



*building advanced
improvement capability
for BC*

Professional development program
for quality improvement

April – September 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, contact us at learning@bcpsqc.ca 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 understand that travel is often a challenge for participants in education programs. However, we also 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.

January 17, 2020	Application Deadline
March 19, 2020	Pre-Program Webinar
April 6 - 9, 2020	Residency 1 – TBA
May 12 - 14, 2019	Residency 2 – Vancouver, BC
June 16 - 18, 2019	Residency 3 – Victoria, BC
July 21 - 23, 2020	Residency 4 – Vancouver, BC
September 15 - 16, 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.



Christina Krause, MSc
Chief Executive Officer
BC Patient Safety & Quality Council

Christina Krause is the Chief Executive Officer of the BC Patient Safety & Quality Council and an Adjunct Professor, School of Population & Public Health, Faculty of Medicine at the University of British Columbia. Her interests include the use of social change models and network theory in efforts to engage and mobilize stakeholders, as well as the role of culture, teamwork and communication to advance quality of care. Christina is an EXTRA Fellow with the Canadian Foundation for Healthcare Improvement, a member of the Board for the OSNS Child & Youth Development Centre, and a member of the Board Quality Committee at Canuck Place Children's Hospice.



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, he 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, the Quality Forum and Quality Café.

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



Courtney Chu, BA, MA
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.



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, RN BScN,
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.



Wrae Hill, MSc, RRT, FCSRT
*Physician Quality Improvement
 (PQI) Consultant*
 Interior Health

Wrae has a breadth of clinical knowledge and skill, and has a particular interest in the area of communication, 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’s current role within Interior Health (Quality) is part of the Provincial PQI Initiative, (funded by the Specialist Services Committee-SSC), to support Physicians to lead Quality Initiatives within their workplaces.



Shari McKeown, RRT, MA, FCRT, FISua
Director, Patient & Safety
 Interior Health

Shari joined Interior Health in March 2019 as Director, Patient Safety. Her portfolio includes patient safety investigations, Patient Care Quality Office and support for Adult Guardianship within the region. Prior to this, she worked at the BC Patient Safety & Quality Council in various roles – most recently as Director, Learning & Capability Development. She is a Registered Respiratory Therapist by professional background with over 15 years of clinical experience and received an MA in Learning & Technology from Royal Roads University in 2011.

She is a BCPSQC Quality Academy graduate, completed a program for Large Scale Change with the UK’s National Health Service in 2012, and has received fellowships from the Canadian Society of Respiratory Therapists (2010) and the International Society for Quality in Healthcare (2017). She also holds an adjunct faculty appointment within the Department of Allied Health, Faculty of Science at Thompson Rivers University.

Shari has a wide range of interests related to learning, safety and health improvement, including behavioural insights, gamification, research, mobile technology, disclosure, simulation, social movement theory, large scale change, and systems thinking.



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 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.



Ben Ridout, MHA, BBA
*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.



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.



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. She 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.



April Price, BComm, MA

Leader, Health System Improvement
BC Patient Safety & Quality Council

April joined the Council in April 2019. Prior to joining the Council, she worked at Northern Health in a variety of roles that included quality process improvement, facilitation, mentorship, coaching and most recently executive leadership. She is also a part-time instructor at the College of New Caledonia in Prince George. Her background is in business and prior to joining health care she managed the Northern Undergraduate Student Society at the University of Northern BC (UNBC) for more than 16 years. During that time, she oversaw all aspects of the organization including the development, implementation and operations of the Student Centre. April’s passions include data-informed quality improvement, facilitation, and fostering change in our health care system by empowering people to challenge the norm. She brings professionalism, humour and strong communication to all aspects of her work.

April holds a Master of Arts in Leadership with a Health Specialization from Royal Roads University and a Bachelor of Commerce from UNBC. She is a graduate of BCPSQC’s Quality Academy and has her Lean Green Belt.



