

Quality *for a* Changed World

CQuIPS
strategic plan update
2020–2022



VISION
**EVERYONE STRIVING FOR BETTER
 HEALTH OUTCOMES FOR ALL**

MISSION
 To accelerate and deepen the work of people and organizations that are passionate about enhancing quality and patient safety

KEY THEMES

Health system
resilience

Health
equity

DOMAINS



Scholarship



Learning



Networks

ENABLERS



Sustainable and
diverse revenues



A community committed
to excellence and learning



Renewed and extended
strategic partnerships

GOALS

Deliver
exceptional value

Advance
the field

Grow the
community

About CQuIPS

The Centre for Quality Improvement and Patient Safety (CQuIPS) is an extra-departmental unit that represents a joint partnership between the University of Toronto's Temerty Faculty of Medicine, Sunnybrook Health Sciences Centre, The Hospital for Sick Children (SickKids) and Women's College Hospital. Our mission is to accelerate and deepen the work of people and organizations that are passionate about enhancing quality improvement and patient safety (QIPS). We advance QIPS knowledge through research and scholarship, train future QIPS professionals and leaders and connect members of the QIPS community to enable system-level improvement.

Leadership Team



Bourne Auguste
course director



Mercedes Magaz
QI specialist



Leahora Rotteau
program manager



Tara Burra
education lead



Amanda Mayo
associate director,
Sunnybrook



Kaveh Shojania
senior scholar



Amber Daugherty
communications
specialist



Sherri Mizrachi
executive assistant



Patricia Trbovich
research lead



Joanne Goldman
scientist and
Fellowship director



Olivia Ostrow
associate director,
SickKids



Mohita Vedhi
program coordinator



Lisha Lo
research and
education coordinator



Marie Pinard
associate director,
Women's College



Brian Wong
director

Growth

Team

Our leadership team has grown to include new and expanded expertise in key areas including research, education and communications.

- 2020**
- We appointed a new research and scholarship lead, **Patricia Trbovich**, who came to us with vast experience in human factors and cognitive psychology. She is the Badeau Family Research Chair in Patient Safety and Quality Improvement at North York General Hospital (NYGH) as well as associate professor in the MSc Quality Improvement and Patient Safety program at the Institute of Health Policy, Management and Evaluation (IHPE) at the University of Toronto. Her addition to our leadership team strengthened CQuIPS' connection with both NYGH and IHPE, one of the world's pre-eminent research institutes.
 - Our first communications specialist, **Amber Daugherty**, developed and implemented CQuIPS' communications strategy to enhance and expand the organization's reputation. Her strategic support included relationship building with partners, creating new communications vehicles and regular updates, overseeing brand alignment to make CQuIPS more easily recognized, and celebrating the work of CQuIPS leadership team, members, learners and alumni.
- 2022**
- Tara Burra** is CQuIPS' first education lead and joined our team with extensive experience from her role as a psychiatrist at Mount Sinai Hospital, the first QI lead in her department and one of the creators of a new quality improvement, innovation and patient safety academic hub in the University of Toronto's Department of Psychiatry. In this role, Burra supports the development, organization and scholarship of our education programs with a focus on integrating health equity into all program aspects including faculty, coaches and guest speakers as well as curriculum content.
 - Bourne Auguste** joined our team as a certificate program course director, a program he graduated from in 2016. He works closely with our education lead to strategically evaluate our program delivery and identify opportunities to integrate health equity into our faculty and content.
 - Our first QI specialist, **Mercedes Magaz**, is an internal medicine physician who has experience running the emergency department in one of Argentina's best hospitals and supporting Sunnybrook's infection prevention and control team's QI efforts during the COVID-19 pandemic. She plays a major role in supporting our organizational QI capacity building program and the newly formed TAHSN QIPS Community of Practice.

Membership

Members are critical to CQuIPS: they support our mission and vision through their engagement with the Centre. Their lived experiences – both professional and personal – allow them to bring a broad range of perspectives and ideas to our activities, helping teach the next generation of QIPS learners and leaders and expand the body of QIPS knowledge.

In 2021, we reviewed and updated our Centre's membership processes and guidelines to more clearly define the level of contribution required to meet the criteria for our different categories.

