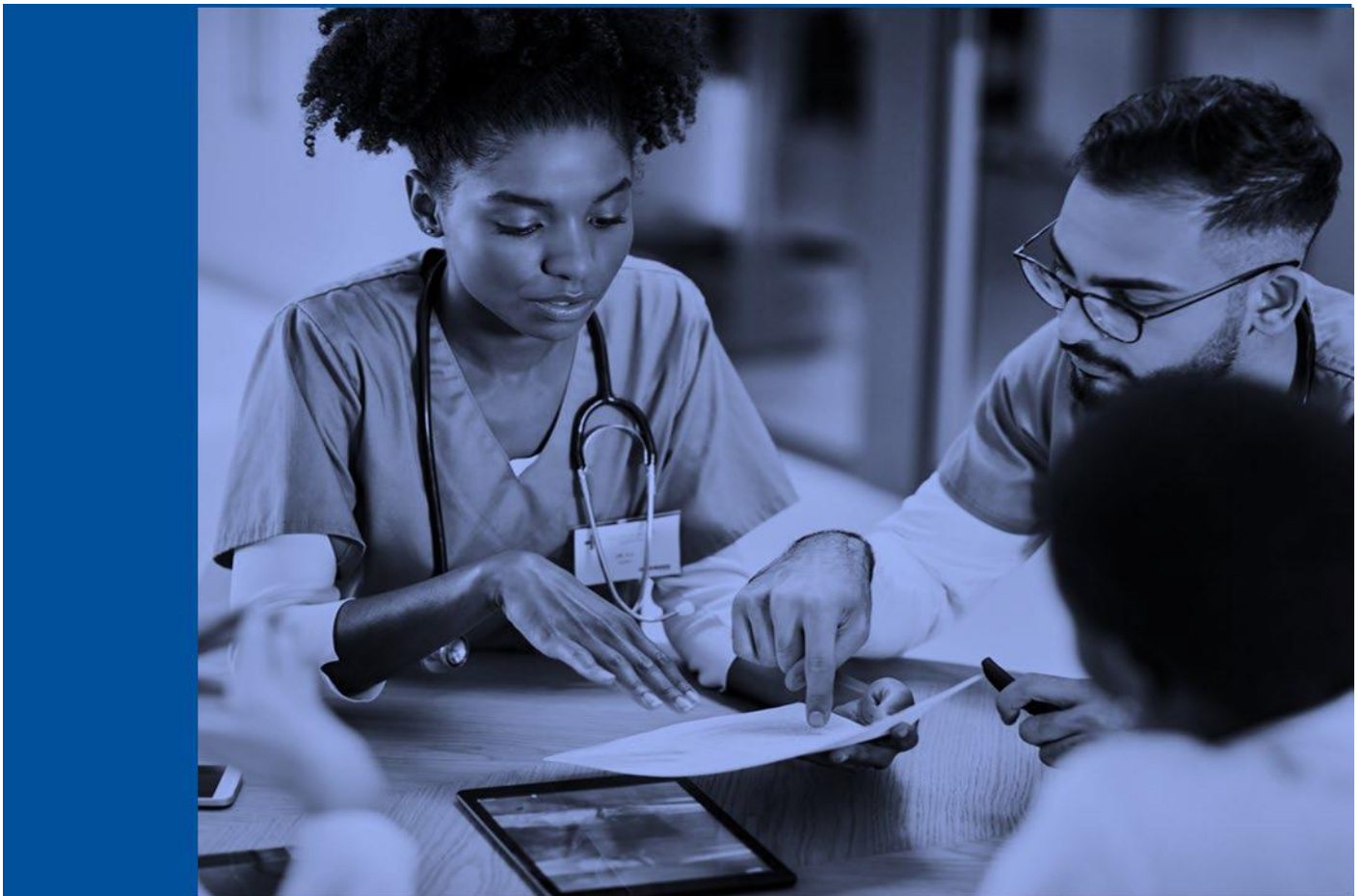


# The moreOB Program Roles and Responsibilities Saskatchewan Health Authority

2025



## Background

This document serves as a guide to help in the implementation of the Salus Global moreOB Program within the Saskatchewan Health Authority (SHA). Teams in designated maternal child sites will gain an increased awareness of their team's culture to optimize empowering people, learning together, improvement in communication and teamwork, and valuing individuals. Maternal and Children's Provincial Program continues to invest in moreOB Program and partnership with Salus Global, advancing patient safety, quality improvement, and provincial standardization through the current contract September 2023 – August 2028.

