

Fidani Chair in Improvement and Innovation

2023-2024 Impact Report



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Fidani Chair in Improvement and Innovation



It seems like every day there is a news report about the crisis in family medicine – family doctors burning out and closing their practice, and patients who are left without being able to access the care they need. The OurCare national survey found that more than 1 in 5 people in Canada do not have a family physician or nurse practitioner that they can see regularly for care and that even those who do have care often struggle to get timely access. At the same time, consultations we have done across the country have reaffirmed that people in Canada care for each other – they are strongly committed to values of accessibility and equity and believe that every person in Canada deserves access to high-quality primary care, regardless of their geography or background.

Our Quality and Innovation Program is committed to supporting the vision of high-quality primary care for all by supporting family physicians, primary care teams, and patients.

The work we do at the Department of Family and Community Medicine (DFCM) aims to improve access and quality for the patients we serve. We are also conscious that we need to do better to care for our community. For example, by improving efficiency so we can care for even more patients, while also ensuring the well-being of the clinicians providing care. We strive to take an equity lens in all the work we do to ensure that our services are meeting the needs of the most marginalized. Through our leadership, we hope to make an impact not just on our 15 DFCM sites, which collectively serve more than 300,000 patients, but also support practitioners and patients beyond our walls through our leadership and the resources we can make publicly available.

Over the past year, we have grown our program's leadership to better support the DFCM's 15 practice sites to improve access and quality of care while also supporting Ontario family physicians and teams in their journey of lifelong learning. We recognized that many of our colleagues are struggling with burnout and launched a new, innovative program that upskills family physicians to support other family physicians as "Peer Guides". We continue to host our ever-popular COVID-19 Community of Practice for Family Physicians, evolving to include non-COVID hot topics. We are getting ready to re-launch CareCanvas, a tool that supports family physicians to manage their practice and understand and improve quality of care more easily. We continue to lead education initiatives that build capacity to improve quality locally, nationally, and internationally, and have integrated new concepts in our teaching such as environmental sustainability.

Working with patients and the public continues to be core to our work. We continue to coordinate a DFCM-wide patient experience survey that measures access and patient-centredness at each of our sites. We have advanced what we measure to include a new 11-item validated tool that provides a patient-centred snapshot of primary care quality. In addition, we continue to make strides in integrating the patient perspective in guiding all our work in the DFCM through our maturing Patient and Family Advisory committee and Patient Pool. Over the last two years, it has also been my great privilege to lead OurCare, the largest-ever pan-Canadian initiative to engage the public about the future of primary care in Canada.

I continue to be grateful to have your support, and the support of the FDC Foundation, to lead this program and advance primary care quality for all. I give special thanks to the wonderful and growing team of faculty and staff who support the Quality and Innovation Program. I am also thankful for the Q&I leadership team members featured in this report (many of whom are supported through the Fidani Chair funds), the QI Directors at each of our 15 sites, and the Quality & Innovation Program administrative team including Erin Plenert (manager), Kirsten Eldridge (research officer), and Marisa Schwartz (program assistant). Through our collective work, we hope to see a better future for primary care in Canada—for the benefit of both patients and practitioners.

Sincerely,

A handwritten signature in black ink, appearing to read 'Tara Kiran', written in a cursive style.

Tara Kiran

Fidani Chair in Improvement and Innovation and Vice-Chair, Quality and Innovation,
Department of Family and Community Medicine,
Temerty Faculty of Medicine,
University of Toronto

Highlights from 2023-2024

The Quality & Innovation (QI) Program of the Department of Family and Community Medicine is glad to highlight our achievements throughout 2023-2024. Our accomplishments will be presented within the themes of leadership, partnerships, and community, which are the three pillars of the 2022-2027 Department of Family and Community Medicine Strategic Plan.

We extend our heartfelt gratitude to the FDC Foundation for their generous support, which has been instrumental in advancing many of our initiatives. The funds have significantly contributed to supporting the work of our summer students and providing a number of scholarships to our faculty to enable growing their capacity through the completion of either the Centre for Quality Improvement and Patient Safety (CQuIPS) Certificate Course or the Excellence in Quality Improvement Certificate Program (EQUIP).

2023-2024 CQuIPS Recipients

1. Dr. Gray Moonen, Sinai Health System

Dr. Gray Moonen focused on evaluating and improving the prescription of anti-resorptive therapy for patients with fragility fractures in a rehabilitation setting at Bridgepoint. Collaborating with pharmacists, the EMR team, and orthopedic hospitalists, Dr. Moonen aimed to standardize assessments and increase the prescription of anti-resorptive therapy before hospital discharge. Dr. Moonen was also selected as an ongoing Coach and Mentor with the CQUIPS program and has initiated several other QI projects at the hospital.

2. Preeni Rathuge, Scarborough Health Network (SHN)

Dr. Preeni Rathuge's EQUIP project focused on addressing documentation burden in community family medicine clinics in Scarborough. As a group of preceptors from SHN, they aimed to reduce the amount of charting time outside of clinic hours by using an artificial intelligence (AI) medical scribe. Their group explored various facilitators and barriers to implementation and a subset of preceptors participated in trialling an AI scribe. Initial results showed some potential time saving benefits although had significant limitations. Next steps will involve collecting qualitative feedback from participants regarding their experience.

3. Nancy Xi, Toronto Rehab Institute

Dr. Nancy Xi's project focused on improving wound documentation of pressure injuries. Pressure injuries in the complex continuing care population are extremely prevalent due to their immobility and prolonged hospitalization. Once present, they are difficult to heal and require an interdisciplinary team to treat. Routine wound documentation is important to capture wound progression earlier, to document the healing trajectory, and to communicate findings amongst the treatment team. Currently, the wound documentation on their complex continuing care unit is not standardized and the integrity of this data has not yet been assessed. This quality improvement

project involves education and standardization to improve the wound documentation of pressure injuries on our unit.

Additionally, these funds have also enabled the vital roles of **Drs. Erica Li and Debbie Elman** as Patient Experience Co-Leads, **Dr. Adam Cadotte** as the QI Data Science Lead, and **Ms. Dana Arafeh** as the Patient Engagement Specialist. These contributions have been invaluable in fostering our mission to enhance patient care and quality improvement.

Leadership

i) Our Care:

Over the past two years, Dr. Kiran has spearheaded [OurCare](#), the largest-ever initiative to engage the public on the future of primary care in Canada. Between September 2022 and December 2023, OurCare heard from nearly 10,000 people who collectively spent approximately 10,000 hours sharing their experiences, values, ideas, and priorities for primary care.

OurCare was structured in three phases to comprehensively capture public input. The first phase involved a bilingual national survey in the fall of 2022 that heard from over 9000 people about their care experiences and their preferences for care. In the second phase, five Provincial Priorities Panels engaged 159 individuals in deep dialogues about primary care across British Columbia, Manitoba, Ontario, Quebec, and Nova Scotia. Each panel comprised approximately 35 randomly selected residents of the province who spent about 30 to 40 hours learning from experts, deliberating, and coming to consensus about recommendations for a better system.



The OurCare Standard

The OurCare Standard represents what every person living in Canada should be able to expect of the primary care they receive. And it provides a framework for comparing different models of primary care and levelling up those models to realize better primary care for everyone living in Canada.

- 1** Everyone has a relationship with a primary care clinician who works with other health professionals in a publicly funded team.
- 2** Everyone receives ongoing care from their primary care team and can access them in a timely way.
- 3** Everyone's primary care team is connected to community and social services that together support their physical, mental and social well-being.
- 4** Everyone can access their health record online and share it with their clinicians.
- 5** Everyone receives culturally safe care that meets their needs from clinicians that represent the diversity of the communities they serve.
- 6** Everyone receives care from a primary care system that is accountable to the communities it serves.

