



# QUALITY IMPROVEMENT CURRICULUM – 4-Day Program Agenda for Residents 2012

University of Toronto, Department of Family and Community Medicine

<b>Pre-Work Days 1 &amp; 2</b>	<ol style="list-style-type: none"> <li><b>1. Complete Practice Profile</b></li> <li><b>2. Readings</b> <ol style="list-style-type: none"> <li><b>a. Berwick, Donald The Science of Improvement JAMA March 12 2008</b></li> </ol> </li> </ol>
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Day 1	Session Length, slides and interactivity	Learning Objectives
	<b>1. Quality Improvement Residency Program Overview and Introductions</b> <b>Total Slides – 25</b> <b>Interactive Sessions – 3 – 14 minutes</b> <b>35 minutes allotted</b>	<ul style="list-style-type: none"> <li>• <b>Define</b> and clarify the CanMEDS roles and competencies addressed in the Residency Curriculum in Quality Improvement.</li> <li>• <b>Describe</b> the QI program elements and integrated leadership and manager themes</li> <li>• <b>Define</b> your professional responsibilities during the program and for practicum.</li> </ul>
	<b>2. Rationale for Quality Improvement in Primary Care</b>  <b>Total slides – 51</b> <b>Interactive sessions – 3 – 25 minutes</b> <b>60 minutes allotted</b>	<ul style="list-style-type: none"> <li>• Begin to <b>identify</b> opportunities in family practice at multiple system levels that support QI implementation.</li> <li>• <b>Recognize</b> how change can have a positive impact on your patients, your practice and your community.</li> <li>• <b>Distinguish</b> and contrast QI with other quality-related initiatives.               <ul style="list-style-type: none"> <li>➤ Quality Assurance/Research/Knowledge Translation</li> <li>➤ Integrate QA and QI initiatives</li> </ul> </li> </ul>
	<b>3. Leadership in Healthcare</b> <b>Total slides - 32</b> <b>Interactive Sessions – 4 - 25 minutes</b> <b>60 minutes allotted</b>	<ul style="list-style-type: none"> <li>• <b>Develop</b> your role as a health care leader.</li> <li>• <b>Distinguish</b> the characteristics of complex adaptive systems, as they relate to health care.</li> <li>• <b>Recognize</b> the leadership competencies you will need as a leader in family practice.</li> </ul>
	<b>4. Choosing Opportunities for Improvement</b>	<ul style="list-style-type: none"> <li>• <b>Describe</b> and evaluate your practice.</li> <li>• <b>Identify</b> perceived opportunities for improvement in your practice.</li> </ul>



Day 1	Session Length, slides and interactivity	Learning Objectives
	<b>Total Slides 48</b> <b>Interactive Sessions – 6 – 46 minutes</b> <b>90 minutes allotted</b>	<ul style="list-style-type: none"> <li>• <b>Apply the QI Framework and QA approaches to identify</b> previously unperceived quality improvement opportunities in your practice.</li> <li>• Prioritize opportunities for improvement</li> <li>• <b>Select</b> a QI project at the system level to initiate your QI journey</li> </ul>
	<b>5. Model for Improvement</b> <b>Total slides 50</b> <b>Interactive sessions – 2 – 7 minutes</b> <b>45 minutes allotted</b>	<ul style="list-style-type: none"> <li>• Distinguish the components of Deming’s Theory of Profound Knowledge</li> <li>• <b>Develop a “systems thinking” approach</b></li> <li>• <b>Describe</b> the Model for Improvement.</li> </ul>
	<b>6. QI Team Form – Start up</b>  <b>Total Slides 61</b> <b>Interactive sessions 5 – 33 minutes</b> <b>75 minutes allotted</b>	<ul style="list-style-type: none"> <li>• <b>Define</b> Team</li> <li>• <b>Differentiate</b> stages of team development</li> <li>• <b>Identify</b> stakeholders in your QI initiative.</li> <li>• <b>Perform</b> a stakeholder analysis.</li> <li>• <b>Strategize</b> engagement of stakeholders.</li> <li>• <b>Describe</b> the roles needed on your QI team.</li> <li>• <b>Select</b> your QI Team</li> </ul>
	<b>Total Time 365 minutes</b>	

