



C-QUIPS STRATEGIC PLAN 2020-24

**QUALITY FOR A
CHANGED WORLD**

C-QuIPS
Centre for Quality Improvement
and Patient Safety

A CHANGED WORLD



BRIAN M. WONG
C-QulPS DIRECTOR

The Centre for Quality Improvement and Patient Safety (C-QulPS) has been my academic home for more than a decade. From being the Centre's inaugural post-doctoral fellow, to a core member and then associate director, I am proud to have contributed to the Centre's accomplishments over the last ten years. We have seen a rapid expansion in our Centre's educational offerings and the establishment of C-QulPS' reputation nationally and internationally as a leading training and learning centre; our graduates and alumni are now leaders in their own institutions who guide organizational efforts big and small to make care outcomes and experiences for patients in our health system better.

When named Director in early 2020, I was keen to build on this momentum by crafting a renewed strategic vision, extending our reach and deepening our impact for the people and organizations we serve. Nothing could have prepared me – or the world for that matter – for the pandemic. We halted our strategic planning process as we focused our efforts on supporting patients and partners, and flattening the curve to ensure we had sufficient health system capacity and resources to provide necessary care.

The pandemic is now shaping choices made by all public institutions and continuing to test the readiness and resilience of the world's health systems, including our own. In large measure, we are living in a reactive rather than proactive moment in history and decisions made now will have lasting repercussions. *We live in a changed world.*

This changed world fundamentally affects the decisions we make at C-QulPS as we envision our future work. The pandemic has exposed the fragility of our health system which, especially when under duress, fails to provide the quality of care that people deserve and expect. What's more, this inability to respond to shocks and discontinuities disproportionately impacts the most disadvantaged members of our society. As of November 2020, in Toronto, more than four out of every five COVID-19 cases have occurred among racialized people. Most deaths in Canada due to COVID-19 occurred in frail elderly seniors living in long-term care.

It has become clear that our quality improvement innovations must both improve outcomes and reduce inequities, which is why we at C-QulPS have determined that the themes of health equity and health system resilience should be at the heart of our activities over the next five years. We believe this thematic focus is consistent with our founding rationale — to help meet urgent needs within our health system. While both themes are new to C-QulPS, we believe we can and should stretch ourselves. Recognizing that we are not the experts in health equity, we will approach this new direction by first listening and learning, and looking for opportunities to work with organizations and communities already at the centre of health equity efforts.

Given this shift in strategic focus, this plan also seeks to update the Centre's vision and mission with

aspirational statements that reflect our collective sense of urgency and commitment to achieving more equitable health outcomes, and affirming the role everyone plays in creating a culture of continuous learning and improvement. I am extremely proud to share our Centre's renewed vision, "Everyone striving towards better health outcomes for all," which embeds equity and inclusivity at the heart of our activities, as we commit to accelerating and deepening the work of people and organizations passionate about enhancing quality and patient safety.

C-QulPS' greatest asset has always been its people; our core team together with the members, alumni and learners who see themselves as deeply aligned with our Centre's mission. To fully realize the goals of our renewed plan, we need to grow our community and direct the activities of our Centre and networks toward the pressing issues our health system is facing, which align with the priorities of our partner academic and clinical organizations. Doing this, together, we will achieve quality for a changed world.

A stylized, handwritten signature in black ink, appearing to read 'Brian'.

BRIAN M. WONG, MD FRCPC

WHO WE ARE

A DECADE IN THE MAKING

The Centre for Quality Improvement and Patient Safety (C-QulPS) was founded in 2009 as a joint partnership between the University of Toronto’s Faculty of Medicine and two of its major teaching hospitals, Sunnybrook Health Sciences Centre and the Hospital for Sick Children (‘SickKids’). With the announced renewal of the Centre in 2020, Women’s College Hospital joined as a new funding partner.

Under the leadership of our inaugural Director, Kaveh Shojania, we prioritized capacity building through education, developing programs that equip health care professionals, managers and leaders with the knowledge and skills to develop, execute and evaluate QI projects and lead patient safety initiatives. In a successful 2018 external review, reviewers praised our Centre’s impact, noting “The contributions of C-QulPS to building QI capacity among physicians and other healthcare providers was almost palpable in the resulting workplace QI cultures.”

While our primary focus was initially on education, C-QulPS staff and core members have led a variety of impactful research programs, producing papers and obtaining grants in greater numbers than any comparable Canadian centre and on par with prominent international centres.



