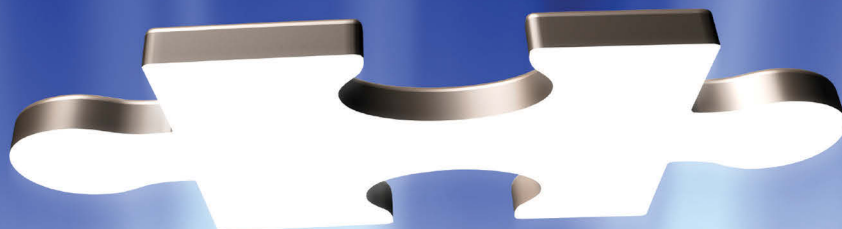


5 YEAR REPORT: 2009–2014

Path2Quality

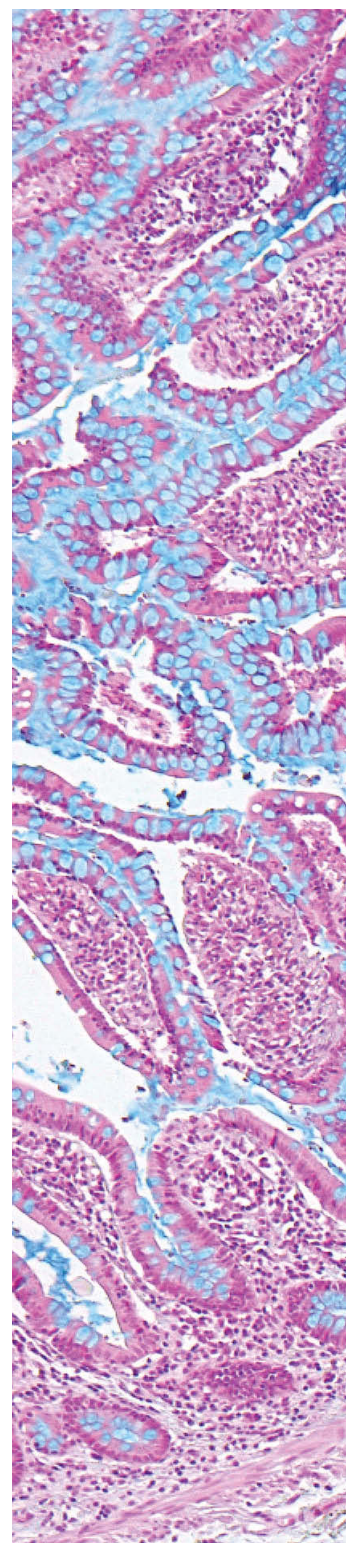
Blueprint for Quality
Architect of Success



© Path2Quality 2014

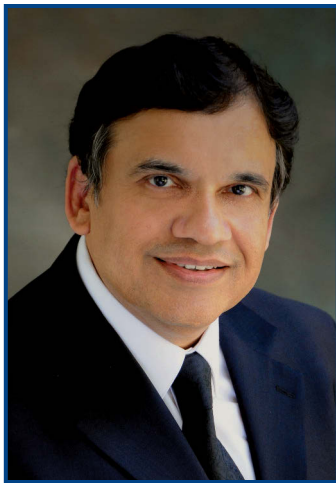
All rights reserved. No part of this publication may be reproduced, in any form or by any means without the prior written permission of Path2Quality - a partnership of the OMA Section on Laboratory Medicine and the Ontario Association of Pathologists.

Introduction	4
2013 – 2014 Path2Quality Executive	5
Values and Goals	6
From Vision to Action in 5 Short Years	7
Knowledge Generation	8
Knowledge Dissemination / Building Leadership Capacity	9
Advocacy / Strengthening the System of Patient Care	10
Membership Engagement	11
Our Future – Building on Success	12
Path2Quality Governance Structures	13
Path2Quality Executive (Effective May 2, 2014): Appendix 1	17
Path2Quality Advisory Board (Effective May 3, 2014): Appendix 2	18
Chronology of Path2Quality Activity: Appendix 3	19

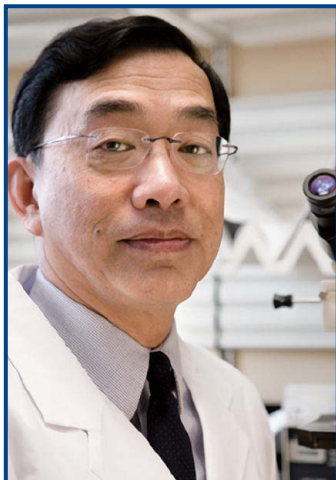


Normal small intestine

■ Introduction to the Path2Quality 5-Year Report



Dr. Suhas B. Joshi
OMA Section on Laboratory Medicine



Dr. David Shum
Ontario Association of Pathologists

It is with great pleasure that we present Path2Quality's 5-Year Report.

In five short years, the Path2Quality (P2Q) group has established a model of professional collaboration that is highly regarded by the profession, the Ministry of Health and Long Term Care as well as other health care organizations. These key stakeholders look to P2Q members for guidance on quality, resource and other professional and patient care issues. Path2Quality's credibility is attributable to the unique resources and tools it has developed to support the work of Ontario's laboratory physicians.

Our Standards2Quality Guidelines document (S2Q) has been endorsed by the Pathology Services Expert Panel of the new CPSO / CCO Quality Management Partnership (QMP) and is currently being used as a foundational document in this initiative. It goes without saying that implementation of quality guidelines is contingent upon provision of additional required resources.

Our Workload2Quality Guidelines (W2Q) have been trialed and found to be a reliable assessment tool for determining the appropriate level of professional resources required to support the provision of high quality laboratory medicine service in Ontario.

These documents are being used not only by facilities in the province but have also been requested by other jurisdictions in the country. They become important references for quality assurance initiatives in any sector.

A sustainable, patient-centric, comprehensive laboratory medicine service that would support "The Excellent Care For All Act" is possible only when a dedicated approach is undertaken to create local, regional and provincial networks for delivery of these services. This is the concept behind a current work-in-progress, Networks2Quality (N2Q). Equally important is development of a robust and accountable framework of medical leadership which is the focus of another work-in-progress, Leadership2Quality (L2Q).

It has been suggested at one of the Laboratory Medical Directors' Summits that the utilization issues in laboratory medicine within the context of appropriate ordering of tests could be addressed at the provincial level as a multi-stakeholder initiative. As laboratory physicians, we are best positioned to promote the concept of Utilization2Quality (U2Q) which could yield high quality and fiscal dividends!

We would like to take this opportunity to thank our entire executive team, Council members of the OMA Section on Laboratory Medicine and Board members of the Ontario Association of Pathologists for their dedication and unflinching vision and support in this endeavour. Thanks are also extended to members of our respective organizations for their feedback, support and participation which have helped to make this undertaking a success. Our appreciation and thanks also go out to Ms. Kathy Bugeja for her exceptional consulting advice and assistance.

