# Leadership & QI Development Pathway for Physicians

## SSC Physician Leadership & Quality Improvement Scholarship
- To support specialists in the development of their leadership and quality improvement skills
- Maximum funding of up to $10,000 per physician each fiscal year (April 1 – March 31) can be applied for to cover actual tuition fees and travel costs. Submission of receipts will be required for reimbursement.
- Click [here](#) for more information

### Leadership Development

<table>
<thead>
<tr>
<th>Frontline Physicians</th>
<th>New Physician Leaders</th>
<th>Experienced Physician Leaders</th>
<th>Senior Physician Leaders</th>
</tr>
</thead>
</table>

## Fraser Health Leadership and Organization Development Team

- Coaching Out of the Box
- Online Learning: Elearning; Micro-Learning
- Leadership and Management Skills Modules
- Clear Leadership
- Leading for Engagement (Experience LINX) (11.5 day program)
- Transforming LINX
- Transformational Leadership Series

### Offered Internally

- Leadership Coaching (1:1 coaching by request)
- Physician Mentoring/Succession Planning

  Mentoring Meeting with Dr. Dayan Muthayan, EMD, Physician Partnerships & Performance
  Contact [Joan Williamson](mailto:joan.williamson@fraserhealth.ca) to schedule a meeting at your site or at Corporate Office

## PLI/IHI Advisory Board

- Open Enrolment Learning: Self-Directed :PLI/IHI
- Advisory Board Talent Development Program (on hold)
- Physician Leadership Program (10 day, 4 module program)

Contact: [Jag Sandhu](mailto:jag.sandhu@fraserhealth.ca), Physician Partnerships & Performance  
[Gabriele Cuff](mailto:gabriele.cuff@fraserhealth.ca), Leadership and Talent Development
## Leadership & QI Development Pathway for Physicians

**In-person courses/workshops delivered by Leadership and Organization Development:**

<table>
<thead>
<tr>
<th>Coaching Out of the Box (2 days + 2 x 90 min practice sessions)</th>
<th>Clear Leadership (4 days)</th>
<th>Leading for Engagement (L4E) (11.5 days)</th>
<th>Leadership and Management Skills (½ day workshops)</th>
<th>Transforming LINX</th>
<th>Transformational Leadership Series</th>
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</table>
| This program develops leaders’ ability to engage and empower others by bringing a ‘coach approach’ to leading and partnering with others. | This program builds leaders’ self-awareness and ability to navigate difference/conflict with others, enhancing their ability to build and maintain open and clear relationships/partnership with others. | L4E is FH’s flagship Leadership Development program. Participants move as a cohort through three program phases focused on:  
**Phase I:** Personal Mastery – Leading Self  
**Phase II:** Clear Leadership – Leading Others  
**Phase III:** Power and Systems – Leading in Systems | Half-day workshops in a range of management skill areas are currently offered for managers and directors. Some of these would be well suited to a physician leader audience – specifically:  
• Creating a Culture of Safety  
• Performance & Talent Management  
• Culture by Design (building team culture) | • 3 “Residencies” of 3 days  
• Clinical and Non-Clinical participation  
• Focus: Provincial system-wide leadership  
• Nucleus of Program is significant cross-system action learning project  
• Executive Coaching | Half day learning events (2-3 per year) open to Senior medical and administrative leaders across Fraser Health. |

## Online Learning

<table>
<thead>
<tr>
<th>Elearning (modules take approx. 90 min)</th>
<th>Micro-Learning Series (learning delivered in 10 min. micro-modules)</th>
</tr>
</thead>
</table>
| A wide range of courses are available via Learning Hub. Topics include:  
• Addressing Emotions at Work  
• Building Trust Under Pressure  
• Delegating for Shared Success | **Topics** (5-6 micro-modules in each):  
• Building trust under pressure  
• Basics of building trust  
• Understanding your trust building strengths  
• Challenge: Building Trust in Action  
• |

Contact People Development for more information
Disclosing Unanticipated Medical Outcomes (DUMO) Workshops

Quality Improvement Pathway
Frontline Physicians ➔ New Physician Leaders ➔ Experienced Physician Leaders ➔ Senior Physician Leaders

