

# Treating the System

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## WELCOME

2011 is proving to be an exciting and significant year for the Centre for Innovation in Complex Care (CICC). Our faculty and membership continues to expand, our project list has grown to include initiatives such as the Feedback Tool, Clinical Messaging, and several operational modeling projects, and we recently hosted the 3rd annual General Internal Medicine (GIM) Symposium (read more about the Symposium on page 3). In this issue of our newsletter we are happy to share our latest updates with you. Please remember you can contact us anytime for more information or if you are interested in becoming involved with our Centre.

**Dante Morra, MD, MBA, FRCP(C)**

**Howard Abrams, MD, FRCP(C)**

**Sherman Quan, BSc**

**Peter Rossos, MD, MBA, FRCP(C)**

## CICC MEMBER PROFILE

**>>>Eric Chow, BSc MS**

**Engineer & Process Specialist, Centre for Innovation in Complex Care**



Eric Chow

Eric most recently completed his dual-masters from the Johns Hopkins School of Medicine and the London School of Economics, where he completed his Masters in Health Science Informatics and Decision Sciences. Eric's primary research interests are in the application of computer modeling in healthcare. His previous work provided patient-specific decision support for kidney surgeons when presented with dilemmas in kidney transplantation involving Infectious Risk Donors. Eric's work won a TeraGrid Supercomputing Award from the National Science Foundation (NSF).

Currently, Eric's research looks into the use of computer modeling and simulation to evaluating the operational impacts of a neurovascular unit at the University Health Network. In addition to his modeling work, Eric has been involved with the Clinical Messaging Project at the CICC.

This project is aimed at developing and testing a communication software 'middle-layer' to support the complex communication process between physicians, nurses and allied health professionals.

Originally trained as an industrial engineer, Eric is well-versed in all things computer related. He programs in PHP, Python, C, VBA, Java, HTML, SQL and has began playing with objective-C to program iPhone and iPad applications. He sees a wealth of information in healthcare that has not be harnessed to its full potential and is determined to continue modeling, simulating, and applying computer technology to turn the giant mess of health data that is available into something valuable for patients.

On his holidays, Eric climbs mountains around the world.

# Treating the System

## CICC PROJECTS

### >>>Patient Satisfaction

One of the essential functions of the CICC is to engage patients and clinicians to identify problems with current healthcare practices, and develop solutions for addressing them. Patient satisfaction surveys can serve as a tool to accomplish just this, as they aim to vocalize their experience within the healthcare system. Providers can use this information to identify areas for improvement, and champion initiatives that increase the quality of patient care.



Figure 1 – One of the ways patients' suggestions are displayed is through a word cloud - the larger the theme, the more frequently it was discussed

However, a clinician's ability to utilize a survey's results is significantly impacted by its design and method of dissemination. Investigations from the UK, United States and Australia reported that barriers to the use of patient satisfaction data to improve care include unspecific and out-of-date data, too many survey questions, trivial sample sizes, difficulties interpreting data, and that the results are not received by front-end staff. The surveys used within the organizations studied were similar to what is employed here at UHN: a 59-itemed questionnaire mailed to a small sample of patients months after they have been discharged from the hospital and disseminated after the end of each quarter to top management.

In response to Ontario's Excellent Care for All Act, and a need for a more concise, accessible, and real-time patient satisfaction survey, the CICC's Patient Satisfaction Project is innovating the way patient satisfaction is collected and disseminated. We have designed a 3-itemed questionnaire, distributed to all competent patients while they are in the discharge planning process. The survey inquires about the patient's overall satisfaction with the care received, likelihood of recommendation, and suggestions for improvement (see Figure 1). Bi-weekly, team and floor-specific results are given directly to attending physicians, medical students, residents, nursing staff, and Allied Health.



Figure 2 – The GIM Appreciation Tree planted on the 13th floor by the CICC's Kyarash Safakish and Valerie Mais

The design of our innovation stemmed from exploring how the service industry measures customer satisfaction, as discussed in *The Ultimate Question* by Fred Reichheld.

The goal of this project is to create and evaluate a patient satisfaction survey and dissemination process that provides value to healthcare professionals, and enables them to improve the care they deliver to patients. We are currently running a pilot study of our innovation in General Internal Medicine (GIM), and have also recently "planted" GIM Appreciation Trees on the 13th and 14th floors, which harbour the overwhelming amount of positive feedback received by patients through the surveys (see Figure 2).

