Agenda

- Welcome & Faculty Introductions
- IHI Improvement Science & Methods Portfolio
- What is the Coach Program?
- What are the program expectations?
- Why *this* program? What makes it unique?
- Questions
- Additional IHI Programs

IHI Improvement Coach Program Team

Lauren Macy
Director and Improvement
Advisor

Catherine Warchal
Project Manager

IHI Faculty & Staff for Europe Offering

Susan Hannah is a Senior Director, Europe Region and Strategic Partners at the Institute for Healthcare Improvement.

Brenda Carson, RGN is Lead for Quality Improvement at South Eastern Health and Social Care Trust in Belfast, UK.

Johnathan Maclennan is the Lead Nurse for Mental Health and Learning Disabilities adult inpatient care in NHS Tayside.

Amelia Comeau is a Program Manager at the Institute for Healthcare Improvement.

IHI Faculty for US-based Offering

Marianne McPherson, PhD, MS, is a Senior Director and Improvement Advisor at the Institute for Healthcare Improvement. She currently co-leads IHI's work in Population Health.

Michael Posencheg, MD, is an IHI Improvement Advisor, Associate Chief, Division of Neonatology, Quality Improvement and Patient Safety at Children's Hospital of Philadelphia, Associate Chief Medical Officer, Penn Value Improvement, and Professor of Clinical Pediatrics at the University of Pennsylvania's Perelman School of Medicine.

Rebecca Steinfield, MBA, is a Senior Director and Improvement Advisor at the Institute for Healthcare Improvement. She currently serves as Director of IHI's Improvement Advisor Professional Development Program

Katherine Rowbotham, MA, is a Project Manager at the Institute for Healthcare Improvement.

Improvement Methods Portfolio of Programs

IHI Open School

The IHI Open School provides you with essential training and tools in an online, educational community. Eight improvement capability courses are available.

Level: Novice to Beginner*

Format: Online, asynchronous courses that take one to two hours per course

Who should attend: Students, residents, faculty, and professionals

The Science of Improvement

IHI's introduction to the science of improvement that provides you with a framework for organizing and implementing improvement projects as well as enhancing your understanding of improvement theories, concepts, methods, and tools.

Level: Novice to Beginner*

Format: One to two-day in person workshop

Who should attend: Beginners to improvement concepts, methods, and tools

Improvement Science in Action

Learn the fundamentals of improvement in the context of team-based improvement projects – this program provides practical application of improvement science designed for people and teams new to improvement who are actively involved in, or about to be, designing and executing on improvement projects.

Level: Novice to Competent*

Format: Four month experiential program with a preparatory webinar, a three-day in-person workshop, and three follow-up webinars. Requires an improvement project.

Who should attend: Improvement teams

Improvement Coach

If you have some experience with improvement and want to learn to coach and facilitate improvement teams and support the implementation of improvement strategies within your organization, the next step is to become an Improvement Coach.

Level: Competent to Proficient*

Format: 12-week experiential program with a preparatory webinar, two 3-day in-person workshops, three 3-hour virtual workshop in between, and a concluding webinar. Previous team-based improvement experience required. Participants are required to have an improvement team where they will perform the roll of improvement coach

Who should attend: Individuals with improvement experience who wants to learn to coach and facilitate improvement teams.

Improvement Advisor

The Improvement Advisor (IA) program prepares you to become a highly effective leader in helping your organization or system accomplish portfolios of strategically vital improvement initiatives.

Level: Proficient to Expert*

Format: Eleven-month experiential program with a preparatory webinar, three 4-day workshops, 10 monthly webinars in between. Previous experience leading improvement efforts required. Requires an improvement project that is strategically important to the sponsoring organization.

Who should attend: Specialists in improvement and future improvement leaders; individuals/professionals who have or expect to have a major portion of their work focused on improvement.

The aim of this program is to…

Further develop your improvement knowledge and skill so you can coach and facilitate improvement teams as well as support the implementation of improvement strategies throughout your organization and community.

Photo by You X Ventures on Unsplash


Photo by tribesh kayastha on Unsplash

This program is designed to help you…

- Understand Improvement Science and the role of the Model for Improvement as a method, specifically focusing on the psychology of change

- Employ coaching skills to help improvement teams develop aims, measures, and changes and test those changes through PDSA cycles

- Describe the use of data for improvement, and how to collect and analyze data through this lens in service of understanding variation

- Use key quality improvement tools and build confidence in coaching others to use them

- Apply skills in team facilitation, communication, decision making, and coaching to advance the team's work