Who we are

Path2Quality (P2Q), the collaborative between the OMA Section on Laboratory Medicine and the Ontario Association of Pathologists.

Our Mission

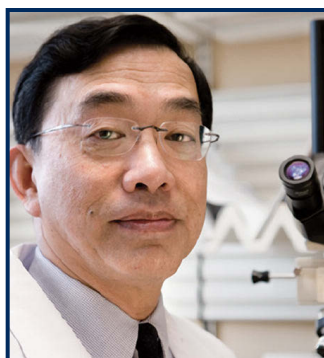
Attain the highest levels of patient care and safety in Ontario, through the promotion and/or development of initiatives that enhance the systems, environments and resources that support the work of Ontario's laboratory physicians.

Our Vision

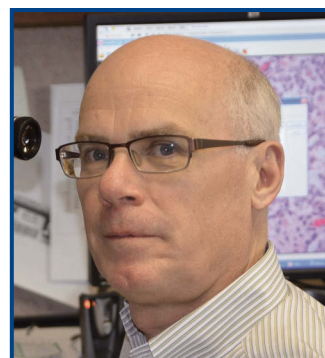
A comprehensive, integrated, high quality, laboratory medicine system, supported by appropriate resources, that is the benchmark for professional and patient satisfaction in Canada.



Suhas B. Joshi, MD FRCPC
Chair, OMA Section on
Laboratory Medicine
Co-Chair Path2Quality



David T. Shum, MB FRCPC
President, Ontario
Association of Pathologists
Co-Chair Path2Quality



J Brendan M. Mullen, MD FRCPC
Tariff Committee Chair, OMA
Section on Laboratory
Medicine



C. Meg McLachlin, MD, FRCPC
Past Chair, OMA Section on
Laboratory Medicine



Katherine A. Chorneyko, MD FRCPC
Past President, Ontario
Association of Pathologists



Terry Colgan, MD, FRCPC
Secretary-Treasurer,
OMA Section on
Laboratory Medicine



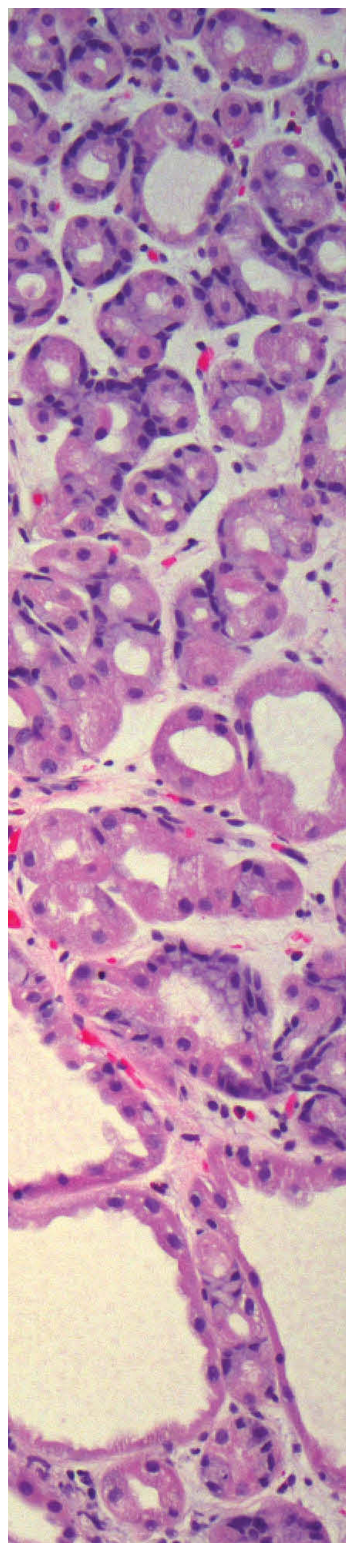
K. Niki MacNeill, MD, FRCPC
Vice Chair, OMA Section on
Laboratory Medicine



Russell Price, MD, FRCPC
Vice President, Ontario
Association of Pathologists



Satish Chawla, MBBS, FRCPC
Secretary-Treasurer, Ontario
Association of Pathologists



Fundic gland polyp of stomach

Our Values

From a patient standpoint, Ontario's system of laboratory medicine must:

- Be patient-centered, maintain clinical coherence and continuity of care;
- Consistently deliver the timely, relevant and reliable information that supports clinical decisions;
- Engender the highest levels of patient confidence and safety.

From a professional standpoint, Ontario's system of laboratory medicine must:

- Be developed and led by laboratory physicians in consultation with major stakeholders;
- Be integrated, comprehensive, flexible, and appropriately resourced to provide appropriate laboratory medicine services within community, regional and tertiary centres, while respecting local work environments and cultures;
- Embody a quality system that is guided by best practice and best evidence;
- Incorporate Standards2Quality and Work2Quality principles as articulated in those two respective guideline documents;
- Foster professional satisfaction that includes financial stability, predictability and work-life balance;
- Promote innovation and leadership among Ontario's laboratory physicians;
- Maintain the principle of self-regulation for laboratory physicians;

- Promote a respectful and productive working relationship between Ontario's laboratory physicians and key stakeholders/ influencers of the system as it relates to the practice and delivery of laboratory medicine services in the province.

Key Goals

- Build on efforts that position P2Q as the consolidated, respected voice of the profession representing the needs and interests of Ontario's laboratory physicians and their patients.
- Be the driver of change influencing the practice, delivery and quality management of laboratory medicine services in Ontario.
- Transform Ontario's laboratory medicine system to achieve the highest levels of laboratory physician satisfaction in Canada.
- Build public confidence and support for the profession and the vital services they provide.
- Build leadership capacity within the profession.

