring</td>
<td>Compassion</td>
<td>Collaboration</td>
<td>Safety</td>
<td>Caring</td>
</tr>
<tr>
<td>7</td>
<td>Respect</td>
<td>Caring</td>
<td>Caring</td>
<td>Quality</td>
<td>Respect</td>
</tr>
<tr>
<td>8</td>
<td>Safety</td>
<td>Integrity</td>
<td>Transparency</td>
<td>Caring</td>
<td>Integrity</td>
</tr>
<tr>
<td>9</td>
<td>Quality</td>
<td>Safety</td>
<td>Excellence</td>
<td>Excellence</td>
<td>Quality</td>
</tr>
<tr>
<td>10</td>
<td>Dignity</td>
<td>Transparency</td>
<td>Quality</td>
<td>Transparency</td>
<td>Excellence</td>
</tr>
</tbody>
</table>
Core Values Huddle Strategy Review and Analysis

Early in the data collection phase, it was evident to the Organizational Values Working Group that we could not reach all of our intended audiences and key stakeholders through an online survey. In light of this, a decision was made to seek additional methods and communications strategies to increase the opportunities for internal stakeholders to participate in the SHA Core Values Survey.

A Core Values Huddle Strategy toolkit was developed for all front line and point of care staff to empower teams to have core values discussions as part of their daily huddles, weekly team meetings, etc.

Through the various communication pieces and tactics designed to support frontline staff participation in the huddles strategies, an additional 800 respondents were able to add their voice to the SHA Core Values Survey. Once again, the same six core values emerged as the leading votes from the frontline staff members who participated in this engagement strategy.

The following chart indicates the specific ranking for each core value given the Huddle Strategy and Stick Tally feedback received:

<table>
<thead>
<tr>
<th>Ranking</th>
<th>Huddle Feedback</th>
<th>Stick Tally Feedback</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Patient and Family Centred Care</td>
<td>Safety</td>
</tr>
<tr>
<td>2</td>
<td>Respect</td>
<td>Respect</td>
</tr>
<tr>
<td>3</td>
<td>Compassion</td>
<td>Compassion</td>
</tr>
<tr>
<td>4</td>
<td>Safety</td>
<td>Patient and Family Centred Care</td>
</tr>
<tr>
<td>5</td>
<td>Accountability</td>
<td>Accountability</td>
</tr>
<tr>
<td>6</td>
<td>Collaboration</td>
<td>Collaboration</td>
</tr>
<tr>
<td>7</td>
<td>Quality</td>
<td>Honesty</td>
</tr>
<tr>
<td>8</td>
<td>Transparency</td>
<td>Empathy</td>
</tr>
<tr>
<td>9</td>
<td>Caring</td>
<td>Caring</td>
</tr>
<tr>
<td>10</td>
<td>Empathy</td>
<td>Knowledge</td>
</tr>
</tbody>
</table>

SHA Core Values Survey

Q: What matters most to you about Saskatchewan’s health care system?

A: “Employee safety: without it you cannot provide excellent service and care to our clients.”
Consultation and Validation Focus Groups

With a clear short list of preferred core values, the Organizational Values Working Group turned their attention to drilling down a bit more with their target audience of internal stakeholders.

Between September 17 to 28, 2018 members of the Organizational Values Working Group enlisted support from colleagues across the province to coordinate and facilitate a series of Consultation and Validation Events. The purpose of these focus groups was to:

1. Present the short list of core values to the focus group attendees.
2. Engage the focus group attendees in coming up with working definitions for each of the core values presented to them.
3. Engage the focus group attendees in identifying behaviours that would bring those core values to life in practical, meaningful ways.

The Organizational Values Working Group was encouraged by the willingness of their provincial colleagues and internal partners to coordinate and facilitate focus groups in their respective areas. In total, 30 Consultation and Validation Events were hosted throughout the province with 285 total participants from a wide range of stakeholder groups, including clinical and non-clinical employees, physicians, Patient and Family Advisors, Indigenous Partners and other health partners.

The following chart indicates the specific breakdown of stakeholder participants in the Consultation and Validation Events:

<table>
<thead>
<tr>
<th>Consultation and Validation Sessions – 30 Focus Groups</th>
</tr>
</thead>
<tbody>
<tr>
<td># of participants</td>
</tr>
<tr>
<td>219</td>
</tr>
<tr>
<td>24</td>
</tr>
<tr>
<td>21</td>
</tr>
<tr>
<td>21</td>
</tr>
</tbody>
</table>

The feedback from the focus groups provided the Organizational Values Working Group with valuable insight around working definitions, while also identifying behaviours associated with each short listed core value.

“I found it to be an interesting exercise, I like how each group had unique ideas but yet the overall theme seemed to be caring for our clients (patients). I think it is great that we are all working toward a common goal.”

- LeeAnn
Recommendation

After extensive consultation and engagement with key stakeholders and health partners connected to our provincial health system, we are recommending five core values and a philosophy of care for SHA.

Our five recommended core values are: Safety, Accountability, Respect, Collaboration and Compassion. Our commitment to a philosophy of Patient and Family Centred Care will be at the heart of everything we do and the foundation in which we support our values. This philosophy of care shares a mutually beneficial partnership with patients, families, healthcare providers and all other health partners connected to Saskatchewan’s health system.

Patient and Family Centred Care

Philosophy of Care: Our commitment to a philosophy of Patient and Family Centred Care is at the heart of everything we do and for which our values provide a foundation. This philosophy of care is in essence our culture: who we are, the shared purpose that brings us all together and how patients and families experience care every day. Through meaningful engagement and co-creating mutually beneficial partnerships among health care providers, patients, families, clients and residents, together we ensure a seamless health system that supports Healthy People, Healthy Saskatchewan.

