The IBHPC Initiative Patient Partner Handbook

All Truths are easy to understand once they are discovered, the point is to discover



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An Introduction

Patient Partners ourselves, we want o start, by thanking you on behalf of all patients. By bringing your valuable derspective to the team, you have committed to helping

medical professionals transform primary care. It will be a journey, made more effective and rewarding, because of your presence and everyone's best efforts. Patient Partners represent patients and their family health partners who, as integral members of their health team, have so much to gain from a successfully launched team-based approach to health.

The patients and practice members in your community will be from all walks of life. Each of you bring strengths and wisdom gained from all types of health experiences, education and social conditions. But despite differences, members of your team share one thing in common: You are all patients who, to thrive and live healthy lives, need understanding, education, self-compassion and a commitment to persistently working together to achieve high quality person-centered care.

We are each other's harvest: we are each other's business: we are each other's magnitude and bond

Gwendolyn Brooks poet and author

We wrote this guide because the patient partner's role is still new in healthcare quality improvement. You are joining a pioneering effort by patients to help medical practice members learn more from patients. Medical teams who include patients and devote time to better understanding, will discover new insight about the requirements for good health and high quality of life. Changing systems to meet the needs of people living with chronic disease will be challenging but the work will be rewarding.

The following pages describe lessons learned by other patient partners working together with medical professionals. But, like with any adventure, yours will be unique to you and your team. Guidebooks only tell you what you *might* expect.

We know as patients and loved ones of patients, that we have gained wisdom, courage, patience and perseverance from our experiences. Therefore, we are confident you already have what it takes to successfully navigate your partnering journey. Please consider our offerings as a menu of tools and suggestions. We hope they are helpful and sensible. Your own skills, strengths and tools gained from your unique healthcare and life experiences will be what will really keep the wind in your sails. Your own lessons learned from the challenges you have faced along your health journey will help you stay on track.

Please don't hesitate to reach out to us to share, ask questions or gather more information. We are here within easy reach (thank goodness for technology!) We would love to talk and learn from

your healthcare improvement experiences.

Sincerely, Your fellow Patient Partners

Testimonials on Partnering with Patients

"I would like to think that we are just getting started. One day I

would like to see one or two patients on every committee and council we have throughout the medical group."

Dr. Joseph Siemienczuk CEO, Providence Medical Group

"Patients and Families are experts in the experience of care. They inspire and energize providers and staff. Resources are used for things that actually make a difference. [The work] allows us to

truly be a Patient- and Family-Centered organization."

Institute for Patient and Family-Centered Care

Definition of a Patient Partner: Any role that enables patients and families to have direct input and influence on the policies, programs, and practices that affect the care and services that individuals and

families receive.

Institute for Patient and Family-Centered Care

"The Member Advisory Committee is valued highly by the staff and Board of Care Oregon ...The continual appreciation and opportunities to contribute to the organization has been sincerely demonstrated

and the commitment to the Member Advisory Committee's work continues to grow in its importance to the organization."

Diane Meyers-Member Advisor, Care Oregon
In the spring of 2010 the Oregon health Care Quality Corporation launched the Patients and Families as
Leaders program, which focuses on training both patients and physicians on how to work together within the
complicated health care system at multiple decision-making levels.

"I am so grateful to be given the opportunity to represent the vulnerable. How we treat the sick is a reflection of our humanity"

"Volunteering as a Patient/Family Advisor has given me an opportunity to make a difference at BIDMC. The committee on which I serve has welcomed me, been interested and willing to listen to my opinions and experiences, and has valued my input. This makes me feel that, by helping to fulfill the mission and goals of the committee, I am contributing to the betterment of the hospital itself"

I have enjoyed feeling like I belong to an organization that sees its patients and their families first as human beings. Being able to share experiences, both negative and positive, to make improvements, even in the smallest of ways, just makes me feel good. My involvement also helps me stay connected to my mom since she passed. Being a Patient Family Advisor continues to help me heal my broken heart so I can remain strong enough to help others who may be going through something similar. And, isn't that what life is all about?

I feel my strengths and interests are well-matched to the advisor opportunities offered to me. I feel appreciated and valued, and I get to use my brain on worthwhile projects, which are all rewarding

for a semi-retired person (or anyone else, of course)."