■ From Vision to Action in Five Short Years



- **Knowledge Generation**

- **Knowledge Dissemination/
Building Leadership Capacity**

- **Advocacy /
Strengthening the System of Patient Care**

- **Membership Engagement**

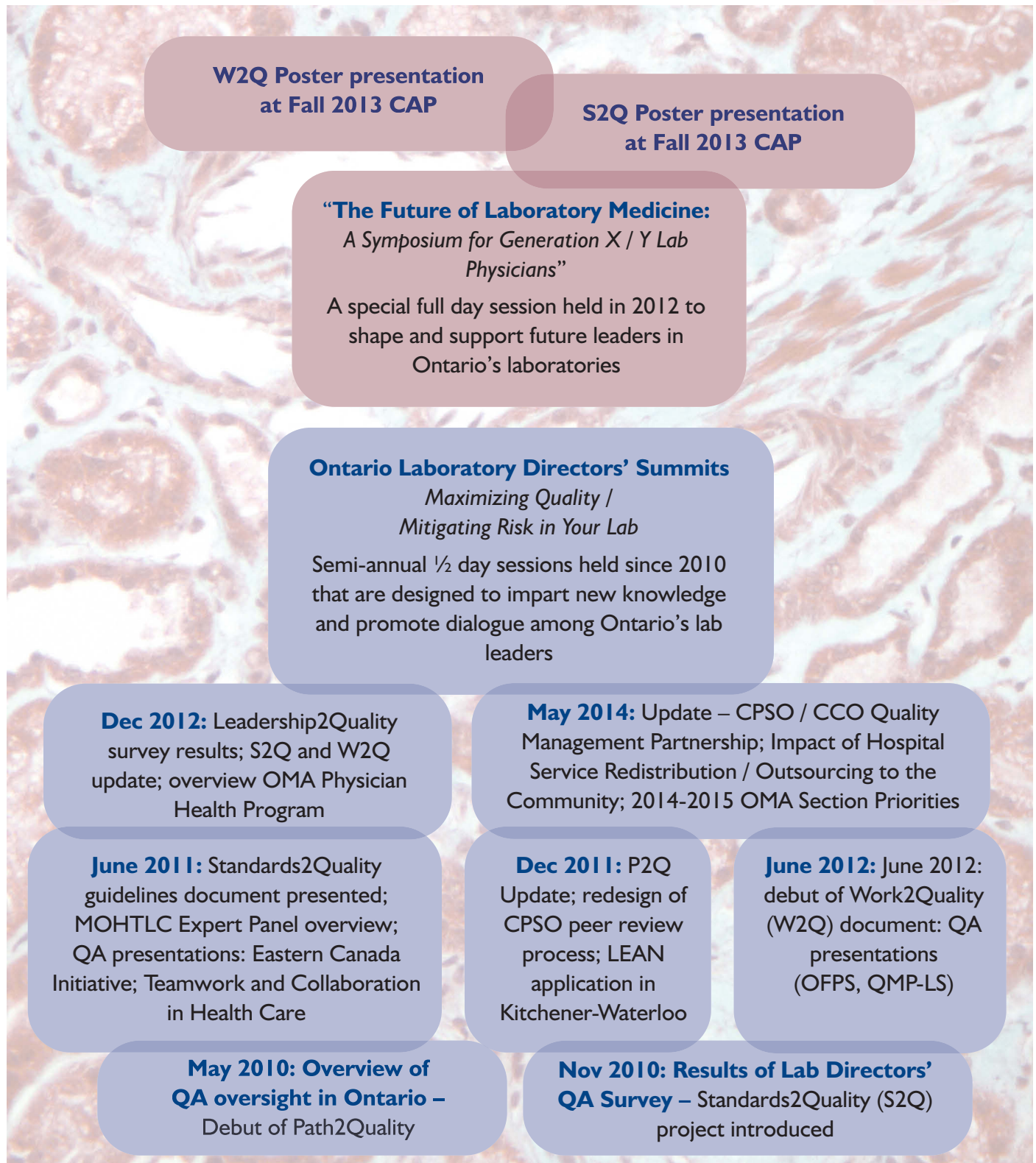


Knowledge Generation





Knowledge Dissemination / Building Leadership Capacity





Advocacy / Strengthening the System of Patient Care

February 4, 2014 consultation between CPSO / CCO QMP and OAP Board and Lab Medicine Section Committee members to gather input and test QMP assumptions and potential framework for pathology

CPSO / CCO Quality Management Partnership (QMP): Pathology Services Expert Panel (2013 – 2015): Members of the OMA Section and the OAP are participating in the Expert Panel

May 2013 Meeting with Drs. Rocco Gerace and Michael Sherar, Co-Chairs of the CPSO / CCO Quality Management Partnership to explore mandate of QMP and express physician concerns and expectations

Ministry of Health and Long Term Care Pathology Services Expert Panel Report

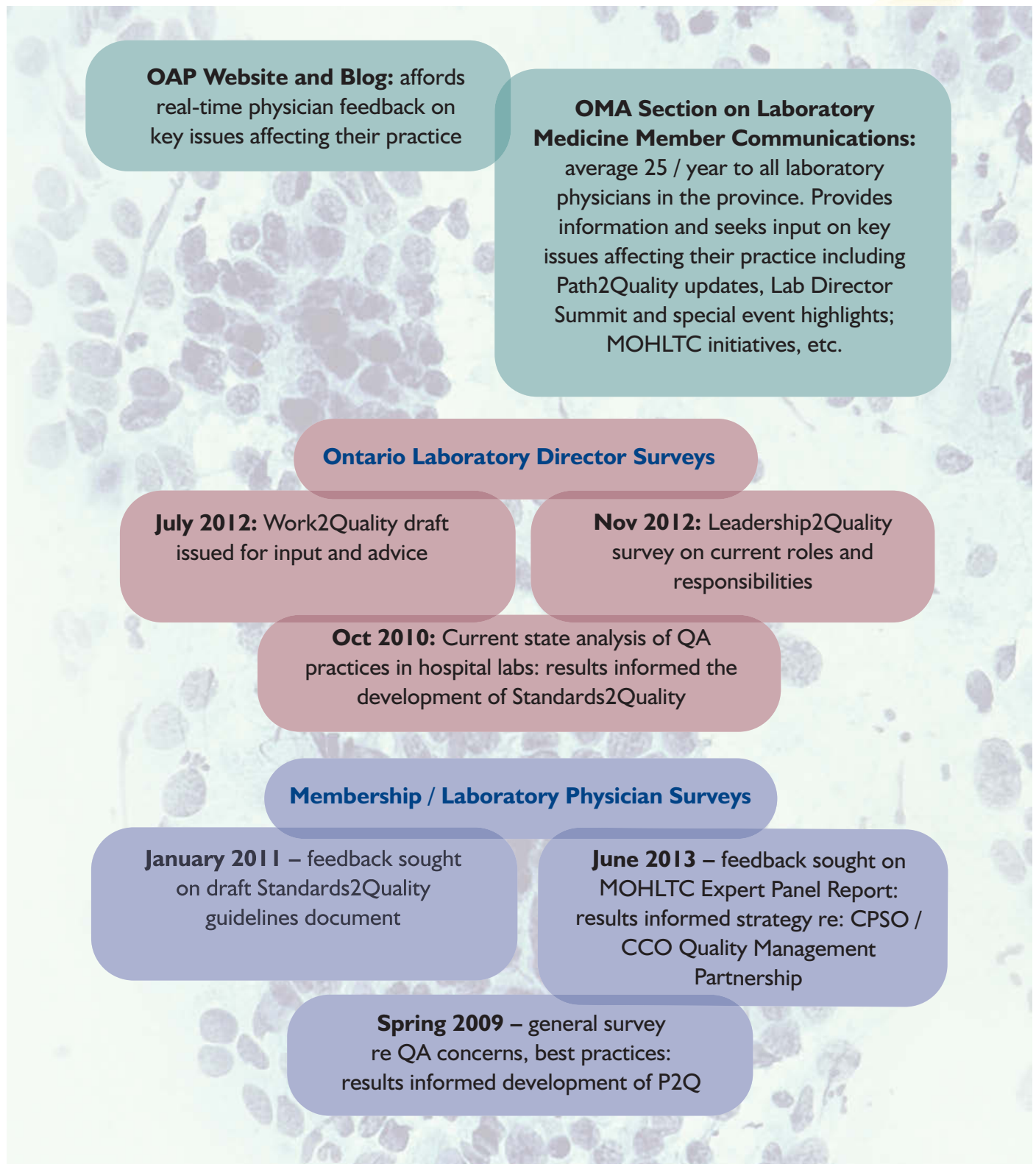
Path2Quality was a prime stakeholder in this Ministry initiative whose report was released in 2013. P2Q input and advice shaped Ministry directions moving forward

