



TRAINING OUTLINE CLINICAL QUALITY UNIVERSITY 1.0

The rapidly changing context of healthcare calls for an emphasis on leadership. In the shift towards a more value-based healthcare system, improved leadership is seen as central to improving the quality of healthcare. Leadership is quite simply a crucial part of long-term strategies to improve and innovate and to be an active driver of change. To that end, the North Carolina Medical Society Foundation (NCMSF) has provided Clinical Quality University or CQ'U'. This program aims to prepare and support physicians and their staff, as they drive quality improvement projects from planning to sustainment within their organization. CQ'U' also leverages the physician leaders' knowledge, skills and attitudes towards building teams, advocacy and assertion, conflict resolution, and other core competencies. The duration of this program will span over four months with a webinar three months post-graduation to follow up with participants regarding the implementation of their projects.

Objectives:

The CQ'U' program will prepare participants to optimize patient outcomes through the use of quality improvement methodologies to facilitate projects, implement evidence-based teamwork and communication tools and strategies and establish a robust culture that supports safety for patients and their families, employees and their organization.

KICK-OFF WEBINAR

Kick-off webinar: 30 min.

Date: February 15, 2018, 6 pm

Two weeks prior to the first in-person session, the KIPL staff and co-chairs will have a kick-off webinar to welcome the new participants and give them a brief overview of the program including what to expect for each meeting and project work.

MODULE I – Leadership: The Individual Journey/RCA

Module I: 1.5 Day In-Person Session

Date: March 2 – 3, 2018

Faculty: Kristina Natt och Dag and Erin Grover

Key starting point for effective leadership development is *leader* development. Without understanding self and the importance of self-awareness as a crucial component to the individual journey of effective leadership, leaders will never reach their full potential and be as effective a leader as they can be. In terms of driving quality, the purpose with this session is to build leadership around the quality initiative as an active driver of change.

This module builds around a psychometric self-assessment tool which participants have completed on-line prior to the session. The individual report enables the individual to understand strengths and weaknesses as well as address blind spots, which are essential components to communicate effectively with others. With this tool participants are able to learn to adapt and connect with others on their team to create strong and effective relationships which will lead to quality improvement.

Each team will do a Root Cause Analysis (RCA) during the first session to help the team to identify what project they will work on throughout the year. Teams must figure out what negative processes are occurring within their practice, then look at the complex systems around those problems to identify key points of failure and finally, determine solutions to address those key points. Projects will be presented at the end of the program.

PRE-WORK:

- Individual self-assessment: Insights Discovery Evaluator
- Articles on RCA

Agenda:

- Insights Discovery Profile
- Understanding self before understanding others – Introduction into Insights Discovery
- Touch on RCA and continue onto day 2
- Leading others – Motivation, dialogue and transparency
 - i. Communicating with others – Adapting and connecting, Resolving Conflict
 - ii. Building trust in relationships – Authenticity and transparency
- Root Cause Analysis – What have teams discovered as their root cause for their project

Learning Objectives:

DAY	TOPIC	LEARNING OBJECTIVES	FACILITATOR NOTES
Day 1 (half day)	Introduction to Insights Discovery™	Reflect on areas for personal improvement and integrate with feedback to adjust and improve personal leadership and effectiveness	
	RCA	Understand the basics of what RCA is based on the pre-work.	
Day 2 (full day)	Leading others – Motivation, dialogue and transparency	Analyze personal strengths and how to implement for increased communication and motivation	
	Effective communication	Understand the communication process and gain further knowledge about active listening skills and listening with empathy	
	RCA	Understand how RCA is to be used for their project.	

MODULE II – Project Selection Call

Module II – 1 Hour Call (Faculty will facilitate three (3) separate conference calls to assist teams with project selection. Project teams can choose which date/time works best for their schedule. Only one call per team.)

