



| 2022 - 2023

# ANNUAL REPORT

Western



The Centre for Quality,  
Innovation and Safety

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# Western

The Centre for Quality,  
Innovation and Safety

**85**

**ASSOCIATE  
MEMBERS**

**4**

**PROGRAMS**

**26**

**CORE  
MEMBERS**

**2**

**PARTNER  
HOSPITALS**

# PURPOSE

The Centre for Quality, Innovation and Safety (CQUINS) is a new partnership between the Schulich School of Medicine & Dentistry (SSMD), the Department of Medicine, London Health Sciences Centre (LHSC), and St. Joseph's Health Care (SJHC) mandated to grow the culture of quality improvement through education, research, and mentorship.



## Director's Message

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Since its establishment, the Centre for Quality, Innovation, and Safety (CQUINS) has expanded membership and participation from various clinical departments within Schulich School of Medicine and Dentistry, Ivey School of Business, St. Joseph Health Care, and London Health Sciences Centre. CQUINS introduced further quality improvement curricula, with the first participants of the new Quality Improvement in Healthcare Certificate graduating in Spring 2022. The revamped Schulich-Ivey Quality in Healthcare Consultancy course continues to garner attention, with students from Ivey Business School collaborating with hospital staff on clinical quality improvement projects.

Through QI projects over the past year, CQUINS has enhanced discharge summary timeliness and supported patients post-discharge to reduce readmissions. CQUINS continues to focus on quality and safety improvement for patient care through education of trainees and staff, and alignment of projects with hospital priorities. There has been increasing success in obtaining grant funding, with plans to support members in pursuing funding opportunities in the future. Looking ahead, the most critical task is to find a new Director as the current one retires, aiming to transition CQUINS into a national leader in healthcare quality education and research.

# PRINCIPLES

Fundamental principles of CQUINS are reflected in our Mission and Vision statements. Activities of the Centre adhere to these principles to identify priorities and guide decisions. To further ensure principled priorities and decisions, CQUINS is overseen by a Governing Board (quarterly meetings) while education, research, and mentorship activities will be planned and monitored through the Faculty Members Committee (bi-monthly meetings). All committees have a Terms of Reference and meeting minutes are recorded.

## Governance

The Governing Board is composed of leadership from major funding partners whose role is to review, advise, and monitor in accordance with the committees' Terms of Reference. Future plans include an Advisory Committee formed by a variety of professions and backgrounds to further support the Centre.

Chairman: Dr. James Calvin, Chair/Chief, Dept. of Medicine

Vice Chair: Dr. John Yoo, Dean of SSMD

Dr. Jackie Schleifer Taylor, CEO, LHSC

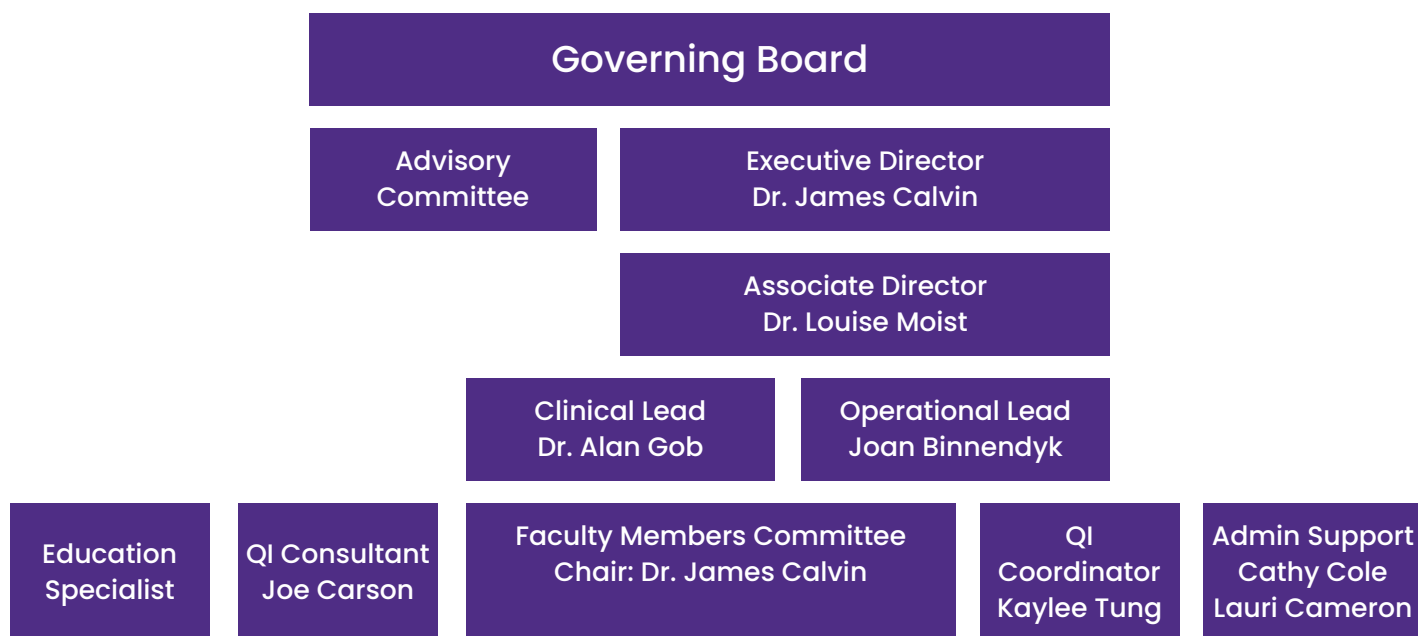
Dr. Roy Butler, CEO, SJHC

## Mission

To empower and support our healthcare faculty as they continually improve the standards of the quality of the patient-focused care they provide based on the highest proficiency of collaboration and innovation

