

Focus the system
on a common
quality agenda

Catalyze
Spread

Build
Evidence &
Knowledge

Broker
Improvement

Evaluate
Progress

Quality Improvement in Ontario

Julie Nicholls

Bonjour Bem-vindos स्वागतम् Olá

ابحرم

Willkommen

欢迎光临

Dag

Kamusta

Bienvenido

Hola

你好

Hello

नमस्कार

Salve

Benvenuti

Welcome

Ласкаво просимо!

Вітаємо!

Mabuhay

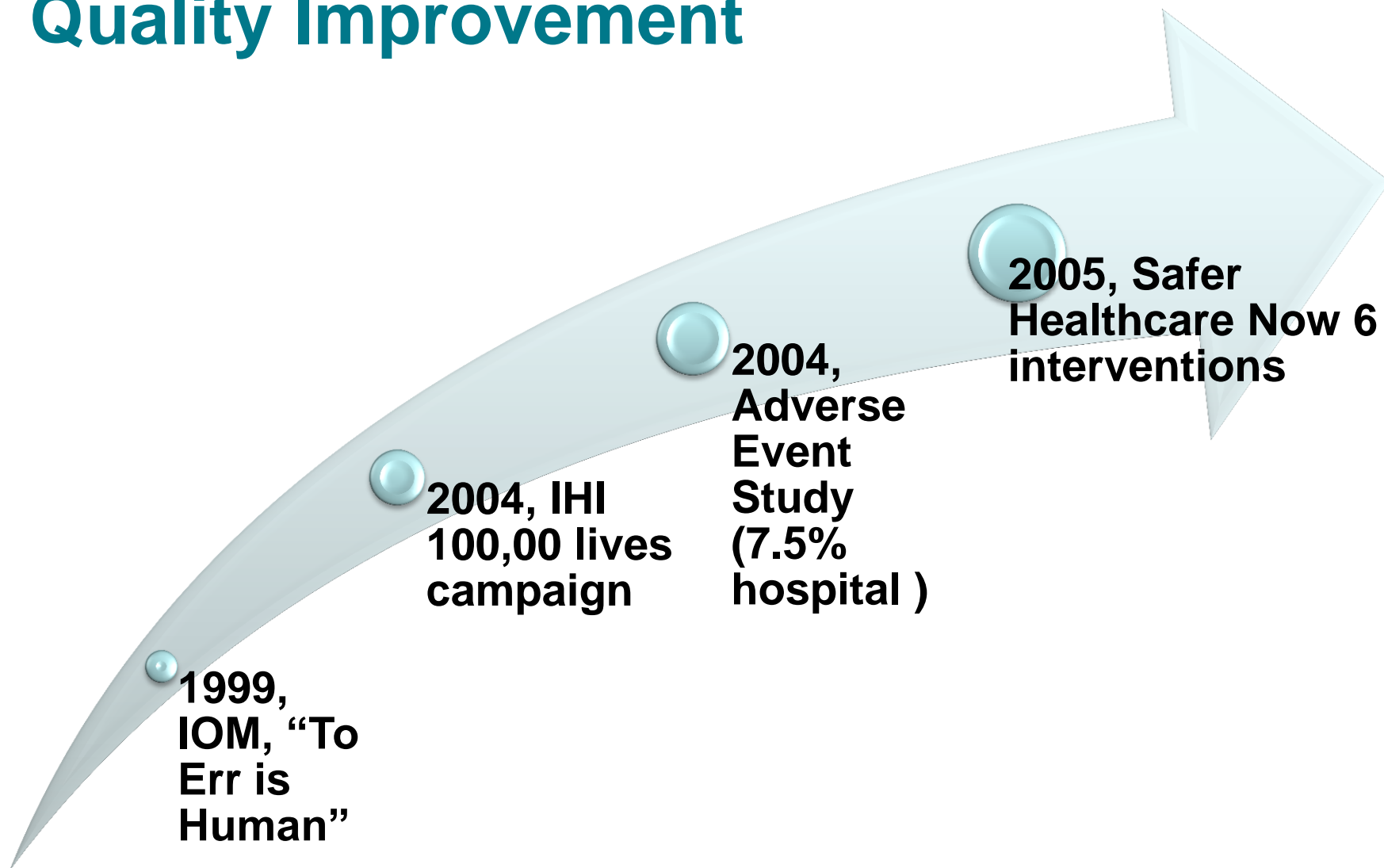
Hallo

أبحرم

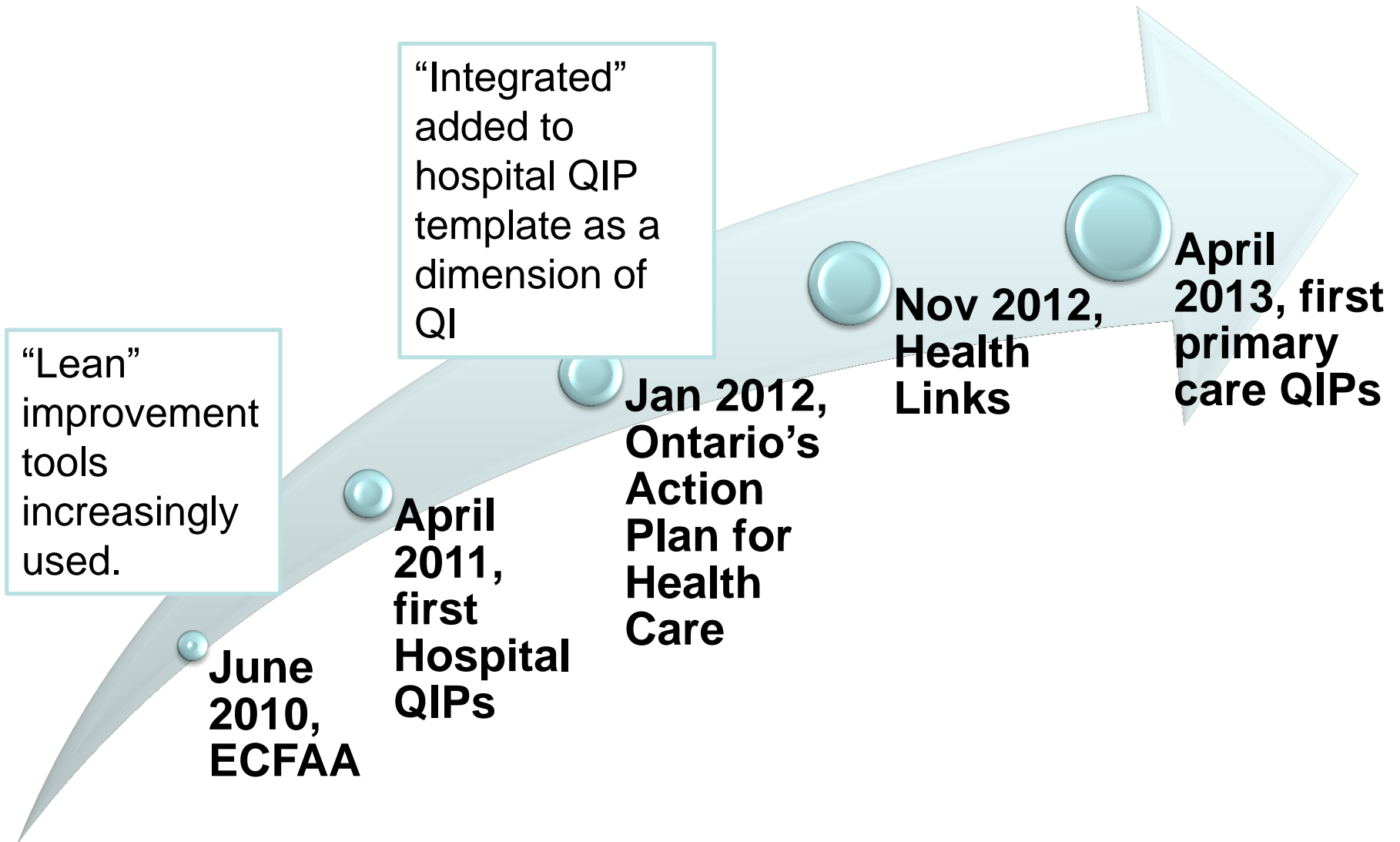
Welkom

Bienvenue

A History of Health Care Quality Improvement



The QI Journey in Ontario



The Excellent Care for All Act (ECFAA), 2010

Health care organizations are required to:

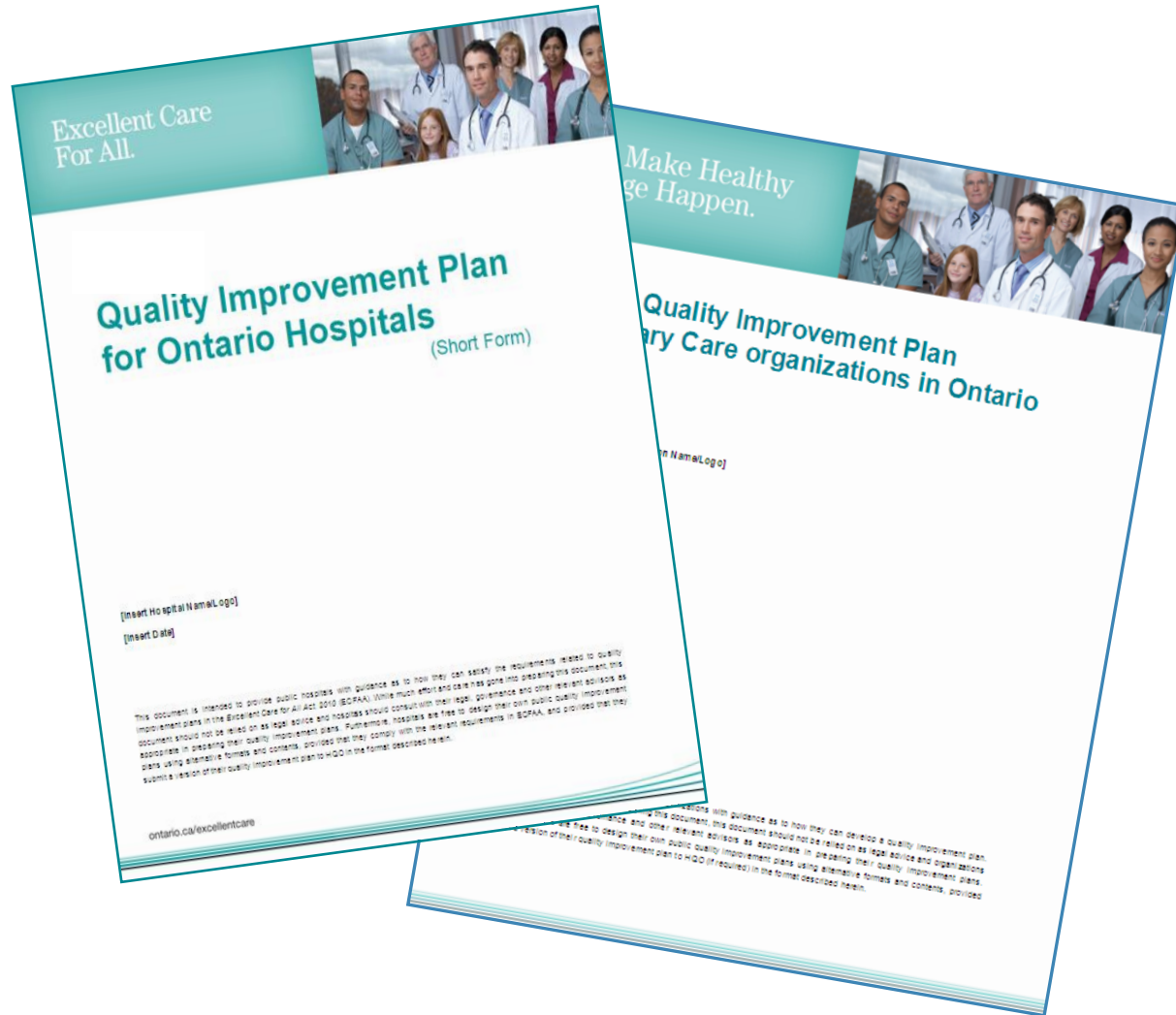
- Have **quality committees** that report on quality-related issues
- Put **annual quality improvement plans** in place and make these available to the **public**
- Link **executive compensation** to the achievement of targets set out in the quality improvement plan
- Put patient / care provider **satisfaction surveys** in place
- Develop a **declaration of values** following public consultation, if such a document is not currently in place
- Establish a **patient relations process** to address and improve the patient experience.

Health Quality Ontario's Expanded Role

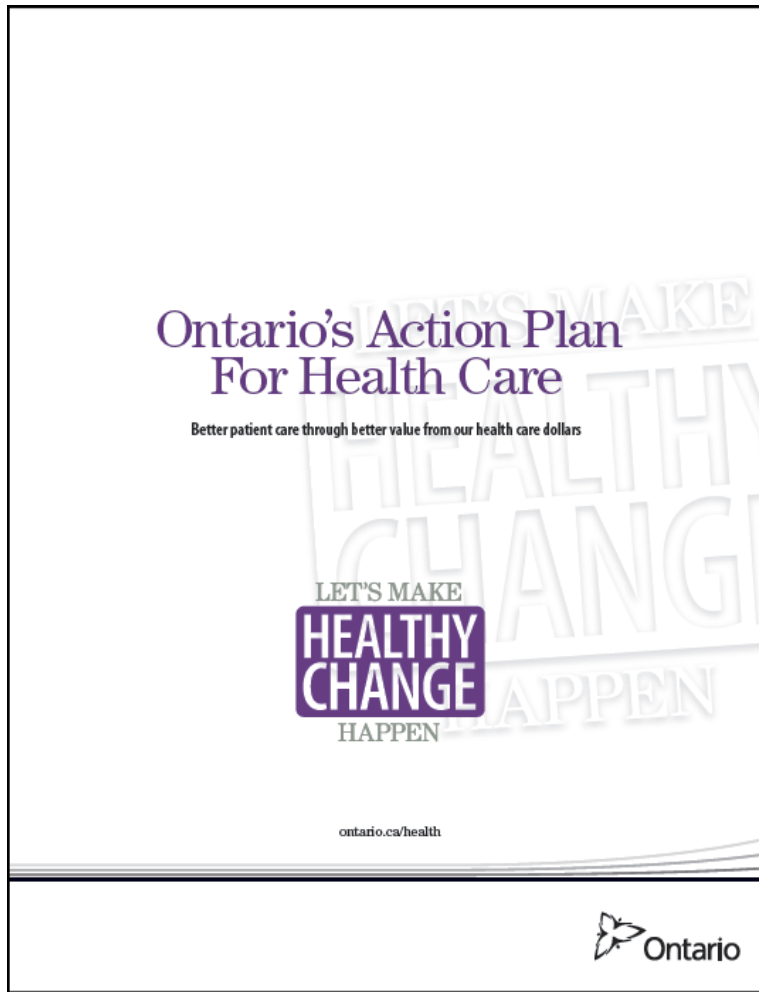
Formed under ECFAA, HQO works in partnership with the health system to support a better experience of care, better outcomes for Ontarians and better value for money. It's legislated mandate is to:

- Support continuous quality improvement;
- Promote health care that is supported by the best available scientific evidence
- Deliver a yearly report to the Minister of Health & Long-Term Care on the state of the health system in Ontario.
- Monitor and report to the people of Ontario on the quality of their health care system.

