



# Improving Health Care Together Kit

**Leadership Job Interview Panel**

**Health Care Partner Orientation**



**Providence  
Health Care**  
How you want to be treated.



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This material has  
been co-produced  
with patient partners.

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We would like to acknowledge Patient Voices Network patient partners Carol Anderson, Wendy Scott, Kimberly Strain and the late Betty Murray as well as Providence Health Care and Island Health Patient Experience teams for their contributions to the development of this kit. We also thank our many partners who reviewed this document and provided feedback along the way.

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## About Health Quality BC (HQBC)

We are your health quality leaders in BC.

Health Quality BC works to support high-quality care for every person in BC.

Through our work, we build strong partnerships to improve the quality of health care. By administrating the [Patient Voices Network \(PVN\)](#), we support all in British Columbia to be part of those improvement efforts.

To learn more about how to get support for engagement, visit [Health Quality BC](#).

## Introduction

Excellent work is happening in BC that, when shared, can help others learn from each other and grow. Adapting successful practices while improving preparation means being confident in working together. This kit will guide you through the steps. You will:

- Learn about the opportunity, including some important definitions.
- Understand how you, as health care partners, can contribute to these opportunities.
- Apply what you learn to further involvement with patient partners.
- Have a resource to refer to if you decide to include patient partners.

The kits are self-directed learning for you to do at your own pace. Once completed you will feel confident to have patient partners participate in leadership interview panels.

### Definitions:

Throughout this kit, we refer to the term **patient partners**. For clarity, we define patient partners as anyone who has lived or living experience of BC health care, as a patient, family, caregiver or community member.

## Module One: Person- and Family-Centred Care

Worldwide, health care organizations are advancing a person- and family-centred approach to care. Patients, families and caregivers play a crucial role in developing a person-centred approach. Hiring employees who reflect the values of dignity, respect, caring and trust shows that commitment. Including patient partners on hiring panels adds credibility and balance to hiring decisions.<sup>[1]</sup> Leadership job interview panels is one way to advance person- and family-centred care.

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*Person- and family-centred care is an approach to health care based in compassion, dignity and respect for all. It responds to the needs, values, beliefs and preferences of patients and their family members, and supports mutually beneficial partnerships between patients, family members and care providers.<sup>[2]</sup> Person- and family-centred care shifts the health care provider perspective from doing something to or for the patient to providing care in partnership with the patient.<sup>[3]</sup> The four principles of person- and family-centred care are: Information sharing, respect and dignity, participation and collaboration.*

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The BC Ministry of Health has identified person- and family-centred care as a key priority for health care delivery in the province. For example, Providence Health Care (PHC) speaks about its commitment to continue providing the best care experience, and to successfully addressing ever-increasing complexities and future service challenges, by working closer than ever with patients, families and caregivers. By having this as a standard of practice, PHC reinforces the notion that health care should be built around the individual, not the provider and administration.<sup>[4]</sup>

Involving patients, families and caregivers is one of many ways health care organizations can:

- Embed these values into their practices.
- Learn from lived experiences in the system.
- Improve health care delivery and patient experience.

As you prepare to work together, it is crucial that you and your organization has taken steps to ensure a psychologically and emotionally safe environment for all participants. Your practices should include mutual respect, transparency, inclusiveness, partnership, trust, responsiveness and cultural humility. Knowledge of the principles of cultural safety and humility, consistent with your organization's policies, creates a supportive environment for your work together. For roles that specifically state a preference will be given to First Nations, Metis, or Inuit peoples, recruiting an Indigenous patient partner can enhance the interview panel's ability to highlight the candidates culturally safe knowledge and competencies.

### **Why include patient partners on a leadership job interview panel?**

Active participation from patient partners is seen as a key factor in health care quality improvement, patient safety and better use of resources.<sup>[5]</sup> Including patient partners on interview panels:

- Is an opportunity to advance the principles of person- and family-centred care.
- Ensures patients' voices help shape the health care workforce.
- Makes sure the workforce is responsive to the needs, values, beliefs and preferences of patients and their families.

## Key Takeaways

- ❑ The key principles of person- and family-centred care
- ❑ Responsibilities for providing a safe environment
- ❑ Reasons to include patient partners

## Module Two: Background

Patient partner involvement on leadership job interview panels shows an organizational commitment to person- and family-centred care and sets an expectation for new hires in leadership positions.

