

Strengthening



IN ONTARIO'S
PUBLIC HEALTH UNITS

A locally driven collaborative project (LDCP)

Lessons learned from a large collaborative group

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Disclosures

- None of the presenters in this workshop have potential conflicts of interest to declare.
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Agenda

- Introductions
- Objectives and Key Takeaways
- Team Formation
 - Forming, Storming, Norming, Performing, Ajourning
- Summary
- CPHA Evaluation

Learning Objectives

- Identify approaches to enhance partnerships and collaboration.
- Describe barriers or challenges in collaborative relationships.
- Apply ongoing strategies to evaluate collaboration with partners

Key Takeaways

- Planning for large collaborations with team formation stages in mind
- Continuous reflection on the team collaboration and supports...not just the project topic

What is the first thing that comes to
mind when we say

**“LARGE GROUP
COLLABORATION”?**

<https://tinyurl.com/y4knj7qe>

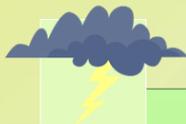


- How did your group form?
- Did any natural roles emerge?
- How did you accomplish the task?



• Forming

- The team has just been introduced and are excited to start something new. The focus is on building relationships and getting to know the team members.



• Storming

- The team brainstorms ideas and ways to address the issues which can create disagreements and the need for social navigation.



• Norming

- The team is ready to work together towards the goals through assigned roles.



• Performing

- The team is working as a cohesive unit and focused on a mutual agreed upon goal. The team is productive with few disagreements



• Adjourning

- The teams activities are complete and members are letting go of roles and work related to the team tasks.



Forming

- The team has just been introduced and are excited to start something new. The focus is on building relationships and getting to know the team members.

Forming over time.....

CQI in Public Health Forum

- **Survey**
 - 36 Responses from a PH professionals working in quality
- **Event**
 - 66 people attended the CQI in Public Health Forum in September 2013



Foundational Standards, OPHS, 2018

Quality & Transparency

8. The board of health shall ensure a culture of quality and continuous organizational self-improvement that underpins programs and services and public health practice, and demonstrates transparency and accountability to clients, the public, and other stakeholders.

What is Continuous Quality Improvement (CQI)?

“An overarching management philosophy or framework within an organization that drives the daily work activities of all employees”

Our Projects

CQI

Fall Prevention

Program Evaluation

Population Health Assessment

Healthy Eating

Childhood Healthy Weights

Health Equity

Patients First

First Nations

Continuous Quality Improvement

Strengthening continuous quality improvement in Ontario's public health units

Purpose

Continuous quality improvement (CQI) is an overarching management philosophy that focuses on the processes and systems of the daily work activities of all employees. The goal of CQI is to improve programs and services by using data to test, analyze and improve processes.

With the emphasis on quality and continuous organizational self-improvement in The Ontario Public Health Standards, it is more important than ever to understand how to strengthen CQI in Ontario's public health units (PHUs). To date, there has been little guidance on how to go about CQI in PHUs. They are at different stages, and it has been difficult to share information, learn from each other, and develop common ways of doing things

The goal of this project is to strengthen continuous quality improvement in Ontario's PHUs. Strategies and tools to support robust and sustainable CQI in Ontario's PHUs will be identified.

Project Summary

This project will bring together stakeholders such as public health unit staff, Health Quality Ontario (HQP), and the Ministry of Health and Long Term Care (MOHLTC) to help design, implement and evaluate the project. Previously completed research which included survey results from public health unit staff and a scoping review, will provide the foundation to build on these findings.

The next phase of this research will be to develop a best practice approach to strengthening CQI within and across Ontario's



Phase 1 (2016-2017)

Our goal was to understand the current state of CQI in public health and what can be done to support CQI within and across health units.

