

Quality Strategic Plan 2020-2025

Safe. Seamless. Sustainable.



Preamble

In early 2019, Sunnybrook launched a process to renew the Quality Strategic Plan. The renewed plan builds on important aspects of the hospital's strategic directions (2018-2021) and elevates specific quality goals that are core to achieving excellence. The three goals of the renewed quality strategic plan (2020-2025) are to deliver: safe, seamless and sustainable care.

As we were set to launch the renewed plan in the spring of 2020, the health care community turned its attention to the global COVID-19 pandemic. Many of our regular services were put on hold to ensure adequate staff, space and resources were available when it mattered most.

In many ways, the COVID-19 pandemic amplified the importance of the quality goals in this renewed plan. A heightened focus on patient and provider physical and psychological safety has been instrumental in the response to COVID-19. The rapid uptake of virtual care across the health system demonstrated ways in which seamless care can be achieved. Finally, with the numerous disruptions in global supply chains, a focus on judicious use of resources, sustainability, and forecasting pressures on operations and supplies became top of mind. This has fortified our confidence that a focus on these priorities will contribute significantly to advancing quality excellence at Sunnybrook.

However, with many scheduled tests, procedures and medical care having been put temporarily on hold, there are other important elements of quality, such as equitable and timely access to care, that will need to take precedence in order to support our organization's recovery from the COVID-19 pandemic. This necessary shift in focus will form the context in which we identify priorities to advance the goals of this strategy, and as such, will influence where we turn our implementation energy and resources.

This unique and challenging time in health care has highlighted the importance of being able to deliver safe, seamless, and sustainable care under even the most extreme of circumstances, and we will learn from this experience to further propel forward our vision of quality excellence at Sunnybrook and beyond.

Sincerely,



Dr. Andy Smith,
President & CEO



Donna Duncan,
Chair, Board Quality &
Patient Experience
Committee



Darren Gerson,
Vice President Quality &
Performance

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Executive Summary

Sunnybrook is a leading national teaching and research hospital that is committed to, and has actively driven, innovation in quality and patient safety improvements. Sunnybrook also has strong ties to the research and academic quality and patient safety community through the University of Toronto Centre for Quality Improvement & Patient Safety (CQUIPS) as well as our Practice Based Research & Innovation (PBRI) program. Sunnybrook has received many national and international awards recognizing our commitment to quality and patient safety.

Informed through the widespread engagement an inaugural Quality Strategic Plan (2016 – 2019) was developed to bring together a broad range of improvement work under a single framework and action plan. Building on the strong foundation of the first plan, this renewed Quality Strategic Plan (2020 - 2025) advances the quality aspects of the hospital's strategic directions (2018 – 2021) and elevates three specific goals that are core to achieving quality excellence.

The three goals of our Quality Strategic Plan (2020-2025) are: Safe Care, Seamless Care, Sustainable Care.

Three important enablers (quality culture, digital health and advanced analytics) have been identified as essential elements to advance our three strategic quality goals. Strengthening our capability in each of these areas will be vital not only to achieve our goals but to support all quality improvement work at Sunnybrook.

Annual priorities based on the above quality goals and enablers will be identified yearly for implementation.

This refreshed Quality Strategic Plan (2020-2025) will serve as a clear path forward to focus our priorities and advance quality excellence at Sunnybrook and with our health care partners.

Sunnybrook Quality Strategic Plan (2020-2025)

QUALITY GOALS



SAFE CARE

We will provide care that keeps our patients and providers safe.



SEAMLESS CARE

We will ensure seamless transitions in care for our patients.



SUSTAINABLE CARE

We will focus on ensuring that the services that are available for our patients today continue to be available in the future.

QUALITY GOAL ENABLERS



QUALITY CULTURE

We will continue to develop the people, skills, conditions and systems to enable continuous quality improvement and safety.



DIGITAL HEALTH

We will use interactive information and communication technologies to build a virtual health network with and for our patients.



ADVANCED ANALYTICS

We will use new and innovative data analysis and reporting tools to support evidence-informed quality improvement.