First Hospital QIPs (2011)



Ontario's Action Plan for Health Care (2012)



Ontario's aging population and fiscal challenges require changes to how health care is delivered. The Ministry's Action Plan for Health Care has three priorities:

- Keeping Ontario Healthy
- Faster Access to Stronger Family Health Care
- Right Care, Right Time, Right Place

HQO Quality Improvement Programs

- HQO is committed to accelerating quality improvement across the health system.
- HQO supports quality improvement across Ontario by facilitating change and assisting in the development of organizational Quality Improvement Plans (QIPs).
- HQO programs and coaches provide focused, expert assistance as well as an evidence-informed, integrated quality improvement curriculum that addresses the needs of provincial cross-sector teams, such as Health Links.

Health Links (2012)

Approximately five per cent of patients account for two-thirds of health care costs. These patients are most often elderly patients with multiple complex conditions. Health Links are a new way of coordinating local health care these patients, who often receive uncoordinated care from several different providers

- 19 Health Links announced in late 2012.
- There are now 26 active Health Links.

Initial Health Link:

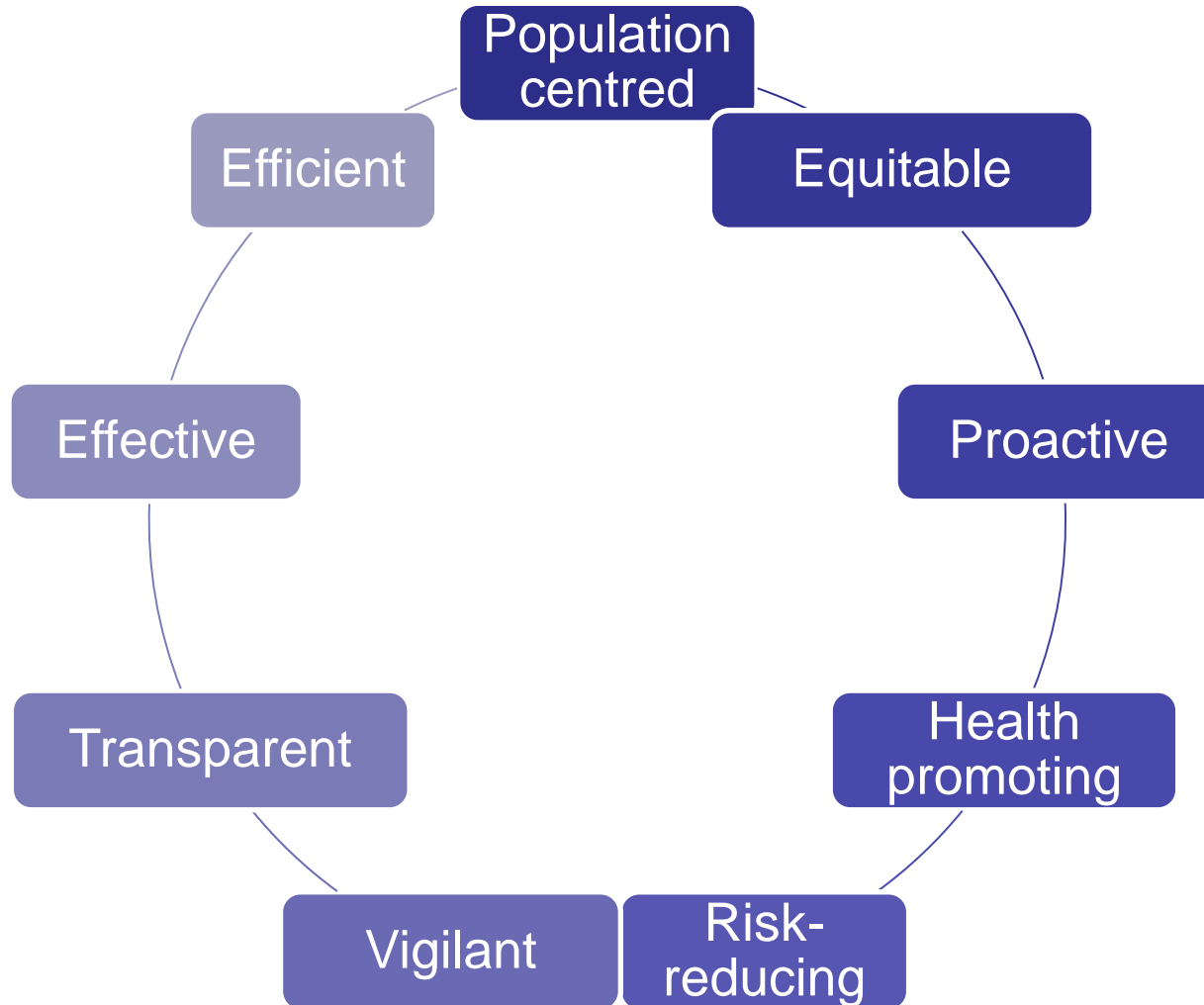
- Create/implement a coordinated care plan.
- Ensure regular and timely access to care.