Fraser Health Ethics & Diversity Services
- Retrospective Ethics Consult
- Customized Ethics Education Programs
- Moral Distress Support Program
- Guest Lectures in Universities/Colleges
- Ethics Network Update
- 5-month Bioethics Course
- 3-hour Bioethics Refresher Sessions
- 1-day Ethics Conference
- Vital Talk
- Pallium Canada

Fraser Health Clinical Quality & Patient Safety
- White Belt ➔ Blue Belt ➔ Green Belt ➔ Black Belt ➔ Master Black Belt ➔ Champion Yellow Belt
- Six Sigma

Leadership & QI Development Pathway for Physicians

Contact Fabio Feldman for more information

Contact Allen Alvarez for more information

Contact: Jag Sandhu, Physician Partnerships & Performance
Contact: Gabriele Cuff, Leadership and Talent Development
Leadership & QI Development Pathway for Physicians

### Quality Improvement Pathway

- **Frontline Physicians**
- **New Physician Leaders**
- **Experienced Physician Leaders**
- **Senior Physician Leaders**

### Physician Quality Improvement Initiative

- **IHI Open School** (online QI modules; provides introduction to basic language and tools used in QI)
- **QI Fundamentals Workshop** (2-day workshop; introduces QI concepts using IHI Model for Improvement)
- **PQI Certificate** (10 full days; 10 month cohort; provides in-depth training and hands-on experience using the IHI model for Improvement)
- **Advanced PQI Training** (Planned Experimentation; PERT/CPM)

### LearningHub Courses/Supplemental Training

- **PQI – Surveys for QI**
- **PQI – Publishing for QI**
- **PQI – Data Analysis using SQCpack**
- **PQI – Intro to Systems2win**
- **PQI – Presentation Skills**
- **PQI – Business Case Development**

### University Programs

- University of Toronto - Institute of Health Policy, Management and Evaluation
  - MSc in Quality Improvement and Patient Safety
- Queen's University – Faculty of Health Sciences
  - MSc in Healthcare Quality
- University of Ottawa – Telfer School of Management
  - Quality Improvement and Patient Safety Leadership Program

### Externally Provided

- University Programs
- **Clinical Quality Academy**

**Contact:**
- **Jag Sandhu**, Physician Partnerships & Performance
- **Gabriele Cuff**, Leadership and Talent Development

Click [here](#) to contact Physician QI for more information.
### Internally Provided Courses

<table>
<thead>
<tr>
<th>Course</th>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td><strong>Retrospective Ethics Consult</strong></td>
<td>- Learn to use ethics tools                                               Frequency → as requested</td>
</tr>
<tr>
<td><strong>Customized Ethics Education Programs</strong></td>
<td>- Learn to use ethics tools                                               Frequency → as requested</td>
</tr>
<tr>
<td><strong>Moral Distress Support Program</strong></td>
<td>- Learn to address moral distress Frequency → as requested</td>
</tr>
<tr>
<td><strong>Guest Lectures in Universities/Colleges</strong></td>
<td>- Learn to use ethics tools                                               Frequency → as requested</td>
</tr>
<tr>
<td><strong>Ethics Network Update</strong></td>
<td>- Awareness of developments in ethics                                       Frequency → as requested</td>
</tr>
<tr>
<td><strong>5-month Bioethics Course</strong></td>
<td>- Enhance core ethics knowledge, skills and attributes that parallels the competencies required in providing kind and compassionate health care</td>
</tr>
<tr>
<td><strong>3-hour Bioethics Refresher Sessions</strong></td>
<td>- Refresh core ethics competencies                                         1 hour didactics (discuss basics and do self-assessment) &amp; 2 hour simulation (simulate conversations to practice skills)</td>
</tr>
<tr>
<td><strong>1-day Ethics Conference</strong></td>
<td>- Learn to use ethics tools                                               Frequency → as requested</td>
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### Externally Provided Courses

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<tr>
<td><strong>Vital Talk</strong></td>
<td>- Has a train-the-trainer course                                               8 weeks online or 1 day in-person</td>
</tr>
<tr>
<td><strong>Pallium Canada</strong></td>
<td>- Provides an in-depth learning experience on essential skills and competencies of the palliative care approach</td>
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</tbody>
</table>

