

Manitoba Physician Achievement Review Report

Dr. Name Name

File Number NNNNNNN

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Your Achievement

Congratulations! You have successfully completed the Manitoba Physician Achievement Review (MPAR). Thank you for borrowing time from your busy practice to participate in MPAR. We trust that the results recorded here repay that time by giving you a useful snapshot of your practice, identifying its strengths and pointing out areas for potential improvement.

There is always room for growth. As you reflect on action plans in response to this report, you are not alone. Support is available for the asking from The College of Physicians & Surgeons of Manitoba, (including its Physician Practice Enhancement Committee and MPAR staff) as well as from the University Of Manitoba Office Of Continuing Professional Development. You will find contact information at the end of this document. Please feel free to use these resources.

All too often, “continuous improvement” remains an amorphous concept, too hazy to apply to daily practise. Your personal report, by contrast, identifies concrete areas where you can most profitably focus energy. Over time, MPAR will identify specific habits practised by outstanding physicians and these will be shared in newsletters and on the website at www.mpar.ca.

If you have any questions or concerns about either the review process or your specific report, be sure to alert Pivotal Research Inc., the independent firm that administers MPAR. You will find the contact information at the end of this document.

Although the MPAR methodology and tools have been tested extensively, physician feedback will continue to result in future improvements to the program. MPAR will be evaluated on a regular basis, in order to ensure the program itself is subject to continuous quality improvement.

Many thanks for your part in making the Manitoba Physician Achievement Review a valuable and effective tool for Manitoba physicians. Be assured your investment in our common goal of lifelong professional development will reap far-reaching dividends for yourself, for our profession and for all Manitobans.

Following is a series of questions and answers that we hope will provide clarification on various aspects of the Manitoba Physician Achievement Review program.

What is the Manitoba Physician Achievement Review?

MPAR is a program of performance assessment and feedback that provides physicians with information about their medical practice as seen through the eyes of their medical colleagues, co-workers and patients. Feedback is presented to physicians in a confidential report that contains individualized data and comparisons to the average scores of physicians with similar practices. Eligible physicians in Manitoba are required to participate in this process once every 7 years.

Why was MPAR introduced?

The College of Physicians & Surgeons is charged with ensuring that every physician continues to meet and advance the high standards of practice required to work effectively within the Manitoba medical community. MPAR is designed to promote a culture of continuous quality improvement among Manitoba physicians and to offer a link between assessment and more

focused professional development activity. MPAR provides individualized feedback to physicians completing the review process to assist in their ongoing efforts to enhance their medical practices, while recognizing that excellence in medical practice requires abilities that extend beyond the traditional measures of clinical skills and knowledge.

Who participates in MPAR?

Since September 2011, Manitoba Regulation requires every physician in the province to participate in MPAR once every 7 years. Physicians in clinical practice for at least 3 years in Manitoba must participate when selected. Those physicians whose patient volume is insufficient to provide meaningful data, as well as those practices for which a tool has not yet been developed, may be exempt from participation.

About 350 physicians are reviewed in a year. Each of them, in turn, asks 8 physician colleagues, 8 non-physician healthcare co-workers and 25 patients to assist in the review by answering a questionnaire.

What does MPAR assess?

MPAR is designed to provide feedback in a variety of practice areas. The assessed attributes differ depending upon the type of reviewer (medical colleague, co-worker or patient).

MPAR questionnaires cover 15 attributes of practice performance:

- Medical Colleague
 - Clinical Competency
 - Psychosocial Management of Patients
 - Patient Interaction
 - Professional Self Management
 - Consultation Communication
- Co-worker
 - Patient Interaction
 - Co-worker Collegiality
 - Co-worker Communication
- Patient
 - Patient Interaction
 - Phone Communication
 - Information for Patients
 - Personal Communication
 - Office Staff
 - Physical Office
 - Appointments

Several questions explore each attribute. The groups of questions are both statistically and logically linked, adding credence to the findings. The specific topics covered by each responding group vary slightly, to capture the differing insights gleaned by patients, co-workers and colleagues.

Why survey so many people?

The number of reviewers has been calculated to ensure the statistical reliability of the data. The multidimensional perspectives provided by patients, co-workers and colleagues give you a rounded and reliable view of your practice. Such feedback is critical to the quality improvement cycle, which always involves measuring performance, analyzing the information, planning and implementing a response and then measuring performance again. Without feedback, we rely on our own perceptions, which may not match those of other people.

