

Building Organizational Capacity for Clinical Quality Improvement in an Academic Health Center

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Background

The University of Alberta (U of A) department of medicine (DoM) and Alberta Health Services (AHS) Zone Medicine Program had overlapping strategic priorities to develop a strong clinical quality improvement agenda and improve outcomes for medicine patients in the Edmonton Zone. As a result, the Edmonton Zone Strategic Clinical Improvement Committee (SCIC) was formed in alignment with the DoM strategic plan and the AHS quality management framework (QMF) supported by a DoM funded strategic clinical improvement consultant co-located with the administrative lead for AHS for Edmonton Zone Medicine. The primary mandate of the SCIC is to build organizational capacity for clinical quality improvement (CQI) within the DoM at the University of Alberta and within the Edmonton Zone Medicine Programs at five major sites.

Approach

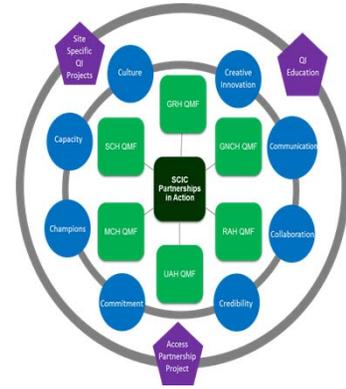


Objective

The primary mandate of the SCIC is to build organizational capacity for Clinical Quality Improvement (CQI) within the DoM at the University of Alberta

Outcomes

- SCIC meeting on a monthly basis since inception with agreed upon terms of reference and over 75% attendance by members to date.
- SCIC representatives are recognized as the CQI leads within their divisions/sections and sites. All individual section and site business meetings now include a CQI update from SCIC representative.
- Five major CQI educational workshops have been offered to date – all well attended (over 100 physician, residents, students and AHS leaders) and received excellent feedback. Workshops are planned to take place every 2 months for 2017-18. The workshop is accredited for CME credit.
- Currently there are 15 projects either underway, scoped or pending directly linked with SCIC. The committee has secured over \$100,000 in funding to complete these projects and more grant proposals have been submitted.
- A complex (3-year long) departmental CQI project relating to centralized triaging and improving referral management is well under way and nearly 60% completed
- An SCIC annual QI Day of Celebration on October 13, 2017 to highlight projects



Methods

An analysis of the strengths, weaknesses, opportunities and threats including an environmental scan was undertaken. This revealed key strengths and opportunities within both organizations that could be leveraged in a collaborative approach to move our joint agendas forward. The formation of the SCIC committee enabled forming key partnerships across the U of A and AHS to support the committee including but not limited to: AHS Path to Care, Patient Engagement to support on boarding a patient advisor, U of A Post-graduate Medical Office, Life Long Learning, AHS Quality to align quality improvement education between AHS and the U of A and lastly working with the U of A to create a scholarly path for academic promotion and recognition.

Conclusion

This project outlines an approach to building organizational capacity for CQI within an academic department by building partnerships and engaging various stakeholders at key strategic points
 In our experience, the keys to success have been: Support and recognition from leadership, Forging early partnerships and stakeholder engagement and Leveraging existing resources