



Improving & Driving Excellence Across Sectors

IDEAS Advanced Learning Program Application Guide

This guide is designed to assist applicants in the IDEAS Advanced Learning Program application process.

About IDEAS

IDEAS (Improving & Driving Excellence Across Sectors) is a comprehensive, evidence based quality improvement training program for Ontario's health professionals. Participants become well versed in a common language and approach to quality improvement, with the explicit aim to improve patient care, experience and outcomes.

Led by a high calibre faculty, IDEAS participants complete the program with the tools, practical skills and knowledge required to build capacity in quality improvement, change management and adaptive leadership across all healthcare sectors.

Successful completion in IDEAS will ultimately contribute to a more effective and efficient health system for everyone.

This guide is designed to assist applicants in the IDEAS Advanced Learning Program application process.

Table of Contents

| | |
|---|---|
| IDEAS Advanced Learning Program | 1 |
| Applied Learning Project | 1 |
| Application Components | 2 |
| Selection Criteria | 3 |
| Project Team | 4 |
| Time Commitment | 5 |
| Project Charter | 6 |
| Tuition Fees | 8 |
| Readiness Assessment Call | 9 |

IDEAS Advanced Learning Program (ALP)

The **IDEAS Advanced Learning Program (ALP)** equips healthcare professionals with the knowledge, practical skills and tools to lead quality improvement initiatives that aim to improve patient care, experience and outcomes.

Participants attend seven-days of in-person learning sessions over a five-month period, in combination with virtual eLearning sessions.

At the completion of the ALP, participants will have all of the preparation necessary to apply their leadership to high quality patient care.

Applied Learning Project

A rich component of the **Advanced Learning Program (ALP)** is the team based applied learning project. Teams identify an issue and develop, implement and report on an applied learning project demonstrating improvement and alignment with health system and organizational priorities. IDEAS accepts a maximum of four team members per project team.

In addition to class time, participants commit 5-10 hours weekly over the course of the five-month program to complete their project, including meetings with their project team and QI Advisor, data collection and analysis, engaging stakeholders, planning and completing tests of change and pre-session preparation.

Our Faculty

The **IDEAS Advanced Learning Program (ALP)** faculty members share evidence based knowledge and expertise in quality improvement methodology, change management and adaptive leadership.

Participants' learning is further enriched by our faculty's practical experience leading and managing quality improvement projects in a variety of healthcare settings and sectors.

HQO Quality Improvement Advisors

Throughout the **IDEAS ALP**, participants will have the opportunity to apply newly acquired principles and practices to their own quality improvement projects and are supported every step of the way by seasoned advisors from Health Quality Ontario (HQO).

The HQO advisors come from all sectors of Ontario's healthcare system and possess a deep understanding of quality improvement methods, tools, and techniques. They are experts in applying quality improvement science and tools in healthcare settings.

Quality Improvement Epidemiologists

Additional support will be provided by two QI Epidemiologists from the Institute of Clinical Evaluative Sciences (ICES). The ICES Quality Improvement Epidemiologists have expertise in data collection strategies, statistical analysis and reporting, and health/financial analysis. Their guidance allows participants to gain the skills needed to understand how to use quality improvement statistical tools and concepts such as run charts and statistical process control.

The IDEAS Application Process

The application for the Advanced Learning Program has five components, which must be completed to submit.

1. Applicant Information and Statement of Intent

This section captures contact information for each applicant. It also asks a brief description of each person's role in relation to the proposed applied learning project and how their background and experience will allow them to participate in the learning experience.

This section of the application can be filled out by any applicant. However, each applicant is responsible for agreeing to their individual tuition fee.

2. Preliminary Applied Project Charter

The preliminary applied project charter describes the process you want to improve and includes what you are trying to accomplish, the scope of your project, anticipated barriers to success, measures you will use to track your progress, timelines, resources available to you, key stakeholders, etc.

This section may be completed or edited by any co-applicant.

3. Direct Supervisor/Manager Statement of Commitment

Each applicant must obtain sign off from the person who is directly responsible for their work time to indicate the organization is committed to your participation in the program and to the successful implementation of your applied learning project.

When you fill out Section 3, you will be asked to enter their email address, and as a result your Supervisor/Manager will receive an email with a link to complete an online Leadership Statement of Commitment. Your Supervisor/Manager will be asked to review your preliminary applied project charter prior to signing off so it must be completed before requesting sign off.

4. Executive Sponsor Statement of Commitment

Each organization involved in the project requires an Executive Sponsor; a senior leader, at the vice president (or equivalent) level who signs off on the application, commits to supporting the project, and helps remove any potential barriers.

When you fill out Section 4, you will be asked to enter their email address, and as a result your Executive Sponsor will receive an email with a link to complete an online Leadership Statement of Commitment. Your Executive Sponsor will be asked to review your preliminary applied project charter prior to signing off so it must be completed before requesting sign off.

