



ANNUAL REPORT 2007/08

LISTENING FOR QUALITY MATTERS

ABOUT QHN

The Quality Healthcare Network (QHN) is a non-profit, member-based organization dedicated to fostering the development and adoption of best practices by its members through education and shared improvement projects.

Our immediate customers are our members – people and groups from hospitals, home-care agencies, community care access centres, long-term care, rehab centres and mental health facilities that might not otherwise have the opportunity to come together to elevate health system performance through innovative and collaborative means.

Our Vision

Capturing the hearts and minds of leaders to drive excellence in healthcare.

Our Mission

QHN is the trusted source to elevate system performance through collaborative and innovative means.

Our Values

Our core values guide the behavior and choices of all staff, faculty, and the Board of Directors. Our values are:

- **Collaboration**

Our work is accomplished through individuals, teams and organizations. We promote sharing on healthcare improvement.

- **Quality**

We celebrate excellence in our programs by continuously improving.

- **Creativity**

We promote a learning environment, which supports leading-edge performance and innovation in healthcare improvement.

- **Responsiveness**

We are accountable as leaders in improvement to deliver the most cost-effective programming best suited for our clients' needs.



MESSAGE FROM OUR CO-CHAIRS AND EXECUTIVE DIRECTOR

Quality does matter – it is everything to us. As Co-chairs and Executive Director of the Quality Healthcare Network, we are very pleased to bring you this message.

This has been an exciting year for us at the network. We have worked hard and achieved important gains towards financial recovery. We continue to deliver high quality programming by taking new strategic steps that include expanding membership, building partnerships and establishing sponsors.

QHN attracts and retains a diverse membership, across multiple sectors – members who all share the urgency of improving health service delivery to Ontarians. A proven track record of membership loyalty is just one hallmark of QHN success. QHN members, together with the Board of Directors set the performance expectations, recommending new products and services to help meet pressing priorities for health system change and improvement.

Partnering with QHN has become a testament of an organization's commitment to improving safety and quality of care. We continue to

be grateful for the support we receive from our partners, some of whom include Accreditation Canada, Canadian Patient Safety Institute, Healthcare Insurance Reciprocal of Canada, Ontario Health Quality Council and rL Solutions. These and others share our belief that together we can do much more than alone.

QHN's staff has expanded. The collective leadership, talent, resourcefulness, and dedication of this winning team has contributed to a picture of growth and development. Their effort has put Ontario on the stage as a strong contributor to improving patient safety, nationally through Safer Healthcare Now!

The future is bright; we have captured the hearts and minds of leaders. Now, working together, we believe we have what it takes to drive excellence in healthcare.

Jim Worthington

Marla Fryers

Cynthia Majewski

MEET OUR BOARD OF DIRECTORS



Jim Worthington
The Ottawa Hospital
Board Co-chair



Marla Fryers
Toronto East General
Hospital
Board Co-chair



Jennie Pickard
Central East Community
Care Access Centre
Board Treasurer



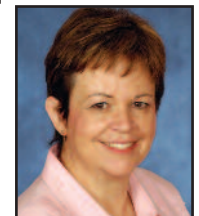
Patti Cochrane
Trillium Health Centre



Rheta Fanizza
Saint Elizabeth
Health Care



Ron Forbes
Providence Healthcare

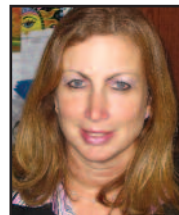


(above)
Susan Kwolek
North York General

Larry McBride
3M Canada



Marcy Saxe-Braithwaite
Providence Care



Cynthia Majewski
Quality Healthcare
Network (Ex-officio)



HIGHLIGHTS FROM 2007-2008 LEADING SAFER HEALTHCARE NOW! IN ONTARIO

As many as 24,000 patients die in Canada every year from an in-hospital adverse event.

"The invitation to save lives was a compelling message to the Quality Healthcare Network Board. Given our history, it was simply the right thing to do, to support Safer Healthcare Now! in Ontario and become the Ontario Node for this important patient safety initiative."