Assessment programs elsewhere find that physicians appreciate detailed, reliable feedback, particularly clarification about what others consider exemplary medical practice. Think back to your own training, when frequent observation and feedback from instructors, teachers and mentors shaped your knowledge and skills. Just as that feedback used the benchmarks of learning objectives and performance standards, your MPAR report is displayed against the backdrop of scores received by other physicians in similar practices, allowing you to compare your standing against a norm.

This report is just one snapshot of your complex practice. It remains for you to assess the results in the context of your daily activity, to decide which issues are important to you and what changes are desirable and possible.

Does self-selection bias results?

Research indicates that self-selection does not bias the results provided there are a sufficient number of respondents. Results will be reported for individual questions and questionnaires where the minimum number required has been received. This practice also helps to protect respondent confidentiality since individuals cannot be identified within a larger group.

Have the instruments been validated?

The Physician Achievement Review (PAR) was introduced in Alberta in 1999. Researchers at the University of Calgary conducted studies to confirm that the survey instruments satisfied standards for reliability and validity. Scientific validation is an essential feature of the PAR program and is one of the reasons it has been adopted by The Colleges of Physicians & Surgeons of Manitoba and Nova Scotia. The body of evidence indicates that the tools measure what they purport to measure and the results are meaningful to physicians. You can learn more about instrument validity from the scientific publications listed on the MPAR website.

What does MPAR accomplish?

MPAR sets the stage for a culture of quality improvement among all Manitoba physicians, individually and as a group.

For you as an individual, this arms-length appraisal points out areas of strength and potential areas for practice enhancement. Using this information, you can design a self-directed program of professional development to enhance your practice.

For all Manitoba physicians, over time, MPAR will build benchmarks for excellence within the profession as a whole, while introducing an assessment process that is focused on professional development and continuous quality improvement. A regular and positive assessment process

gives both the medical community and the public confidence that Manitoba's physicians put a high priority on excellence.

Are MPAR results confidential?

Information contained in your MPAR profile is confidential and for educational purposes only. Surveys completed by the people you identified are held in confidence by Pivotal Research. MPAR results are not to be used in applying for privileges, in legal proceedings, in publicity or in advertising.

Does the College see my report?

Most physicians' reports are known only to Pivotal Research, the independent research firm that analyzes the questionnaires and administers MPAR. Only a small number of profiles are seen by the Physician Practice Enhancement Committee (PPEC) of the College, which reviews flagged reports in a non-nominal fashion. Reports are chosen for committee review according to the number of "commendation or information" flags (see the next section for definitions). These are the reports that might open the greatest opportunities for practice enhancement or offer the best ideas for the rest of the profession. Even then, only one committee member will know the identity of the individual.

What happens if my report is reviewed?

Pivotal Research will provide your name, address and telephone number to one of the Physician Advisors of the Physician Practice Enhancement Committee (PPEC). The Physician Advisor will contact you for an interview, asking and answering questions that place the report in context: Do the results make sense? What factors may have contributed to the results?

Next, the interview results are discussed by the PPEC non-nominally (to protect your identity). The committee either formulates advice for you about self directed improvement or it recommends a practice visit.

The visit is conducted by a colleague in a similar practice who is trained as a practice visitor. The practice visitor does not have access to your survey report or any other information arising from the committee's review. Feedback to the program indicates most physicians find a practice visit to be enormously helpful in defining their needs and identifying the resources necessary to make improvements.

Can I request a peer practice visit?

Certainly! Upon receipt of a written request, Pivotal Research will forward a copy of your report to the PPEC. Practice visitors are specially trained to follow a protocol emphasizing MPAR's constructive focus. To keep their feedback as objective and educational as possible, they are not told the reasons for their visit before the review.

Interpreting your profile

In the charts and tables on the following pages, you'll find two distinct pieces of information: your own scores and a comparison of your scores to benchmarks set by physicians in similar practices. The scores are broken into three sections, reflecting the feedback of each responding group: your medical colleagues, your co-workers and your patients. Finally, a two-page listing compares your self assessment with others' perceptions and with the benchmark average for each question.