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PROGRAMS

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12

STAFF MEMBERS

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20

CORE
MEMBERS

79

AFFILIATED
MEMBERS

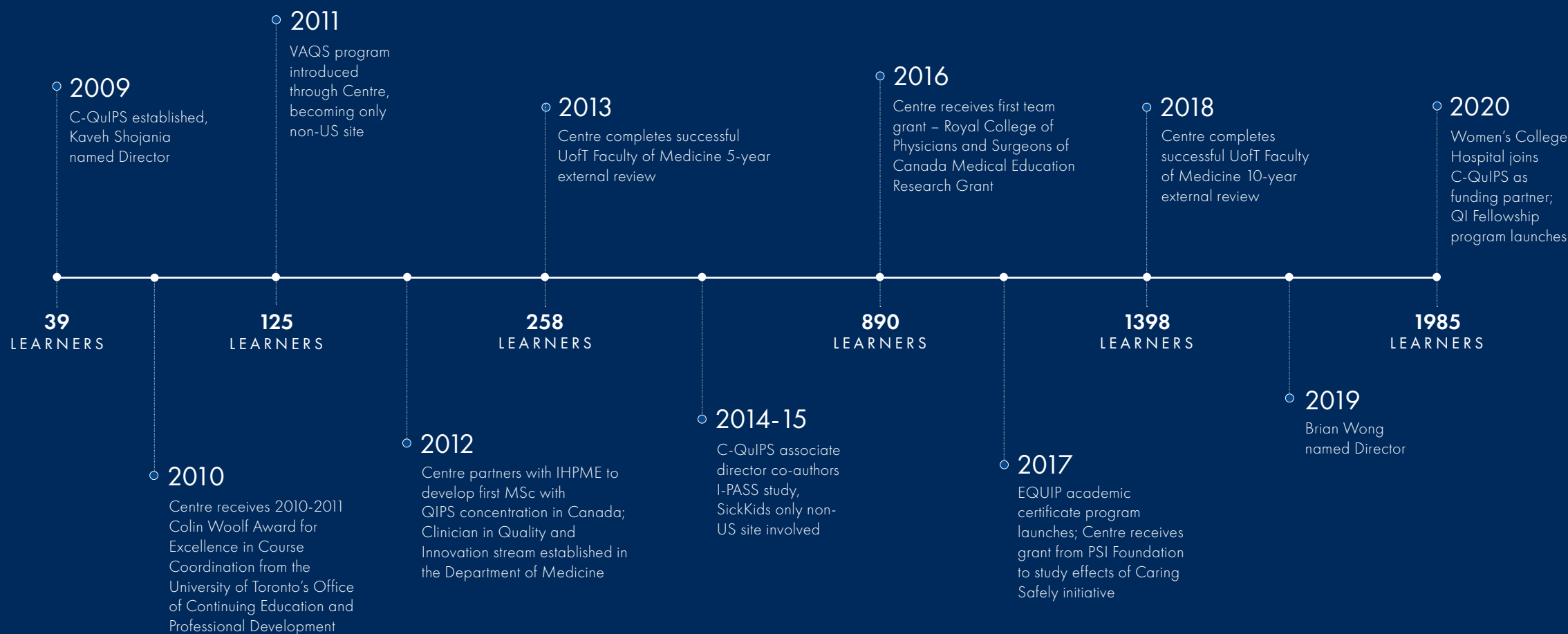
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PARTNER HOSPITALS

OUR HISTORY

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C-QUIPS STRATEGIC PLAN 2020-24

QUALITY FOR A CHANGED WORLD

EVERYONE STRIVING FOR BETTER
HEALTH OUTCOMES FOR ALL

C-QuIPS
Centre for Quality Improvement
and Patient Safety



SickKids
THE HOSPITAL FOR
SICK CHILDREN

Sunnybrook
HEALTH SCIENCES CENTRE

WCHH
WOMEN'S COLLEGE HOSPITAL
Healthcare | REVOLUTIONIZED

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

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

RIISING TO THE MOMENT

Key Themes

The COVID-19 pandemic has shone a light on numerous issues in our health care system, including a fragility in responding to crises as seen through system-wide shortages and slowdowns, as well as the inequities at the heart of our society that impact health at every level. For this reason, we have chosen to embed two key themes into our strategic plan: **health system resilience** and **health equity**. These two themes are woven throughout our goals and objectives, as well as our yearly initiatives, and represent key considerations that guide everything we do.



KEY THEMES

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STRONGER AND MORE ADAPTABLE

Health system resilience

A resilient health system is one that can adapt quickly to changing needs and circumstances, while at the same time focusing on the factors that support improved patient outcomes and provider wellness. We will direct our scholarship, learning and networks to advance initiatives that create health system resilience, such as integrated care, resource stewardship, high reliability and virtual care, among others.