## Vision

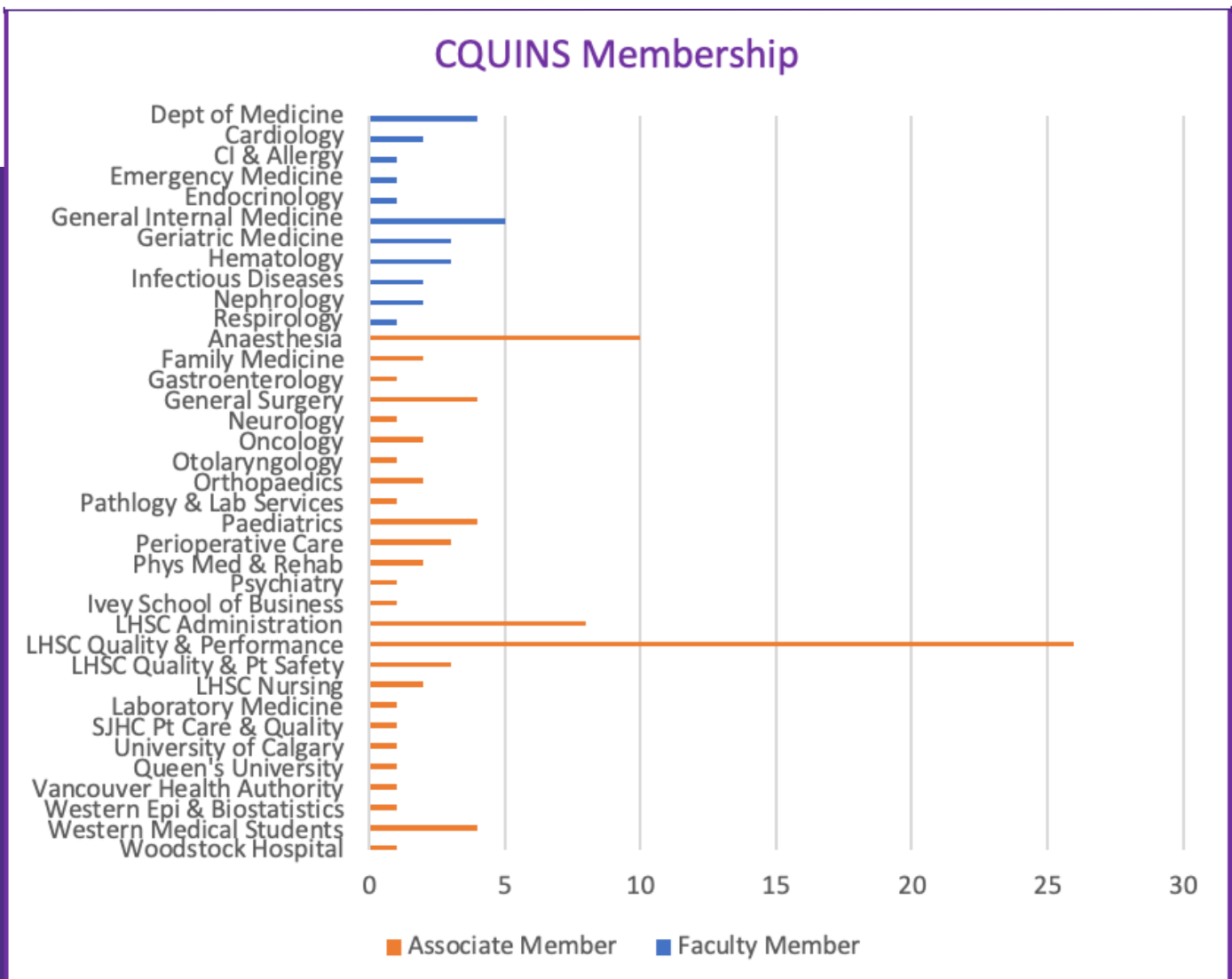
To become a national leader in health care quality through the continuous pursuit of excellence in all we do for our patients



**Organization Chart**

# PEOPLE

Our objective is to build an effective collaborative community in the field of quality improvement, innovation and patient safety. In the past year, our membership numbers have doubled with an increasingly broad base across various healthcare specialities and institutes.



# PRODUCTS



## Education

### 4 Programs



- Fundamentals of Quality Improvement Execution
- Bootcamp in Safety and Quality (BISQ)
- Schulich-Ivey Quality in Healthcare Consultancy
- Certificate in Quality Improvement in Healthcare



## Community of practice

### Quality & Safety Mastermind Series

# Fundamentals of Quality Improvement Execution



Our fully online, independent learning course is marketed as “the most direct path from confusion to competence.” The self-study course walks participants step-by-step through the QI project process from start to finish, providing tools, templates, and concrete actions required to successfully finish a QI project. There is a total of five hours of video content, quizzes to reinforce learning, and activities to facilitate application of concepts directly to a project.

## 2022-2023 Registrants and Organizations

46

Registrants

9

Organizations

Chippewas  
of Kettle and  
Stoney Point  
First Nation

University of  
Saskatchewan

Sick Kids

Chatham-  
Kent Health  
Alliance

Fort Francis  
Tribal Area  
Health

Western  
University

CTU Quality  
Improvement and  
Education  
Research hub

Alberta  
Health  
Services

Southwest Ontario  
Aboriginal Health  
Access Centre



# Bootcamp in Safety and Quality (BISQ)



BISQ provides group training in the fundamentals of QI methodology to medical residents in a fully online format. Guided by divisional/departmental Faculty Leads, teams simultaneously learn QI methodology through asynchronous learning modules, apply their learning to a longitudinal QI project, and receive monthly coaching.

## ★ Award-winning Curriculum

In October 2022, a presentation on this innovative curriculum won the prestigious What Works Award at the International Conference on Residency Education (ICRE).

### 2022-2023

8

Clinical Div/Depts

29

Residents

8

Faculty Leads

2

QI Coaches

9

QI Projects

## Project Highlight

*Discontinuing Prolonged VTE Prophylaxis in Inpatients with SCI: A Quality Improvement Initiative*, led by Dr. Lauren Cormier and supported by Faculty Lead, Dr. Ali Bateman in the Dept of Physical Medicine & Rehabilitation, explored lowering the percentage of patients receiving unnecessary prolonged venous thromboembolism prophylaxis (VTEp) post-spinal cord injury.

After an exhaustive root cause analysis informed by physicians, pharmacists, and allied health professionals and numerous PDSA cycles, there was a significant reduction in the number of days spent on VTE prophylaxis corresponding to the implementation of a series of interventions.

This project won 1st prize at the national Canadian Association of Physical Medicine & Rehabilitation Annual Scientific Meeting's Quality Improvement Award in 2023.

## Resident Feedback

"I would highly recommend the BISQ course for residents. The course clearly outlines each step needed to build a comprehensive quality improvement project. I really enjoyed having check ins every month to keep me on track and having access to experts in quality improvement to help me along the way. They work with your ideas to make the best possible project."