- Practice the skills and behaviors needed to coach improvement teams

- Distinguish between concepts of implementation, sustainability, and scale-up

Curriculum Framework: Part 1
Deming's System of Profound Knowledge
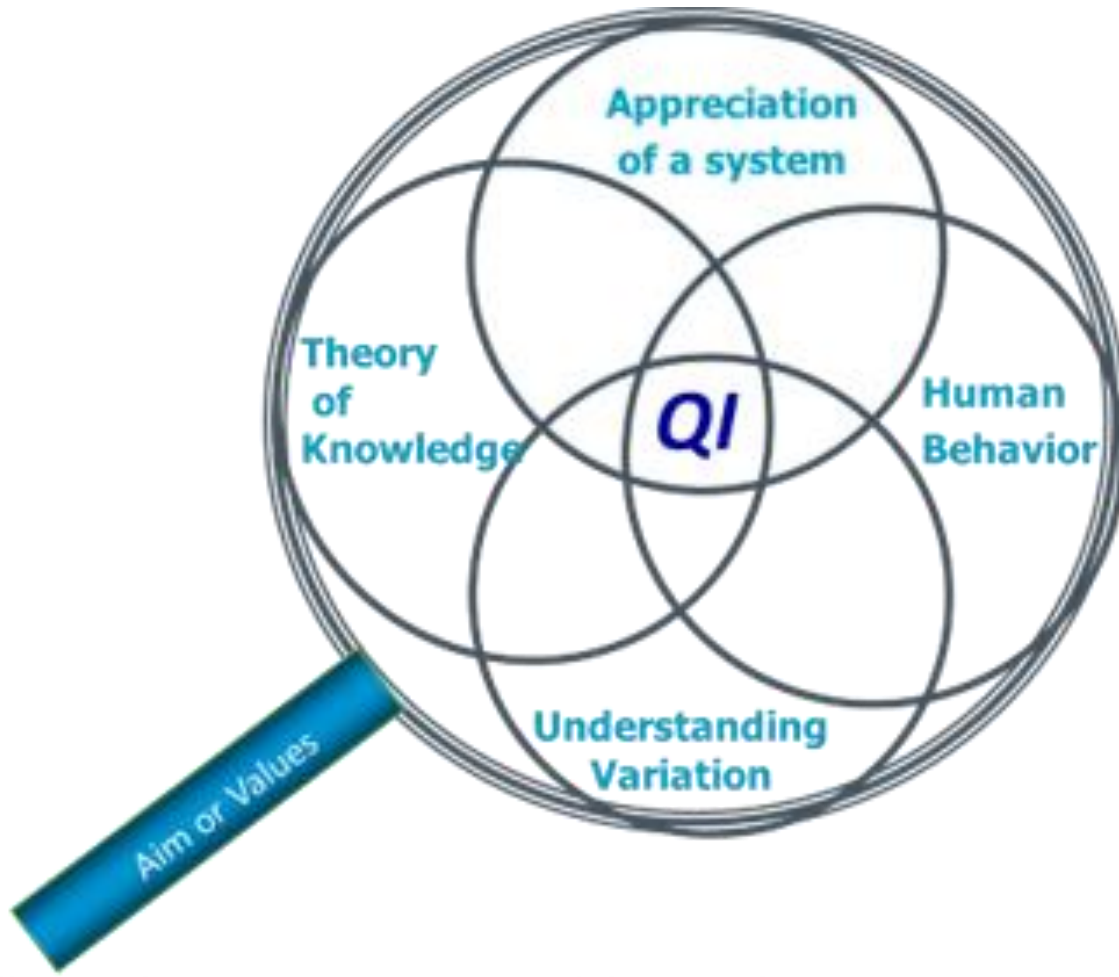
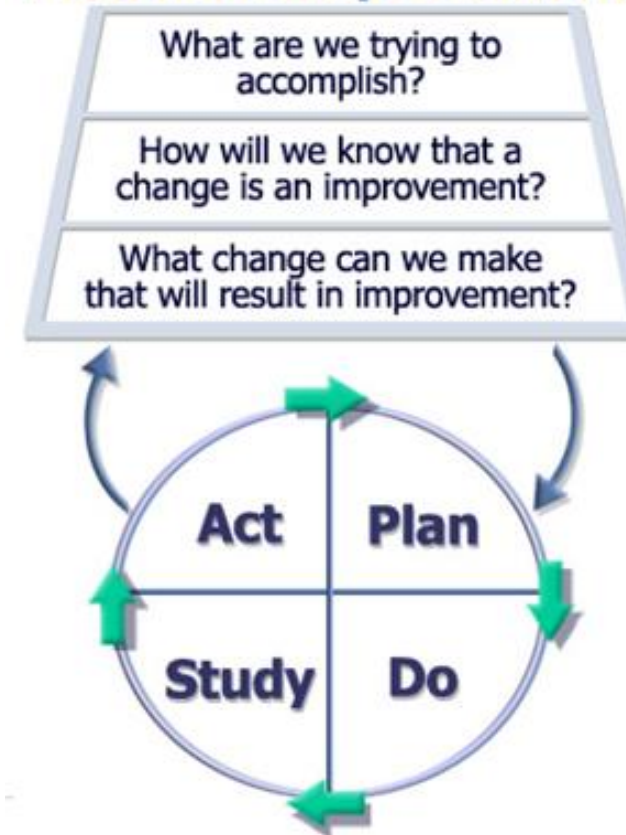A management philosophy that serves as the foundation for which QI can exist

"The various segments of the System of Profound Knowledge proposed here cannot be separated. They interact with each other. Thus, knowledge of psychology is incomplete without knowledge of variation" - Deming

Curriculum Framework: Part 2
Model for Improvement

- Developed by the Associates in Process Improvement
- Our engine for learning and change

Model for Improvement

What are we trying to accomplish?

How will we know that a change is an improvement?

What change can we make that will result in improvement?

Act | Plan

Study | Do

Langley, et al, *The Improvement Guide*, 2009

Curriculum Framework: Part 3
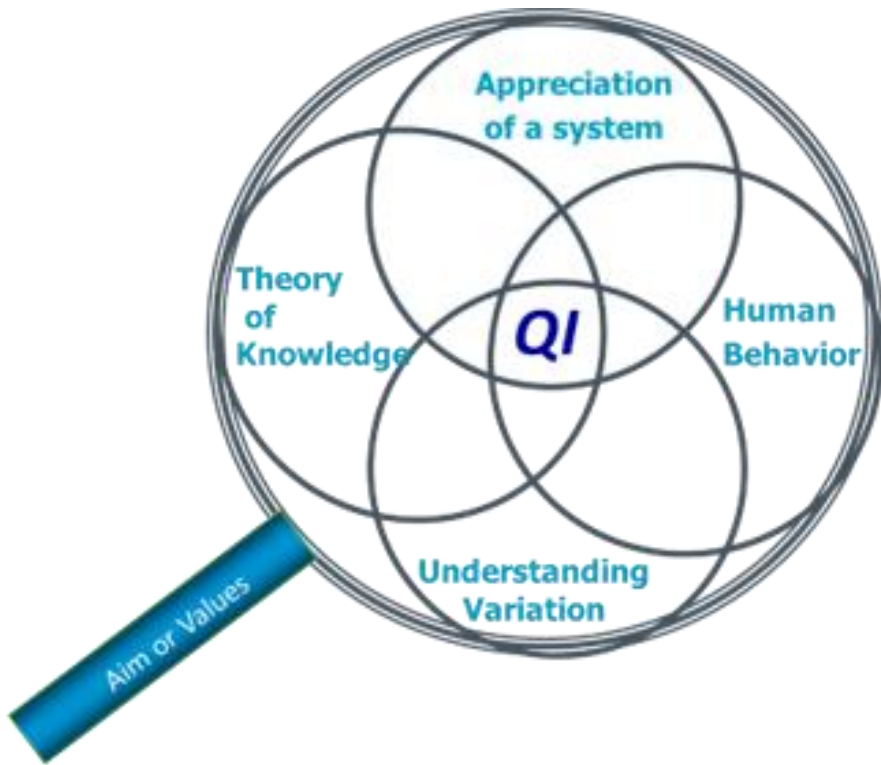# Coaching Toolbox