Background & Introduction

Quality at Sunnybrook

Sunnybrook is a leading national teaching and research hospital that is committed to, and has actively driven, innovation in quality and patient safety improvements.

Sunnybrook was one of the first hospitals in Canada to establish a Patient Safety Service with a dedicated team of clinicians, with resources to conduct improvement activities and research on patient safety in the hospital.

Sunnybrook continues to lead in quality improvement and patient safety, in areas such as appropriate use of antimicrobials, preventing surgical site infections and transfusion safety.

Building on this success and leadership, Sunnybrook recently became the first hospital in Canada to achieve the Level 3 designation from Choosing Wisely Canada, the highest designation a hospital can attain, for its work in reducing medically unnecessary tests and treatments.

Sunnybrook also has strong ties to the research and academic quality and patient safety community through the University of Toronto Centre for Quality Improvement & Patient Safety (CQUIPS), as well as our Practice Based Research & Innovation (PBRI) program. These partnerships have helped develop many Sunnybrook staff and physicians as leaders in the quality and patient safety domain, who continue to advance quality at the local and system level and contribute to Sunnybrook's reputation as a leader in this area.



Top 25 Global Hospitals of
2020 (Newsweek)



The American College of
Surgeons – National Surgical
Quality Improvement Program
Meritorious Hospital



Top Patient Safety Culture
survey ratings across
Ontario (2019 Auditor
General Report)

Quality Strategic Plan: 2016-2019

The 2016 – 2019 Quality Strategic Plan was the first of its kind at Sunnybrook. With widespread engagement of patients and families, providers, and policymakers this inaugural plan formed the foundation of Sunnybrook's definition of quality. Quality is care that is safe, effective, efficient, and provided with compassion, partnering and a quality culture.

The inaugural quality plan was intentionally broad - to acknowledge and bring together the wide range of improvement work that was already happening, and encourage new opportunities across the organization under a single framework and plan.

As a result, the plan helped connect improvements led by many teams, across the six elements of quality, such as:

- Training of more than 200 staff in quality improvement science;
- Enhancing models of physician quality rounds;
- Improving person-centred care practices;
- Enhancing escalation of care processes;
- Reducing surgical site infection rates;
- Increasing MyChart usage;
- Implementing Quality Conversations - weekly interprofessional team huddles, spread across dozens of inpatient and outpatient areas, aimed at enhancing frontline involvement in improving key quality priorities through regular team discussion and problem-solving.

SUNNYBROOK CARE IS...

SAFE

EFFECTIVE

EFFICIENT

and PROVIDED WITH...

COMPASSION

QUALITY
CULTURE

PARTNERS

The plan also identified that developing a quality and safety culture was one of the most important ways to advance quality across the organization. This approach was validated in the 2019 Annual Report from the Office of the Auditor General of Ontario, where Sunnybrook was among the top five large acute care hospitals with the highest patient safety culture ratings (as assessed by staff). Our strength in interprofessional collaboration has further allowed us to more seamlessly implement many of the initiatives described above.

As we look back on the many accomplishments of the 2016-2019 Quality Strategic Plan, it is now time to look forward to how we can further drive quality improvement and ensure that Sunnybrook continues to lead in providing the best care. This refreshed strategy reflects our ongoing commitment to challenge ourselves by setting three ambitious goals that will focus our efforts over the next five years.

Our Approach

In developing this refreshed plan, we reviewed the academic and policy literature and identified emerging trends in quality improvement and patient safety. These trends were tested with numerous internal and external stakeholders in many engagement sessions to identify relevance from multiple perspectives, and alignment with current priorities.

The engagement work that we undertook built on the relationships that were developed in the 2016-2019 Quality Strategic Plan. Stakeholders' views from that time remain relevant and we intentionally did not repeat the previous engagement activities. Our approach was to connect with existing groups and committees, share input as we received it and build our understanding throughout the strategy development process.

This process resulted in input from frontline staff, hospital leadership, patients, and health system partners. Importantly, we met with groups such as the North Toronto Ontario Health Team, our Patient and Family Advisory Councils, and CQUIPS.