Day 2	Session Length, slides and interactivity	Learning Objectives
	<b>7. Structuring the Improvement</b>  <b>Total slides 53</b> <b>Interactive sessions – 7 – 55 minutes</b> <b>100 minutes allotted</b>  <i>Props: flip chart, markers.</i>	<ul style="list-style-type: none"> <li>• <b>Prepare</b> to answer the fundamental questions in the Model for Improvement.</li> <li>• <b>Develop</b> an Aim Statement for practice improvement, which defines positive change.</li> <li>• <b>Establish</b> measures of improvement: outcome, process, and balance. (System Level)</li> <li>• <b>Define benchmarks and targets</b></li> <li>• <b>Develop change ideas to test</b></li> <li>• <b>Use</b> change concepts to brainstorm previously unperceived change ideas.</li> </ul>
	<b>8. Process Tools and Analysis for Improvement</b> <b>Total slides 60</b> <b>Interactive sessions – 4 – 40 minutes</b> <b>90 minutes</b> <i>Props: graph paper</i>	<ul style="list-style-type: none"> <li>• <b>Initiate</b> improvement using Process Tools.</li> <li>• <b>Choose</b> and use appropriate process tools: <ul style="list-style-type: none"> <li>➤ Process Map</li> <li>➤ Cause &amp; Effect Diagram</li> <li>➤ Force Field Analysis</li> </ul> </li> <li>• <b>Use</b> process tools to prioritize and select change ideas.</li> </ul>



Day 2	Session Length, slides and interactivity	Learning Objectives
		<ul style="list-style-type: none"> <li>• <b>Use</b> process tools throughout a QI initiative.</li> </ul>
	<p><b>9. Change Management</b></p> <p><b>Total slides 33</b></p> <p><b>Interactive sessions – 3 -18 minutes</b></p> <p><b>45 minutes</b></p>	<ul style="list-style-type: none"> <li>• <b>Describe</b> some challenges of implementing change.</li> <li>• <b>Explore</b> why physicians resist change</li> <li>• <b>Use</b> the Transtheoretical Model to support stakeholders’ change.</li> <li>• <b>Manage</b> the scope and pace of change across levels of care.</li> <li>• <b>Spread</b> and implement change effectively in your practice through QI.</li> <li>• <b>Utilize</b> the 5 Whys technique</li> </ul>
	<p><b>10. Testing a Change Idea Part 1</b></p> <p><b>Total slides - 53</b></p> <p><b>Interactive sessions – 4 – 25 minutes</b></p> <p><b>80 minutes allotted</b></p>	<ul style="list-style-type: none"> <li>• <b>Select</b> a change idea.</li> <li>• <b>Differentiate</b> the four steps of the PDSA Cycle: Plan, Do, Study, Act.</li> <li>• <b>Prepare</b> for a test of change using the rapid PDSA cycle for improvement. <ul style="list-style-type: none"> <li>➤ Recall aim, measures and change ideas</li> <li>➤ State change idea to test first</li> <li>➤ Predict outcome</li> <li>➤ Use Process Tools to define test of change</li> <li>➤ Identify indicators and data needed to track test</li> </ul> </li> </ul>
	<p>Homework and Preparation for Next Days</p> <p><b>30 minutes</b></p>	<ul style="list-style-type: none"> <li>• Review assigned homework from above modules</li> <li>• Reading assignment</li> <li>• Next steps before next session <ul style="list-style-type: none"> <li>○ Form QI team</li> <li>○ Confirm aim, measures, change ideas</li> <li>○ Define relevant benchmarks and targets for aim</li> <li>○ Confirm first idea to test</li> <li>○ Define relevant benchmarks and targets for change idea</li> <li>○ Predict outcome (li review, expert consult, clinical practice review)</li> <li>○ Complete process tools</li> </ul> </li> <li>• Prepare 5’ minute presentation for table group at next session of above</li> </ul>
	<p><b>Total time 345</b></p>	

