

Theme 3: Best Practices/Quality

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Key trends, which may have an impact on this area over the next 5 to 10 years:

- Increased emphasis on accountability and performance measurement.
- Implementation of Excellent Care for All Act (2010)
- Trend towards greater integration and more seamless care across departments and across health care settings
- Increasing examples of Quality programs in Surgery throughout the US; Quality is a central focus for several clinical departments at U of T, including Departments of Medicine and Family & Community Medicine

Key opportunities	Key issues/challenges
<ul style="list-style-type: none">• Quality, patient safety, accountability and performance measurement is an expectation in health care today.• Fits with Excellent Care for All Act; high importance to hospitals and government; needs to be positioned in the context of quality and sustainability of the health care system.• Opportunity to build on an established program (Best Practice in General Surgery); same process can be replicated across divisions• Opportunity to increase collaboration with other departments, hospitals and agencies• Leverage UofT that brings together multiple perspectives across all divisions and disciplines.• Develop educational program in parallel with the DOS clinical Quality program ; residents can help to disseminate guidelines• Develop processes that can be adopted across institutions across the GTA and the province especially community hospitals• Key drivers: access to care; quality of care and outcomes	<ul style="list-style-type: none">• Clarify academic department role in Quality• Infrastructure and dedicated human resources required especially for data collection• Sustained funding required• Must have physician engagement across the Department• Champions are required to support uptake of quality initiatives throughout the Department• Must identify processes of care and projects which will have relevance across the Department as well as those which are Division specific• Consider reorganization of care to provide the best and most efficient care• Support for quality as an academic career path, including potential for teaching and research and route to promotion• Determine and secure collaborations with shared goals and funding

Proposed Mission: To provide sustainable, high quality, multidisciplinary standardized care to surgical patients at the University of Toronto affiliated hospitals based on best available evidence with careful evaluation of surgical and patient centered outcomes.

Goals	Actions	Expected Outcomes/ Measures
<p>1. Develop a quality and best practice program across the Department of Surgery</p>	<ul style="list-style-type: none"> • Clarify the role of the Department in Quality and Best Practices • Identify specific areas where the Department can advance Quality • Develop collaborations with other departments, hospitals, institutions and agencies • Ensure that the surgical patient and the patient experience are the focus of quality initiatives. • Identify Quality champions in each division and across all hospital sites • Identify strategies to engage physicians • Develop initiatives specific to divisions as well as initiatives that are common across all divisions • Develop a culture of quality and patient safety among all members of the department • Consider reorganization of services to provide optimal and efficient care • Data collection, audit and feedback are critical components of the program • Implement system changes across the divisions so care is standardized based on best evidence 	<p>Establish program with well defined goals and objectives</p>
<p>2. Establish infrastructure to support a Department of Surgery Quality Program</p>	<ul style="list-style-type: none"> • Establish a DOS Quality Task Force to provide guidance on the structure of the program • Identify the critical elements for supporting a DOS quality program including guideline development and implementation, knowledge transfer, as well as measurement. Data collection and audit and feedback are essential elements of the program • Identify human resources that are required 	<ul style="list-style-type: none"> • Develop a strategic plan

Goals	Actions	Expected Outcomes/ Measures
<p>3. Identify strategies to secure sustainable funding</p> <p>4. Explore opportunities to collaborate with TAHSN and partner hospitals on quality</p>	<ul style="list-style-type: none"> • Explore opportunities for funding including government grants, innovation funding, Excellent Care for All funds, AFP funding as well as private donors • Develop partnerships with other departments and organizations • Market program as a provincial resource with products and systems which can be adopted by other institutions • Ensure that the initiatives result in sustainable as well as optimal quality of care • Measure performance and obtain outcome data to enhance fund raising opportunities • May require seed money from the Department • Partner with hospitals based on common priorities and develop priority programs and centers of excellence • Develop and implement guidelines and protocols based on best evidence • Identify priority areas for benchmarking and measurement (e.g. the surgical patient experience, increased access and improved outcomes) and develop a structure for measuring and reporting outcomes • Build on the experience of Best Practices in General Surgery and collaborate with hospital Quality managers to engage physicians in quality initiatives. • Seek collaboration with TAHSN to Identify demonstration projects which could attract external funding • Promote program by showing that it can decrease redundancy and strengthen CAHO hospitals 	<ul style="list-style-type: none"> • Develop strategies as well as a group for exploring funding opportunities • Identify areas for collaboration

Goals	Actions	Expected Outcomes/ Measures
<p>5. Build capacity to advance the science of Quality improvement.</p> <p>6. Integrate quality into the education programs of the Department</p>	<ul style="list-style-type: none"> • Promote quality as an academic career path and provide the necessary support to faculty whose focus is quality • Advance quality improvement as research trainee projects • Undertake faculty development programs in quality improvement techniques and processes (in collaboration with Office of CEPD and CFD) • Collaborate with UT clinical departments who share Quality as an academic theme (e.g. Medicine, Family & Community Medicine) • Partner with the UT Centre for Patient Safety & Quality to integrate quality into the residency curriculum • Integrate Quality into the clinical training programs and enhance skills in teaching CanMeds roles that lead to improved quality of care • Incorporate quality improvement and patient safety as formal educational objectives • Provide opportunities for trainees to obtain extra training in Quality and Best Practices 	<ul style="list-style-type: none"> • Support and recruit faculty with training and interest in quality • Ensure quality is a possible path for recognition and promotion • Work with the Education committees to develop opportunities and programs
<p>Unique considerations for this theme including overlaps with other working groups:</p> <p>Quality is interdependent with the four other strategic themes.</p> <ul style="list-style-type: none"> • To embed quality into DOS, it will need to be integrated into the education curriculum and into research themes and projects. • Integration is a key enabler as quality needs to extend across divisions, hospital sites and disciplines. • Building capacity in quality improvement and measurement will require faculty development and continuing education. <p>Opportunities to advance cross-cutting themes:</p> <ul style="list-style-type: none"> - Partnerships and collaboration – these are critical components of quality - Innovation – the Department has the opportunity to lead in innovative quality initiatives in Surgery and to advance the science of Quality - Global Health and Social responsibility- the Department can express its social responsibility by demonstrating its commitment to improving surgical care, being sensitive to the value equation and contributing to sustainability of the health care system. 		

Top 2 implementation priority activities for this area – for next 12 to 18 months

1. Develop a strategic plan for developing a Quality Program in the department
2. Obtain funding to support the program
3. Establish the infrastructure to undertake a DOS quality agenda

Key processes, mechanisms and infrastructure required to achieve these goals.

- DOS Quality Task Force
- Collaborations with hospitals and other institutions
- Funding – internal and external support; explore opportunities with CAHO, TAHSN, MOHLT particularly with respect to AFP, ECFA funds and matching funds with hospitals, etc.