In a study examining public participation on hiring panels, researchers found that this practice reduces health care partners' skepticism around public involvement in health care decision-making.<sup>[5]</sup> In another study conducted locally, hiring managers found that including patient partners on interview panels helped hiring decisions and gave candidates insight into the importance placed on person- and family-centred care within the organization.<sup>[6]</sup>

### What is the patient partner's role?

The [Spectrum of Public Participation](#) helps ensure everyone has the same expectations. Interview panel participation is at the level of **Involve**. You commit to considering the patient partner's scores and assessments. Patient partners are part of the deliberation process. Defining the patient partner's role creates clarity for everyone.

If the panel cannot come to a consensus, the hiring manager will make the final decision. **Complete transparency is essential.**

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*Patient partners are full participants in the panel and offer a unique point of view of the candidates – from the side of the service user. They see beyond candidates' technical qualifications and assess their perspectives on issues important to patients, families and caregivers.*

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Patient partners ask the questions related to person- and family-centred care. See the appendix for sample questions. The interview questions may need adaptation to fit the context of the position.

Consider varying options, such as virtual interview panels. This creates further accessibility for patient partners. Asking patient partners what would work best for them would be ideal.

Questions related to person- and family-centred care should be asked, even if a patient partner cannot attend the interview.

### **Further orientation**

It is important that an organization orientation happens before any interviews take place. Topics which support successful and beneficial partnerships include:

- An overview of your organization's structure.
- A review of the organization's mission, vision and values.
- Organizational resources that may provide context for what to look for in candidates.

### **Key Takeaways**

- Level of public participation for interview panels
- Role of the patient partner
- The need for an organization orientation

## Module Three: Getting Started

Checklist for including patient partners on job interview panels	
1. Team readiness to include patient partners	<ul style="list-style-type: none"> <li><input type="checkbox"/> Is the rest of the interview panel prepared to include patient partners and create a welcoming environment?</li> <li><input type="checkbox"/> Review our <a href="#">Health Care Partner Readiness Checklist</a> to ensure your team is prepared to engage with patient partners.</li> </ul>
2. Request patient partners	<ul style="list-style-type: none"> <li><input type="checkbox"/> Check with your organization on the process for requesting patient partners. This should be done as early as possible. Ideally you will include the patient partners in the scheduling of the interview. You can submit an <a href="#">engagement request form</a> through <a href="#">Patient Voices Network</a>.</li> <li><input type="checkbox"/> When requesting patient partners, provide an estimated time commitment that will be required.</li> <li><input type="checkbox"/> Ensure your interview panel welcomes patient partners that are representative of the population the successful candidate would be working with.</li> </ul>
3. Connect with and prepare the interview panel and patient partners	<ul style="list-style-type: none"> <li><input type="checkbox"/> Create space for you and the patient partner to create a human connection before you get into the content of the interview process. <b>Connection before content</b> is crucial to creating a welcoming environment.</li> <li><input type="checkbox"/> Have the patient partners sign your organization's volunteer confidentiality agreement.</li> <li><input type="checkbox"/> Provide your contact information: Name, email address and phone number.</li> <li><input type="checkbox"/> Share interview dates and times.</li> <li><input type="checkbox"/> Orient patient partners to the organization.</li> <li><input type="checkbox"/> Schedule pre-interview meeting.</li> <li><input type="checkbox"/> Provide the patient partners with:               <ul style="list-style-type: none"> <li>○ Job description</li> <li>○ Resumé and cover letter of candidates being interviewed</li> <li>○ Interview questions and scoring matrix</li> </ul> </li> </ul> <p><b>**Ensure the patient partners have adequate time to review all materials in advance of the interview**</b></p>
4. Pre-interview meeting	<ul style="list-style-type: none"> <li><input type="checkbox"/> Invite the hiring manager and/or human resource advisor.</li> <li><input type="checkbox"/> Invite other panel members (optional).</li> <li><input type="checkbox"/> Outline what you are looking for in a candidate.</li> </ul>



