UNITÉ DE **SOUTIEN**
SSA | QUÉBEC

Ensemble pour un système de santé qui apprend

Activity Report

2022-2023

i

As you read, move your mouse over the acronyms to see the full text.

A word from Management

A word from Management

The year 2022-2023 was an opportunity to dedicate ourselves entirely to helping the Québec healthcare system learn from its successes and mistakes.

First, we marked an important milestone by completing the field teams responsible for decentralizing our expertise in the four major University Health and Social Services Networks named Réseaux universitaires de santé et de services sociaux (RUISSS) in French. A mapping of experts, expertise and trainings in learning healthcare systems was also carried out to set up our star team.

Building on the experiential and scientific knowledge of its team, our Unit has demonstrated its ability to bridge the gap between science and practice in health and social services. In 2022, we were mandated by the Ministry of Health and Social Services to orchestrate continuous quality improvement (CQI) in Québec. It was in this context that the positions of provincial CQI coordinator, practice facilitator and regional CQI agents were created.

Catherine Wilhelmy
Patient partner
Scientific Co-management

Antoine Groulx
Scientific Co-management

Paul Nadeau
Patient partner
Administrative Services Co-management

Joe Guillaume Pelletier
General Co-management
Until December 2022

Rénald Breton
Administrative Services Co-management
Since December 2022

Soulignons l'apport immense de **Joe Guillaume Pelletier** à l'avancement de nos travaux et à l'accomplissement de notre mission. Il a, notamment, assuré la délicate transition entre les deux phases de notre mandat. Merci et bon succès Joe Guillaume!

Nous avons accueilli **Rénald Breton** en tant que gestionnaire des services administratifs. Il a mené une carrière florissante en entreprise et dans le réseau de la santé et des services sociaux avant de se joindre à nous. Bienvenue!

A word from Management (2/2)

Because we co-construct knowledge and aim to see it applied, we have also launched the PATIenTS program. This program aims to improve targeted life trajectories by working in partnership, rather than evolving processes in silos. It is an innovative initiative, and we are determined to set a precedent.

In the same vein, we are now making a toolbox available on its website. It contains tools, trainings and opportunities for consultation, facilitation and networking. The achievements made available in the toolbox have been supported by our unit.

These are just a few examples of how far our team has come this year. We invite you to dive into this activity report, where you will be able to make discoveries and take part in shaping Québec's learning healthcare system.

Enjoy your reading!

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Priorities

2022-2023

2022-2023 Priorities

- Activation of the field teams (SSA-RUISSS teams)

- Launch of the PATIenTS program

- Launch of the Young Leaders in a Learning Health System Program

- Support for equity, diversity and inclusion

- Promoting partnership with political decision-makers

- Improving the performance measurement process

LHS: Learning health system

SSA or LHS: Système de santé apprenant / Learning health system

RUISSS: Réseaux universitaires de santé et de services sociaux / University Health and Social Services Networks

The SSA-RUISSS teams decentralize the Unit's expertise, acting as offshoots of its scientific axes in the field.

PATIenTS: Partenariats d'Amélioration de Trajectoires de vie et d'Innovation en Transition vers la Santé durable / Life Trajectory Improvement and Innovation Partnerships in Transition to Sustainable Health

Governance

Governance
Highlights of 2022-2023

- Review of the Unit's management structure
  - Abolition of the position of General Manager and creation of the position of Administrative Manager
- Accounting for 2021-2022
- Development and implementation of a new project-based budget tracking tool
- Budget planning for 2021-2026
- Drafting of an annual financial report (new model)
- Organization of an internal strategy day
- Implementation of an annual planning calendar

- Development of a schedule of recurring executive team deliverables
- Revising certain processes and procedures (e.g. expense reports)
- Priority-based planning of the 2023-2024 project portfolio
- Establishment of a consultation process on priorities and launch of a call for interest
- Development of the structure and co-construction of the PATIenTS program

PATIenTS: Partenariats d'Amélioration de Trajectoires de vie et d'Innovation en Transition vers la Santé durable / Life Trajectory Improvement and Innovation Partnerships in Transition to Sustainable Health

