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The Ontario
Diagnostic Imaging

PEER LEARNING COMMUNITY

September 2019

Diagnostic Imaging Peer Learning Toolkit

Guide 1.0:
Readiness Assessment

Ontario 

How to Work Through the Toolkit Guides

Estimated Time to Complete Each Guide

The table below outlines the time required to work through each guide, along with the total time required to hold sessions with the radiologist working group.

Guide	Time to Complete*	Session Time
1.0 Readiness Assessment	1–3 months	--
2.0 Diagnostic Imaging Peer Review Workflow	1 month	1 session, ~1.5 hours
3.0 Learning and Education Process	1 month	1 session, ~2 hours
4.0 Discrepancy Management		
5.0 Governance and Accountability	3–4 months	--
6.0 Monitor and Sustain	1–2 months	--
7.0 Train Stakeholders	1 month	2 sessions, ~1.5 hours each

***Note:** There is some overlap between some of the guides to allow the last six guides to be completed in 4 months. For cross-organizational programs, please build in at least 3 additional months of pre-implementation work to enter into a data sharing agreement with partner organizations.

The following Gantt chart illustrates the estimated time required to complete each of the seven guides in the Diagnostic Imaging Peer Learning Toolkit and the overlap between some of the guides.

Pre-Implementation Activities				
Guide	Month -2	Month -1	Month 0	
1.0 Readiness Assessment				Decision to implement Diagnostic Imaging Peer Learning Program
Implementation Activities				
Guide	Month 1	Month 2	Month 3	Month 4
2.0 Diagnostic Imaging Peer Review Workflow				
3.0 Learning and Education Process				
4.0 Discrepancy Management Process				
5.0 Governance and Accountability				
6.0 Monitor and Sustain Program				
7.0 Train Stakeholders				

Guides 2.0 to 5.0 Should Be Done in Parallel

After completing Guide 1.0 Readiness Assessment, it is important to note that Guides 2.0, 3.0, 4.0, and 5.0 are highly interconnected. The guides were separated by theme for ease of use, but it is recommended that you work through some of these guides at the same time. It would be helpful to read through Guides 2.0 to 5.0 first so that you understand all of the connections before diving in.

Note: Guide 5.0 will also require key decisions from Guide 6.0, and Guides 6.0 and 7.0 also refer back to Guide 5.0. However, Guides 6.0 and 7.0 can be done independently of Guides 2.0 to 5.0. It is recommended that you formalize your Diagnostic Imaging Peer Learning Program Policy with your organization after completing guides 2.0 to 5.0 and then add the required information from Guide 6.0 later on.

Guide 1.0: Readiness Assessment

Deliverable:

Guide 1.0: Readiness Assessment will help you assess your organization's ability to implement a Diagnostic Imaging Peer Learning Program.

Outcome:

After working through this guide, you will have completed an assessment of your organization's strengths and weaknesses to identify requirements for leadership, resources, infrastructure, and technology for the successful implementation of peer learning at your organization.

Section	Supporting Tool(s)	Page Number
1.1 Conduct Stakeholder Interviews	<ul style="list-style-type: none">1.1 Change Assessment Tool	6
1.2 Define Organizational Readiness	<ul style="list-style-type: none">1.2 Readiness Assessment Tool	7
For Cross-Organization Programs:		
1.3 Identify Collaborators for a Cross-Organization Peer Learning Program	<ul style="list-style-type: none">Guidance on Selecting Potential Cross-Organization Collaborators	8
1.4 Formalize Data Sharing Across Organizations	<ul style="list-style-type: none">Data Sharing Agreement Guidelines	10
1.5 Establish Implementation Governance	<ul style="list-style-type: none">Table 2: Recommended Governance Structure	11
1.6 Assess IT Procurement Needs	<ul style="list-style-type: none">Table 3: Technical Procurement Decision Factors	13
1.7 Conduct Peer Learning Program Kickoff Meeting	<ul style="list-style-type: none">1.7 Kickoff Meeting Slide Deck TemplateKey Outcomes of a Peer Learning Program Video	15



Stakeholders to Engage:

Radiologists: Understand the engagement level of radiologists to design and participate in a Diagnostic Imaging Peer Learning Program, and identify potential impacts to existing workflow.