Beth Israel Deaconess Medical Center

This year, advisors, who are the heart of this work, offered the following statements as reflection of their involvement in Patient and Family Engagement program.

"Providers now go to patients first when they want to know how to change something that isn't working."

"Patients developed a list of things that they wanted to see change and everyone voted on this list. We organized them as "easy" and "challenging" projects and this helped the group get a sense of what we were going to accomplish together."

"Patients bring such a good perspective that the practice does not see." "Patients give you insight into what you cannot see yourself."

"Patients feel like they have a voice; it's really important to our patients here that they feel heard and cared for."

"The patient's voice must be heard and is very much welcome at [our practice]. This is always in the forefront of discussions within the practice, whether formally or informally. Patients are willing to lend their experience to us."

Clinic testimonials

One clinic with a highly structured and paitent centric approach said this of their patient advisory work. As an added note: for those who have started an advisory group, not a single site reported that this group was impacting the practice in a negative way. The makeup of the groups may have something to do with this, as the formal mingling of patients and staff leads to better communication. In many cases, the groups are an even mix of patients and practice staff. In several instances, the Medical Director acts as champion who makes

it clear by attending these meetings that patient engagement is a priority for the practice.___

"I'm really excited and optimistic about the progress that we have made as an organization, and the clear and measurable culture shift that we're certainly seeing. We now have patient and family advisors on over 105 different projects or committees across the organization which is pretty exceptional, and we have a growing body of examples of how our staff are saying that hearing directly from patients or families about what's important to them is really changing the way that they think about some of the work that's being done. So I think it's a really important development in health care to think about how we will continue to grow together with this kind of partnership. I'm just so impressed with our organization's willingness to make

that commitment to patients and families."

Care University of Vermont Medical Center

"When I first thought about the Challenges and Rewards of being a patient partner, I realized they are intricately bound and I cannot separate them into two parts.....simply said, my Rewards are my Challenges. My connection with my patient partner team, the larger team energizes, educates, engages and inspires me. It is not easy, this path, the process, the work but I love to learn, think out loud and work together with my teammates. It takes courage to speak up, to believe that my experiences of living with a chronic illness have value.

Keeping balance, while trying to do all that is needed, is my biggest challenge and at the same time, brings great rewards. Being a

persevering, pioneering patient partner with my teammates is a gift."

Paula Reynolds, Patient Partner Co-Investigator

"Everything makes sense once you have seen it

from the patient's point of view..."

-Physician testimonial



We are all just walking each other home....

Photo courtesy of Richard Reynolds

The Role of the Patient Partner



"To be yourself in a world that is constantly trying to make you something else is the greatest accomplishment."

Ralph Waldo Emerson

Representing patients during team meetings, will require that a Patient Partner play various roles to he room always. Some roles may come easily to actice.

Note taker Observer Deep Listener Sounding board Champion... Coach

Questioner Learner Teacher Challenger...

Storyteller Dreamer Designer Inventor Discoverer...

Patient Advocate

How Curious Can I Be?

Curiosity in medicine is how innovations come about. The sky's the

limit when we put our curiosity to work to improve healthcare! Curiosity means we are engaged, eager to learn and eager to help. Just keep in mind that confidentiality is of the essence at all times in healthcare.

How Honest Can I Be?

Honesty is critical in healthcare. Honesty drives safety and quality of care. Patient Partners will be asked to provide honest feedback about important new changes being made. This means speaking up about how changes may impact you, your family and health partners as well how you think changes might impact other patients. Please remember, you were invited to join the team because of your experiential wisdom to help redesign patient care. The new improvements will have an impact not only on you but on all patients. Your honest feedback is vital for the team's ability to create thoughtful and meaningful improvements for everyone involved.

How can I hold all patients needs in my mind at once?

You can't! It is never expected for any one person to try.

Share about your experiences which relate to the work. Ask questions which can help inform improvements for all patients. Remember things that friends, family and community members have shared with you about their experiences. This insight can also be very helpful. Learning from and listening to what other patients say or experience will help you be a better patient partner for your team.