ADDRESSING INEQUITIES IN CARE

Health equity

Equity is one of the six core aims of quality, yet it is often overshadowed by other aims such as patient safety. However, cultural safety and patient safety are inextricably linked; a person's background and identity directly impact the outcomes they experience. We cannot train current and future health leaders and clinicians in QIPS without addressing these inequities. Our first course of action must be to learn 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. Only then can we begin to determine how best to inform our QI research, education and practice with a health equity lens.



CREATING IMPACT

Domains

To fully realize our strategic goals and health system impact, we want to strike a better balance across our **scholarship, learning** and **networking** activities, and integrate these domains more deliberately to accomplish our goals.



DOMAINS

Scholarship

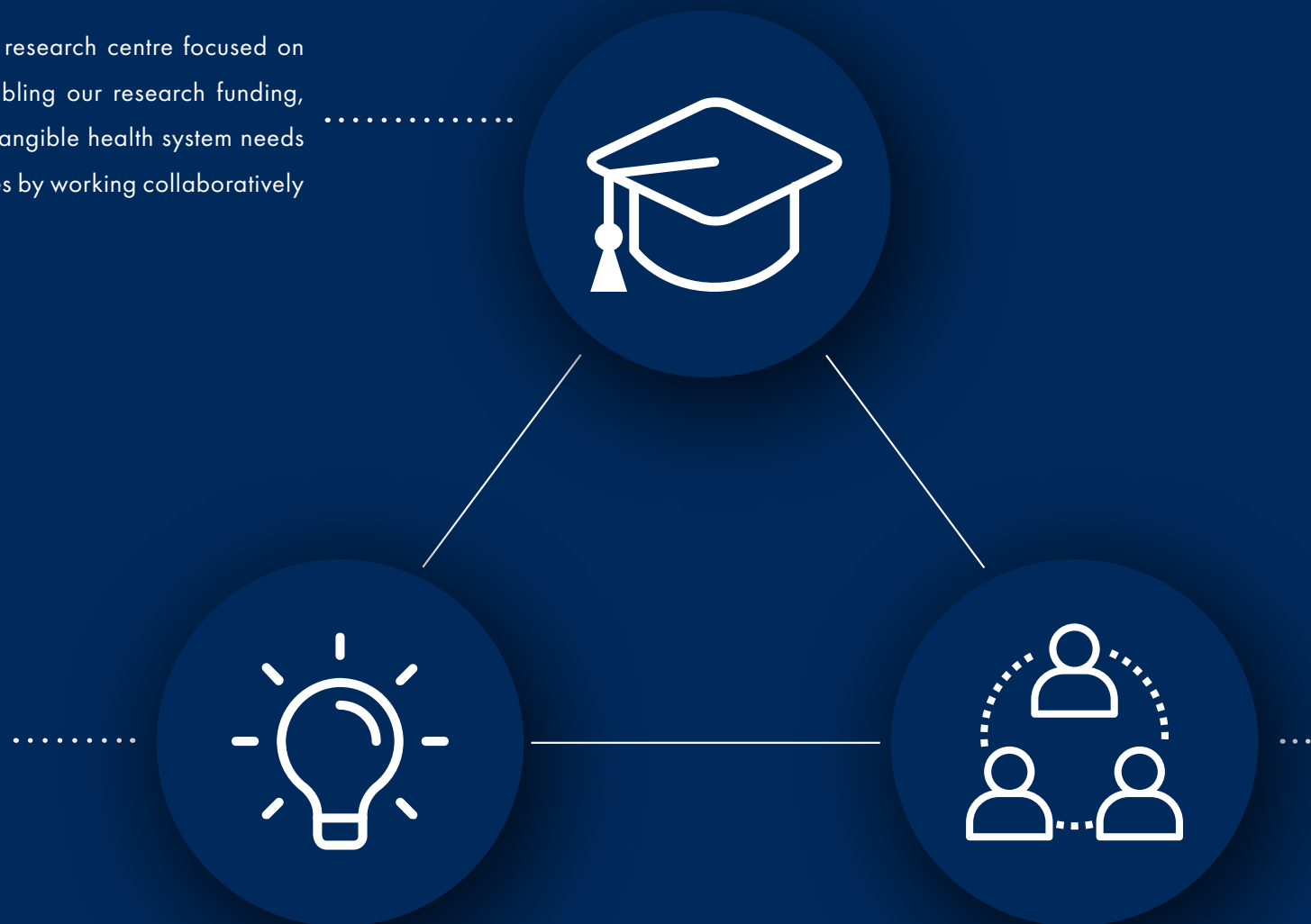
We aspire to be a top five academic research centre focused on QIPS over the next five years by doubling our research funding, ensuring that our scholarship impacts tangible health system needs and energizing our scholarship activities by working collaboratively with new and current partners.

