

IHPME CONNECT 04.2015

CREATING A CULTURE OF IMPROVEMENT

MORE THAN 'CHIPPING AT THE CEILING, DIGGING THROUGH THE FLOOR'

Chris Hayes sees the signs when a health care organization has fully embedded quality into its daily operations: Routine tasks become easier to do for staff. He believes patients see it and sense it, too. There's less rushing around. They see orderly patterns to how things are done and likely spend more time interacting with their care providers.

"When the work of healthcare providers is manageable and achievable, they have more time to be attentive to their patients' needs, which leads to a better care experience and greater joy in work" says Chris, an assistant professor at the University of Toronto's Department of Medicine and IHPME.

"However, there are few health care institutions in North America that are operating this way. Right now, quality improvement in most places is layered on top of other processes and responsibilities, making it more of a burden, rather than embedded into culture. With the next generation of health professionals and administrators, this can change."

His interest in quality improvement and patient safety began at the point of care, working as a critical care physician at St. Michael's Hospital in Toronto. He began pursuing a Master's degree in Education as a way of learning how to build quality and safety curriculum into his own clinical area. "At the time,



not many physicians chose this academic and clinical career path, there was no master's course in patient safety and quality improvement, as there is now."

Later, he expanded his activity beyond critical care, becoming Medical Director, Quality & Performance, at the hospital, a position he still holds. His passion for quality improvement in health care now extends to influencing and driving change throughout the health system. Since 2008, he has been the medical officer at the Canadian Patient Safety Institute, where he has helped lead initiatives including the rollout of the Surgical Safety Checklist and the development of the Advancing Safety for Patients in Residency (ASPIRE) program with the Royal College.

"This experience expanded my interest into using the quality improvement skills I'd learned over the years to thinking about how to strategically promote national programs for advancing quality," he says. "It got me connected with other Canadian players in the field, working on capacity building and training others and changing attitudes about quality improvement.

Chris began working with Ross Baker and other IHPME colleagues to create a program that could influence the quality improvement culture in health care by engaging health professionals early in their careers. IHPME now offers a new MSC concentration in Quality Improvement and Patient Safety in partnership with the University of Toronto's Centre for Patient Safety. It is one of the first graduate programs in English Canada to offer a specific focus on quality improvement and patient safety. The program is now in its 3rd cohort.



Chris points out that there are three components to effectively embedding “quality” into a workplace. “However, most of the energy is spent solely on quality improvement – the science of improving performance. Quality planning – knowing what to do, when and with what- and quality management – creating an environment that can embed improvement into daily practice – get much less attention.”

In 2013, he received a Canadian Harkness Fellowship, an award co-funded by the Canadian Foundation for Healthcare Improvement (CFHI), which took him to the Institute for Healthcare Improvement in Cambridge, Massachusetts. His research focused on the concept of workload-capacity balance, and he developed new tools for implementing sustainable quality improvement projects (available at www.highlyadoptableQI.com)

“If quality improvement just leads to a whole bunch of activities that layer change on top of a system that is not organized and efficient to begin with, it just adds to the burden of practitioners. It’s not moving you towards a high-performing state. Creating a system approach to improvement is not just sum of projects. It requires an organized, aligned, resourced and thoughtful approach.”

PUBLICATIONS

Peter Coyte, et al

“Socioeconomics Inequities in Health Care Utilization in China.” *Asia Pac J Public Health*. 2015 Jan 5.

Baker G R, Mahi S, Lee S K, Cronin C M G, Stevens B, & Ye X Y

“The Association of Organizational Culture and Quality Improvement Implementation with Neonatal Outcomes in the NICU”. *Journal of Pediatric Health Care*. 2015 Mar 11

IHPME IN THE NEWS

IHPME’s [Dr. Danielle Martin](#), vice-president of Women’s College Hospital, co-authored a study on financing pharmacare. “This analysis is a game changer. It says to governments that you can do this without having to increase taxes by a single

Chris believes that the graduate program in quality improvement and patient safety, which will have graduated over 70 people by the end of this year, will help spread a culture of quality improvement outward through organizations and the system as a whole. The program aims to create leaders who will instill the passion to make a significant impact to healthcare processes, patient outcomes and the culture of improvement.

“However, to avoid the students having to ‘chip at the ceiling and dig through the floor’ to effect change, we need to work with other levels of the system to better align improvement work with the necessary planning and management skills, such that those committed to quality can make greater and sustainable impact in a shorter timeframe. I’m trying to apply my research and these lessons to my own organization. It doesn’t turn on a dime. It takes persistence and commitment.” a responsible and cost-effective way. “Whatever role graduates choose in the health system, it is an essential skill today. It is an uncommon skill set, but Toronto is rich in clinical epidemiology ability so there’s a real opportunity for our health system leaders of tomorrow to stand out in the world.”

penny, and that changes the whole conversation,” said Martin. See the full story here:

<http://www.thestar.com/news/canada/2015/03/16/national-pharmacare-program-could-save-73-billion-study.html>

AWARDS

Jenna Evans

IHPME graduate, Jenna Evans, is the recipient of the **2014 Outstanding Doctoral Research Award** in the Healthcare Management category for her PhD dissertation entitled, “*Health Systems Integration: Competing or Shared Mental Models?*”. Jenna is a former PhD student of Dr. G Ross Baker. Winners listing: <http://www.emeraldgroupublishing.com/research/awards/odra.htm>

Evan Muller-Cheng

IHPME’s Evan Muller-Cheng has received **The Vital People** grant from the **Toronto Foundation**. For more information: <https://torontofoundation.ca/stories/evan-muller-cheng-agincourt-community-services-association>



THREE MINUTE THESIS

Participating in the Life Sciences Heat of the 3MT Competition were IHPME's Maude Laberge, Jennifer Innis, Rayzel Shulman and Avi Biswas.