- We completed a survey of staff in participating health units
- a scoping review of the literature

What We Found

Ontario PHU QI Score

Health Units by QI Maturity Stage



Ontario PHU Scores by QI Dimension

QI Organizational Culture



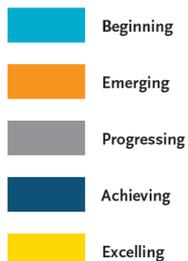
QI Capacity & Competency



QI Perceived Value



LEGEND



Strengthening



IN ONTARIO'S
PUBLIC HEALTH UNITS

Strengthening



IN ONTARIO'S
PUBLIC HEALTH UNITS

Enabling continuous quality improvement in Ontario's public health units: A scoping review

This research project includes 19 public health units working together to understand how to strengthen continuous quality improvement (CQI) in Ontario's public health units.

Project Objective

To learn what critical elements (organizational structures, systems, processes and activities, as well as individual capabilities) are needed to create, support and sustain CQI in public health.

**ORGANIZATIONAL
CULTURE** 1

**ORGANIZATIONAL
STRUCTURES** 2

LEADERSHIP 3

DATA 4

**EXTERNAL
SUPPORTS** 5

Phase 2 (2018-2019)

- consult with PHUs and other partners in the public health sector to agree on CQI language
- collect and analyze case studies of CQI work that has been done in PHUs to learn what has been useful and what has not helped

LDCP CQI

- 30 PHUs are on the research project team for Phase 2.
- The main project team has regular monthly meetings.
 - There are also three working groups that meeting monthly:
 - Vocabulary Working Group
 - Case Study Working Group
 - Knowledge Exchange Working Group

What our Group Looks Like



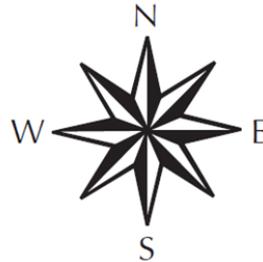
Reflective Compass

<https://tinyurl.com/y5a5sg2f>

Self Reflection

North

*Acting — “Let’s do it”;
likes to act, try things, plunge in*



South

*Caring — likes to know that
everyone’s feelings have been
taken into consideration and
that their voices have been
heard before acting*

West

*Paying attention to detail — likes
to know the who, what, when,
where and why before acting*

East

*Speculating — likes to look at the
big picture and the possibilities
before acting*