Quality Strategic Plan: 2020-2025

Quality is a shared accountability throughout the hospital – everyone has a role to play. This is emphasized in Sunnybrook’s corporate strategic plan (2018-2021) where not only is improving quality and creating a better care experience one of the four strategic directions, but quality is woven through all four strategic directions.



**Personalized
& Precise
Treatments**



**Integrated &
Sustainable
Models of Care**



**Improve Quality &
Create a Better Care
Experience**



**High Performing
Teams**

This renewed Quality Strategic Plan for 2020-2025 intentionally narrows the focus of our quality goals to concentrate on those areas that will help propel our corporate strategic directions (e.g., integrated and sustainable models of care and high performing teams) and also elevates other goals that are core to achieving quality excellence (e.g. safety).

The Quality Strategic Plan 2020-2025 serves two important purposes:



To highlight the strategic goals where we will focus our organizational quality efforts through priority initiatives that are monitored and renewed annually



To identify the important enablers that will be required in order to achieve our goals and support all quality improvement work at Sunnybrook.

As the health care landscape in our province evolves, we believe that our three strategic goals and their alignment with our corporate priorities will also contribute in a meaningful way to the initial quality framework for the North Toronto Ontario Health Team partners, to improve quality across the health system.

Our implementation plan will address oversight and governance and will provide a roadmap for high-priority initiatives to meet our goals and objectives. As we begin the implementation process, we will continue to engage with patients and families, staff, physicians, learners, and others to set priorities, commit to specific objectives, actions, and key measurable results.

Quality Goals

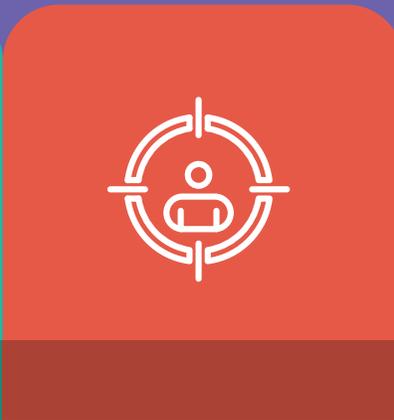
Based on our learnings from the quality literature, the external environment, and what our stakeholders have told us, we have identified three strategic goals that will continue to advance quality at Sunnybrook.

Sunnybrook will provide care that keeps our patients and providers safe, that ensures seamless transitions within and outside the hospital, and that is sustainable and available for patients today and into the future.



SAFE CARE

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SEAMLESS CARE

We will ensure seamless transitions in care for our patients.



SUSTAINABLE CARE

We will focus on ensuring that the services that are available for our patients today continue to be available in the future.



Safe Care

We will provide care that keeps our patients and providers safe.

WHY HAVE WE CHOSEN TO FOCUS IN THIS AREA?

Patient safety literature has long highlighted the impact of medical error and hospital acquired harm on patient outcomes. Canada performs below the international (OECD) average in 4 out of 5 Patient Safety indicators (per CIHI). Many health care organizations globally have set goals to perform at peak levels of error and harm prevention, despite highly complex environments. Staff safety and workplace violence are also priority topics emerging in national and international policy, with 1 in every 5 frontline clinicians at Sunnybrook being involved in a workplace violence incident each year.

The approach to safety in health care is evolving to focus on identifying and reducing risks, over the goal of absolute safety or zero harm. Greater emphasis is being placed on creating the resilient systems needed to achieve safety even under varying and complex conditions.

WHAT ADDITIONAL IMPACT DO WE WANT TO HAVE?

Prioritizing safety will mean continuing to focus on eliminating preventable harm to patients and providers, while recognizing that health care is a complex, high risk environment. As such, we must also strive to create a healthy, resilient workforce that is highly attuned to anticipating, identifying and mitigating risks. We will support individuals and teams to adapt quickly to optimize safety for patients, caregivers and providers.

WHAT WILL BE REQUIRED?