Photo by dreamstime.com

- Building the Team
- Unleashing people's agency
- Co-designing with customers
- Running effective meetings
- Facilitation skills
- Managing difficult behaviors
- Asking open and honest questions
- Giving feedback
- Mentoring & Teaching

Curriculum on a page

Deming's System of Profound Knowledge

Model for Improvement
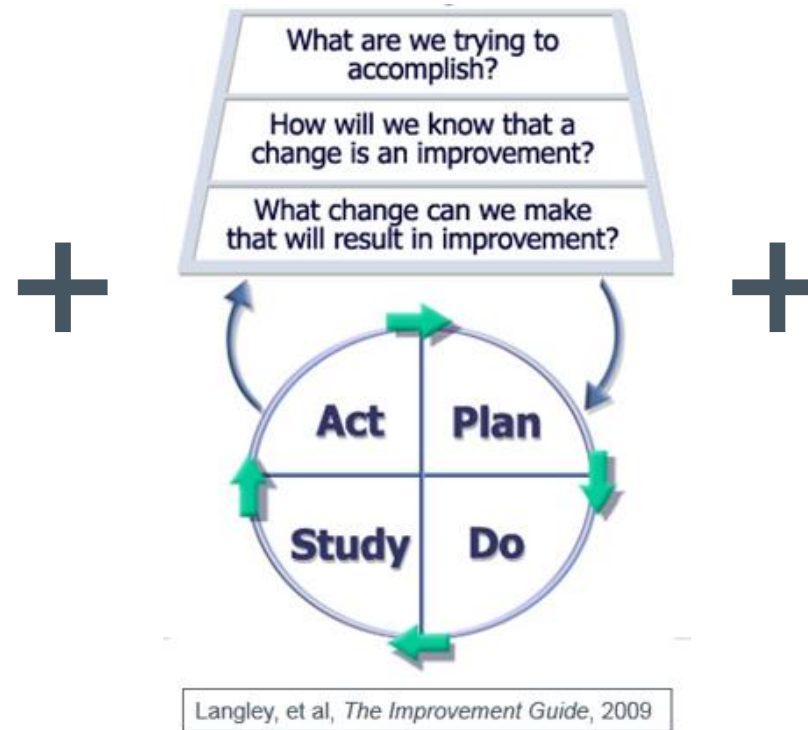
Coaching Toolbox

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Curriculum on a page: *The reality*

Deming's System of Profound Knowledge

Model for Improvement

Coaching Toolbox

Langley, et al, *The Improvement Guide*, 2009
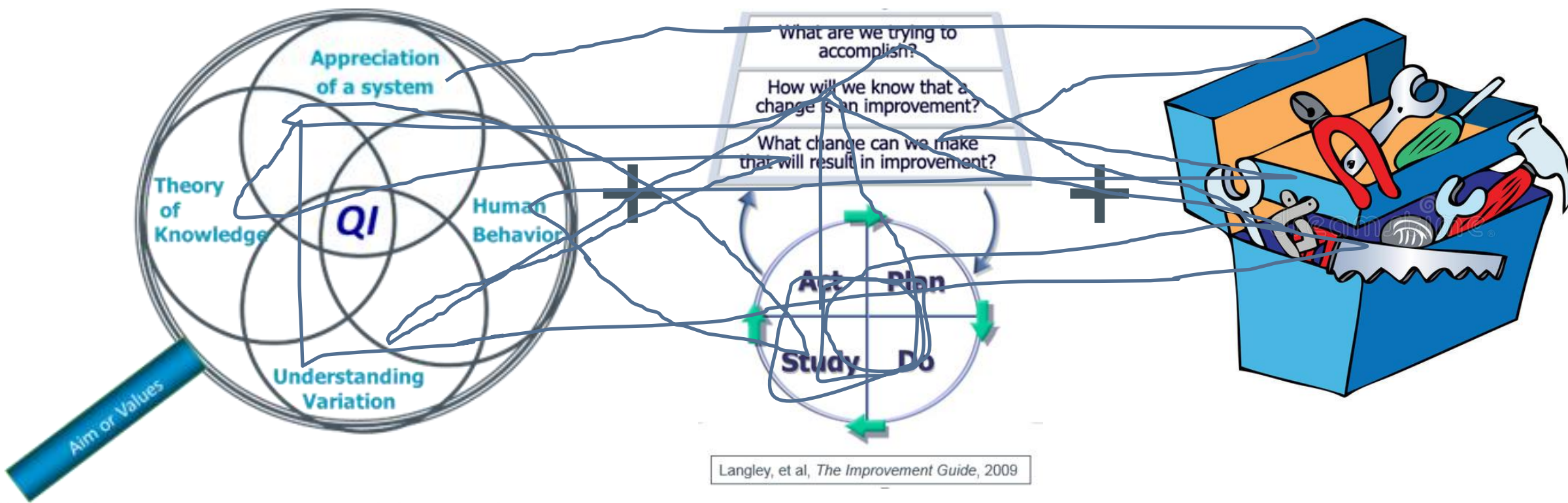
Building Competency as a Coach