The measurements of success identified by the SHA with the support of the moreOB Program are:

- Improve maternal and infant morbidity and mortality rates.
- Sustain or improve obstetrical programs within the province.
- Achieve provincial benchmarks for care and patient/family experience.
- Ensure maternal child services are as close to home community with the patient and family having access to care.
- Accessible and standardized education and evidence-based content.

The moreOB Program is a comprehensive patient safety and quality improvement approach for interprofessional teams. It integrates current evidence-based clinical knowledge content with leading concepts in patient safety and best practices in collaborative teamwork. The program engages all members of the team in learning and working together to improve outcomes. This is in alignment with Accreditation Canada Qmentum Global™ Service.

The moreOB program process includes:

- Gathering information and feedback from point of care staff and partners about services to guide initiatives and opportunities;
- Utilizing information from multiple sources to set priorities;
- Identifying measurable objectives and indicators to monitor progress including time frames for completion, implementation progress, and evaluation;
- Utilizing and monitoring progress through the moreOB SG.hub platform; and
- Ensuring plans for quality improvement to meet objectives and close gaps.

## Roles and Responsibilities

The moreOB Program is implemented onsite through a “train the trainer” approach with an interprofessional team from the unit, referred to as the “Core Team”. The Maternal and Children's Provincial Program, Knowledge Mobilization Unit (KMU) team supports each designated maternal newborn site's “Core Team” and/or sub-committees related to quality improvement and provides provincial strategies and clinical expertise on content related to education, clinical standards, quality improvement, research, and infrastructure. Salus Global team of change management experts work in partnership with the Core Team, the KMU, and the Leadership Support

Team to provide guidance, coaching and support throughout the program.

The various roles, responsibilities, membership guidelines and estimated time commitments for successful quality improvement programming are outlined in this document for the following roles:

- Executive Sponsor
- Core Team and/or Sub-Committees
- Team Lead(s)
- Participants
- Leadership Support Team which includes
  - Maternal and Children's Provincial Program Knowledge Mobilization Unit (KMU)
  - Salus Global Partner(s)

These roles and their responsibilities can be adapted to fit the unique structure, size and characteristics of each facility/unit.

## Executive Sponsor

The Executive Sponsor is a member of the Senior Leadership Team (SLT) who will champion the program internally and within communities of practice. The Maternal and Children's Provincial Program Executive Director serves as Executive Sponsor.

The leadership team includes:

- Physician Executive, Integrated Saskatoon Health
- VP, Integrated Saskatoon Health
- Executive Sponsor Maternal and Children's Provincial Program
- Senior Leadership Teams within Integrated Service Areas
- Leadership Teams within Enterprise Risk Management / Quality & Safety / Accreditation
- Pediatric, Obstetric, and Family Medicine Provincial Department Heads

## Responsibilities

The responsibilities of the Executive Sponsor include:

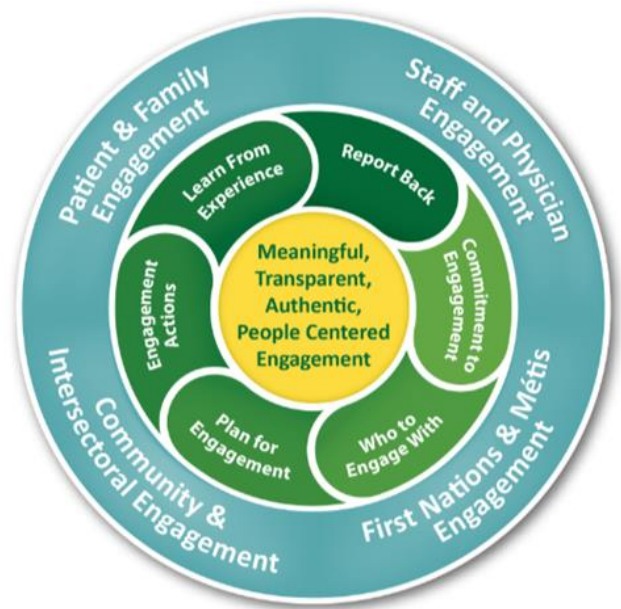
- Supporting the work of the Leadership Support Team and the Core Team
- Facilitating the resolution of any issues that may arise during program implementation
- Serving as the primary communication link between the:
  - Leadership Support Team and Senior Leadership Team
  - Executive Leadership Team
  - The Saskatchewan Health Authority and Salus Global

## Core Team and/or Sub-Committees

The Core Team and/or sub-committee is an interprofessional group of frontline healthcare providers, with representation from the multidisciplinary team who provide care on the unit. The members are often recognized as influential peer leaders, which may be either formal or informal leadership roles. The Core Team may come together to focus on a quality improvement project or initiative with guidance from leadership. The Core Team may extend to other ad hoc members to gather feedback, improve teamwork and communication, and advance quality improvement initiatives.