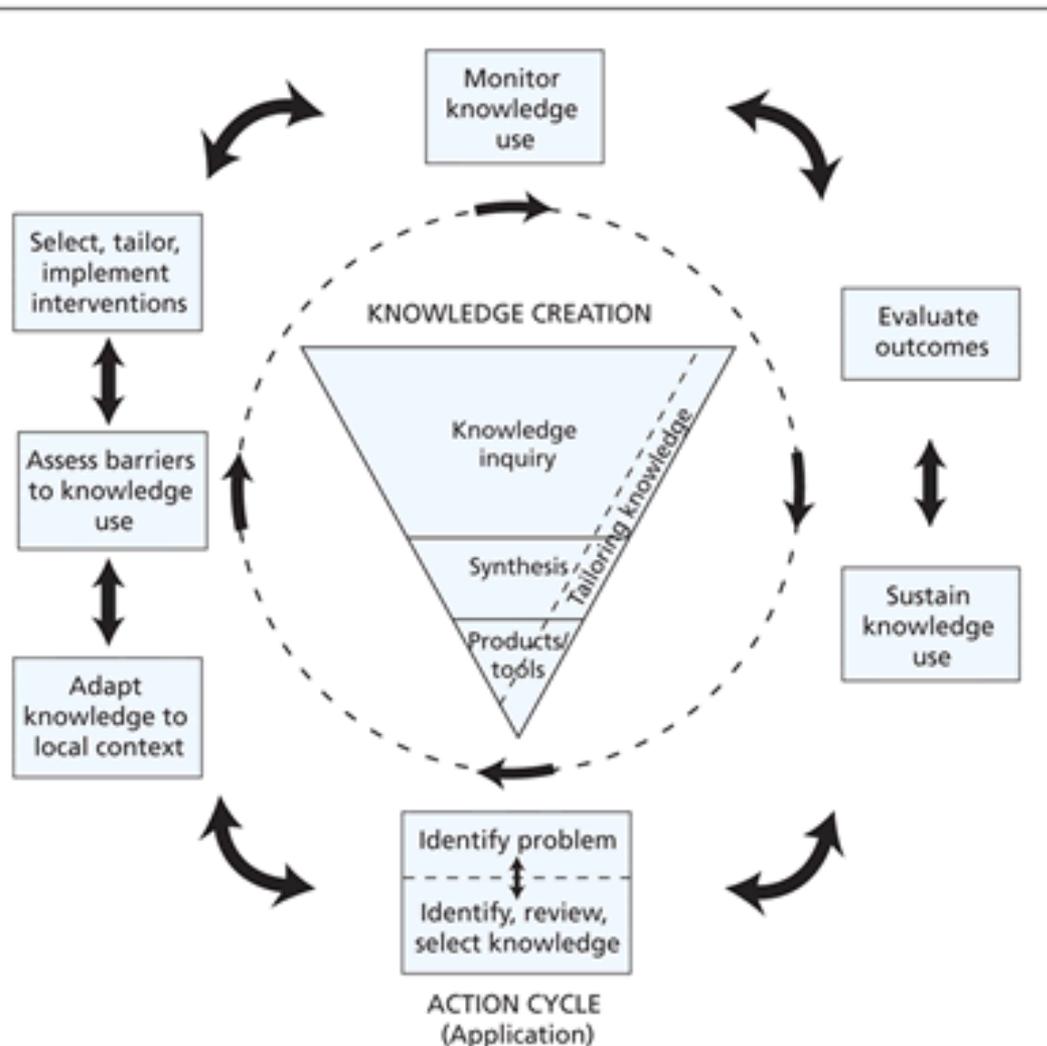


Storming

- The team brainstorms ideas and ways to address the issues which can create disagreements and the need for social navigation.

Storming





Graham I, et al. *The Journal of Continuing Education in the Health Professions*, Volume 26, pp. 13–24. 2006

Storming

- Grass roots approach to the topic
- Appropriate values and goals for all involved
- Commitment to consensus building