There is a big difference between "responsible for" and "responsible to"

> Louise Dietzel Licensed Psychologist

Patient Partners are helping patients and medical teams by:

✓	Listening closely to learn about medical systems Observing the limitations and challenges medical professionals face
⋖	Demonstrating how the patient is an integral member of their health team Collaborating on new resources for both patients and providers
⋖	Revealing how patients, families and communities can help Helping teams envision more person-centered medicine
✓	Sharing patient's requests, hopes, questions, suggestions and desires Speaking up about what matters most to patients and families
✓	Revealing wisdom and insight gained from experiential life learning Sharing stories that inform medical improvement
⋖	Teaching about what helps patients flourish between healthcare visits Paying attention so medical actions align with patient goals
⋖	Supporting collaboration, compassion and caring concern Encouraging and modeling perseverance, persistence and courage
⋖	Helping medical teams communicate with patients more effectively Speaking out about what medical teams are doing to improve care
✓	Educating patients and families on how to help their medical teams Supporting cultural humility (sensitivity to stigma, language, gender, race, religion)
\checkmark	Helping develop accessible, respectful person-centered language

Offering Feedback



"Many receive advice, only the wise profit from it"

Harper Lee

Photo courtesy of Richard

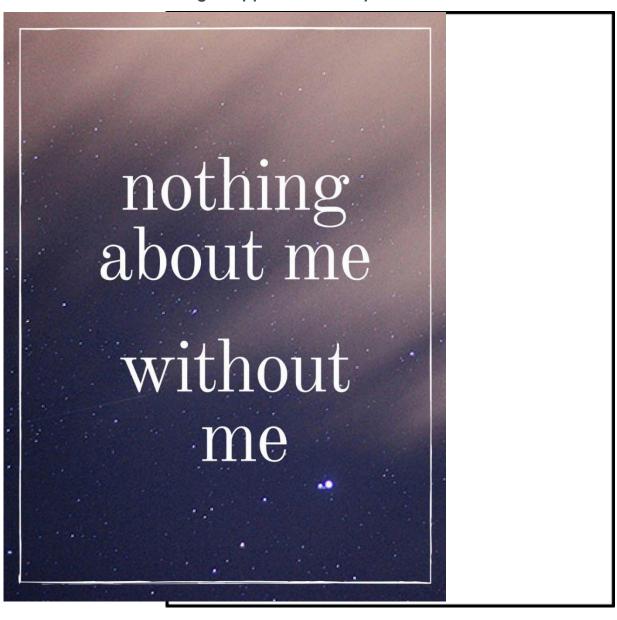
What are the characteristics of constructive and healthy feedback?

All patients have the right to provide feedback about their healthcare process whether it is about experiences, services, products or relationships. Of course, trying to change the past is futile. But this initiative is about developing changes which will improve future patient experiences. Improvement is an ongoing process in healthcare so Patient Partners can provide valuable feedback during development and even after implementation as the team tests the new changes. Pay close attention and offer feedback about how things may impact you or other patients.

- 1. Feedback starts with what you appreciate
- 2. Feedback is descriptive about the system change, service or product, (not personal). This reduces the need for others to react defensively.
- 3. Feedback involves learning. Ask for more information before offering feedback. Use questions which are general or open-ended. "Can you talk more about..."
- 4. Feedback simplifies an idea by giving examples: "I'd like an explanation of what to expect from my medication, for example: "you might experience an increase in appetite, so pay close attention to what you eat."
- 5. Feedback is as specific as possible. "I like it when you ask me, "What questions do I have?" rather than, "Do I have any questions?"
- 6. Feedback is directed toward behavior or systems which are within someone's control to change.

- 7. Feedback is well timed. Generally, the sooner the better before it is too late for the person to change anything. For example, at a restaurant you might say, "Is it too late to change my order?"
- 8. Feedback is most appreciated when it is asked for. "Are you still accepting feedback?" (Establishes trust)
- 9. Feedback is given with clear and factual, how-to instructions. And check to be sure your desire or need is understand.
- 10. Feedback considers the needs of everyone involved truth spoken in understanding, love and compassion.

And last, but by no means least...Feedback is only helpful if it is expressed face-to-face. Gossip or talking about what you wish would improve behind a learner's back doesn't make change happen. One way to remember is:



The Basics for Effective Participation—The 5Ss

The 5Ss represents a basic understanding of what team members need before setting off into unknown territory. Use the checklist that you will find at the end of this guide to reflect on these 5Ss often. Discuss regularly with a trusted team member. You may need to adjust things as you establish, maintain and sustain reciprocal relationships for good teamwork.