- Core** members have a leadership role with CQuIPS, serving as core faculty for our programs or leading research or other professional activities associated with CQuIPS.
- Affiliate** members actively support CQuIPS education, research or other professional activities, including through coaching and guest presenting or collaborating on a research or QI project.

We also introduced a new membership category:

- Emeritus** members are recognized for having made a significant contribution to CQuIPS by being invited for this honorary acknowledgement. As of September 2022, we have two emeritus members: Ross Baker and Anne Matlow.

As part of our membership refresh, we have also set two-year terms, recognizing that member activities change and evolve over time. CQuIPS members receive a range of benefits, including the ability to have their work profiled or shared through CQuIPS channels, seek QIPS advice and support from our team and be recognized publicly on our website.

KEY THEME

Health system resilience

A resilient health system is one that can anticipate, prepare for, respond to and recover from unexpected events while maintaining essential functions and services to ensure optimal patient outcomes and experience.



ACCOMPLISHMENTS

→ QI approaches have enabled numerous health system pandemic response efforts, and CQuIPS team members have proudly provided support.

- CQuIPS supported the design, implementation and evaluation of LTC+ (www.ltcplus.ca), a novel collaborative care model launched rapidly at the start of the COVID-19 pandemic to support long-term care homes through numerous pandemic waves. The program has been sustained beyond the pandemic.
- Many in our leadership team, membership and alumni took active roles in combatting vaccine hesitancy in their own organizations and surrounding communities. Their support ranged from establishing vaccine clinics, to empowering staff, to connecting family physicians to stay up to date on the latest guidance.

→ CQuIPS is supporting new research related to improving surgical safety, with a specific focus on understanding and aligning interventions for safety threats and resilience supports.

→ CQuIPS' goals are closely aligned with resource stewardship efforts and many CQuIPS team members play key leadership roles on a variety of stewardship initiatives both locally and nationally.

- In addition to being a Choosing Wisely Canada (CWC) campaign lead, our associate director for SickKids helped establish a Canada-wide community of practice to engage clinicians interested in resource stewardship for pediatrics. She also leads SickKids' membership in the American Academy of Pediatrics Value in Inpatient Pediatrics (VIP) QI collaborative to reduce overutilization and unnecessary care in hospitalized children.
- Our team is actively supporting a new CWC effort, Using Labs Wisely, to lead a nation-wide learning collaborative to reduce unnecessary lab testing, leading to safer and more efficient care. To date, more than 100 hospitals from across Canada have joined this initiative.



“LTC+ is a wonderful example of how innovation, collaboration and quality improvement can lead to meaningful change. Connecting expertise across sectors – which organizations like CQuIPS do regularly – is a model for the future”

SCOTT OVENDON
PRESIDENT AND CEO
BAYCREST HOSPITAL

LTC+ Creating a more integrated healthcare system

LTC+ launched during the pandemic with the goal of reducing unnecessary transfers of long-term care residents to hospitals.

To do this, six hospital hubs partnered with a total of 54 long-term care homes in their surrounding areas to provide 24/7 access to general internal medicine consultation, nurse navigator support, access to urgent labs and education resources. CQuIPS was one of a number of academic and healthcare organizations that came together to co-found the LTC+ program and continues to provide leadership related to QI activities.

“LTC+ shows how healthcare teams and organizations can take a collaborative approach to make our healthcare system more resilient,” said Brian Wong, CQuIPS director. “Long-term care homes don’t routinely have timely access to the same resources as hospitals which is why residents are often transferred. But if we can bring clinical services and expertise to the

long-term care home, it’s far less disruptive to the resident and reduces the need for any movement. It’s a win-win.”

An early evaluation of the LTC+ program funded by a CIHR grant showed that it was used for consultations on abnormal bloodwork, cardiac problems, to request consultations and ask about system navigation. From April 2020 to September 2022, the program fielded more than 700 calls that included COVID-related clinical concerns,

with 45 per cent of calls addressing clinical concerns sufficiently to avoid an acute care transfer.

The program is still being run across the GTA and regularly modified based on feedback and data. The goal is for LTC+ to remain a key support for long-term care homes beyond the pandemic.

