



*building advanced
improvement capability
for BC*

Professional development program for quality improvement

September 2019 – March 2020



BC PATIENT SAFETY
& QUALITY COUNCIL
Working Together, Accelerating Improvement.

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A recent cohort of Quality Academy graduates

THE BC PATIENT SAFETY & QUALITY COUNCIL

The BC Patient Safety & Quality Council (BCPSQC) provides system-wide leadership that brings a provincial perspective to patient safety and quality improvement activities. Through collaborative partnerships with health authorities and other health care providers, the Council promotes and informs a provincially coordinated, patient-centred approach to patient safety and quality improvement.

The Council works to build capacity and expertise in patient safety and quality improvement; supports health authorities and other service delivery partners in their continuous effort to improve the safety and quality of care; and works to improve health system transparency and accountability for the public.

“The most common characteristic of health care organizations that deliver outstanding performance in cost and quality is a systematic approach to capability building for improvement.”
(Bevan, 2010)

ABOUT THE QUALITY ACADEMY

The BCPSQC Quality Academy is a professional development program delivered over a six-month period. Participants in the program will attend five in-person residency sessions and will work on a quality project within their organizations. Participants will receive support during the program through webinars, one-to-one meetings with an assigned mentor, and access to expert faculty.

Aim

The aim of the Quality Academy is to provide participants with the capability to effectively lead quality and safety initiatives including the teaching and advising of others in the process of improving health care quality.

Participants will build their knowledge, skills and confidence around the core components of quality improvement including:

- Process and systems thinking
- Personal and organizational development
- Involving patients, users, carers, staff and the public
- Making improvement a habit: initiating, sustaining and spreading change
- Delivering on cost and quality
- Problem solving/internal consultancy skills, and
- Innovation for improvement.¹

Participants will demonstrate acquired knowledge through the design, implementation and evaluation of an improvement project related to the mission, vision and values of their organization.

Who Should Attend?

We strongly encourage health care professionals from across the health system who are leading improvement initiatives to apply. The Quality Academy is designed to support participants from all sectors of care including primary care and community services, acute care, residential and long-term care, palliative care, mental health and others. Past participants have typically included operational managers and directors, quality improvement consultants and leaders, as well as clinical champions. If you are unsure if the Quality Academy is the right fit for you, please visit [our website](#) for additional information or [contact us](#) and we'd be happy to discuss it with you.

¹ Bevan, H. How can we build skills to transform the healthcare system? Journal of Research in Nursing first published on January 22, 2010 as doi:10.1177/1744987109357812.

CURRICULUM OVERVIEW

The Quality Academy is built upon the learning and experience from the NHS Institute for Innovation and Improvement as well as Intermountain Healthcare's Advanced Training Program. Participants in the program will be provided with opportunities to not only develop skills and knowledge of various quality improvement tools and methods, but also to develop critical thinking skills to examine how to strategically use opportunities and tools to improve the quality of care.

Key areas addressed throughout the curriculum include:

- Quality and safety culture
- Model for improvement
- Lean
- Statistical process control
- Positive deviance
- Measurement strategies
- Resilience and reliability
- Understanding and reducing variation
- Complexity and systems thinking
- Spread and sustainability
- Social movement and large-scale change
- Innovation
- Teamwork and communication
- Organizational energy
- Human factors
- Ethics
- Patient and family engagement
- Leadership skills
- Coaching and mentoring
- Link between cost and quality
- High-performing health care systems

PARTICIPATING IN THE QUALITY ACADEMY

Expectations

Participants completing the Quality Academy will receive a certificate of participation from the BC Patient Safety & Quality Council. Participants are expected to meet the following requirements to complete the program:

- attendance and active participation at all residency sessions and webinars
- demonstration of progress and application of concepts covered through their work on a quality improvement project within their organization
- submission of quality project progress reports to their faculty mentors and executive sponsors
- completion of assignments and tasks as assigned by Quality Academy faculty
- participation in the evaluation of the Quality Academy program

Quality Project

A key component of the Quality Academy is a quality improvement project completed by participants within their organizations that enables them to apply the concepts, skills and knowledge gained during the program with support from an assigned mentor.