*Lauren Cormier, Physical Medicine & Rehabilitation Resident*

"As someone who already had an interest in Quality Improvement but a lack of formal teaching and approach to it, the BISQ was a well-paced and structured experience. The modules and associated assignments provided a systematic way to learn and apply the knowledge to our project. I found the coaching sessions of particular importance as our project began with a big vague idea and transformed, with guidance, into a defined project with a direction. I learned the terminology, skills, and tools of quality improvement. But more importantly, I learned to effectively use these tools to create and curtail inspiration and enthusiasm into actionable and measurable progress."

*Aatif Quersh, Hematology Resident*

## Impact: QI education creates QI leaders

Dr. Ali Bateman, Assistant Professor, Physical Medicine & Rehabilitation at SJHC, was a resident participant in BISQ in 2017–2018. Her QI project addressed laboratory overutilization and resulted in a BMJ Open Quality publication, won 3rd place in the New England Journal of Medicine's Resident QI competition, and won 1st place at the national Canadian Association of Physical Medicine and Rehabilitation Annual Scientific Meeting. She has since completed a MSc in Quality Improvement through the University of Toronto, is the Faculty Lead for PMR residents in the BISQ course and is Chair of the SJHC Quality Committee.



Dr. Erin Spicer, Assistant Professor, General Internal Medicine at LHSC, was a resident participant in BISQ in 2017–2018 investigating improving patient flow in the urgent medicine clinic. After joining the Department of Medicine and completing a MSc in Quality Improvement from the University of Toronto, Dr. Spicer was part of the Patient-Oriented Discharge Summaries (PODS) QI project that received the LHSC President's Award for Innovation in 2018. In collaboration with Natasha McIntyre, PhD, and others, she led development of the LHSC Urgent COVID-19 Care Clinic (LUC3), is a co-investigator along with Dr. Mark Goldszmidt in an AMOSO-funded QI project (described further below) and is an integral member of CQUINS faculty.

# Schulich-Ivey Quality in Healthcare Consultancy



Consultancy pairs Honours Business Administration (HBA) students from the Ivey School of Business with local healthcare professionals as they conjointly study quality improvement methodology and apply their learning to a clinical care gap.

## Three major changes in 2022-2023

- Andrea McInerney, Executive Director, London Health Sciences Centre, was welcomed as a co-Director of the course, joining Dr. Alan Gob.
- Learner dyads were incorporated by encouraging healthcare practitioner participants to join along with an administrator from their clinical area.
- Project topics were aligned with hospital-based strategic goals. Jodi Younger, Vice-President Patient Care & Quality, St. Joseph's Health Care London, coached course participants in framing a quality problem to resonate with funders and decision makers.

## 2022-2023



## Impact: Featured stories



Dr. Jonathan Park, Pediatric Rheumatologist, was new to the field of QI when he participated in the Consultancy program in 2021-2022. He was so inspired by the course that he immediately registered for the Master of Science in Quality Improvement program at University of Toronto. Now, two years later, he has become the Chair of the QI course in Undergraduate Medical Education, a two-year course that teaches QI to medical students. One Consultancy participant is now influencing and inspiring 171 medical students each year!

Drs. Anita Florendo-Cumbermack and Jennifer Mandzia invited their Department Chair, Dr. David Steven, to the 2023 capstone presentation of their project on reducing door-to-needle time for ischemic stroke patients. As a result of the presentation, Dr. Steven enthusiastically encouraged the pair to present the results of their project at Grand Rounds and a palpable transformation is occurring in the culture surrounding QI in the Clinical Neurosciences department. The CNS team is beginning the groundwork to morph this project into a CPSO QI Partnership for Hospitals project so that other faculty can contribute to and benefit from the work.



“Going forward, we plan to continue with PDSA interventions to sustain the change and get us to the target by sharing performance metrics with faculty, meeting with stroke nurses for efficiency suggestions, and taking a closer look at balancing measures. Another project we’re working on now with QI methodology is fatigue risk management implementation and we’re doing a pilot on our stroke unit first. It has become about 10 different mini-QI projects with a bigger goal. The Consultancy course has given me a good framework to approach this huge problem and implement it in a systematic way.”  
*Dr. Anita Florendo-Cumbermack, Neurology*

“It was a worthwhile course, and I would encourage other clinicians to take it.”  
*Dr. Christie MacDonald, City Wide Chief, Division Chair, Emergency Medicine, SJHC/LHSC*

“As the Lead for Quality Improvement & Integrated Care, I have used the knowledge gained from the Consultancy course in designing transfer payment agreement (TPA) deliverables using QI methodology. By using the QI approach for TPA deliverables, we can incentivize teams to work through real world QI initiatives. The business presentations also taught me how to sell best practices to teams to maximize patient clinical outcomes.”  
*Lyndsay Orr, PhD, Ontario Health*

# Certificate in Quality Improvement in Healthcare



Accredited through the Royal College of Physicians and Surgeons of Canada, the fully virtual Certificate in Quality Improvement in Healthcare is CQUINS' flagship course running from September to May of each academic year.

## 2022-2023



Registrants



Completed projects

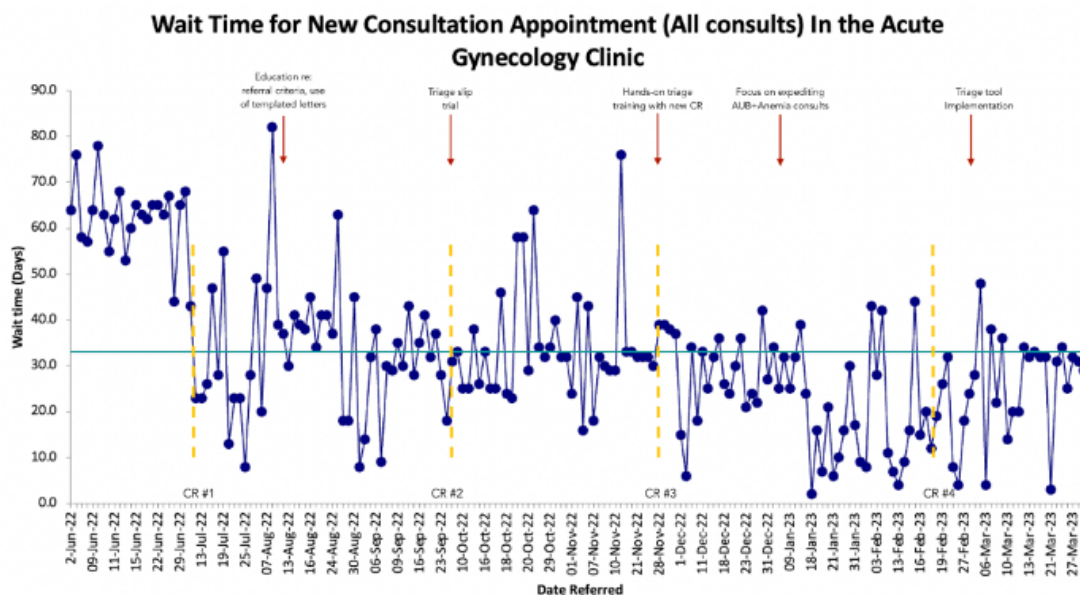


Care areas

## Project Highlight

A standout project from the 2022-23 cohort was completed by Dr. Margot Rosenthal, a clinical fellow in Advanced Gynecologic Surgery. Based out of North York General Hospital in Toronto, she completed the course completely by remote access.