“Clarifying Roles, Responsibilities and Critical Elements in Quality Management Systems as Applied to the Professional Work of Ontario’s Laboratory Physicians”

Key stakeholder symposium organized by Path2Quality in November 2009



Membership Engagement



Laboratory physicians leading the design of a new paradigm in laboratory medicine care and service delivery in Ontario (Networks2Quality – N2Q)

- Comprehensive, integrated, high quality system that is flexible and supports the provision of laboratory medicine services in all settings
- Promotes patient satisfaction, confidence and security
- Ongoing advocacy for patients and the profession
- Continued knowledge transfer initiatives
- Practice environments that support and encourage innovation and leadership among Ontario's laboratory physicians (Leadership2Quality – L2Q)
- Address the changing delivery landscape and Ministry goals and objectives
- Continue creating new or updating published documents (S2Q, W2Q)

Supported by:

- Stable funding system (an Alternate Payment Plan-like plan) that supports clinical coherence and regional models of care
- Bilateral mechanism between the OMA and the MOHLTC to address issues relevant to the provision of quality care in Ontario

■ Path2Quality Governance Structures



Path2Quality Executive at their September 19, 2013 retreat in Collingwood.

From left to right front row: Dr. John Srigley, Past President OAP; Dr. Kathy Chorneyko, President OAP; Dr. Christina MacMillan, Secretary-Treasurer OAP; Dr. Suhas Joshi, Chair, OMA Section on Laboratory Medicine.

From left to right back row: Dr. Meg McLachlin, Past Chair, OMA Section on Laboratory Medicine; Dr. David Shum, Vice President OAP; Dr. Brendan Mullen, Tariff Chair, OMA Section on Laboratory Medicine; Dr. Niki MacNeill, Vice Chair, OMA Section on Laboratory Medicine.

Attended but not in picture: Dr. Terry Colgan, Secretary-Treasurer, OMA Section on Laboratory Medicine.



The Grand Assembly for the retreat in September, a day prior to the OAP AGM and Scientific Sessions at Collingwood. In attendance were the OMA Section on Laboratory Medicine Executive Committee, Tariff Committee and Council Members and Ontario Association of Pathologists Executive Committee and Board Members.

From left to right: Dr. Satish Chawla, Dr. Russell Price, Dr. Hudson Giang, Dr. David Hwang, Dr. John Srigley, Dr. David Shum, Dr. Virginia Walley, Dr. Brendan Mullen, Dr. Kathy Chorneyko, Dr. Murray Treloar, Dr. Meg McLachlin, Dr. Niki MacNeill, Dr. Adrian Batten, Dr. Christina MacMillan, Dr. Suhas Joshi.

Path2Quality Executive Committee

Guiding the work of Path2Quality is its Executive Committee comprised of

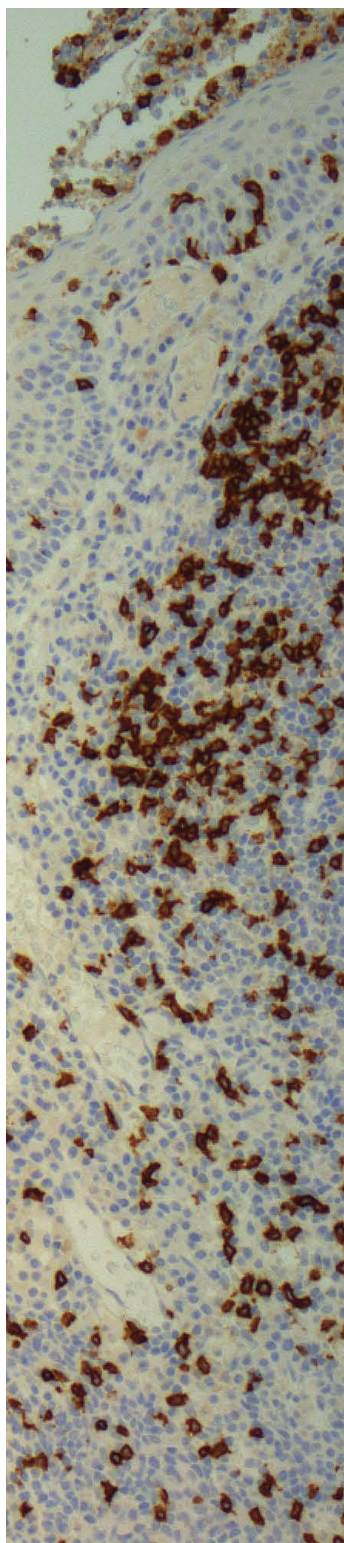
- The Executive, OMA Section on Laboratory Medicine including the Chair, Vice Chair, Past Chair, Secretary-Treasurer and Tariff Chair.
- Officers of the Ontario Association of Pathologists including the President, Vice President, Past President and Secretary-Treasurer.

The Chair of the OMA Section on Laboratory Medicine, together with the President, Ontario Association of Pathologists serve as Co-Chairs of the P2Q Executive Committee.

The Path2Quality Executive Committee reports to its two founding organizations, the OMA Section on Laboratory Medicine and the Ontario Association of Pathologists through their designated representatives.

P2Q reports to the broader membership of the founding organizations semi-annually through:

- The OMA Section on Laboratory Medicine's Annual General Meeting (Spring); and
- The Ontario Association of Pathologists' Annual General Meeting (Fall).



T lymphocytes within tonsillar tissue

Path2Quality Advisory Board

The Path2Quality Executive Committee is supported by its Advisory Board which is comprised of peer leaders and past Executive of its founding organizations.

At the request of the P2Q Executive, the Advisory Board provides periodic input, advice and expertise critical to the work of the collaborative.

Members of the P2Q Advisory Board may also participate within the Standing Committees of Path2Quality.

Path2Quality Standing Committees

To help carry out its work, Path2Quality has created standing committees, whose members are drawn primarily from the OAP Board and the Section's Executive, Council and Tariff Committees. These committees report directly to the Path2Quality Executive Committee. A description of each Standing Committee is provided below.

Standards2Quality (S2Q)

Standards2Quality: Guidelines for Quality Management in Professional Pathology Practices, articulate the basic policies and procedures that should be in place in a quality management program to govern the medical processes of professional pathologic interpretation, including cancer diagnosis. Referred to as a 'living document', S2Q, has already been revised since its initial release in 2011. Version 2, issued in September 2013 now includes sections on cytopathology and hematopathology and has been updated throughout to reflect the evolution in best practice for pathology.