The third phase consisted of ten one-day community roundtables, with two in each of the five provinces, involving 192 participants from communities often excluded from policy discussions or underserved by primary care systems including Indigenous people, people from Black, African, and Caribbean communities, and newcomer communities in Canada. More than 140 expert advisors volunteered their time as part of stakeholder advisory groups and by teaching members of the public.

OurCare published 16 reports summarizing the findings from its 3 phases and in February 2024 released its final report. The final report introduced the OurCare standard, six simple statements that distill findings from all OurCare engagements and describe what every person in Canada should expect from the primary care system. The standard is intended to serve as a blueprint for policymakers and health system leaders to guide necessary transformations, compare potential reforms, and evaluate the performance of the system.

All OurCare reports, a data explorer tool, and tools for advocacy and adoption for the standard are all publicly accessible at ourcare.ca. The reports and findings have been covered by dozens of [media outlets](#) provincially and nationally and been taken up by policy-makers across the country. Over two years, OurCare has changed the conversation in Canada about the future of primary care.

Looking ahead: Dr. Kiran and the OurCare team will continue to share the OurCare findings through presentations, publications, media, and other channels. The team continues to meet with senior policymakers across the country and are considering next steps to support implementation of the OurCare Standard.

ii) DFCM Office of Health Systems Partnership

Over the last two years, Dr. Tara Kiran and others in the Q&I Program have been working with Dr. Danielle Martin and the DFCM leadership to launch the [Office of Health System Partnerships](#) (OHSP). The OHSP is a dynamic solutions workshop within the DFCM that unites a world-class team of researchers, system leaders in academic family medicine and primary care, clinicians, patients, and community partners to develop innovative solutions for strengthening primary care and improving community health. Areas of focus include advancing health system policy and finding solutions to improve primary care access and quality. For example, over the last year, Dr. Tara Kiran and Noah Ivers have been leading work to advance team-based care, conducting a scoping review looking at whether and how primary care teams improve clinician capacity to increase patient panel size.

Looking ahead: Dr. Ivers will continue work to generate evidence that supports how we should be expanding primary care teams. He is also leading a comprehensive real-time evaluation of newly funded interprofessional primary care teams in Ontario.

iii) Better Care Made Easier: Introducing CareCanvas

After an exciting launch in 2022, the development of CareCanvas was put on hold due to unforeseen circumstances related to the UTOPIAN project, which is central to the CareCanvas data dashboards. While this delay was disappointing for us, it provided the broader team supporting CareCanvas an opportunity to look to the future and additional time to search for a dedicated Data Specialist to support dashboard development.

The recent launch of [UPLEARN](#) (the University of Toronto Practice and Community-based Learning and Research Network) brings an expanded focus on learning—specifically in the areas of quality improvement, education, policy evaluation, and community engagement. UPLEARN is also a member of the Ontario-wide Primary Care Ontario Practice-based Learning And Research Network ([POPLAR](#)), a “network of networks” from six university Departments of Family Medicine and the Alliance for Healthier Communities in Ontario. POPLAR is currently being established and will, among other things, be responsible for the collection, hosting, and sharing of the data needed for CareCanvas to be fully operational.

A few of the exciting developments to emerge from these changes include an increased focus on practice improvement and quality improvement, and the potential for an even greater reach of CareCanvas to all networks under the POPLAR umbrella which include six university Departments of Family Medicine and the Alliance for Healthier Communities in Ontario.

Looking Ahead: In November 2023, POPLAR received REB approval from Queen’s University, which is a Clinical Trials Ontario (CTO) qualified REB, thereby supporting a more streamlined approach to ethics reviews for multi-site and community research across Ontario.

As we prepare to re-launch CareCanvas in the fall of 2024, our team has been working diligently to continue the development of the Ontario Health Team (OHT)-level dashboard and to hire a Data Specialist, who will support the broad roll-out of the dashboard and help inform future iterations of CareCanvas.

iv) Peers for Joy in Work

Following the COVID-19 pandemic, there have been numerous reports of physician wellness issues, including a high rate of burnout, anxiety, depressive symptoms, and moral distress. The long hours, intense pressure, and emotional toll of patient care have worsened physicians' pre-existent worries about burnout, mental health, career satisfaction, and financial hardship. In an effort to promote faculty and physician wellness, our team, led by **Dr. Tara Kiran**, **Dr. Noah Ivers**, and **Dr. Navsheer Gill**, and in collaboration with Women’s College Hospital and [Certified Professional Coach Dr. Sarah Smith](#), developed the Peers for Joy in Work program.



This program aimed to help physicians reclaim what they love about family medicine through one-on-one support with a family physician that has been trained as a Peer Guide for Joy in Work. Our team invited all DFCM faculty members to become trained Peer Guides—family physicians equipped with the tools and expertise to assist other physicians in regaining control of their daily lives and rediscovering joy in their work. In total, 30 faculty members were trained as Peer Guides in the Fall of 2023. Between February and June 2024, 27 of these Peer Guides went on to provide three 30-minute sessions with a Peer Learner—a family physician who was looking to regain more control over their work life and was open to learning about managing their day-to-day clinical work and navigating the challenges that come up in primary care to make more space for joy. Both Peer Guides and Peer Learners received Mainpro credits for their participation in the program.

The following testimonials illustrate how these sessions have benefited family physicians:

“Family medicine is in the midst of challenging times. The Peers for Joy program offered me a fresh perspective, and a new opportunity to develop important skills that family physicians can use to help support each other in our careers and our personal lives outside of medicine.”

- Dr. Taylor Sedran, Southlake Academic Family Health Team

"Peers for Joy in Work has been a ray of light during such challenging times for our patients, and for our profession. Being able to share, work with, and be coached by a colleague who is in the trenches with you is incredibly beneficial for everyone involved and keeps me at my best so I can continue to grow and best serve my patients and thrive in my practice!"

- Dr. Ali Damji, Credit Valley Family Health Team

More information about the Peers for Joy in Work program can be found here:

<https://dfcm.utoronto.ca/peersforjoy>

Looking Ahead: An evaluation of the program is underway so we can understand how the program affected both Peer Guides and Peer Learners and what aspects of the program should potentially be scaled and spread. Our team anticipates running a second training session, specifically aimed at providing Peer Learners with the opportunity to be trained as a Peer Guide. We intend to run this training virtually to facilitate participation by physicians outside of the Greater Toronto Area.

Relationships

i) Patient Engagement

In a short time, Ms. Dana Arafeh, Patient Engagement Specialist, has been extraordinarily successful in promoting patient and family voices as a key driver in care and education at the DFCM, across teaching sites, and within the broader community. The department has recognized the significant value of the Patient Engagement Specialist role, prompting them to match the Fidani Chair funds to enable Dana Arafeh to work full-time for the department in September 2023. This move reflects the department's broader commitment to eventually integrating this role 100% permanently within the department, ensuring sustained support for patient engagement initiatives. Dana's work was also recognized by the department, awarding her with the 2023 DFCM Staff Excellence in Collaboration award.