- People centred.
- Equitable and accessible.
- Service-oriented.
- Care for and value each other.
- Adaptable, flexible and agile.
- Appreciate, recognize and celebrate.
- Creative, innovative and continuously improving.
- Culturally safe and responsive.
- Balanced and healthy workplace.
Safety

*Be aware.* Commit to physical, psychological, social, cultural and environmental safety. Every day. For everyone.

- Knowing and understanding risks.
- Eliminating and minimizing harm to patients and health care providers.
- We embrace a culture of safety, for everyone, even when it’s hard to do or despite the cost.
- Physical, psychological and environmental safety.

Accountability

*Be responsible.* Own each action and decision. Be transparent and have courage to speak up.

- Be honest and responsible with all of our actions.
- Take ownership of the decisions we make.
- Show up, be present and follow policy and procedures.
- Openly share information with patients and families.
Respect

*Be kind.* Honour diversity with dignity and empathy. Value each person as an individual.

- Meet people where they are at.
- Recognize and be open to individual culture, beliefs, viewpoints and circumstances.
- Listen, accept and acknowledge differences.
- Create and be inclusive of all in a non-judgemental and supportive environment.

Collaboration

*Be better together.* Include and acknowledge the contributions of employees, physicians, patients, families and partners.

- Harness our collective knowledge and skills to ensure the best possible outcome.
- Co-operate, care and support one another, ensure open communication.
- Value diversity and proactively include voices and contributions across teams.
- Clients have the confidence and skills to be active in their care.
Compassion

*Be caring. Practice empathy. Listen actively to understand each other’s experiences.*

- Listen and make people feel valued by just being there and acknowledging them.
- Be supportive by showing empathy and kindness.
- Recognize and understand the experiences of others.
- Caring and sharing together and show willingness to give of yourself.

**Bringing the Values to Life**

In order to bring meaning and purpose to our provincial values consultation process, we must commit to an implementation plan that operationalizes our core values and encourages others across our provincial health system to put our shared values and philosophy of care into action.

One of the messages that resonated most with the Organizational Values Working Group and all those we engaged with throughout our provincial consultation process is that this is not the end, this is only the beginning. We must continue to have these conversations about our values and develop these relationships with our key stakeholders in order to achieve success in our commitment to patient and family centred care and be truly authentic and inclusive in living our core values as part of the culture we aspire to create for the SHA.

Living our values and demonstrating our commitment to a philosophy of patient and family centred care will require thoughtful and deliberate focus from everyone in our health system – from our Board to clinical frontlines, support services, corporate offices, partner agencies and our volunteers. Recognizing this need, we must commit to the development of a comprehensive Community Engagement and Communications strategy and Human Resources strategy that incorporates our core values and commitment to patient and family centred care in our everyday work. Our character as an organization will be defined by how we work together as a provincial authority to live our values, as much as by the individual actions of our values.

We often emphasize that genuine transformation of our health care system will come from the strength of our people. Left unacknowledged, however, is the source of their strength. That strength is built on the core values that drive them to want to care for those in need. These values are so instinctive to health care professionals that they are rarely articulated. To create a patient and family centred culture for the SHA where values are supported, we must continue to work with our exceptional people in the pursuit of organizational excellence.
Acknowledgements

In the true spirit of *thinking and acting as one*, this provincial values consultation process would not have been successful without the ongoing support of colleagues and partners throughout our provincial health system engaging in this work with us.

The Organizational Values Working Group would like to acknowledge the following individuals and teams for their leadership and support:

- Core Values Visuals: Tracey Lamont
- Community Engagement Map: Tracy Creighton
- Data Entry: Kara Stoski and Brittany Steffensen
- Patient and Family Centred Care Consultation: Debra Wisniak
- Consultation and Validation Session Facilitators:
  - Cynthia Leschyshyn
  - Angela Muzyka
  - Jody Mayer
  - Eldon Duchscher
  - Susan Macknak
  - Michelle Wiks
  - Ajay Chawla
  - Heather Clark
  - Suzanne Esch
  - Lynel Martinuk
  - Shari Wiebe
  - Samuel Alara
  - Ian Johnson
  - Wanda Rusk
  - Cynthia Leschyshyn
  - Stephen Schmaltz
  - Donna Cook
  - Jennifer Lyons
  - Dione Kardynal
  - Leita Elder
  - Monica Yonan
  - Jennifer Hill
  - Michelle Gilchrist
  - Andrew Bergen
  - Melissa Pylypchuk
  - Vanesa Vanstone
  - Cathy Cole
  - Elaine Malbeuf

- Defining Our Core Values Workshop Participants:
  - Lois Alport
  - Dale Backlin
  - Mike Benallick
  - Sharon Bishop
  - Ajay Chawla
  - Bernie Doepker
  - Suzanne Esch
  - Michelle Gilchrist
  - Dale Hall – Patient and Family Advisor
  - Liddy Hilderman
  - Susan Macknak
  - Kyle Matthies
  - Sandra Muckosy – Patient and Family Advisor
  - Jim Nelson – Patient and Family Advisor
  - Susan Stolson
  - Michelle Wiks
  - Debra Wisniak

- Huddle Strategies: A small army of Directors, Supervisors and Managers throughout the province supported this work in a variety of ways.

“I look forward to seeing how these values will be articulated and rolled out throughout the province. I eagerly anticipate seeing these values become evident in the experience my family and friends have in future interactions with our health system.”

- Amy