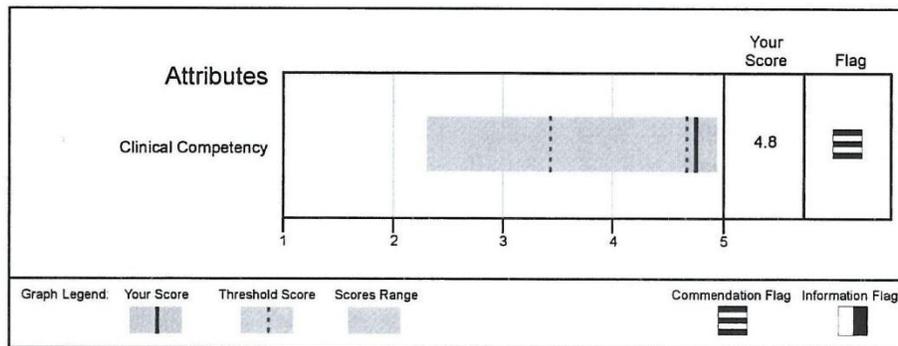
Check your personal scores

"Your Score" gives your average (mean) response to each statement or attribute. MPAR uses a 5 point scale, with 5 as near perfect. Thus, a 4 suggests your performance is perceived as above average. Because most people have a high regard for physicians, the typical profile is skewed to the upper end of the scale. It is important to recognize that small differences (such as 4.1 versus 4.5) may reflect important distinctions in the perceived quality of particular details of your practice.

Attribute and individual question results are not reported if an insufficient number of responses were received. These are indicated with an "NA".

Benchmark your performance

Next, note how your scores compare with those of your peers. Each assessment section opens with a summary chart. On that chart, gray blocks show the range of responses physicians have received regarding each attribute. Within the bands, you'll see dotted lines indicating both the lower and upper thresholds defined as scores at the 10th and 90th percentiles. The bold line shows your average score. To review scores on the individual items that make up each attribute, turn to subsequent pages in the section.



Read the flags

Adapted from internationally recognized nautical flag symbols, flags are used throughout the profile to signal areas deserving particular attention as you build your action plan.

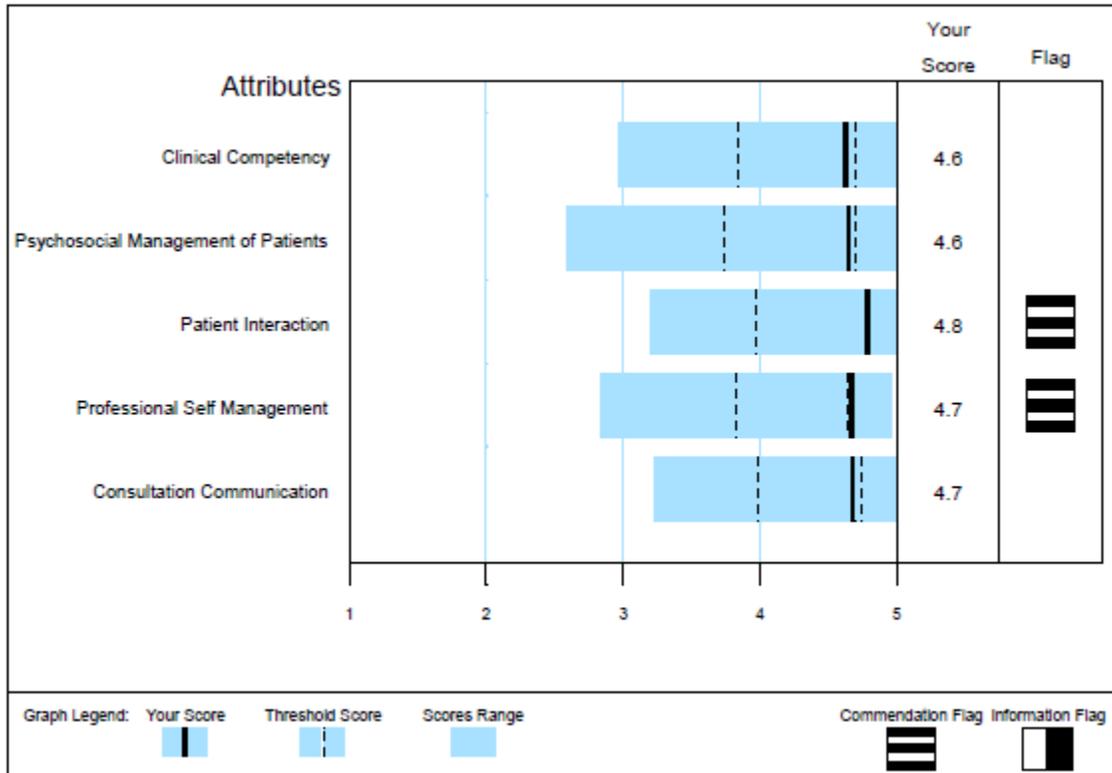
-  Commendation flag. Appears beside any score equal to or above the 90th percentile. Whatever you're doing to earn these flags, continue! And please, be generous in sharing your ideas when the MPAR team comes calling.
-  Information flag. Appears when a score is less than 4.0 and equal to or less than the 10th percentile. This flag indicates a potential area for improvement.