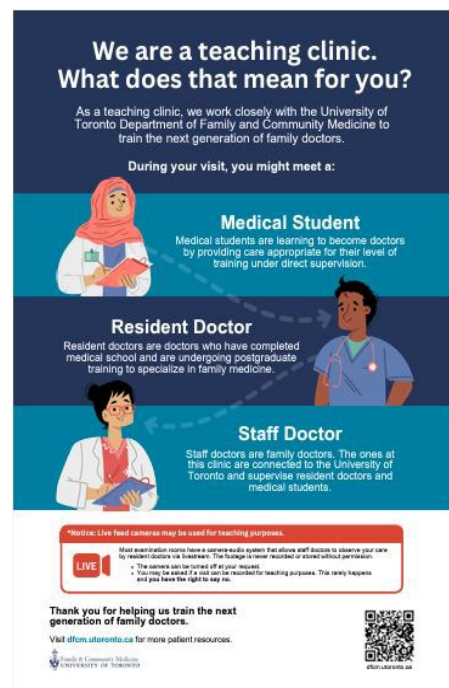


Over the past year, Dana has worked closely with our Patient and Family Advisory Committee on the Role of a Resident project, which aims to increase patient awareness and understanding of the resident's role in DFCM teaching clinics through the development of patient-facing educational materials, such as a [Letter of Understanding](#) and an [exam room poster](#). They also worked together to co-create and present a workshop at the annual DFCM conference, provide crucial feedback on our

DFCM patient engagement surveys and UPLEARN recruitment posters, and contribute to designing a Social Accountability rotation for residents. Additionally, our pool of over 150 patient partners has been actively involved in various initiatives, including focus groups for renewing mental health competencies, contributing insights to the annual Family Medicine Report, and sharing lived experiences of substance use and addiction at the Undergraduate Addiction Week conference.

Dana's contributions have been pivotal in advancing our department's patient engagement goals. In the past year, she developed several tools to support staff and faculty, including the [DFCM Patient Partner Compensation process](#) and a comprehensive roadmap for engagement. Her expertise was shared through over 50 consultations with both internal and external partners, covering topics such as establishing patient engagement committees, best practices for engaging patient partners in committee work, and strategies for recruiting and retaining patient partners.

Their collaborative efforts have not only enhanced the quality of our educational programs and initiatives but have also fostered a more inclusive and responsive healthcare environment. These achievements underscore our commitment to integrating patient perspectives into all aspects of our work, ensuring that our programs and policies are truly patient-centered.



ii) Improving Patient Experience

As leaders of our cross-site patient experience survey in their shared role as QI Patient Experience Measurement Co-Leads, **Drs. Debbie Elman and Erica Li** have continued to successfully reduce the time local teams spend collecting data and allows them to prioritize improving care for patients.

To date, nine iterations of the survey have been circulated to thousands of registered patients at each teaching site. The survey was modified last year to include the [Person-Centered Primary Care Measure \(PCPCM\)](#), a patient-reported outcome measure that examines primary care characteristics that are rarely examined, such as the patient's connection with the physician and ability to achieve desired health outcomes. This year, a question was added to help us better assess if patients at our teaching clinics

PATIENT EXPERIENCE SURVEY

What: A survey to collect patient feedback from all 14 University of Toronto family medicine teaching clinics.

When: Distributed and analyzed twice a year since June 2020.

Why: To learn what works for patients, what doesn't work, and where we can improve. This survey is vital in helping us make advancements across all our sites, and the latest results show a positive impact.

14,507 total patients completed the latest survey

WHERE WE IMPROVED
Survey 8—Summer 2023
In comparison with Summer 2022

Phone wait times and bookings

45% of respondents reported a 0- to 2-minute wait, compared to 36% last year.

69% of respondents reported an excellent or very good booking experience, compared to 54% last year.

Access to urgent care

62% of respondents were able to access same-day or next-day urgent care, compared to 55% last year.

55% said it was easy to access urgent care after hours and on holidays, compared to 45% last year.

Thanks to our Summer 2023 respondents, DFCM received an impressive score of **3.35 on the Person-Centered Primary Care Measure** which assesses several aspects of primary care, including accessibility, advocacy, goal-oriented care, and prevention management.

Thank you for sharing your feedback!

If you have noticed any differences or have any ideas, please share with our office staff. To learn more about the Patient Experience Survey, visit dfcm.utoronto.ca/patient-experience

understand how the role of a resident physician differs from a board-certified physician. We have continued to broaden our selection of patient-facing materials with the development of an [animated video](#) detailing why we added the PCPCM as a new set of questions to the existing survey, in addition to continuing to provide site-specific infographics and animated videos summarizing the results of the latest survey.

We conducted a deep-dive analysis of the data to better understand variations in patient-centeredness, continuity, and timely access across patients who report typically seeing a resident versus a staff physician as their primary care provider. Our findings have now been published in [Family Medicine](#).

More information about the program can be found here: <https://dfcm.utoronto.ca/measuring-and-improving-patient-experience>

Looking Ahead: Recognizing the potential limitation of only distributing the patient experience survey via email, this summer ten of our teaching sites have agreed to have a student on-site to conduct the survey in the waiting room, with the goal of increasing response rates and ensuring diverse participation.

iii) Building & Strengthening QI Relationships

Strengthening relationships amongst those involved in Quality Improvement activities in primary care has been a priority for us this year. At the 2023 [Family Medicine Forum](#), QI Directors from across the country came together to connect, collaborate, and learn from one another with the intention of creating a cross-country forum where these relationships can continue to grow & thrive. We continue to collaborate with numerous stakeholders, such as the Ontario College of Family Physicians, the College of Family Physicians of Canada, the Association of Family Health Teams of Ontario, Ontario Health, the Centre for Quality Improvement and Patient Safety and others.



Dr. Noor Ramji, Practice Improvement Program Director

We welcomed two new Program Directors to the group this past year, both supported by the central DFCM: **Dr. Noor Ramji**, our Practice Improvement Program Director, and **Dr. Eleanor Colledge**, our Continuing Professional Development Program Director. Dr. Ramji's work has been focused on improving capacity in primary care through team-based models, beginning with collaborating with our QI Directors to identify the top five current inefficiencies they face and developing a series of resources that provide evidence-based change ideas



Dr. Eleanor Colledge, Continuing Professional Development Program Director

to help address these issues. Dr. Colledge's work has been focused on establishing a renewed CPD program within the department, beginning with an environmental scan of what opportunities are currently available and who is doing this type of work, and developing a landing page on our website to highlight current and future opportunities, with a special emphasis on family physicians in their first five years of practice.

In addition to our bi-annual in-person Quality Program Committee retreats, we have added quarterly QI Leaders Retreats, which allow the Quality & Innovation growing leadership team to come together, reflect on accomplishments and difficulties, and identify synergies within and across their work. These retreats include the following QI Leads whose roles are generously supported by the Fidani Chair funds - **Drs. Erica Li and Debbie Elman**, Patient Experience Co-Leads, **Dr. Adam Cadotte**, QI Data Science Lead, and **Ms. Dana Arafeh**, Patient Engagement Specialist.

Community

i) Community of Practice

Since its inception over four years ago, the COVID-19 Community of Practice has grown into a vibrant and indispensable resource for family physicians. This past year, the community continued to thrive, offering a platform where physicians could regularly gather to learn, share resources, and support each other. In collaboration with the Ontario College of Family Physicians, the Community of Practice has hosted 77 sessions since its inception in April 2020, drawing close to 6,000 total unique attendees. Ongoing, consistent participation, averaging over 500 participants per session, underscores the community's vital role in ongoing medical education.

The diverse composition of our attendees is a testament to the community's broad appeal and relevance. Over 80% of participants are family physicians representing various practice types, from urban to rural settings and from general practice to specialized care. This diversity enriches the sessions, fostering a comprehensive exchange of knowledge and experiences.

Our session topics have evolved to meet the changing needs of the medical community. While we continue to provide crucial updates on COVID-19, we have expanded our focus to include other relevant infectious diseases and emerging medical issues, such as approaches to patients with obesity and practical tips on management through pharmacological and nonpharmacological means, using AI to alleviate administrative burden, and practical approaches to diagnosing and supporting ADHD in practice. This adaptability ensures that our content remains pertinent and valuable to our participants, equipping them with the latest knowledge and best practices.