How are changes
being made?

1. Set the Direction



Quality in Public Health



2. Transformational Organizational Governance



3. A Culture of Quality

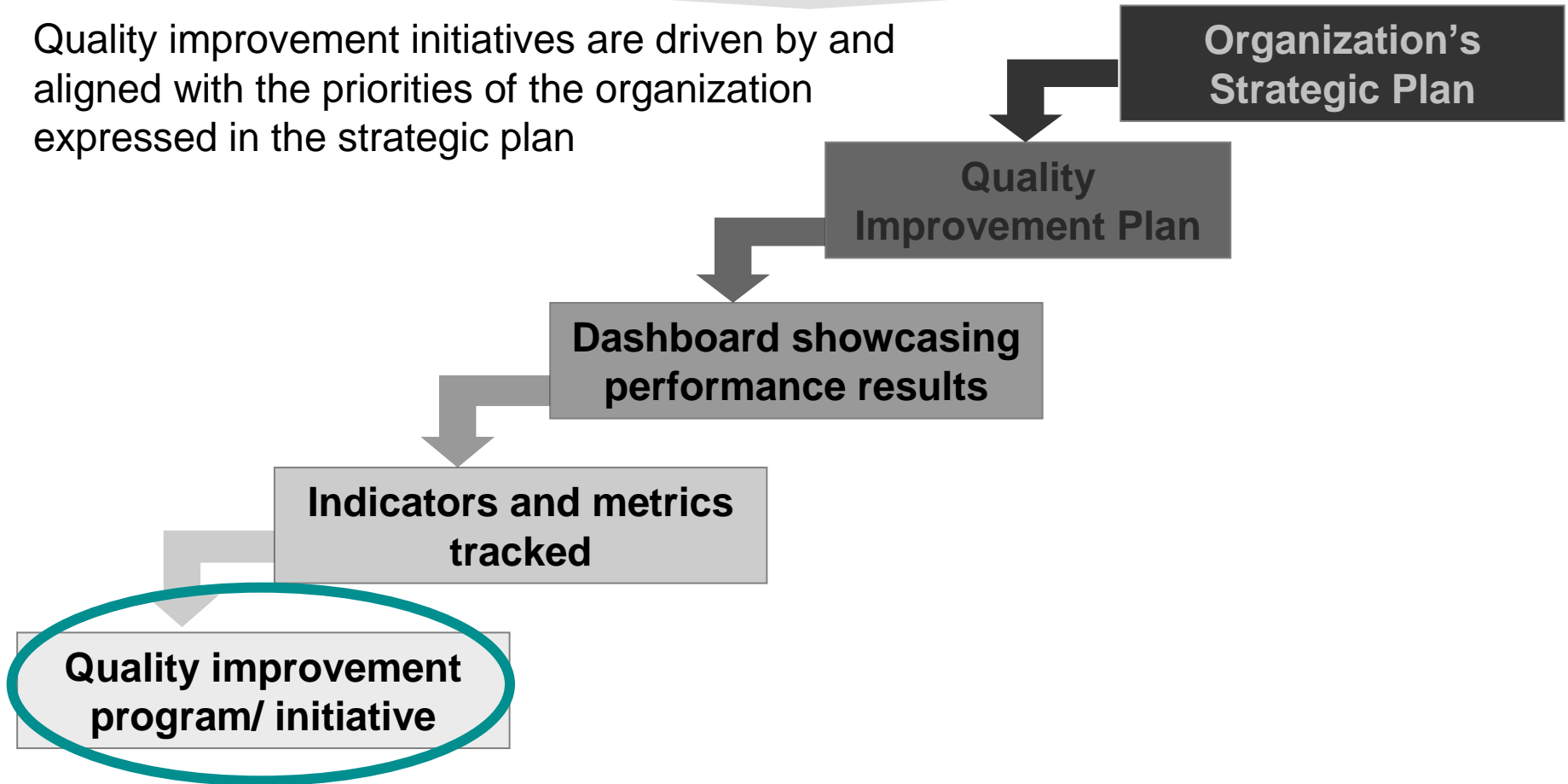


“Oh, never mind the commotion out there. That’s the total quality staff a it again. They don’t have much to do with us.”

4. Alignment

Organization's mission and overall vision

Quality improvement initiatives are driven by and aligned with the priorities of the organization expressed in the strategic plan



**I have a vision
I have QI focused leadership
I've identified processes
that need fixing**



**Now
what?**



EBM for a recurrent clinical problem

Formulate an answerable question.



Find the best evidence



Critically appraise the evidence



Work to apply the evidence to individual and systems of care

Glasziou, P., Ogrinc, G., Goodman, S. Can Evidence-based Medicine and Clinical Quality Improvement Learn from Each Other? *BMJ Qual Saf.* 2011;20(Suppl 1):i130i17.

Converting Research into Practice



HQO has put some of the QI pieces together.



Why HQO developed a framework



MODEL OF IMPROVEMENT

AIM

What are we trying to accomplish?