– Cynthia Majewski, Executive Director, Quality Healthcare Network and Ontario Node Leader, Safer Healthcare Now!

QHN is the Ontario lead of Safer Healthcare Now! (SHN), a pan-Canadian effort to implement best practice interventions aimed at reducing the number of injuries and deaths related to adverse events, such as infections and medication incidents.

More people die from in-hospital adverse events or hospital error than the number of people who die from breast cancer, motor vehicle and other transport accidents and HIV combined.

At least 37% of these are 'highly' preventable.

Building a Network of Ontario Trailblazers to Make Healthcare Safer

Grown out of the success of the first Trailblazer initiative, QHN launched a second generation of Trailblazers to support SHN in Ontario. Unlike the previous year's program in which QHN received a grant from the Ontario Ministry of Health and Long-Term Care to support the development and education of these skilled quality improvement professionals, this year, organizations willingly chose to support their Trailblazer in an on-going capacity for improving safety and quality.

The 2007-2008 Trailblazers received two full-day workshops, free seats at the QHN Spring Symposium and Fall Forum Conferences, four teleconferences, access to the Trailblazer listserv, electronic newsletters, literature and mentoring to ensure that they were fully prepared to act as effective resource people with regard to data management and measurement, clinical knowledge and quality improvement strategies pertaining to the best practice SHN interventions.

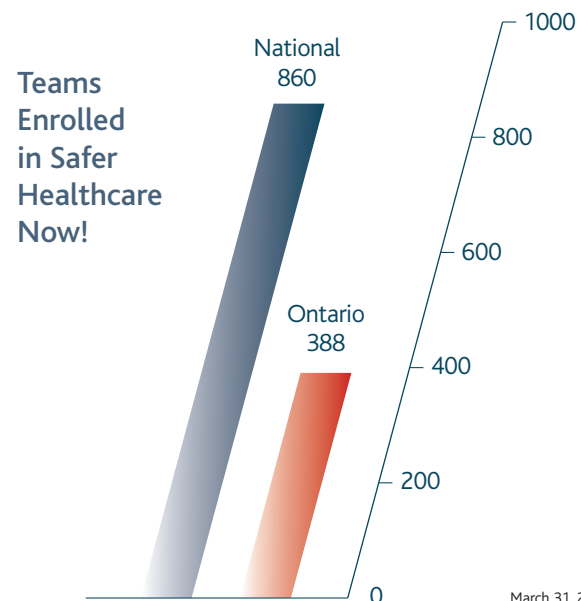
388 clinical teams in Ontario are working to spread these best practices. More than two-thirds of these teams are QHN members.

A Trailblazer's Experience

Lise Lallier, nurse and manager of educational services, quality and risk management at Sensenbrenner Hospital in Kapuskasing Ontario has been blazing the Safer Healthcare Now! trail for more than two years. She has supported the life-saving interventions in her own hospital as well as campaigning for improvement in the North East Local Health Integration Network.

"This has been an amazing learning opportunity for me. I was at that point where this came just at the right time. I wanted to learn so much about quality, risk management, patient safety and how to improve the quality of care that we give to our clients in my organization. Everything that this campaign has been about to me has been representative of quality care for the patients and how to improve that."

– Lise Lallier, nurse and manager of educational services, quality and risk management at Sensenbrenner Hospital, Kapuskasing, Ontario



March 31, 2008

“The Trailblazers contributed to the growing knowledge about the six interventions and best practices for their implementation. The Trailblazers have helped to bridge the gap between current activities, building capacity and improvement skills across Ontario.” – G. Ross Baker, Principle Investigator, Central Measurement Team, Safer Healthcare Now!

Setting Checkpoints Across Ontario for Safer Care

In May and June, 2007, QHN in partnership with the Healthcare Insurance Reciprocal of Canada, ran a Safer Healthcare Now! Passport to Safety Workshop Series, a series of seven one-day workshops and one, two hour Ontario Telehealth Network broadcast offered across all Ontario Local Health Integration Networks.

320 registrants, representing 70 healthcare organizations across Ontario attended the workshops and video conference.