1. Showing Up

Do you have all the information you need about important logistics for your participation? Are you able to remove any logistical barriers that may prevent your participation?

2. Staying Informed

Do you have effective methods for information to be exchanged to stay up to date between meetings?

Are you able to locate and access helpful educational resources to support your learning?

Who are the go-to people who can support your full understanding of team goals?

3. Speaking Up

Is everyone using effective communication skills?

Do you feel comfortable speaking up or asking questions during meetings or in conversations between meetings?

Does the team support respect, confidentiality, transparency and honesty?

4. Sharing Wisdom and Insight

Have you found the confidence to share stories about your experiences? Is there interest in and support for including the patient voice to learn from?

•

5. Staying Steady

Are you able to buddy up with someone for a debrief or conversation?

Are you demonstrating self-compassion?

Is time devoted to showing appreciation and to celebrating successes?

Are there regular check-ins with team members?



The Patient Partner Liaison

"A Buddy will keep you honest and add a dimension of fun to your workout"

William Anthony Toomey is a former American track and field competitor and the 1968 Olympic decathlon champion.

The Patient Partner Liaison (PPL) is the person selected to work closely with new members of a healthcare quality improvement team. You and your Patient Partner Liaison will discover together how to establish and maintain the 5Ss of effective participation and strong partnerships.

The PPL is the point person for all things related to your participation as a Patient Partner. The PPL is prepared to support your:

- 1. Relationship to the project and its goals
- 2. Relationships to team members
- 3. Ability to participate fully and actively

The PPL is there for you to discuss:

- 1. Any barriers to your participation that exist currently or arise during your participation
- 2. Your strengths and areas of expertise you want to bring to the team
- 3. Your hopes, dreams and expectations for the team and its mission
- 4. The challenges and rewards you experience
- 5. The Impact your participation has on you and the team

The PPL can connect you to other team members for more information, conversations or debriefs needed for clarification. The PPL can connect you to resources provided at the clinic or outside of the clinic or on the internet that can support your Patient Partner role and responsibilities. (educational, technology, etc.)

The PPL is the person you go to when you need conversation to discuss how to carry out your role. Together, with honesty, openness and transparency you will discover and learn how to establish strong reciprocal relationships on the team over the length of the project as well as beyond for future projects.

Capturing the 5Rs of A Clinical Team



"Teamwork is the ability to work together toward a common vision. The ability to direct individual accomplishments toward organizational objectives. It is the fuel that allows common people to attain uncommon results."

Andrew Carnegie

The teamwork taking place at a primary care clinic may or may not be obvious to patients. By looking at the practice through the simple lens of the 5 Rs, Patient Partners can help identify what patients know or don't know about **team member functions** and identify how patients perceive **how the team functions together** to facilitate health. This activity can help **improve and create new systems** of care for patients and families. A worksheet is provided at the end of this guide to help you collect and discover information about the 5Rs of your clinic.

Roles

Your primary care practice consists of several **people with different functions** when caring for a patient's health. Can you identify all the roles within your primary care clinic? Which roles are more obvious to patients who visit the clinic frequently? Which roles are obvious to patients who visit infrequently? Are there certain practice members and staff whose roles go unseen or unknown by patients altogether? From your own experiences, which practice members are you most familiar with and why? Which practice members and their roles can you identify, name and define easily?

Requirements

To carry out those functions, each practice member or support staff will also be required to bring certain **levels of expertise or licensure** to their roles. Do you know what licenses or training is required for each member of your primary care practice? How do patients find out the educational background of each practice member and staff? Would it be helpful

for more information to be provided? What do patients understand about the skill level of each person who practices medicine, serves patients or provides resources to patients in your primary care clinic?

Responsibilities

Each person will have a **checklist of tasks and activities** they must carry out each day with patients and their families who visit the clinic or request services and care. What do patients know about the responsibilities each person has in the clinic? How much do patients know about the responsibilities their care providers or the health service staff members have? What responsibilities are easily seen by patients and which are done well and appreciated by patients? What responsibilities are essential and core to a good patient healthcare experience?

Resources

What services, products or other assistance (such as education, outreach, community networking etc.) does each member of the practice provide to patients and their families? Are these resources easily seen or available to patients? Are resources freely offered or do patients have to ask? Are they visible to all patients or only to certain patients who might need them? Can a patient who is new to the practice easily identify all the resources available for their personal health needs? Do practice members tell patients about the resources available or are there other ways patients can discover them? What resources have you been offered or found which were helpful or something you use often to maintain your health? How did you discover these resources?