Department Leadership: Obtain support from leadership to implement a successful Diagnostic Imaging Peer Learning Program, including facility/operational planning, budgeting, strategy, and liaising with external stakeholders (e.g., Health Quality Ontario, Ministry of Health, implementation lead at other facilities where needed).

Privacy and/or Legal Representatives: Consult with privacy/legal representatives to obtain advice on the impact of collecting and retaining diagnostic imaging peer learning data.

Information Technology (IT) Support: Obtain IT support to help inform any software or hardware decision making.

Estimated Time to Complete:

Time to Complete Guide 1.0:

- 1 to 3 months

Featured Activities:



- Ad hoc meetings to conduct stakeholder interviews
- Compile answers from the change assessment exercise
- Complete Readiness Assessment
- Identify gaps to remedy before and/or during implementation of Diagnostic Imaging Peer Learning Program

For Cross-Organization Programs:

- **At least 3 additional months** may be required for groups entering into cross-organization peer learning programs, to establish partnerships with additional organizations and to enter into a data sharing agreement

Things to Consider:

Resource Availability

Effective implementation of a Diagnostic Imaging Peer Learning Program requires dedicated time and effort. Review the  **Stakeholders to Engage:** and  **Estimated Time to Complete:** sections of each guide and use the readiness assessment to ensure that all stakeholders can commit the necessary time, taking other organizational priorities into consideration (see the How to Work Through the Toolkit Guides section at the start of this guide all timeline estimates). Consider support from project management staff to assist in the organization of committees, policies, and structures.

Size of Radiologist Group

A critical mass of **four radiologists** is required to properly conduct a peer learning program. Critical mass refers to a sufficient number of clinicians to allow for the appropriate peer-matching of radiologists (namely, matching individuals within similar specialties) and to oversee and guide the program.

Given the challenges associated with connecting peer-matched radiologists, especially within subspecialties, some physicians may need to engage in peer learning outside of their facility (or across departments within facilities). This is referred to as **cross-organization peer learning**.

Ultimately, the determining factor of whether an organization can constitute an internal peer learning program (also known as **intra-organization peer learning**) is its capacity to achieve the Canadian Associations of Radiologists' recommended threshold of four radiologists.¹

Non-Radiologist Physicians

Consider including non-radiologist physicians at your organization who review and/or report on any imaging modalities (e.g., obstetricians) in your assessment to evaluate their readiness and interest in participating in a peer learning program.

Information Technology/Information Management Requirements

Ideally, facilities should work to implement peer review software with existing radiology information systems (RIS) and picture archiving and communication systems (PACS) to enable peer review. However, PACS and RIS are not requirements (e.g., peer review can be carried out in a completely analog system with randomization of images performed in an Excel file). While digitization is recognized as a key enabler of peer review, and is a component of improved patient quality, it is not essential.ⁱ Cross-organization peer learning programs will need to consider what mechanism(s) will be used to securely transfer randomized and anonymized images and reports across organizations.

Costs

Several investments may be needed to support the implementation of Diagnostic Imaging Peer Learning,ⁱ which are listed in Table 1 below.

Table 1: Potential Investments for a Diagnostic Imaging Peer Learning Program

Investment	Notes
Peer Review Software	<ul style="list-style-type: none">• Software may also require a hardware purchase (e.g., server); however, investment can be shared and scaled)
Digitization and/or Connection to Diagnostic Imaging Repository (DI-R)	<ul style="list-style-type: none">• For facilities not currently digital and/or connected to the DI-R
Cross-PACS Integration	<ul style="list-style-type: none">• For images to be shared across facilities with different PACS
Software Customization and Installation	<ul style="list-style-type: none">• Customizing the software based on facility needs and connecting to facility backend
Implementation Support	<ul style="list-style-type: none">• For peer-matching physicians, developing committee structure, and overall change management support
Ongoing Costs and Maintenance	<ul style="list-style-type: none">• For managing and organizing the program and managing software/data. Peer review vendors generally charge a percentage of the initial investment (on a yearly basis) to cover ongoing software support, access to updates, etc.