“If we can bring clinical services and expertise to the long-term care home, it’s far less disruptive to the resident and reduces the need for any movement. It’s a win-win.”

KEY THEME

Health equity



While equity is one of the six core aims of quality, it has not yet received the attention it deserves. The quintuple aim was proposed because quality improvement without equity is a hollow victory.* We have worked to prepare QIPS leaders and clinicians to apply equity, diversity and inclusion lenses into their improvement work. Our leadership team has been learning from experts in community and partner organizations who are doing work in this field to gain a deeper understanding of the wide range of health equity issues so as to inform our QI research, education and practice activities with a health equity lens.

*Nundy S, Cooper LA, Mate KS. The Quintuple Aim for Health Care Improvement: A New Imperative to Advance Health Equity. JAMA. 2022;327(6):521–522.

ACCOMPLISHMENTS

- Our entire leadership completed a six-month equity training program that was co-designed by members of our team and Ayelet Kuper, senior advisor for the Temerty Faculty of Medicine's Office of Inclusion and Diversity. This training has already influenced many facets of our work including which projects we prioritize, how we identify and recruit new faculty and coaches and how we hire for new roles.
- We partnered with Michael Garron Hospital and the East Toronto Health Partners to co-design with members of the community a training and coaching intervention aimed at building QI capacity at the Ontario Health Team level. This work is helping address the backlog in cancer screening rates stemming from the pandemic, with a focus on addressing and overcoming disparities.
- Our new education lead and course directors are supporting a more focused integration of equity into our courses by evolving the content and preparing faculty and coaches to better support equity-based QI work.
- Our virtual learning platform, CQUIPS+, features a monthly speaker series with local, national and international experts. We have prioritized equity-based topics in these events.
- We have collaborated on research that addresses equity-related quality and safety issues, including examining equity considerations in hospital safety monitoring systems, addressing social needs in general internal medicine and partnering with patients to improve diagnostic safety.
- We supported the launch of a TAHSN-wide QIPS Community of Practice (CoP). Within this CoP are three initial work streams, including one focused on health equity.



A community-based approach:

Reducing disparities in cancer screenings

Backlogs and delays in non-emergency healthcare caused by the COVID-19 pandemic have affected many proactive health practices – including cancer screening.

As part of their pandemic recovery strategy, East Toronto Health Partners (ETHP) – the Ontario Health Team (OHT) in East Toronto – chose to focus their attention on addressing cancer screening backlogs, with a focus on reducing inequities, and partnered with CQuIPS to tackle this issue.

With an aim of implementing community-based strategies to support this work, CQuIPS co-designed and co-led an introductory QI workshop for ETHP members as well as their partners including Michael Garron Hospital, East Toronto Family Practice Network, Community Health Centre Network, patient partners, community members and health ambassadors, among others, in June 2022.

“This really isn’t about us telling anyone what to do – we’re helping facilitate this work,” said Mercedes Magaz, CQuIPS QI specialist. “There’s an incredible amount of knowledge held by the groups we’re working with so we’re sharing the QI tools they can use to identify and design strategies to address the root causes of the problem.”

Historically, marginalized populations have

lower cancer screening uptake and the pandemic may have further exacerbated inequities. Knowing that, this work involves a focus on understanding and addressing health disparities. Patients and community members were involved in the training and will continue to play a vital role in helping identify strategies to increase screening rates.



This is the first time CQuIPS has partnered with community groups and patients in this way which is really meaningful for us

“This is the first time CQuIPS has partnered with community groups and patients in this way which is really meaningful for us,” said Magaz. “Quality improvement can be used by anyone and it will be powerful for community-based groups to develop the ability to use QI tools and approaches for this initiative as well as others in the future.”

CQuIPS has also partnered with research team members at Michael Garron Hospital to lead an evaluation of this community-based QI capacity building ‘model’ to determine how it can be leveraged to address other health system issues at the OHT level.



CQuIPS coaching enabled our team to use QI tools to understand why people were not getting regular cancer screening. This knowledge let us define the problem and look at equitable, data-driven solutions to collaboratively apply to our Ontario Health Team.