The Learning Curve

Photo by Thought Catalog on Unsplash

Photo by Wes Hicks on Unsplash

Adapted from Bloom's Taxonomy of Educational Objectives, 1956

Building Competency the *Real* Story

Source: John S. Dowd, Courses in Continual Improvement,. Adapted from Bloom's Taxonomy of Educational Objectives ,1956

US: Program design and key dates

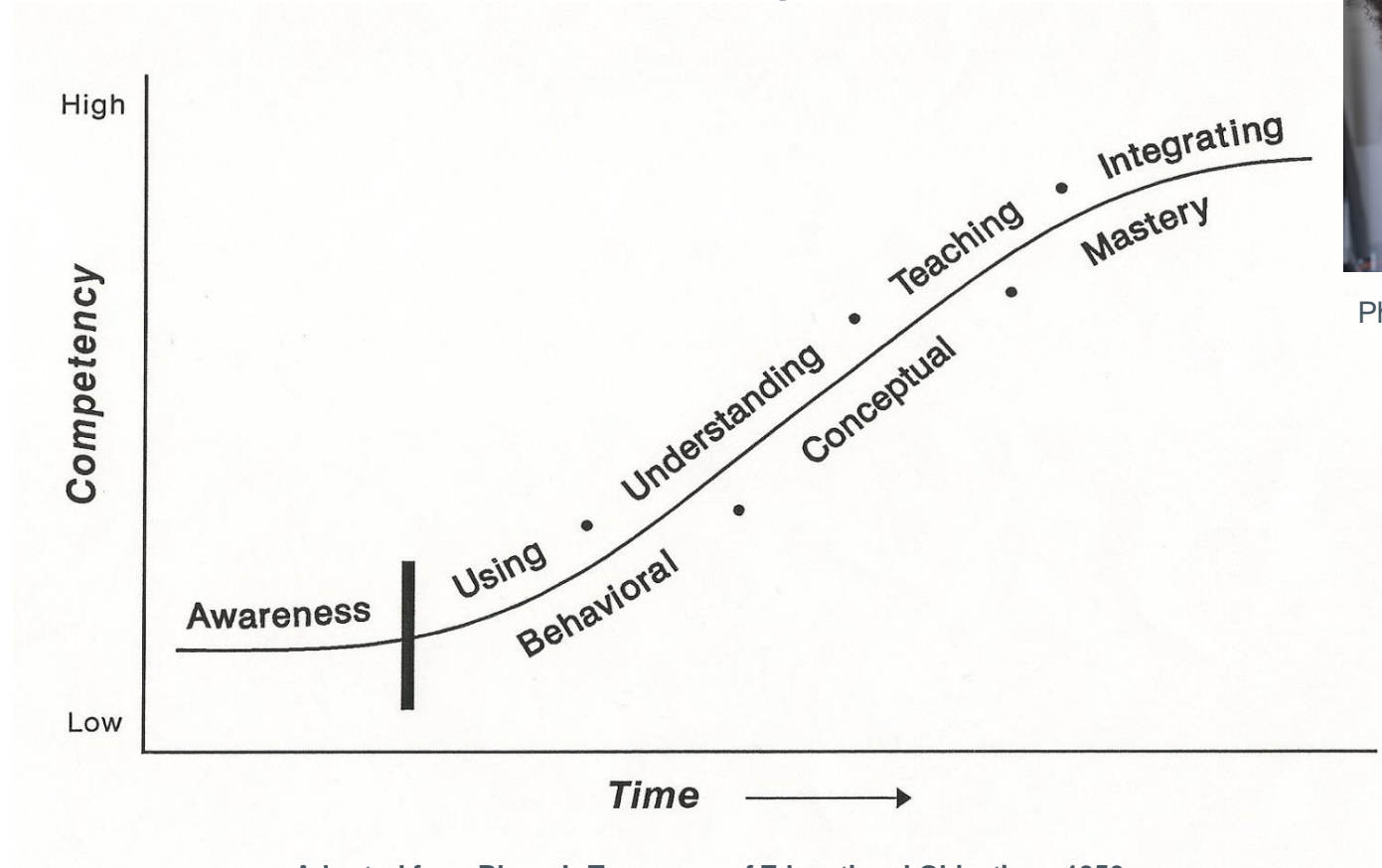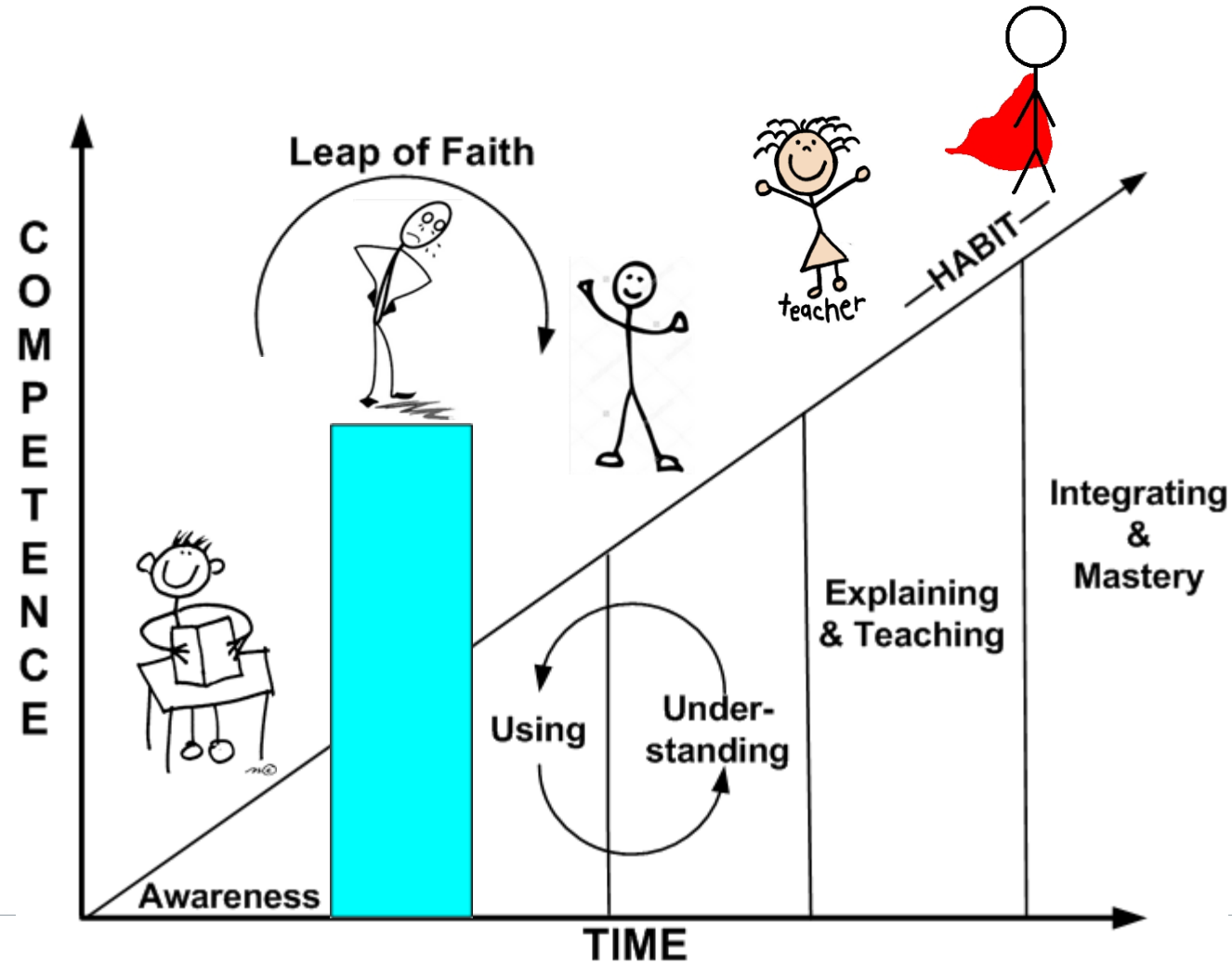|	September					October				November			
Week	1	2	3	4	5	6	7	8	9	10	11	12	13
Class Date & Time (ET)	9/1	9/8	9/15	9/24	9/29	10/8	10/13	10/20	10/27	11/4	11/10	11/17	11/24
	2-3:30	2-5	2-3:30	2-5	2-3:30	2-5	2-3:30	2-5	2-3:30	2-5	2-3:30	2-5	2-3:30
Self-Learning	1 hour/week: videos, articles, and activities accessed via the learning management system												
Small Group Coaching (Date TBD)	1 hour call					1 hour call				1 hour call			
Applying with your Team	2-4 hours a week: team meetings, collecting/analyzing data, testing ideas, using QI tools, etc.												