Achieving the safest health care will require strengthening our culture of safety, teamwork and collaboration. We want to continue to focus on traditional safety goals like eliminating hospital-acquired harms, but we will also incorporate emerging safety goals like reducing diagnostic error. At the same time, we must emphasize the importance of the new approaches to safety with the acknowledgement that health care is a complex environment and there is a need to focus on provider safety, avoiding burnout, and collective resilience.



Effective oversight and data analysis/reporting structures will be paramount in prioritizing highly adoptable, evidence-based improvement work and safety scholarship. We will select performance indicators to measure our strategic initiatives that promote a positive relationship between efficiency and safety.

Looking Back...

Mohamed, a 65 year-old man, required surgery after being hit by a car. Following surgery, he was put on opioids via a patient controlled pain medication pump. After receiving several doses, Mohamed had a decreased level of consciousness, consistent with an opioid overdose. He was given Naloxone (an opioid antidote) to reverse his symptoms and then promptly improved. The team involved in his care reported this incident as a safety event.

A detailed investigation revealed that the pump had been programmed incorrectly, and Mohamed received ten times the intended dose of opioids.

Because of the culture of reporting and learning from safety events, a widespread safety solution was implemented to reprogram all pumps to a safer range of opioid dosing to prevent a similar event from ever happening in the future. Open discussion of the findings of this case also prompted a broader review of dosing ranges for all drugs that run on pumps, further spreading the safety solution.

Looking forward...

The response to the unintentional opioid overdose administered to Mohamed was excellent, but we want to do even better. We want to continue to facilitate a culture of learning from safety events by simplifying the reporting system and by integrating regular safety discussions into the established team based 'Quality Conversations.' Furthermore, we want to try and prevent cases like this from happening in the first place by systematically reviewing low/no harm events to mitigate harmful events before they arise.



Seamless Care

We will ensure seamless transitions in care for our patients.

WHY HAVE WE CHOSEN TO FOCUS IN THIS AREA?

Seamless care coordination and transitions have long been recognized as important but it is more paramount than ever before. As the Ontario health care landscape evolves, Sunnybrook must continue to create and strengthen partnerships and collaborations across the care continuum.

Recent quality standards issued by Ontario Health (Quality Business Unit) emphasized the critical and vulnerable nature at transition points between different care settings and between different care providers during an encounter with the health care system.

With Sunnybrook now being composed of numerous physical sites, an integral member of an Ontario Health Team, and part of many bundled care structures, patients are transitioning between care environments more than ever before.

WHAT ADDITIONAL IMPACT DO WE WANT TO HAVE?

We want to ensure a quality care experience regardless of where our Sunnybrook patients are physically located (i.e., acute care hospital site, rehabilitation site, home and community, etc.).

A patient should feel that although the physical location of their care has changed, the quality of care has not, and the teams providing care have a detailed and coordinated understanding of their care needs.

WHAT WILL BE REQUIRED?

We recognize that we are moving patients faster and more often than ever before between care environments. This creates challenges for both patients and care providers.

Within Sunnybrook, we need to reemphasize and embed the cornerstones of strong handover into our transition processes and make good, patient-centred handover easy for those involved. Beyond our walls, we need to continue to strengthen and grow our community partnerships to truly achieve seamless care for our patients and families. We must harness our digital health technologies to allow for better ways to share information, communicate between patients and providers, support improved workflow, and allow for virtual visits with patients when appropriate.



Looking Back...

Claire is an 80 year-old woman who lives at home alone, with a recent diagnosis of dementia and frequent admissions to the hospital for functional decline. Claire has previously declined to allow care providers in her home.

During a recent admission to Sunnybrook, Claire met her Sunnybrook Connects Healthcare Navigator, Meg. Meg worked with Claire, her daughter, and her health care team throughout her transition to rehab and back home, to ensure everyone in her circle of care was connected and working from a single, coordinated plan.

Meg built a strong and supportive relationship with Claire and her daughter. As Claire began to have an increased number of falls at home, Meg worked with a community coordinator to complete an application for Long Term Care, and supported her at home until she was admitted to the Long Term Care home of her choice. This helped prevent unnecessary visits to the emergency department which was beneficial for Claire and for the system as a whole.