1.1 Conduct Stakeholder Interviews

This Section Will Help You: Engage all relevant stakeholders in understanding the effort and considerations that are required before implementing a Diagnostic Imaging Peer Learning Program.

The Change Assessment Tool asks questions along the following dimensions:

- **Scope:** Scope of the change affecting your organization and/or department
- **Type of Change:** The nature of the change (i.e., strategy, process, technology, etc.)
- **Change Management:** How the change will be managed
- **Communication:** How the change will be communicated
- **Resources:** Required resources to execute the change

Supporting Tool: [1.1 Change Assessment Tool](#)ⁱⁱ

How to Use the Tool(s)

Recommended User(s): Individual(s) leading the change initiative should use the Change Assessment Questions for self-evaluation and then use it to conduct stakeholder interviews.

1. Conduct a Self-Evaluation

Answer the Change Assessment Questions as a way to validate your intuitions and feelings about how relevant and feasible the Diagnostic Imaging Peer Learning Program is for your organization and/or department. Complete this assessment from the organization and/or department's perspective.

2. Identify Stakeholders to Interview

Identify any stakeholder that could be affected by the implementation of the Diagnostic Imaging Peer Learning Program.

3. Interview Stakeholders

Please use the Stakeholder Interview Questions (fourth tab in tool *1.1 Change Assessment Questions*) in addition to any questions stemming from the Change Assessment Questions (third tab in *tool 1.1*) to guide your stakeholder interviews.

4. Summarize Findings

You can use the answers from the self-evaluation and stakeholder interviews to develop a change management strategy and guide the completion of the Readiness Assessment.

1.2 Define Organizational Readiness

This Section Will Help You: Assess your organization's readiness to implement a Diagnostic Imaging Peer Learning Program across the following domains:

- Senior Leadership Engagement (Radiologist and Administrative): commitment of Senior Leadership to support implementation
- Project Sponsorship Support: assignment of an effective Project Sponsor to manage implementation
- Resource and Time Commitment: appropriate allocation of all resources required to implement peer learning
- Commitment to Quality Improvement: ability to manage, adapt, and sustain a peer learning program
- Communication: effective communication methods planned for all impacted stakeholders

Supporting Tool: [1.2 Readiness Assessment Tool](#)

How to Use the Tool(s)

Recommended User(s): Individual(s) leading the change initiative should complete the Readiness Assessment Tool from the organization and/or department's perspective.

1. Complete tool *1.2 Readiness Assessment* after compiling and summarizing answers from your stakeholder interviews (see *section 1.1*).
2. Answer each question by assigning your level of agreement in column E. An average score is automatically populated for each domain.
 - 1 = Strongly Disagree
 - 2 = Disagree
 - 3 = Neutral
 - 4 = Somewhat Agree
 - 5 = Agree
 - 6 = Strongly Agree
3. An average score equal to or below 4 in any domain indicates that your organization is not fully prepared. Review each question for which you ranked 4 or less and develop an action plan to improve the score in that domain. Your action plan should be fully implemented before you embark upon implementing a Diagnostic Imaging Peer Learning Program.
 - Please note that some questions are deemed as essential ("must have") to have in place before implementing a peer learning program.
4. Tool *1.2 Readiness Assessment* can also be used if you feel that your organization is stalled during implementation to help you diagnose the cause of your delay and identify strategies to move forward.
5. Please ensure that *sections 1.1 and 1.2* are complete and that your organization is prepared to move forward with the implementation of a Diagnostic Imaging Peer Learning Program before moving onto the next sections.

1.3 Identify Collaborators for a Cross-Organization Peer Learning Program

For Cross-Organization Programs:

Section 1.3 applies to cross-organization programs only.

This Section Will Help You: Identify organizations with whom you can enter into a cross-organization Diagnostic Imaging Peer Learning Program.