Know yourself

Finally, remember that your MPAR report is neither a measure of your value as a physician, nor an assessment of your knowledge and skills. It represents the perceptions of a defined group of patients, colleagues and co-workers, structured to address specific aspects of your practice and provide more reliable feedback than is commonly available. To be effective, your action plan must blend this new information with your own priorities and perceptions.

Medical Colleague Assessment Section

The Medical Colleague Assessment contains 5 attributes as illustrated below. The table that follows shows the results for individual questions. Your scores are based on the responses of 8 Medical Colleagues from whom complete assessment forms were received and processed.



Attribute Descriptions

Clinical Competency

The physician assesses, diagnoses (using the appropriate technical procedures), and selects an appropriate treatment for the patient.

Psychosocial Management of Patients

The physician relates social conditions to physical and mental health, thus resulting in appropriate referrals to non-physicians and other community resources.

Patient Interaction

The physician communicates effectively with patients and their families in a manner that conveys respect and compassion and appropriately coordinates care for patients with other health professionals.

Professional Self Management

The physician manages his/her own health care resources, professional development and stress.

Consultation Communication

The physician communicates effectively to patients the steps needed for continuing care such as referrals to other health professionals and transfer of care to specialists and consultants.

Clinical Competency

The physician assesses, diagnoses (using the appropriate technical procedures), and selects an appropriate treatment for the patient.

Question	Your Mean	Flag
4 Within the range of services provided by this physician, he/she performs technical procedures skillfully	4.6	
6 Selects diagnostic tests appropriately	4.6	
7 Critically assess diagnostic information	4.6	
8 Makes the correct diagnosis in a timely fashion	4.6	
9 Selects the appropriate treatment	4.6	
20 Manages patients with complex medical problems	4.9	
Attribute Summary for Clinical Competency		4.6

Psychosocial Management of Patients

The physician relates social conditions to physical and mental health, thus resulting in appropriate referrals to non-physicians and other community resources.

Question	Your Mean	Flag
16 Recognizes psychosocial aspects of illness	4.7	
17 Makes appropriate use of community resources for psychosocial aspects of care	4.6	
18 Makes appropriate referrals for psychosocial aspects of illness	4.6	
19 Manages patients with complex psychosocial problems	4.7	
Attribute Summary for Psychosocial Management of Patients		4.6

Patient Interaction

The physician communicates effectively with patients and their families in a manner that conveys respect and compassion and appropriately coordinates care for patients with other health professionals.

Question	Your Mean	Flag
1 Communicates effectively with patients	4.9	
2 Communicates effectively with patients' families	4.7	
21 Coordinates care effectively for patients with other health professionals and physicians	4.7	
22 Shows compassion for patients and their families	5	
23 Maintains confidentiality of patients and their families	4.7	
24 Respects the rights of patients	4.7	
Attribute Summary for Patient Interaction	4.8	

Professional Self-Management

The physician manages his/her own health care resources, professional development and stress.

Question	Your Mean	Flag
5 Within the range of services provided by this physician, he/she demonstrates appropriate judgment.	4.6	
10 Maintains quality medical records	4.4	
26 Is involved with professional development	4.8	
27 Accepts responsibility for own professional action	5	
28 Manages health care resources efficiently	4.6	
30 Is aware of own shortcomings	4.9	
31 Participates in a system of call to provide care for patients outside of regular office hours	4.6	
Attribute Summary for Professional Self-Management	4.7	

