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Inspired by research.
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International Symposium on Performance Feedback to Improve Healthcare

Friday April 15, 2016

The Ottawa Hospital—General Campus
501 Smyth Road, Critical Care Wing, 5th Floor, Room 5225



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International Symposium on Performance Feedback to Improve Healthcare

Overview

Performance Feedback is a widely used strategy to support healthcare quality improvement. There is substantial evidence to support its use and ways of optimizing its effectiveness. However, the extent to which this evidence base is used to inform the design and delivery of current performance feedback programs is not always clear. There is an urgent need to bring together key organizations using performance feedback and research experts in performance feedback to go beyond 'business as usual' and develop more impactful feedback programmes and advance the science of performance feedback.

In collaboration with Health Quality Ontario, we are convening a CIHR-sponsored international symposium in Ottawa. *Our aim is to bring together research experts and healthcare organisations delivering performance feedback to discuss the current state of evidence and best practice in using performance feedback for quality improvement in healthcare systems and opportunities for fostering new collaborations between research and practice.*

Social Media

We encourage you to share your symposium experience via social media using the provided hashtag **#AF2016**.




Joining a Wi-Fi Network

The Wi-Fi settings let you turn on Wi-Fi and join Wi-Fi networks.

Turn on Wi-Fi:

choose Settings > Wi-Fi and turn Wi-Fi on.

Join a Wi-Fi network:

Choose Settings > Wi-Fi, wait a moment as your smart phone or personal computer detects networks in range, then select a network (fees may apply to join some Wi-Fi networks). If necessary, enter a password and tap Join (networks that require a password appear with a lock  icon).

Connecting to TOH Wi-Fi:

Select **TOH_GUEST** from the list of networks detected

You will be prompted to accept a certificate by opening your web browser - tap accept

A checkmark should appear next to **TOH_GUEST** indicating a successful connection

Once you've joined a Wi-Fi network manually, your smart phone or personal computer automatically connects to it whenever the network is in range. If more than one previously used network is in range, iPhone joins the one last used.

Please note that this is not a continuous service. If your device is not in use, the Wi-Fi will automatically disconnect.

AGENDA

| Time | Topic | Speakers |
|---------------------|--|--|
| 8.00-9:00 | Registration | |
| 8.30-9.00 | Coffee/light breakfast | |
| 9.00-9.20 | Welcome, overview, introductions | Justin Presseau Ottawa Hospital Research Institute |
| AM Session 1 | State of the evidence | Chair: Jeremy Grimshaw, Ottawa Hospital Research Institute |
| 9.20-9.40 | What is Audit & Feedback? | Jeremy Grimshaw, Ottawa Hospital Research Institute |
| 9.40-9.55 | What is Audit & Feedback in theory? | Jill Francis, City University London (UK) |
| 9.55-10.10 | What is the state of the evidence in Audit & Feedback? | Noah Ivers, University of Toronto |
| 10.10-10.30 | Questions and discussion | All delegates |
| 10.30-11.00 | Coffee break | |
| AM Session 2 | Optimizing design and delivery | Chair: Heather Colquhoun, University of Toronto |
| 11.00-11.20 | Suggestions for optimizing effectiveness | Jamie Brehaut, Ottawa Hospital Research Institute |
| 11.20-11.40 | User-centred design for Audit & Feedback | Holly Witteman, Université Laval |
| 11.40-12:00 | Questions and discussion | All delegates |
| 12.00-1.00 | Lunch (networking opportunity) | |
| PM Session 1 | What is A&F in healthcare in practice? Panel presentation | Chair: Michael Hillmer, Ontario Ministry of Health & Long-term Care |
| 1.00-1.10 | Health Quality Ontario (Canada) | Anna Greenberg, Vice-President, Health Systems Performance |
| 1.10-1.20 | Canadian Institute for Health Information (Canada) | Kathleen Morris, Vice-President, Research and Analysis |
| 1.20-1.30 | NPS MedicineWise (Australia) | Jane London, Intervention Lead |
| 1.30-1.40 | Royal College of Physicians and Surgeons of Canada | Tanya Horsley, Associate Director |
| 1.40-1.50 | The Ottawa Hospital (Canada) | Alan Forster, Chief Quality and Performance Officer |
| 1.50-2.00 | Questions for panel | All delegates |
| 2.00-2.30 | Discussion: What issues do you struggle with and what solutions have you found? | All delegates <i>Moderator: Robbie Foy, University of Leeds (UK)</i> |
| 2.30-3.00 | Coffee break | |
| PM Session 2 | Collaborating to optimize Audit & Feedback | Chair: Robbie Foy, University of Leeds (UK) |
| 3.00-3.15 | Implementation Laboratories to promote learning healthcare systems and optimising A&F at scale | Noah Ivers, University of Toronto |
| 3.15-3.30 | Example: AFFINITIE UK Program | Fabianna Lorencatto, City University London (UK) |
| 3.30-3.45 | Example: Audit & Feedback in long term care | Anne Sales, University of Michigan (USA) |
| 3.45-4.00 | Towards meta-laboratories | Jeremy Grimshaw, Ottawa Hospital Research Institute |
| 4.00-4.25 | Discussion: opportunities for collaboration | All delegates <i>Moderator: Robbie Foy, University of Leeds (UK)</i> |
| 4.25-4.30 | Closing remarks | Jeremy Grimshaw, Ottawa Hospital Research Institute |