Implementation Recommendations:

Once you have determined that you will enter into a cross-organization Diagnostic Imaging Peer Learning Program, it is recommended that you collaborate with as many organizations as necessary to establish the required critical mass of four radiologists.ⁱ

The size of the radiologist group alone does not dictate whether an organization will choose to implement a cross-organization program. A radiologist group of more than four radiologists can still benefit from cross-organization peer learning programs (e.g., to enable focus on specific specialty).

Supporting Tool: Guidance on selecting potential cross-organization collaborators (below)

Guidance on Selecting Potential Cross-Organization Collaborators

1. Leverage the [Ontario Diagnostic Imaging Peer Learning Community](#). This community of practice provides a safe space for radiologists and their teams to share ideas and experiences while continuously supporting each other's quality improvement efforts.ⁱⁱⁱ
2. Leverage existing collaborations with other health care facilities. If your organization or imaging department has existing partnerships with other organizations, then consider whether they may be suitable partners for a cross-organization Diagnostic Imaging Peer Learning Program.
3. Form new partnerships through your Diagnostic Imaging Repository (DI-R): There are four DI-Rs in Ontario, each serving different geographical areas in the province. Consider reaching out directly to your DI-R, or to groups who are connected to the same DI-R.
4. Connect with organizations in your region, as there may be organizations that have implemented, or are in the process of implementing, a Diagnostic Imaging Peer Learning Program.

Things to Consider When Identifying Potential Collaborators:

- Does the organization have an existing peer learning program?
 - If yes, do the existing processes and policies align with your needs and expectations?
 - If no, has the organization completed their readiness assessment? Are you at similar stages of readiness?
- What are the other organizations' expectations of the partnership? Do these align with your needs and expectations?
- Would the partnership help to achieve the recommended critical mass?
- What subgroups (i.e., specialties and/or modalities) exist at the organization? Will this support appropriate peer-matching with your radiologist group?
- What are the barriers to facilitating cross-organization educational rounds (see Guide 3.0: Learning and Education Process)?

How to Use the Tool(s)

Recommended User(s): Individual(s) leading the change initiative

1. Identify organizations who may be suitable candidates for a cross-organization program.
2. Initiate discussions with leadership in your organization(s)' diagnostic imaging department and administration to answer the questions provided in the supporting tool. You may also leverage questions from tool *1.2 Readiness Assessment* in *section 1.2* to better understand the organizational readiness of potential collaborators.
3. Once your organization has identified collaborators and agreed to enter into a cross-organization Diagnostic Imaging Peer Learning Program, proceed to *section 1.4* to formalize the partnership through a data sharing agreement.

1.4 Formalize Data Sharing Across Organizations

For Cross-Organization Programs:

Section 1.4 applies to cross-organization programs only.

This Section Will Help You: Ensure your cross-organization Diagnostic Imaging Peer Learning Program complies with Ontario Privacy Legislation.

Implementation Recommendations:

Prior to sharing reports and images for the purpose of diagnostic imaging peer learning, consider that the Information and Privacy Commissioner of Ontario “*believes that any sharing of personal information should be supported by a written “Data Sharing Agreement.” Such an agreement will clarify the rights and obligations of all parties in a data sharing activity and thereby ensure compliance*” with all relevant legislations.^{iv}

The Information and Privacy Commissioner of Ontario provides additional guidance in the [Manual for The Review and Approval of Prescribed Persons and Prescribed Entities^v](#) (see sections 16–18 for information on data sharing agreements, including a template).

Supporting Tool: Data sharing agreement guidelines (below)

Data Sharing Agreement Guidelines

A data sharing agreement should outline the following^{vi}:

- Purpose of the agreement (why data is being shared and the types of data being shared)
- Duration of the agreement
- Responsibilities of each party
- Requirements for handling confidential information and data privacy, security, and access
- Processes for termination of the agreement and dispute resolution, and consequences of not following the agreement
- General provisions (authorized representatives, survival, assignment, amendments, governing laws)

How to Use the Tool(s)

Recommended User(s): Individual(s) leading the change initiative

1. Consult your privacy and/or legal representatives, as your organization may have an existing template for a data sharing agreement.
2. If none of the organizations intending to participate in your cross-organization Diagnostic Imaging Peer Learning Program have an existing template, work in collaboration with the privacy and/or legal representative(s) at the participating organizations to define and formalize your Diagnostic Imaging Peer Learning Program relationship(s).
3. Once the agreement has been completed, obtain approval of the document from the privacy and/or legal representative(s) of each participating organization.