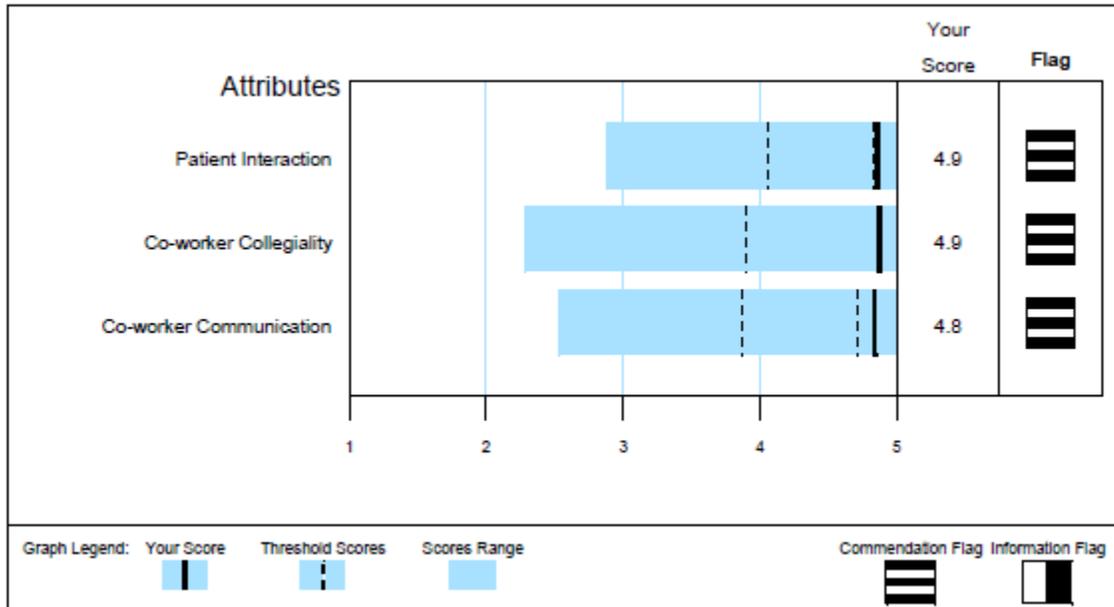
Consultation Communication

The physician communicates effectively to patients the steps needed for continuing care such as referrals to other health professionals and transfer of care to specialists and consultants.

Question	Your Mean	Flag
3 Communicates effectively with other health care professionals	4.9	
11 Handles transfer of care	4.4	
12 Refers patients in an appropriate manner	4.7	
13 Is willing to accept patient back from consultant for continuing care	4.8	
14 Provides a clear understanding about who is responsible for continuing care of the patient	4.6	
15 Communicates referral information to patients	4.5	
25 Collaborates with medical colleagues	4.9	
Attribute Summary for Consultation Communication	4.7	

Co-worker Assessment Section

The Co-worker Assessment Section contains 3 attributes as illustrated below. The table that follows shows the results for individual questions. Your scores are based on the responses of 8 co-workers from whom complete assessment forms were received and processed.



Attribute Descriptions

Patient Interaction

The physician communicates effectively with patients and their families in a nonjudgmental manner that conveys respect and compassion. The physician maintains confidentiality and is responsible for professional actions.

Co-worker Collegiality

The physician interacts and collaborates with co-workers in an effective, courteous manner which recognizes their professional skills and knowledge.

Co-worker Communication

The physician provides clear written communication, including prescriptions, and is available for consultation with other doctors and community workers.

Patient Interaction

The physician communicates effectively with patients and their families in a nonjudgmental manner that conveys respect and compassion. The physician maintains confidentiality and is responsible for professional actions.

Question	Your Mean	Flag
3 Communicates effectively with other health care professionals	4.9	
11 Handles transfer of care	4.4	
12 Refers patients in an appropriate manner	4.7	
13 Is willing to accept patient back from consultant for continuing care	4.8	
14 Provides a clear understanding about who is responsible for continuing care of the patient	4.6	
15 Communicates referral information to patients	4.5	
25 Collaborates with medical colleagues	4.9	
Attribute Summary for Consultation Communication	4.7	

Co-worker Collegiality

The physician interacts and collaborates with co-workers in an effective, courteous manner, which recognizes their professional skills and knowledge.

Question	Your Mean	Flag
2 Verbal communication with other health professionals is effective	4.9	
5 Is courteous to co-workers	5	
6 Respects the professional knowledge and skills of co-workers	4.9	
14 Collaborates well with co-workers.	4.8	
Attribute Summary for Co-worker Collegiality	4.9	