Speaker & Chair Biographies (A-Z)





DR. JAMIE BREHAUT
OTTAWA HOSPITAL RESEARCH INSTITUTE, CANADA

Dr. Brehaut is a Senior Scientist with the Ottawa Hospital Research Institute, and Associate Professor in the School of Epidemiology, Public Health and Preventive Medicine at the University of Ottawa. Dr. Brehaut holds a PhD in Cognitive Psychology from McMaster University. Trained in issues of human memory, attention, and cognition, Dr. Brehaut also has expertise in psychological theory, knowledge translation, judgement and decision making, decision support, computer usability techniques, and issues of caregiver health.

Much of his work focuses on the application of psychological theory to facilitate health care practice change and the ethics of health care decision making.

DR. HEATHER COLQUHOUN
UNIVERSITY OF TORONTO, CANADA

Heather Colquhoun is an Assistant Professor in the Occupational Science and Occupational Therapy Department at the University of Toronto. Her research focuses on the science of knowledge translation (KT) including the application of behaviour change theory to KT problems, the use of theory to design and understand interventions, investigation of intervention terminology issues in KT science, and exploring methods of knowledge user engagement and barriers assessment for intervention design.



DR. ALAN FORSTER
OTTAWA HOSPITAL RESEARCH INSTITUTE, CANADA

Alan J. Forster MD, FRCPC, MSc is a general internist; Chief Quality and Performance Officer at the Ottawa Hospital; Vice Chair, Quality and Clinical Services, Department of Medicine, Faculty of Medicine, University of Ottawa. He is a Professor of Medicine at the University of Ottawa and Senior Scientist in the Clinical Epidemiology Program at the Ottawa Hospital Research Institute.

His research focuses on patient safety and quality improvement. He has performed seminal work evaluating the incidence of adverse events following discharge from hospital. This work has led to the development of strategies to improve care during the transition home from hospital. He is also leading in the development of a hospital data warehouse, which will serve as a supporting infrastructure for a research program in patient safety and quality of care. He has over 135 publications in peer review journals.

He has received several prestigious awards recognizing his work within the field of health services research, including a Career Scientist Award with the Ontario Ministry of Health and Long-Term Care and an Early Research Award and Ontario Research Fund grant from the Ontario Government's Ministry of Research and Innovation.

In addition to his significant contributions to a quality and safety program at the Ottawa Hospital, he provides ongoing scientific advice regarding the measurement of quality of care to national and international organizations, such as the Canadian Institute for Health Information and the World Health Organization.



PROF. ROBBIE FOY
LEEDS UNIVERSITY, UK

Robbie Foy is Professor of Primary Care at the Leeds Institute of Health Sciences and a general practitioner in inner-city Leeds. His field of work, implementation research, aims to inform policy decisions about how best to use resources to improve the uptake of research findings by evaluating approaches to change professional and organisational behaviour. His former posts include a clinical senior lectureship at Newcastle University, and an MRC training fellowship in health services research based jointly between the Universities of Edinburgh and Aberdeen. He also admits to being a trained public health physician. He was a 2006-7 Harkness / Health Foundation Fellow in Health Care Policy, based jointly between the Veteran's Administration and RAND in Los Angeles. He was Deputy Editor-in-Chief of the open access journal, *Implementation Science*, until 2015.

DR. JILL FRANCIS
CITY UNIVERSITY LONDON, UK

Jill is a Chartered Health Psychologist, specialising in behaviour change to improve health and health care. She has worked at universities in Australia (LaTrobe University) and the UK (London, Aberdeen, Newcastle-upon-Tyne). She is currently Associate Dean (Research) for the School of Health Sciences at City University London and a Visiting Scientist at the Ottawa Hospital Research Institute.