### Frasier Health Clinical Quality & Patient Safety

- **Disclosing Unanticipated Medical Outcomes (DUMO) Workshop**
  - **White Belt**
    - Introductory level of knowledge
    - Participates as a project team member
    - Online training
  - **Blue Belt**
    - Understand and able to utilize Six Sigma tools
    - Support Black Belts as project team members
    - In-house training 10 weeks
  - **Green Belt**
    - Understand and able to utilize Six Sigma tools
    - Support Black Belts as project team members
    - Provided externally by Villanova University
  - **Black Belt**
    - Leads Six Sigma projects
    - Trains and coaches project teams
    - Provided externally by Villanova University
  - **Master Black Belt**
    - Trains and coaches Black Belts and Blue Belts
  - **Champion Yellow Belt**
    - Sponsor projects and mentor teams
    - Acts as a bridge between Black Belts and organization management
    - In-house training

### Leadership and QI Development Pathway for Physicians

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<tr>
<td><strong>Leadership and QI Development Pathway for Physicians</strong></td>
<td>- Understand the Standardized Approach to Disclosure</td>
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<tr>
<td></td>
<td>- Learn the best practices in disclosing patient harm and the approaches for managing difficult conversations</td>
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<tr>
<td></td>
<td>- 2.5 hour workshop</td>
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<tr>
<td></td>
<td>Click <a href="#">here</a> for more information</td>
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Leadership & QI Development Pathway for Physicians

Physician Quality Improvement (PQI)

### Externally Provided Programs

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#### University Programs

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<th>MSc in Healthcare Quality</th>
<th>Quality Improvement &amp; Patient Safety Leadership Program</th>
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<tr>
<td>University of Toronto – Institute of Health Policy, Management and Evaluation</td>
<td>Queen’s University – Faculty of Health Sciences</td>
<td>University of Ottawa – Telfer School of Management</td>
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<tr>
<td>Designed for professionals who wish to develop their expertise and lead quality improvement research or initiatives within the health authority or the broader health care system</td>
<td>Prepares professionals for practice, research and education in the developing area of health quality, risk and safety</td>
<td>Creates and supports health care champions in the field of Quality Improvement and Patient Safety who can help lead and facilitate change and improvements within their practice, department, hospitals and across the entire health system</td>
</tr>
<tr>
<td>Non-thesis, course only option or a thesis-based option</td>
<td>2 year, part-time interdisciplinary course-based program (online videoconferencing &amp; 2 mandatory one-week intensive sessions in July/August)</td>
<td>11-day, modular program</td>
</tr>
<tr>
<td>8-month modular format with a compulsory 1-week intensive sessions in September</td>
<td>Click here for more information</td>
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#### BC Patient Safety & Quality Council

<table>
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<tr>
<th>Clinical Quality Academy</th>
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<td>Provides professionals with the capability to effectively lead quality and safety initiatives in the process of improving health care quality</td>
</tr>
<tr>
<td>Aims to recognize the vital role clinicians play in health system improvement and the unique needs and expectations they have related to professional development</td>
</tr>
<tr>
<td>Offers a dyad option for clinicians and administrators</td>
</tr>
<tr>
<td>8-month program with four (4) in-person residency sessions &amp; webinars</td>
</tr>
<tr>
<td>Click here for more information</td>
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Contact PQI for more information

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Contact Jag Sandhu for further information

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### PQI Courses in LearningHub

<table>
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<tr>
<th>PQI – Surveys for QI</th>
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<tr>
<td>Learn how to develop surveys for Quality Improvement project and analyze QI survey data</td>
<td>Learn how to write technically for medical journals and poster publication specifically for Quality Improvement</td>
<td>SQCpack is a robust Statistical Process Control (SPC) application that will help analyze, understand, improve, and communicate about quality processes</td>
<td>Systems2win provides tools and templates like fishbone diagram, control charts and value stream maps</td>
</tr>
<tr>
<td>3-hour in-person course</td>
<td>4-hour in-person course</td>
<td>3-hour in-person course</td>
<td>1.5-hour in-person course</td>
</tr>
<tr>
<td>Register here</td>
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