Participants are encouraged to begin exploring potential topic areas with their organization during the application process. Projects will be required to meet the following criteria:

- explicitly addresses one or more dimension of quality, based upon the [BC Health Quality Matrix](#)²
- relates to the strategic or business plan of the organization
- is supported by an organizational Executive Sponsor
- has a measurable aim statement
- can make progress toward the aim within six months
- has the support of a clinical champion (where the project occurs in a clinical area)
- incorporates the patient perspective
- has baseline data available or that can be obtained for the outcome measure

² BC Patient Safety & Quality Council. BC Health Quality Matrix Handbook. Vancouver, (BC); 2010 (Available at www.bcpsqc.ca).

Time to Participate

Participants must attend all residency sessions in order to complete the Quality Academy. During residency sessions, it is expected that participants will be free from official duties to maximize their learning opportunity. As well, participants will require adequate time and support during the six-month program to dedicate to their quality project. This time will vary depending on the scope of the project chosen; however, experience suggests this is at least one day per week.

Attendance at all residencies is required in order to graduate from the program. If you miss one residency day, you may be asked to withdraw. Only in the case of exceptional personal circumstances, such as illness or family emergency, will arrangements be made for you to catch up on missed content. Exceptions will not be made for work related matters.

Tuition

The BC Patient Safety & Quality Council provides significant funding to support the program as part of its mandate to support education and capacity building for quality across the province. However, a registration fee of \$2,500 plus taxes will be charged for all program participants.

Participants will be responsible for their own travel and accommodation costs for the residency sessions.

Support for Participants

We are committed to providing participants with a positive learning experience both during and outside of residency sessions. To ensure participants are successful in both the residency sessions and in leading their quality project, the Quality Academy will offer a series of supports to all participants.

- A series of educational webinars will be held between residency sessions to continue the dialogue from residencies and provide additional learning.
- Each participant will have a mentor to support their learning and project progress on a one-to-one basis. Participants and their mentors will connect regularly during the program through progress reports, written feedback and teleconference calls.
- A dedicated website for the Quality Academy will provide an additional forum for resources support. All course materials will be available on the website including additional readings, templates, contact information and a calendar of events.
- Participants will be encouraged to connect with each other and core faculty members outside of the residency sessions. One of the most valuable resources is the combined experiences of the Quality Academy group forming a valuable network of expertise.

KEY DATES

We recognize that travel is often a challenge for participants in education programs, but at the same time we recognize the critical importance of face-to-face interaction for this type of learning – based on dialogue, conversation and sharing. The residency session dates and locations are listed below.

July 8, 2019	Deadline for Application
August 29, 2019	Pre-Course Webinar
September 30 - October 3, 2019	Residency 1 – Kelowna, BC
November 4 - 6, 2019	Residency 2 – Vancouver, BC
December 2 - 4, 2019	Residency 3 – Victoria, BC
January 27 - 29, 2020	Residency 4 – Vancouver, BC
March 9 - 10, 2020	Residency 5 – Vancouver, BC



APPLICATION INFORMATION

To register for the Quality Academy, simply follow the directions below. **Space is limited so apply early!**

Application Process

1. Review this guide. Work with your Direct Supervisor to identify an appropriate Executive Sponsor and begin initial exploration of your quality project ideas with them.
2. Download the Quality Academy Executive Sponsor Form. Please ensure that both your Executive Sponsor and Direct Supervisor review and sign the form. Once completed, save a copy to attach to your application form.
3. Complete the Quality Academy Application Form online. You will need to attach your completed Executive Sponsor Form to your online application. Please note that you are able to save and continue your application at a later date.
4. Once your Quality Academy Application Form and Executive Sponsor Form have been submitted, you will receive an email receipt with your completed application attached. Applications will not be considered until both forms have been received. If you have questions about the application process, please contact learning@bcpsqc.ca.



“Quality Academy was the **best educational experience** that I have ever had and it has made a huge difference to my understanding of the improvement potential in health care delivery. ***It was amazing!***”

“I really appreciated the experience and continue to ***use the skills*** I acquired, ***network with others*** from my cohort, and ***continue to grow.***”

FACULTY

We have an excellent group of dedicated experts who are both passionate and knowledgeable about their areas of expertise related to improving the quality of care. These Faculty members will provide direct teaching and be available for advice to program participants. As well, several Faculty will also serve as Mentors who will be paired with a participant at the first residency program to provide ongoing one-to-one support.