	<ul style="list-style-type: none"> <li><input type="checkbox"/> Review person- and family-centred care sample questions with the patient partners and select ones to ask in interviews.</li> <li><input type="checkbox"/> Allow opportunity for the patient partners to ask questions about the process.</li> <li><input type="checkbox"/> Ask if the patient partners have any accessibility concerns and work with them to find ways to address them.</li> <li><input type="checkbox"/> Make sure the patient partners are familiar with the virtual platform you use.</li> </ul>
<p>5. Day of the interviews</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Raise/address any unique accessibility requirements. For in-person interviews, meet the patient partners at the entrance of the building and provide a brief orientation to the area (show them where the washrooms are located, ask if they need anything before the interviews begin, etc.)</li> <li><input type="checkbox"/> For online interviews, make sure the patient partners are familiar with the virtual platform you use.</li> <li><input type="checkbox"/> Ensure there is time before the interviews begin to review the interview process and answer any questions.</li> <li><input type="checkbox"/> Ensure there is enough break time between interviews.</li> <li><input type="checkbox"/> Introduce the patient partners to the rest of the interview panel.</li> <li><input type="checkbox"/> Provide the opportunity and time for the patient partners to: <ul style="list-style-type: none"> <li><input type="checkbox"/> Share their relevant experience and explain why this work is important to them</li> <li><input type="checkbox"/> Contribute to the interview questions, offer input and ensure a mutual understanding of the subject matter being discussed (define acronyms and avoid jargon)</li> </ul> </li> </ul>
<p>6. After the interviews</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Make time following the interviews to debrief and collaborate on decision-making.</li> <li><input type="checkbox"/> Ensure patient partners dispose of or submit all confidential interview materials as appropriate.</li> <li><input type="checkbox"/> Follow up with patient partners and close the loop once the successful candidate has accepted the position.</li> <li><input type="checkbox"/> Consider a formal thank you to the patient partners.</li> </ul>

### Key takeaways

- Discuss readiness of the health care team to include patient partners
- Understand the steps to including patient partners
- Close the loop with patient partners about final decision

## Module Four: Communication Templates & FAQs

Use these templates for recruiting patient partners for an upcoming interview panel. The hiring manager will need to provide the following information:

- Their name and contact information
- Title of the position for the interview
- Job description
- Deadline for patient partners' responses
- Tentative dates and times of the interview(s) and approximate time commitment

### Call for Patient Partners Communication Template

Hello patient partners,

On behalf of *[Name and position of hiring manager]*, we are seeking patient partners to take part on an interview panel for our *[title of position]*.

Please see the attached role description to get a better idea of how this opportunity may be a fit for you.

This interview process will involve approximately *[?]* hours of your time. This includes a pre-interview meeting with the hiring manager and a discussion to decide on the successful candidate. The interviews will be conducted *[in person/videoconference]* *[Location]*.

Interested? please respond to: *[contact information of team coordinating patient partners]* by *[date]*. *[Patient partner coordinator]* will get back to you by *[date]* to confirm the participating patient partners.

## Coordinating Patient Partners Communication Template (for an administrative assistant or hiring manager)

Hello *[Name of patient partners]*,

Thank you for agreeing to join the interview panel for the *[title of position]*. Here is the information you need to prepare for the interview.

Pre-interview meeting: A phone/Zoom meeting will be scheduled to orient you to the process. This includes what the hiring manager is looking for in a candidate, and to review the interview questions.

*[Insert date, time, meeting information – zoom, phone, skype. Ask the patient partners if they have a preference]*

Interview: *[Insert date, time, meeting information – location if in person, zoom link, phone, skype]*

*[Hiring lead/Administrative assistant/HR Advisor]* will be your main point of contact for this opportunity. If you have questions, please call *[contact number]* or email *[email address]*.

Thank you for offering you time to support our vision of person- and family-centred care, *[Hiring manager/Administrative assistant]*

## Navigating patient involvement on interview panels

FAQs for Including Patient Partners on Interview Panels	
When should I include patient partners?	<input type="checkbox"/> When interviewing for manager-level or higher positions. **Please note: some organizations include patient partners on interview panels for positions below the manager level. We are not discouraging this practice but rather prioritizing where patient partners can have the most impact for those new to this practice.
Should I provide compensation for the patient partners' time?	<input type="checkbox"/> Practices vary across organizations regarding honoraria or compensation for the patient partner's time. The BC Centre for Disease Control has a <a href="#">guidance tool</a> you can refer to in discussing this as a team. This <a href="#">journal article</a> also discusses compensation. <input type="checkbox"/> Providing an honorarium can help reduce financial barriers associated with participation and allow for more diverse patient partner representation.