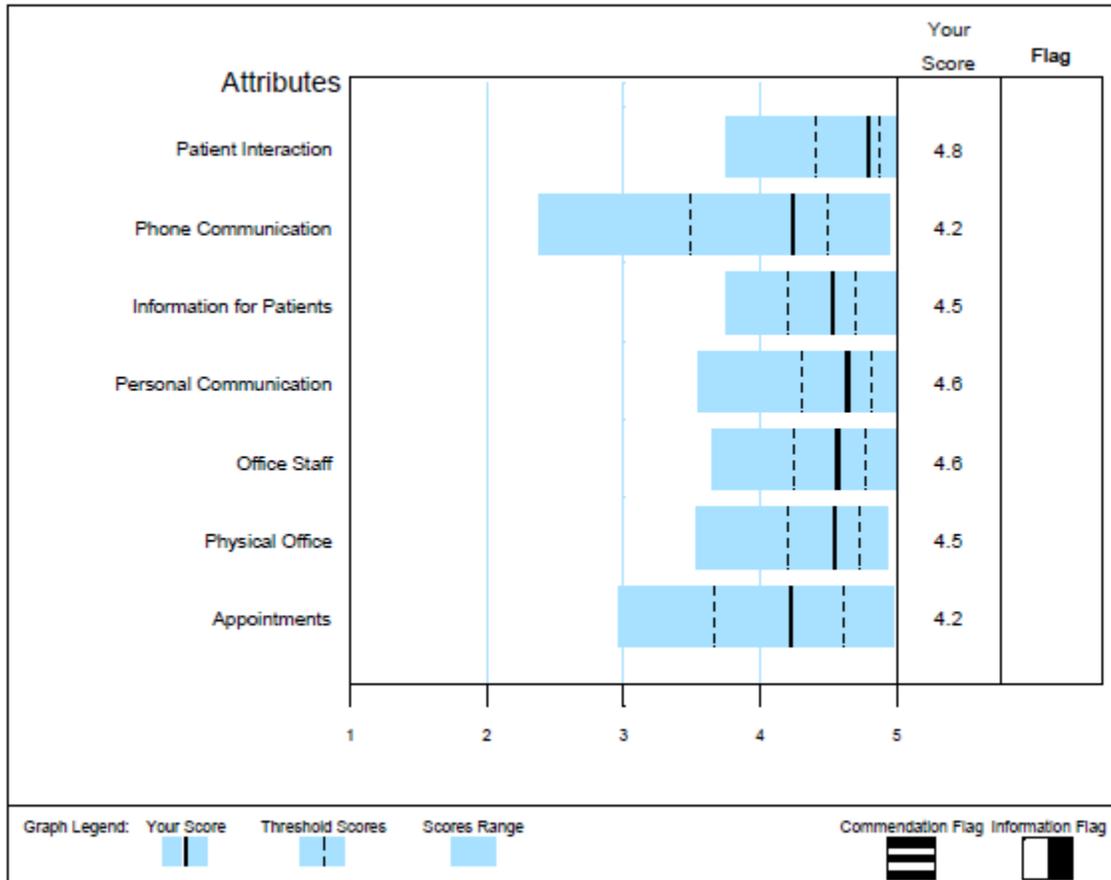
Co-worker Communication

The physician provides clear written communication, including prescriptions, and is available for consultation with other doctors and community workers.

Question	Your Mean	Flag
3 Written communication with other health professionals is effective	4.8	
4 Writes prescriptions clearly	5	
7 Makes appropriate use of community resources for psychosocial aspects of illness	4.6	
12 Accepts responsibility for professional actions	5	
17 Available for consultation about mutual patients	4.9	
Attribute Summary for Co-worker Communication	4.8	

Patient Assessment Section

The Patient Assessment Section contains 7 attributes as illustrated below. The table that follows shows the results for individual questions. Your scores are based on the responses of 25 patients from whom complete assessment forms were received and processed.



Attribute Descriptions

Patient Interaction

The physician listens, answers questions and demonstrates interest, empathy and respect for the patient during an examination period. Patients indicate whether they would return to or refer a friend to the physician.

Phone Communication

The physician is available by phone after hours for urgent medical problems.

Information for Patients

The physician provides proper information regarding medical problems, return appointments, reporting of test results, referrals to specialists, tracking of prescription and non-prescription medication and patient education.

Personal Communication

The physician adequately explains illness/injury, preventative measures, treatment options, and medication regimen and side effects.

Office Staff

The staff is pleasant, helpful, capable, professional and able to maintain confidentiality.

Physical Office

The office is accessible, clean, private, and appropriately sized.

Appointments

Appointments can be made quickly and wait time for scheduled appointments is not excessive.

Patient Interaction

The physician listens, answers questions and demonstrates interest, empathy and respect for the patient during an examination period. Patients indicate whether they would return to or refer a friend to the physician.

