

# 2017-2018 IMPACT REPORT

**Fidani Chair in Improvement and Innovation**

Presented to: Mr. Carlo Fidani and Ms. Theresa Ferracuti  
June 19, 2018

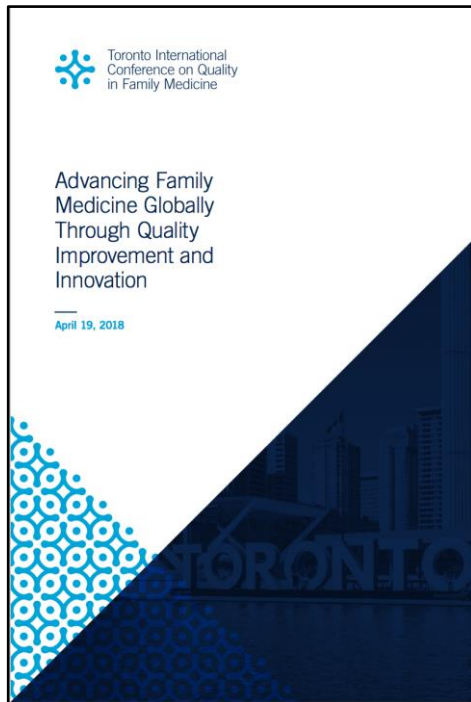


UNIVERSITY OF TORONTO  
FACULTY OF MEDICINE

**BOUNDLESS**

# FIDANI CHAIR IN IMPROVEMENT AND INNOVATION

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DEPARTMENT OF FAMILY AND COMMUNITY MEDICINE



For the Quality and Innovation (Q&I) Program of the Department of Family and Community Medicine (DFCM), hosting the inaugural Toronto International Conference on Quality in Family Medicine in April 2018 capped off a productive year.

The tagline of the conference spoke to an important expansion of the program's contribution to the DFCM strategic plan in that it moved beyond advancing primary care quality improvement to ***'advancing family medicine globally through quality improvement and innovation'***.

The Q&I program continues to contribute to the Department's vision: "excellence in research, education and innovative clinical practice to advance high quality patient-centered care", through the ongoing support of your gift in 2017-18.

## HIGHLIGHTING ACHIEVEMENT AND IMPACT

Program highlights and achievements in the 2017-2018 academic year include the focus on improvement and innovation through the completion of the Patient Safety Improvement Learning Collaborative; the initiation of a qualitative evaluation of the Patient Safety Improvement Learning Collaborative; the initiation of *Stories in Quality* (SiQ) Rounds; the awarding of two *Better Improvement Grants* (BiG); the partnership with UTOPIAN (DFCM's practice-based research network) to design and develop a learning collaborative QI approach to address a research question surrounding polypharmacy in elderly patients (*SPIDER - A Research and QI Collaboration Supporting Practices in Improving Care for Complex Elderly Patients*); the design and development of a Faculty Experience QI evaluation; the attention to developing a continued professional development (CPD) initiative integrated with quality improvement within the Q&I Program; and the successful hosting of the inaugural Toronto International Conference on Quality in Family Medicine.

In describing the Q&I Program activity this past year, the achievements will be shared from the perspective of international, national, regional, and academic-site based impact.



## INTERNATIONAL

The inaugural **Toronto International Conference on Quality in Family Medicine** hosted in April 2018 brought together over sixty family medicine leaders in QI representing the United States, the United Kingdom, Ethiopia, Brazil, China, Saudi Arabia, Haiti and Canada. A pre-conference half-day was held on April 18<sup>th</sup> with the aim to create a shared understanding of the importance and application of QI principles at the point of primary care settings. Focused on QI in primary care and the educational experience of the Q&I Program, participants engaged in discussion and networking.