Mentimeter

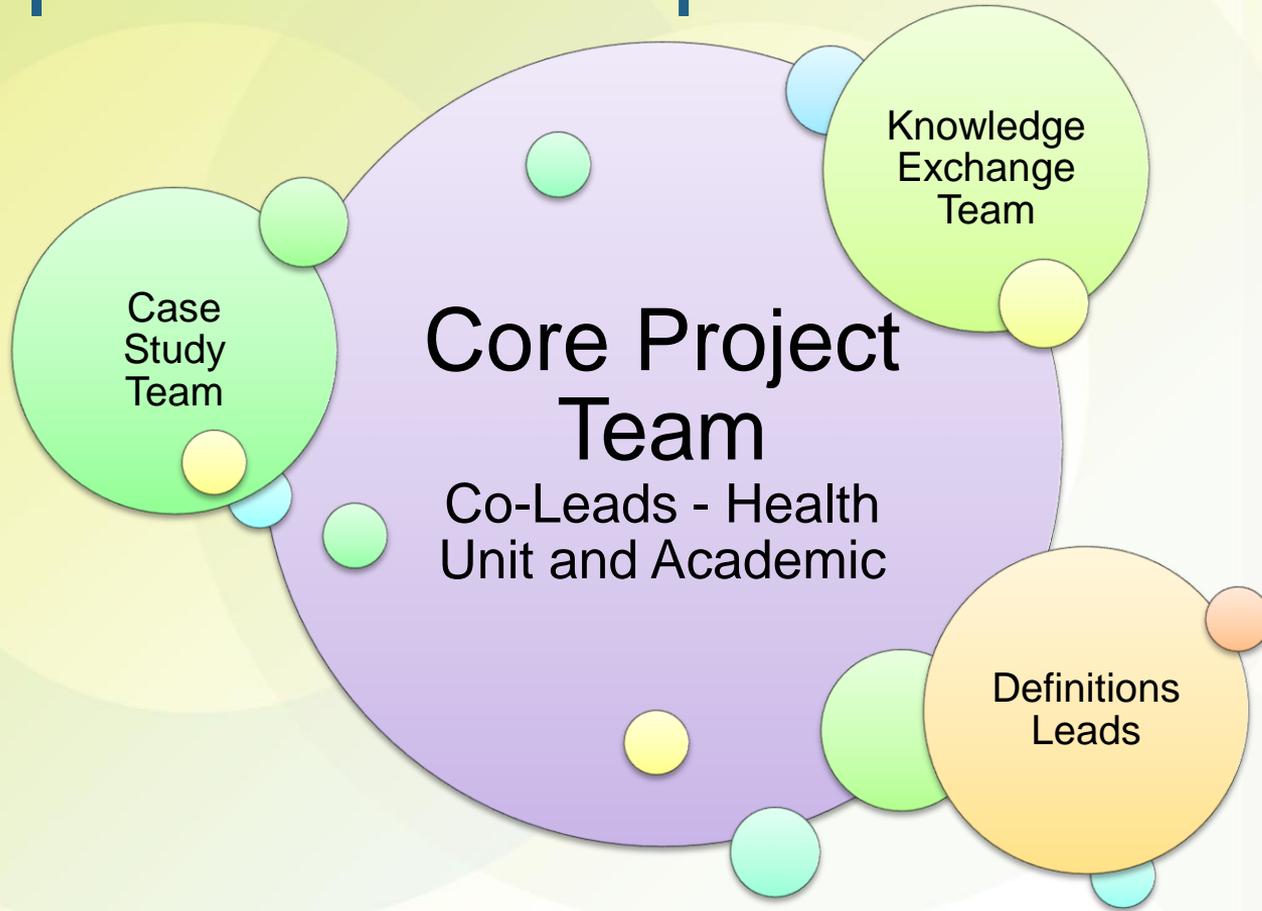
Do we want to ask a question here on
Mentimeter?



Norming

- The team is ready to work together towards the goals through assigned roles and accountabilities.

Implicit and Explicit



Norming

CQI LDCP timelines - Milestones are in red text

2018	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Delphi						Recruitment & Orientation of participants			Delphi step 1	Delphi step 2	Delphi step 3	Collate & analyse results
Case studies						Recruitment & Orientation of participants			Data collection, includes survey and interview steps			
							Finalize data collection tools	Interviewer training				
KE			Quarterly update to stakeholders			Quarterly update to stakeholders		Orientation webinar for participants	Quarterly update to stakeholders			Quarterly update to stakeholders
Other	Site champions in all PHUs identified Project staff (2) hired		PHO report due Initial list of terms to be included in the Delphi developed (internal) by 3/31		Delphi participants list finalized by 5/31	PHO report due	Delphi terms & questions due 7/31 Repository site determined by 7/31 (signed agreement as needed)	All ethics reviews due Aug 8/31 Case study interviewers trained by 8/31	TOPHC 2019 abstract due PHO report due Delphi step 1 done by 9/31 TOPHC 2019 abstract due			PHO report due Delphi data collection done by 12/31

2019	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Delphi	Collate & analyse results	Write report	Report design & production									
Case studies	Data collection	Write individual reports	Design, produce & deliver DRAFT individual reports	Finalize individual reports based on feedback. Deliver final versions	Post reports to repository	Post reports to repository	Post reports to repository					
		Cross-case analysis	Cross-case analysis	Cross-case analysis	Cross-case analysis	Cross-case analysis	Cross-case analysis – face-to-face meeting	Writing cross-case analysis	Writing cross-case analysis	Design & produce cross-case analysis report	Design, produce & deliver cross-case analysis report	
KE			Quarterly update to stakeholders TOPHC 2019	Vocabulary KE can start	Develop repository access training manual for PHUs	Quarterly update to stakeholders CPHA 2019	Publish repository access training manual for PHUs	Begin promotion of repository	Quarterly update to stakeholders TOPHC 2020 abstract due			Quarterly update to stakeholders
Other	Case study data collected by 1/31		PHO report due Delphi results report due 3/31	Case study individual reports submitted by 4/30		PHO report due	Repository populated by 7/31 Face-to-face meeting re cross-case analysis by 7/31		PHO report due		PROJECT END DATE 11/29 Cross case analysis report due 11/29	PHO report due