<p>What considerations should I make when including patient partners?</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Seek patient partners early in the planning process and include them when coordinating the schedules of interview panel members and candidates.</li> <li><input type="checkbox"/> Patient partners are volunteers, and their time should be considered when planning for interview panels.</li> <li><input type="checkbox"/> We recommend the applicants be narrowed down to three or four suitable candidates before including patient partners. This is to be considerate of the patient partners' time.</li> <li><input type="checkbox"/> Consider the needs of patient partners when selecting location and time (e.g., videoconference, in-person, time of day).</li> <li><input type="checkbox"/> Allow for flexibility (e.g., in-person/virtual/mixed).</li> <li><input type="checkbox"/> Ensure there is time for breaks between interviews to give patient partners a chance to rest.</li> <li><input type="checkbox"/> Consider providing refreshments for in-person interviews.</li> </ul>
<p>What do patient partners need to know before the interview?</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Ask how the patient partners would like meeting invitations to be sent. Outlook calendars are not always used by partners.</li> <li><input type="checkbox"/> Send all materials in PDF format and/or offer to courier paper copies to offset printing costs and meet the comfort level of patient partners.</li> <li><input type="checkbox"/> Ensure the patient partners are comfortable with the mode of communication being used for the interview (Zoom, Skype, Microsoft Teams) or in-person location.</li> </ul> <p>**Please note: the hospital can trigger some patient partners. Consider corporate offices or other alternatives, if available.</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> If the interview panel is in person, ensure patient partners are provided with clear directions to the location of the meetings or, instead, meet patient partners at the main entrance and walk them to the meeting room.</li> </ul>
<p>Is there a cost to the health care partners for including patient partners?</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Patient partners should not incur out-of-pocket expenses for participating on panels.</li> <li><input type="checkbox"/> Policies around patient partners expense reimbursement vary by organization. Check with your volunteer coordinator or engagement team for further details.</li> </ul>
<p>What and how should I</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> We call this closing the loop. Follow up with the patient partners once the position has been filled and let them know how the final</li> </ul>

<p>communicate with the patient partners after the interview?</p>	<p>decision was made. This is an important step of a successful engagement to show respect and appreciation to patient partners.</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Inform the patient partners of the successful candidate before an announcement goes out to the organization.</li> <li><input type="checkbox"/> Consider a more formal thank you for the patient partners' time and contributions (such as a card or other token of appreciation).</li> </ul> <p><b>**Please Note:</b> We also suggest including a brief note that the patient partners were a part of the interview panel when announcing the successful candidate. Here is an example:          "It is with great pleasure that we announce the appointment of _____ to the position of Site Leader. _____ was selected with the help of patient partners on the selection committee and demonstrated a strong commitment to person- and family-centred care."</p>
<p>What if I want to include patient partners for a unionized position?</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> You will need to communicate with your HR team about the process for including patient partners in unionized interviews. You will also need to make sure that patient partners understand the specific requirements for unionized interviews.</li> </ul>
<p>Now that I have connected with these patient partners, can I use them for all my interviews?</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> While it is great to build relationships with patient partners, it is also important to remember that they do not represent all patients and families. Engaging with new and diverse voices in your patient engagement practices will ensure you are responding to a variety of patient viewpoints.</li> </ul>

**Key Takeaways**

- Considerations before including patient partners
- Importance of ongoing communication
- Requirements for patient partners

## Module Five: Completion

Once you have completed this kit, you should feel more prepared to involve patient partners in Leadership Interview Panels.

It is the health care organization's responsibility to:

- Review potential patient partners' backgrounds
- Decide who will be asked to participate
- Coordinate all background materials, scheduling and communication
- Close the loop with patient partners about who has been hired

Health Quality BC, through its administration of PVN, will:

- Provide support for recruitment through the PVN platform
- Send interested patient partners directly to your inbox
- Check in with patient and health care partners who have participated in interview panels to assess their experiences as well as improve processes and materials provided in this kit

**Good luck with your interviews!**

## Appendix:

### Person-and Family-Centred Care Interview Questions

Person and family-centred care can often be referred to as “patient- centred care” or “client-centred care.” These interview sample questions have been adapted with permission from “All PHC Staff Interview Questions – Patient and Family Centred Care,” “Island Health Authority Sample Patient and Family-Centred Interview Questions,” “Fraser Health Draft Patient Partner/Advisor Interview Questions” and patient partner feedback.