An effective Core Team is essential to the success of the program and implement quality improvement initiatives to improve outcomes for patients and families. Attributes of successful Core Teams include:

- Communicates effectively to leadership, point of care staff, and partners such as Salus Global and the KMU Team.
- Supports facility/unit quality improvement projects and goals independently or with guidance/coaching.
- Engages frontline staff, physicians, and interprofessional teams effectively.
- Models and supports interprofessional engagement in quality improvement.
- Demonstrates clinical innovative leadership.
- Excels in communications, teamwork, and collaboration skills.
- Motivates and influences others.
- Demonstrates a positive and enthusiastic attitude.
- Expresses a personal desire and commitment to participate on a team to achieve success.
- Expresses interest or has experience in leading educational programs and professional development activities.
- Knowledgeable in the principles of patient safety and management of clinical risk.



SHA Engagement Framework

The SHA is grounded in supporting teams to Learn, Grow, and Lead and recognizes the importance and value of team members being provided opportunities and experiences. Consideration for participation as a Core Team member and Team Lead(s) in the implementation of moreOB Programming may necessitate some form of compensation.

## Core Team and/or Sub-Committee Membership

A recommendation for success in deploying a quality improvement initiative is to build a Core Team that is comprised of the various disciplines working within the unit (i.e. nurses, family physicians, applicable specialists). The size and representation on the Core Team are dependent on the size and complexity of the unit.

The Interprofessional Core Team composition may include:

- Unit/Facility Manager/Local Leadership
- Clinical Nurse Educator / Clinical Resource Nurse / Coordinator
- Medical Lead (Area Department Lead or designate)
- Clinical Team Members including point of care staff (nurses, family physicians, midwives, nurse practitioners, applicable physician clinical specialty obstetrician, surgeon, emergency physician, anesthesiologist)
- Patient Family Partner (PFP)
- Leadership Support Team
  - Senior Leadership Team
  - Director within Integrated Service Area
  - KMU Team Member
  - Salus Global Partner

Additional Core Team members may include, where available:

- Administrative Assistant/support person
- Organizational Quality and Safety
- Enterprise Risk Management
- Data Informatics Lead / Digital Health (to support data collection for clinical metrics)

## Responsibilities

The Core Team's responsibilities include:

- Meeting regularly to discuss quality improvements, Milestone/Initiative priorities, activities and plans.
- Ongoing communication and collaboration with the Salus Global Lead success partner and KMU Team Member.
- Providing positive, enthusiastic, and dynamic peer leadership.
- Setting goals, outcomes, and measures of success for each Milestone/Initiative including timelines.
- Developing strategies and a detailed action plan to achieve goals, as determined by the Core Team.
- Compelling and supporting Clinical Team Members to complete all planned program activities.
- Leading program activities (such as skills practices, simulations and workshops).
- Engaging Clinical Team Members and point of care staff in quality improvement initiatives, Milestone/Initiative Plan, workshops, emergency drills, simulations, and activities.
- Supporting utilization of the SG.hub in connection with SHA resources and platforms to manage the Milestone/Initiative.
- Monitoring participant and the unit's progress through the SG.hub, discussion, individual observation, feedback, and participation.

- Offering support, knowledge, and coaching to participants.
- Identifying and problem-solving issues that may impede progress toward goals.
- Providing recommendations for solutions to identified barriers and issues to the Leadership Support Team.
- Celebrating achievements throughout each Milestone/Initiative.