The aim of her project was to increase the proportion of patients seen within 28 days of referral to the acute gynecology clinic for evaluation of anemia associated with abnormal uterine bleeding. Embracing the principles of the program, she engaged in extensive frontline stakeholder engagement and redesigned the clinic's triaging structure and process. She successfully reduced the median wait time from approximately 60 days to 20 days after all change ideas had been implemented.



# Impact: QI education creates QI leaders

In 2022, Dave Hudson completed the Certificate course on a project to improve endoscopy throughput that he subsequently presented at the American College of Gastroenterology, winning the Presidential Award for the project. This experience prompted him to enroll in a Master of Science in Quality Improvement & Patient Safety at Harvard University. Joining the Division of Gastroenterology as an Assistant Faculty member in 2023, Dave is now the Chair of the GI QI Committee and will serve as the Faculty Lead for residents in the BISQ course.



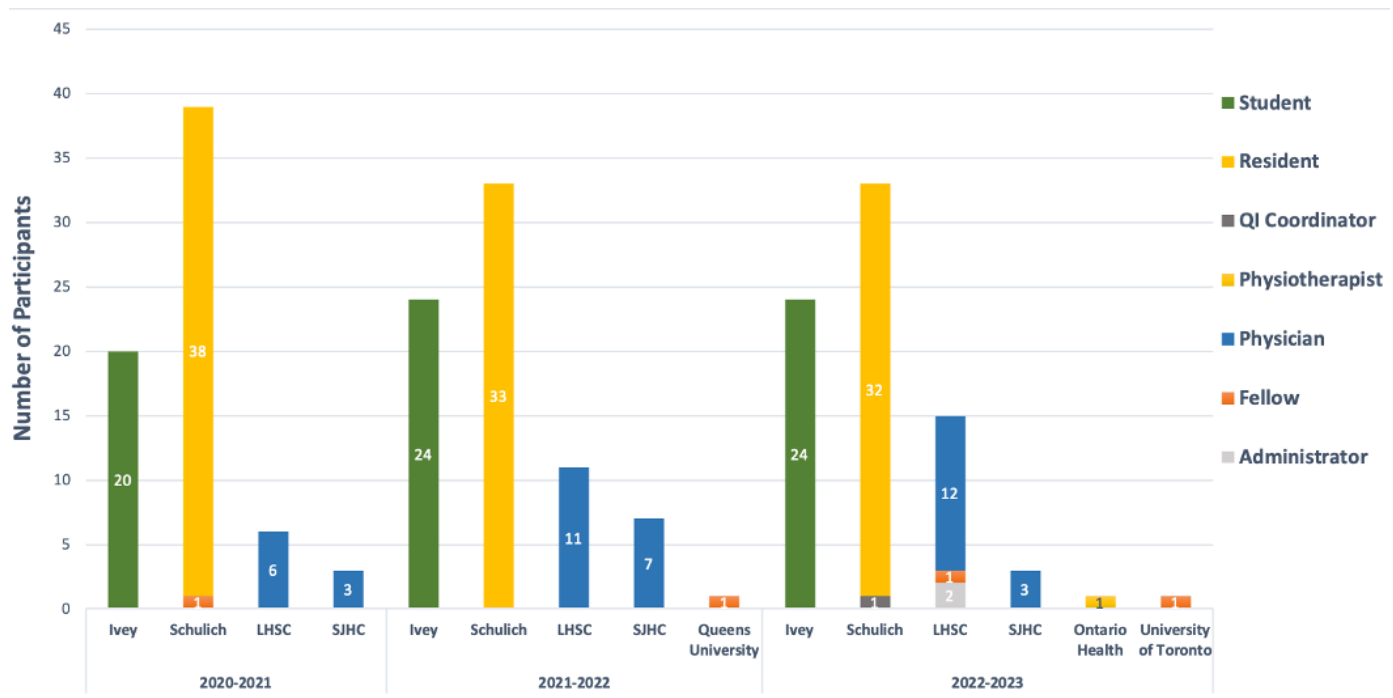
Mike Chiu also completed the Certificate course in 2022. In fact, he took our Certificate course despite having already achieved a Master of Science in QI through Queens University. He currently serves as the Faculty Lead for the resident-based QI curriculum Bootcamp in Sustainable Quality; was instrumental in the creation of and now Co-Chairs the local Renal Quality Council that is trying to improve home dialysis rates; and is an active member of the Canadian Society of Nephrology Quality Improvement and Implementation Science Committee.

Lise Bondy's project involved reducing unnecessary CD4 counts in the HIV clinic. The project not only resulted in a savings of tens of thousands of dollars in unnecessary testing, but also served as an inspiring example for her peers, demonstrating the transformative power of dedicated and thoughtful quality improvement efforts. Recognizing the importance of applying her newfound knowledge and skills while strengthening the culture of QI in her division, Dr. Bondy began mentoring an Infectious Disease fellow during the 2022-2023 iteration of the course. In 2023, Dr. Bondy took on the role of Faculty Lead for the Bootcamp in Sustainable Quality residents' course. All activities have served to instill a mindset of continuous quality improvement and commitment to delivering high-quality care in the field of Infectious Disease. Dr. Bondy was so inspired by the support received through CQUINS, particularly via Dr. Alan Gob, that she submitted a letter to LHSC President & CEO Jackie Schleifer Taylor for the CEO Shout Outs newsletter.