Looking forward...

We want Claire's story to become the norm. To connect as many patients with complex care needs to the supports they require without necessitating visits to the hospital. This can be achieved many ways, through the Navigator program, the ED 'One Team', virtual care appointments, and by fully utilizing the North Toronto Ontario Health Team structure. Integral to achieving this seamless care is patient and provider access to their own health data.



Sustainable Care

We will focus on ensuring that the services that are available for our patients today continue to be available in the future.

WHY HAVE WE CHOSEN TO FOCUS IN THIS AREA?

As a Level 3 Choosing Wisely Canada organization, Sunnybrook is a recognized leader in reducing medically unnecessary tests and treatments. In a system with finite resources, this continues to be an important area of focus to ensure continued access to care for all patients when it matters most.

Sustainability in health care quality (“SusQI”) is an emerging concept that extends the historical definition of value in health care (which was quality over cost) to focus not only on quality for the individual patient but also for the population, and not only on the financial cost, but the environmental and social impact of a health care decision.

We want to ensure that reliable access to the high-quality care that we deliver to our patients today will continue to be available in the future.

WHAT ADDITIONAL IMPACT DO WE WANT TO HAVE?

We want to be confident that our resources are being used appropriately in accordance with best practices, while avoiding care that is known to be of limited benefit to patients. We also want to ensure a healthy workforce that is equipped to tackle the increasingly complex demands of providing health care.

Success will mean minimizing care that is medically unnecessary (and potentially harmful) so that more effective care can be provided in an equitable, efficient and timely way, in the ideal environment (e.g., rapid access clinics, virtual care) for our patients that require tertiary care and for our North Toronto patient population that is growing in size and medical complexity.

WHAT WILL BE REQUIRED?

To ensure sustainable care we must capitalize on the unique capabilities of Sunnybrook's own electronic medical record (SunnyCare) that can minimize care that is of little clinical benefit to patients, such as reducing redundant lab tests or ensuring appropriate diagnostic imaging or medication prescribing.

As we build capacity in this novel area of quality improvement, we should evolve to focus on more sophisticated targets such as reducing supply consumption (e.g. waste in the Operating Room, reducing single use supplies), minimizing supply chain disruptions due to global issues, reducing carbon footprint and sustainability on a broader scale. In each of these areas, there is clear literature demonstrating how even small changes can have a meaningful impact to increase value.

We must continue to work with our patients and their families to seek out innovative solutions to these current and emerging sustainability challenges.



Looking Back...

Urinary catheters are not only uncomfortable, but they can reduce a patient's mobility and lead to unintended harms such as infection and bleeding. On Sunnybrook's medicine wards, 18% of hospitalized patients had urinary catheters even though more than two-thirds of these patients did not have an appropriate guideline-based reason for the catheter. A physician order was required to remove the urinary catheters. The criteria for removal were inconsistent and unclear, and many urinary catheters were re-inserted at the first sign of urinary retention. Consensus criteria for appropriate urinary catheter use was developed and a medical directive was created with the nurses and physicians to standardize removal of urinary catheters.

Implementation of the medical directive resulted in 50% fewer urinary catheters on the medical wards. Successes from this intervention was spread to other areas of the hospital and across Canada.

Looking forward...

We want to make it easier for health care teams to make high value care decisions for our patients. That might mean ensuring judicious use of tests/treatments through the power of our home grown electronic medical record or empowering all health care providers to recognize and minimize waste.



Quality Enablers

Three important enablers have been identified as essential elements to advance our three strategic quality goals. Strengthening our capability in each of these areas will be vital to support all quality improvement work at Sunnybrook.