Avi was placed in the Top 5 and will be representing the Institute at the University-wide final across three divisions on **April 8, 2015** at 7 pm at Sandford Fleming Building, 10 King's College Road, room 1105. For more information please visit: <http://www.sgs.utoronto.ca/currentstudents/Pages/3MT.aspx>

FACULTY APPOINT- MENTS

Status-Only Appointments:
Assistant Professor

Leah Steele

Status-Only Appointments:
Associate Professor

Ruth Ann Marrie

Status-Only Appointments:
Professor

Lawrence Robinson

Visiting Professor

Nicolaas Klazinga

Adjunct Appointments

Kevin Levitt, Thomas MacMillan – Adjunct Lecturers
and Isser Dubinsky – Adjunct Professor

EVENTS

IHPME Annual Research Day 2015!

IHPME student-led Research Day, hosted at HSB on **May 6, 2015**.

Visit our website for updates and the full schedule: <http://ihpme.utoronto.ca/events/ihpme-annual-research-day-2015/>

Expert Panel Discussion "Advancing Health Equity: Action for Research, Policy and Practice" with Camille Orridge, CEO, Toronto Central LHIN as Moderator and Panelists Dr. Arlene Bierman, Dr. Rick Glazier, Dr. Richard Cookson, Angela Robertson and Rebecca Hammond!

Keynote Announced! Lisa Simpson, MB, BCh, MPH, FAAP, President & CEO, AcademyHealth, Washington, D.C., on "Knowing is not enough: Re-inventing child health services research"

IHPME's Health Leadership Lecture Series with Dr. Ashish Jha, Director, Harvard Global Health Institute
"A national strategy for quality: getting to better care"

April 9, 2015
4:45pm

Location: Health Sciences Building, Auditorium 610, 6th Floor. Reception to follow.

RSVP at ihpme.events@utoronto.ca by April 6.
For full details please visit: <http://ihpme.utoronto.ca/events/health-leadership-series-ashish-jha/>



IHPME-DLSPH Year-End Student Gala

April 12, 2015
7:00 pm

Come celebrate the academic year's end at this first annual semi-formal event.

Location: Hart House

For tickets please see: <http://ihpme.utoronto.ca/events/ihpme-dlspth-year-end-gala/>



IHPME Seminar Series 2014-15 with Dr. Mark Stabile & Dr. Lauren Jones

April 15, 2015

12:00 pm – 1:00 pm

The evolution of ADHD: treatment and effects across time and countries

Location: Room 1250, Black Wing, SickKids, 555 University Avenue

<http://ihpme.utoronto.ca/events/ihpme-seminar-series-mark-stabile-lauren-jones/>

Canadian Centre for Health Economics CCHE Seminar Series with IHPME's Lady Bolongaita!

April 17, 2015

10:00 am

Location: HS100

More details to come: <http://ihpme.utoronto.ca/events/cche-seminar-series-with-ihpmes-lady-bolongaita/>

2015 QuIPS Conference & Oral/Poster Competition – Registration and abstract submission now open!

May 1 - 2, 2015

The University of Toronto Chapter of the Institute for Healthcare Improvement Open School (UT IHI) first held the Quality Improvement and Patient Safety (QuIPS) Conference in 2011. Now in its fifth year, QuIPS is an inter-disciplinary conference focused on quality improvement and patient safety held in the heart of downtown Toronto.

Register and submit an abstract early!

Explore the QuIPS conference updated website: <http://conference.utihopenschool.ca/>

Education Day 2015 Save the Date!

May 14, 2015

8:30 am to 12:30 pm

IHPME and its Alumni Society (SOG) invite you to join your friends and colleagues for a morning of challenging ideas and conversation at the exquisite TELUS Tower.

Location: Telus Tower, 25 York Street, 3rd Floor

Registration to open early April. See for details: <http://ihpme.utoronto.ca/events/education-day-2015/>

14th Annual Canadian Health Economist's Study Group Conference (CHESG) 2015

May 27 - 28, 2015

An annual conference of economists with an interest in theoretical or empirical economic analysis of issues related to health or health care. The conference typically covers a day and a half.

Location: The Faculty Club, U of T

Please register by **May 12:** <http://www.chesg-geces.ca/>

WE'D LIKE TO HEAR FROM YOU

Our monthly newsletter profiles members of the IHPME community and lists upcoming events.

We're pleased to receive submissions of 400 words or less for consideration in upcoming editions. If you'd like your event listed, please send full details.

Contact: rhonda.cockerill@utoronto.ca and ihpme@utoronto.ca