Improving Capacity in Mental Health

In partnership with the Whitby Mental Health Centre, QHN ran a Safer Healthcare Now! medication reconciliation workshop for those working in mental health. The workshop was designed to provide practical tools and approaches to reduce adverse drug events through medication reconciliation in a mental healthcare setting, to help organizations apply the model for improvement, to assist in meeting the data submission requirements of Safer Healthcare Now!, connect participants with other mental health organizations working on medication reconciliation and to facilitate sharing of resources and strategies specific to the mental health context.

Twenty-one organizations providing mental healthcare throughout Ontario attended this one day workshop.

Establishing System Alignment

This year has been a pivotal year for establishing better system alignment in Ontario. Safer Healthcare Now! has provided the network with the perfect opportunity to begin this groundbreaking work.

With our partners, we are beginning to build alignment in the system to ensure that health improvement initiatives and healthcare organizations are not burdened by duplication and are able to accelerate outcomes through the use of standard definitions, clinical tools, data collection practices and the reports that they share.

“Joining the Quality Healthcare Network and the Safer Healthcare Now! initiative was really not an option. That’s the movement that’s there in the system. The supports are there. Why would we try and do it alone?” – Glenna Raymond, Chief Executive Officer, Whitby Mental Health Centre, Whitby, Ontario



CELEBRATING LEADERSHIP IN HEALTHCARE IMPROVEMENT

At QHN we believe it is our members that make a difference in the quality of care that patients in Ontario receive. It is our members at the frontline every day working with staff, working with patients and working with families to ensure that the quality of care they receive, meets and sometimes exceeds their expectations. Because we recognize the value of our members, we are always looking for ways in which we can celebrate our leaders in healthcare – ways in which we can recognize our member contributions and their ongoing commitment to quality.

Here is just a sampling of those we would like to celebrate:

2007 QHN Spring Symposium and 2007 QHN Fall Forum Planning Committee Members

Cheryl Chapman, Providence Care
Katie Dainty, Ontario Ministry of Health and Long-Term Care
Alexis Dishaw, Toronto Grace Health Centre
Jacqui Dow, Red Cross Community Health Services
Brigitte Hales, Ontario Ministry of Health and Long-Term Care
Linda Hunter, The Ottawa Hospital
Jane Mosley, The Credit Valley Hospital
Keary Fulton-Wallace, Huron Perth Healthcare Alliance

2007-2008 Safer Healthcare Now! Ontario Node Advisory Committee

Michael Baker, University Health Network (CoChair)
Patti Cochrane, Trillium Health Centre (CoChair)
G. Ross Baker, Safer Healthcare Now! & University of Toronto
Vanessa Blount, Ontario Ministry of Health and Long-Term Care
Lynn Budgell, Halton Healthcare Services
Katie Dainty, Ontario Ministry of Health and Long-Term Care
Cathy Dibert, Trillium Health Centre
Virginia Flintoft, Safer Healthcare Now! & University of Toronto
Carolyn Hoffman, Canadian Patient Safety Institute
Sudha Kutty, Ontario Hospital Association
Eleanor Morton, Healthcare Insurance Reciprocal of Canada
Cyrille Muskat, Ontario Hospital Association
Carmine Stumpo, Toronto East General Hospital