D. Douglas Cochrane, FRCSC, FAAP
Provincial Patient Safety & Quality Officer and Chair
BC Patient Safety & Quality Council

Doug is a Professor at the University of British Columbia in Neurosurgery, a certificant of the American Board of Pediatric Neurological Surgery, and a Fellow of American Academy of Pediatrics. In addition to his involvement in boards and committees at the provincial, national and international levels, he maintains his clinical practice as staff neurosurgeon at BC's Children's Hospital and Sunny Hill Health Centre for Children. Doug brings a broad understanding of patient safety and has an interest in health care system sustainability through improving quality of care, resulting in cost savings for the system.



Christina Krause, MSc
Executive Director
BC Patient Safety & Quality Council

Christina has a strong background in improvement work leading collaboratives on topics such as medication reconciliation, prevention of surgical site infection and MRSA, and improved care for acute myocardial infarction. A certified Faculty member with the Institute for Healthcare Communication, she also served as a key member of the National Working Group

which developed Pan-Canadian Disclosure Guidelines. In her current role, Christina has a particular interest in social movement theory and the mobilization of energy to facilitate large-scale change. Christina is currently an EXTRA Fellow with the Canadian Health Services Research Foundation.



Ben Ridout
Director, Analytics & Strategic Initiatives
BC Patient Safety & Quality Council

Ben joined the Council in 2014, starting as a Quality Leader supporting clinical improvement initiatives before becoming Director of the Patient & Public Engagement team, which supports the Patient Voices Network. In 2018 he moved to a new role leading the Analytics & Strategic Initiatives team.

Ben has always been passionate about numbers, starting at an early age devouring box scores in the newspaper. He has a specific interest in helping turn data into knowledge to support quality improvement in BC's health system. Through his experiences Ben has seen the value of combining numbers with contextual information to be able to tell a story that inspires action. Ben holds a Master of Health Administration from Dalhousie University and a Bachelor of Business Administration, with a joint major in Business and Geography, from Simon Fraser University.



Allison Muniak, MSc
Executive Director, Quality & Patient Safety & Infection Control
 Vancouver Coastal Health

Allison is a Human Factors Specialist with strong experience in applying engineering and psychology principles on a variety of large and small projects relating to health care. She currently works part-time at Vancouver Coastal Health as a Human Factors Specialist in Quality and Patient Safety, and independently consults on Human Factors principles to a variety of industries in Vancouver, British Columbia, and across Canada. Committed to safety and quality of care, Allison’s goal and motivation is to introduce and incorporate human factors engineering principles into health care in British Columbia.



Martin Wale, MD, FRCPATH, MBA, CCPE
Executive Medical Director
 BC Medical Quality Initiative

Trained in medical microbiology and public health in the UK, he spent most of his UK career in the Health Protection Agency before becoming a Fellow of the NHS Institute for Innovation and Improvement, working on Clostridium difficile and the “Productives” (Releasing Time to Care). In 2007 he joined Mid Yorkshire NHS Trust as Chief Medical Officer, and was recruited from that position to Island Health in 2009. He has been Deputy CMO, and Executive Medical Director in Quality, Patient Safety & Research, then in Medical Affairs & Research. Since 2014 he has also led the BC Medical Quality Initiative.



Courtney Chu
Communications Specialist
 BC Patient Safety & Quality Council

Courtney joined the Council in January 2018. Her professional background includes marketing, content strategy and corporate communications. She holds a Bachelor of Arts in Communication from Simon Fraser University and a Master of Arts in Communication with a focus on children’s health and gamification.



Wrae Hill, MSc, RRT, FCSRT
Manager, Patient Flow
 Island Health

Wrae has a breadth of clinical knowledge and skill in the area of patient safety and quality improvement, and has a particular interest in the area of resilience and high reliability in health care. Wrae is a fellow of the Canadian Society of Respiratory Therapy with a MSc in human factors and systems safety from the Center for Complexity and Systems Thinking at Lund University in Sweden. Wrae has certification in training of root cause analysis and disclosure, and co-developed a course for patient safety investigators.