### **Estimated Time Commitment**

The estimated time commitment for Core Team members includes:

- Regular Core Team meetings (typically 1 hour/month)
- Minimum quarterly contact with Leadership Support Team to discuss progress
- Initial orientation to the program virtually
- During quality improvement planning, meeting with Salus Global, KMU Team, and Core Team Members to determine priorities and quality improvement initiative including assessing progress and/or planning for next steps

## **Team Lead(s)**

The Team Lead(s) provide support to assist the Core Team to be cohesive and effective. The Team Lead(s) should represent the disciplines within the program, for example, one physician and one nurse. The number of Team Lead(s) will depend on the size of the Core Team, the specific Milestone/Initiative, and may change over time. Team Lead(s) are champions and demonstrate the ability to:

- Gather feedback and engage the Core Team and point of care staff
- Provide influence from multiple areas and cross functional collaboration

### **Responsibilities**

The responsibilities of the Team Lead(s) include:

- Providing leadership to support healthy team functioning.
- Ensuring meetings run efficiently and effectively.
- Keeping key leaders informed of program outcomes and successes.
- Working closely with the Salus Global Lead success partner and KMU Team Outreach Coordinator to plan and coordinate quality improvement.
- Utilizing the SG.hub by updating participant list, access, activities and support utilization.
- Escalating barriers, challenges, and successes to leadership which may include Manager, Director, Executive Directors and Salus Global/KMU Team.
- Providing timely two-way communication and feedback to all stakeholders.

### **Estimated time commitment**

The Team Lead's estimated time commitment includes approximately 12 hours per year in addition to Core Team commitments.



- The Team Leads may require additional time to attend Leadership Support Team meetings to provide quarterly updates.
- The Team Leads will work closely with Salus Global and the KMU Team for coordination of meetings, agendas, meeting notes and workshops.

## Participants

Participants of the moreOB Program engage in each Milestone/Initiative and quality improvement goal through the identified activities and workshops. The participants include all Clinical Team Members such as point of care staff, nurses, physicians, and allied health professionals. Participants engage in all activities assigned by the Core Team.

### Responsibilities

The responsibilities of the participants include:

- Completing baseline assessments.
- Completion of culture assessment survey / SCORE survey when requested.
- Self-assessment and reflection with identification of competencies for self-learning and professional development.
- Accessing the SG.hub and ensuring they are up to date with assigned activities and access knowledge chapters ad hoc as required for their personal development.
- Completing individual and group activities associated with quality improvement Milestone/Initiative (for example self-directed and in person learning, workshops, et cetera).
- Participating in unit rounds/open discussion forum.
- Providing feedback and expertise for quality improvement initiatives including reviewing documents, supporting audit completion, and completing evaluations.
- Demonstrating a commitment to patient safety and quality improvement with engagement according to professional practice standards.

### Estimated time commitment

The participant's estimated time commitment to complete the program activities includes approximately 12 hours per year at a minimum. The time commitment will vary based on the level of engagement required for the patient safety and quality improvement initiatives.

## Leadership Support Team

The Leadership Support Team's membership may vary based on the size, complexity and established roles within the organization. The Saskatchewan Health Authority Leadership Support Team consists of Directors, Managers, Salus Global and KMU Team. It is important to include the Executive Sponsor and Senior Leadership Team who have accountabilities for the program in discussions, escalation of barriers, and to celebrate success of the individual Core Teams and overall provincial work.

A variety of methods may be utilized to ensure that the area Director and Senior Leadership Team accountable for the Integrated Service Area of maternal and children's service delivery remain informed and up to date on the Core Team's progress and outcomes, and that they remain in alignment with the goals and Milestones/Initiatives as outlined.

### **Leadership Support Team Membership**

The Leadership Support Team includes:

- Director(s) within Integrated Service Area
- Maternal and Children's Provincial Program Education & Research Portfolio including but not limited to Director, Manager(s), and/or KMU Outreach Coordinators
- Salus Global representative Change Consultant and/or Director of Client Services

The Leadership Support Team engages and communicates with:

- Senior Leadership Team including Operational Directors and Maternal and Children's Provincial Program Directors
- Unit/Facility Managers (accountable for the unit including Midwifery Manager)

### **Responsibilities**

The responsibilities of the Leadership Support Team include:

- Ensuring the Core Team's goals, expected outcomes and measures of success align and are integrated with organizational goals, expected outcomes and performance measures.
- Collaborating and developing data and metrics to monitor progress within women's health, maternal and child health provincially.
- Encouraging and facilitating the incorporation of patient and family partners.
- Escalating and supporting the removal of barriers that could hinder the progress of the provincial and Core Team's goals.
- Establishing a process to provide regular updates on progress to the Senior Leadership Team and leadership within facility/unit.
- Guiding and supporting the quality improvement work of the Core Team and Maternal and Children's Provincial Program provincially and locally including review of patient safety events and critical incident reviews, and provincial standardization through care pathways, education, clinical standards, et cetera.
- Communicating provincially the goals and outcomes related to the Integrated Services Areas and Maternal and Children's Provincial Program strategic plan, Accreditation Canada, service delivery frameworks, and standards of care.