5. Tuition Fee Payment

Tuition fees for the IDEAS Advanced Learning Program are applied based on the size of each individual's organization's annual operating budget.

Selection Criteria

Our mission is to contribute to a high performing healthcare system by encouraging and educating healthcare professionals using evidence based knowledge, practical tools and leadership skills to support and lead quality improvement initiatives that provide patients across the province with sustainable, high quality care.

In order to meet our mandate to build quality improvement capacity in all regions of the province and in all sectors of our health system, the following criteria is used to select teams/projects for the **IDEAS Advanced Learning Program**:

Is the proposed project:

- Interprofessional – i.e. is the project team comprised of different health care providers – physicians, nurses, administrators, etc.?
- Multisectoral, if appropriate? For example, a project related to post discharge planning is likely to involve both acute and community sectors.
- Strongly aligned with health system transformation and organizational priorities (e.g. better coordination of care for high-needs patients, quality-based procedures)?
- Feasible and within the project team’s “scope of control”?
- Data driven – i.e. will the team be able to collect data to measure progress during the period of the project?
- Patient centered – i.e. does the project involve and reflect patient’s perspectives, consider patient level impacts, etc.?
- Appropriately supported and resourced? Is there clear evidence of senior management and/or executive sponsor support?
- Does the project team include front line clinical leaders who can directly influence change and test ideas?
- Are the organizations involved in the project Ontario-based?
- Does at least one organization receive funding from the Ministry of Health and Long Term Care?

IDEAS Project Team

The **IDEAS Advanced Learning Program (ALP)** is for emerging and established clinical (physicians, nurses, other healthcare disciplines) and administrative (managers, directors and senior leaders) healthcare professionals who have a foundational understanding of quality improvement concepts and who aspire to develop and lead quality improvement projects within or across organizations.

You are encouraged to apply as a team with other leads working on the same applied project.

IDEAS accepts a maximum of four participants per project team and reserves the right to request modifications to the size and composition of the teams.

At least one of the organizations participating in the project must receive MOHLTC funding.

Your IDEAS Project Team is responsible for:

- Ensuring the team meets on a regular basis with your Advisor,
- Ensuring the team meets regularly with your Executive Sponsor to update them on progress,
- Ensuring course deadlines are met, including the completion of project updates and a final presentation,
- Presenting project updates as required at learning sessions, both in class and virtual, and
- Attending all in-person sessions.

Your Direct Supervisor(s)

Your Direct Supervisor is the person directly responsible for your work time. They must sign off to indicate your organization is committed to your participation in the program and to providing you with the time you will need to successfully implement your project.

Your Executive Sponsor(s)

Your Executive Sponsor is a senior leader in your organization, usually at the vice president (or equivalent) level. This person manages/has authority over key resources and processes in your organization that may be necessary for your project.

Each project team must have an Executive Sponsor. In the case of projects that cross several organizations, you must have an Executive Sponsor in each organization.

Their sign-off indicates that the organization is committed to the successful implementation of your project.

IDEAS provides a tailored learning program for all Executive Sponsors, which includes a webinar and one-day workshop.

Time Commitment

The IDEAS Advanced learning Program requires a high level of commitment. Participants attend seven in-person sessions over a five-month period of time and are expected to work on their project, with the support of their Advisor, between sessions.

Please note the following is an estimate for the amount of time you will be required to commit to the IDEAS Advanced Learning Program. Times may vary on an individual and/or team basis.

As part of the IDEAS Advanced Learning Program, you are committing to:

- Attend all in-class and online Learning Sessions of the ALP
- Present project updates as needed at Learning Sessions and virtually
 - Each team will present a five minute project update presentation to the entire Cohort in Learning Session 2.
 - Teams are asked to give a ten minute project update presentation during two or three virtual sessions.
- Regularly update your Executive Sponsor(s) on the progress of your project.
 - We suggest you meet with your Executive Sponsor(s) *at least* monthly
- Regularly meet with your larger project team to oversee the application of theory taught in the ALP to your project.
- Regularly meet with your QI Advisor
- Present available results of your applied learning project on the IDEAS Graduation Day
 - Each team will present for ten minutes to the entire cohort and invited guests with five minutes for Q&A following each presentation.
- Complete program evaluation surveys at the end of each course day, at the end of the course, participate in program evaluation focus groups and surveys, and annual Alumni surveys thereafter; approximately 10-15 minutes per survey.