RISHMA PRADHAN
EAST TORONTO HEALTH PARTNERS



DOMAINS

Scholarship

We aspire to be a leading academic research centre focused on QIPS by ensuring that our scholarship impacts tangible health system needs and energizing our scholarship activities by working collaboratively with new and current partners. We prioritize research activities that create new knowledge to advance the QIPS field, evaluate the impact of QIPS initiatives and align with our Centre’s strategic focus on health system resilience and equity.

- CQuIPS leadership and core members have had papers published in leading journals in the QIPS and related fields, including: BMJ Quality & Safety, BMJ Open, Academic Medicine and Pediatrics
- CQuIPS leadership and core members currently serve as editorial board members at BMJ Quality & Safety, Academic Medicine and the Journal of Interprofessional Care



PAPERS PUBLISHED

80
2020

94
2021

72
2022

The real-world impact of *organizing for high reliability*

High reliability organizations (HROs) in healthcare are organizations that strive to eliminate errors by employing five key principles: sensitivity to operations, reluctance to simplify, preoccupation with failure, deference to expertise and commitment to resilience.

HROs are often held up as exemplar institutions that others should seek to emulate. Yet CQuIPS-led research found that, in one organization, while HRO-based tools and processes were implemented, the lack of focus on teaching the key principles to staff led to their inconsistent use across the organization.

Leahora Rotteau, CQuIPS program manager, led the research where 71 participants from various positions and backgrounds were interviewed. Data were also collected through observations from unit and hospital quality and safety meetings and activities.

Rotteau found that while some participants were able to identify safety reporting as a practice under the preoccupation with failure principle, many had difficulty identifying any practice associated with commitment to resilience, with most confusing it with individual resilience or wellness. Likewise, there were conflicting interpretations about whether an organization-wide daily safety brief contributed to high reliability or was just a perfunctory activity.

“Through our interviews we found that the concepts related to the high reliability principles were understood differently across the organization,”

said Rotteau. “So our ultimate recommendation was that interventions should be taught with an emphasis on which principle they are supporting. That way, staff will be able to describe how the practice aligns with HRO principles, recognize its importance and permanently adopt it to make their hospital safer.”

HRO principles have been adopted by hospitals within the Toronto Academic Health Science Network (TAHSN), as well as internationally.

“This research is a great example of how CQuIPS is leading work to advance the field,” said Brian Wong, CQuIPS director. “This was a full evaluation of a large-scale safety intervention at a Canadian hospital, published in the highest impact journal in the QIPS field. The findings have important implications for patient safety that will change the way other organizations implement HRO principles. We’re really proud of that.”

Rotteau’s co-authors included Joanne Goldman (CQuIPS scientist), Kaveh Shojania (CQuIPS senior scholar), Timothy Vogus, Marlys Christianson, Ross Baker (CQuIPS emeritus member), Paula Rowland and Trey Coffey (CQuIPS core member).

“**The findings have important implications for patient safety that will change the way other organizations implement HRO principles. We’re really proud of that.**”

“**CQuIPs training instills in us a curious and critical mindset and being part of the community connects us with experts from across the street to across the world. This combination of factors enables us to integrate scholarly evaluation into our applied quality and safety work.**”

TREY COFFEY
MEDICAL OFFICER FOR PATIENT SAFETY, SICKKIDS



KEY HIGHLIGHTS

→ Research that advances the QIPS field

- Determining whether SBAR can be implemented with high fidelity and the degree to which it enhances team communications
- Summarizing the evidence for the impact of clinical decision support systems on increasing recommended care and improving clinical endpoints
- Examining the theoretical basis for QI education, which challenged longstanding assumptions associated with experiential and interprofessional QI learning
- Evaluating the impact of medical safety huddles on patient safety

→ Research that evaluates QIPS initiatives

- Exploring understanding and enactments of high reliability organizations
- Examining the impact of stewardship programs in paediatric and adult emergency departments
- Evaluating the impact of the LTC+ program on residents, caregivers, staff and providers at six long-term care homes, including whether the program has reduced unnecessary acute care transfers, and identifying factors influencing the adoption and maintenance of the intervention to support long-term benefits to all involved

→ Research that aligns with our strategic areas of focus

- Studying equity-related QIPS issues, including addressing social needs in general internal medicine and patient partnership to improve diagnostic safety
- Identifying any and all health equity practices, considerations and recommendations for transition from paediatric to adult care
- Analyzing equity consideration in hospital safety event monitoring systems to increase our understanding of the ways that current patient safety monitoring systems are attending to equity in their safety data collection and analysis

We have established numerous collaborations with groups locally, nationally and internationally including GEMINI, the Centre for Advancing Collaborative Healthcare & Education (CACHE), Canadian Blood Services, Choosing Wisely Canada and the Agency for Healthcare Research and Quality (AHRQ), among others.



DOMAINS

Learning



CQulPS grew its reputation as a world-class learning centre for people and organizations passionate about improving health systems during the pandemic by offering virtual training opportunities to complement our existing in-person programs. We continue to evolve what we teach to reflect current health system concerns, such as issues related to health equity, patient and community involvement and implementation science, to name a few.

- Our graduates work across Canada, the United States and internationally, creating a strong network of QIPS leaders within and across healthcare systems. In 2022, we surpassed 800 alumni from our flagship programs.

LEARNERS BY THE NUMBERS

383
Certificate

126
EQUIP

50
VAQS

319
Masters

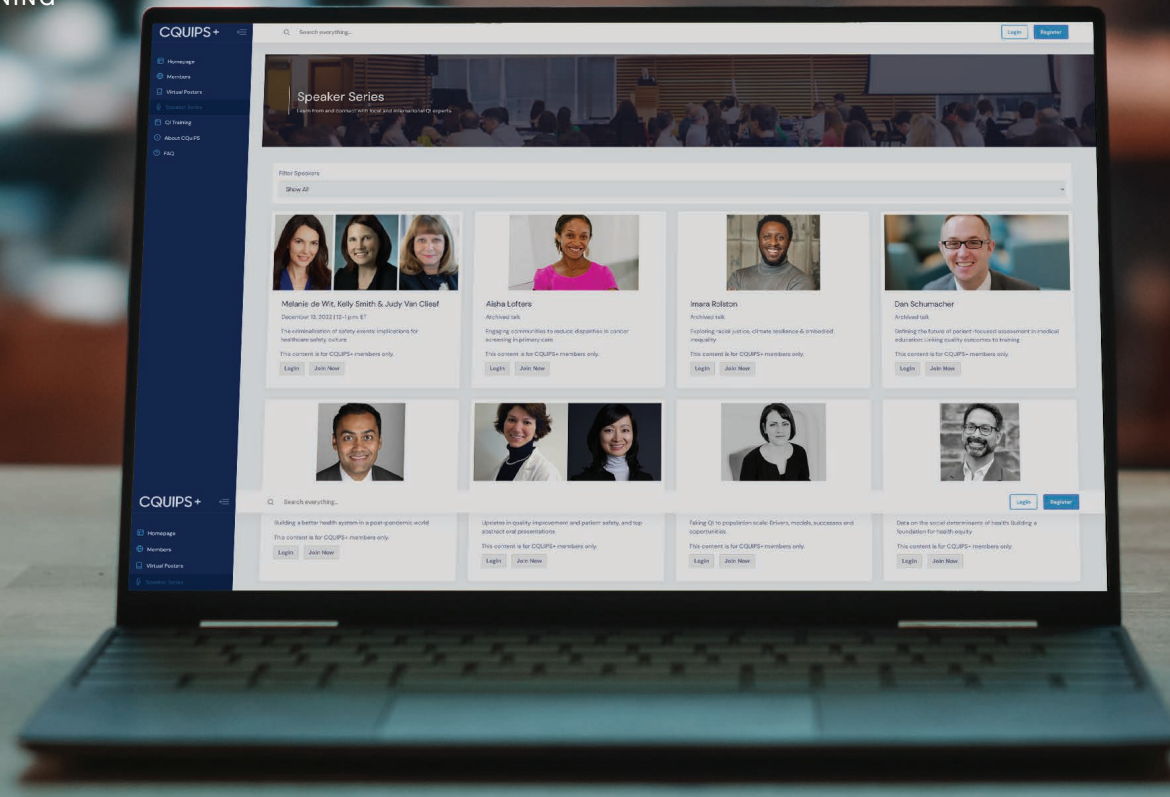
20
Fellowship

1,352
Co-Learning

2,250
total learners

CQUIPS+

The QIPS virtual learning hub



CQUIPS+ BY THE NUMBERS

111 total learners	350+ registrants
35 organizations where learners work	13 invited speakers
66 virtual Posters	10 workshops and masterclasses