Martin Wale

Principal, Martin Wale Consulting
Adjunct Professor, UBC
Adjunct Professor, UVic

Dr. Martin Wale is a UK-trained microbiologist and public health doctor, and was an inaugural Fellow of the NHS Institute for Innovation & Improvement. He was recruited to Canada in 2009 to lead the infection control System Wide Initiative in Island Health (then VIHA), subsequently moving through other medical leadership roles in Island Health, including Deputy CMO, and Interim VP Med and CMO. In 2015, he started the BC Medical Quality Initiative for the BC Ministry of Health, and in 2017 was seconded to the Ministry to conduct a review of radiology in BC, and advise on implementation of the recommendations.

Since leaving in June 2018, Martin has become freelance, starting his own consulting business and working with UBC, UVic, and Doctors of BC. He has been Faculty for BCPSQC’s Quality Academy and Clinician Quality Academy since their inception, and Faculty for the Canadian Patient Safety Officers’ Course since 2012.



Eric Young, BSc
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.



Sarah Carriere, RN, MN
Leader, Health System Improvement
 BC Patient Safety & Quality Council

Sarah joined the Council in April 2019. Prior to joining the Council, she worked at Providence Health Care in positions ranging from clinical nursing and clinical research to her most recent role in the last few years as Leader for Patient Safety. Originally from Wellington, New Zealand, she moved to Vancouver in 2007 to “see the other side of the world” and quickly fell in love with the West Coast. As a registered nurse, Sarah has worked in surgical and critical care environments, which then morphed into a passion for clinical research, quality improvement, high reliability systems and complexity science.

Sarah’s passion lies in supporting people to see and do things differently, to challenge the status quo, and rather than only looking for where things go wrong, to learn from what makes things go right and how many times this can be replicated. She’s specifically interested in how we hold ourselves accountable for ensuring we support teams to practice in a psychologically safe environment that leads to safer and patient-partnered care. She has also supported and led numerous safety-focused quality improvement initiatives and research studies.

Sarah holds a Master of Nursing Science from the University of Saskatchewan and completed the Patient Safety Officer Course through the Canadian Patient Safety Institute. She is a graduate of BCPSQC’s Quality Academy and has completed training in critical incident analysis.



Jami Brown, BA, MAPC
Engagement Leader, Patient & Public Engagement
 BC Patient Safety & Quality Council

Jami joined the Council in February 2016, where she brings her passion for engaging people to her role as an Engagement Leader for the Fraser Valley Region. Prior to joining the Council, she led the communications and engagement strategy for the largest provider of seniors housing in British Columbia, Retirement Concepts. Before RC, she spent 10 years at Fraser Health leading a multidisciplinary team focused on creating healthier communities.

Throughout her career, Jami has used her enthusiasm and experience to create cutting-edge partnerships alongside health care providers, the public, government leaders and community stakeholders. These partnerships increased collaboration and a shared responsibility for better health across British Columbia.

Jami holds a Master's in Professional Communication from Royal Roads University, a Bachelor of Arts in Communications from Western Washington University, and is a certified trainer in Public Participation and LEAN Healthcare.



Allison Muniak, MASc *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.



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.



Denise Swift, MEd, BA, CHRP
Leader, Learning & Capability
Development

BC Patient Safety & Quality Council

Denise joined the Council as a Leader on the Learning & Capability Development team in August 2019. Prior to this, Denise spent 13 years at Interior Health, most recently as a change management specialist, organizational development consultant, and leadership development facilitator and coach.

Denise is focused on making a difference to help others succeed in their ability to manage change more effectively. As a lifelong learner, Denise is passionate about creating an environment that honours experience, while supporting learning that happens in a meaningful and practical way. Denise believes action and learning are closely connected and infuses a powerful sense of purpose and meaning into the learning process: a key component to embracing and adopting change.

Denise’s extensive experience includes program development, training and coaching employees, and facilitating organization-wide change. Denise holds a Master of Education, specialized in Work and Learning, a BA in sociology, and certifications in change management and leadership development. Denise is also a Chartered Professional of Human Resources (CPHR).



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