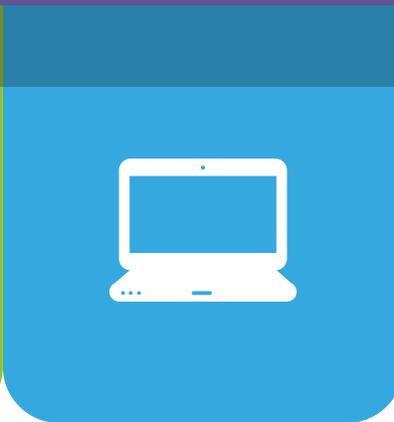
To realize our goals we must:

- Develop a strong Quality Culture that will further grow and support our quality leaders and a healthy, resilient workforce.
- Leverage existing Digital Health tools such as SunnyCare and MyChart, while building new platforms such as those to build a virtual health network with our community partners and the patients and families that Sunnybrook serves
- Grow our capacity to deliver Advanced Analytics and high quality performance reporting to provide new insights into our data, using tools such as predictive models, simulation and natural language processing, to support evidence-informed quality improvement.



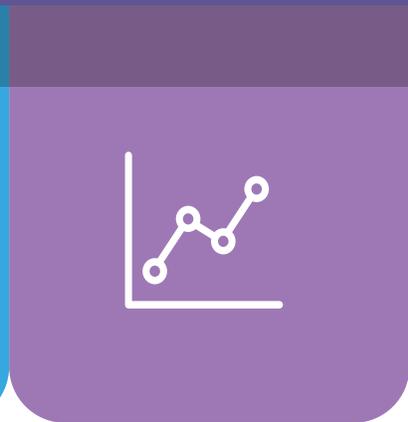
QUALITY CULTURE

We will continue to develop the people, skills, conditions and systems to enable continuous quality improvement and safety.



DIGITAL HEALTH

We will use interactive information and communication technologies to build a virtual health network with and for our patients.



ADVANCED ANALYTICS

We will use new and innovative data analysis and reporting tools to support evidence-informed quality improvement.



Quality Culture

We will continue to develop the people, skills, conditions and systems to enable continuous quality improvement and safety.

WHY THIS IS OUR STRENGTH

Our people and our ongoing commitment to quality is one of our biggest assets that we must continue to build upon, to approach quality improvement in novel ways.

Sunnybrook is privileged to have many recognized local and system-level leaders in quality improvement and patient safety. We have strong ties to the scholarly quality and patient safety community through the University of Toronto Centre for Quality Improvement and Patient Safety, as well as our Practice Based Research and Innovation program. In addition, our Sunnybrook Canadian Simulation Centre, which is a recognized leader in the field, is evolving to focus on advanced simulation techniques for identifying quality and safety gaps related to processes, team performance, and interprofessional collaboration.

Sunnybrook is also among the top acute care organizations in Ontario with respect to Patient Safety Culture, as reported by the Auditor General (2019).

HOW WILL WE USE THIS TO ADVANCE OUR GOALS?

To enable continuous improvement, we must strengthen the relationship with our academic partners to enhance our approach to solving common quality problems.

We must take innovative approaches to quality improvement, such as more sophisticated uses of data and analytics, advancing the use of simulation to identify system gaps and test user-centred interventions, and normalizing the use of randomized rapid cycle improvements.

A strong culture includes a healthy workforce, which will require identifying and eliminating practices that add to workload burden but do not improve outcomes or experiences for patients and families. We must capitalize on the engagement of our health care professionals by bringing them together in communities of practice and coaching networks to help advance common goals.

Continuing to foster a strong culture of evidence-based, continuous quality improvement is the foundation necessary to meet the goals and objectives of this Quality Strategic Plan.



Digital Health

We will use interactive information and communication technologies to build a virtual health network with and for our patients.

WHY THIS IS OUR STRENGTH

Sunnybrook is unique among Ontario hospitals, having developed numerous innovative digital tools. MyChart is a patient portal for medical record access that helps engage patients in their care. Developed at Sunnybrook it has now spread to 68 hospitals, community partners and health authorities across Canada, with over 600,000 users (over 10,000 new adopters each month). SunnyCare is our internally developed electronic medical record created by clinicians for clinicians, to make delivery of high quality care intuitive.