1.5 Establish Implementation Governance

This Section Will Help You: Identify the required stakeholders to manage the development and implementation of your Diagnostic Imaging Peer Learning Program

Supporting Tool: Table 2: Recommended Governance Structure

Table 2: Recommended Governance Structure

Governance Structure	Recommended Stakeholders	Role/Function
Project Sponsor(s)	<ul style="list-style-type: none"> • Radiologist Lead • Administrative Lead 	<ul style="list-style-type: none"> • Champion the peer learning program • Use the Diagnostic Imaging Peer Learning Program Toolkit to lead/manage the implementation of the program • Ensure all relevant stakeholders are engaged in program development • Manage peer learning program development through the steering committee
Steering Committee	<ul style="list-style-type: none"> • Chair: Project Sponsor(s) • Radiologist-in-Chief • Diagnostic Imaging Facility Administrative Lead • Staff Radiologists • Legal/Privacy Representative(s) • Quality Committee Representative(s) • IT Support for Imaging Informatics (if applicable) • Peer Learning Program Lead* • Quality Lead(s)* 	<ul style="list-style-type: none"> • Provide strategic direction on the approach to peer learning implementation • Oversee the progress of program implementation and provide approvals for scope, timelines, and deliverables • Ensure the peer learning program meets the needs of the organization and/or department • Identify potential risks and risk mitigation strategies
Radiologist Working Group	<ul style="list-style-type: none"> • A group of radiologists representing all areas of service provided by the organization • Peer Learning Program Lead* • Quality Lead(s)* 	<ul style="list-style-type: none"> • Use Peer Learning Program Toolkit to develop customized, organization-specific workflows and structures • Champion implementation of Peer Learning Program

***Note:** The following roles will be discussed and designated in Guide 3.0: Learning and Education Process and Guide 4.0: Discrepancy Management Process:

- Peer Learning Program Lead (optional; often held by the Radiologist-in-Chief) acts as lead and champion of the Diagnostic Imaging Peer Learning Program by providing leadership and direction to the Quality Leads.
- Quality Lead(s) are radiologists who provide leadership and manage various processes within the program.

For Cross-Organization Programs:

Each participating organization should designate project sponsors. The organizations should aim to have a ***joint steering committee*** and a ***joint radiologist working group*** that includes representation from all participating organizations.

How to Use the Tool(s)

Recommended User(s): Project sponsor(s)

1. Establish your project governance only after you have confirmed that your organization and/or department is ready to implement a Diagnostic Imaging Peer Learning Program (i.e., complete *sections 1.1 and 1.2*).
2. All future guides within the toolkit will identify when and how to engage the steering committee and radiologist working group.

1.6 Assess IT Procurement Needs

While digitization of the peer learning program is not essential, it is a key enabler to ensuring your process is streamlined and least disruptive to your existing radiologist workflow. The following section outlines factors to consider if procuring an IT/software solution. Please note that peer review software is essential for cross-organization implementation to enable randomized and anonymized sharing of images and reports across separate organizations.

This Section Will Help You: Identify the core features that should be included as requirements when procuring software for peer review.

Supporting Tool: Table 3: Technical Procurement Decision Factors

Table 3: Technical Procurement Decision Factorsⁱ

Feature	Essential or Desirable?
Randomized selection of cases based on key criteria (e.g., modality, subspecialty)	Essential
Ability to assign at least 2% of randomized cases to physicians	Essential
Ability to score and provide comments	Essential
Reporting of individual and aggregate results to radiologist and quality committee or other groups	Essential
Automatic notifications (e.g., when image is available for review or a discrepancy is identified)	Essential
Anonymous review process across the facility (or facilities)	Desirable
Ability to time case selections based on time of day	Desirable
Voluntary error submissions	Desirable
Integrated standardized scoring framework	Desirable
Scalability to other specialties	Desirable
Seamless integration into workflow	Desirable
Peer-to-peer chat (anonymous)	Desirable
Ability to tag images for future education purposes (stripped of identifying data)	Desirable
Cross-PACS scalability	Desirable

For Cross-Organization Programs:

The ability to share images and reports across sites or organizations is **essential** for cross-organization implementations.