The conference day on April 19<sup>th</sup> brought together thought leaders from around the world to collaborate in establishing an international movement in quality improvement and innovation. Dr. Shannon Barkley, Technical Officer for Primary Health Care Services and Family Medicine with the World Health Organization, gave a keynote presentation focused on building a global community of practice focused on family medicine. To address the building of QI capacity & capability, a panel presentation and networking opportunity was led by physicians from Ethiopia, United States, United Kingdom, and Brazil. Dr. Mike Evans, DFCM faculty and Lead, Special Projects in Health, Apple Inc., provided a lunch

keynote on engaging patients in improving health & primary care. A “world café” facilitated exercise anchored the afternoon focused on the next steps to building a global community of practice in quality and innovation. The program team is currently completing a summary document of the conference proceedings, designing the communication platform for the community of practice, and exploring dissemination opportunities collectively with participants.



Continuing in the theme of building international capacity and capability for QI, Dr. Joanne Laine-Gossin led several educational events in partnership with DFCM's Global Health and Social Accountability Program during the past year focused on QI training for international family physicians and healthcare team professionals from Asia, Africa, South America and the Caribbean.

The Q&I Program participated in the WONCA Postgraduate Accreditation process of the DFCM in early June 2018, presenting the contribution made to educating family medicine residents about QI with the goal of influencing life-long learning and improvement in practice.

## NATIONAL

A highlight of the past year was the awarding of multi-year funding (\$1M) from the Canadian Institute of Health Research (CIHR) for ***SPIDER: A Research and QI Collaboration Supporting Practices in Improving Care for Complex Elderly Patients*** in February 2018. Designed initially as a DFCM collaborative project led by the Q&I Program and UTOPIAN (the practice-based research network of the DFCM Research & Advocacy Program), SPIDER expanded to a national, multi-site project incorporating multiple departments of family medicine, practice-based primary care research networks, and QI professionals from Nova Scotia, Quebec, Ontario, Manitoba, and Alberta. DFCM will lead the initiation of the study as the feasibility arm in fall 2018 with a recruitment call for physician-led primary care teams currently underway.

In May 2018, Dr. Rezmovitz and Ms. O'Brien presented a workshop at the ***Indigenous Health Conference 2018 - Collaborating for Person-Centred Improvement - Working Together for Better Quality Outcomes in Primary Care***. The interactive workshop supported participants to identify, assess and design improvement opportunities that are respectful and congruent with the experience of the individual.

The Q & I Program presented two workshops and two posters at the Family Medicine Forum in Montreal in November 2017. Dr. John Maxted and Ms. Trish O'Brien presented a workshop - SEA Ourselves: Using significant event analysis (SEA) to teach patient safety; Dr. Tia Pham and Ms. O'Brien presented a workshop - *Effective Teaming: A workshop to improve interprofessional primary care team functioning*; Ms. Trish O'Brien presented two posters on behalf of the Program team - *Incorporating e-Learning in Quality Improvement (QI) Curriculum: Design and development considerations*, and *Celebrating Five Years of Quality Improvement: A descriptive analysis of resident quality improvement projects, 2011 to 2016*.

The Practice Improvement Initiative (Pii), an Initiative of the College of Family Physicians of Canada (CFPC) to Improve Frontline Care by Using Quality Improvement (QI), Data and Research, has been supported by Dr. John Maxted in his CFPC Board role and Dr. Phil Ellison representing DFCM. The DFCM experience with defined faculty QI lead roles and targeted family medicine resident QI education contributed to the design of this initiative. "The overall goal of Pii is to improve the care that Canadian family physicians provide by harnessing QI methods and data readiness and to nurture a culture of curiosity in family medicine in Canada. The initiative will focus on QI and data readiness that is relevant to and emanates from practices themselves."

## REGIONAL

The integration of QI is demonstrated in the design and delivery of a **graduate level course** focused on medical education learners, taught in winter 2018 by Dr. Jeremy Rezmovitz and Ms. O'Brien - 'Leading Improvement in the Quality of Health Care for Community Populations.' Feedback from students included:

*"As an MPH student with a new-found interest in research and QI, I thoroughly learned a lot from this course and enjoyed every class."* student comment, April 2018

*"Thanks for working hard to create more "believers in better!"* student comment, April 2018

In the role of faculty with **IDEAS – Improving and Driving Excellence Across Sectors**, Ms. O'Brien co-leads the design, development, and delivery of the core methodological content for the 9-day advanced learning program which is available to healthcare professionals across Ontario.