Learning

C-QulPS is a leading training and learning centre for people and organizations passionate about improving health systems. We want to focus experiential learning within the clinical environment and embed learners into organizationally aligned QI initiatives. We also need to evolve what we teach to reflect current health system concerns, such as issues related to health equity, artificial intelligence and better health system coordination, to name a few.

Networks

We want to grow our member and alumni networks by investing in communications and learning communities. These networks will be strengthened by academic and clinical partnerships that facilitate greater connection and collaboration within and across organizations.



CRITICAL BUILDING BLOCKS

Enablers

Our ability to accomplish our goals relies on strategically increasing our funding, building and nurturing a community where QIPS professionals can connect and collaborate, and strengthening existing and new connections with clinical and academic organizations. Our enablers – **sustainable and diverse revenues, a community committed to excellence and learning and renewed and extended strategic partnerships** – are critical to our success.



ENABLERS



Sustainable and diverse revenues

We aim to deliver a significant return on investment to our member hospitals by providing cost-shared innovations and learning opportunities. Our work is supported by grants, commissioned research and course tuition. Over the next five years, we will fund our growth by doubling earned revenues related to learning, events, research and philanthropy. While doing so, we will strengthen our business model by introducing revenue targets for each of our three domains (scholarship, learning, networks).



A community committed to excellence and learning

Our culture of collegial inquiry and experimentation is grounded in proven research methods. As an applied research centre, we aspire to be a place where health practitioners and organizations can bring problems and gain the tools, mentorship and resources to solve them. We want our approach to learning and QIPS to be a model replicated by other institutions in Canada and abroad.



Renewed and extended strategic partnerships

C-QulPS should be a source of pride for our member hospitals, and an internationally regarded asset working within Ontario's health system. Over the next five years, we want to strengthen our connections to other international QIPS leaders, to other Canadian academic institutions and health organizations, as well as to community organizations and stakeholder groups that can help us advance our focus on health equity and health system resilience.

TARGETS AND MILESTONES

Goals

Our goals reflect our Centre's sense of urgency, purpose and desire to **advance the field** and **grow our community** and seek to express our ambition to make the Centre an indispensable asset that **delivers exceptional value** to its members and partner organizations.



GOAL 1

Deliver exceptional value

C-QulPS is an extra-departmental research and education unit that exists to positively impact health systems and patient outcomes. Our value proposition extends to our members, alumni and learners, as well as our partner clinical and academic institutions. We strive to ensure that our education programs are relevant, make a difference and are aligned with our partners' organizational priorities to catalyze change.

For our Centre's next phase, we will:

- extend our reach and build our reputation and success on our ability to accelerate change at the health system level
- create value by moving beyond the microsystem and supporting the application of these innovations at scale in ways that help both health care providers and patients



We demonstrate
our value as
an indispensable
health system
partner




GOAL 2

Advance the field

C-QulPS is an applied research body that inspires action with examples of success and ingenuity and advances the field of QIPS by generating and disseminating new knowledge. We enthusiastically engage with the concerns of our partner hospitals, the academic community focused on QIPS, and clinicians, administrators and researchers who are determined to find new and better ways of providing care.

We will:

- integrate our academic scholarship, learning programs and innovative networks to secure our reputation as an international leader in QIPS
- increase our ability to share and showcase our work



**We increase our
impact when we
share our stories and
what we learn**

GOAL 3

Grow our community

We are committed to increasing the number of people who work with us, while doing more to activate and support our members, alumni and learners. At the same time, we recognize the need for inclusivity and a more diverse range of voices to inform everything we do.

Over the next five years, we will:

- invest in our community by actively reaching out to and inviting new people with diverse backgrounds to join our team, faculty and programs
- prioritize networks to foster new ways for members, alumni and learners to connect and collaborate
- create more opportunities for shared learning and the pursuit of joint research and improvement initiatives



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**We invest in our
expanded and
diverse community**

GOALS AND OBJECTIVES

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Deliver exceptional value

Maintain international leadership in QI education by establishing novel approaches and designing and implementing impactful QI education programs.

Align and integrate QI work with organizational priorities to catalyze change that positively impacts health systems and improves patient outcomes.

Advance the field

Develop, in collaboration with organizational and community partners, an equity framework for QI research, education and practice.

Partner with internal and external groups and organizations to expand a program of research and scholarship.

Grow our community

Establish a quality improvement learning network that fosters connections and collaboration within and across organizations.

Cultivate and nurture a new and diverse generation of QI scholars and leaders.

CQUIPS.CA
TWITTER: @CQUIPS
LINKEDIN: C-QuIPS