2007-2008 Ontario Trailblazers and Alumni

Sue Alderson, William Osler Health Centre
Clara Ballantine, The Ottawa Hospital - Rehabilitation Program
Carlos Bautista, West Park Hospital
Kerri Bennett, Grand River Hospital
Isobel Boyle, Grand River Hospital
Joanne Braithwaite, The Scarborough Hospital
Lynn Budgell, Halton Healthcare Services
Sevi Cesta, Rouge Valley Health System
Cheryl Chapman, Providence Continuing Care
Debbie Cornick, Quinte Health Care
Mary Cunningham, Hotel Dieu - Grace Hospital
Mary-Anne Davies, London Health Sciences Centre
Monica DiFonzo, Toronto Rehab Institute
Spencer Dickson, Bluewater Health
Doris Doidge, Whitby Mental Health Centre
Annette Down, Lakeridge Health
Brenda Flindall, Providence Continuing Care Centre - Mental Health Services
Cheryl Harrison, Ross Memorial Hospital
Ann Higgins, St. Joseph's Healthcare
Sam Kearns, Bluewater Health
Jamie Kellar, Whitby Mental Health Centre
Helene Lacroix, Saint Elizabeth Health Care
Lise Lallier, Sensenbrenner Hospital
Gail Lang, The Credit Valley Hospital
Anne MacDonald, Queensway Carleton Hospital
Erika Macphee, University of Ottawa Heart Institute
Barb Major-McEwan, Wellington Health Care Alliance
Carole McBride, Ross Memorial Hospital
Lindsay McGee, Huron Perth Healthcare Alliance
Wendy McLaughlin, Collingwood General and Marine Hospital
Sandra Mossa, Sault Area Hospital
Emily Musing, University Health Network
Mary Neylon, Southlake Regional Hospital
Sharon Norton Robertson, Women's College Hospital
Cheryl Owen, Rouge Valley Health System
Dana Penfound, North Wellington Health Care
Scott Pierotti, Niagara Health System
Julie Pike, Toronto East General Hospital
Rhonda Schwartz, North York General Hospital
Michele Temple, Lakeside Long-Term Care Centre
Karen Thompson, ParaMed Home Health Care
Rosanne Zimmerman, Hamilton Health Sciences

PARTNERING FOR HEALTHCARE EXCELLENCE

“I believe partnering for healthcare excellence is the only way to effectively achieve safe, quality healthcare in Canada. Partnering with other organizations and individuals that have a stake in the healthcare we provide allows us to leverage our collective strengths, make the most of limited resources and reach the greatest number of people.” – Phil Hassen, Chief Executive Officer, Canadian Patient Safety Institute

Accreditation Canada

In 2007, QHN came together with Accreditation Canada to offer members a pre-fall forum workshop opportunity to learn more about the accreditation body's patient safety goals and their new Required Organizational Practices. The workshop, Spotlight on Required Organizational Practices, drew 49 members to the full-day event.

Canadian Executive Services Overseas

QHN partnered with the Canadian Executive Services Overseas to advance quality and safety in the North. Over the year, QHN staff provided quality and patient safety mentoring to the Baffin Regional Hospital in Iqaluit, Nunavut.

Canadian Health Services Research Foundation

Together in partnership with the Canadian Health Services Research Foundation, QHN developed the 2007-2008 Researcher on Call, a teleconference series that links participants by teleconference to researchers and decision makers who are making improvements in healthcare.

Canadian Institute for Health Information

In 2007, QHN partnered with the Canadian Institute for Health Information to provide its members an Open House series on Hospital Standardized Mortality Ratio – a series of free workshops for healthcare providers and quality improvers interested in using this data to improve quality of care.

Canadian Patient Safety Institute

QHN continues to partner with the Canadian Patient Safety Institute to lead Safer Healthcare Now! in Ontario. Safer Healthcare Now! is Canada's largest patient safety initiative aimed at reducing the number of injuries and deaths related to adverse events such as infections and medication incidents.

Healthcare Insurance Reciprocal of Canada

In 2007, QHN partnered with the Healthcare Insurance Reciprocal of Canada, to run a Safer Healthcare Now! Passport to Safety Workshop Series.

Ontario Health Quality Council

QHN and the Ontario Health Quality Council came together to take the Canadian satellite feed of the Institute for Healthcare Improvement's Annual National Forum on Quality Improvement in Health Care and make it accessible to everyone in Ontario by broadcasting it free of charge over the Internet via web casting.

rL Solutions

QHN partnered with rL Solutions again this year to offer the annual rL Solutions Canadian Healthcare Excellence in Quality Award (CHEQA). This award is presented to a Canadian healthcare organization that has demonstrated excellence in the areas of patient safety and overall quality of care. This award is valued at \$15,000. The 2007 CHEQA winner was Toronto East General Hospital for their project on Improving Access Through Innovation: Time to Treat – A System Redesign for Patients with Suspected Lung Cancer.