We are conducting mixed methods research to understand the impact of our intervention with providers and identify areas for improvement. We are also planning to integrate the survey with other departments to generalize and scale the project.

For more information about the Patient Satisfaction project, please contact Valerie Mais ([valerie.mais@uhn.ca](mailto:valerie.mais@uhn.ca)).

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## CICC NEWS AND UPDATES



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### >>>3<sup>rd</sup> Annual GIM Symposium

The Centre for Innovation in Complex Care (CICC) recently hosted the 3<sup>rd</sup> Annual General Internal Medicine (GIM) Symposium on April 8, 2011 at the MaRS Centre in partnership with the Hospital of Ontario Pension Plan (HOOPP), and the University of Toronto's Centre for Interprofessional Education (IPE). This year's Symposium was titled "Complex Care Forum: Enabling interprofessional teams for health system transformation". The goals of the event were to increase the awareness of the diversity and complexity of General Internal Medicine (GIM), to reinforce the key concepts of interprofessional collaboration and to provide educational opportunities in an interprofessional environment. Over 200 diverse attendees were present to hear innovative and engaging presentations on varying topics such as a Virtual Ward, the role of

technology in facilitating patient self-care of chronic conditions and Why the elderly could bankrupt Canada (these and other presentation videos are accessible at <http://vimeo.com/user7077300>). The event culminated with a captivating Innovation Debate on physician payment between Ron Sapsford (Chief of Strategy, Ontario Medical Association) and Kevin Smith (President and CEO, St. Joseph's Health System) that was moderated by Bob Bell (President and CEO, University Health Network) and judged by Andreas Laupacis (Executive Director, Li Ka Shing Knowledge Institute) and Terry Sullivan (Chair of the Boards of the Canadian Agency for Drugs and Technologies in Health and the Ontario Agency for Health Protection and Promotion). The Symposium concluded with optimistic words from Deputy Minister Saäd Rafi on the subject of health system transformation. Thank you to those of you who planned, attended and participated in the event, and congratulations to our Symposium Award winners Kathy Diamond (Boehringer Ingelheim Innovation Award), Megan Thiessen-Bock and the 3B Unit Council (HOOPP Award for Leading Innovation in Front Line Care), Sacha Bhatia (Chandaria Fellowship Award) and the Virtual Award team (Best Poster Award)!



Symposium Co-chairs  
Anne Van Deursen and Kathy Trip



Debate participants  
Ron Sapsford and Bob Bell



Deputy Minister Saäd Rafi



Virtual Ward team members (Best Poster Award winners) with Dante Morra and Kaye Benson

### >>>Upcoming CICC Events

The CICC's next Innovation Rounds will be held Thursday, July 21, 2011 from 12:00-1:00PM, "Bringing Back the 60's: House Calls in Medical Practice and Education", presented by Joshua Liu (Centre for Innovation in Complex Care). For more information about attending or presenting at Innovation Rounds, contact us ([cicc@uhn.ca](mailto:cicc@uhn.ca)).

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## GET INVOLVED WITH THE CICC

### >>>Visit our website

Have you visited [www.thecicc.com](http://www.thecicc.com) lately? Our website contains news, our project list, faculty and member profiles and publications.

### >>>Follow us on Twitter!

Twitter is a great way for us to share interesting ideas, stay updated and in touch. [Follow us @CICCUHN](https://twitter.com/CICCUHN).

### >>>Join our Facebook group

We're on Facebook! [Click here to join our group](#).

### >>>Attend our rounds

We hold **weekly** operational rounds on Tuesdays from 12-1 pm at Toronto General Hospital, and **monthly** innovation rounds where speakers present their innovative work. Interested in attending in person, by teleconference or videoconference, or observing via webstreaming? [Get in touch with us!](#)

### >>>Join our faculty

Interested in joining our faculty? [Click here to contact us for more information](#).

## COMING UP IN OUR NEXT NEWSLETTER

In our next newsletter, we will be featuring the CICC project, the [Feedback Tool](#).

## CONTACT US

### We want to hear from you.

To learn more about the CICC, or to become a member of our faculty, please visit our website at [www.thecicc.com](http://www.thecicc.com), or email us at [cicc@uhn.ca](mailto:cicc@uhn.ca).