Respect

Patients deserve to be **treated with dignity** and respect at all times. What experiences have you had during your visits or your family member's visits that have demonstrated respect? What level of respect do you expect? What level of respect have you experienced? Are all patients and their family members treated with respect and dignity? Are there times when it is difficult for you to feel comfortable or safe? Do you see other patients being treated with respect and able to maintain their dignity during visits? What other forms of respect have you witnessed during your care visits or between care visits?) Have you witnessed anyone missing an opportunity to demonstrate respect?



Photo courtesy of Joanne Delabruere

Respect

"A journey of a thousand miles begins

with a single step."

Lao-tzu



The Role of the Facilitator

"The secret to keeping your balance is knowing when you have lost it"

During meetings of the Initiative, a practice member will be assigned to the role of facilitator to ensure all voices and perspectives are heard, understood and valued. Their responsibility will be to keep a good balance of time for meeting agenda goals, including team member contributions and focusing on the mission. They will be responsible for keeping everyone focused on keeping the project moving forward towards successful, improved

patient health.

"The **facilitator's** job is to support everyone to do their best thinking.

To do this, the **facilitator** encourages full participation, promotes

mutual understanding, and cultivates shared responsibility: Moto courtesy of Richard Regynolds

Patient Partners are equivalent members of the team. Their voice is of equal value to all other voices. The facilitator recognizes this and will support and encourage the Patient Partner's full participation. However, it is the responsibility of each team member to speak up if something is unclear or confusing. If the discussion is going too fast or needs more explanation, it is expected that any team member will raise their hand to ask a question, request clarification or challenge any assumptions. This may feel uncomfortable at first, but it is the goal of a good healthcare team to make sure nobody and nothing is being overlooked.

"The secret of change is to focus all your energy not on fighting the old, but on building the new"



Photo courtesy of Jen Lavoie

Why Your Story Is Important

Turning Stones into Doves

Patient stories are precious stones in our pockets. By sharing them with others, we can:

- Lighten our own burdens,
- Share insight about what matters to patients
 - Turn gems of wisdom and hindsight into doves of understanding on a mission.

A Patient Partner brings expertise to the table because of their experiences. Wisdom and insight comes from living with disease or chronic complex health conditions. Trying to stay healthy and live well AND take care of our families and our communities AND attempt to navigate challenging healthcare systems, builds not only character strengths, but wisdom. When you add to the challenges which difficult social systems, stigma, cultural ignorance or bad environmental conditions patients must face, it becomes even clearer how persevering, resilient and courageous patients must be. Your stories are where that insight and wisdom lies. Patient stories can shift the thinking of medical professionals to help promote new and transformative actions towards improved systems for health.

The lessons that can be learned from your experiences can inform medical professionals about meaningful improvements needed in medicine and healthcare systems. During your experiences, something was said or done which had an important impact on you or a loved one's physical, mental and/or emotional health. Every medical moment can impact your ability to feel better and stay healthy. Sharing with medical learners about those "medical moments", no matter whether they were positive or negative can help teach everyone for improved patient care. But it is important that everyone be sensitive to what it takes to share and hear a story about the past.

Patient experiences include joys and successes of course, but they also may reveal mistakes, regrets, stigma, guilt and frustration. Sometimes tragedies may lie within a patient story.

Everyone, including you, must listen deeply before and during your story. The person sharing their story must have self-compassion if feelings come up. The listeners must also have compassion and be willing and ready to learn from the story and promise not to take anything personally.

Patient stories are critical for everyone's understanding and co-learning. But reflect first to be sure you feel safe sharing them. You must be able to share freely, honestly and openly and let relief come from passing the insight on so others can benefit. Make sure the timing is right for you. Make sure the people asking for examples of your experiences sincerely have your best interests at heart. Make sure there is time for you to be heard, fully understood and for genuine reflection so that learning that can happen. It is not too much to ask your listeners to:

- 1. Let you know about what they have learned.
- 2. Tell you how systems might be changed to benefit others from the lessons learned.