Project Charter

To practice what you learn during IDEAS, you and your team are required to work on applied quality improvement project. The preliminary applied project charter describes the process you want to improve. You will be asked to provide a description of the project you plan to work on, as well as details of your project, including:

- Larger Project Team – In addition to the co-applicants that are applying to IDEAS, you will be asked to list all other project team members.
- Quality Issue/ Opportunity Statement – What is the nature of the quality issue addressed by your applied project and what are you trying to accomplish by coming to IDEAS? How does it related to quality attributes such as effectiveness, efficiency, patient-centeredness, timeliness and equity?
 - E.g. *“The rate of hypertension diagnoses at Health Care Centre is lower relative to the rate of hypertension diagnosis in the average population across Canada. This highlights a gap in the identification and diagnosis of hypertension, likely due to under-screening of the population at Health Care Centre.”*
- Baseline Data describing the Quality Issue – Please provide the data (quantitative or qualitative) that supports the need for change within your organization(s). How will you know if a change is an improvement? What data will you collect and where will you get this data?
 - E.g. If Emergency Department wait times from registration to disposition were identified as the quality issue, provide the most current average ED wait times observed by your organization.
- Root Causes – What potential causes for the quality issue have you identified or considered?
 - E.g. time constraints, patient non-compliance, lack of patient education
- Aim Statement –What are you trying to accomplish with this applied project over the five months of the IDEAS ALP? Be as specific as possible about what will be increased or decreased, the amount of improvement expected and the date by which this amount of improvement is expected. A good aim statement is SMART: specific, measurable, achievable, realistic and timely.
 - E.g. By May 31, 2016, the COPD readmission rate at General Campus will be reduced by 30% from baseline (fiscal 2014/15).
- Scope/Boundaries – What is in and out of scope for your applied project?
 - E.g. *“In Scope: identifying patients with elevated blood pressure; out of scope: rates of patients who achieve blood pressure targets.”*
- Anticipated Barriers and Mitigation Strategies – What barriers to you expect to arise during your project and what strategies will you use to mitigate them?
 - E.g. *“Anticipated barrier is time constraints for primary care provider, we will introduce a process where medical assistances do blood pressure checks on patient prior to seeing the NP/MD”*
- Anticipated Timelines/Key Milestones
 - E.g. *“Jan – Feb, 2016: blood pressure measurement training; Feb – Apr., 2016: ID people with high blood pressure.”*

- Resources Available to Implement – What local and regional supports will you have access to, including data analysis and communications support?
 - E.g. At Health Care Centre, we have access to data specialists who will help us gather statistics and interpret data.
- Impact on Key Stakeholders - Who are the stakeholders who have the most interest in this improvement initiative? Who are the stakeholders with the most power around influencing other to make changes in an effort to improve overall level of performance?
 - E.g. Stakeholders w/ interest: clients; stakeholders w/ power: organization leadership
- How will patients be engaged in the development and implementation of the applied project?
 - E.g. “We will provide patient education about the reasons for measuring blood pressure, as well as possible risks and complications associated with hypertension.”
- Describe the alignment of the applied project with organizational and regional Ministry of Health and Long Term Care (MOHLTC) priorities and accountabilities.
 - E.g. At Health Care Centre we wish to improve processes around identifying COPD, as this is a priority at our organization and this project will move us in the right direction.

Tuition Fee Payment

IDEAS tuition fees are charged to offset the costs of delivering the **Advanced Learning Program (ALP)**.

Tuition fees are paid individually but can be paid by the organization for all participants in one submission. They are based on the size of the home organization’s annual operating budget (*fee categories below*). The cost per person ranges from \$650 to \$2,200 + HST.

Your organization’s annual operating budget is “a combination of known expenses, expected future costs and forecasted income over the course of a year.” It can be found in your organization’s annual report or by contacting your organization’s financial department.

Please note that participants and/or their employers are responsible for transportation, accommodation, and meal costs.

| | |
|--|---|
| Tier I | Tier II |
| Organizations with annual operating budgets that are < \$10 million. | Organizations with annual operating budgets that are ≥ \$10 million and < \$24 million. |
| \$650.00 + HST per individual | \$1,200.00 + HST per individual |
| Tier III | Tier IV |
| Organizations with annual operating budgets that are ≥ \$24 million and < \$250 million. | Organizations with annual operating budgets that are ≥ \$250 million. |
| \$1,800.00 + HST per individual | \$2,200.00 + HST per individual |

Next Steps:

Upon submission of your application, you will be sent an email confirming receipt of your application, as well as a link to book a tentative **Readiness Assessment Call** to discuss your application.

You will be notified of your applications status within two weeks of the application deadline (May 15).

Readiness Assessment (RA) Call

If the application meets our minimum criteria, your team will proceed to the next step, which is a 45 minute Readiness Assessment (RA) Call with the IDEAS Team.

During your RA Call, you will meet (via teleconference) with the IDEAS Team to discuss the readiness of your project and team, the scope of your project and use of data for improvement.

Teams that have completed a RA Call and are accepted into the Program will receive notice by June 15.

Please note that booking a Readiness Assessment time slot does not guarantee a Readiness Assessment Call will occur. Time slots are booked in advance for organizational purposes. All team members and Executive Sponsor must attend the Readiness Assessment Call.