### **Time commitment**

The Leadership Support Team's time commitment includes:

- Monthly meetings of the Leadership Support Team
- Quarterly contact and communication with other Senior Leadership Team members and Core Teams to discuss progress.



## Maternal and Children's Provincial Program Knowledge Mobilization Unit (KMU) Team

The Maternal and Children's Provincial Program ensures protected time and support from the Knowledge Mobilization Unit (KMU) team to assist Core Teams in fulfilling their responsibilities. It is important that the role of the KMU Team is supplemental to the role of the Core Team because frontline interprofessional peer leadership is essential to the success of the program.

### Responsibilities KMU Team

Within the Core Team, the KMU Team are members who will assist the team. The responsibilities of the KMU Team include:

- Communicating the goals and expectations of the moreOB program within the Core Team and Saskatchewan Health Authority.
- Facilitating leadership engagement sessions.
- Providing the resources necessary for successful implementation of the program.
- Identifying Provincial Quality Improvement Milestones/Initiatives including provincial clinical standards, education, documents and materials.
- Supporting, coaching and mentoring the Core Team in their role as peer leaders and change agents.
- Reviewing the unit/facility Core Team goals, expected outcomes and measures of success for alignment with organizational and Maternal and Children's Provincial Program vision, mission, and values including strategic plan/goals.
- Supporting the facilitation of quality improvement activities/workshops within the unit/facility and providing educational delivery with onboarding and continuing education (for example simulation, skill development, and mentorship).
- Facilitating problem-solving and resolution of any issues identified by the Core Team that may impede progress toward goals.
- Guiding and supporting the work of the Core Team and the frontline healthcare providers in implementing the program and utilizing the SG.hub.
- Establishing mechanisms for regular communication and progress assessments with the Leadership Support Team and Core Teams.
  - An existing committee or meeting structure, such as the hospital quality committee, can serve as the communication vehicle where representatives from the Core Team attend to provide updates as a standing agenda item.
- Gathering and contributing to monitoring metrics for implementation of local Milestones/Initiatives and provincial quality improvement including updating Core Teams on provincial quality improvement plans
- Providing a shared space for networking.
- Advising Core Teams and engaging in partnership for provincial quality improvement initiatives, including provincial implementation, audit, and monitoring.
- Guiding and supporting Core teams in establishing a Milestones/Initiatives Plan with mentoring in the use of the SG.hub to track and monitor quality improvement initiatives and activities.

- Optimizing the use of the SG.hub platform with Milestones/Initiatives planning and tracking of gaps within SG.hub to demonstrate progress.  
Supporting facility/unit Accreditation self-assessments and follow-up including Accreditation Canada Survey for Maternal and Children's provincially.
- Providing provincial education updates within Maternal and Children's Provincial Programs to the Core Teams at the monthly meetings.
- Escalating any concerns to the Leadership Support Team.

## Salus Global

Salus Global's Client Success Team Members include consultants such as a Success Partner and/or Change Consultant who work in partnership with the Core Team and the Leadership Support Team to provide expertise, guidance, coaching and support throughout the moreOB Program through support services.

### Responsibilities Salus Global

Salus Global supports and leads the Core Team through achieving their Milestones/Initiatives and/or quality improvement goals. The **Change Consultant** is responsible for working with all levels of leadership teams to help guide and support the direction and vision for how Core Team(s) address quality improvement initiatives through Milestones/Initiatives with moreOB. The **Success Partner** is responsible for supporting the day-to-day actions and direction with the individual site Core Team to work through their moreOB journey. The Success Partner will help leverage the various tools and resources to drive success and outcomes. Together the Change Consultant and Success Partner work with the team to:

- Identify opportunities and needs.
- Develop plans to address the quality improvement focus, integrating Quality Improvement methodologies and Mindset-Learning-Application an evolution of Plan-Do-Study-Act (PDSA) to drive sustainable change and ensure continuous improvement.
  - Ensuring goal focus and communication are aligned with the interprofessional team, fostering engagement across all disciplines.
  - Establishing timelines and a structured framework to support learning, practice improvement, and real-time application of quality improvement principles.
- Provide support and resources along the way.
  - Optimizing the use of the SG.hub learning platform as an interactive, user-friendly web-based tool that enables teams to track progress, identify improvement opportunities, and access evidence-based resources.
  - In partnership with the SOGC, ensuring SG.hub provides access to annually updated content chapters from the SOGC to align with current best practices.
  - Coaching and mentoring teams through project management and quality improvement frameworks embedded within Milestones/Initiatives to support effective change management.
  - Highlighting innovative solutions that drive measurable outcomes and align with organizational goals.