The impact of our sessions is clearly reflected in the feedback from attendees. Post-session evaluations reveal significant improvements in knowledge and confidence among physicians. One participant shared, *"After today's session, I've gained insights into approaching the treatment of obesity and effectively communicating with patients about it."* Another noted, *"I have been avoiding doing adult ADHD assessments because of the amount of time they take, and availability of private services that do these assessments. After the session, I feel more confident to start conducting these assessments again."* These testimonials highlight the tangible benefits of our community's work, demonstrating our role in enhancing both professional practice and patient care.

ii) Educational Series

Our program, driven by our QI Education Lead, **Dr. Margarita Lam-Antoniades**, continues to set the standard for quality improvement-focused educational initiatives for family medicine residents, family medicine physicians, teachers and educators, and community-based primary care clinicians nationally and internationally.

All three of our QI self-learning e-modules for [primary care physicians](#), [family medicine faculty & teachers](#), and [family medicine residents & learners](#) continue to be made available at no cost to anyone interested in improving quality in primary care. The College of Family Physicians of Canada has certified both the primary care clinician and faculty programs for Mainpro+ credits, and the feedback has been extremely positive, with over 93% and 91% of those who have accessed the e-modules, respectively, saying they would recommend this program to their colleagues. Over 500 people from throughout Canada and around the world have enrolled to use our QI curriculum in the last four years alone. Parts or all of our curriculum is now used at several medical schools including the Northern Ontario School of Medicine, Queen's University, and the Aga Khan University campus in Nairobi, Kenya.

This past year, the QI curriculum for residents has been updated to include content on environmental sustainability and patient safety, with plans to mirror these updates in both the faculty and primary care clinician programs. We have established a Resident QI Project Repository, which gives current residents and faculty access to a database of prior years' QI projects to use as a reference when developing their own studies.

Looking Ahead: As we move ahead to the 2024-2025 academic year, we are intending to integrate patient safety incident teaching, with the goal of ensuring that all family medicine residents are exposed to patient safety incident analysis at some time throughout their training. Interested sites will also be able to engage in piloting some teaching centered on the use of personal practice data, and an environmental sustainability toolkit will be made available to assist faculty in organizing their in-person application sessions with residents.

More information about the program can be found here: <https://www.dfcu.utoronto.ca/primary-care-clinician-educational-series>

iii) International Partnerships



QI Module 1 Faculty Team

As part of the Africa Higher Education Health Collaborative (AHEHC), faculty from DFCM are collaborating with the School of Public Health at Kwame Nkrumah University of Science and Technology (KNUST) to co-create and co-deliver educational programs to improve primary health care in Ghana. The shared vision is to provide the training, knowledge and hands-on experiential learning required for developing high-quality and equitable health-care delivery in Africa, by Africans, for Africans.

Over the past year, 35 DFCM faculty members have partnered with KNUST colleagues to co-create and co-deliver five in-person short courses to support and improve health service provision across Ghana. In fall 2023, Dr. Margarita Lam-Antoniades, QI Education Lead, traveled to Ghana with three of our QI Directors to deliver a two-part Quality Improvement in Healthcare Course in collaboration with our Ghanaian colleagues. This course was designed to equip leaders and managers of healthcare facilities with contemporary knowledge, skills, and attitudes required to improve healthcare quality to enhance clinical outcomes in service delivery.



Course participants engaged in the coin spinning exercise for teaching the PDSA cycle.

Twenty participants from five healthcare facilities in Ghana were selected by KNUST, with groups of four from each institution to foster QI structures and culture, comprising both clinical and non-clinical staff from diverse settings. In module 1, participants were introduced to Quality Improvement concepts and tools, and given opportunities for discussion and application through small group exercises. The objective for module 2 was to enable participants to apply Quality Improvement methods and tools to a project selected for completion by their team at their facility. Some of the project topics selected by participants included decreasing the stillbirth rate, improving patient privacy, and increasing attendance at a community-based clinic for preventative healthcare.

Teams received continued support via virtual group meetings with course faculty for 6 months after

completion of the in-person component, with the expectation that they will share a poster summarizing their work with the next group of course participants in June 2024.



QI course participants and faculty.

Academic Site Achievements

Our program's excellence stems from the great leadership of our QI Directors throughout our 14 teaching sites, which has since expanded to include a 15th site, Humber River Health.

1. Southlake Academic Family Health Team



Dr. Alis Xu

Our Southlake Academic Family Health Team (SAFHT), established in 2007, provides care to 25,000 patients in York Region, Simcoe County, and surrounding areas. This year, we increased electronic consents for timely communication, provided physicians with quarterly practice insight reports, and implemented an "FHT Program Navigation" toolbar. We also introduced an urgent care booking guideline, met our breast cancer screening target, received 100% positive feedback from our weight management group,

standardized a cognitive impairment form, and created 2SLGBTQ+ resources to support our diverse patient population. We value the input of each team member and feedback from patients, families, and learners.



2. Toronto Western Family Health Team



Dr. David Kepecs

Over the past year, the Toronto Western Family Health Team's Quality Improvement Committee has continued to focus our interventions on the priority areas set out by our Strategic Plan. These include projects aimed at improving access to care, reducing administrative burden, promoting health equity, enhancing patient experiences, and optimizing safety.



Dr. Nitai Gelber

Looking to this upcoming year, we are striving to ensure every member of our clinical team, including physicians, nurses, and administrative staff, are provided training in designing and conducting quality improvement projects. We hope this initiative will improve engagement and enhance the quality and breadth of our work.

3. Scarborough Family Medicine Teaching Unit



Dr. Susanna Fung

This year, our quality improvement program continued to focus on physician wellness by trying to improve administrative burden amongst our preceptors. We aimed to reduce the amount of charting time outside of clinic hours by using an artificial intelligence (AI) medical scribe. Our group explored various barriers to implementation and a subset of preceptors participated in trialing an AI scribe. Early results demonstrated potential time-saving benefits with some

limitations. Additional qualitative data will be gathered from the participants. The final results will be shared with the wider preceptor group to explore the use of AI scribes as a potential administrative time-saving tool.



Dr. Preeni Rathuge

4. Royal Victoria Hospital - Family Medicine Teaching Unit, Barrie



Dr. Lynda Ekeh

Our multidisciplinary Patient Safety Committee analyzed the workflow and safety issues surrounding electronic patient messaging which has led to the implementation of different strategies to ensure that both patients and providers use electronic patient messaging in ways that promote patient safety. One of our resident QI projects is endeavoring to improve PPI deprescribing in patients in whom PPIs are no longer indicated. Another of our resident QI groups is endeavoring to improve resident satisfaction with the

specialist referral process. Our REQIP (Research, Education and QI Program) committee continues to support QI initiatives within our medical community.



Dr. Laura Fruchter

5. Sunnybrook Hospital Academic Family Health Team



Dr. Debbie Elman

The Sunnybrook Academic Family Health Team Quality Improvement team is focusing on equity and access (phone wait times) mainly using automated electronic interventions. A comprehensive equity survey has been adapted that we are sending to all new patients and preventive care visits by Ocean in advance of the appointment. We are also using Ocean to automatically send out respiratory illness screening ahead of all in person appointments. This decreases administrative burden for the secretaries which makes them more available to answer phone calls. We also have a robust interdisciplinary team trying to tackle the problem of phone wait times through other methods. We are completing our first year of mandatory PFAC involvement in resident QI projects and look forward to seeing the outcomes.