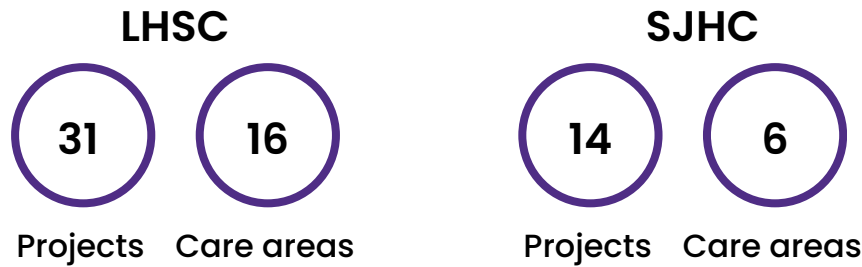
# Education Summary

Between 2020 and 2023, the three instructor-led courses (BISQ, Schulich-Ivey Quality in Healthcare Consultancy, and Certificate) have reached a wide range of learners:



# Education Summary

Between 2020 and 2023, the three instructor-led courses (BISQ, Schulich-Ivey Quality in Healthcare Consultancy, and Certificate) have resulted in 45 QI projects touching 22 clinical care areas.



SJHC	Number of projects per year			
	2020-2021	2021-2022	2022-2023	Total
Physical Medicine & Rehabilitation	1 ★	1 ★	1 ★	3
Respirology	1 ★	1 ★	1 ★	3
Geriatric Medicine	1 ★	2		3
Endocrinology		1 ★	1 ★	2
Infectious Disease	1 ★	1 ★		2
Allergy & Immunology		1 ★		1
<b>Number of care areas</b>	<b>4</b>	<b>6</b>	<b>3</b>	<b>6</b>
<b>Number of projects</b>	<b>4</b>	<b>7</b>	<b>3</b>	<b>14</b>

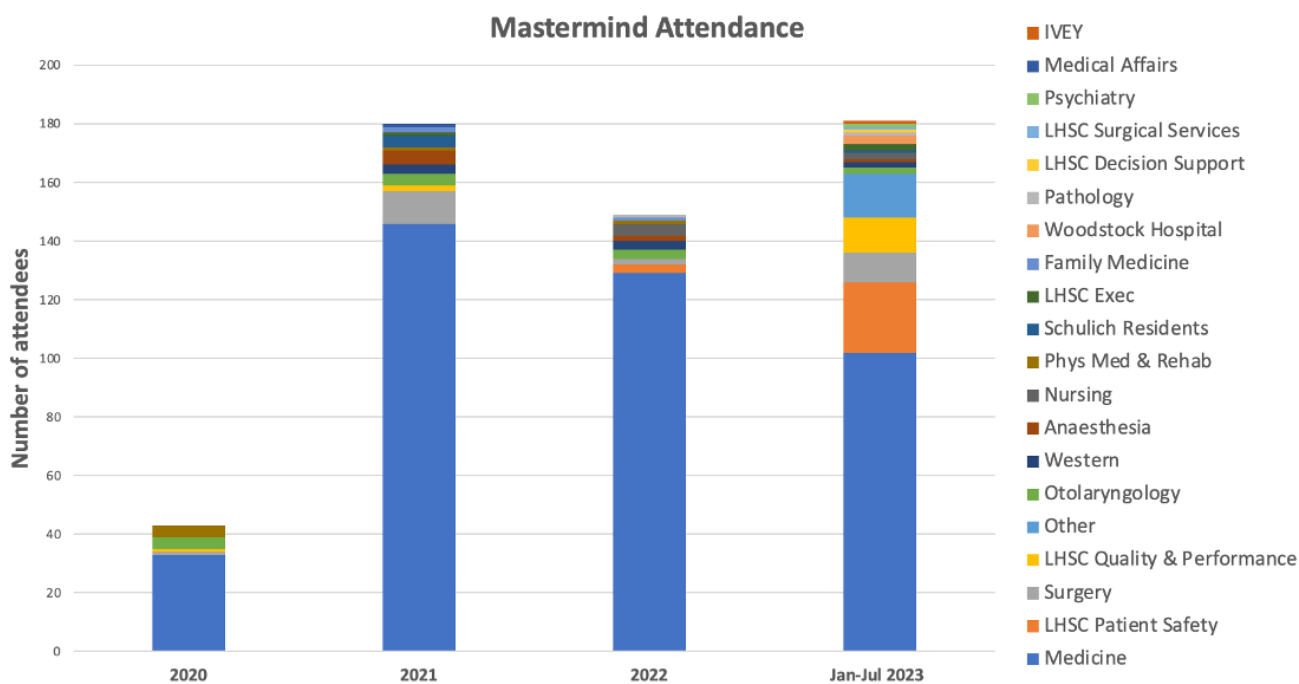
LHSC	Number of projects per year			
	2020-2021	2021-2022	2022-2023	Total
Emergency Medicine	2 ★	1	2 ★	5
Nephrology	1 ★	2 ★	1 ★	4
Gastroenterology	1 ★	1 ★	1 ★	3
Cardiology	1 ★		2 ★ ★	3
General Internal Medicine	1 ★	1 ★	1 ★	3
Critical Care Medicine	1 ★			1
Neurology			2 ★	2
Pediatric Orthopedic Surgery			2 ★	2
Pharmacology		1 ★		1
Pediatric Critical Care		1 ★		1
Pediatric Rheumatology		1 ★		1
Radiation Oncology		1 ★		1
Pediatrics		1 ★		1
Thoracic Surgery			1 ★	1
Anesthesiology		1 ★		1
Hematology			1 ★	1
<b>Number of care areas</b>	<b>6</b>	<b>10</b>	<b>9</b>	<b>16</b>
<b>Number of projects</b>	<b>6</b>	<b>11</b>	<b>12</b>	<b>31</b>

- ★ IVEY students + clinicians collaboration
- ★ Schulich Residents + clinicians collaboration



# Quality & Safety Mastermind Series

Mastermind events are held monthly in a virtual format and are open to all. The diversity of Mastermind attendees has increased substantially over the past year. We are pleased to see greater representative from non-Medicine departments, hospital-based quality and safety departments, and hospital executives.



## Featured story

In the July 2023 Mastermind session, General Surgeon Dr. Terry Zwiep presented projects on optimization of anemia and hyperglycemia management for patients undergoing major elective abdominal surgeries.