Question	Your Mean	Flag
7 Spends enough time with me	4.8	
8 Shows interest in my problems	4.8	
9 Asks details about my personal life, when appropriate	4.8	≡
10 Answers my questions well	4.7	
11 Examines me appropriately for my problems	4.8	
12 Treats me with respect	4.8	
13 Helps me with my fears and worries	4.7	
14 Talks with me about treatment plans	4.8	
39 I would go back to this doctor	4.8	
40 I would send a friend to this doctor	4.8	
Attribute Summary for Co-worker Communication	4.8	

Phone Communication

The availability of a doctor by phone after hours for urgent medical problems.

Question	Your Mean	Flag
21 I am able to reach a doctor by telephone after office hours	4.2	
22 In urgent cases, a doctor is available by phone	4.3	
Attribute Summary for Phone Communication	4.2	

Information for Patients

The physician provides proper information regarding medical problems, return appointments, reporting of test results, referrals to specialists, tracking of prescription and non-prescription medication and patient education.

Question	Your Mean	Flag
31 When asked, my doctor provides reports, files, or copies of letters	4.5	
32 I am advised of results of tests or x-rays	4.3	
33 My doctor arranges appointments with specialists when necessary	4.7	
34 Someone from my doctor's office follows-up on any serious problems I may have	4.5	
35 My physician talks to me about preventative care (e.g., quitting smoking, weight control, sleeping, alcohol, exercise, etc.)	4.6	
37 My doctor asks regularly about prescription and non-prescription medicine I may be taking	4.7	
38 My doctor has printed health information available	4.6	
Attribute Summary for Information for Patients	4.5	

Personal Communication

The physician adequately explains illness/injury, preventative measures, treatment options, and medication regimen and side effects.

Question	Your Mean	Flag
1 Your doctor explained your illness or injury to you thoroughly	4.8	
2 Your doctor adequately explained your treatment choices	4.8	
3 Your doctor clearly explained your problem and how to avoid it in the future	4.5	
4 Your doctor explained when to return for follow-up care	4.6	
5 Your doctor clearly explained how and when to take your medicine	4.8	
6 Your doctor told you of any side effects of the medicine	4.3	
Attribute Summary for Information for Patients	4.5	

Office Staff

The staff is pleasant, helpful, capable, professional and able to maintain confidentiality.

Question	Your Mean	Flag
23 Is very capable	4.5	
24 Is helpful and pleasant	4.5	
25 Is respectful of patients	4.5	
26 Behaves in a professional manner	4.6	
27 Works well with my doctor	4.6	
28 Prevents patients from hearing confidential information about other patients	4.6	
Attribute Summary for Office Staff		4.5

Physical Office

The office is accessible, clean, private, and appropriately sized.

Question	Your Mean	Flag
15 Is easy to get into (e.g. parking, wheelchair, etc.)	4.4	
16 Has sufficient waiting areas	4.6	
17 Examining rooms are adequately sized and have adequate equipment	4.5	
18 Is clean and in good repair	4.5	
19 Provides adequate privacy	4.6	
Attribute Summary for Physical Office		4.5

Appointments

Appointments can be made quickly and wait time for scheduled appointments is not excessive.

Question	Your Mean	Flag
20 It is easy to reach the office by phone during the day	4.2	
29 I can get an appointment quickly	4.3	
30 I do NOT wait long in the reception area for my appointment	4.2	
Attribute Summary for Appointments		4.2

Self-Assessment Section

The ratings you gave yourself appear in the first column. Next is the rating you received from your medical colleagues. The column on the right reflects the average assessment received by all physicians in your reference group.

Question	Self-Rating	Medical Colleague Rating	Overall Average Score
1 I communicate effectively with patients	5	4.9	4.4
2 I communicate effectively with patients' families	5	4.7	4.3
3 I communicate effectively with other health care professionals	4	4.7	4.3
4 Within the range of services provided by me, I perform technical procedures skillfully	4	4.6	4.3
5 Within the range of services provided by me, I demonstrate appropriate judgment	3	4.6	4.4
6 I select diagnostic tests appropriately	3	4.6	4.3
7 I critically assess diagnostic information	3	4.6	4.3
8 I make the correct diagnosis in a timely fashion	3	4.6	4.3
9 I select the appropriate treatment	4	4.6	4.3
10 I maintain quality medical records	4	4.4	4.2
11 I handle transfer of care	4	4.4	4.3
12 I refer patients in an appropriate manner	4	4.7	4.4
13 I am willing to accept a patient back from a consultant for continuing care	4	4.8	4.4
14 I provide a clear understanding about who is responsible for continuing care of the patient	5	4.6	4.3
15 I communicate referral information to patients	4	4.5	4.3
16 I recognize psychosocial aspects of illness	5	4.7	4.3
17 I make appropriate referrals for psychosocial aspects of care	4	4.6	4.2
18 I make appropriate referrals for psychosocial aspects of illness	4	4.6	4.2
19 I manage patients with complex psychosocial problems	3	4.7	4.2
20 I manage patients with complex medical problems	3	4.9	4.2
21 I coordinate care effectively for patients with other health professionals and physicians	3	4.7	4.3