6. Women's College Academic Family Health Team



Dr. Susie Kim

This year, in addition to continuing to improve patient advisor integration, communications and access, we focused on improving screening and lifestyle management through the Better Program and Nurse Practitioner run pap clinics, and on-boarded nearly all of our physicians onto Online Appointment Booking (OAB). Addressing our phone lines was a priority identified by our patients. OAB, using kiosks and other strategies has improved wait times and access for our patients. From a provider perspective, we have recently started to integrate AI solutions as part of a pilot and look forward to sharing our future successes in reducing administrative burden.

7. North York Family Health Team, Toronto



Dr. Tiffany Florindo



Dr. Michael Taglione



Dr. Jen Stunburg

We are part of a leadership team on an OHT-wide QI initiative aimed at reducing family physician burnout using AI scribe software. We received a \$50,000.00 grant and have 57 physicians participating. We have also initiated a cross-department QI project with hepatology involving fatty liver screening by providing free fibroscans cost for eligible patients. We continue to assist in facilitating the DFCM Patient Experience Survey. Do It Better Rounds continue to receive positive feedback at monthly rounds. One of our QI leads participated in an international collaboration with a Ghanaian university in which a QI course was co-developed and co-facilitated.

8. Mount Sinai Academic Family Health Team



Dr. Sakina Walji

At Mount Sinai Family Medicine, we continue to engage patients through our Patient and Family Advisory Committee and have developed a patient partner pool that we may consult as needed. We continue to improve efficiency and access through improving efficiency of virtual care through the development and implementation of a patient- and staff-facing toolkit. Our staff wellness has been a priority. By measuring staff wellness through the Maslach inventory and through exploring wellness with our staff, we have made changes to clinic and unit processes and continue to measure this on an ongoing basis.

9. Credit Valley Family Medicine Teaching Unit, Mississauga



Dr. Ali Damji

Our site has achieved significant advancements in quality improvement. Residents completed projects on streamlining osteoporosis screening, enhancing smoking cessation counseling, and improving COPD management based on global guidelines. Current resident projects focus on assessing MSK complaints, prenatal care, and blood pressure management in high-risk patients. Additionally, our faculty's work led to the establishment of a newborn assessment team, earning a prestigious quality and innovation award from the hospital. These efforts collectively showcase our commitment to enhancing patient care and outcomes.

10. Health for All Family Health Team, Markham



Dr. Karuna Gupta

Throughout this past year, the Markham Family Medicine Teaching Unit continued to be actively involved in multiple QI endeavours. The major clinical project, which was launched under the leadership of Dr. Karuna Gupta, focused on improving the use of statin medications in diabetic patients aged ≥ 40 years. An inter-professional team designed a customized EMR reminder, and the intervention was used successfully to achieve the aim. Our team has also been engaged in program planning to ensure we are delivering

equitable care. A questionnaire will be administered to our patients, and our residents and team will be taught about delivering gender affirming primary care. Finally, we are excited about teaching the new patient safety curriculum to the residents in the coming academic year.



Dr. Gina Yip

11. Southeast Toronto Family Health Team



Dr. Blaise Clarkson

In the last year, The Southeast Toronto Family Health Team has continued to focus on patient safety and quality of care with ongoing work to support incident reporting and management. The QI team continues to work on projects such as penicillin allergy de-labelling and climate-conscious inhaler prescribing. New workings groups within the QI team are working on effective, patient-centred, and health equity initiatives including team-based processes to improve



Dr. Sam Tirkos

breast, cervical and colon cancer screening; communicating results from the DFCM Patient Experience Survey and improving booking processes; and improving health equity through social data collection.

12. St. Joseph's Health Centre/Urban Family Health Team Family Medicine Teaching Unit



Dr. Linda Weber

In 2023/2024, using a multidisciplinary approach, St. Joseph's Health Centre UFHT worked to improve cancer screening with an equity lens. Recognizing a lower rate of breast cancer screening among patients with mental health concerns, our mental health team promoted cancer screening as a form of self-care among their clients. Similarly, with lower rates of colon cancer screening among patients with schizophrenia, our FHT joined forces with the Toronto Regional Cancer Program and the West End Assertive Community Treatment Team to identify and address barriers to screening. Posters on this work were presented at the Association of Family Health Teams of Ontario (AFTHO) Conference.

13. St. Michael's Hospital Academic Family Health Team



Dr. Noor Ramji

Over the past year, the St. Michael's Hospital Quality Improvement work has focused on access, patient-centeredness/equitable care, chronic and preventative health optimization of loss to follow-up, and safety and learning in quality improvement. In recognizing the urgent, local need for Primary Care attachment, the team has made strides in developing a team-based pathway to attach new patients to the FHT, prioritizing persons

identifying as Black, Indigenous, living in precarious housing, or experiencing poverty. Moreover, we have instituted a new Health Equity Questionnaire to better our understanding of our patient's social determinants of health as we seek to improve access to programs and services in a patient-centered, equitable manner. And finally, we have been working diligently on offering online appointment booking to our patients, which has resulted in improved wait-times on the phone. Over the next year, we intend to collaborate with our sister site, St. Joseph's Health Centre, to further our understanding of and share best practices in these areas for improvement.



Dr. Caroline Ruderman

14. Summerville Family Medicine Teaching Unit



Dr. Rosy Zafar

At our recent Family Medicine retreat, community physicians gathered to explore quality improvement initiatives. Dr. Ali Damji presented his innovative auto-scribe system, which transcribes patient conversations into SOAP notes, saving valuable time. Dr. Rosy Zafar shared her work on deprescribing potentially inappropriate medications. In response to the rising incidence of measles, we proactively identified children due for vaccination and initiated recall efforts.

Additionally, we reviewed a list of lost-to-follow-up patients in a diabetes management practice. These efforts reflect our commitment to enhancing patient care and community health. Furthermore, the Preventive Care Clinic, Procedure Clinic, and Diabetes Clinic at Summerville FMTU contribute significantly to the education residents receive in their respective areas.

15. Humber River Health



Dr. Navsheer Gill

At Humber River Health, we launched our new residency program, where we introduced residents to the DFCM QI curriculum. In this equity-challenged corner of Northwest Toronto, which has the highest population of unattached patients in the GTA, we also launched the Patient Experience Survey for the first time. Resident projects included developing tools to promote primary care follow-up post hospital discharge, streamline the referral process and improve resident preparedness before starting core rotations.

Appendix: Select Honours, Publications, and Achievements

Select Honours

International:

2023 Mid-Career Researcher Award, North American Primary Care Research Group (NAPCRG)

Awarded to recognize outstanding research accomplishments and significant recognition of an individual at the mid-career stage.

National:

2024 Institute of Health Services and Policy Research (CIHR-IHSPR) and Canadian Association for Health Services and Policy Research (CAHSPR) Article of the Year Award, Canadian Institutes of Health Research (CIHR)

Awarded to recognize ground-breaking health services and policy research (HSPR) published in a peer-reviewed journal that has significantly contributed to the field of HSPR in Canada. Awarded for the article [Virtual Visits With Own Family Physician vs Outside Family Physician and Emergency Department Use](#). JAMA Network Open.

2023 CFPC Continuing Professional Development Award, College of Family Physicians of Canada (CFPC) and Foundation for Advancing Family Medicine (FAFM)

Awarded to the [Covid-19 Community of Practice for Ontario Family Physicians Program](#) team for providing a Mainpro+® certified educational program that has provided an exceptional learning experience to either practicing or practice-eligible CFPC members.

2023 Outstanding Family Medicine Research Article Award, College of Family Physicians of Canada (CFPC)

Best research paper published in a national or international journal during the preceding year awarded for the article [Examining Access to Primary Care for People With Opioid Use Disorder in Ontario, Canada A Randomized Clinical Trial](#). JAMA Network Open.