### Recommendations

Use these sample interview questions to hear candidates’ views and commitment to person- and family-centred care. These questions may be adapted, or new questions may be developed, as appropriate for the position being filled. A great way to do this is to work with the patient partners that will participate on the interview panel. **We recommend at least two questions related to person- and family-centred care be included in the interview.**

While the value of patient partners on an interview panel is immeasurable, we understand that in some situations including patient partners may not be possible. In these cases, questions related to person- and family-centred care should still be included in the interview and asked by another member of the interview panel.

**1. What does person- and family-centred care mean to you at a direct care level and at an organizational level? Give examples.**

Notes:

- The response includes or reflects all four principles of person- and family-centred care: information sharing, respect and dignity, participation and collaboration.
- Respect and advocacy for patients' and family preferences (ex. delaying a decision, the option of no students/family).
- Emphasis is on patient and/or family needs (versus health care professional or system-centred).
- Inclusion of family members and patients as members of the team (ex. Invited to rounds as possible).
- Describes actions or behaviours that demonstrate person- and family-centred care practices (such as collaboration in developing a plan of care; creating an environment that is welcoming to patients, families and caregivers; engaging with patients and families).
- Respect for patients' values, choices and lifestyles, including beliefs and cultural backgrounds.
- Awareness/knowledge of Indigenous cultural humility.
- Involving patients, families and caregivers as partners in care, as appropriate.
- Asking patients, residents and families "What matters to you?"
- Inclusion of patients, families and caregivers in organizational decision-making.
- Seek opinions of patients, families and the public to evaluate and improve care through a variety of engagement methods such as surveys, focus groups, town meetings, and advisory committees.

Score: 1 2 3 4 5

**2. What would you do to involve a patient in their care? How would you involve their family/caregivers? Please give an example.**

Notes:

- Emphasis on principles of "participation" – patients, residents and families are encouraged and supported in participating in care and decision-making at the level they choose. (versus health care professional or system-centred convenience)
- Inclusive of family members and patients as members of the team.
- Collaboration in developing the plan of care.
- Reflects person- and family-centred principles of information sharing – communicate and share complete, timely, unbiased and accurate information to allow patients/residents/families to effectively participate in their care. Checking for understanding and mutual agreement. Demonstrates empathy.
- Active listening to patients and families facilitates understanding and compassion. (By including someone who can advocate for the patient, independent interpreter, delay interrupting, appreciating the impact of stigma, being curious about specific needs for cultural safety, and being aware of historical mistrust).
- Offer the universal precaution of trauma- and violence-informed care.



- Answer questions in an unhurried way, returning on more than one occasion after encouraging them to list concerns.
- Asking patients, residents and families “What matters to you?”
- Confirm Patient & Family understanding of information by having them explain it back.
- Collaborate in developing and revising a care plan. Advocate. Support patients and families’ change in plan.

Score: 1 2 3 4 5

### 3. How might hospitalization or illness impact a patient and families’ well-being beyond their illness? Are there ways you would support patients and families during hospitalization?

Notes:

- Awareness of vulnerability (loss of control and mobility, anxiety, ignored call bell).
- Discomforts (noise, poor sleep, uncomfortable mattress, rough sheets, painful lab intrusions, roommates, interruptions, check-ins during sleep, rough handling, unpalatable food, unpleasant smells, sights, and sounds of others’ distress).
- Awareness of rural and remote communities, impact of medical transportation and distance from family, communities.
- Confusion (assign a consistent point person to communicate).
- Uncertainty (loss of meaning and hope may benefit from spiritual care).
- Grief (loss of identity, function, familial and occupational roles, financial security).

Score: 1 2 3 4 5

### 4. How do you provide culturally sensitive care, particularly for Indigenous people?

Notes:

- With self-reflection, humility, and curiosity learn about unique needs Through awareness of the history of colonialism (such as genocide, missing women, abuse, forced sterilization, and experimentation in residential schools, cultural oppression, intergenerational trauma) demonstrate the ability to reflect upon your own cognitive biases and assumptions about the needs of Indigenous patients.
- Understand the importance of the patient having control over their healing journey, and how you as a care giver or leader can support that patient's control.
- Offer universal precaution of trauma- and violence-informed care, awareness of Post Traumatic Stress (PTSD) triggers, and appreciation of mistrust of institutions and the medical system.
- Engage the support of extended family, community liaisons, and Indigenous health navigators.
- Appreciate racial or ethnic distinctions within diversity.
- Acknowledge resiliencies and strengths as they re-establish their languages and cultures and connect with land, spirituality, ancestral wisdom, healing practices, and community knowledge keepers.

