Implementing quality improvement (QI) initiatives across the organization and building a quality-driven culture starts with a shared vision. At North York General Hospital (NYGH), quality care and patient safety is directly linked to our core value of putting patients first in everything we do. NYGH chose Health Quality Ontario’s (HQO) Quality Matters framework to support the overarching quality and safety strategy and the delivery of high quality care.

The Journey from HQO’s Quality Matters Framework to a QIO Strategy

**Vision:** Guide transformations to achieve excellence in innovative quality improvement (QI).

**Mission:** Work collaboratively to achieve impactful change and build upon our culture of continuous QI to provide an exceptional patient experience.

**Values:** Excellence, Respect, Integrity, Compassion

**Guiding Principles:**
- Balancing perspectives and outcomes without compromising excellence and quality
- Continuously improving and innovating
- Building capacity to enable frontline driven change
- Evidence-based decision making
- Shared work responsibilities and accountabilities
- Transparent, collaborative, relationship building for alignment and synergy

**Objectives**

- Quality and Safety
- Education and Capacity Building
- Innovation
- Recognition
- Patients and Families
- Sustainability

**Drivers**

- Accountability and Transparency
- Consensus and Integration
- Stakeholder Engagement
- Communication and Leadership

**Areas of Focus**

- Capacity Building
- Improvement Methodology
- Team Communication
- Rigorous Delivery
- Recognition and Profiling
- Transparent Reporting

Supporting Successful QI with Visual Management

**Project Pipeline:** Shows overall workload of the QI Office

**Program Alignment Chart:** Shows number of active projects in each NYGH program

**Implementation Status Chart:** Shows status of Plan-Do-Study-Act cycles and change ideas from QI projects

**Project Overview:** Depicts whether the projects are on track, whether they align with the corporate Quality Improvement Plan

**Project Highlight:** Outlines the methods, key insights and lessons learned from a recent project

**The QIO Dashboard**

Results

In one and a half years of testing the framework, model, and alignment, the QIO has achieved:

- 60 QI projects implemented between April 2016-March 2017
- 8 kaizen events held with 45 of 94 change ideas implemented
- 3 abstracts submitted to national conferences
- 2 additional programs using a QI dashboard

Through iteration, the QI dashboard evolved from an internal workload tracker to a stakeholder-facing dashboard that:

- Improves equity and transparency by showing how QI resources are used and where future QI support is needed.
- Improves accountability by ensuring all decision-makers see and commit to projects.
- Assists in the prioritization of work according to a balance of workload, priority, program alignment, and associated risk.
- Supports our organizational initiative to build a quality-driven culture.