Past winners include:

Hamilton Health Sciences
(2006)

The Rehabilitation Centre of Ottawa
(2005)



NETWORKING FOR IMPROVED QUALITY AND SAFETY

Our true benefit is our collective – our members and the networking and sharing that happens when the focus is not on a particular organization, but on the quality of our care and the safety of our patients.

Building the Collective

To kick-start 2007, QHN members came together at Spring Symposium to learn about the 3Rs: Responding, Realigning and Renewing at the Kingbridge Centre in King City, Ontario on May 14-16, 2007. This members only educational networking event is intended to give members a voice on how the network operates. Members appreciate the opportunity to become central figures in the planning and organizational design of the network. Symposia are all held at the Kingbridge Centre, a multi-faceted conference venue that is perfectly suited to facilitate QHN learning and networking.

QHN Fall Forum, Fueling the Innovation Engine – Accelerating the Adoption of Improvement in Hull, Quebec on November 20-21, 2007 was also an outstanding networking success. One hundred percent of delegates surveyed said they would return to the QHN Forum in the future. During the Forum, *Legends of the Fall* was launched – QHN's annual general meeting and celebration of excellence within the network. This extraordinary networking event was held at Le Saint-Eloi Bisto and featured music from Le Grand Portage. This program was such a hit that QHN will run the *Legends of the Fall* as an annual program with all Forums.

Improving Communication

In 2007, QHN launched several new communication initiatives to support member networking. The first was a revised website (www.qhn.ca) intended to streamline the user experience through an improved user interface and design, with the introduction of new features including topic specific member-developed resources, member centre stage and a partner event page. The QHN website is intended to be a one-stop-shop for quality improvement knowledge and information in Canada.

QHN also launched the member listserv and discussion group this year. The listserv encourages the exchange of ideas and information relative to quality improvement and patient safety. Over 300 members participate in the QHN listserv.

In 2007, the listserv generated two "burning topics" out of which grew our two *Ask the Expert Teleconference Series*. This teleconference series gave members an opportunity to meet virtually to examine issues of mutual concern, to learn from one another and build cooperation within the healthcare community.

QHN supplements virtual and face-to-face networking through its popular QHN E-Newsletter and Safer Healthcare Now! Ontario Node E-Newsletter. This year the content and design of each newsletter was enhanced. In the year to come we hope to provide our members with more search capabilities on the member website and newsletter to assist visitors in getting the information they need, while minimizing wasted time and effort.



TEACHING TOOLS FOR CHANGE

QHN's educational strategy crosses the spectrum of leadership training, professional development and educational competencies for quality improvement professionals. Healthcare is continuously changing. As the environment changes, so do the priorities of our members and the areas we target. Our main objective is to respond to the educational needs of our members by teaching the most effective, innovative and comprehensive tools for change.

Delivering Safer Healthcare Through Rapid Cycle Improvement

Each member organization received three free seats to the 2007-2008 Improvement Fundamentals, the Model for Rapid Cycle Improvement workshop offered on four separate days, in four locations throughout Ontario: London, Ottawa and two in Toronto. QHN designed this one-day, introductory level workshop to build capacity for quality improvement in member organizations. The model helps teams focus their improvement efforts and to use small tests of change to accelerate improvement.

“Rapid cycle change – a great concept to see improvement without a huge commitment in time and resources.” – anonymous feedback on workshop evaluation

Open House Series on HSMR

In 2007, QHN provided its members an Open House series on Hospital Standardized Mortality Ratio – a series of free workshops for healthcare providers and quality improvers interested in using this data to improve quality of care.

Learning Together

Spring Symposium 2007 offered a blend of plenary presentations with small group sessions aimed to enhance member capacity to work collaboratively on similar projects. Members received a special inspirational, yet instructional session on The Possibility Virus with Michael Bungay-Stanier, the principal of Box of Crayons and the 2006 Canadian Coach of the Year.

Also during this event, members received a hands-on, half-day workshop with Dr. Roger Resar, a senior fellow with the Institute for Healthcare Improvement, on how to design reliable processes of care.