Andrew Wray, MHA, BSc
Executive Director, Learning, Analytics & Strategic Initiatives
 BC Patient Safety & Quality Council

Andrew joined the BC Patient Safety & Quality Council in July 2009. Prior to joining the Council, Andrew spent several years working in the biotechnology industry, with the BC Cancer Research Centre and the BC Ministry of Health Services.

Andrew’s passion for patient safety and quality improvement, accompanied by his proven project management abilities, assists the Council in achieving its mandate of fostering quality improvement across the continuum of care. He successfully leads complex initiatives and works to develop collaborative partnerships with health system stakeholders in order to equip people at all levels of the system with the knowledge and skills needed for sustained change. He is particularly interested in the ongoing development of learning opportunities for quality improvement, mechanisms of innovation, the use of data for improvement and public accountability of the health care system. Andrew leads the Council’s measurement activities, strategic initiatives and learning programs such as the Quality Academy, Quality Forum and Quality Café.

Andrew holds a Masters in Health Administration from the University of British Columbia and a Bachelor of Science degree in Microbiology from the University of Victoria.



Melanie Rathgeber, MA

Lead Consultant
Merge Consulting

Melanie has a breadth of experience facilitating innovative and system-wide collaborations to improve quality. Specializing in measurement, Melanie has worked with national, provincial and local initiatives to define indicators and measurement systems. Melanie’s main focus is appropriate data display and ensuring indicator results are meaningful to all levels of staff and leadership. In previous roles with Saskatchewan’s Health Quality Council and the the BC Patient Safety & Quality Council, Melanie led projects in a variety of care areas including surgery, ICU, wait times for cancer care, and chronic disease care in the community. She has also been instrumental in designing education programs for staff and physicians. Melanie now divides her time between consulting in the health care and social services sectors and works as Quality Leader for BC Mental Health and Substance Use Services.



Francois Dionne

Associate
Centre for Clinical Epidemiology and Evaluation

Francois Dionne is based at the Centre for Clinical Epidemiology and Evaluation in the Vancouver Coastal Health Research Institute in Vancouver, British Columbia, Canada. Dr. Dionne completed his doctoral training in the School of Population and Public Health at the University of British Columbia, and also holds a Master’s degree in Business from UBC. The focus of his work is on the application of methods to support priority setting and resource allocation decision-making in health care. He has consulted widely with health care and government organizations across Canada over the last six years and is one of Canada’s leading experts in the application of multi-criteria decision analysis in health care.



Sam Williams, MD, FRCPC
Geriatrician/Chief of Staff
West Coast General Hospital

Dr. Dorothy ‘Sam’ Williams is a Geriatrician/Chief of Staff at West Coast General Hospital in Port Alberni and Chair of the Health Authority Medical Advisory Committee for Island Health. She has been working as a Geriatrician for Island Health since 2000. She is a clinical instructor with the Department of Medicine UBC and the Island Medical Program.

Dr. Williams has a particular interest in Physician Health Issues, and is a member of the Physician Health Program “Physician Advocating Wellness” groups in BC. She also chairs the Physician Health Program Steering Committee of Doctors of BC. In addition, how we communicate with each other and teams with a focus on building a culture of safety is of particular interest.



Helen Wale, MA, CEC
Executive Coach, Trainer and HR Consultant
Helen Wale Coaching and Human Resources

Helen is a Human Resources professional and Executive Coach with over 23 years of experience in a variety of professional and leadership positions within the public healthcare systems in both Canada and the UK. Helen Wale is also a licensed trainer for Coaching Out of the Box®. As an executive coach, Helen has supported individuals progressing through the BC Health Authorities Experience Linx program as well as coaching individuals from a wide range of industries and sectors. Helen holds a Master’s Degree in Human Resource Management from De Montfort University (Leicester, UK) and a Graduate Certificate in Executive Coaching from Royal Roads University. Specializing in leadership, business coaching, and career transition, Helen has a particular interest in developing individuals, and working with them to help achieve their goals and aspirations.



