

# QUALITY IMPROVEMENT & PATIENT SAFETY LEADERSHIP PROGRAM

The goal of the **Quality Improvement and Patient Safety Leadership Program** is to create and support champions in the field of Quality Improvement and Patient Safety who can help to lead and facilitate change and improvements within their practice, their department, their hospitals, and across the entire health system. In 2011, we responded to a request to address the leadership development needs in the area of Quality Improvement and Patient Safety at The Ottawa Hospital. The program's reach has grown over the years to include all health organizations in the region and beyond. The program has since been offered once per year since 2011.

"It's all too easy to underestimate the power of networking. This course brings together individuals from different organizations with a like-minded desire to improve care in their workplace. The course offers learning opportunities on so many different levels and the newfound networks are lifelong bonuses."

- **Carol Diane Mann, Clinical Care Manager, The Ottawa Hospital**



## WHO SHOULD ATTEND?

This program is designed for individuals in healthcare organizations who have an interest in improving quality and patient safety. It is not necessary for participants to hold (or aspire to hold) formal leadership positions within the health system. It is an ideal program for organizational dyads (i.e. physician and administrator) to participate in together.

To date, participants have included representatives from the Ottawa Hospital, CHEO, The Royal, the Champlain Regional Cancer Program, Hawkesbury & District General Hospital, Queensway Carleton Hospital, and the Peterborough Regional Health Centre, to name a few.

# CURRICULUM OVERVIEW

The program includes 6 modules of presentations and exercises that are completed in class as well as a project activity that is completed between modules. As part of the program, participants are expected to undertake a project within their institutions to improve quality or patient safety. These projects may be existing initiatives or new initiatives that will be conducted during the program. To facilitate these projects, participants will be taught leadership and change management skills incorporating the *TOH Innovation Framework* – a unique five-step improvement method published in the *International Journal for Quality in Health Care*<sup>1</sup>. Participants will also be educated about hospital and regional resources that will aid them to complete the project by the end of the program in June. Some of the time will be focused on the effective use of project-based learning groups so participants can learn through facilitated discussions with their peers.

“The Quality Improvement & Patient Safety Leadership Program has effectively reinforced my skills as a leader and given me the confidence to initiate and guide change.”

- Lisa Kis, Manager, Central Services, Royal Ottawa Health Care Group

Throughout the program and through the process of developing and implementing a Quality Improvement and Patient Safety project, participants will also develop the following broad competencies and knowledge areas:

## HEALTHCARE

Articulate the importance of patient safety and quality projects to the Ontario healthcare system.

## LEADERSHIP

Develop strategies for working with different styles of leadership by identifying elements of one's own style to exercise influence and decision-making.

## PROJECT MANAGEMENT

Identify basic principles and elements of project planning, and execution required to achieve meaningful results.

## CHANGE

Explain the relevant dynamics of change in order to communicate and lead change effectively, especially when working with other stakeholders in the healthcare system.

## PERFORMANCE MANAGEMENT

Use essential tools to improve processes and measure results.

The program concludes with a post-program follow-up session 6 months after graduation to offer alumni continued support with their projects.

1. Hamilton S, Jennings A, Forster AJ. Development and evaluation of a quality improvement framework for healthcare. Accepted *International Journal for Quality in Health Care* July 2020

## ACCREDITATION

In 2022-2023 this event was an Accredited Group Learning Activity (Section 1) as defined by the Maintenance of Certification program of the Royal College of Physicians and Surgeons of Canada for 69.0 hours. In the past, this program has been reviewed and approved by the University of Ottawa, Office of Continuing Professional Development.

In 2022-2023, this Group Learning program met the certification criteria of the College of Family Physicians of Canada and was certified by the University of Ottawa's Office of Continuing Professional Development for up to 69.0 Mainpro+ credits.

We will be applying for Accreditation once again in 2023-2024 at the University of Ottawa's Office of Continuing Development.

## PROJECT SUCCESS STORIES

Telfer is very proud of the alumni who have completed this program and achieved success with their quality and patient safety projects. Many of the projects presented at the end of the program have seen implementation within the participants' organizations or on a wider scale.

In 2013, the Ottawa Citizen ran an article about graduates' accomplishments and profiled Dr. Matthew Bromwich's ShoeBOX project which began during his participation in the program.

Dr. Darren Tse, a 2015 alumnus, has also had success with his dizziness clinic and was showcased on CTV Ottawa.

"As a senior leader in a health care organization, my work is mainly done by supporting, serving and influencing my teams to continuously challenge themselves to improve. This course provides a variety of essential tools for leaders to 'lead' in an environment where there are ample opportunities to improve."

**- Andrew Hendricks,  
Director, Health Protection,  
Ottawa Public Health**

# PARTICIPANT FEEDBACK

Throughout the program, participant evaluations are conducted for each learning module. The 2022-2023 program officially concluded on June 2, 2023, with a final presentation day where participants showcased the results of their Quality Improvement and Patient Safety project to senior management and medical department heads. At that time, there was an oral debrief with this year's participants as well as written feedback from the Overall Program Evaluation.

In the history of the program, the overall evaluation of the program has been excellent: 100% of respondents said they would recommend the program to a colleague and extensive comments have been made regarding the value they received on specific sessions and discussions.

Participants were asked to indicate which elements of the program had the greatest value for them as well as to share general comments and suggestions. Some of the most frequent responses from across the cohorts are below:

## WHAT DID YOU VALUE THE MOST?

- There is huge value added in working in groups. Once the team understood the project, they were able to enhance the project & the learning by offering new perspectives.
- Learning from others was inspiring, challenging, and encouraging.
- Specific tools that supported the QI framework were valuable i.e. the A3 chart, fishbone diagram, 5 whys, etc. Most important learning for me were all the topics related to leadership, communication, working collaboratively, organizational culture, and measurement of success.
- Understanding how to engage with people & understand their motivations to enact change.

## AWARD WINNING PROJECTS

Each year, the Telfer Award of Excellence: Leadership in Healthcare Improvement is awarded to a QIPS participant at the conclusion of the program. The winner and their project, chosen by a selection committee of program sponsors and past winners, exemplifies distinction in both applying the quality improvement method and in leadership in promoting cross-collaboration with various healthcare practitioners to drive a change initiative. Read about past winners at the links below:

[2023: Dr. Jennifer McDonald and the RAPID project](#)

[2022: Dr. Paula Horsley and the BE-FIT project](#)

## CONCLUSION

The partnership between Telfer and The Ottawa Hospital throughout the design, development, and delivery of the program has resulted in a highly effective program. The program continues to forge a strong path in local healthcare, bringing together physician leaders and administrators from across the region to address issues of Quality Improvement and Patient Safety. The program has clearly met a very significant need within the participating institutions and the projects hold significant promise for improved effectiveness and efficiency in the delivery of healthcare services in the region. With over 100 graduates to date, the program and its alumni are positioned to have a strong and lasting impact across the local healthcare landscape.



For program fees, schedule and registration, scan the QR Code or visit <https://tlfr.ca/qipsen>



**CONTACT US FOR MORE INFORMATION**

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