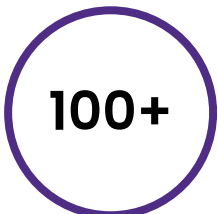
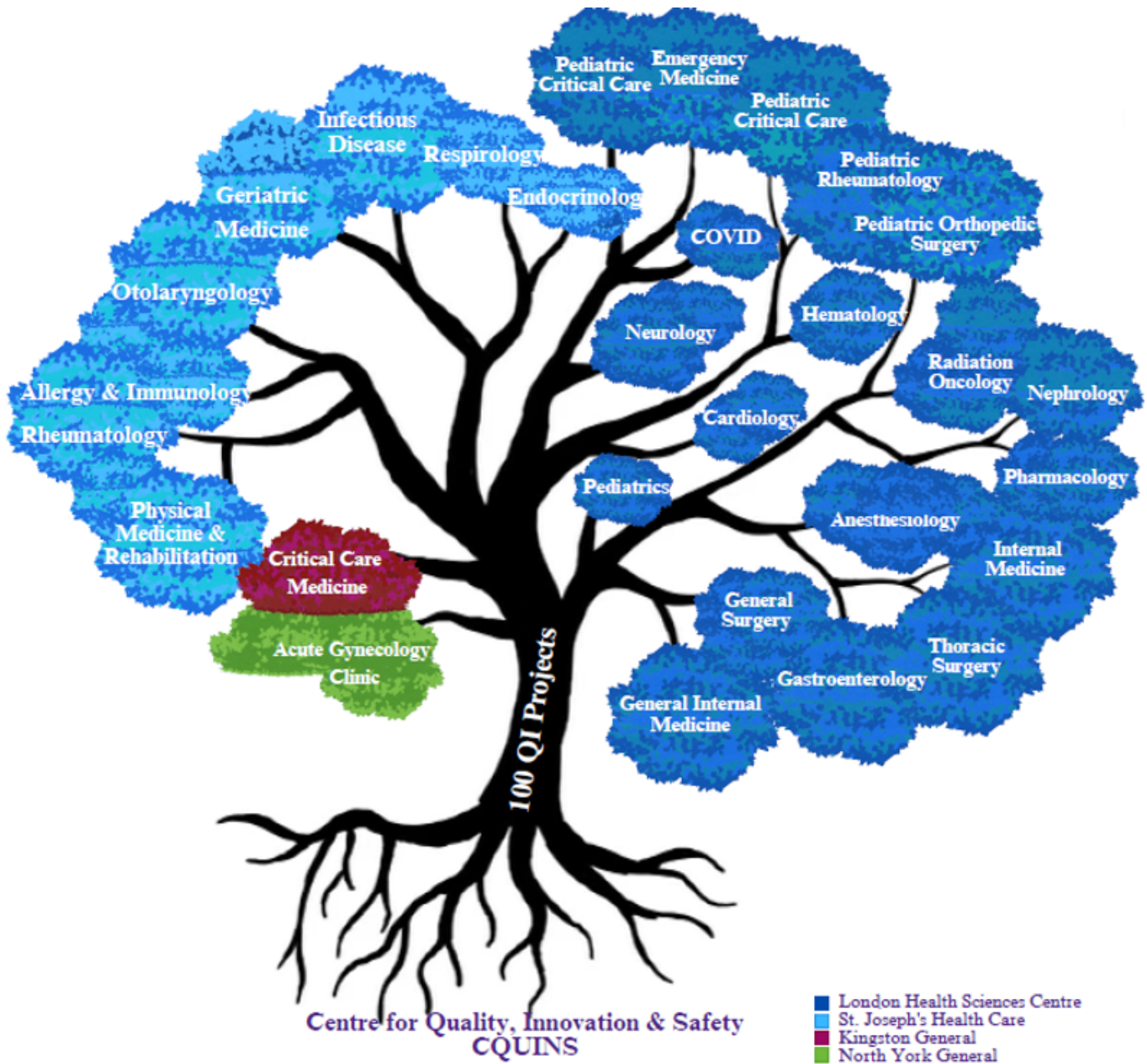
Collaboration was highlighted in two significant ways:

- Anesthesiologist Dr. Catalina Casas Lopez recognized that Anesthesia would be a good stakeholder to include and offered assistance in the project going forward.
- Dr. Jaclyn Ernst, General Internal Medicine, a member of the project team, stressed the value of inter-professional collaboration when working on QI projects:

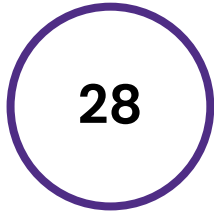
*"...We thought something as simple as ordering a diabetic diet would be standardized across the surgical services, but it's actually not. You can specify how many carbs per meal, and we really needed the help of a dietician. The same goes for even our orders for insulin. Routinely we have our go-to insulin, but we worked with pharmacy to see what is actually cost-effective and what's the easiest for nursing to access on the floor. It was crucial to get those opinions."*