**Break – 1 month**  
*Confer with practice sites, confirm plans, begin recruiting QI Team*



<b>Pre-Work Days 3 &amp; 4</b>	<b>Readings</b> <b>1. Brandrud, Aleidis Skard et. al Three success factors for continual improvement in healthcare: an analysis of the reports of improvement team members BMJ Qual Saf 2011;20:251e259.</b> <b>Conflict Resolution Skills – Pre-assessment Form</b>
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Day 3	Session Length, slides and interactivity	Learning Objectives
	<b>11. Testing a Change Idea – Part 2 - Prepare to Do</b>  <b>Total slides – 23</b> <b>Interactive sessions – 1 – 5 minutes</b> <b>20 minutes allotted</b>	<ul style="list-style-type: none"> <li>• <b>Design</b> a test of a change idea using the PDSA rapid cycle for improvement.</li> <li>• <b>Detail</b> the test actions/tasks</li> <li>• <b>Prepare</b> implementation requirements needed for PDSA cycle implementation</li> <li>• <b>Use</b> an iterative approach of rapid cycles of improvement to develop and implement change</li> </ul>
	<b>Review and Update QI Project (Facilitation at table only)</b>  <b>60 minutes</b>	<ul style="list-style-type: none"> <li>• <b>Review</b> QI Initiatives to date               <ul style="list-style-type: none"> <li>○ Formed QI team</li> <li>○ Confirmed aim, measures, change ideas</li> <li>○ Defined relevant benchmarks and targets for aim</li> <li>○ Confirmed first idea to test</li> <li>○ Defined relevant benchmarks and targets for change idea</li> <li>○ Predicted outcome (lit review, expert consult, clinical practice review)</li> <li>○ Completed process tools</li> </ul> </li> <li>• <b>Identify</b> challenges</li> <li>• <b>Share</b> successes</li> </ul>
	<b>12. Data Collection</b> <b>Total Slides 41</b> <b>Interactive sessions – 4 – 28 minutes</b> <b>60 minutes allotted</b>	<ul style="list-style-type: none"> <li>• <b>Select</b> an indicator for your PDSA test of change.</li> <li>• <b>Outline</b> a 4 step Data Collection Plan.</li> <li>• <b>Differentiate</b> between continuous and categorical data.</li> <li>• <b>Develop</b> data collection forms</li> </ul>
	<b>13. QI Team Storm -Conflict Resolution</b> <b>Total slides - 29</b> <b>Interactive sessions – 4- 35 minutes</b>	<ul style="list-style-type: none"> <li>• <b>Use</b> the benefits of contrasting opinion.</li> <li>• <b>Recognize</b> different conflict-resolution strategies.</li> <li>• <b>Develop</b> a collaborative approach to conflict resolution.</li> </ul>



Day	Session Length, slides and interactivity	Learning Objectives
3	<b>60 minutes allotted</b>	
	<b>14. Data Analysis</b>  <b>Total slides - 81</b> <b>Interactive sessions – 12 – 57 minutes</b> <b>110 minutes</b>	<ul style="list-style-type: none"> <li>• <b>Describe</b> four measurement tools used in Quality Improvement: <ul style="list-style-type: none"> <li>➤ <b>Run Chart</b></li> <li>➤ <b>Frequency Plot</b></li> <li>➤ <b>Bar Chart</b></li> <li>➤ <b>Pareto Diagram</b></li> </ul> </li> <li>• <b>Select and use</b> different tools to analyze continuous and categorical data.</li> <li>• <b>Analyze</b> run charts to assess degree of variability, or stability, of the system under review</li> <li>• <b>Identify</b> next action steps.</li> </ul>
	<b>15. QI Team Norm Negotiations</b> <b>Total slides – 31</b> <b>Interactive sessions – 3 – 35 minutes</b> <i>Including Role Play - handout</i> <b>60 minutes allotted</b>	<ul style="list-style-type: none"> <li>• <b>Describe</b> the nature of negotiations in QI teams.</li> <li>• <b>Develop</b> negotiation strategies.</li> <li>• Respond when negotiations are not going well.</li> </ul>
	<b>Total Time 370 minutes</b>	