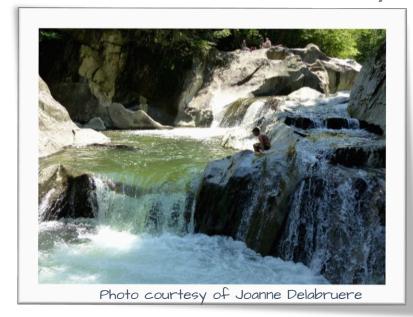
Your stories, requests and questions are gifts you are offering medical learners. Your contributions must be truly appreciated and fully understood for them to make the differences you hope for.

"There is no greater agony than bearing an untold story inside you"

Maya Angelou



Evidenced Based Practice and Why it Matters to Patient Health



"Research is to see what everybody else has seen, and to think what nobody else has thought"

Albert Szent-Gyorgyi von Negroponte*

a Hungarian biochemist who won the
Nobel Prize in Physiology or Medicine in
1937. He is credited with discovering vitamin
C and the components and reactions of
the citric acid cycle

Research takes years to produce evidence to support best medical practice. In fact, it takes on average, 17 years from start of research to when a patient receives the improved medical care. When patients get involved with improvement efforts <u>early in the process</u> the change happens faster. It has more value and meaning for everyone involved. Without patients willing to share their data honestly and regularly and tell their stories in person, transformation stalls and often stops dead in its tracks. Evidence- based practice depends on collecting as many individual patient experiences as possible to determine the evidence needed to prove the changes that will save or improve lives. Innovative practices may seem obvious and wise to the "boots on the ground" doing the work, but evidence is mandatory to establish trust, confidence and to encourage patients to challenge leadership and policy makers to put their time, energy and dollars into supporting those new resources or practices.

Trust is everything when it comes to a person's health. Data is the foundation of that trust. Trust occurs when the numbers we hope to achieve AND what patients, sense, see, feel and hear add up to the desired impact and outcomes. The numbers plus the stories can tell everyone involved what matters and what will make a lasting difference to patient health.

When patients and medical professionals work together to share information, wisdom and insight and learn from each other, those efforts can change not only one patient's health and quality of life, but also impact entire healthcare systems.

Patients are the greatest resource for medical knowledge. They are the ones who hold the data by living in their bodies! They know and can show from personal experience whether medical services are truly effective. Patient partners who are helping to design new methods of care and treatment and helping to spread the word about the success of those discoveries will be pivotal in the transformation of healthcare worldwide.



The IBHPC Patient Partner Tools and Materials

"Your voice and experiences can support research and improvements in medicine and healthcare services.
Listen, Learn, Contribute,"

Patient Advocate

This Handbook is accompanied by other tools and materials which support the content you have read here. These materials can be downloaded and printed or saved to your computer. Use these materials as you need them to learn more about your role and responsibilities. Use the information they offer as opportunities to prompt reflection or discussion about healthcare improvement. Capture and keep track of what you learn, share and collaborate with your team as you work together.

The materials include:

- The IBHPC Patient Partner Workbook and Reference Guide
- The IBHPC Glossary of Terms
- The Challenges and Rewards of the Patient Partnering Journey: A PowerPoint and pictorial overview of Patient Partnering
- o **The IBHPC PowerPoint of Patient Stories:** A collection of patient stories that relate to the IBHPC mission.

The IBHPC Patient Partner Education

All team members must participate in education which requires some computer technical skills. This education supports all team members' understanding of the Initiative efforts. If you need any assistance, please speak with your Patient Partner Liaison as soon as possible.