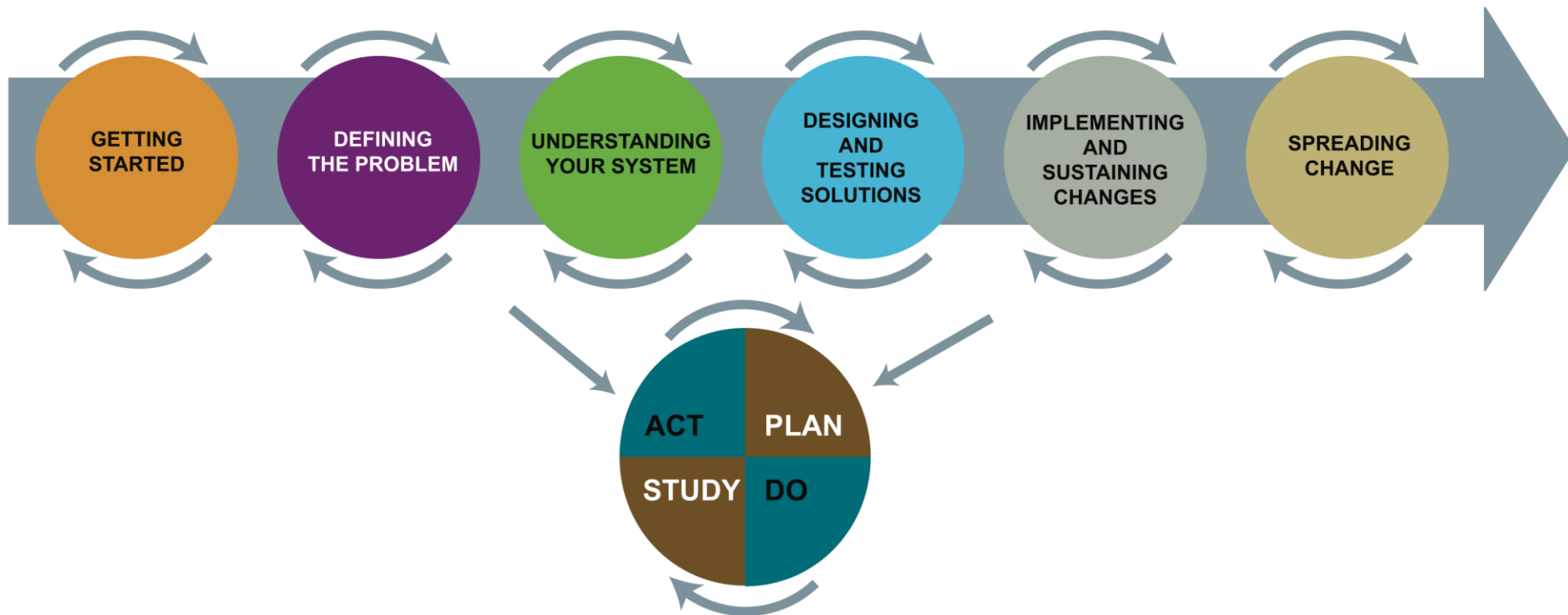
MEASURE

How will we know that a change is an improvement?