→ CQUIPS is a connector – we are proud of our ability to bring people together and provide the meeting point for future work on QIPS projects to improve our healthcare system.

Before the pandemic, we hosted a conference every fall to do exactly that – there were keynote speakers, oral and poster research presentations, skills-building breakout sessions and time for networking. When COVID changed our ability to host the conference in person, we decided to take it online.

CQUIPS+ was created as a virtual learning QIPS hub, where registrants could learn both synchronously and asynchronously from some of the leading QIPS experts locally and from around the world, and connect with others who have shared interests.

A year and a half later, more than 350 people have registered from Canada, the United States, China, India, Germany, the United Kingdom and more. We've hosted speaker series events on a wide range of topics including the collection and use of

sociodemographic data for QI, artificial intelligence and machine learning, the promise of virtual care models, the impact of the health human resource crisis on patient safety and leveraging behavioural sciences and nudge theory for improvement.

Our masterclasses have been attended by people with a variety of interprofessional backgrounds looking to deepen their knowledge on advanced topics such as academic writing, incorporating assessment into QI education programs, data management and qualitative research methods. And our QI Fundamentals workshop continues to provide

an introduction to QIPS for those just starting on their QIPS journey.



We want this platform to continue to inspire people, to make them feel connected to others in the QIPS community and to help advance QIPS knowledge throughout Ontario and beyond.

“We have been thrilled with the response to CQUIPS+,” said Amanda Mayo, CQUIPS associate director for Sunnybrook and CQUIPS+ lead.

“Many people working in QIPS are the experts in their organizations but don't have a huge team to brainstorm and collaborate with, so CQUIPS+ is answering an important need for them. We want this platform to continue to inspire people, to make them feel connected to others in the QIPS community and to help advance QIPS knowledge throughout Ontario and beyond.”

Organizational QI Capacity Building

We have placed a renewed focus on collaborating with healthcare organizations to build QI capacity. Our team delivers team-based QI workshops and provides coaching and consultation on QI initiatives identified as organizational priorities.

→ Michael Garron Hospital

- Our partnership with **Michael Garron Hospital** is connected to our work with East Toronto Health Partners to increase cancer screening rates in their community. In addition to our inaugural workshop in September 2022, several Michael Garron team members have joined our certificate course, the Excellence in Quality Improvement Certificate Program (EQUIP) and CQUIPS+.

→ St. Mary's General Hospital

- Our three-year contract with Kitchener-based **St. Mary's General Hospital** includes a focus on helping reduce the time patients spend in the emergency department after admission (time to inpatient bed), as well as positive patient identification through barcoding. CQUIPS is leading one workshop per year as well as coaching sessions in between. St. Mary's has also enrolled several team members in our certificate course, EQUIP and CQUIPS+.

→ Holland Bloorview Kids Rehabilitation Hospital

- We consulted with **Holland Bloorview Kids Rehabilitation Hospital's** leadership team to advise on updating the organization's corporate balanced scorecards. In addition to expert guidance, this project included environmental scanning, stakeholder engagement, user experience work, data analysis and refinement. Our efforts helped the hospital align their scorecard with best practices and set more relevant and meaningful targets in their new strategic plan.



MICHAEL GARRON HOSPITAL
TORONTO, ON



ST. MARY'S GENERAL HOSPITAL
KITCHENER, ON



HOLLAND BLOORVIEW KIDS
REHABILITATION HOSPITAL
TORONTO, ON

DOMAINS

Networks

Our investment in a broad-based communication strategy and the expansion of our learning communities support the continued growth of our member and alumni networks. These networks are strengthened by academic and clinical partnerships that facilitate greater connection and collaboration within and across

MEMBERS BY THE NUMBERS

15	9	87	2
leadership team	core	affiliate	emeritus





Fellowships

Creating a community of learners and mentors

“It’s amazing being part of a community of people who have a similar mindset about improvement and safety and who speak the same language.”

