

# CONFIDENTIAL IMPACT REPORT

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Presented to: Mr. Carlo Fidani and Ms Theresa Ferracuti  
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UNIVERSITY OF TORONTO  
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# BOUNDLESS

# QUALITY IMPROVEMENT (QI) PROGRAM

Through the ongoing support from the Fidani family's donation in 2015-16, the Quality Improvement (QI) Program has transitioned to being a key pillar in the five strategic directions and goals of the Department of Family and Community Medicine's 2015-2020 Strategic Plan – Advancing Family Medicine Globally through Scholarship, Social Responsibility and Strategic Partnerships.

Recognizing the Department's vision: "excellence in research, education and innovative clinical practice to advance high quality patient-centered care", the QI Program outputs contribute to the mission: "we teach, create and disseminate knowledge in primary care, advancing the discipline of family medicine and improving health for diverse and underserved communities locally and globally".

In contributing to that mission, the QI Program is effectively advancing primary care quality improvement via the Teaming Project, a dedicated effort to improve Patient Safety and continued focus on education scholarship in the teaching and disseminating of the QI curriculum.



## INNOVATION PRIORITIES

### 1. Teaming Project

Completed to date:

- Initiation of an Expert Advisory Council to guide project direction
- Completed literature and expert interviews as two core elements of environmental scan
- Five case study interviews conducted with primary care teams in Alberta, Ontario and Quebec to augment the environmental scan

Next steps:

- Complete the environmental scan report and design of the research intervention to improve primary care team effectiveness
- Develop a dissemination plan for scan report
- Design the research approach including development of an 'intervention' for improving team effectiveness and related assessment tool(s)

### 2. Patient Safety

Completed to date:

- Initiated a task group with representation from QI and Professional Development Programs
- Developed terms of reference and selected co-chairs
- Designed and conducted an engagement session: Patient Safety – Building a Vision for Primary Care with objectives to:
  - Explore the collective awareness, understanding and engagement in patient safety at each academic site
  - Describe the path to ownership of patient safety in primary care at each academic site.

Next steps:

- Develop a multi-year work plan to develop, implement and evaluate quality-based approaches to improving patient safety including a sustainability and dissemination plan

### 3. QI CAPACITY BUILDING

Completed to date:

- Completed the fifth year of a targeted program for first year family medicine residents and family physicians and other health care professionals in practice
- Developed an e-learning series of modules focused on QI measurement in primary care including a video series demonstrating academic site faculty and interprofessional care teams applying QI measurement principles
- Improved assessment of the QI curriculum with an online resident pre and post self-assessment and a faculty experience assessment
- Enabled Green Belt Lean-Six Sigma certification for 24 faculty/staff at our academic sites and 6 DFCM staff
- Enabled Black Belt Lean-Six Sigma certification for Vice Chair Quality

Next steps:

- Develop an enhanced, blended QI curriculum incorporating methodological elements from Lean, Six Sigma and the Model for Improvement targeting primary care broadly
- Design an educational research project focused on evaluation of instructional design elements within the family resident QI curriculum that support improved application of concepts and alignment

## PROGRAM UPDATES

As described in the 2015-2020 DFCM Strategic Plan, the Quality Improvement (QI) Program remains at the forefront of primary care QI utilization in Canada. Over the previous several years, we have built capacity in QI through faculty and staff training, particularly in the use of additional skills from the LEAN and Six Sigma methodologies, and support for the development and implementation of QI projects and plans via an engaged community of practice across our fourteen academic sites.

The new strategic plan encourages a focus on stronger coordination and improved standardization across the DFCM's academic sites and a clearer understanding of the core QI competencies expected of all faculty. We look to further improve and innovate by increasing capacity in quality improvement methodology, incorporating education theory in our curricular design and development work specifically related to blended learning delivery, targeting patient safety as a key area of improvement focus and awareness of the effectiveness of team-based models of care via the ongoing work related to the Teaming Project. Additionally, the QI Program is seen as a key enabler of further integration both internally (across Department sites) and externally (across primary care delivery in Ontario). We will strive to improve performance through education, the application of structured improvement methodologies, scholarly rigor, and continuous professional development for faculty, staff and community-based healthcare organizations.

The fourth strategic direction of the DFCM Strategic Plan is: *“Enhance Health Services through Quality Improvement and Health System Integration”*. Within this direction, five goals have been identified and it is in relation to these goals that we will describe the accomplishments of the QI Program in the past year with comment on future direction where applicable:

### 1. Transform to a leading quality improvement organization

- Collaborating with Canadian departments of family medicine, specifically University of Ottawa/Queen's University (Family Medicine Forum - FMF presentation 2014; FMF Workshop 2015; abstract submission FMF Breakfast Networking session 2016) with view to the creation of a section for QI for family medicine within the College of Family Physicians of Canada
- Partnering underway with University of Ottawa with respect to design and development of enhanced QI curriculum targeting a methodological approach in addition to content focused on leadership, team-effectiveness
- Developing a dissemination plan including publications and strategies for disseminating program activity such as online News Feed; revamped website page; Twitter feed

### 2. Build program capacity and capability for quality improvement leadership and innovation

- Building the capability of the DFCM QI Program team with Monica Aggarwal PhD. joining the team in February 2016 as Assistant Professor: QI Lead for Policy and Research
- Incorporating patient experience into the QI work - Patient Experience-Based Design Workshop hosted for academic site faculty and community of practice - March 2015
- Exploring the creation of a new academic role and career path for primary care QI for primary care clinicians focusing on prerequisites that will enable success such as QI methodology certification; demonstrated QI leadership at academic site; participation in leadership training, e.g. New Emerging Academic Leaders (NEAL) Program

### 3. Strengthen DFCM and primary care quality through leadership, system thinking and education

- Supporting the DFCM QI Community of Practice through educational initiatives targeted at QI capacity-building and performance requirements, e.g. Addressing Change Fatigue workshop (January 6, 2016); ongoing QI Plan development support; inclusion in QI training opportunities (February 17, 2016 1-day event)
- Partnering with DFCM Division of Palliative Care to provide consultative coaching on QI initiatives including guidance on methodological soundness and integration of QI into research projects where applicable (2016 – 2nd year for QI Program team to participate in grant proposal reviews for Palliative Care Division sites and follow-up coaching)
- Partnering with Office of Education Scholarship (OES) to effectively disseminate the QI Program's experience and accomplishments to date

### 4. Continue to support the development, implementation and evaluation of new models of care including those that advance health system integration

- Participation in BRIDGES Conference (March 31, 2015) – presented workshop focused on coaching for change across systems
- Participation in provincial Vascular Health Work Group – focus on integration of QI tools and approaches in improvement of vascular health conditions in primary care
- Primary Care Physician Local Health Integration Network (LHIN) Lead for Toronto Central LHIN - provide advice and consultation in the context of coordination and integration of primary care.
- Medical Advisor, Toronto Central Community Care Access Centre - provide medical support advice to providers and coordinators of the CCAC and participate in planning activities focusing on practice re-design, system integration and program evaluation
- HQO Primary Care Quality Council
- Provincial Leadership Advisory Council for Mental Health and Addictions



## Profile and Dissemination

In partnership with the Quality Program Committee and the QI Community of Practice members, dissemination of QI-related workshops, poster presentations and papers have demonstrated the activity and output of a QI focus across the Department.

- Challenge of same-day access in primary care Dr. Tara Kiran & Patricia O'Brien Canadian Family Physician, 2015: 61.

### Association of Family Health Teams of Ontario (AFHTO) – October 28, 2015:

- Charting a Blueprint for Improved Interprofessional Primary Care Team Effectiveness: The Teaming Project (Workshop) Dr. Phil Ellison & Patricia O'Brien
- A Community of Practice Approach to Building Capacity for Quality Improvement Planning: The DFCM Academic FHT Experience (poster presentation) Quality Program Committee, QI Community of Practice
- An E-Learning Approach to Improving Primary Care Team QI Measurement Knowledge and Skill (poster presentation) Dr. Philip Ellison, Patricia O'Brien, Lorri Zagar, Brian Da Silva

The integration of QI is also demonstrated in the design and delivery of graduate level courses focused on medical education learners:

- Dr. Ellison: Instructor - Practical Management Concepts and Cases in Leading in Small Health Organizations, Master of Public Health/Dept of Family & Community Medicine, Faculty of Medicine
- Dr. Ellison: Instructor - Leading Improvement in the Quality of Health Care for Community Populations, Master of Public Health/, Dept of Family & Community Medicine, Faculty of Medicine
- Dr. Ellison: A Scholarly Approach to Family Practice Improvement, Undergraduate Medicine's Interest Group in Family Medicine Journal Club, Mississauga Academy of Medicine

Our work in improvement and innovation in primary care continues to be recognized by our provincial partners in the Ministry of Health and Long-term Care, at Health Quality Ontario and by many of our association partners such as the Association of Family Health Teams of Ontario. We are also recognized and the story of our experience sought by colleagues at other academic programs across Canada and visiting faculty from other countries. The faculty members representing the Quality Program Committee at each academic site have demonstrated their leadership and in turn, the legitimacy of QI as a critical competency for family medicine.

The QI Program team includes Dr. Philip Ellison, Director and the Fidani Chair of Improvement and Innovation in Family Medicine, Dr. Monica Aggarwal, QI Lead in Policy & Research, Ms. Patricia O'Brien, Program Manager, and Ms. Marisa Schwartz, Program Assistant based at our central DFCM, and our fourteen site champions based at our teaching divisions.

In summary, your support has made this possible.

Thank you!

Respectfully submitted,



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