Focused on the experience of building capacity and capability for improvement, the **Q&I Program continued**

**the practice of partnering with departments of family medicine across Canada** in 2018. Networking with colleagues at the University of Manitoba, McGill University, and University of Ottawa provided the opportunity to share educational strategies.

*“At the University of Ottawa, Department of Family Medicine, we've been fortunate to work closely with the DFCM Quality and Innovation Program and this partnership has been instrumental in helping us to successfully build our own postgraduate QI program.” - Dr. Liz Muggah, University of Ottawa*

**Continued Professional Development (CPD)** - Under the leadership of Dr. Jeremy Rezmovitz, an 'Art of the Possible' education scholarship grant was secured in 2017 to focus on 'Leveraging Quality Improvement Science to generate impactful Continuing Education Design in Primary Care'. The grant is supporting a scoping review of the literature pertaining to CPD and QI and aims to identify insights from existing Continuing Education (CE) programs at the University of Toronto that incorporate QI principles and strategies. A series of in-depth qualitative interviews will be conducted following the literature review and analyzed to support design and improvement of CE in primary care.

## STORY TELLING AT TEACHING SITES



In early 2018, Dr. Rezmovitz launched Stories in Quality (SiQ) Rounds. The quarterly rounds are intended to tell a story that illustrates concepts such as leadership, teamwork, learning, reflection or change management, all within an improvement or innovation theme. The inaugural rounds were held in January - Journey to the Grey Cup - 'Teaming' Lessons from the 2017 Season with Toronto Argonauts Receiver & 2017 Grey Cup MVP - Mr. Devier Posey. Future sessions scheduled include - "Global Health and Quality Improvement – Reflections on Teaching QI & Health Around the World" (Dr. Joanne Laine-Gossin & Ms. O'Brien) and "Patient Safety:

Teaching on Incidents between Residents and Faculty" (Dr. Tia Pham, Dr. Margarita Antoniadis-Lam, Dr. John Maxted & family medicine residents from Michael Garron Hospital and St. Michael's Hospital).

**The Patient Safety Improvement Learning Collaborative** was completed in February 2018. Teams representing twelve DFCM academic sites completed improvement work targeting aspects of patient safety such as significant event analysis, medication management (medication reconciliation, opioid prescribing), patient engagement, and the development of organization elements to support patient safety improvement conversations such as safety committees and designated board committee agenda placeholders for conversations pertaining to patient safety. A celebratory Congress was held in early February where teams shared reflections on the experience of focusing their improvement work on the safety dimension of quality. Building on the work of the teams, a qualitative research study is being conducted to better understand the impact of Patient Safety Learning Collaborative (PSLC) on participant experience and outcomes, and to identify key enablers and barriers to building QI capacity (knowledge and skill) and capability (ability to lead QI) at academic sites, perceptions of culture shift, readiness for QI, and sustainable practice change. We



want to use this information to improve patient safety and to understand the factors that contribute to patient safety improvement in academic settings.

Supported by the Fidani Chair, the **Better Improvement Grant (BiG)** was initiated in 2017 with two successful grant recipients initiating improvement projects in spring 2018. Dr. Linda Weber (St. Joseph's Health Centre) is leading the project – “Adopting the BETTER approach to preventive care: translating research to practice” and Dr. Debbie Elman (Sunnybrook Hospital) is leading the project – “The Knowledge Translation of Quality Improvement”.



The **family medicine resident engagement in quality improvement education** continued in 2017-18 in the 8th year of QI education for first year family medicine residents. QI projects from the most recent academic year reflect a focus dominated by improvements in patient safety and equity from a quality dimension perspective. A presentation on the contribution of the Q&I Program to resident education was made to the WONCA World Organization of National Colleges, Academies and Academic Associations of General Practitioners/Family Physicians - World Organization of Family Doctors) Accreditation team on June 5th. This presentation highlighted the collaboration with the DFCM Postgraduate Program to educate first year residents on QI methods and support second year academic projects. In the spirit of celebrating improvement, six (6) academic sites celebrated the achievement of family medicine resident-led QI project teams via FCM Program Awards of Excellence for improvement work. These award winners demonstrated proficiency in the application of QI methodology as evidenced by a focus on a quality dimension of relevance to the academic sites of North York General Hospital, Markham Stouffville Hospital, St. Michael's Hospital, Toronto Western Hospital, Michael Garron Hospital, and Sunnybrook Hospital.