The Unit in figures

April 1, 2022 to March 31, 2023

The team

As of March 31, 2023

18

Patient partners

3

Members of the CQI and facilitation team

115

Members of the patient partners community hub *Experiences*

12

Board members

30

Scientists

15

Coordination managers and executive team members

42

Fellowship cohort members

66

Members of the Management Assembly
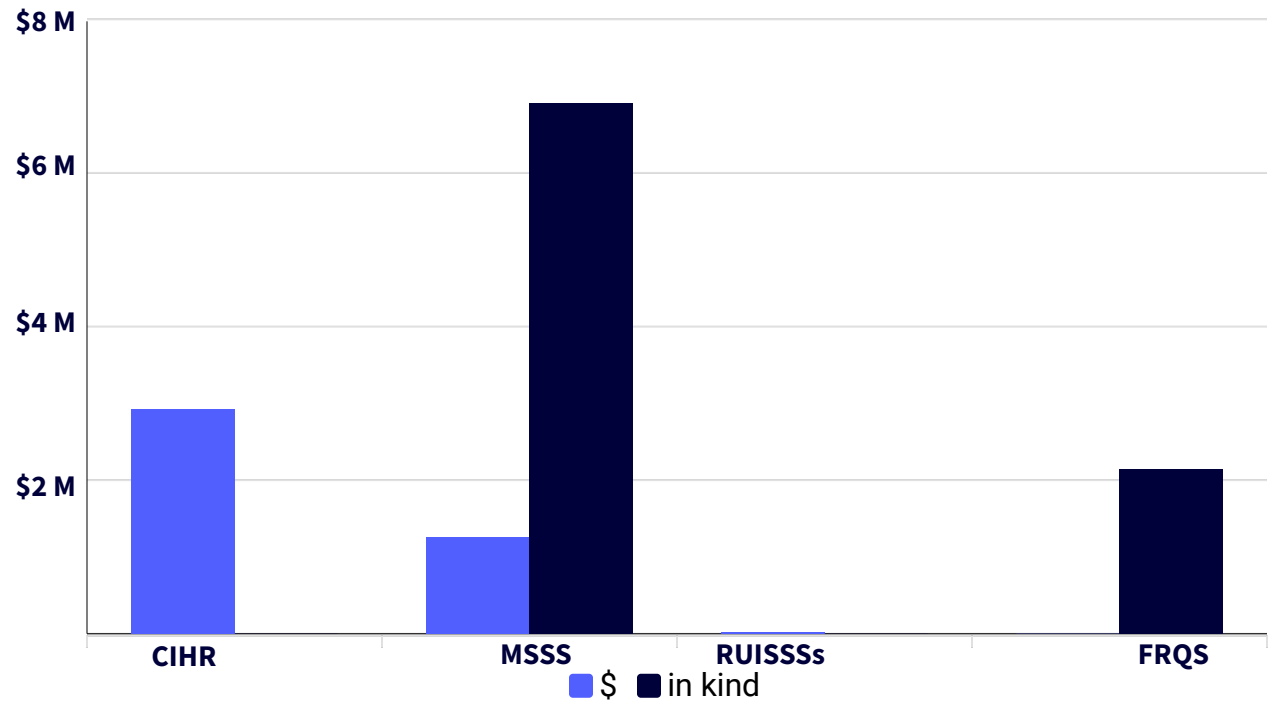
CQI: Continuous quality improvement

Budget

2022-2023

$13, 223, 992

in cash and in kind

	$8 M			
	$6 M			
	$4 M			
	$2 M			
	CIHR	MSSS	RUISSSs	FRQS

■ $ ■ in kind

MSSS:

Ministère de la Santé et des Services sociaux du Québec /
Québec's Ministry of Health and Social Services

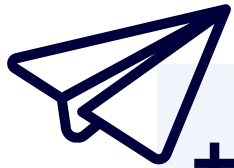**FRQS:** Fonds de recherche du Québec — Santé / Québec's Health Research Fund

RUISSS: Réseaux universitaires de santé et de services sociaux / University Health and Social Services Networks

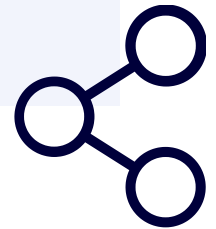**CIHR:** Canadian Institutes of Health Research

Online

2022-2023

+316 newsletter subscribers

+21 234 video viewings

+20 647 unique visitors on the website

+949 social media followers

Follow us!

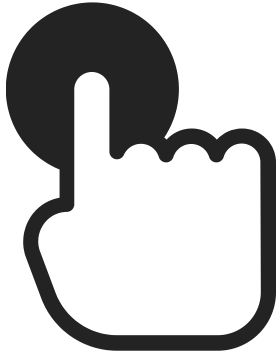# Support requests

2022-2023

95

+

10

13

28

LHS Portal

In 2022-2023, the Unit received 95 requests for support. The customer profile is changing.

- Researchers remain in greater numbers
- Growing interest from the field

The Unit's portal allows teams to apply for support online.

To carry out projects

- In partnership
- That take into account the evidence emanating from science
- To support the healthcare system in becoming a learner

21

23

Trajectory improvement projects

Targeted grants

Targeted grants

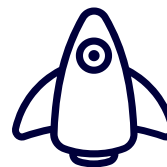## Trajectory improvement program in Québec's four RUISSSs

We united partners and facilitated the pooling of the strengths and expertise of the Québec health and social services network in line with the MSSS priorities.

Ongoing Programs

The Unit continued to participate in targeted grants in partnership with the Ministry of Health and Social Services and the FRQS.

