



A Premise from the President & Chair  
Cathy Fooks, President & CEO  
Gail Donner, Chair of the Board of Directors  
(June 2007–June 2009)

## The patient experience emerges as key priority for The Change Foundation – and our followers

This report is both a look back at The Change Foundation’s work, capturing highlights from April 2008 to April 2009, and a look forward, providing links to our website to let you track our progress since then.

The Change Foundation’s 2007–2010 strategic plan, *Contemplating the way we change/ Changing the way we think*, launched our shift from granting agency to think tank. It carved out a new and narrower set of strategic directions and laid out expectations for what we wanted to achieve under each of them. We’ve worked steadily to meet those expectations as we rolled out the products, projects, partnerships and activities tied to our health integration, quality improvement and engagement themes. Our 2007/2008 annual report, *On Track*, highlighted them, showing early signs that suggest our work is timely, relevant – and required.

The Change Foundation is clearly in its formative years as an independent health policy think tank. Despite our relative youth – or perhaps because of it – we’ve seen a heartening hankering for collaboration and great interest from an array of audiences in what we do, how we do it, and where we aim our attention. We redirected our focus, function and funding to Ontario’s health integration and quality improvement agenda just as the

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Local Health Integration Networks (LHINs) got underway and in the mix of emerging opportunities for health-care change, growing economic anxiety, and uncertainty about the future of health-care reform.

Ontario appears to need a place where people can turn to for disinterested – but not dispassionate – health policy analysis, advice and discussion grounded in solid evidence and geared towards making timely change that aligns with system goals and improves the patient experience. The Change Foundation is striving to provide that space and support, not on our own of course, but engaging with fine minds and dedicated doers who want to accelerate the pace of health-care reform and close the gap between what we know and what we do in health care.

We acquired an enormous asset to help us achieve that when the **Centre for Healthcare Quality Improvement (CHQI)** joined The Change Foundation July 1, 2008. This welcome development has bolstered our **quality improvement capacity**, cemented relationships with the LHINs and health-care providers, and opened the door to health-care organizations interested in using our expertise to enrich their quality improvement know-how and initiatives. Whether it is leading the charge on making the Institute of Healthcare Improvement's Triple Aim framework<sup>®</sup> part of health planning, working as part of the provincial team to reduce Emergency Department Wait Times, or bringing the renowned UK Releasing Time to Care<sup>®</sup> program to Ontario, CHQI at The Change Foundation is walking our talk. We don't just analyse health care, we work to improve it.

As we implement our strategic plan, we continue to engage and partner with LHINs, government, agencies, providers, and health-care associations from across the sectors, the country, and the continent, including the likes of **The Commonwealth Fund** and the **Canadian Patient Safety Institute**. We have collaborated with academics and respected health-care thinkers and senior leaders inside and outside Canada, and we have drawn from and shared the wisdom and experience of patients and caregivers as well as health-care experts.

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Along the way, our emphasis has evolved as we developed an inclination to look at our work not just from a systems perspective, but also from the vantage point of the patient experience. This isn't a radical notion, but we think it's a refreshing departure given that health-care reform often revolves around the needs of providers. It's also not a notion that's gone unnoticed. In addition to a desire to tackle the difficult policy questions – for instance, how to offer integrated care across sectors and providers within a fragmented system that leaves primary care isolated and too often unaligned with system goals – we've observed an abiding interest in our efforts to examine and improve the patient and caregiver experience in Ontario, in particular during transitions between providers and parts of the system.

You can see that interest reflected in the 18,700 downloads of our report, *Who is the Puzzle maker? Patient/Caregiver Perspectives on Navigating Health Services in Ontario*, which in turn elicited many speaking engagements from organizations across the province. Our examination of what patients and caregivers experienced when moving from hospital to home or long-term care – and what health-care organizations are doing to improve that experience for them – has also resonated with providers, the **media**, and the public. As you read this report and learn about our new projects, you'll see the Foundation's patient experience lens clearly at work, along with an eye to building stronger quality improvement capacity in Ontario's health-care community.

Our premise is that Ontario needs us to help bring the imperative of the patient experience to the fore; our challenge is to find the best ways and wisdom to do that. So please give us your collective feedback; we need to hear from you and we want to learn from you. After all, as our tagline says: health care deserves our finest thought.



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President and CEO



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