Day	Session Length, slides and interactivity	Learning Objectives
4	<b>Guest Presentation: Health Quality Ontario's Primary Care Group</b>  <b>30 minutes</b>	<ul style="list-style-type: none"> <li>• <b>Appreciate</b> Ontario's plans and activities for improving Primary Care</li> </ul>
	<b>16. QI Team Perform - Optimizing Team Function</b> <b>Total slides 34</b> <b>Interactive sessions -5 -23</b> <b>45 minutes allotted</b>	<ul style="list-style-type: none"> <li>• <b>Make</b> meetings work!</li> </ul>
	<b>17. Team Transform – A Knowledge Creating Team.</b>  <b>Total slides – 47</b> <b>Interactive sessions – 6 – 38 minutes</b> <b>75 minutes allotted</b> <i>Props: post-it notes, portable flip charts or large paper at table, markers, small chocolate treats</i>	<ul style="list-style-type: none"> <li>• <b>Use</b> qualitative feedback tools to increase your team's innovation and productivity</li> <li>• <b>Facilitate</b> brainstorming.</li> <li>• <b>Create</b> affinity diagrams.</li> <li>• <b>Run</b> focus groups.</li> <li>• <b>Use</b> nominal group processes.</li> <li>• <b>Use</b> a consensus pyramid.</li> </ul>



Day 4	Session Length, slides and interactivity	Learning Objectives
	<p><b>18. Chronic Disease Management</b></p> <p>Total slides - 42 Interactive sessions – 3 – 20 minutes 60 minutes</p>	<ul style="list-style-type: none"> <li>• <b>Apply</b> a chronic disease model to your practice environment</li> <li>• <b>Match</b> a defined population by its need with your resources</li> <li>• <b>Recognize</b> that chronic disease management will be a high proportion of your work</li> <li>• <b>Develop</b> a systems framework to address the complexity of CDM and stratify populations with chronic diseases in defining their needs</li> <li>• <b>Identify</b> opportunities for improvement, to launch the Model for Improvement for improving the health of these sub-populations</li> <li>• <b>Apply</b> the Model for Improvement to manage patients with chronic disease</li> </ul>
	<p><b>19. Test a Change Idea Part 3 - QI Spread and Implementation</b></p> <p>Total slides – 21 Interactive sessions - 0 15 minutes allotted</p>	<ul style="list-style-type: none"> <li>• <b>Prepare</b> to Act in the PDSA rapid cycle for improvement</li> <li>• <b>Spread and implement</b> changes in practice</li> </ul>
	<p><b>20. QI Team Adjourn – Celebrate and Share</b></p> <p>Total slides - 35 Interactive sessions – 2 – 7 minutes 45 minutes allotted</p>	<ul style="list-style-type: none"> <li>• <b>Obtain</b> universal patient consent to join a Quality Improvement practice.</li> <li>• <b>Celebrate</b> your QI accomplishments.</li> <li>• <b>Share</b> what you have learned</li> </ul>
	<p><b>Project Practicum</b></p> <p>Total slides - 24 30 minutes</p>	<ul style="list-style-type: none"> <li>▪ <b>Complete</b> the practical application of QI in your practice.</li> <li>▪ <b>Recognize</b> the expectations for your QI projects, and how they may relate to your Academic Projects next year.</li> </ul>
<p><b>Prior year's PGY1 Residents' Selected Poster Presentations</b></p> <p><b>60 minutes</b></p>		
	<p><b>Total Time 360</b></p>	