**Faculty Experience Evaluation** - The DFCM Quality and Innovation Program is unique because it is the first dedicated academic department of family medicine program in Canada focused solely on quality improvement. Given the current focus of the College of Family Physicians of Canada on “harnessing QI methods and data readiness ... to nurture a culture of curiosity in family medicine in Canada” with a view to improving the care that Canadian family physicians provide, this evaluation represents an important knowledge translation opportunity within Canada and beyond. The purpose of the interviews is to gain insight into the experience of the family medicine faculty who have been in the position of quality improvement (QI) lead at their respective academic site. The research question this work will answer is: What are the strengths, unique features, and opportunities for improvement of the DFCM Quality and Innovation program as experienced by faculty leads?

## COMMUNITY & PARTNER HOSPITALS - ACHIEVEMENTS AND IMPACT

Profiling the achievements and related impact of work led by the Quality Program Committee members is highlighted as follows:

### Dr. Linda Weber - St. Joseph's Health Centre

- a) BiG Fund Project : Adopting the BETTER approach to preventive care: translating research to

practice

- b) Sustainability of patient safety improvement work at SJHC via a PS newsletter

### **Dr. Debbie Elman - Sunnybrook Health Sciences Centre**

*BiG Fund Project: The Knowledge Translation of Quality Improvement*

Development of PFAC (patient and family advisory council) – Building on the Quality of Care (QoC) committee, the PFAC has developed terms of reference, reviewed our patient survey results and setting priorities that include a patient feedback email system

Achievements from 2017-18 Quality Improvement Plan (QIP)

- a) Development of a new 'post hospital discharge visit' that's enables earlier and more frequent prescribed medication reviews with the pharmacist via telephone
- b) Development of a 'budget friendly' handout with resources patients can access when they identify as having trouble making ends meet financially.

### **Dr. Tara Kiran - St. Michael's Hospital**

Over the last year, work on patient engagement has been highlighted internationally as an innovative practice in peer-reviewed journals. This work has resulted in several changes to practice based on patient feedback and in some cases, required advocacy for system changes.

Led by Dr. MaryBeth Derocher, a focus continues on access to care with focus on positive outliers/"access champions" (identifying their strategies and attempting to demonstrate correlation through data); further analysis of patient engagement survey with regards to access measures - "what matters to patients."

Led by Dr. Raj Girdhari, the development of a 'coordinated multi-disciplinary' series of appointments for patients following discharge from hospital.

Led by Dr. Margarita Lam-Antoniades, achievements included:

- a) Piloting a system for routine post-discharge medication reconciliation by pharmacist
- b) Educational activities to enhance opioid prescribing in the department & facilitating inter-professional discussions around challenges in opioid prescribing

### **Dr. Joanne Laine-Gossin - North York General Hospital**

- a) Initiation of a Patient Safety Working Group to identify and investigate significant safety events
- b) IPAC (Infection Control & Prevention) focus in the office presented at departmental rounds with goal to develop primary care-specific policies
- c) Residents' presentation at Family Medicine Forum (FMF 2017) on significant improvements achieved in Benzodiazepine De-prescribing
- d) Integration of QI initiatives focused on Transitions in Care with colleagues in Internal Medicine and Surgery
- e) PPI (Proton Pump Inhibitors) De-prescribing achievements have been rolled out throughout the

department using reminder/ templates, demonstrating improvement and sustainability

- f) AAA (Abdominal Aortic Aneurysm) screening rolled out throughout the department using reminders/ templates demonstrating continued improvement and sustainability

#### **Dr. Susie Kim - Women's College Hospital**

The goal of the Family Physician Mental Health Team at Family Practice was to provide more accessible and effective short-term counselling services to patients of Family Practice. In urgent cases, the goal was for patients to be seen within 1-2 weeks; in semi-urgent cases 1-4 weeks, and for regular visits 4-12 weeks. More specifically, the aim was to reduce wait times for patients to see Social Workers by 50% within a 6-month period. Average wait time decreased from 80-100 days to 20-40 days (triaged at the time of referral)!