Jill was an experimental social psychologist by training, completing her PhD in this field at the University of Melbourne. In the past 15 years she has developed an interest in health psychology, with a particular emphasis on behaviour change, implementation research and complex intervention methodology. She collaborates with research teams across the UK, Canada and Australia.



MS. ANNA GREEBBERG
HEALTH QUALITY ONTARIO, CANADA

As Health Quality Ontario's Vice-President, Health System Performance, Anna Greenberg is responsible for designing and implementing a comprehensive strategy to improve performance monitoring and public reporting in Ontario.

Prior to joining Health Quality Ontario, Anna was Director, Strategic Policy at the Ministry of Health and Long-Term Care where she led a branch of policy professionals in the development of policy in a wide variety of areas including mental health and addictions, healthcare quality and safety, clinical and social service integration, and reproductive technology. She previously spent over a decade in leadership roles in the cancer system, spearheading initiatives such as Ontario's first publicly reported cancer system performance measurement tool, and cancer system planning and policy development, and knowledge management at Cancer Care Ontario, Princess Margaret Hospital/University Health Network, and the Canadian Partnership Against Cancer.

Anna holds a Masters in Public Policy from the Goldman School of Public Policy at University of California at Berkeley, and a Bachelor of Arts from McGill University. Ms. Greenberg previously served on the Board of Directors at the Davenport Perth Neighbourhood and Community Health Centre, including serving as its inaugural Chair of the Quality Committee of the Board.



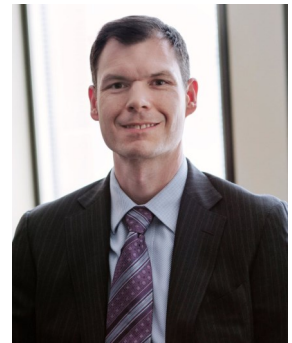
DR. JEREMY GRIMSHAW
OTTAWA HOSPITAL RESEARCH INSTITUTE, CANADA

Dr. Jeremy Grimshaw received a MBChB (MD equivalent) from the University of Edinburgh, UK. He trained as a family physician prior to undertaking a PhD in health services research at the University of Aberdeen. He moved to Canada in 2002. His research focuses on the evaluation of interventions to disseminate and implement evidence-based practice.

Dr. Grimshaw is a senior scientist, Clinical Epidemiology Program, Ottawa Hospital Research Institute, a full professor in the Department of Medicine, University of Ottawa and a Tier 1 Canada research chair in Health Knowledge Transfer and Uptake. He is director of Cochrane Canada and was co-ordinating editor of the Cochrane Effective Practice and Organisation of Care group from 1997-2015.. He was also the principal investigator of Knowledge Translation Canada (KT CANADA), a CIHR and CFI funded interdisciplinary network of over 50 knowledge translation researchers from six academic health science centres in three provinces. He has over 480 peer reviewed publications.

DR. MICHAEL HILLMER
MINISTRY OF HEALTH AND LONG-TERM CARE, CANADA

Michael Hillmer is the Executive Director of Information Management, Data, and Analytics, within the Health System Information Management and Investment Division of the Ministry of Health and Long-Term Care and has been part of the Ontario Public Service since 2007. In this role, he is responsible for ensuring the data and analytic needs of the health system are met while maintaining a robust privacy framework. Ultimately, his portfolio is responsible for delivering insights into the hands of decision makers.



In previous roles, Michael was the Director of Research, Analysis and Evaluation Branch, within the Strategic Policy and Planning Division, where he sought to ensure that ministry decision-making is informed by the best available evidence. Prior to that, Michael was a Project Manager at the Health Council of Canada where he contributed to their agenda to monitor the progress of the Health Accords. He also contributed to improving the quality and safety of care at Sunnybrook Hospital's General Internal Medicine Division as a consultant. His experience in the private sector arises from his work in the pharmaceutical industry.

Michael's academic background includes a PhD in clinical epidemiology and a Masters in Pharmacology from the University of Toronto, and a BSc from Carleton University. He is appointed as an Assistant Professor at the University of Toronto's Institute of Health Policy, Management and Evaluation, where he focuses on knowledge translation.



DR. TANYA HORSLEY
ROYAL COLLEGE OF PHYSICIANS AND SURGEONS, CANADA

Dr. Horsley is responsible for the administrative and operational functions of the Research Unit including the coordination of the Royal College's Education Research Grant Programs. She is currently adjunct faculty within the School of Epidemiology, Public Health and Preventive Medicine, Faculty of Medicine, University of Ottawa where she teaches courses on evidence syntheses approaches. Tanya is a sought-after consulting methodologist on studies involving evidence synthesis approaches and experimental design and has dedicated the past decade of research in medical education to exploring physician lifelong learning and CPD. She has published more than 50 peer-reviewed articles that include meta-research, mixed-method approaches, systematic & scoping reviews and more recently, integrative review design.