- **Major Neurocognitive Disorder** +

- **Local care and services** +

Launch

In partnership with the RUISSSs, the Unit launched the PATIenTS program, aimed at improving a trajectory in each of Québec's RUISSSs. +

POR in support of clinical and organizational transformations in local care and services

1 program and 5 projects

- Concrete benefits in terms of mobilizing patients

- **The F2PL project** (training front-line trainers) has illustrated a new role for patient partners.

Unique! These people have been trained as clinical trainers in over 13 clinical settings:

- Social workers
- Nurse clinicians
- Patient partners

FRQS: Fonds de recherche du Québec — Santé / Québec's Health Research Fund

MSSS:

Ministère de la Santé et des Services sociaux / Québec's Ministry of Health and Social Services

RUISSS: Réseaux universitaires de santé et de services sociaux / University Health and Social Services Networks

PATIenTS: Partenariats d'Amélioration de Trajectoires de vie et d'Innovation en Transition vers la Santé durable / Life Trajectory Improvement and Innovation Partnerships in Transition to Sustainable Health

RUISSS: Réseaux universitaires de santé et de services sociaux / University Health and Social Services Networks

Major Neurocognitive Disorder living lab

We continued our targeted subsidy program aimed at facilitating the transitions and journeys of people living with Major Neurocognitive Disorder and their families.

PATIenTS Program

Programme PATIenTS
Partenariats d'Amélioration de
Trajectoires de vie et d'Innovation en
Transition vers la Santé durable

PATIenTS Program

4 tangible projects to improve life trajectories in Québec

We have co-constructed this program with our field teams, RUISSSs and
healthcare establishments to meet the needs of the community.

2023　　　　　　**2024**　　　　　　**2025+**

Programme PATIenTS
Partenariats d'Amélioration de
Trajectoires de vie et d'Innovation en
Transition vers la Santé durable

2024

- Implement continuous improvement loops and measure impact
- Diffuse, replicate or scale up these PATIenTS projects

Programme PATIenTS
Partenariats d'Amélioration de Trajectoires de vie et d'Innovation en Transition vers la Santé durable

2025+

- Creating excitement about improving life trajectories from a learning healthcare system (LHS) perspective

SSA or LHS: Système de santé apprenant / Learning health system

RUISSS: Réseaux universitaires de santé et de services sociaux / University Health and Social Services Networks

The SSA-RUISSS teams decentralize the Unit's expertise, acting as offshoots of its scientific axes in the field.

PATIenTS: Partenariats d'Amélioration de Trajectoires de vie et d'Innovation en Transition vers la Santé durable / Life Trajectory Improvement and Innovation Partnerships in Transition to Sustainable Health

As of March 31, 2023

- Teams almost complete
- Trajectories to be improved identified (1/RUISSS)
- Work plans submitted

See the 4 projects in detail

Pan-canadiens projects

2022-2023

Pan-canadiens projects

CHILD-BRIGHT Network +

Canadian Primary Care Research Network
Réseau canadien de recherche en soins primaires +

Diabetes Action Canada

SPOR Evidence Alliance
Strategy for Patient-Oriented Research
Alliance pour des données probantes de la SRAP
Stratégie de recherche axée sur le patient +

CPN | RDC
CHRONIC PAIN NETWORK | RÉSEAU DE DOULEUR CHRONIQUE +

Other SPOR funded entities +

SPOR Communities of Practice +

We worked closely with SPOR units and networks to share experience, expertise and best practices, and to support projects aimed at improving clinical and organizational practices.

New collaborations

We contacted every researcher in Québec who had received an SPOR-related grant and who was not in our network of collaborators, to explore the possibility of working with the Unit.

Saskatchewan SPOR unit

We carried out a knowledge transfer to the Saskatchewan Unit (SCPOR) in a project using the Delphi methodology:

- Technical aspects

- Advantages of the method

- Creation of a panel

- Consensus

- Integrating suggestions and closing the panel

With the **SPOR Evidence Alliance**, we have

- Co-constructed a process that defines how to collaborate depending on the type of request and the requester.
- Made a team to carry out a literature review as part of the PATienTS project of the SSA-RUISSS Université de Sherbrooke team.

We collaborated with the **Chronic Pain Network**:

- Update of the Understandingresearch.ca website
- Discussion on a PROMs project

Out unit collaborates with other SPOR units by participating in various communities of practice:

- Communication
- Learning health systems
- Patient engagement
- Measurement indicators
- Capacity building
- SPOR Support Units Council

British Columbia SPOR Unit

We collaborated with the **British Columbia Unit** to adapt the interactive roadmap for patient and public engagement in health research into French.

+

Newfounland and Labrador SPOR unit

We have begun collaborating with the Newfoundland-Labrador Unit on a clinician experience project.

The protocol for a qualitative study of doctors and nurses in Newfoundland and Labrador is currently being prepared.

NEWFOUNDLAND AND LABRADOR

SUPP⚙RT

Support for People and Patient Oriented Research and Trials

We co-developed these projects with SPOR units and other entities:

- Environmental scan on patient-oriented research trainings and tools +
- Mapping of the SPOR ecosystem
- Patient engagement assessment framework +

We have collaborated with **Diabetes Action Canada** and the **Canadian Primary Care Research Network**, and are in discussions for the *Communiquer clairement* **project**.

With the **CHILD-BRIGHT network**, we have developed indicators of the involvement of patients, clinicians, decision-makers and researchers in research projects. We are a member of the network's Knowledge Mobilization Committee.

Achievements

2022-2023

Achievements

2022-2023

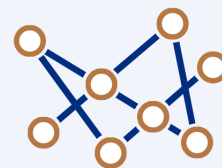**Consultation**

Tools

Facilitation

Training

Networking

Achievements

Tools

Patient engagement assessment | evaluation framework +

TorSaDE data cohort | toolbox +

Communities of practice| guide +

Understanding research | website +

Research grant application | EDI/Sex and gender guide +

Assessing the potential for scaling up innovations | ISSaQ questionnaire +

Partnership in an LHS | interactive roadmap +

Partner portal | database +

Inclusive practices with socially excluded people | guide and update of the ENGAGE+ website +

PREMs/PROMs | toolbox +

Participatory research | ENGAGE+ platform +

Mood disorders | study of trajectories and costs +

TorSaDE data cohort

A toolbox for analyzing the Torsade cohort has been updated.

- A TorSaDE research community is deployed
  - 13 teams, 22 students and 7 institutions are involved
- 14 new access requests

TorSaDE

Trajectoire Santé – Données Enrichies

+

Inclusive practices with socially excluded people

This guide looks at how research teams can work in partnership with people experiencing social exclusion.

- 1 guide
- 4 podcasts
- 1 presentation in Vancouver

The ENGAGE+ website has also been updated. Visit it to discover visual participatory research methods.

INCLUSIVE PRACTICES IN PARTICIPATORY OR PARTNERSHIP-BASED RESEARCH WITH SOCIALLY EXCLUDED PERSONS
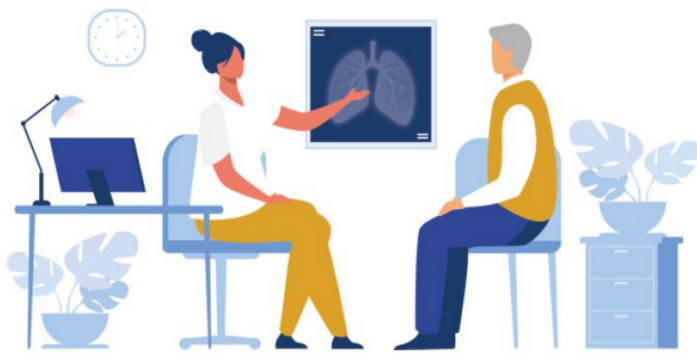
With the ENGAGE Committee

ENGAGE+ website

The **ENGAGE+** digital platform has been enhanced to promote equity and inclusion in research.

Co-constructed by community organizations and the canadian and international research communities, the bilingual ENGAGE website offers participatory methods and visual and auditory tools.
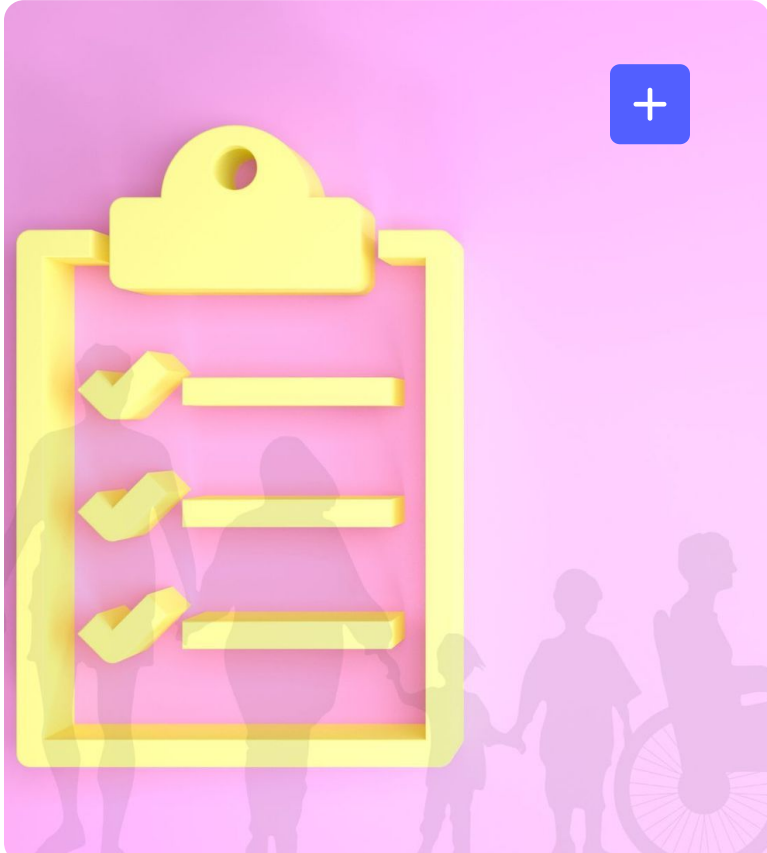
PREMs/PROMs toolbox

We supported an environmental scanning project, and then the development of a toolbox for patient self-reported experiential and outcome measures.

Content of the toolbox
- PREMs, PROMS or not?
- PROMs and PREMs : Why are they a key to improving health care and services ?
- Possible barriers to the integration of PROMs and PREMs and the means to put in place to overcome them
- Relevant general documentation
- Recommendations

UNITÉ DE SOUTIEN SSA | QUÉBEC

UdS Université de Sherbrooke

CHAIRE DE RECHERCHE SUR LES PRATIQUES PROFESSIONNELLES OPTIMALES EN SOINS PRIMAIRES
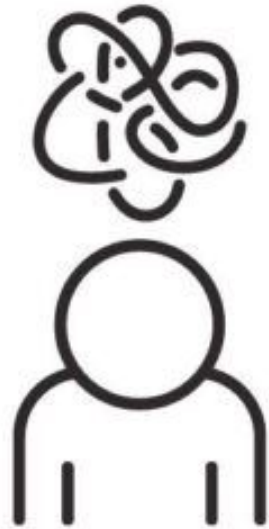
Research grant applications: Sensitive Approach to Equity, Diversity, and Inclusion (EDI) in Research

We have created a guide to help research teams apply for grants.

Mood disorders: trajectories and costs

Evaluating care trajectories enables us to observe users' contacts with the healthcare system and their use of healthcare services.

We conducted a study to apply methods for identifying typical care trajectories for people living with mood disorders, and to compare the results of these methods with each other.

We evaluated the costs of these trajectories according to the methods used.

Assessing patient engagement

Learning together: an evaluation framework

We supported the creation of this tool, which was co-developed with all provincial SPOR units and other SPOR entities. **Learning Together** is a framework for evaluating patient and public engagement in research. **It is a national tool that can be used to plan and evaluate the engagement process before, during and at the end of a project.**

- **A guide to planning the patient engagement process**

- **A list of indicators**

- **A tool to catalyze best practices and common strategies**

Understanding Research website

The Understanding Research site aims to demystify the basic concepts of research. Videos, glossary and guide are available.

- Updated website
- 642 viewings

Partner Portal

Developed by **CEPPP** in collaboration with the **Canada Research Chair in Patient and Community Partnerships** and our **Unité de soutien SSA Québec**, the partner portal is designed to facilitate the recruitment of patient partners, as well as the study of partnership practices.
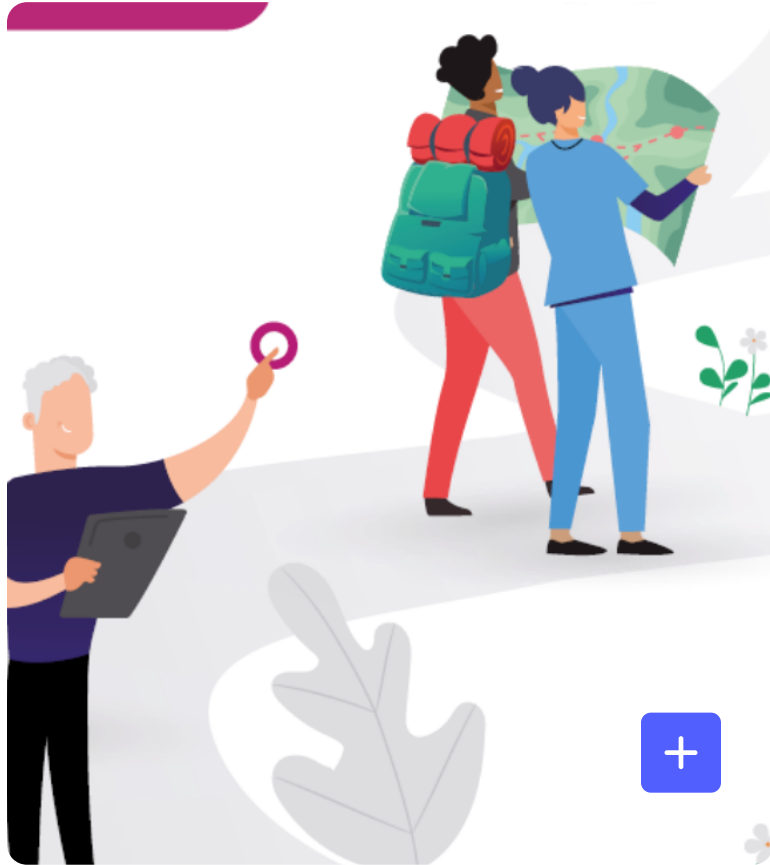
Deployment / scaling up
The portal is currently undergoing beta testing with a team from Université de Laval. The portal should be deployed in all 4 RUISSS soon.

Communities of Practice Guide

This document outlines the main points to consider before and during the implementation of a community of practice. *Available in French only*

- Definitions
- Steps and processes
- Success factors

Roadmap for partnering

The purpose of this tool is to explain the roles of users and their families in a LHS and to describe how these people can, individually and collectively, contribute to its many dimensions.

- Co-constructing an interactive roadmap
  - Roles
  - Winning conditions for a successful partnership
  - Challenges
- Creating a training course

ISSaQ

The ISSaQ (Innovation Scalability Self-administered Questionnaire) tool assesses the scaling potential of innovations.

The tool has been presented at several scientific knowledge dissemination events and has been used in a real-life context for two knowledge transfer research projects.

Achievements
Training and mentoring

Mentoring

Cohort of Fellows +

LHS Young Leading Researchers +
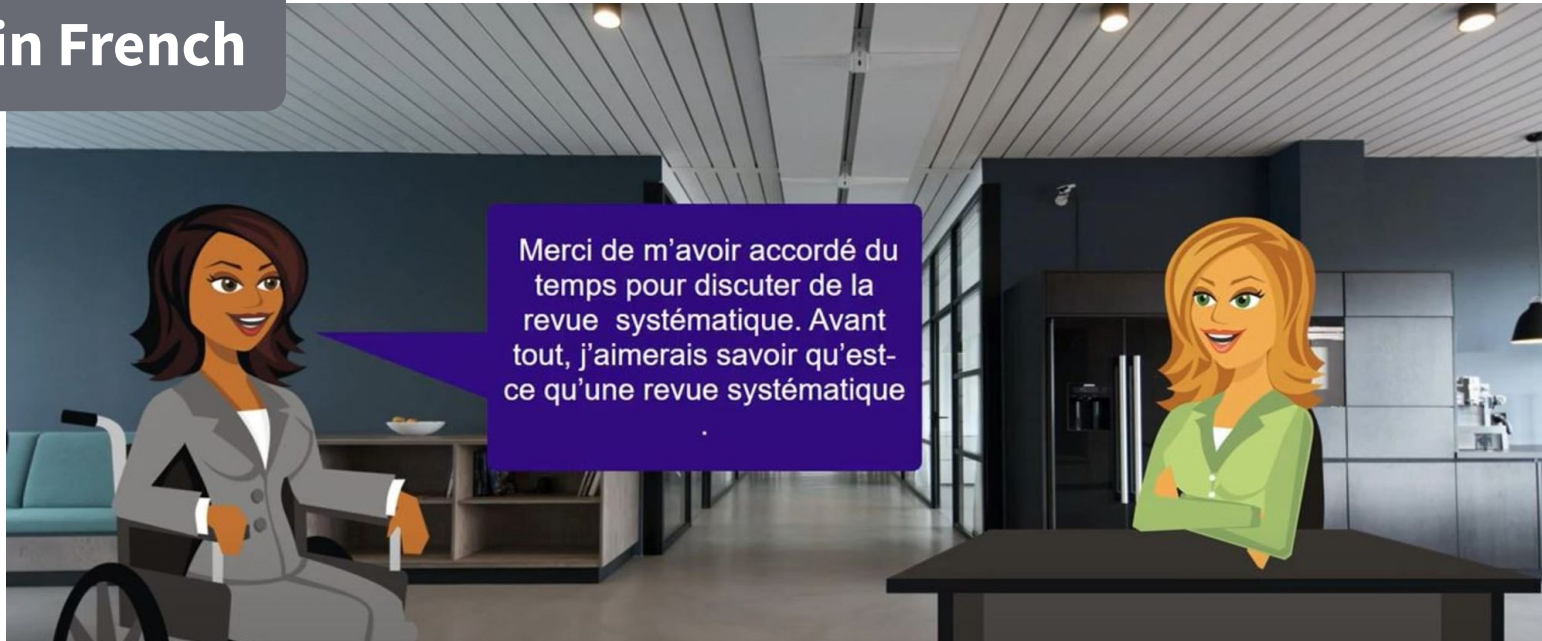
Synchronous training courses

Training in patient partnership +

Asynchronous training courses

Training on involving patient partners in a systematic literature review process +

ENGAGE podcast series on participatory research +

Merci de m'avoir accordé du temps pour discuter de la revue systématique. Avant tout, j'aimerais savoir qu'est-ce qu'une revue systématique.

Training

Introduction to the stages of a systematic review and involvement of patient partners

- What is the purpose of a systematic review?
- What are the steps involved?
- How can patients contribute?

Program for scholarship holders

One cohort each year receives support from out unit as part of the complementary training and capacity-building program for FRQ fellows on patient-oriented research, the learning healthcare system, care trajectories and the quintuple aim, in partnership with Québec's three research funds.

Fellowships offered in partnership with the unit enable grant recipients to hone their skills, enhance their career trajectory, network and work across disciplines.

2022-2023

- 2 scientific events (networking and co-modality)
- Monthly newsletter
- Webinars
- Scholarships
- Personalized coaching packages

Young Learning Health Systems Leaders

Thanks to a partnership between the Fonds de recherche du Québec (FRQ), the Unité de soutien SSA Québec and the Réseau universitaire de santé et des services sociaux (RUISSSs), 5 career scholarships were offered to young LHS leaders across Québec.
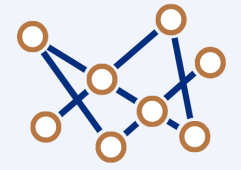
- A vision of continuous improvement for the Québec healthcare system
- Development of explicit, committed leadership
- Promoting a culture of change

Achievements

Consultation, facilitation and networking

Consultations on ethical issues +

Indigenous patient circle +

Patient partnership events +

Continuous Quality Improvement mandate +

Clinician reported experience measures: a new expertise +

Transparency and consent portal +

Québec: a learning city +

Table of the University Health and Social Services Networks +

Indigenous circles

The indigenous circle deployed last year has evolved. Two circles are now in operation to foster active collaboration between Indigenous people, researchers, healthcare providers and system decision-makers.

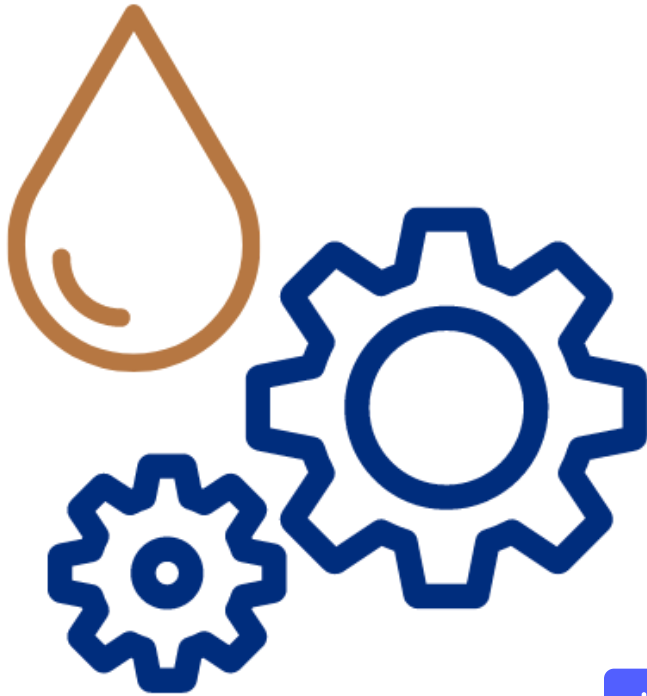- Advisory circle
- Indigenous Patient Partners circle

Table of the RUISSSs

The Partnership Axis leads the monthly meetings of the table that gathers the University Health and Social Services Networks (RUISSSs), a community of practice bringing together the 4 antennas and the Partnership Axis.

Continous Quality Improvement

We have obtained a **ministerial mandate** to support continuous quality improvement (CQI) in proximity services for Québec.

- Writing of a position paper on CQI
- Development of a reflective structure and consolidation of human resources in CQI
  - Provincial CQI coordinator
  - Practice facilitator
  - Regional CQI agents
- Facilitation of the activation of the COMPAS+ reflective initiative in collaboration with the Institut National d'Excellence en santé et en service sociaux (INESSS) and the Ministère de la Santé et des Services sociaux (MSSS)

Québec: a learning city

Québec City has demonstrated its firm desire to evolve in line with the learning cities model, particularly with regard to sustainable health. The Unit's Scientific Director, **Antoine Groulx**, will contribute to achieving this objective.

CREMs: a new expertise

A team has been formed to develop the new CREMs (Clinician Reported Experience Measures) expertise. The aim of the project is to develop indicators for measuring the well-being of health human resources so that we can measure our impact on this aspect of the quintuple aim with data.

- Development of a work plan
- Inventory of CREMs tools
- Prioritization of human resources needs for the evaluation of their experience

Consultations on ethical issues

We have begun consulting patients, professionals and decision-makers to identify the challenges of ethical assessments in participatory and evolutionary research projects such as living laboratories and projects to improve care and service trajectories.

Why?
These consultations will enable us to make recommendations to facilitate the ethical process for certain projects, while taking into account the importance of this process.

Transparency and consent portal

We helped define and validate the parameters required to set up a Québec transparency and consent portal.

- Participation of the Unit's scientific co-director in parliamentary committee hearings on **Bill 3** +
- Meetings with the MSSS's information technology directorate to assess the feasibility of including a transitional consent portal while awaiting the health portal and digital health record.

ASSEMBLÉE NATIONALE DU QUÉBEC

Notre codirection scientifique/patient partenaire s'est positionnée sur l'importance de l'accès aux données pour la recherche et l'amélioration continue des pratiques en **commission parlementaire**.

L'Unité a pu démontrer l'importance de ce projet de loi au-delà de la sphère politique en rendant les impacts de l'accès aux données concrètes pour la population.

Patient engagement

We have continued our efforts to develop the expertise of our patient partners.

- Event *Le partenariat dans tous ses états* [+]
- Annual meeting of the unit's Indigenous Patient Partner Circles [+]
- National and international tour of patient partners community *Expériences*
- Release of 3 issues of Expériences magazine [+]

expériences

Communauté québécoise
des patients partenaires en recherche

Coming soon

2023-2024

Position statement on CQI

Mandated by the provincial Ministry of Health and Social Services to orchestrate continuous quality improvement, the Unit will carry out a review of knowledge and recommendations.

PATIenTS Program - phase 2

The Unit will continue with the four PATIenTS projects, carrying out a second cycle of improvement, impact measurement and a scale-up plan.

LHS capability assessment

The questionnaire for assessing the readiness of family medicine groups to become learners will soon be deployed. It will help identify clinics that are ready to become learners.

LHS Living map

The Unit's project is to deploy an evolving map of experts, expertise and training courses in learning healthcare systems in Québec.

PADA

The Unit will support the creation of a collaborative platform that will enable people to create decision-support tools for health and social services.

Partnership provincial directory

The Unit will lead the creation of a common, accessible and iterative directory of partnership infrastructures / expertise hubs / partnership groups / communities in Québec.

CQI: Continuous Quality Improvement

PATIenTS: Partenariats d'Amélioration de Trajectoires de vie et d'Innovation en Transition vers la Santé durable / Life Trajectory Improvement and Innovation Partnerships in Transition to Sustainable Health

LHS: Learning Health System

LHS: Learning Health System

New contents
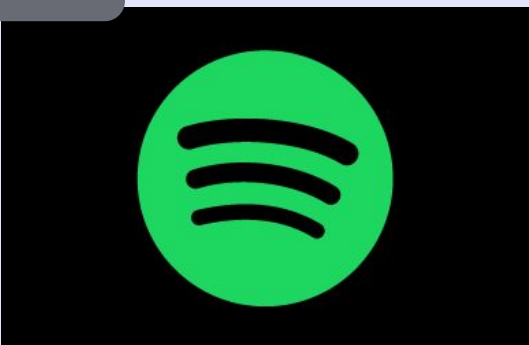
2022-2023

Multimedia content

2023-2024

Real-life case of a learning healthcare system: step by step

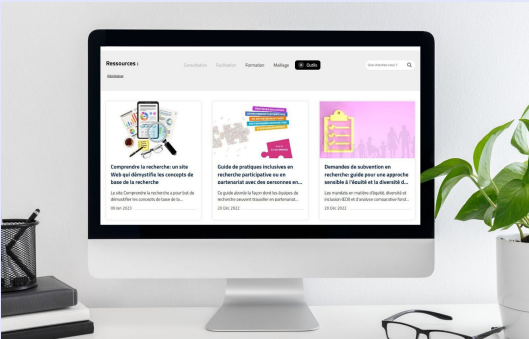**Antoine Groulx receives the Sustainable Health Award**

Launch of the unit's Spotify channel

What is a living lab?

What is continous quality improvement?

LHS Toolbox: filter by expertise or type

Founding partners

Partners

Thanks also to all our collaborators +

Thank you!

Our warmest thanks to our team members. These people are dedicated to helping the healthcare system learn from its successes and mistakes. They develop knowledge and facilitate its use. The fruits of research should not be shelved!

Axes
- Partenariat
- Renforcement des capacités
- Gestion des données
- Valorisation des données
- Gestion de changement

Équipes SSA-RUISSS
- Université Laval
- Université McGill
- Université de Montréal
- Université de Sherbrooke

- Équipe exécutive
- Comités coordination, directeur et scientifique
- Assemblée de gestion
- Communauté de patient(e)s partenaires
  Expériences et cercles autochtones
- Directions administrative et scientifique

+ INFO

Scientific axes
- Partnership Axis
- Data Management Axis
- Data to Knowledge Axis
- Change Management Axis
- Capacity Building Axis

SSA-RUISSS field teams
- Université Laval
- McGill University
- Université de Montréal
- Université de Sherbrooke

- Executive team
- Coordination, steering and scientific committees
- Management assembly
- Expériences Patient partners community and indigenous circles
- Administrative and scientific management