2023 Canadian Family Physician Best Original Research Article Award, College of Family Physicians of Canada (CFPC)

Awarded for the article [Family physician practice patterns during COVID-19 and future intentions. Cross-sectional survey in Ontario, Canada](#). Canadian Family Physician.

2023 Top 10 Articles of the Year, IHSPR-CAHSPR

One of the top 10 IHSPR-CAHSPR articles of the year in 2023. Awarded for the article [Impact of Team-Based Care on Emergency Department Use](#). The Annals of Family Medicine.

Local:

2023 Excellence in Quality Improvement Award. Award of Excellence. Department of Family and Community Medicine, University of Toronto.

Awarded to the Quality Program Committee (QPC) for their outstanding work on the DFCM [Patient Experience Survey](#).

2023 Jamie Meuser Faculty Development Impact Award. Award of Excellence. Department of Family and Community Medicine, University of Toronto.

Awarded to the Faculty QI Series Team for the development of the [QI Faculty Educational Series](#).

2023 DFCM Award for Outstanding Peer-Reviewed Publication - 3rd place publication. Department of Family and Community Medicine, University of Toronto.

Awarded for the article [Examining Access to Primary Care for People With Opioid Use Disorder in Ontario, Canada: A Randomized Clinical Trial](#). JAMA Network Open.

Select Presentations

Between May 2023 and May 2024, Dr. Kiran gave 41 presentations including the following three prominent plenary addresses at the biggest medical conferences in Canada:

Keynote Address: Co-designing the future of primary care with patients and the public. Family Medicine Forum 2023. Montreal, Quebec. Nov 9, 2023. Presenter: Kiran T.

Keynote Address: [Team-based care for all: patient and public perspectives on the future of primary care in Canada](#). AFHTO 2023 Conference. Association of Family Health Teams of Ontario. Toronto, Ontario. Oct 25, 2023. Presenter: Kiran T.

Plenary Address: [Scaling up team-based care](#). 2023 Health Summit, Canadian Medical Association. Ottawa, Ontario. Aug 17, 2023. Presenter: Kiran T.

Peer-Reviewed Publications as First or Senior Author

Between May 2023 and May 2024, Dr. Kiran published 16 peer-reviewed papers, including the following 6 articles where she was either first or senior author:

OurCare: A national initiative to create a stronger, more equitable system for family doctor care in Canada

Kiran T, Daneshvarfard M, Wang R, Beyer A, Kay J, Breton M, Brown-Shreves D, Condon A, Green ME, Hedden L, Katz A, Keresteci M, Kovacina N, Lavergne MR, Lofters A, Martin D, Mitra G, Newbery S, Stringer K, MacLeod P, van der Linden C. Public experiences and perspectives of primary care in Canada: results from a cross-sectional survey. *CMAJ*. 2024 May 20;196(19):E646-E656. doi: 10.1503/cmaj.231372. PMID: 38772606; PMCID: PMC11104576. (role: principal author)

Impact of Virtual Care

Lapointe-Shaw L, Salahub C, Austin PC, Bai L, Bhatia RS, Bird C, Glazier RH, Hedden L, Ivers NM, Martin D, Shuldiner J, Spithoff S, Tadrous M, **Kiran T**. Virtual Visits with Own Family Physician vs Outside Family Physician and Emergency Department Use. *JAMA Netw Open*. 2023 Dec 1;6(12):e2349452. doi: 10.1001/jamanetworkopen.2023.49452. PMID: 38150254; PMCID: PMC10753397. (role: senior author)

Improving Quality and Equity in Primary Care

Shahaed H, Glazier RH, Anderson M, Barbazza E, Bos VLLC, Saunes IS, Auvinen J, Daneshvarfard M, **Kiran T**. Primary care for all: lessons for Canada from peer countries with high primary care attachment. *CMAJ*. 2023 Dec 3;195(47):E1628-E1636. doi: 10.1503/cmaj.221824. PMID: 38049161; PMCID: PMC10699311.(role: senior author)

Stewart A., Craig-Neil A., Hodwitz K., Wang R., Cheng D., Arbess G., Jeon C., Juando-Prats C., **Kiran T**. Increasing Treatment Rates for Hepatitis C in Primary Care. *J Am Board Fam Med*. 2023 Aug 9;36(4):591-602. doi: 10.3122/jabfm.2022.220427R1. Epub 2023 Jul 19. PMID: 37468214. (role: senior author)

Kiran T, Rozmovits L, O'Brien P. Factors influencing family physician engagement in practice-based quality improvement: Qualitative study. *Can Family Physician*. 2023 May; 69(5):e113-e119. (role: principal author)

Improving the Patient Experience

Doherty S, Agarwal P, Wang R, Meaney C, Eldridge K, Damji AN, Elman D, Fung S, Gupta KL, Walji S, Weber L, Witty M, Kiran T. Patient Experience with Resident Versus Staff Physicians: Results From a Cross-Sectional Patient Survey From Canadian Family Medicine Residencies. *Fam Med*. 2024 Apr 2. doi: 10.22454/FamMed.2024.729822. Epub ahead of print. PMID: 38652844. (role: senior author)

Reports

Dr. Kiran and the OurCare team published 16 reports detailing findings from the OurCare National Survey, each of the five Provincial Priority Panels and each of the ten Community Roundtables. In addition, The OurCare team published a final report in February 2024 summarizing findings from all aspects of the project and introducing the OurCare Standard. All reports are available at <https://www.ourcare.ca/reports>.

Jenkinson JIR, Sun G, Tibebu T, Gogosis E, Kayseas J, Richard L, Nisenbaum R, Crichlow F, Dyer A, Fernando I, Thulien N, Orkin A, **Kiran T**, and Hwang SW. The Kugaa-gii pimitizi-win Study: Exploring the impact of the COVID-19 pandemic on people experiencing homelessness in Toronto, Canada. MAP Centre for Urban Health Solutions, St. Michael's Hospital, Unity Health Toronto. Toronto, ON. November, 2023. <https://maphealth.ca/ku-gaa-gii-pimitizi-win/>

Select Opinion Pieces

Lavergne R, **Kiran T**. “Perspective: Panel takes Pulse of Health Care, recommends improvements” [op-ed] *Saltwire*, Oct 7, 2023 <https://www.saltwire.com/atlantic-canada/opinion/perspective-panel-takes-pulse-of-health-care-recommends-improvements-100899123/> Reprinted in *The Laker News* Oct 26, 2023 <https://thelaker.ca/op-ed-panel-of-nova-scotians-provides-25-recommendations-to-improve-health-care-in-n-s/>

Mitra G, Newton C, **Kiran T**. “Opinion: Access to care the No. 1 issue according to citizen panel on primary care in B.C” [op-ed] *The Province*, Sept 21, 2023 <https://theprovince.com/opinion/op-ed/opinion-access-to-care-the-no-1-issue-according-to-citizen-panel-on-primary-care-in-b-c>

Katz A, Condon A, **Kiran T**. “Manitobans need to drive health reform” [op-ed] *The Free Press Winnipeg* June 7, 2023 <https://www.winnipegfreepress.com/opinion/analysis/2023/06/07/manitobans-need-to-drive-health-reform>

Corriveau B, Breton M, Kovacina N, **Kiran T**. “Challenges and opportunities for primary care and health equity in the age of technology/Services de première ligne et équité en santé à l'ère numérique : défis et opportunités” [blog] *Healthy Debate*, May 31, 2023 <https://healthydebate.ca/2023/05/topic/challenges-opportunities-primary-care-technology/>