Dr. Horsley's current research examines the role and impacts of integrated knowledge translation (iKT). She has a particular focus on organizational contexts for the co-creation, translation, influence and contribution of iKT within complex systems of care. She is also dedicated to studying and improving the transparency and completeness of reporting of medical education research.

She has Chaired several national and international peer review committees and is the immediate past chair for the Society of Academic Continuing Medical Education's Research Committee. Tanya also volunteers her time as associate editor for both the Journal of Continuing Education in the Health Professions and the Canadian Medical Education Journal.



DR. NOAH IVERS
UNIVERSITY OF TORONTO, CANADA

Dr. Noah Ivers is a scientist at Women's College Research Institute and a family physician at Women's College Hospital. He is also an adjunct scientist at the Institute for Clinical Evaluative Studies. His research is focused on systematically developing and evaluating initiatives that aim to improve quality in primary care. He uses principles from clinical epidemiology and health services research to conduct pragmatic evaluations of complex interventions. He focuses on use of data to drive healthcare decisions through initiatives such as performance feedback to health professionals as well as tailored reminders to patients to enable both evidence based and patient centred care.

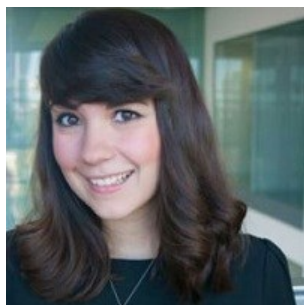
In 2013, he won the CIHRIHSPR (Canadian Institutes of Health Research Institute of Health Sciences and Policy Research) Rising Star Award for his systematic review evaluating the effects of audit and feedback on the practice of healthcare professionals and patient outcomes. He is supported by New Investigator Awards from CIHR and from the Department of Family and Community Medicine, University of Toronto.

DR. JANE LONDON
NPS MEDICINEWISE, AUSTRALIA

Jane has a Bachelor of Behavioural Science with a postgraduate focus in industrial and organisational applied psychology. She later completed a Masters of Social Science with a focus on health policy, particularly the effect of spatial planning on healthcare.

Ms London has worked in healthcare for 18 years, predominantly in the insurances and clinical policy space. She has focused on a number of different areas within healthcare, including: editing, advising and/or writing for multiple clinical and systems related guidelines; development of ehealth point of care tools; government and/or jurisdictional advice on implementation of policies and funding models; quality improvement and quality framework tools for primary care; information management maturity and skills acquisition for primary care; ehealth standards and terminology.

Currently, Jane focuses on the design, development and implementation of programs to drive health and economic outcomes in the quality use of medicines space. This involves ensuring the roll out of impactful behaviour change and educational strategies across urban, regional, rural and remote Australia.



DR. FABIANA LORENCATTO
CITY UNIVERSITY LONDON, UK

Fabiana Lorencatto is a health psychologist specialising in behaviour change and implementation research. Fabiana joined City University in 2013. She previously worked at the Centre for Outcomes Research and Effectiveness at University College London.

Fabiana obtained her BSc (Hons) Psychology at University College London (UCL) and her MSc in Health Psychology at the Institute of Psychiatry, King's College London. Following her MSc, Fabiana worked as a research associate for the National Centre for Smoking Cessation and Training at UCL. She then went on to complete her PhD in Clinical, Educational, & Health Psychology at UCL. Her PhD work concerned the translation of evidence into practice for smoking cessation behavioural support interventions, with a specific focus on developing novel methods for evaluating fidelity and quality of intervention delivery.

Fabiana currently works as a Research Fellow on a NIHR funded program of research aiming to develop and evaluate enhanced audit and feedback interventions to reduce unnecessary blood transfusions. She currently also holds a honorary post-doctoral research fellow post with Centre for Outcomes Research and Effectiveness at UCL, continuing work related to her PhD regarding the evaluation and improvement of the implementation of smoking cessation behavioural support interventions in clinical practice.