How to Use the Tool(s)

Recommended User(s): Project sponsor(s) and IT team

1. Review Table 3 and determine the features that would be needed to implement a Diagnostic Imaging Peer Learning Program at your organization.

Note: *The above features are not reflective of all the features provided by the current complement of vendors.*

1.7 Conduct Peer Learning Program Kickoff Meeting

This Section Will Help You: Conduct a Diagnostic Imaging Peer Learning Program kickoff meeting. The kickoff meeting is the first formal communication to the radiologist group at your organization and any other affected stakeholders. The purpose is to introduce the peer learning program and share plans for implementation.

Supporting Tools:

- [1.7 Kickoff Meeting Slidedeck Template](#)
- [Key Outcomes of a Peer Learning Program Video](#)

How to Use the Tool(s)

Recommended User(s): Project Sponsor(s)

1. Conduct the kickoff meeting only after you have confirmed that your facility and/or department is ready to implement a Diagnostic Imaging Peer Learning Program (*sections 1.1 and 1.2*).
2. Prior to conducting your kickoff meeting, you may find it useful to calculate the expected number of peer reviews to be completed by each radiologist per week or month. Refer to *Guide 2.0: Diagnostic Imaging Peer Review Workflow, section 2.6: Determine the Frequency for Radiologists to Complete Peer Review*. Once you use the calculator provided, you will be better able to answer questions related to workload from your radiologist group and other stakeholders.
3. Attendees should include the steering committee and the entire radiologist group at your organization. You may choose to hold two separate meetings with these two groups.
4. Tool *1.7 Kickoff Meeting Slidedeck Template* can be used as a starting point to build and customize your presentation. Slides should be customized with program-specific details. You may also want to show the video of [Key Outcomes of a Peer Learning Program](#) with Dr. Narinder Paul in your kickoff meeting.

For Cross-Organization Programs:

5. Consider whether you should conduct separate kickoff meetings for each organization or plan to conduct one joint kickoff. A joint kickoff meeting can be facilitated using screen sharing and/or video conferencing solutions.

Appendix 1: Frequently Asked Questions

What is a Project Sponsor?

The Project Sponsor(s) are accountable for the overall project and ensure that the project delivers on the agreed upon scope and goals. In terms of the Diagnostic Imaging Peer Learning Program, project sponsor(s) are responsible for leading the implementation of a peer learning program, ensuring that all relevant stakeholders are engaged and managing approvals for the program through the steering committee.

What is stakeholder engagement?

Stakeholders are people or groups who are affected by the decisions that an organization makes. Stakeholder engagement refers to the process by which an organization involves stakeholders in an organization's decision-making process. Engaging relevant stakeholders at the right time ensures that an organization is able to benefit from their expertise, identify potential risks, and ensure the success of a project or new change by receiving their "buy-in."

Please review  Stakeholders to Engage: on page 3.

Appendix 2: Readiness Assessment Checklist

Completing this guide and checking off the items below confirm that your organization is ready to implement a Diagnostic Imaging Peer Learning Program.

- Conduct interviews with a representative from all stakeholder groups.
- Complete the Change Assessment.
- Complete the Readiness Assessment.
- Develop an action plan to improve low-scoring domains on the Readiness Assessment.
- Determine whether your organization will implement an intra-organization or cross-organization peer learning program.
- For Cross-Organization Programs:***
Identify collaborating organizations and completed a data sharing agreement.
- Identify a project sponsor (or project sponsors).
- Establish a Peer Learning Program Implementation Steering Committee
- Establish a radiologist working group.
- Conduct a peer learning program implementation kickoff meeting with the steering committee and all radiologists.

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