# RESEARCH PROJECTS

2020 TO 2023



Projects



Clinical areas

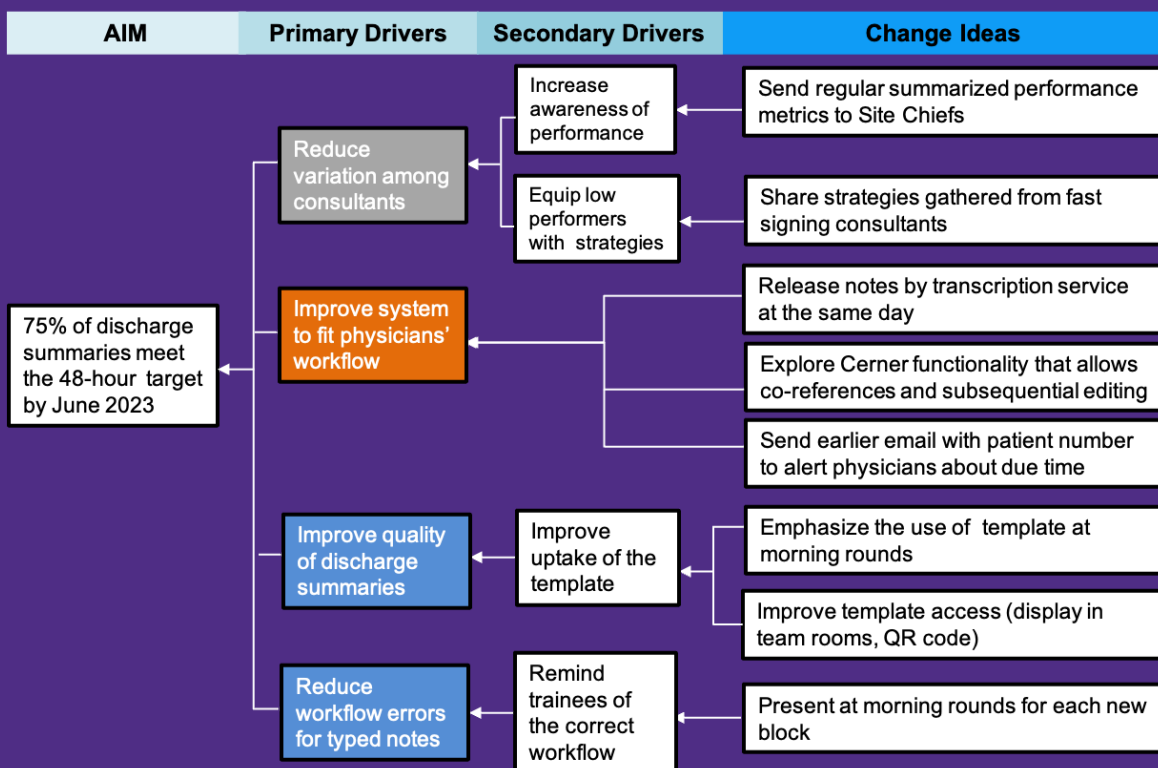


# Selected Projects

## TIMELINESS IN DISCHARGE SUMMARY DISTRIBUTION

Louise Moist MD, Mark Goldszmidt MD, George Dresser MD, Kaylee Tung PhD, Alan Gob MD, Jennifer McCallum (Health Information Management)

In July 2022, only 62% of Medicine CTU discharge summaries were distributed within 48 hours. Barriers include patient volume /complexity, trainee turnover and need for a high quality discharge summary. We aimed to Improve discharge summary distribution within 48 hours from 62% to 75% in the Medicine Clinical Teaching Unit (CTU) by June 2023



PDSA cycles included (1) physician accountability through audit & feedback/ coaching, (2) hospital system change for reporting, and (3) trainee education

Results: By the end of April 2023, the key outcome, discharge summaries distributed within 48 hours, improved to 74%. The average hours from discharge to sign-off reduced from 53 to 38 hours. The balancing measure, proportion of notes edited before signing, did not show significant change. Approximately 800 patients benefited annually from this improvement

Keys for success: (1) Iterative data analysis informs actionable insight, and (2) Cross team collaboration including hospital leadership facilitates changes

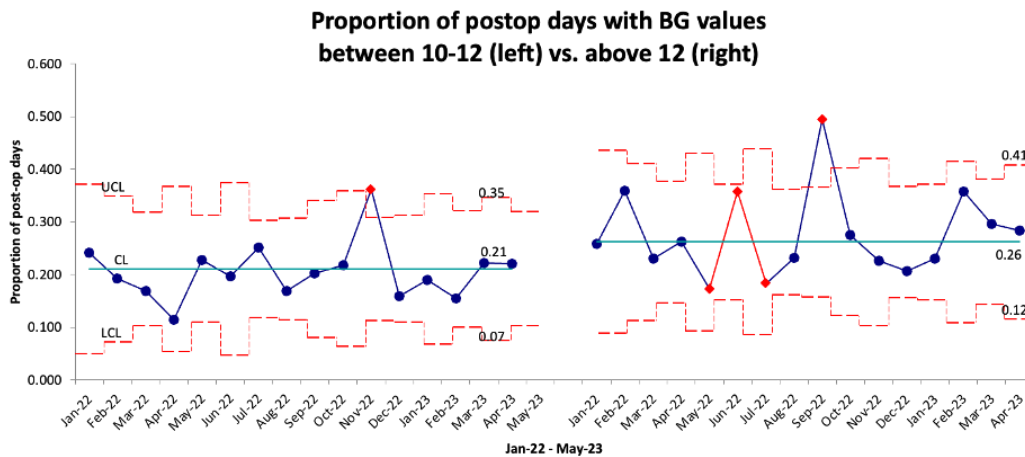
"This project has highlighted how great it is to work across departments and hospitals to solve an issue that is important to all of us."  
 Dr. Terry Zwiép, General Surgery, Project Lead

# Selected Projects

## OPTIMIZATION OF HYPERGLYCEMIA IN MAJOR INTRA-ABDOMINAL SURGICAL PATIENTS: A QUALITY IMPROVEMENT INITIATIVE

Terry Zwiép, Madeline Lemke, Abbey Arnott, Elaine Tang, Brad Moffat (General Surgery), Leanne Delaney, Jaclyn Ernst (IM), Tamara Spaic (Endocrinology), Michelle Grigg, Sonja McLeod (Clinic Nurses), Paul Gingerich (Decision Support), Kaylee Tung (CQUINS)

Appropriate glycemic management in the pre-, intra-, and post-operative phases in this patient population can decrease the post-operative morbidity and mortality. However, LHSC has no policy for glycemic management within its surgical population. Through the cooperative efforts across different departments, we aimed to create a system for screening patients for diabetes, treating them appropriately, and ensuring that they are discharged with appropriate medications and follow-up. Our aim is to decrease the proportion of post-op days with patients experiencing hyperglycemia in post-operative colorectal and hepatobiliary patients from 47% to <10% by June 2024.



## Impact: Data analysis support for QI projects

A key CQUINS resource in the pursuit of successful QI projects has been the addition of a contract QI Coordinator. This allows CQUINS to provide data analysis support in service of local strategic priorities. Project leads can apply for data analysis support through our Request for CQUINS Data Analysis Service form. This allows clinicians from any department/division to pursue QI projects without the necessity of recruiting and training their own QI coordinator.