Sunnybrook also developed the BetterCare System (BCS) to electronically flag high risk patients with complex needs who could benefit from improved coordinated care planning across their many providers, and allows their care teams to have electronic access to information created by our partners, such as a Coordinated Care Plan (CCP) or Advance Care Plan (ACP).

We continue to expand our use of landmark virtual care services such as Ontario Telemedicine Network to provide patients and providers with new communications tools. .

HOW WILL WE USE THIS TO ADVANCE OUR GOALS?

Sunnybrook's technology roadmap seeks to expand these tools and other applications to build a virtual health network with our community partners and the people Sunnybrook serves. Patients and care teams need access to their records wherever their care is being provided.

Through an enhanced focus on SunnyCare and further investments in MyChart virtual care, we can drive significant improvements in quality and safety while providing additional options to enhance our patients' experience of care.

Virtual care is integral to advancing the goal of seamless care, reduce patient travel times, wait times, patient expense and patient stress, and will improve the goal of sustainability by creating more capacity to deliver care with our existing infrastructure. .

Our ability to adapt our own digital medical record will be an important asset in implementing highly effective, sustainable safety solutions designed around clinical workflow.



Advanced Analytics

We will use new and innovative data analysis and reporting tools to support evidence-informed quality improvement.

WHY THIS IS OUR STRENGTH

Sunnybrook has a long history of using high quality data to drive decision-making at all levels of the organization, from effectively managing clinical operations to informing the executive leadership. In recent days, Sunnybrook has been enhancing our data culture by building and disseminating high quality, easy to understand information through customized dashboards built with modern data visualization tools that could be accessed at a computer or on a mobile device.

HOW WILL WE USE THIS TO ADVANCE OUR GOALS?

Analytic techniques and solutions such as process simulation (an approach to test change ideas prior to implementation), and predictive modelling, which is a suite of statistical techniques used to predict future events based on past behaviors or outcomes, have proven successful in other sectors and are increasingly finding their way into health care.

Predictive analytics can give clinicians the tools they need to proactively consider their patients' needs and prevent safety events from occurring in the first place.

Clinical decision support tools can give clinicians real-time feedback on orders and care plans that highlight practice differences to contribute to patient safety and sustainability of care.

As Sunnybrook continues to think beyond our walls and consider ways to improve population health, predictive analytics can give clinicians the tools they need to proactively consider their patients' needs. By leveraging SunnyCare data and linking that to other datasets, we can identify populations at risk for deteriorating health and address those concerns before ever needing hospitalization and seamlessly linking these patients to services in the community.

Within our walls, with the clarity that comes with easy to consume and accurate information, better decisions can be made about a wide array of events including:

- The impact of quality improvement initiatives to determine if new or different approaches need to be pursued;
- Practice differences that exist in the day to day treatment of patients to identify and learn from best practices; and
- Daily and hourly changes in patient volume and flow helping to ensure patients receive the safest care in the most appropriate setting.

Implementation

As mandated by the Excellent Care for All Act, Sunnybrook has developed a process and governance model to annually identify and oversee quality improvement priorities.

This infrastructure includes an engagement process to solicit proposed areas of focus, established criteria for prioritization, detailed approval structures and has determined ongoing reporting and oversight accountabilities for the annual Quality Improvement Plan (QIP).

As we implement the Quality Strategic Plan 2020-2025, we will ensure that the process for confirming objectives and key results (OKRs) for the quality goals aligns to existing structures. The QIP will evolve to comprise of several components, which, over time, will become closely linked:

- Quality Strategic Plan priorities
- Mandated priorities (through Ontario Health and others)
- Other corporate quality priorities, as necessary

Linking the annual QIP development and oversight processes with the Quality Strategic Plan will ensure that our quality improvement efforts are fully aligned.

Our process will include:

1. An annual interprofessional engagement forum to identify quality priorities for the fiscal year;
2. Appropriate governance structures in place to endorse and approve priorities; and
3. Ongoing strategy oversight mechanisms where performance will be reviewed regularly.

Sunnybrook Quality Strategic Plan (2020-2025)

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