



May 4, 2018

**Dean's Response to Review of the Centre for Quality Improvement and Patient Safety (C-QulPS)  
February 1 and February 2, 2018**

The Faculty of Medicine is most grateful to the external reviewers Professor Lisa Calder, University of Ottawa, and Professor Jennifer Myers, University of Pennsylvania, for their comprehensive review of, and subsequent report on, the Centre for Quality Improvement and Patient Safety (C-QulPS). I would also like to thank Professor Kaveh G. Shojania, Director of C-QulPS, and his staff for the comprehensive self-study report that was provided in advance of the review. Professor Shojania has provided an excellent response to the external reviewers' comments and recommendations, which I am pleased to endorse strongly. Overall the reviewers were very positive in their assessment of the Centre, stating that it is "an exemplar for national and international centres wishing to build similar programs".

The following addresses the key issues the reviewers raised:

**I Relationships**

Although the reviewers commented those relationships between C-QulPS and each of the cognate departments were "supportive and positive", they did note that "there appear to be no formal and very little informal relationships with the research institutes or other universities". They recommended there be at least one meeting each year of all the site-specific committees to try and address the siloed nature of these committees. In addition, they recommended that there be representation from each of the cognate departments on the Executive Committee. The Centre will implement these recommendations and plans on revamping the current Executive Committee structure to broaden its membership. In addition, C-QulPS also intends to bring together the site-specific advisory committee members from Sunnybrook Health Sciences Centre and SickKids at least one to two times per year to foster a more unified vision for C-QulPS. In addition C-QulPS plans on closer collaborations with other cognate EDUs in the Faculty of Medicine, including the Wilson Centre, and the Centre for Interprofessional Education.

**II Research**

The reviewers commended C-QulPS on the quantity and quality of research it produces. They made three recommendations:

1. Increase opportunities for increased collaboration between C-QulPS researchers;
2. There is a need for more methodological support in the design of QI work and research. C-QulPS could consider establishing a methods centre which would provide advice on QI study design, data collection, qualitative research methods support and analytics support;
3. Opportunity for Canadian Institutes of Health Research (CIHR) team grant which could be administered by a C-QulPS PI or co-PIs.

### **III Education**

The reviewers stated that C-QuIPS is a national and international model for how an academic medical centre can build capacity in QI. They made the following recommendations:

1. Expanding opportunities for interprofessional education for other healthcare professionals and teams in addition to physicians;
2. Enhance networking opportunities for graduates, including focused efforts to engage in quarterly evening networking events for alumni, which could help extend the capacity of a limited pool of mentors;
3. Consider establishing a consultation service for other Canadian, and even American, universities that would be interested in the advice of C-QuIPS on how to set up educational programs in QI/QA.

Regarding the first recommendation, the Program notes that the percentage of interdisciplinary participants in their Certificate Course has grown to now 50% non-physicians. The Program plans to continue to broaden their interprofessional reach.

Regarding the second recommendation, the Program acknowledges the need to expand networking opportunities, which they have already begun to do by establishing a year end event for the Departments of Medicine, Paediatrics and Surgery as well as an annual Quality Improvement and Patient Safety Forum with Health Quality Ontario with networking workshops for C-QuIPS graduates.

The Program is addressing the third recommendation by consulting with McMaster and Western as well as Virginia Tech University in the US, helping them to implement the Faculty –Resident Co-Learning Curriculum at these schools.

### **IV Capacity Building**

The reviewers expressed concern about ongoing mentorship capacity. The Program agrees there is a need for building mentorship capacity going forward. Towards that end, the Co-Learning Curriculum uses a stepwise approach to train faculty in the required teaching and mentorship skills to oversee QI Projects. The Program will also focus on leadership succession planning to prepare future leaders of C-QuIPS. The reviewers commented that education for physicians and other healthcare professionals who work in non-hospital settings such as ambulatory care, mental health, and even dental health are “ripe for exploration”. Through collaboration with the Departments of Family Medicine and Psychiatry, the EQUIP Program will be made available to participants in primary care and mental health.

### **V Organizational and Financial Structures**

The reviewers comment on the current financial model as not allowing future growth. The Centre is seeking to establish new revenue streams. These include the QI Education initiatives, and targeted philanthropy. In addition, C-QuIPS is exploring creative new funding models such as the newly established partnership with Sunnybrook and Choosing Wisely to fund a project lead who supports a core faculty and by expanding the number of sponsor institutions.

## VI Governance

The reviewers recommended expanding the current membership of the Executive Committee to Chairs of Cognate Departments (i.e., Surgery, Anesthesia) which the Program intends to do. In addition, the reviewers recommended reappointment of Dr. Shojania to a third term. Except under very unusual circumstances, such positions have a two term limit. However, I am happy to extend Dr. Shojania's term as Director by one year, until December 31, 2019, to facilitate succession planning for the Program and to allow a new Executive Committee to be put into place.

Sincerely,

A handwritten signature in black ink, appearing to read 'L. Young', written in a cursive style.

L. Trevor Young, MD, PhD, FRCPC  
Dean, Faculty of Medicine  
Vice-Provost, Relations with Health Care Institutions