“I was able to present on these concepts at our senior management committee the next day.” – anonymous feedback on symposium evaluation

Fall Forum 2007 also featured a great line up of speakers including Hugh MacLeod, Assistant Deputy Minister with the Ontario Ministry of Health and Long-Term Care, Lynn Maher, Head of Innovation Practice, NHS institute for Innovation and Improvement, and Nora Spinks, President of Work-Life Enterprises. In addition to a great conference, members were offered a pre-conference full-day workshop held in partnership with Accreditation Canada.

Transferring Knowledge Online

With members' educational needs changing rapidly, QHN continuously retools its programs and services to provide an array of practical resources to assist healthcare organizations position themselves for the future.

This year, QHN relaunched the member website (www.qhn.ca) to serve these ever changing needs. A significant aspect of this relaunch was the intentional opening of our quality website to nonmembers. We lifted the password-protected member's only access to allow members easy retrieval of important quality resources, and by doing so have increased the profile of QHN products and services. A new resource section was created with meaningful categories to serve members' every day learning needs, including tools, examples from the field and literature on topics like Spread and Sustainability, Leadership, Culture and Measurement. We continue to build new resources as priorities change and update existing sections as new information becomes available. The QHN website is a primary teaching tool that transfers new and shared knowledge to members across the continuum of care.

FINANCIAL HIGHLIGHTS

Moving Towards Recovery

QHN was pleased to end the year with a 17.2% reduction in our deficit, while maximizing the services we deliver. This reduction is a direct result of our efforts to establish partnerships and procure additional funding sources, the outcome of which produced a small surplus for the past year that was applied to the deficit. It is the intent of the Board of Directors and management to continue these efforts, rather than rely on membership fees alone, in order to achieve full recovery in two years.

In addition to securing additional funding sources through partnerships, QHN introduced a new single membership model to create, reinforce and grow lasting relationships with our members and drive excellence in healthcare.

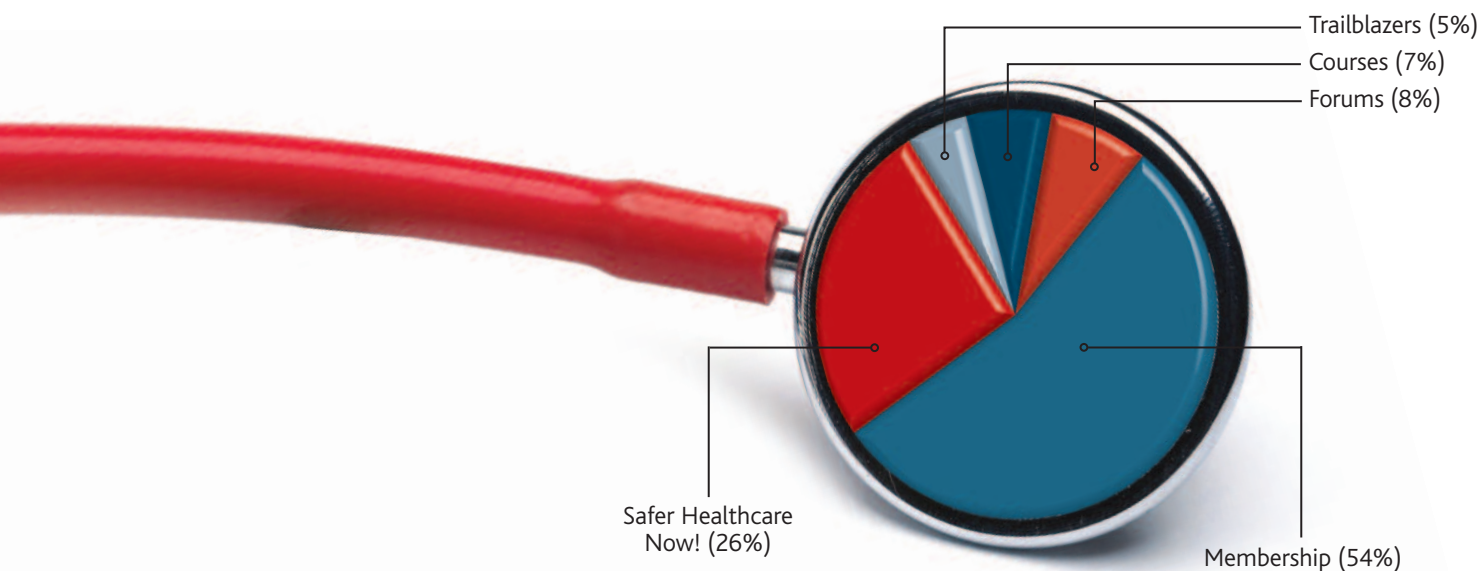
We continue to champion for adequate and sustainable funding for Safer Healthcare Now! in Ontario.