Cultural safety is the outcome of the experience determined by the patients and/or families.

Score: 1 2 3 4 5

**5. What would you do if you disagreed with a patient or family member about a plan for care?**

Notes:

- Managing conflict – using conflict resolution skills to resolve the conflict.
- Asks for the patient’s, families and caregiver’s points of view.
- Respects patient’s preferences, cultural practices and values.
- Reflect upon personal opinions, values, and biases. Consider you may be wrong. Apologize.
- Be curious. Find common ground. Compromise. Circle around for all to have a chance to speak.
- Explore options & negotiate trials. Consider effective referral, and non-abandonment during a complaint.
- Draw together a trustworthy team to resolve conflicts collaboratively, patiently, and fairly: medical/nursing leaders, social workers, Risk Management, Spiritual care, Psychiatry, Psychology, Ethics, and cultural, Indigenous, and faith liaisons.

Score: 1 2 3 4 5

**6. In this role, how would you ensure the patient’s preferences, values, and goals are included in decision making (direct care, program level, organization level – depending on role)?**

Notes:

- Elicits information about the care experience from patients, families and caregivers (such as asking, “What matters to you?”).
- Documenting patient preferences.
- Collaboration in developing a plan of care.
- Where appropriate, shares full information with patients, families and caregivers – ensure to check for understanding.
- Engage with patients when decisions will impact them.
- Direct experience participating in patient and/or public engagement efforts.
- Experience using information/data gathered through patient and/or public engagement to inform changes or projects (e.g., patient satisfaction surveys, program evaluation data).
- Awareness of engagement best practices and benefits of engagement (if they do not have direct experience).

Score: 1 2 3 4 5

**7. Give an example of how patient voices influenced or supported a decision.**

Notes:

- Direct experience participating in patient and/or public engagement efforts.
- Experience using information/data gathered through patient and/or public engagement to inform changes or projects (e.g., patient satisfaction surveys, program evaluation data).
- Awareness of engagement best practices and benefits of engagement (if they do not have direct experience).
- The response includes the importance of ensuring the engagement is a good fit for all by conducting a meet and greet.
- The response reflects the importance of orientating patient partners to the opportunity.
- Appreciate the spectrum of perspectives of patients and families (may need more than one patient partner rep).
- “What matters most” to patients and families may change options for a decision (maintaining hope with stronger positives and gentler negatives, advance care planning +/- a living will/advance directive).
- Family feeding patients at risk for aspirating. (Harm reduction by modifying consistency, quantity, and route of food and/or traditional medicines).
- Patient’s and family’s voice/presence offers a flexible, inclusive, and transparent decision-making process.

Score: 1 2 3 4 5

**8. Share with us one action you would take to ensure patients, families and caregivers are involved in the work of this role.**

Notes:

- A desire to seek out existing patient and public engagement resources that could inform their work or decision making.
- Interest in implementing patient and public engagement processes to inform their initiatives (e.g., advisory committees, implementation of client surveys, client engagement to inform program evaluation or redesign.)

For leadership positions:

- An interest in encouraging staff to implement patient and public engagement practices to inform their work or decisions.
- A willingness to prioritize participation in engagement practices in program and organizational policy and processes.

Score: 1 2 3 4 5

**9. How would you ensure the patient voice is heard and has an impact at the leadership and decision-making level?**

Notes:

- Advocating for the use of meaningful public and patient engagement processes to inform decision making.
- Stewarding or advocating for input gained via public and patient engagement to be considered or implemented to the extent promised during the engagement process.
- Including patient partners in decision-making processes where appropriate.

Score: 1 2 3 4 5

**10. How would you approach an instance where you needed to navigate a shift towards a more person- and family-centered care approach which resulted in frustrations being shared from some team members due to the additional operational demands added to their workload?**

Notes:

- Demonstrates respect and appreciation for the perspectives of patients, families and caregivers.
- Able to provide a clear plan in how to manage conflict and maintain support for person- and family-centred care.
- Interest in encouraging staff to implement patient and public engagement practices to inform their work or decisions.

Score: 1 2 3 4 5

## References

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