Colleen Kennedy, BA, MLIS, MHA
*Executive Director, Health System
 Improvement & Engagement*
 BC Patient Safety & Quality Council

Colleen joined the Council in 2014 as a Quality Leader supporting clinical improvement initiatives. Prior to this, she led improvement efforts across the continuum of care through her role as the Manager of Quality and Patient Safety for Interior Health West and Patient Experience for Interior Health (IH).

Colleen’s passion is to work with health care professionals at the point of care to facilitate system-level improvements. As part of this, she led the IH Diabetes Collaborative. Along with her team, Colleen also designed the quality improvement and patient safety (QIPS) unit leader program, which focused on building quality improvement capacity at the point of care. In addition, she engaged with partners to develop the structure for IH Local Quality Committees and the framework for quality reviews. Previously she also served as IH’s Leader, Physician Engagement, where she collaborated with physicians on quality improvement initiatives in the lab, operating room, medical device reprocessing, obstetrics and critical care.

Colleen holds a Master of Information Studies and a Master of Health Administration from the University of British Columbia. She has completed training in quality improvement and the collaborative breakthrough series through the Institute for Healthcare Improvement. Colleen also has her Green and Black Belt in Lean Health Care from the Canadian Logistics Institute.



Bruce Harries, MBA
Principal
 Improvement Associates Ltd.

Bruce co-founded Improvement Associates in 2000 and has worked primarily on the improvement of health care. He is Collaborative Director for the Canadian Collaborative to Improve Patient Care and Safety in the ICU, and advises on a number of health care improvement initiatives. He is a graduate of Trent University, the Banff School of Advanced Management and holds an MBA from IMD in Lausanne, Switzerland.



Geoff Schierbeck, FISQua
*SSC Liaison, Specialist Services
 Committee*
 Doctors of BC

Geoff works with the SSC to support the delivery of specialist services through facility-based physician engagement, enhancing specialist services, and advancing quality improvement. Geoff has an extensive amount of improvement knowledge, having previously worked as a quality leader with the Health Systems Improvement team at the council and a quality improvement consultant in surgery for Interior Health where he led the implementation of the surgical checklist for the region.

Geoff is an RN with an emergency nursing certification and worked throughout Western Canada and Western United States in emergency and intensive care units. He is a graduate from the BCPSQC Quality Academy, completed the collaborative breakthrough series through the Institute for Healthcare Improvement and holds a Fellowship from the International Society for Quality in Health Care. Geoff has also been a certified private pilot for over 20 years.



Leanne Couves, BCom
Principal
 Improvement Associates Ltd.

Leanne co-founded Improvement Associates in 2000 and has worked primarily on the improvement of health care. As an Improvement Advisor, Leanne has designed and supported many Breakthrough Series Collaboratives across Canada and has taught at over 35 Learning Sessions. She has led the writing of several improvement guides based on these approaches. She is an active member of the national Safer Healthcare Now! Education and Resources Working Group. Leanne holds a Bachelor of Commerce degree and Certificate in Adult and Continuing Education from the University of Alberta.



Eric Young

Data Analyst, Analytics & Strategic Initiatives

BC Patient Safety & Quality Council

Eric joined the Council in 2014. He has a strong interest in health care transformation and quality improvement, and he is keen on using health information to tell stories and drive improvement work. He supports a variety of the organization's initiatives including Clinical Care Management, Learning & Strategic Initiatives, and Clear. Eric graduated with a BSc in Health Information Science from the University of Victoria. Prior to working with the Council, he did similar improvement work as a Metrics Analyst at Island Health.



Karen Estrin

Engagement Leader, Patient & Public Engagement

BC Patient Safety & Quality Council

Karen joined the Council in 2016 as an Engagement Leader with a focus on supporting patient volunteers and health care partners in Lower Mainland & Sunshine Coast communities. Karen is passionate about community engagement and has extensive program and event coordination experience. Through her various roles working with diverse non-profit organizations, she has a comprehensive knowledge of local and provincial agencies, Karen brings forward a strong understanding of cultural sensitivity and prioritizes developing inclusive programs.



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