UK: Program design and key dates

	September		October			November		
Session	1	2 & 3	4	5 & 6	7	8 & 9	10	11
Class Date & Time (GMT)	10/9	17/9	1/10	15/10	29/10	5/11	19/11	3/12
	2-3:30	9-12 & 2-5	2-5	9-12 & 2-5	2-5	9-12 & 2-5	2-5	2-3:30
Self-Learning	1 hour/week: videos, articles, and activities accessed via the learning management system							
Small Group Coaching (Date TBD)	1 hour call		1 hour call			1 hour call		
Applying with your Team	2-4 hours a week: team meetings, collecting/analyzing data, testing ideas, using QI tools, etc.							

Program topics

- What is QI?
- Building your Team
- Human Side of Change
- Aim Statements
- Developing, Prioritizing, and Selecting Change Ideas
- Measurement
- Analyzing data (Run Charts & Control Charts)
- Testing Ideas with PDSA Cycles
- Facilitation
- Running Effective Meetings
- Coaching Virtually
- Coaching to learn (1:1 coaching; listening & asking questions)
- Implementation, Sustainability, Scale up and Spread

Expectations

- You have a <u>willing</u> team with an improvement project to coach

- You have some previous knowledge of and experience in using QI*

- You have sufficient time and energy to fully participate in the program:

  1. Conduct and submit preparatory exercises
  2. Attend all sessions
  3. Engage with the self-learning
  4. Complete all activities
  5. Regularly work with your team on their project

- You are eager to engage in an action oriented, interactive, program --   ***all teach, all learn***