Date options: March 28, 2018: 6 pm – 7 pm

April 3, 2018: 12 pm – 1 pm

April 9, 2018: 12 pm – 1 pm

Faculty: Kristina Natt och Dag, Erin Grover

PRE-WORK:

- RCA
- Team charter worksheet

Agenda:

- Teams to report on their team charter and receive feedback from faculty
- Teams to report on their project and receive feedback from faculty and other participants on the call
- Establish a mentor for each team

Learning Objectives:

TOPIC	LEARNING OBJECTIVES	FACILITATOR NOTES
Project Selection	Establish team charter for the project group	

MODULE III – TeamSTEPPS/Organizational Culture

Module III: 2 Day In-Person Session

Date: April 27 – 28, 2018

Faculty: Kristina Natt och Dag, Erin Grover

To understand how to drive change, you must also understand the impact of organizational culture. Culture has a major effect on the everyday work climate of an organization, explicitly and implicitly. This module is built to equip participants to identify the culture of their organization to understand how to implement and drive change.

Once participants have an understanding of their organization's culture, they are further equipped to identify key elements to establish a culture of safety. Improving the culture of safety within health care is a key aspect of preventing or reducing errors and improving overall health care quality.

By using the individual profile, participants will learn how to use their strengths to communicate with others on their team to improve quality.

PRE-WORK:

- Articles and/or videos about TeamSTEPPS

Agenda:

- Introduction to TeamSTEPPS
 - Identify essential skills and strategies for effective teamwork and communication
 - Explain fundamental quality improvement methodologies
 - Reintroduce the leadership profile and integrate content to talk about how open communication leads to quality
- Building a culture of quality and value based care – Building a culture of safety
 - What is Culture?
 - Organizational culture and individual leadership
 - Describe key components of safety culture
 - Discuss the importance of human factors in reliable system design – High Reliability Organizations (HRO) theory
 - Explain concepts of process and value-stream mapping
 - Identify effective responses to human error, at-risk behavior, and reckless behavior
- Group project:
 - Apply learning to the project: Assess from a TeamSTEPPS/Org. Culture perspective

Learning Objectives:

DAY	TOPIC	LEARNING OBJECTIVES	FACILITATOR NOTES
Day 1 (full day)	TeamSTEPPS	Understand TeamSTEPPS and the strategies for effective teamwork and communication	
Day 1 (full day)	Project Work	Apply previous knowledge from Insights profiles as well as TeamSTEPPS and each teams’ RCA to work on projects	
Day 2 (full day)	Organizational Culture	Understand organizational culture and how the importance of identifying how culture and value based care are interlinked as well as their impact on everyday work behavior	-What does safe culture mean to each group? -What does it look like in each groups’ practices?
Day 2 (full day)	Project Work	Apply accumulated knowledge (Insights, TeamSTEPPS, Org. Culture, etc.) to projects	

MODULE IV – Project Webinar

*Module IV: 1 Hour Project Webinar**

Date: May 24, 2018, 6 pm – 7 pm

Faculty: Kristina Natt och Dag, Erin Grover

Applying knowledge from previous session, teams will work on their projects throughout the duration of the program. Project teams will implement their plans on small scales, capturing learning and making adjustments to their plans as needed. The implementation of the project plan will be submitted to the Team Lead (chosen by their team). Faculty will facilitate a content specific webinar for Team Lead only. At this time Team Leads will share their projects, discoveries and learning. Feedback to be given by facilitators as well as other Team Leads.

PRE-WORK:

- Project Work
- Check in call with mentor

Agenda:

- Group project: Projects to be presented by Team Leads.

Learning Objectives:

TOPIC	LEARNING OBJECTIVES	FACILITATOR NOTES
Project	Learning from other presentations and obtaining key “takeaways” that may help teams with their own projects.	Each Team Lead will present projects and receive feedback from facilitators as well as other Team Leads.

*Depending on the number of teams, this webinar may be extended to a 1.5 hour call or make an option for two separate calls.

MODULE V – Project Presentation/Graduation

Module V: Final Project Presentations Virtual Session

Date: June 28, 2018, 12 pm – 1:30 pm

Faculty: Kristina Natt och Dag, Erin Grover

PRE-WORK:

- Projects
- Check in call with mentor

Agenda:

- Project Presentations by each team
- Graduation ceremony

Learning Objectives:

DAY	TOPIC	LEARNING OBJECTIVES	FACILITATOR NOTES
Virtual Webinar	Project presentations: Present projects to each CQU team and any esteemed guests.		

MODULE VI – Follow up Webinar

Module VI: Follow Up Webinar

Date: September 27, 2018, 12 pm – 1 pm

A webinar or conference call will be held three (3) months post project presentation to see how teams are implementing their projects and to give an update on project outcomes.