Corriveau B, Breton M, Kovacina N, **Kiran T**. “Examining Quebec’s primary care: Challenges, solutions and patient priorities/Regard sur les soins de première ligne au Québec: défis, solutions et priorités” [blog] *Healthy Debate*, May 9, 2023 <https://healthydebate.ca/2023/05/topic/les-soins-de-premiere-ligne-au-quebec/>

Select International and National Media Appearances:

Podcasts Featuring Dr. Kiran

May 28, 2024: Study: [OurCare](#), a national initiative to create a stronger, more equitable system for family doctor care in Canada, featured in: Podcast: “Interprofessionalism: The Role of Team-Based Primary Care within Canada’s Health System” *From the Burgundy Chairs Podcast by Santis Health* interview and podcast with **Dr. Tara Kiran** May 28, 2024 <https://soundcloud.com/user-460963175/interprofessionalism-the-role-of-team-based-primary-care-within-canadas-health-system>

May 21, 2024: Study: [Public experiences and perspectives of primary care in Canada: results from a cross-sectional survey](#), featured in: Podcast: “Fixing Family Medicine — Dr. Jane Philpott and Dr. Tara

Kiran” *Canadian Health Information Podcast (the CHIP)* interview and podcast with **Dr. Tara Kiran** May 21, 2024 <https://t.co/aqydYmiDjf>

April 24, 2024: Study: [OurCare](#), a national initiative to create a stronger, more equitable system for family doctor care in Canada, featured in: Podcast: “Can virtual health care help save a collapsing system?” *The Big Story Podcast* interview and podcast with **Dr. Tara Kiran** April 24, 2024 <https://thebigstorypodcast.ca/2024/04/24/can-virtual-health-care-help-save-a-collapsing-system/>

Mar 1, 2024: Study: [OurCare](#), a national initiative to create a stronger, more equitable system for family doctor care in Canada, featured in: Commentary: Eitizaz S. “What do Canadians want for their health care?” *This Matters Podcast* interview and podcast with **Dr. Tara Kiran** March 1, 2024 https://www.thestar.com/podcasts/this-matters/what-do-canadians-want-for-their-health-care/article_a9bcb9d6-d804-11ee-99e3-8b1255a33cf7.html

Oct 12, 2023: Study: [OurCare](#), a national initiative to create a stronger, more equitable system for family doctor care in Canada, featured in: Commentary: Groen D. “In Conversation: Family Doctor Tara Kiran on How we Might Fix Canada’s Primary Care Crisis” *Best Health Magazine* interview with **Dr. Tara Kiran** Oct 12, 2023 <https://apple.news/AOZ75-SFnSjOExXIHwKEhTw>

OurCare Media

OurCare garnered significant media attention in 2023-24. Media hits for OurCare are available at <https://www.ourcare.ca/media-library> . Below is a summary of some key media coverage from OurCare and other studies and interviews.

International

May 22, 2024: Study: [Public experiences and perspectives of primary care in Canada: results from a cross-sectional survey](#), featured in: Commentary: Scherer L. “Study Underscores Canadians’ Problems With Access to Care” *Medscape.com* interview with **Dr. Tara Kiran** May 22, 2024 <https://www.medscape.com/viewarticle/study-underscores-canadians-problems-access-care-2024a10009oi?form=fpf>

Dec 11, 2023: Study: [Primary care for all: lessons for Canada from peer countries with high primary care attachment](#), featured in: Commentary: Young K. “Can OECD Countries Help Canada Improve Primary Care Access?” *Medscape.com* Dec 11, 2023 <https://www.medscape.com/viewarticle/can-oecd-countries-help-canada-improve-primary-care-access-2023a1000uzg>

Dec 4, 2023: Study: [Primary care for all: lessons for Canada from peer countries with high primary care attachment](#), featured in: Commentary: “Canada’s ‘haves-and-have-nots’ health system lags behind Europe, study finds” *The Guardian* Dec 4 2023 <https://www.theguardian.com/world/2023/dec/06/canada-primary-healthcare-budget-cut-study>

July 10, 2023: Study: [Family physician practice patterns during COVID-19 and future intentions: Cross-sectional survey in Ontario, Canada](#), featured in: Commentary: “Universal Health Care System Tested by

Toronto Doctor Shortage” *Bloomberg* July 10, 2023 <https://www.bloomberg.com/news/articles/2023-07-10/primary-care-doctor-shortage-undermines-universal-health-care-in-ontario>

National

May 23, 2024: Study: [OurCare](#), a national initiative to create a stronger, more equitable system for family doctor care in Canada, mentioned in: Commentary: Philpott J. “Canada has a primary health-care crisis. Here’s how to fix it” *Toronto Star* May 23, 2024 https://www.thestar.com/opinion/contributors/canada-has-a-primary-health-care-crisis-heres-how-to-fix-it/article_a84ffbde-177f-11ef-90b6-7b06c0c0df03.html

May 21, 2024: Study: [Public experiences and perspectives of primary care in Canada: results from a cross-sectional survey](#), featured in: Commentary: Legault JB. “Les Canadiens peinent à avoir accès à des soins de santé de première ligne” *La Presse* interview with **Dr. Tara Kiran** May 21, 2024 <https://www.lapresse.ca/actualites/sante/2024-05-21/etude/les-canadiens-peinent-a-avoir-acces-a-des-soins-de-sante-de-premiere-ligne.php>

April 30, 2024: Study: [OurCare](#), a national initiative to create a stronger, more equitable system for family doctor care in Canada, featured in: Commentary: “Could you lose your family doctor because of higher capital gains taxes? That does not compute” *The Globe and Mail* April 30, 2024 <https://www.theglobeandmail.com/business/commentary/article-could-you-lose-your-family-doctor-because-of-higher-capital-gain-taxes/>

Mar 1, 2024: Study: [OurCare](#), a national initiative to create a stronger, more equitable system for family doctor care in Canada, featured in: Commentary: [OurCare report findings](#). *CBC radio* syndication appearing nationally on ~25 morning shows including *CBC Morning* (in Ottawa, Windsor, Whitehorse, Regina, Edmonton, Fredericton, Victoria, Kamloops, Kelowna, Ontario)

Feb 28, 2024: Study: [OurCare](#), a national initiative to create a stronger, more equitable system for family doctor care in Canada, featured in: Commentary: “A major survey of what Canadians expect from their healthcare system” *CTV News* Feb 28, 2024 <https://atlantic.ctvnews.ca/video/c2870609-ctv-news-atlantic-at-six-for-wednesday--february-28--2024?binId=1.1145507>

Feb 27, 2024: Study: [OurCare](#), a national initiative to create a stronger, more equitable system for family doctor care in Canada, featured in: Commentary: “10,000 Canadians were asked how to improve health care. Here’s what they said” *Toronto Star* Feb 27, 2024 https://www.thestar.com/news/canada/10-000-canadians-were-asked-how-to-improve-health-care-heres-what-they-said/article_e0e5ce24-d265-11ee-bb19-eff77dde9fa.html Commentary: Tasker J. “Massive new survey finds widespread frustration with access to primary health care” *CBC News* Feb 27, 2024 <https://www.cbc.ca/news/politics/primary-care-canada-10-000-canadians-report-1.7125990> Commentary: “Revolutionizing Canada’s Primary Care: Expanding Teams, E-Records, and Fast-Tracking Foreign Docs” *BNN Breaking News* Feb 27, 2024 <https://bnnbreaking.com/world/canada/revolutionizing-canadas-primary-care-expanding-teams-e-records-and-fast-tracking-foreign-docs> Commentary: “New study asks Canadians how they would improve the health care system” *OMNI News* interview with **Dr. Tara Kiran** Feb 27, 2024 https://www.youtube.com/watch?v=0r5u_p5yg50&list=PLpYhyoAjmlDjP0UVVRbTNCuVljmRTmVsy&index=14