Face to face

Don't underestimate the value of in person exchanges



Performing

- The team is working as a cohesive unit and focused on a mutual agreed upon goal. The team is productive with few disagreements.

Performing

“Meeting our mutually understood goals”

Begs the question, how do we know if we are performing?

- Setting expectations
- Developing processes
- Collecting and using feedback

Setting Expectations

- Relaying the overarching vision into manageable chunks
- Gathering feedback on progress
- Adjusting expectations where appropriate

Developing Processes

“Going slow to go fast”

- Establishing timelines
- Developing protocols
- Regular ‘check-ins’

Gathering and Using Feedback

- Evaluation embedded into all interactions
- Building ad-hoc feedback opportunities
- Leveraging technology
- Buy-in/engagement

Original Feedback Process

Before I show you...

How would everyone say this is going so far?

How can we improve?

Feedback Tool

- Modified based on an existing tool*
- Consolidated based on goals
- Used routinely

Scoring System

4.6-5.0	Target Zone	Your partnership currently excels in this area and needs to focus attention on maintaining a high score.
4.0-4.5	Headway Zone	Your partnership is doing pretty well in this area but has potential to progress even further.
3.0-3.9	Work Zone	More effort is needed in this area to maximize the partnership's collaborative.
1.0-2.9	Danger Zone	This area needs a lot of improvement.

Identifying Opportunities

Construct	Time 1	Time 2
Synergy	4	4
Leadership	4	4.3
Efficiency	4	3
Administration & Management	3.9	4.2
Non-financial Resources	3.6	4.2
Financial and other capital resources	2.9	4.2
Decision Making	4.4	4.3
Comparing Benefits and Drawbacks	4.4	4.4
Satisfaction with Participation	4.5	4.4

Areas of Opportunity

Orientation to the group (20% 'Excellent')

Responsibilities (15% 'Excellent')

Through group conversation:

Ability to participate and give input

Tackling Onboarding

CLIP from the Modules

Tackling Input and Participation

- Adjusting meeting approaches
- Engaging with technology
- Collecting feedback systematically and using the information to decision-making

<https://survey.wechu.org/index.php/114768?newtest=Y&lang=en>



Adjourning

- The team's activities are complete and members are letting go of roles and work related to the team tasks.

Adjourning

“Transitioning away from the existing group structure”

- Considering the ‘mourning’ process
- Setting deliverables
- Celebrating successes

Processing Changes

Consider: the end of a season TV series

How does this make you feel?

How do we process changes?

Using Deliverables

Using the established deliverables as a guide

Adhering to timelines and expectations

Celebrating successes

Sustainability of outcomes

Charting a new course

Adjourning

What is your experience with adjourning groups?

Recommendations from your past experiences?

Reflection

- What is one thing you will do differently in a group collaboration?

What we would do differently

- Leverage face to face technology
- Leverage key roles: specialists, community partners, students and volunteers
- Marc

Cheers - "Sorry, we're closed."

Parks and Recreation - In the last moments, Ben (Adam Scott) asks his wife, "You ready, babe?"

"Yes," she answers as she turns toward the camera. "I'm ready."

The Office - "There's a lot of beauty in ordinary things. Isn't that kind of the point?"

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Key Takeaways

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Resources

CQI LDCP

<https://www.publichealthontario.ca/en/health-topics/public-health-practice/ldcp>

Compass Points activity

https://schoolreforminitiative.org/doc/compass_points.pdf

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Agency	Primary contact(s)	Agency	Primary contact(s)
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Thank you