"Having access to an expert QI coordinator has allowed me to get my projects started quickly and collect data in real time to make iterative change. This has also helped with collaboration between medicine and surgery on one of my projects."  
 Dr. Terry Zwiép, General Surgery

"Kaylee has helped us publish two QI projects in peer-reviewed literature. She not only helped our team with data collection and the creation of run charts but aided in result interpretation and preparation of manuscript. Kaylee is efficient and hard-working, and I look forward to more opportunities to work with her again!"  
 Dr. Kristen Clemens, Division of Endocrinology and Metabolism

# Feature story

## CTU Quality Improvement and Research (C-QUIER) HUB



Started on June 1, 2022, the CTU Quality Improvement and Education Research (C-QUIER) Hub has become a centralized place to foster and support rigorous, frontline driven quality improvement (QI) work in Medicine. We have been fortunate to assemble a core, inter-disciplinary team, and garnered support from all levels of university and hospital departments and leadership in a very short time. We have several important, in-progress projects at various stages. We have also in our first year been successful in securing an AMOSO Innovation grant for \$224,434 for one of our flagship projects around preventing the progression of frailty and improving mobility. Additionally, we have secured a two-year summer research training program (SRTP) student through Schulich School of Medicine and Dentistry. We are also actively supporting a number of learners to perform high quality, impactful QI work, and building capacity within and across our team and hospital. Over the course of this past year, we have realized that the success of the hub and of QI in general is predicated around having the right people tackling the right projects. Doing so, enables both high quality QI and authentic trainee involvement and capacity building.

# PUBLICATIONS & PRESENTATIONS

2020 TO 2023

41

Presentations

37

Publications

22

Grant awards



# Selected Presentations

## ★ Presentation highlight

The Schulich-Ivey Quality in Healthcare Consultancy collaborative (discussed above) that pairs Ivey HBA students with local healthcare professionals in QI education and experience was the topic of an international presentation at the Association for Medical Education in Europe (AMEE) conference, Lyon, France, in August 2022.



Goldszmidt M, Spicer E. An exciting and expanded approach to QI: introducing the CTU QI and Education Research (C-QUIER) Hub. Oral presentation May 2023 at Quality and Patient Safety Council.

Burrell A, Goldszmidt M. Talking About Notes: Discharge Summary Quality and Improvement on A Geriatric Inpatient Unit. Oral presentation April 2023 at International Conference on Academic Medicine

Bondy L, Muhsin K, Chin-Yee I, Hedley B, Gob A. Reducing unnecessary ordering of CD4 counts in the HIV clinic: A quality improvement project. Abstract presentation April 2023 at Canadian Association for HIV Research.

Aniol S, Reycraft J, McIntyre NJ, Nicholson JM, Devlin M, Mrkobrada M, Kwon YH, Dafel A, Calvin JE, Spicer E. A telemedicine bundle to support early discharge of hypoxic COVID-19 patients with supplemental oxygen from an acute care setting as a safe and acceptable model for preserving hospital capacity. Poster presentation October 2022 at CSIM Annual Meeting.

Deotare U, Fulford A, Xenocostas A, Nugent S, Reiger S, Mussio M, Caldwell D, Halley C, Gob A. Increasing Capacity for Autologous Stem Cell Transplants at LHSC. Presented June 2022 at Cellular Therapy and Transplant Canada (CTTC) Conference.

# Selected Publications

DeKraker C, Kemp AJ, Simon A, Rey C, Cheng H, Kiani Z, Fulford A, Nugent S, Singh D, Deotare U. Quality improvement initiative to improve revaccination rates after autologous stem cell transplantation. *BMJ Open Qual.* 2022 Jun;11(2):e001802. doi: 10.1136/bmjopen-2021-001802. PMID: 35768170; PMCID: PMC9244670.

D’Cruz J, McIntyre N, Devlin M, Nicholson JM, Mrkobrada M, Lau S, Spicer E. Is it Virtually Worth It? Cost-analysis of telehealth monitoring for community-based COVID-19 positive patients. *Can J Int Med.* 2022 Oct. 20; 17(4):22-33. doi.org/10.22374/cjgim.v17i4.634

Tong J, Meehan R, Iannicello D, Li R, Joy T, Spaic T, Tung T-H, Clemens KK. Improving the efficiency of virtual insulin teaching for patients admitted to hospital through the COVID-19 pandemic: A quality improvement initiative. *BMJ Open Quality,* 2023;12:e002305. doi: 10.1136/bmjopen-2023-002305.

Tunio S, Dzioba A, Dhamsi R, Elsayed S, Strychowsky JE. Auto-Substitutions to Optimize Perioperative Antimicrobial Prophylaxis: Pre-Post Intervention Study. *Laryngoscope,* 2023 May 9, DOI: 10.1002/lary.30740.

Clemens KK, Ernst J, Khan T, Reichert S, Khan Q, LaPier H, Chiu M, Stranges S, Sahi G, Castrillon-Ramirez F, Moist L; OK TRANSPLANT Investigators. Glucagon-like peptide 1 receptor agonists in end-staged kidney disease and kidney transplantation: A narrative review. *Nutr Metab Cardiovasc Dis.* 2023 Jun;33(6):1111-1120. doi: 10.1016/j.numecd.2023.03.023. Epub 2023 Apr 5. PMID: 37100640.

Chiu M, Garg AX, Moist L, Jain AK. New Perspective to Longstanding Challenges with Outpatient Hyperkalemia: A Narrative Review. *Can J Kidney Health Dis.* 2023 Jan 12;10:20543581221149710. doi: 10.1177/20543581221149710. PMID: 36654931; PMCID: PMC9841831.





# Selected Grant Awards

Goldszmidt M, Kulkarni A: Continuous quality Improvement on the Internal Medicine Clinical Teaching Unit – Summer Research Training Program (S RTP), \$10,000

Spicer E, Goldszmidt M: Patient-centred solutions to optimize pain and function for frail and at-risk-for-frailty hospitalized seniors – Academic Medical Organization of Southwestern Ontario (AMOS O), \$224,434.00

Clemens, K: Bringing St. Joseph’s diabetes care to patients in the hemodialysis unit: A quality improvement study – St. Joseph’s Healthcare Foundation, \$44,000.00

Bateman, EA: Provincial Spinal Cord Injury Implementation & Evaluation Quality Care Consortium (SCI IEQCC), London Site, Ministry of Health (Ontario), \$144,900

Zwierp, T: Preoperative treatment of hyperglycemia – Lawson Research Grant, \$14,800

Chiu, M: Optimizing outpatient hyperkalemia detection and management – Department of Medicine, \$98,617

Chiu, M: Optimizing obesity management in patients with chronic kidney disease – WSS-CIHR Seed Grant, \$25,000

Strychowsky, J: Nature for healing: Nurturing child health at Children’s Hospital – Children’s Health Foundation, \$45,474

Strychowsky, J: Improving patient safety systems: Standardizing operating room to paediatric critical care unit handoffs – AMOSO, \$41,994

Gob, A: Increasing Quality Improvement Capacity & Capability in the Emergency Department using a single quality improvement expert – AMOSO, \$150,000