Why this program? What makes the program unique?
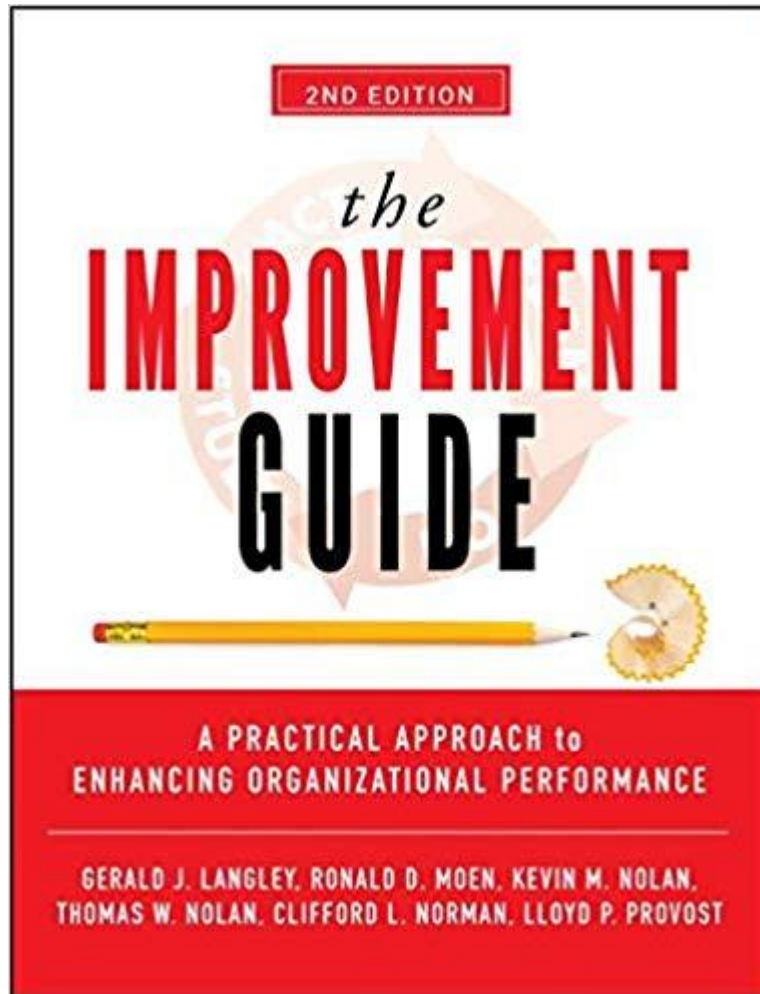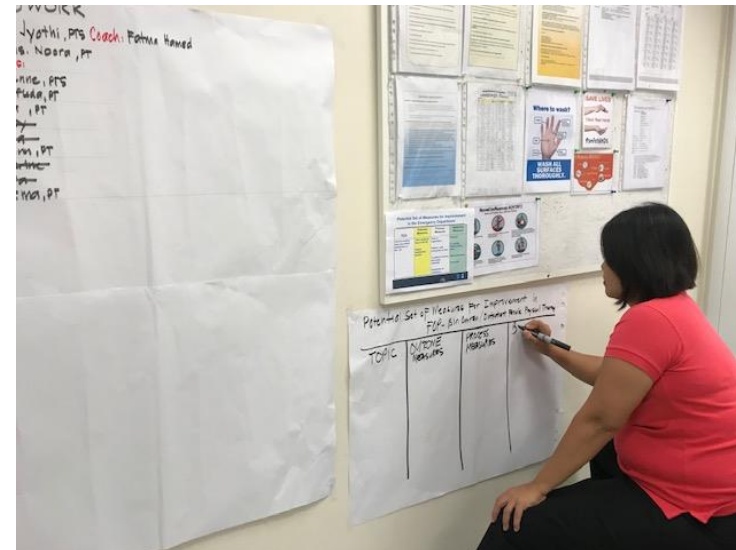
The science

The art

Practice during sessions & with your team

Self-Learning

Photo by Chris Montgomery on Unsplash
Class sessions
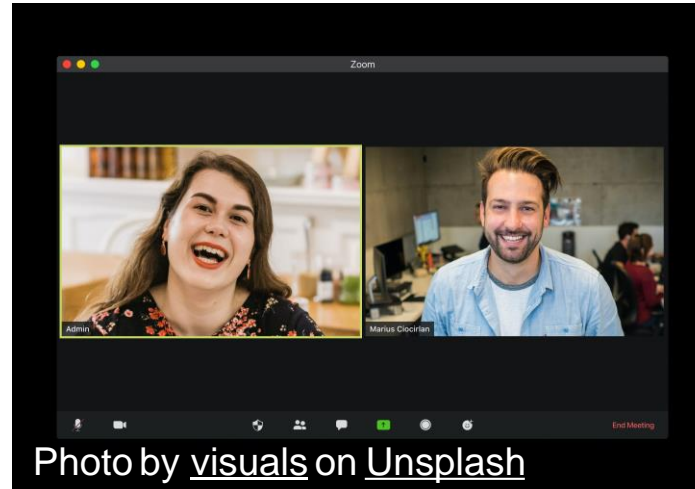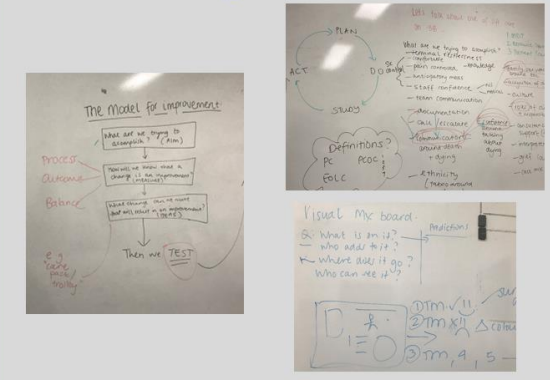

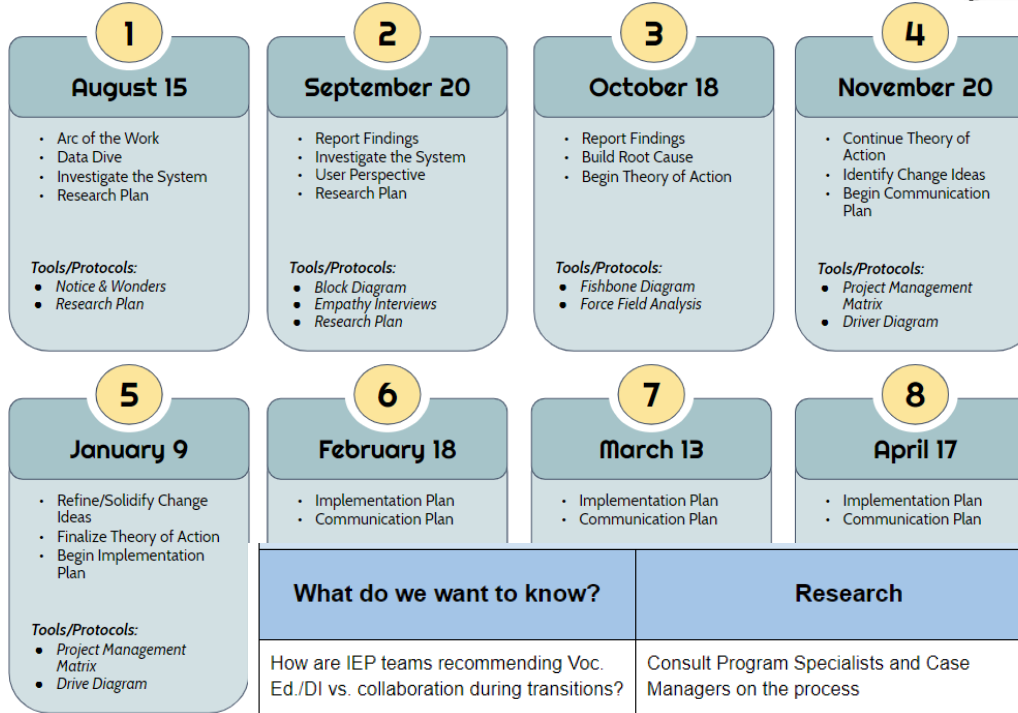Photo by visuals on Unsplash
Practice in pairs & small groups

The TEAM
Model for improvement
Ideas!
PDSA
MDT ready to make change that's an improvement!