Feb 26, 2024: Study: [OurCare](#), a national initiative to create a stronger, more equitable system for family doctor care in Canada, featured in: Commentary: Ferstl R. "Indigenous youth want more Indigenous-led models, support to access health care in Winnipeg, report says" *CBC News Manitoba* Feb 26, 2024 <https://www.cbc.ca/news/canada/manitoba/indigenous-youth-winnipeg-health-care-report-1.7125258>

Feb 16, 2024: Study: [OurCare](#), a national initiative to create a stronger, more equitable system for family doctor care in Canada, featured in: Commentary: Kirkey S. "Canada's family doctor shortage: 10 million will soon lack access to primary care" *National Post* Feb 16, 2024 <https://nationalpost.com/health/canada-family-doctor-shortage>

Dec 31, 2023: Study: [Virtual Visits With Own Family Physician vs Outside Family Physician and Emergency Department Use](#), featured in: Commentary: Mae Jones, A. "Virtual care more effective with your own family doctor rather than an outside physician: study" *CTV News* Dec 31, 2023 <https://www.ctvnews.ca/health/virtual-care-more-effective-with-your-own-family-doctor-rather-than-an-outside-physician-study-1.6706612>

Dec 18, 2023: Study: [OurCare](#), a national initiative to create a stronger, more equitable system for family doctor care in Canada, featured in: Commentary: Breton M, Kovacina N. "Opinion: Health care reform? Ask the people it's meant to serve" *The Montreal Gazette* Dec 18, 2023 <https://montrealgazette.com/opinion/opinion-health-care-reform-ask-the-people-its-meant-to-serve>

Dec 12, 2023: Study: [OurCare](#), a national initiative to create a stronger, more equitable system for family doctor care in Canada, featured in: Commentary: "U of M report highlights ways to improve primary care in Manitoba" *CityNews Winnipeg* Dec 12, 2023 <https://winnipeg.citynews.ca/2023/12/12/um-report-improve-primary-care/>

Dec 12, 2023: Study: [OurCare](#), a national initiative to create a stronger, more equitable system for family doctor care in Canada, featured in: Commentary: "Manitoba panelists make recommendations addressing issues in primary care" *Global News* Dec 12, 2023 <https://globalnews.ca/news/10165101/manitoba-panelists-recommendations-primary-care/> Commentary: "New report shares recommendations to improve primary care in Manitoba" *CTV News* Dec 12, 2023 <https://winnipeg.ctvnews.ca/new-report-shares-recommendations-to-improve-primary-care-in-manitoba-1.6683533>

Dec 8, 2023: Study: [Primary care for all: lessons for Canada from peer countries with high primary care attachment](#), featured in: Commentary: "Fixing Canada's health-care system, interview with **Dr. Tara Kiran**" *Taking Stock, Bloomberg* Dec 8 2023 https://www.bnnbloomberg.ca/video/takingstock_dec8_seg3~2824584

Dec 4, 2023: Study: [Primary care for all: lessons for Canada from peer countries with high primary care attachment](#), featured in: Commentary: DeLaire M. "Health care in Canada could be more like Norway's, with some improvements: study" *CTV News* Dec 4, 2023 <https://www.ctvnews.ca/health/health-care-in-canada-could-be-more-like-norway-s-with-some-improvements-study-1.6670623> and accompanying interview: <https://www.ctvnews.ca/video?clipId=2821547> Commentary: Howlett K. "Canada falls short in several areas of health care in comparison to other OECD countries, report says" *The Globe and Mail* Dec 4, 2023 <https://www.theglobeandmail.com/canada/article-canada-falls-short-in-several-areas-of-health-care-in-comparison-to/> Commentary: Patrick Q. "Canada has least amount of doctors per capita

than any other OECD country” *True North* Dec 4, 2023 <https://tnc.news/2023/12/05/canada-has-least-amount-of-doctors-per-capita/>

Nov 28, 2023: Study: [OurCare](#), a national initiative to create a stronger, more equitable system for family doctor care in Canada, featured in: Commentary: “Système de santé, Quand on écoute (enfin) Marie Michelle” *La Presse* Nov 28, 2023 <https://www.lapresse.ca/dialogue/chroniques/2023-11-28/systeme-de-sante/quand-on-ecoute-enfin-marie-michelle.php>

Nov 22, 2023: Study: [OurCare](#), a national initiative to create a stronger, more equitable system for family doctor care in Canada, featured in: Commentary: Miller R. “A walk-in visit could kick you off a family doctor wait-list” *CBC News* Nov 22, 2023 <https://www.cbc.ca/news/canada/ottawa/ontario-family-doctor-waitlist-walkin-appletree-1.7035416>

Nov 22, 2023: Commentary: Board S. “Got a beef about primary care in Ontario? You’re not alone” *Toronto Star* Nov 22, 2023 https://www.thestar.com/opinion/editorials/got-a-beef-about-primary-care-in-ontario-you-re-not-alone/article_518a9b0f-2f54-5074-a248-fd5575409fb6.html

Nov 14, 2023: Commentary: Grant K. “How a new ‘super screener’ is helping detect cancer in patients without a family doctor” *The Globe and Mail* Nov 14, 2023 <https://www.theglobeandmail.com/canada/article-cancer-screening-family-doctor/>

Sept 6, 2023: Study: [OurCare](#), a national initiative to create a stronger, more equitable system for family doctor care in Canada, featured in: Commentary: “New medical program dedicated to producing family doctors amid shortage” *CTV News* Sept 6, 2023 <https://www.ctvnews.ca/health/new-medical-program-dedicated-to-producing-family-doctors-amid-shortage-1.6549757>

About the Temerty Faculty of Medicine

When you give to the Temerty Faculty of Medicine, you help advance vital health research and education — contributing to better health outcomes for patients and communities everywhere.

Temerty Medicine stands among the top faculties of medicine in the world — ranking third for publications in the 50 highest impact journals in medicine and fourth by *U.S. News and Global Report* for clinical medicine. Leveraging our role at the heart of the Toronto Academic Health Science Network (TAHSN) — a network of 14 affiliated teaching hospitals and research institutes — our more than 8,000 learners and thousands of clinical and research faculty members span the fundamental health sciences, clinical medicine, rehabilitation sciences, translational research and health systems. Together, with our more than 63,000 alumni based around the world, they form a premier network of medical and healthcare talent with a global reach and impact.

Given these unique strengths, the University of Toronto consistently ranks among the world’s top five institutions for clinical and health studies in the world. For example, in 2023, U of T was ranked as the second most prolific health science research institute in the world by the prestigious journal, *Nature*. No other university in Canada — and few in the world — matches our capacity to advance life-saving health care on a global scale.

Temerty Medicine is proud to join the University of Toronto in harnessing the enormous potential of our faculty, staff, alumni and supporters to solve the most complex challenges facing the world today. With support for U of T’s historic **Defy Gravity Campaign**, we will advance inclusive excellence and bring together people from every background to create a healthier, more sustainable and equitable world.

About the cover art



Connection by Candice Richardson uses watercolour to explore the art of medicine, literally and figuratively. This image is a colorful depiction of a neuron – a nerve cell that transmits messages throughout the brain and body. Having previously obtained a Master of Public Health and an HBSc in Mental Health from the University of Toronto, Candice is looking forward to graduating from Temerty Medicine’s MD Program in the spring of 2025. She is also a card maker, calligrapher, and small business owner – running “Candoodle”, a blog and calligraphy service.