The S2Q Standing Committee is responsible for the following:

- Regular review of the S2Q Guidelines revising, where required to ensure the guidelines always provide the best advice on quality management programs to support the professional work of Ontario's laboratory physicians.
- Help identify and / or develop standards and benchmarks against which performance may be measured.
- Help develop an evidence base for provincially-agreed-upon professional standards or benchmarks for such performance measurement.
- Help identify future foci for Path2Quality that support the professional work of Ontario's laboratory physicians.
- Provide input and advice via P2Q to those key stakeholder groups who are working with the S2Q Guidelines.

Work2Quality (W2Q)

One of the key quality requisites articulated in the S2Q Guidelines centers on the ability to identify the human resource and infrastructure supports that are required to support a quality management program for pathology. That is the focus of the Work2Quality (W2Q) Guidelines, a unique, made-for-Ontario workload measurement system for laboratory medicine professional practice that was developed and released in 2012. Designed to take into account a number of factors of interest to laboratory physicians in Ontario and to recognize the unique environment in which they work, the W2Q Guidelines remain the only yardstick for workload measurement in the province.

Similar to the S2Q Guidelines, it is anticipated that the W2Q Guidelines will evolve over time, to appropriately reflect contemporary laboratory medicine practice in Ontario.

The purpose of the W2Q Standing Committee, therefore, is to:

- Receive and regularly review those comments and suggestions from members received through the OMA Section and the OAP, and make modifications to the W2Q Guidelines as are required over time.
- Identify potential strategies that could be employed to get the W2Q Guidelines endorsed by key stakeholder groups who influence the practice of laboratory medicine.

Leadership2Quality (L2Q)

Consistent with P2Q's goals of building leadership capacity within the profession, there is the need to identify and cultivate the leadership skills and qualities that support a comprehensive, integrated, high quality, laboratory medicine system. That is the focus of the Leadership2Quality (L2Q) Committee which is responsible for the following:

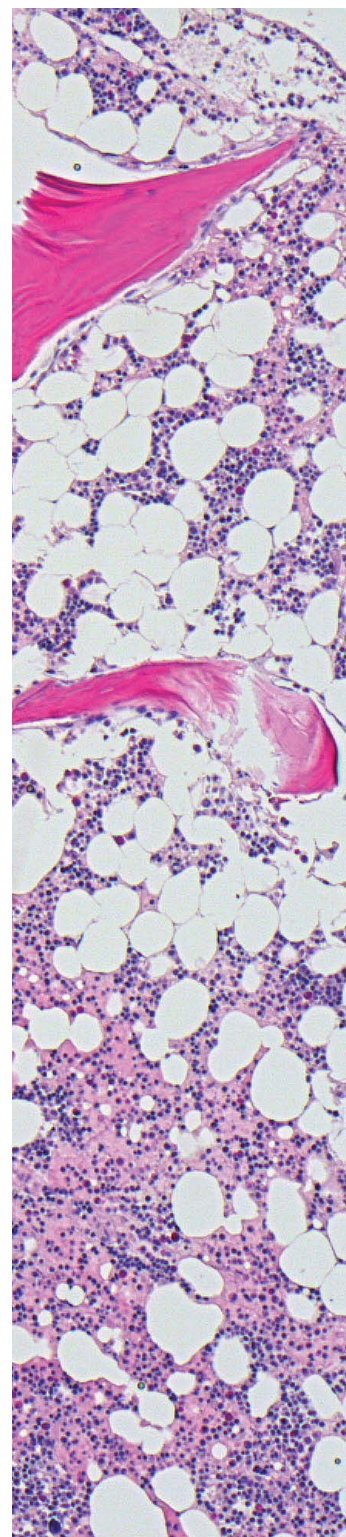
- Review existing leadership roles in laboratory medicine, e.g., laboratory director, chief of department, head of section, head of discipline, lead for quality etc. – and the function and responsibilities associated with these roles.
- Within the context of an evolving quality-focused laboratory medicine network of care, identify the future skills, perspec-

tives and experience required of these laboratory leaders in order to meet the expectations placed on them.

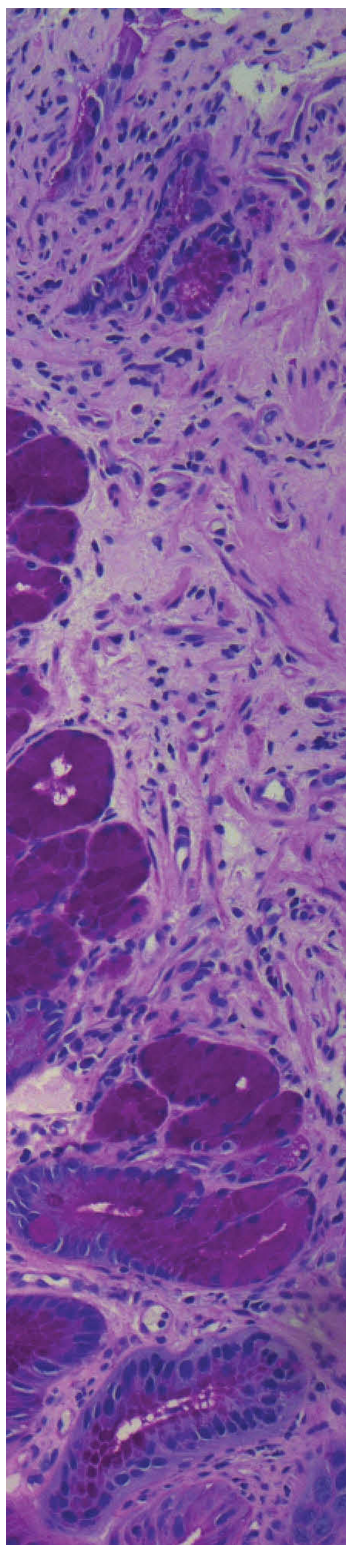
- Conduct a gap analysis. Compare current role definitions and responsibilities of laboratory leadership against these future required skills, perspectives and experience in order to determine potential gaps that need to be addressed.
- Identify and make recommendations on the support requirements and processes needed by these leaders to address these gaps.
- Identify opportunities or programs that could be developed to promote individual skills development / self-learning within the pathology community in general.
- Customize the leadership framework to meet the needs of a medical laboratory within the context of size, sites, mandate and complexity of the organization.

Networks2Quality (N2Q)

Rapid changes in health care planning and service delivery, coupled with increasing demand and expectations placed on the profession, warrant delivery models that are robust, flexible and responsive. One size does not fit all. That is the underlying premise of Networks2Quality which is envisioned to create a patient-centric, quality-focused, seamless laboratory medicine system that maintains continuity of care and clinical coherence.