Team meeting + lead de-brief:

Practice with your teams

Storybook

2019–20 Task Force Roadmap

4 March– June
- Implementation Plan
- Communication Plan

3 January– February
- Confirm Change Ideas

October– December
- Identify Root Causes

2

August– September
- Review Local Data
- Create Research Plan
- Investigate our System
  - Process Map

as a collaborative thinking partner to rt of Differentiated Assistance.

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1 August 15
- Arc of the Work
- Data Dive
- Investigate the System
- Research Plan

Tools/Protocols:
- Notice & Wonders
- Research Plan

2 September 20
- Report Findings
- Investigate the System
- User Perspective
- Research Plan

Tools/Protocols:
- Block Diagram
- Empathy Interviews
- Research Plan

3 October 18
- Report Findings
- Build Root Cause
- Begin Theory of Action

Tools/Protocols:
- Fishbone Diagram
- Force Field Analysis

4 November 20
- Continue Theory of Action
- Identify Change Ideas
- Begin Communication Plan

Tools/Protocols:
- Project Management Matrix
- Driver Diagram

5 January 9
- Refine/Solidify Change Ideas
- Finalize Theory of Action
- Begin Implementation Plan

Tools/Protocols:
- Project Management Matrix
- Drive Diagram

6 February 18
- Implementation Plan
- Communication Plan

7 March 13
- Implementation Plan
- Communication Plan

8 April 17
- Implementation Plan
- Communication Plan

What do we want to know?	Research	Person(s) Responsible	By When	Status
How are IEP teams recommending Voc. Ed./DI vs. collaboration during transitions?	Consult Program Specialists and Case Managers on the process	Cari Loete	9/20/19	X
Are we over qualifying SED students?	School Psychologists	Cy Hiyane	9/20/19	complete
How does balancing students based on special programs across the district impact graduation rates?	SpEd Administrators: Who are these students and what programs are they coming from?	Carrie Carter Gary Comstock M.W.	9/20/19	
How does the district report its various non-diploma track options (in CALPADS), and does this impact our graduation rate?	Percentage of completion rate for each non-diploma track student by type of program (Certificate of Completion, Voc. Ed., etc.) VOC and LOR are counted in Certif of Completion data, but NOT in graduation rates.	Theresa Pafford	9/20/19	X
What is the breakdown of the non-diploma track students for the past three (3) years?	Find numbers and percentages	Whitney Swillis Yvette Adams Stacey Tafoya	9/20/19	
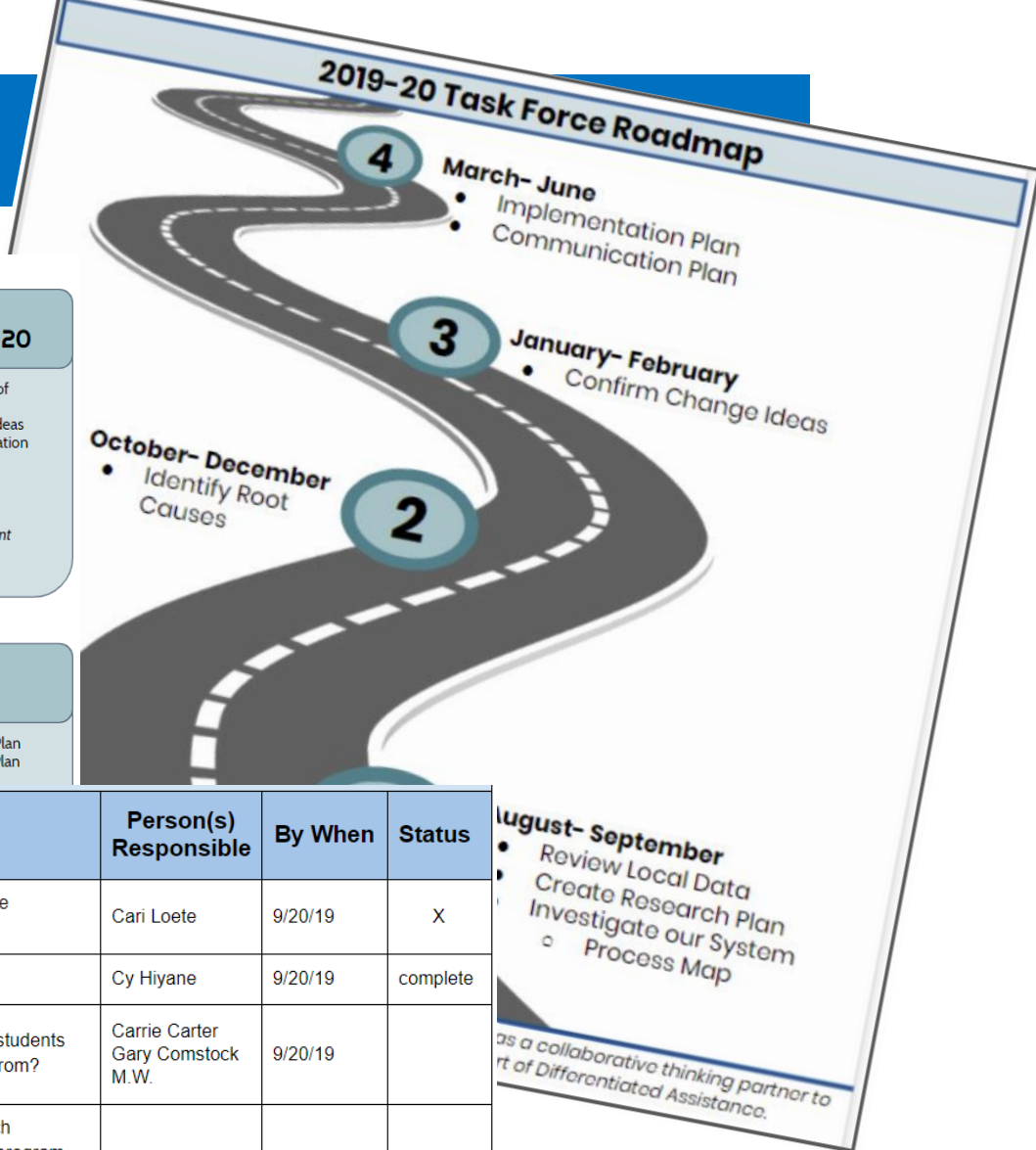
Source: Works in progress presentation by Annie Sharp from 2019 Improvement Coach Professional Development Program