22	I show compassion for patients and their families	4	5	4.4
23	I maintain confidentiality of patients and their families	4	4.7	4.4
24	I respect the rights of patients	4	4.7	4.4
25	I collaborate with medical colleagues	4	4.9	4.4
26	I am involved with professional development	3	4.8	4.2
27	I accept responsibility for my professional action	4	5	4.4
28	I manage health care resources efficiently	4	4.6	4.2
29	I manage personal stress	3	4.6	4.2
30	I am aware of my own shortcomings	4	4.9	4.2
31	I participate in a system of call to provide for patients outside of regular office hours	5	4.6	4.3

Using your report

This report opens new ways of thinking about your practice and new ways of making it a success. Below are some action steps you may find useful.

1. Recognize your strengths and commend yourself for your achievements. If asked, agree to participate in a practice visit so that other physicians can emulate your best practices.
2. Do not be too disappointed if some of your scores were lower than expected. Physicians have a tendency to be hard on themselves if they perform less than perfectly.
3. Think of your report as a tool for setting priorities. Ask yourself:
 - Is there a gap between the quality of the health care I want to offer and what my report suggests? If so, is that gap meaningful?
 - Do I need to change? If so, what, in particular, needs changing?
 - What action must I take to make that change happen?
4. Do not tackle everything at once. Rather, prioritize areas needing improvement, focusing first on those with the greatest impact on patient care.
5. View this opportunity to make changes in a positive light. After all, MPAR reviews are intended to be constructive. Finding new ways to deliver services can be interesting and increase your pride and satisfaction in your practice.
6. Invest the time to determine if your profile identifies real problems by involving others who know how your practice works. You might want to discuss the report with a colleague, your staff, or your patients. You might corroborate its main messages using other devices:
 - interviews with patients, co-workers, colleagues
 - staff meetings focused on report findings
 - comment cards in your office
7. List possible causes of problems. Think of your practice as a healthcare system with many interdependent processes and elements:
 - Patients (those who use the system)
 - People (those who work in the system)
 - Provisions (supplies)
 - Places (work environment)
 - Procedures (methods or rules of work)
8. Avoid jumping to conclusions. Ask yourself, and others, “Where can things go wrong?” before deciding “What is wrong?”
9. When you identify causes, develop some likely solutions such as adjusting the flow of patients, information, and work or accessing more resources. Sometimes, additional knowledge and skills are important. More often, the real issues have to do with workload and practice management issues.

10. Before implementing any proposed solutions, estimate their feasibility and discuss the implications with those who will be involved. Before making any major changes, run a pilot test.
11. Set targets for specific aspects of care, and measure your results. It can be easier to measure quality than you think. If your report highlights the amount of time patients are waiting as an irritant, measure that time. If it is the amount of preventative care provided to a target population, measure that. If it is patients' understanding of their diagnoses and treatment, or if it is the content and timeliness of your letters, measure those things.
12. The information you collect and analyze about your practice can benefit the larger healthcare system. Share what you learn with the profession and health administrators, so the system can benefit.

Where can I turn for help?

The MPAR website at www.mpar.ca is a good starting point. There you will find information about the program, contact names, pertinent links and physician resources.

The following individuals will consult with you and point to other resources for developing your own unique action plans.

To ask about the **MPAR program** or to **request assistance**, contact

Dr. Terry Babick, Deputy Registrar
The College of Physicians & Surgeons of Manitoba
1000 – 1661 Portage Avenue
Winnipeg MB R3J 3T7
Phone: 204-774-4344
Toll Free: 1-877-774-4344 (within Manitoba)
Fax: 204-774-0750
E-Mail: cpd@cpsm.mb.ca

To access information about **professional development or continuing medical education opportunities**, contact

Dr. Jose Francois, Associate Dean
Continuing Profession Development
S203 – 750 Bannatyne Avenue
Winnipeg MB R3E 0W2
Phone: 204-789-3660
Fax: 204-789-3911
E-Mail: francois@cc.umanitoba.ca

To find out more about **how your report was prepared**, contact

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