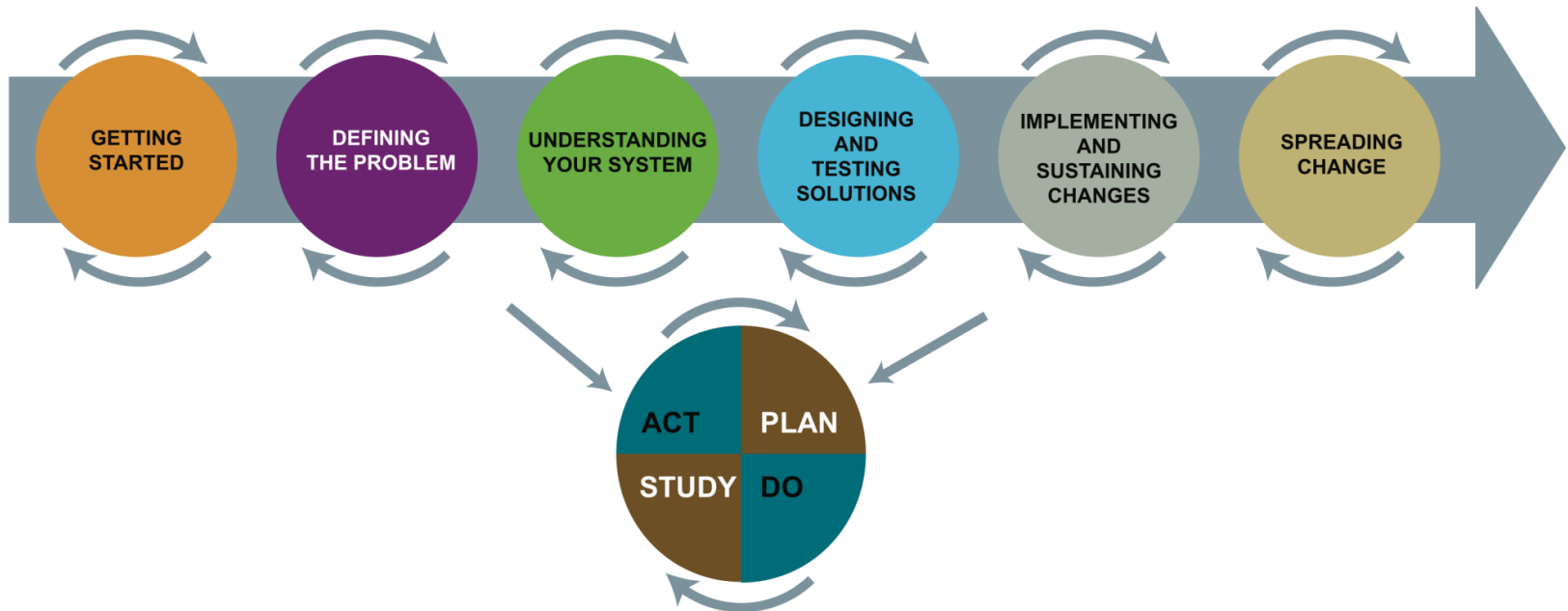
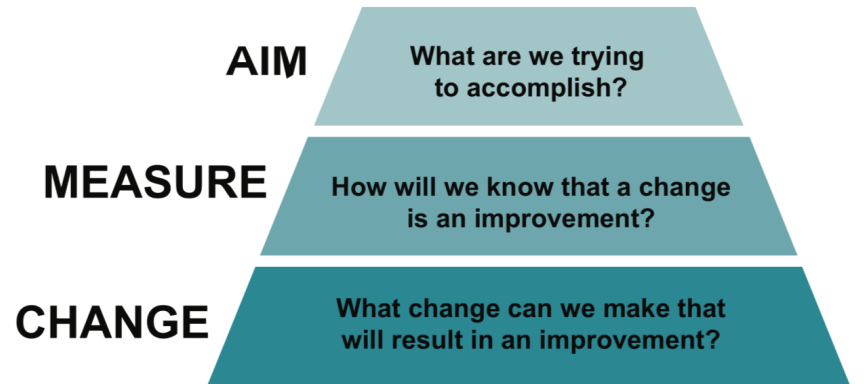
CHANGE

What change can we make that will result in an improvement?

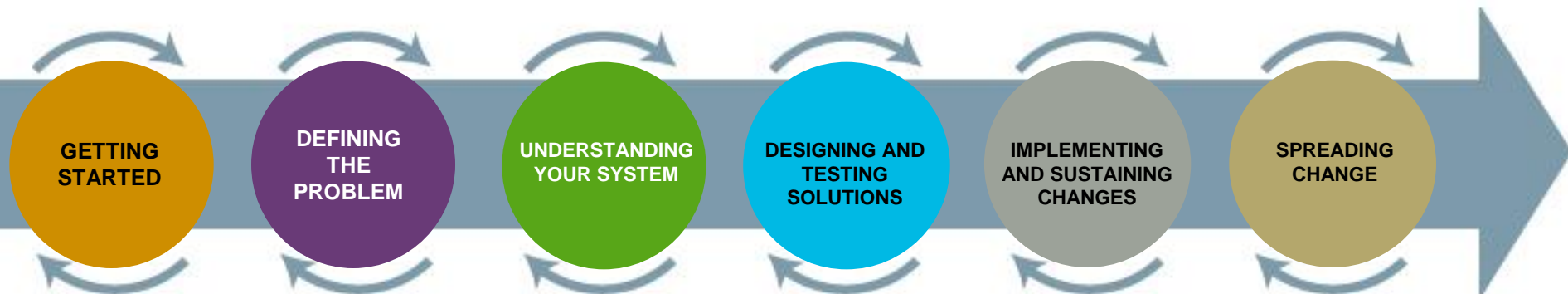
Logical Steps to Quality Improvement



MODEL OF IMPROVEMENT



Overview



- Assemble Team
- Create Project Charter
- Set Aims
- Capture Voice of Customer
- Create and Validate Current State Map