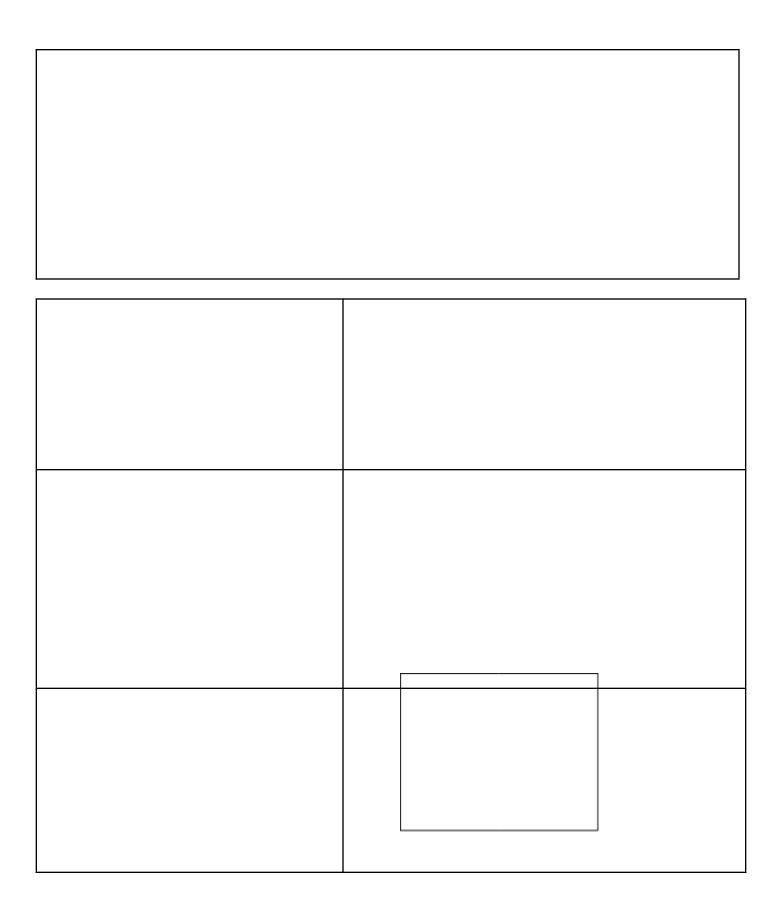
Arizona State University Learning Curriculum for the IBHPC Initiative

These courses were designed to accompany the IBHPC Initiative. All team members must participate in the first 6 Interprofessional online learning modules. Each module is a ½ hr. interactive video and slideshow which explains what all team members need to know before they begin planning, designing and implementing IBHPC.

Quizzes: Each module contains short thoughtful quizzes to move the learner through the material in a helpful way, so everyone is sure to have the same knowledge and understanding. Everyone must receive 100% to pass each quiz, however, a learner may have as many tries as needed to pass with no worries. If you answer incorrectly, you will be prompted where to find the correct information for quick, accurate understanding. Patient Partners will not be graded. Medical professionals will be graded to receive medical education credits and to ensure effective patient care.

Patient Partners are invited to participate in these courses to gain insight, "stay on the same page" as the team and to provide feedback about any impact this educational content being provided to medical professionals may have on patients. After completing the first course of 6 modules, Patient Partners may choose to continue to view as many courses as they choose, depending on interest and time available.

Speak to your Patient Partner Liaison to receive the assistance necessary for accessing the Integrating Behavioral Health and Primary Care Educational courses.



The IBHPC Learning Community and Forum

The IBHPC Initiative work is going on all over the country. After you have gotten started on your Initiative team activities, you may want to access the IBHPC Learning Community Forum to discover what other teams are learning and discussing about their own work. The forum is designed for chat, discussion, presentations and on-going learning about Integrating Behavioral Health into Primary Care.

There may be other Patient Partners joining their Primary Care IBHPC Initiative teams who are curious about your experiences and who might wish to share with you about theirs. You will also find all the Workbooks, Guides, Toolkits as well as the PP Guide and Handbook materials. You can "meet" other patient partners and practice members who are participating in the same Initiative work. This forum may also help guide your role and support the responsibilities and challenges everyone may have while carrying out the activities of the IBHPC Initiative.

Learning from others is an important aspect of a successful IBHPC. The forum is an opportunity to work together with many others who are championing this work. It can help you determine what is best for you, your team and ultimately the patients you hope IBHPC will help. Please speak up either to your own team or on the forum if you have thoughts, comments, suggestions or any questions about the Initiative or any of these materials.

See Below for Next Steps

Next Steps:

- ☐ Check out the Educational Curriculum Interprofessional Modules.
- Access the <u>IBHPC Learning Community Forum</u> to download other Patient Partner Tools and Materials there which can help you prepare for your new role as a Patient Partner on the IBHPC Initiative.
- ☐ Check in with your Patient Partner Liaison to celebrate your new partnership and discuss what questions you have about your orientation to the team and consider what assistance you may require.
- And last but by no means least: Applaud your own wisdom, commitment and efforts to take on this new adventure. We thank you again for stepping up to offer your valuable perspective to the team as everyone begins this very important journey to improve healthcare.



Photo courtesy of Richard Reynolds