#### **Dr. Rosemarie Lall - The Scarborough Hospital**

Completed a patient safety initiative project - "Audit of High Risk Opioid Prescribing in a Community Clinic Using OSCAR EMR", which involved a collaboration of several physicians and included data from 12,000 patients. A poster representing this work was accepted at the Walter Rosser DFCM day (April 2018) and won first place. A colleague that was brought on board for the collaboration and who participated in the Patient Safety Improvement Learning Collaborative has since stepped into an academic medicine leadership role locally at Scarborough.

#### **Dr. Michelle Naimer - Mount Sinai Hospital**

- a) Initiation of a Patient Advisory Committee in 2017/18
- b) Completed a research study conducted by Dr. Sakina Walji using experience- based design approach to assess barriers to access our clinic for patients with disabilities. The findings were shared with the patient advisory committee, and led to a project where a designer and the patient care committee are co-designing a more patient-friendly waiting room to enhance the patient experience.
- c) Engaged in quality improvement research to study how cervical cancer screening guideline changes may have influenced testing for sexually transmitted infections. Partnered with Public Health Ontario and Institute for Clinical Evaluative Sciences (ICES) to obtain province wide data, and found that testing for chlamydia has decreased following the cervical cancer guideline changes. This research was published in an international journal and received media attention to inform the public to continue to see their doctor to be screened for sexually transmitted infections.

#### **Dr. Tia Pham – Michael Garron Hospital**

Led by family medicine residents, one project focused on teaching learners and faculty on Incident Analysis and Patient Safety, with accompanying implementation of an online anonymous reporting and teaching tool. Based on the success of this project, immunization procedures were improved for all staff administering vaccinations including residents, and both Health for All FHT (Markham Stouffville Hospital) and St. Michael's Academic FHT (St. Michael's Hospital) were activated in developing similar educational engagement tools with their faculty and learners. The project was successfully presented by the two residents as a poster at the IHI Annual Forum in Florida 2017.

#### **Dr. John Maxted – Markham Stouffville Hospital**

Participated in leadership roles at the College of Family Physician of Canada (CFPC) and the Canadian Patient Safety Institute (CPSI). This has resulted in positive role-modelling impacts for the Q&I Program in relation to the increasing importance of QI & PS in the development of the PMH (Patient-centered Medical



Home) and CanMEDS-FM competencies. The faculty role with CPSI has heightened attention to the importance of patient safety incident management in primary care including a feature piece highlighting leadership in patient safety in the annual CPSI publication.

Markham Family Medicine Teaching Unit (MFMTU) collaborated with Choosing Wisely in 2017 to improve the effectiveness of care by reducing unnecessary thyroid lab tests. One of the most important interventions increased provider awareness by sharing routine thyroid testing patterns compared to peers. Concurrently, two MFMTU residents led a QI Project which they presented at local and national conferences and for which they received the DFCM's QI Impact Award.

A rich representation of the impact of the Q&I Program and the mentorship of Dr. Maxted is the recent appointment of Dr. Dennis Wong as the Clinical Lead for QI and Patient Safety at Markham Stouffville Hospital. Dr. Wong, a 2017 graduate of the DFCM residency program, and the only family physician applicant among several others who represented other specialties, referenced his QI training and project in his application and interviews and is now proceeding to obtain an advanced Certificate in QI from C- QuIPS at U of T.

## **CONCLUSION**

We are pleased to share that with your gift, the first term of the Fidani Chair of Improvement and Innovation under Dr. Ellison's leadership's has accelerated strong team functioning in Primary Care and has provided family physicians and their team members with the tools required to deliver the best in patient care.

The QI Program team included 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 academic site faculty champions based at our teaching divisions.

We are now excited to build on a successful foundation leading into the second term.

Thank you for enabling our vision.