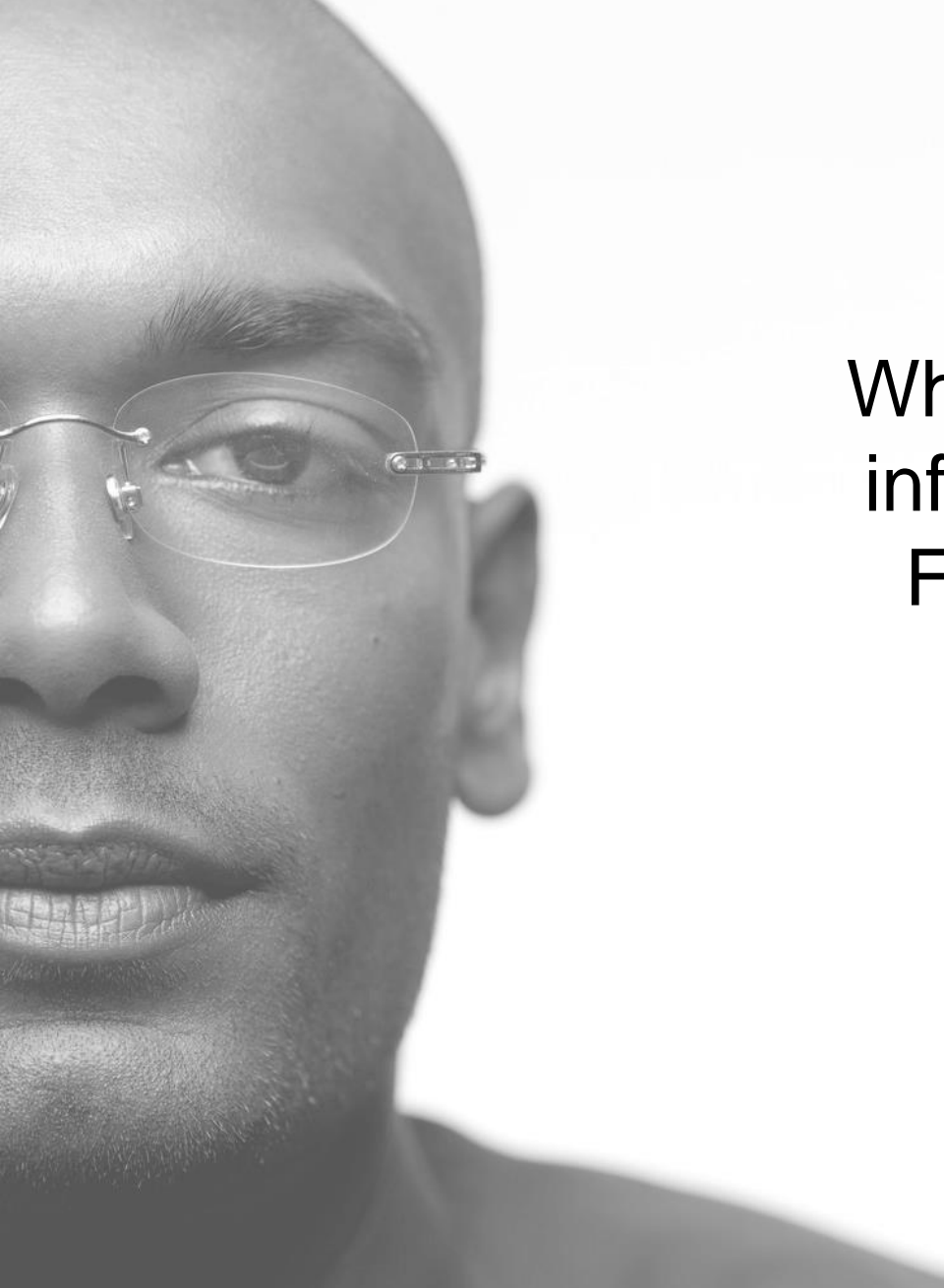
- Identify Measures
- Create and Test Measurement Plan
- Gather and Share Baseline Data
- Create List of Improvement Opportunities
- Define Opportunity or Problem

- Analyze Data
- Share Results
- Future State Map
- Update Charter
- Prioritize Opportunities
- Brainstorm Change Ideas
- Create Sub-aims that Align with High-level Aims

- Create PDSA Plan
- Test Changes - PDSA
- Collect Measures – is there improvement?
- Share Results Broadly

- Formalize and Standardize Changes
- Collect Measures, Look for Slippage
- Sustain Change
- Implement Sustainability Plans
- Engage “Spread” team members

- Implement Spread Plan
- Communicate broadly
- Collect Measures, Look for Slippage
- Sustain Change



Where can you find more information about the QI Framework on HQO's website?



QUALITY IMPROVEMENT

QUALITY IMPROVEMENT

PRIMARY CARE

LONG-TERM CARE

**QUALITY IMPROVEMENT
FRAMEWORK**

QUALITY IMPROVEMENT PLANNING

OTHER INITIATIVES

TOOLS AND RESOURCES

PATIENT-CENTRED CARE

JOURNEY STORIES

MRP QIP REFERENCE GUIDE 

HQO QUALITY IMPROVEMENT FRAMEWORK

To facilitate quality improvement initiatives in Ontario, Health Quality Ontario (HQO) has developed a comprehensive **Quality Improvement Framework** that brings together the strengths of several QI science models and methodologies, such as the Model for Improvement from the Institute for Healthcare Improvement (IHI), and traditional manufacturing quality improvement methods like Lean and Six Sigma. HQO grounded their framework in Deming's System of Profound Knowledge to ensure a system-wide view of improvement would be applied to any quality improvement initiative, in any healthcare sector.

HQO's QI Framework consists of six phases. Each of the six phases is iterative and designed to build on the knowledge gained from the previous phase. To read more about each phase, click on the appropriate circles below.

In order to sustain transformational change, we as leaders need to move from a burning platform (fear based urgency) to a burning ambition (shared purpose for a better future).

- Helen Bevan
Chief of Service Transformation



Shifting Quality Improvement Mindsets: How can we build improvement skills to transform the health care system that achieves reliable care for all?. Presentation provided on May 8 2013.

Questions?





www.hqontario.ca