DR. KATHLEEN MORRIS
CANADIAN INSTITUTE FOR HEALTH INFORMATION, CANADA

Kathleen Morris is the vice president of Research and Analysis. She provides leadership for an integrated program of health services and population health initiatives, including indicator development, web-based performance reporting and analytical reports. She also has responsibility for the data standards and quality analysis that underpin CIHI's work. Ms. Morris initially worked with CIHI as a consultant for major database renewal and e-strategy development and implementation. In 2009, she joined CIHI as an employee, and she most recently held the position of director of Health System Analysis and Emerging Issues.

Prior to joining CIHI, Ms. Morris led strategic and operational projects for hospitals, health regions and governments across the country. She has considerable experience as a volunteer board member. She has an MBA from Queen's University and is a Certified Health Executive with the Canadian College of Health Leaders.

DR. JUSTIN PRESSEAU
OTTAWA HOSPITAL RESEARCH INSTITUTE, CANADA

Dr. Presseau is a Scientist and health psychologist at the Ottawa Hospital Research Institute and Assistant Professor in the School of Epidemiology, Public Health and Preventive Medicine at the University of Ottawa. Dr. Presseau moved to Ottawa in 2015 from Newcastle (UK) where he was a Lecturer in Health Psychology at Newcastle University. He holds a Ph.D. in Psychology from the University of Aberdeen (UK). His research draws upon theories and approaches from health psychology and behavioural medicine to develop and evaluate interventions focused on changing healthcare professional behaviours and health behaviours of patients and the public. He has expertise in the use of theories of behaviour and behaviour change to inform the development and evaluation of interventions designed to change the behaviour of healthcare professionals, patients and the public.



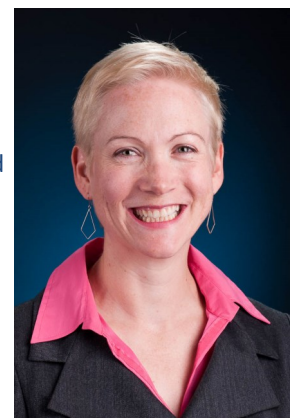
DR. ANNE SALES
UNIVERSITY OF MICHIGAN, US

Dr. Sales is a Professor in the Department of Learning Health Sciences, School of Medicine, University of Michigan, and Research Scientist at the Center for Clinical Management Research at the VA Ann Arbor Healthcare System. Her training is in sociology, health economics, econometrics, and general health services research. Her current work involves theory-based design of implementation interventions, including understanding how feedback reports affect provider behavior and through behavior change have an impact on patient outcomes, and the role of social networks in uptake of

knowledge translation interventions. She has is co-Editor-in-Chief of *Implementation Science*, together with Michel Wensing of Heidelberg University in Germany.

DR. HOLLY WITTEMAN
LAVAL UNIVERSITY, CANADA

Dr. Holly Witteman is an Assistant Professor in the Department of Family and Emergency Medicine and also in the Office of Education and Professional Development at Laval University in Quebec City, Canada. She is also a scientist at the research center of the CHU de Québec, the large academic medical center affiliated with Laval University, as well as at a new thematic research institute focusing on primary care. Dr. Witteman has an interdisciplinary background in human factors engineering and social sciences. Her research focuses on the design and evaluation of digital media for health



Planning Committee

Chair: *Dr. Justin Presseau, Ottawa Hospital Research Institute*

Dr. Sylvain Boet, Ottawa Hospital Research Institute

Dr. Jamie Brehaut, Ottawa Hospital Research Institute

Dr. Jeremy Grimshaw, Ottawa Hospital Research Institute

Dr. Paul Hendry, University of Ottawa Heart Institute

Dr. Noah Ivers, University of Toronto

Ms. Véronique Perreault, Ottawa Hospital Research Institute

Dr. Anne Sales, University of Michigan



Contact Information

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Administrative Assistant to Dr. Jeremy Grimshaw | Adjointe

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Next Steps

Post-Conference Follow-Up

Slides and other materials will be available a few weeks after the symposium. We invite you to share your photos and experience via social media using the provided hashtag **#AF2016**.

The International Audit and Feedback Collective

Our Mission: to move beyond 'business as usual' in Audit and Feedback, and towards learning from one another and from the evidence on what works best in the design and delivery of feedback to improve healthcare.

What we will do

- ✓ Foster partnerships between research and practice to optimize feedback for healthcare improvement
- ✓ Provide access to expertise in theory and methods for feedback design and evaluation
- ✓ Provide online resources
- ✓ Organize meetings and symposia

Want more information, updates and/or join the collective?

Get in touch: vperreault@ohri.ca

Key references

Cochrane Review: Ivers et al (2012) *Cochrane Database*
15 suggestions for optimizing feedback effectiveness: Brehaut et al (2016) *Annals of Internal Medicine*