Normal bone marrow biopsy



Reactive gastropathy

Within this context, the Networks2Quality (N2Q) Committee is envisioned to pursue the following:

- Map how laboratory medicine services are currently provided across Ontario taking into account the current intra-laboratory / referral relationships that exist.
- Provide professional input and guidance with respect to potential changes that could affect the laboratory medicine practice environment.
- Determine the impact on staffing and clinical coherence arising from:
 - Regionalization initiatives within the LHINs;
 - Service-redistribution of hospital-based services (e.g., endoscopy and colonoscopy) to Community-Based Specialty Clinics (CBSCs) or to Independent Health Facilities (IHF);
 - Shifts in hospital-based funding from global funding to Quality-Based Procedures funding,
 - Other changes as identified by the N2Q Committee or P2Q
- Design an ideal network of laboratory medicine services within the province that supports the development of a sustainable, comprehensive, integrated, high quality, laboratory medicine system in Ontario.
- Develop recommendations (e.g, resources and other pre-requisites) that could support the development of this ideal network of laboratory medicine services within the province.

Path2Quality Special Committees / Working Groups

From time to time, the Executive of Path2Quality may create sub-committees or working groups whose specific focus, membership, terms of reference and duration will be determined by the P2Q Executive.

Karen N. MacNeill, MD FRCPC

Chair, OMA Section on Laboratory Medicine;

Co-Chair Path2Quality;

Chief of Pathology, Royal Victoria Regional Health Centre;

Lecturer, Department of Laboratory Medicine and Pathobiology, University of Toronto

Suhas B. Joshi, MD FRCPC

Past Chair, OMA Section on Laboratory Medicine;

Chief of Department of Laboratory Medicine and Regional Director of Laboratories, Niagara Health System;

Adjunct Assistant Clinical Professor, Department of Pathology and Molecular Medicine, McMaster University

Catherine Ross, MD FRCPC

Vice Chair, OMA Section on Laboratory Medicine;

Pathologist, Hamilton Regional Laboratory Medicine Program;

Associate Professor, Department of Pathology and Molecular Medicine, McMaster University

J Brendan M. Mullen, MD FRCPC

Chair, OMA Section on Laboratory Medicine Tariff Committee;

Deputy Director, Department of Pathology and Laboratory Medicine, Mount Sinai Hospital;

Associate Professor, Departments of Laboratory Medicine and Pathobiology, Urology and Anaesthesia, University of Toronto

Terry Colgan, MD FRCPC

Secretary-Treasurer, OMA Section on Laboratory Medicine;

Head of Sections of Gynecological & Cyto-Pathology, Mount Sinai Hospital;

Professor, Laboratory Medicine & Pathobiology, University of Toronto

David T. Shum, MB FRCPC

President, Ontario Association of Pathologists;

Co-Chair Path2Quality;

Medical Director and Chief,

Department of Laboratory Medicine,

Windsor Regional Hospital, and Leamington District Memorial Hospital;

Adjunct Professor, Department of Pathology, Western University

Katherine A. Chorneyko, MD FRCPC

Past President, Ontario Association of Pathologists;

Medical Director, Laboratory Services

Brantford Community Healthcare Services;

Associate Professor, Department of Pathology and Molecular Medicine, McMaster University

Russell Price, MD FRCPC

Vice President, Ontario Association of Pathologists;

Clinical Director of Laboratories, Royal Victoria Regional Health Centre;

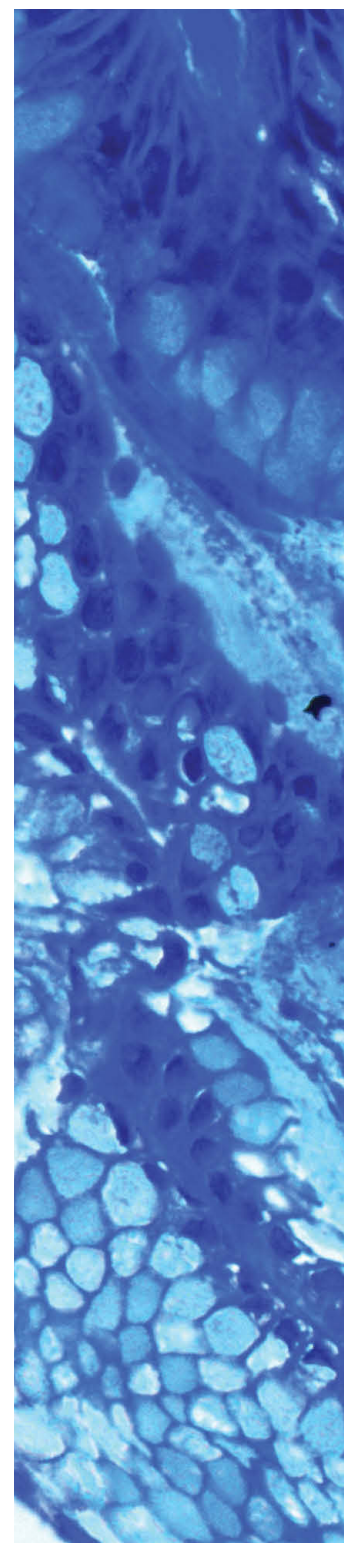
Adjunct Assistant Clinical Professor, Department of Pathology and Molecular Medicine, McMaster University

Satish Chawla, MBBS FRCPC

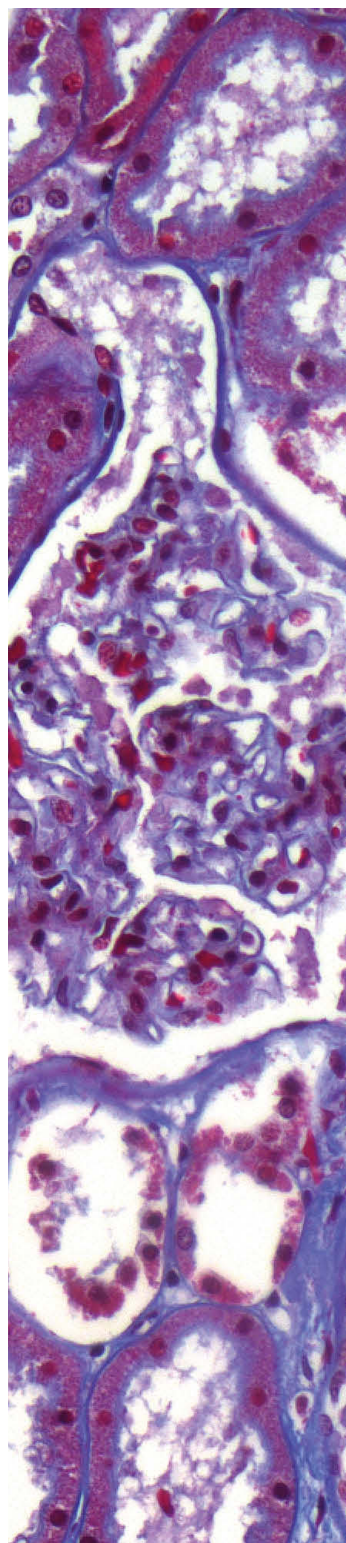
Secretary-Treasurer, Ontario Association of Pathologists;