JENNIFER WONG
FELLOW ALUM

→ QI education models, including those offered at CQuIPS, can often be thought of as ‘catch and release’; people spend time with us to learn and develop their skills, but once they finish their training, they return to their clinical settings and are expected to know how to swim.

We heard from our alumni that the learning often continues beyond their course work, but because not everyone speaks the language of QIPS, it can be difficult to find appropriate mentorship and guidance to hone their skills. For the same reason, we also heard that doing QIPS work can sometimes be quite lonely, and alumni were missing the connection they had with others who are passionate about QIPS, people with whom they could bounce ideas off of and reflect on their shared experiences.

“Although an individual might have formal training in QI, moving that knowledge into practice can be challenging,” said Joanne Goldman, CQuIPS scientist and Fellowship Director.

“The CQuIPS Fellowship was established out of our goal to create a community for those who have been trained in QI and have dedicated time to do QI at their institutions, but are looking for continued learning and

networking to strengthen their QI activities.”

After a successful first year with seven fellows, we welcomed 13 fellows into our second cohort – including four who have a focus on supporting Choosing Wisely Canada (CWC) priorities and serve as joint CWC Scholars. Each fellow is paired with a CQuIPS mentor who works with them to identify their scholarly focus for their fellowship, examples of which have previously included developing a peer-to-peer vaccine champion program during COVID and implementing a patient-reported outcome measure questionnaire in the emergency department.

The Fellowship provides numerous opportunities for fellows to share their knowledge and expertise with others.

For example, each fellow delivers a presentation on a topic of interest to the rest of the group and work-in-progress sessions allow fellows to provide each other with feedback on their project work.

“The connections among and between the fellows and CQuIPS have the possibility to lead to incredible results at organizations and the spread of impactful projects”



“The connections among and between the fellows and CQuIPS have the possibility to lead to incredible results at organizations and the spread of impactful projects,” said Goldman. “Our goal is for them to go back to this group – and to their mentor and the rest of the CQuIPS team – when they need support or want to share the impact

of their work because we all ultimately have the same objectives of improving care for patients and providers and improving the healthcare system.”

KEY HIGHLIGHTS

→ In 2021, we established our Fellowship program to provide opportunities for individuals who have already completed advanced QIPS training (many of whom are CQuIPS alumni) and are working in the field to deepen their knowledge and connect with other QIPS leaders to learn with and from one another.

- Seven fellows from varied interprofessional backgrounds joined our first cohort. In addition to advancing their own work, fellows made significant contributions to CQuIPS; for example, they supported the launch of CQuIPS+, worked on CQuIPS-led research, taught in our programs and contributed to collaborative projects with external partners.
- The Fellowship strengthened relationships between CQuIPS and its members; many fellows from our first cohort continue to be engaged in CQuIPS by supporting research, education and community-building activities.
- Building on the success of the Fellowship's first year, we invited 13 fellows to join our second cohort and expanded our reach to include individuals from Canada and the United States.
- The Fellowship also serves as the backbone for the Choosing Wisely Canada Scholars program, developed in collaboration with Choosing Wisely Canada and the Ottawa Hospital Research Institute; four CQuIPS fellows are joint CWC Scholars.

→ CQuIPS co-created the TAHSN QIPS Community of Practice with other QIPS groups and organizations across TAHSN and launched it in June 2022. The overarching goal is to create a space for QIPS professionals and learners to come together, share knowledge and build a better healthcare system.

TAHSN QIPS CoP goals:

- Strengthen communication among members of the QIPS community through knowledge exchange and translation
- Leverage unique strengths and areas of expertise within QIPS units, groups and organizations
- Identify priority areas for collaborative action and focused research and scholarship

TAHSN QIPS CoP work streams:

- Advancing equity through QIPS research, education and practice
- Enabling multisite QIPS initiatives through data
- Improving patient safety



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