Improvement Coach Community

Over 500 alumni!

Questions?

US Program Logistics

- **Dates:** Begins September 1, 2020, Ends November 24, 2020, schedule to the right
- **Where:** Online
- **Price:** $4,996 USD
- **Group Rate for 3 or More:** $4,247 USD

Date	Time (ET)
1 September	2-3:30
8 September	2-5
15 September	2-3:30
24 September	2-5
29 September	2-3:30
8 October	2-5
13 October	2-3:30
20 October	2-5
27 October	2-3:30
4 November	2-5
10 November	2-3:30
17 November	2-5
24 November	2-3:30

UK Programme Logistics

- **Dates:** Begins 10 September 2020, Ends 3 December 2020, schedule to the right
- **Where:** Online
- **Price:** $4,996 USD*
- **Group Rate for 3 or More:** $4,247 USD*

All rates are in US Dollars, exchange rates will depend on your bank's rate at the time of registration.

Date	Time
10 September	14:00 – 15:30 BST
17 September	09:00 – 12:00 BST & 14:00 – 17:00 BST
1 October	14:00 – 17:00 BST
15 October	09:00 – 12:00 BST & 14:00 – 17:00 BST
29 October	14:00 – 17:00 GMT
5 November	09:00 – 12:00 GMT & 14:00 – 17:00 GMT
19 November	14:00 – 17:00 GMT
3 December	14:00 – 15:30 GMT

Improvement Coach

Contact Us!

Contact IHI team members **Amelia Comeau** for the UK program and **Katherine Rowbotham** for the US program at acomeau@ihi.org and krowbotham@ihi.org to learn more and enroll for the Improvement Coach Professional Development Program.

ihi.org/Coach

We hope you will join us!

Appendix

- *More on Projects*
- *IHI's Improvement Coach and Improvement Advisor Professional Development Programs Side-by-Side*

Examples of appropriate projects

- **Improve a process** that produces good results most of the time but occasionally results in errors or problems

- **Identify a process that better matches and meets a patient or family need**, even if patients or families have not expressly asked for it

- **Identify and improve processes, products, and services by making fundamental changes** even though the output is currently not considered a problem, in order to deliver even better outcomes in the future

- **Improve a product, process, or service today**, which will put you in a better competitive position

- **Fix a recent or recurring problem that all agree needs to be fixed** to put a process back (restore) to the level it was designed to perform or to exceed expected performance

Project selection

- The team's project and its results should be important for your organization (unit/department for this smaller scope) and have a good chance of success
- The project is clearly a:
  – Process (where you can identify the boundaries) and it's not currently undergoing changes already
  – Problem that is linked to a process
- Smaller scope – can test and see results during the program
- Potential measures have been identified, and data can be collected daily (weekly, if necessary)
- The project has a sponsor who can help guide and monitor the project and remove barriers to improvement
- The team or team's sponsor has control over the systems, processes, products, or organizations where the anticipated changes must be made
- Improvement team members are available and eager to learn
- The process owner is able and willing to be the team leader and work with you in and between team meetings

Examples of past participants' teams' improvement projects

- Reducing pressure ulcers; Visual cues for bedside staff in pediatric pressure ulcer prevention
- Reducing resident falls at Hospital A
- Emergency department utilization at Medical Center B with patients
- Improving emergency department care of patient's with DVT/PE
- Improving follow-up post hospital stay
- Improving diabetes outcomes
- Increasing access to behavioral health
- Reducing the number of days to schedule an appointment for surgery
- Decreasing wait time for cancer patients seeking overnight lodging
- Patient-centered design: Reducing paperwork for patients (and increasing patient and provider work flow and satisfaction)
- Improving adherence to new guidelines
- Reducing appointment "no-shows"
- Improving medical screening process; Increasing screening rate for social needs in an ambulatory clinic
- Improving hydration on an elderly ward
- Increasing community resident attendance in fitness programs
- Increasing student asthma medications in school nurse's office
- Reducing parental complaints regarding homework
- Improving housing placements; Improving rapid re-housing

IHI's Improvement Coach and Improvement Advisor Programs

	Improvement Coach	Improvement Advisor
Audience	Those seeking to incorporate improvement into daily work area/responsibilities and coach improvement teams	Those who are or are becoming improvement professionals
Scope	Unit/department level	Organization-wide
Time spent in improvement role and responsibility	25-50% to support and facilitate organizational improvement strategies	>50% to accomplish organizational improvement strategies
Program application	Coach a team running an improvement project (small-medium scope)	Support a strategic improvement project
Program length	13 weeks	11-12 months
Audience experience level	Competent-Proficient	Proficient-Expert
Price *(Discounts available)*	In Person: $5,995/person Virtual: $4,996/person	$16,400/person