Staff Pathologist; Department of Laboratory Medicine, Niagara Health System;

Adjunct Assistant Clinical Professor, Department of Pathology and Molecular Medicine, McMaster University



Helicobacter pylori in stomach biopsy



Normal kidney biopsy

OMA Section on Laboratory Medicine

C. Meg McLachlin, MD FRCPC
Past Chair (2010 – 2012), OMA Section on Laboratory Medicine;
 Program Head, Pathology, London Health Sciences Centre;
 Professor, Department of Pathology, Western University

J Brendan M. Mullen, MD FRCPC
Past Chair (2008 – 2010), OMA Section on Laboratory Medicine;
 Deputy Director, Department of Pathology and Laboratory Medicine, Mount Sinai Hospital;
 Associate Professor, Departments of Laboratory Medicine and Pathobiology, Urology and Anaesthesia, University of Toronto

Virginia M. Walley, MD FRCPC
Past Chair (2006 – 2008), OMA Section on Laboratory Medicine;
 Ontario Medical Director, LifeLabs;
 Clinical Professor, Department of Laboratory Medicine and Pathobiology, University of Toronto;
 Adjunct Professor, Department of Pathology and Molecular Medicine, Queen's University

Ontario Association of Pathologists

John R. Srigley, MD FRCPC FRCPATH FRCPA (Hon.)
Past President (2009 – 2011), Ontario Association of Pathologists;
 Chief and Medical Director, Laboratory Medicine and Genetics Program, Trillium Health Partners;
 Professor, Department of Pathology and Molecular Medicine, McMaster University

Suhas B. Joshi, MD FRCPC
Past President (2006 – 2009), Ontario Association of Pathologists;
 Chief of Department of Laboratory Medicine and Regional Director of Laboratories, Niagara Health System;
 Adjunct Assistant Clinical Professor, Department of Pathology and Molecular Medicine, McMaster University

Dimitrios Divaris, MBChB FRCPC
Past President (2004 – 2006), Ontario Association of Pathologists;
 Joint Chief of Pathology and Medical Director of Laboratory Medicine GRH and SMGH
 CCO Clinical Lead, Pathology and Reporting Standards;
 LHIN3 CCO Pathology Lead

Murray Treloar, MD FRCPC CCPE
Past President (1999 – 2002), Ontario Association of Pathologists;
 General Pathologist, Gamma-Dynacare Medical Laboratories & Lakeridge Health-UHN;
 Lecturer, Part-time, Department of Laboratory Medicine and Pathobiology, Faculty of Medicine, University of Toronto

Member-at-large (Peer Leader)

Diponkar Banerjee, MBChB FRCPC PhD
 Head, Division of Anatomical Pathology, Eastern Ontario Regional Laboratory Association, and The Ottawa Hospital;
 Regional Pathology Lead, Cancer Care Ontario;
 Professor of Pathology and Laboratory Medicine, University of Ottawa

Sandip K. SenGupta, MD FRCPC CCPE
Past President (1997 – 1999), Ontario Association of Pathologists;
 Medical Laboratory Director & Deputy Head, Dept. of Pathology & Molecular Medicine, Kingston General Hospital & Hotel Dieu Hospital;
 Professor of Pathology and Oncology, Queen's University

Year	Date	Description
2008	Spring	Concept of Quality4Pathology involving 4 major stakeholders – OMA Section, OAP, CCO and QMP-LS) was discussed.
2008	June 24	Inaugural planning meeting of Quality4Pathology held at Mt. Sinai.
2008	Late Summer	With the emphasis being an organization that represents and advocates for the profession, Quality4Pathology evolves into Path2Quality with two principal organizations: OMA Section on Laboratory Medicine and the Ontario Association of Pathologists.
2008	October 3	Concept and draft Terms of Reference for P2Q presented and endorsed at the OAP Board and AGM, Haliburton, Ontario.
2008	November	Terms of Reference approved.
2009	Spring	Members' survey identified areas of concern / potential focus for P2Q: pathologist error in reporting; best practices related to the quality of professional interpretation; and workload and staffing.
2009	November 27	“Too Much? Too Little? Or Just Right? Clarifying Roles, Responsibilities and Critical Elements in Quality Management Systems as Applied to the Professional Work of Ontario's Pathologists” - the launching point for P2Q: A symposium that brought together the key stakeholders who are currently involved or have an interest in quality systems as they apply to the professional work of laboratory physicians. The symposium fostered a spirit of commitment and collaboration among symposium participants.
2010	April	First collaboration begins between Cancer Care Ontario and P2Q with CCO funding approval of the Standards2Quality project: comprehensive guidelines for internal quality assurance, focused on the medical / professional interpretive processes related to surgical pathology. Guidelines developer job description developed for project.
2010	May 14	Inaugural Ontario Laboratory Directors' and CCO Pathology Leads' Summit: Maximizing Quality / Mitigating Risk in Your Laboratory. Debut of Path2Quality including mandate, terms of reference. Also presented: Overview of QA oversight in Ontario; Regionalization and Reorganization of Laboratory Services in Ontario (Niagara Region and EORLA); Highlights November 2009 Stakeholder Summit; Case Study and Panel Discussion – What to Do if Your Lab Comes Under the Microscope.

Year	Date	Description
2010	June 1	Guidelines Developer, Barbara Lemay, contracted (June 1st) and work begins.
2010	June 5	Inaugural meeting of Standards2Quality (S2Q) Steering Committee to set parameters. (Mt. Sinai Hospital)
2010	June 9	Quality Summit – Toronto. Discussed S2Q project. One page descriptor of S2Q project launched to media via OMA Public Affairs.
2010	June 23	Windsor Final Report circulated
2010	August 6	P2Q letter to the Honorable Health Minister Deb Matthews post-Windsor review emphasizing P2Q element of Windsor review recommendations.
2010	September 15	P2Q Co-Chairs' meeting with OHA and CPSO.
2010	October	Current state analysis survey issued to Ontario Laboratory Directors to assess the level of activity / resources that are currently being devoted to quality assurance practices related to professional interpretation in anatomic pathology, specifically surgical pathology. Survey sent to 84 hospital laboratories in Ontario. 90% response rate. Results used by S2Q Steering Committee to help inform development of S2Q project.
2010	October	Draft policies assigned, reviewed and revised by members of S2Q Committee
2010	November 3	Section members' mailing: First call for participants for Workload2Quality project.
2010	November 4	S2Q Steering Committee meeting at The Credit Valley Hospital. Reviewed QA policies: External Consult, Intradepartmental Consultation/Review, Intraoperative Consultation, Previous Surgical / Cytology Material, Retrospective Review, Turnaround Times P2Q Laboratory Directors' QA survey developed and circulated to recipients shortly thereafter.
2010	November 26	Laboratory Directors' Summit – Results of Laboratory Directors' QA practices survey presented as well as Standards2Quality project. Other topics at Summit: Panel Update on Surgical and Pathology Issues in Windsor: Digital Pathology Presentation by Dr. Christian Couture.