The following statement of operations includes information extracted from the audited financial statements conducted by Soberman LLP. The Statement of Operations as prepared by the auditors and approved by the QHN Board of Directors presents fairly the financial position of the network in all material respects. QHN has adopted and is compliant with CICA accounting standards.

Statement of Operations

Year ended March 31, 2008	2008
Revenue	
Memberships	\$ 362,921
Workshops, conferences, forums and programs	303,330
	<hr/> 666,251
Expenses	
Conference and program fees	334,715
Salaries and benefits	242,366
Office and general	35,064
Professional fees	25,171
Rent	5,880
	<hr/> 643,196
Excess (deficiency) of revenue over expenses	\$ 23,055

QHN Revenue Breakdown 2007 - 2008



OUR MEMBERS

QHN's immediate customers are our members – people and groups from hospitals, homecare agencies, community care access centres, rehab centres and mental health facilities that might not otherwise have the opportunity to come together to elevate health system performance through innovative and collaborative means. Together, our membership is advancing the health of Ontarians.

Accreditation Canada
Alexandra Marine & General Hospital
Bloorview Kids Rehab
Bluewater Health
Bridgepoint Health
Canadian Forces Health Services
Central East Community Care Access Centre
Central Community Care Access Centre
Central West Community Care Access Centre
Chatham-Kent Health Alliance
Children's Hospital of Eastern Ontario (CHEO)
Collingwood General & Marine Hospital
Erinoak Kids
Grand River Hospital
Guelph General Hospital
Halton Healthcare Services
Hamilton Health Sciences
Humber River Regional Hospital
Huron Perth Healthcare Alliance
Joseph Brant Memorial Hospital
Kirkland & District Hospital
Lakeridge Health Corporation
Listowel and Wingham Hospitals Alliance

London Health Sciences Centre
L'Hopital Montfort/Montfort Hospital
Markham Stouffville Hospital
Mount Sinai Hospital
Niagara Health System
Norfolk General Hospital
North Bay General Hospital
North Wellington Health Care
North York General Hospital
Ontario Health Quality Council
ParaMed Home Health Care
Peterborough Regional Health Centre
Providence Healthcare
Providence Care
Queensway Carleton Hospital
Red Cross Community Health Services
Regional Municipality of Peel
Ross Memorial Hospital
Rouge Valley Health System
Saint Elizabeth Health Care
Sherbourne Health Centre
South East Community Care Access Centre
Southlake Regional Health Centre

South West Community Care Access Centre
St. John's Rehab Hospital
St. Joseph's Health Centre, Toronto
St. Joseph's Healthcare, Hamilton
St. Joseph's Health Care, London
St. Thomas-Elgin General Hospital
Sunnybrook Health Sciences Centre
The Credit Valley Hospital
The Ottawa Hospital
The Scarborough Hospital
Toronto East General Hospital
Toronto Grace Health Centre
Toronto Long-Term Care Homes and Services
Toronto Rehabilitation Institute
Trillium Health Centre
University Health Network
VHA Home HealthCare
Victorian Order of Nurses (VON) Canada
Waterloo Wellington Community Care Access Centre
Whitby Mental Health Centre
William Osler Health Centre
Women's College Hospital
3M Canada Inc.

OUR STAFF



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