- Developing solutions in partnership with the Maternal and Children's Provincial Program and Core Teams to foster system-wide improvements.
- Providing Support Services in-person or via remote methods, including but not limited to web or telephone conferences, ensuring accessibility and flexibility.
- Communicating accreditation of activities through the Royal College of Physicians and Surgeons of Canada and the College of Family Physicians of Canada, reinforcing the program's credibility and professional development value.

These opportunities are captured in the form of Milestones/Initiatives within the SG.hub, allowing the team to examine the opportunity, validate the problems or issues, develop and mobilize an action plan, and assess success. The solutions are developed in partnership with Maternal and Children's Provincial Program and the Core Teams providing support services in person or via remote methods such as but not limited to web or telephone conferences, or other such methods.

The responsibilities of the Salus Global Team include:

- Collaborating and managing relationships of the Core Teams, Leadership, Leadership Support Team with the KMU Team to ensure the successful execution of the end-to-end change management strategy.
- Aiding teams with communication of the purpose and plan of the Milestone/Initiatives to frontline healthcare providers to ensure information is communicated to the right people, at the right time, in the right way, throughout program implementation.
- Assessing each individual site's needs lead them in creating a change vision/goal and design appropriate change strategies aligned with the change vision.
- Applying approved change management processes and tools to create a strategy to support adoption of the changes required by a project or initiative.
- Supporting Core Team sessions, including booking and logistics if required, capturing ongoing needs and gaps, by capturing discussions and insights as the projects progress.
- Leveraging Salus Global's platforms, processes, and tools in combination with the province to provide an effective approach to the client situation.
  - The moreOB Program suite of tools and resources include Culture Assessment Survey (CAS), knowledge tests, patient satisfaction survey, content within SG.hub, decision trees, case management guides, structured communication and teamwork tools, skills practices, simulations, workshops, practice reviews, no-harm event review, and failure modes and their effect analysis.
- Guiding the unit/facility Core Team goals, expected outcomes and measures of success to align with organizational and Maternal and Children's Provincial Program vision, mission, and values including the strategic plan/goals.
- Setting each team up with an optimized solution in the SG.hub platform with Milestones/Initiatives planning and tracking of gaps within SG.hub to demonstrate and audit progress.
  - The SG.hub is a Salus Global learning platform with the ability to develop Milestone/Initiative plans and monitor progress and be integrated with the unit SHA's resources and learning platforms.

- Facilitating orientation to SG.hub and providing support guides in the use of the platform.
  - Ensuring all participants have access to SG.hub and is available for addressing individual needs.
  - Highlighting Salus Global has accreditation of activities through the Royal College of Physicians and Surgeons of Canada and the College of Family Physicians of Canada.
- Supporting, coaching and mentoring the Core Team and Team Lead(s) in their role as peer leaders and change agents.
- Facilitating problem-solving discussions on issues identified by the Core Team that may impede progress toward goals.
- Gathering and monitoring metrics for implementation of local Milestones/Initiatives and potential needs for provincial quality improvement and sharing with the local KMU and Leadership Support Team.
- Escalating any concerns to the Leadership Support Team ongoing and during monthly touchpoints.

## Sample onboarding and workflow

Below are sample onboarding and workflow illustrations. The onboarding simply showcases the cascade of work beginning with Leadership and flowing next to the Core Team. From there the Core Team engages with Participants.

The sample workflow identifies some of the components of the journey, whereby we start with an understanding and exploration of the Provincial/Leadership goals, work to create a Unit goal and then define and design plans (called Milestones/Initiatives).

Every team is different, and their needs are unique. The plans and initiatives are designed in collaboration with the Core Team to make sure they are timely and relevant to the unit or team.

The plans and initiatives are designed in collaboration with the Core Team and Maternal and Children's Provincial Program to make sure they are timely and relevant to the unit or team.

### moreOB onboarding flow:



### moreOB sample workflow:

