

2016-2017 CONFIDENTIAL IMPACT REPORT

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Presented to: Mr. Carlo Fidani and Ms. Theresa Ferracuti
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UNIVERSITY OF TORONTO
FACULTY OF MEDICINE

BOUNDLESS

The past fiscal year has been tremendously productive. Focused on the Department's strategic direction to *Enhance Health Services Through Quality Improvement and Health System Integration*, the Quality Improvement (QI) Program has contributed to the Department's vision and mission of: "excellence in research, education and innovative clinical practice to advance high quality patient-centered care". The continued funding from the Fidani Chair has been instrumental to this.

The QI Program has continued to advance patient-centered, primary care quality improvement through the Teaming Project, through the initiation of the Patient Safety Learning Collaborative, as well as design and development of innovative QI curriculum. This past year has been highlighted by the transition of continuing education from the Professional Development Program at DFCM to the QI Program. Recognizing that QI and continuing education are characterized by the mutual goals of learning and improving, the decision to rebrand the QI Program has been reflective of an emphasis on quality broadly, hence the decision to rename the program, "The Quality Program".



ADVANCING QUALITY IMPROVEMENT

1. Teaming Project

Completed to date:

- Completed and disseminated the Teaming Project Report
- Presented two workshops highlighting case study findings pertaining to high-functioning, physician-led primary care teams
- Completed the literature review and manuscript outline describing leadership for primary care teams

Next steps:

- Disseminate a paper on leadership for primary care teams
- Design and develop an 'intervention' for improving team effectiveness including related assessment tool(s) and evaluation

2. Patient Safety Learning Collaborative

Completed to date:

- Launched a 12-month patient safety learning collaborative to support engaging a community of practice to improve patient safety across the 14 clinical academic sites in February 2017

Next steps:

- Support networking and sharing amongst community of practice participants of the learning collaborative with monthly webinar sessions, academic site-based coaching, feedback and assessment, and a comprehensive evaluation of the collaborative



3. Quality Improvement (QI) Curriculum

Completed to date:

- Completed the sixth year of a targeted program for first year family medicine residents and family physicians including other health care professionals in practice
- Designed, developed, and implemented an innovative, flipped classroom approach for the resident QI curriculum for four of the fourteen academic sites including the development of e-modules for core content, primary care case studies, and a faculty-led application-focused session

Next steps:

- Evaluate the innovative QI curriculum approach including a focus on faculty development opportunities in teaching and scholarship of QI, in partnership with the Office of Education Scholarship (including support for a faculty lead via an 'Art of the Possible' grant) and disseminate findings
- Complete a descriptive analysis of the first 5 years of family medicine resident projects (over 490 QI projects have been completed since the inception of the curriculum in 2011-12)
- Complete a qualitative analysis of the faculty experience in building capacity and leadership skill and knowledge for QI

PROGRAM UPDATE

In November 2016, a QI Program retreat was held with the goal to chart the course to a new vision for quality improvement in primary care. The all-day session was attended by faculty, inter-professional team members, and representatives from the Department of Medicine. The transition of continuing education to the QI Program encouraged a refreshing of the mandate of the program; a discussion of the current context and substantive changes on the horizon for primary care; an exploration of the implications and opportunities to make a focus on quality improvement pervasive throughout the DFCM; the identification of opportunities to influence system transformation in primary care to enable capacity, capability and sustainability for quality improvement work; and the description of priority activities to inform the development of an action plan.

Building on the interest and enthusiasm for an expanded view of quality that incorporates improvement, education, and innovation, a small planning group was formed in early 2017 with the mandate to support the development of the vision, philosophy, mission, and goals for the new Quality Program. While the goals are currently under development, their alignment to the strategic direction of *Enhance Health Services through Quality Improvement and Health System Integration* will be evident.

Q Program Vision: Primary care teams living a quality culture.



Q Program Mission

The Q Program will:

- Enable primary care teams to live a quality culture as evidenced by continuous learning through team reflection, goal setting, purposeful testing, and implementing positive change.
- Guide primary care teams to achieve better communication, mutual trust and respect, and effective leadership.
- Facilitate primary care teams to sustain their quality culture in order to demonstrate impact on care effectiveness, patient experience, and value of service delivery.
- Share and disseminate what we learn.

In addition to the Program retreat, Dr. Ellison co-led the development of the QI portion of the Faculty of Medicine's, Continuing Professional Development (CPD) strategy with Dr. Brian Wong (Department of Medicine). The vision for this work is to integrate quality improvement and professional development for better patient outcomes that will be realized through co-designing QI and CPD activities that impact population health, the patient experience and the value of health services delivered. Strategic priority areas of focus to guide the CPD strategy include:

- QI competencies (as part of broader competency-based CPD)
- Capturing the patient and family voice to guide improvement
- Team-based learning and improvement activities
- Using QI data to guide improvement

PROGRAM ACTIVITY SUMMARY

The Program continues to be a key enabler of QI within the Department of Family & Community Medicine and across the clinical sites. Partnering on an annual basis with the Division of Palliative Care, the program team provides QI consultation to support grant recipients and their QI project goals. Faculty from the Program, led by Dr. Joanne Laine-Gossin, participate bi-annually in Global Health Program initiatives training international family physicians in QI methodology.

In support of online, open access dissemination of QI work, a publication fund was initiated this past year. Demonstrating scholarship of QI continues to be a priority for the program and will be augmented later this year with a faculty development program incorporating a writer's workshop and facilitated peer-support writing group. The focus on continuing education will include the development and evaluation of a continuing education design template to enable achievement of not just learning goals but also team, organization and system impact from continuing education events. The development and evaluation of the CE design template will be led by Dr. Jeremy Rezmovitz and partially supported by an 'Art of the Possible' grant in partnership with the Office of Education



Scholarship. This work will be completed with attention to alignment to the broader Faculty of Medicine's CPD strategy.

At a provincial level, program members participate in working groups such as the Primary Care Vascular Health Work Group and the Improving and Driving Excellence Across Sectors (IDEAS) Curriculum Work Group. Collaboration on a national level is ongoing with the College of Family Physicians of Canada in support of a QI education focus for family physicians and notably, Dr. John Maxted has been featured as a leader for patient safety in primary care with the Canadian Patient Safety Institute.

Partnering with other Canadian departments of family medicine, such as University of Ottawa, has been an important collaboration with the goal to integrate QI, not just in family medicine residency, but throughout a family physician and primary care team's continuing education journey.

PROFILE AND DISSEMINATION

In partnership with the Quality Program Committee and the faculty at DFCM academic sites, a selection of QI-related workshops, poster presentations and papers has demonstrated the activity and output of a QI focus across the Department.

- **Improving our Practice Reliability: Quality Improvement and Patient Safety.** Cumulative Profile, The College of Family Physicians of Canada. *Dr. F. Lemire in association with Dr. John Maxted and Dr. Phil Ellison, June 2016*
- **The Teaming Project Report – Learning from Effective Primary Care Teams.** *Patricia O'Brien, Mary-Kay Whittaker, Monica Aggarwal, Linda Rozmovits, Dr. Philip Ellison, October 2016*
- **The Teaming Project - Learning from Effective Primary Care Teams.** (workshop) South East LHIN Primary Healthcare Forum – *Patricia O'Brien & Mary-Kay Whittaker, October 2016*
- **The Teaming Project - Learning from Effective Primary Care Teams.** (workshop) Association of Family Health Teams of Ontario (AFHTO) – *Patricia O'Brien & Dr. Philip Ellison, October 2016*
- **Approaches to Strengthen Patient-Centred, Integrated, Vascular Health Best Practices in Primary Care** (poster) Association of Family Health Teams of Ontario (AFHTO) - *Vascular Health Work Group, October 2016*
- **Nothing About Me Without Me – Applying Citizen Engagement Methods in a Family Health Team.** (oral presentation) Association of Family Health Teams of Ontario Conference (AFHTO) – *Dr. Tara Kiran, P. McLeod P, S. Davie, October 2016*
- **Identifying Underserved Populations in Primary Care: A Population-Based Approach in Toronto, Canada.** (Oral Presentation on completed research) NAPCRG, *Dr. Rick Glazier. Co-Authors: Peter Gozdyra, Tara Kiran, Philip Ellison, Flora Matheson, Suzanne Zerger, Henry Becke, Alex Kopp, & Patricia O'Campo, November 2016*
- **Primary Care Strategy and Governance - Governance Implications of Patients First –Leadership Certificate for Health Care Board and Committee Chairs – Ontario Hospital Association.** (Invited Speaker - Panel Presentation) *Dr. Philip Ellison with Gail Donner, RN PhD; OHA Education Centre, Toronto, November 2016*
- **Measuring the patient experience in primary care: comparing email and waiting room survey delivery.** Canadian Family Physician. *Morgan Slater, Dr. Tara Kiran, December 2016*



- **Quality Improvement Training in Medical Education: The Evidence and a Personal Experience.** University of Toronto Medical Journal. *Marina Abdel Malak, April 2017*
- **Quality Improvement in Medical Education: Implications for Curriculum Change. A Letter to the Editor.** Academic Medicine. *Marina Abdel Malak, April 2017*
- **Statins for Primary Prevention of CAD – Implementing a Shared Decision Making Model of Care** (poster) IHI Conference, London, UK, *Dr. Patricia Marr, Dr. Lesley Adcock, Sandra Palmer, Soumia Meiyappan, April 2017*
- **Improving Quality Improvement Education for Family Medicine Resident Learners – Curriculum Redesign Focused on Enhanced Application of QI Knowledge and Skills** (poster) Section of Teachers of Family Medicine (STFM), *Dr. David Makary, Patricia O'Brien, Dr. Brent Elsey, Dr. Melissa Whitty, Dr. Susanna Lau, Dr. John Maxted, Dr. Rosemarie Lall, Dr. Philip Ellison, May, 2017*

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

- 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

Leadership for primary care quality is evident in Dr. Ellison's many academic, regional and provincial roles, and various committee memberships:

- Cross-Appointment, Public Health Sciences, Dalla Lana School of Public Health, UofT
- Lead – TWH-DFCM Community-Hospital Integration, Family and Community Medicine, University Health Network
- Primary Care Physician Lead for Toronto Central Local Health Integration Network's Primary Care Strategy & Member – Executive Committee:
 - Chair – Primary Care Regional Council
 - Chair – Analytics and Evaluation
 - Member – Hospital Partners Executive Vice Presidents Committee
 - Member – Hospital Partners Chief Information Officers Work Group
 - Member – Hospital Readmission Work Group
 - Member – Quality Table
- Medical Advisor, Toronto Central Community Care Access Centre
- PREEP (Preparation for Research Education Excitement Enhancement in Practice) – Research and Education Working Group
- Member – Premier's Advisory Council on Mental Health and Addictions
- Provincial Chair, Primary Care Physician LHIN Leads
- Ontario's Mental Health and Addictions Premier's Advisory Council - System Alignment and Capacity Work Group
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- Health Quality Ontario - Primary Care Advisory Committee



The Q Program team includes Dr. Philip Ellison, Vice-Chair Quality and the Fidani Chair of Improvement and Innovation in Family Medicine, Dr. Jeremy Rezmovitz, Lead - Education and Innovation, Ms. Patricia O'Brien, Program Manager, Ms. Marisa Schwartz, Program Assistant, and Ms. Laura Surdianu, Continuing Education & QI Administrator, based at our central DFCM, and our fourteen site faculty champions based at our teaching divisions.

In summary, your support has made all of this possible. Thank you!

Respectfully submitted,



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