Year	Date	Description
2011	Jan-Feb	Final draft version developed for peer review and Section members' feedback.
2011	February	External peer review conducted. Peer review group represented a selection of national and international experts with an interest in, and knowledge of, the various quality management programs in place for surgical pathologists both in Canada and in other jurisdictions. Peer reviewers included: Drs. Diponkar Banerjee (CAP); Brett Delahunt (Chair, Cancer Control New Zealand); Paul McKenzie (President, Royal College of Pathologists of Australasia); Conor O'Keane (Dean, Faculty of Pathology, Royal College of Physicians of Ireland); Kieran Sheahan (Royal College of Physicians of Ireland); Michael Wells (Royal College of Pathologists of UK); Niall Swan (St. Vincent's Hospital, Ireland); Raouf Nakhleh (Mayo Clinic, Florida); and Andrew Renshaw (Baptist Hospital, Miami Florida).
2011	March	Revisions incorporating member and peer reviewer comments made to S2Q for final version.
2011	March 31	FINAL version released: Standards2Quality – Guidelines for Quality Management in Surgical Pathology Professional Practices, A Proposal for Laboratory Physicians in Ontario together with covering letter that outlined themes, strategic directions and next steps.
2011	June 10	Ontario Laboratory Directors' and CCO Pathology Leads' Summit – culmination of S2Q project with presentation of Standards2Quality Guidelines for Quality Management in Surgical Pathology Practices, Summit also includes presentations by: Dr. Stephen Raab on Quality Assurance and Quality Improvement Initiatives: Eastern Health (Newfoundland and Labrador); Quality and Safety: Communication, Collaboration and Teamwork (Dr. Murray Treloar); and an overview of the MOHLTC Pathology Services Expert Panel (Dr. Sylvia Asa)
2011	June	S2Q Guidelines also endorsed by the Quality Committee of the Canadian Association of Pathologists at their Annual General Meeting in June, 2011.
2011	December 2	Laboratory Directors' Summit – Update on P2Q initiatives plus: proposed changes to LMFFA payments and the benefits of organizing as a group (Mr. Jim Simpson, OMA Legal Counsel); employing the LEAN "Supermarket Model" and negotiating for new positions in Kitchener Grand River (Drs. Demo Divaris and Brian Cummings); an overview of the proposed redesign of the CPSO's peer review process as it relates to the creation of peer assessor networking groups.

Year	Date	Description
2011	December	Work2Quality working group struck to develop unique-to-Ontario workload measurement guidelines that balance compensation against what is appropriate with respect to workload, efficiency and effectiveness. W2Q seen as essential tool for supporting current and long-term planning of patient care needs, human resource and training program requirements and effective quality and risk management.
2012	Spring	Cytology and hematology working groups struck
2012	June 8	The Future of Laboratory Medicine – A Symposium for Generation X/Y Lab Physicians – unique full-day session divided into 2 distinct parts. Part 1 – overview of key organizations (OMA, OAP, CPSO, QMP-LS, Pathology Professional Societies) important for lab physicians. Part 2 – case studies designed to illustrate key issues and concerns prevalent in today's practice and strategies that can be employed to address them.
2012	June 2	Overview of the draft Work2Quality guidelines presented by Dr. Virginia Walley at June 2nd Laboratory Directors' Summit. Other presentations included an overview of the Ontario Forensic Pathology Services' health and safety survey (Dr. Kathy Chorneyko) and current and future directions of QMP-LS and IQMH (Dr. Greg Flynn).
2012	July	Survey of W2Q sent to lab directors and revisions made based on feedback.
2012	Sept-Oct	W2Q calculator developed
2012	October 18	S2Q cytology and hematopathology work debuts at OAP AGM.
2012	November	L2Q Survey circulated to Lab Directors
2012	December 7	Survey results of Leadership2Quality presented by Dr. Niki MacNeill at December 7th Lab Directors' Summit. Other presentations included an update on S2Q and W2Q; the implications for laboratories arising from new cervical screening guidelines (Dr. Meg McLachlin); and an overview of the OMA Physician Health Program and resources / help available for physicians experiencing distress.
2012	December	Pilot site testing of Work2Quality begins. 10 sites ranging from academic to small community-based centres agree to participate.
2013	January	Results of W2Q Pilot site trial reviewed

Year	Date	Description
2013	February	P2Q made aware of Quality Management Partnership initiative by CPSO and write letter to Dr. Gerace (Registrar, CPSO) and Dr. Sherar (CEO, CCO)
2013	March 29	CCO/CPSO Quality Management Partnership (QMP) announced by MoHLTC
2013	April 6	P2Q executive participates in QMP stakeholders' symposium
2013	May 11	Special OMA Section members' meeting at OMA held with Drs. Gerace and Sherar to discuss QMP.
2013	May 29	P2Q executive meet with Dr. Sherar / Dr. Gerace and other QMP leaders to discuss role of P2Q in QMP.
2013	June-August	Survey about MOHLTC Expert Panel Report distributed to all members. Results posted on OMA and OAP websites
2013	July	P2Q participates in selection of QMP clinical lead
2013	August	P2Q assists in distribution of call for expressions of interest to participate in QMP Pathology Expert Advisory Panel. Candidate list provided to CPSO / CCO.
2013	September 3	Version 2 of Standards2Quality released and available on OMA Section and OAP websites.
2013	September 19	P2Q planning session held at Blue Mountain, Collingwood, ON.
2013	October 13	Work2Quality (W2Q) – Tailored workload measurement guidelines, and their usefulness for human resource planning in Ontario poster presented at College of American Pathologists' meeting in Orlando
2013	October 14	Standards2Quality (S2Q) – Demonstrated usefulness of S2Q's quality management program guidelines for surgical pathology practices poster presented at College of American Pathologists' meeting in Orlando
2014	February 4	CPSO / CCO Quality Management Partnership formal consultation with members of the OAP Board and Section on Laboratory Medicine Executive, Council, and Tariff Committees to garner feedback on proposed quality framework for pathology. Both the OAP and OMA Section issue formal responses / commentary subsequent to consultation
2014	February 21	P2Q planning session held in Toronto
2014	May 2	Laboratory Directors' Summit: Update – CPSO / CCO Quality Management Partnership; Impact of Hospital Service Redistribution / Outsourcing to the Community; 2014-2015 OMA Section Priorities

Dr. Suhas B. Joshi

Chief, Department of Laboratory Medicine
& Regional Director of Laboratories
Niagara Health System, St. Catharines Site
1200 Fourth Ave, St. Catharines, ON L2S 0A9
W: 905-684-7271 x 46510 | F: 905-984-5578
sjoshi@niagarahealth.on.ca

Dr. David T. Shum

Medical Director and Chief,
Department of Laboratory Medicine
Windsor Regional Hospital
1995 Lens Avenue, Windsor, ON N8W 1L9
W: 519-254-5577 x 52340 | F: 519-245-6861
david.shum@wrh.on.ca



Ontario Association of Pathologists