

Improvement Coach Professional Development Program

Information Call



Christina Gunther-Murphy
Lauren Macy
William Scott
Olivia Butkowski

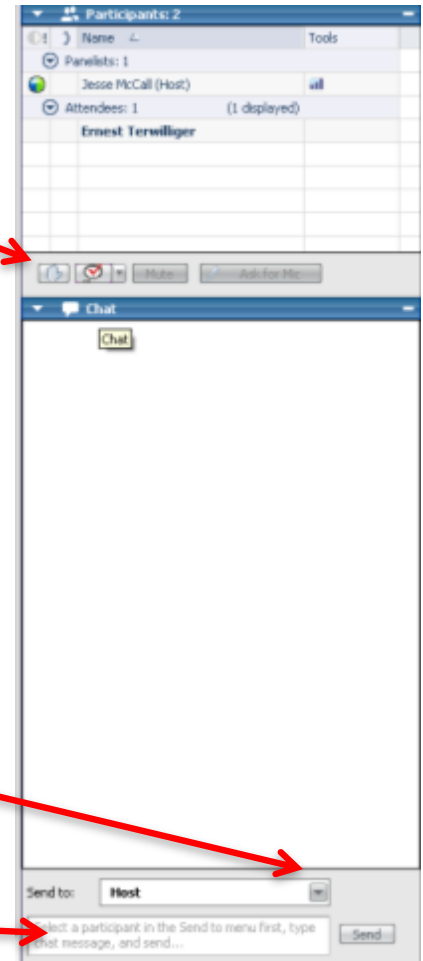
WebEx quick reference

- Please use chat to “All Participants” for questions
- For technology issues only, please chat to “Host”
- WebEx Technical Support: 866-569-3239
- Dial-in Info:
Communicate, Join
Teleconference (in
menu)

Raise your hand

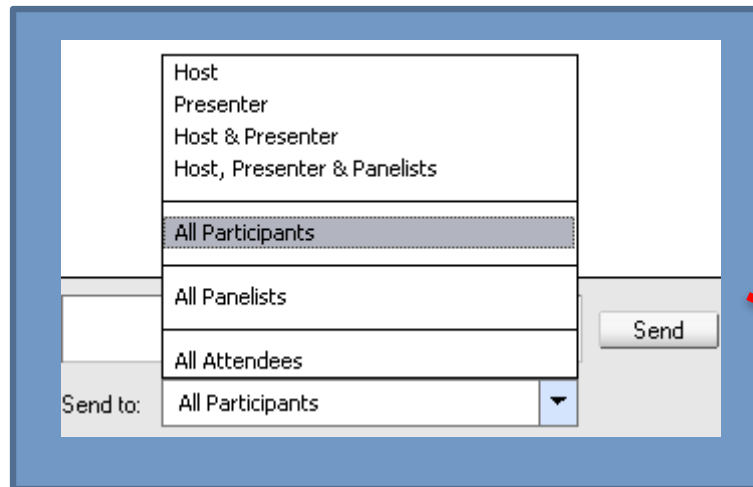
Select Chat recipient

Enter Text



When chatting...

Please send your message to
All Participants



A screenshot of a chat interface. A dropdown menu is open, showing the following options: Host, Presenter, Host & Presenter, Host, Presenter & Panelists, All Participants (highlighted), All Panelists, and All Attendees. Below the dropdown, the 'Send to:' field is set to 'All Participants'. A 'Send' button is visible to the right of the dropdown. A red arrow points from the 'Send' button towards the bottom right corner of the slide.

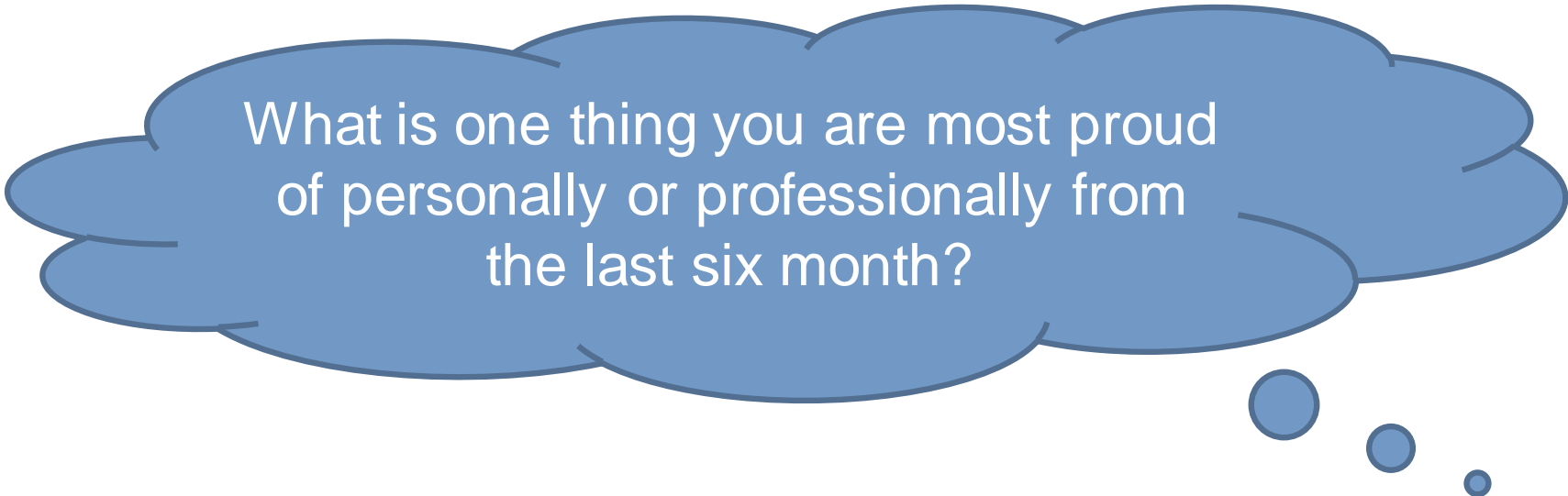
Agenda

- 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



Please type your **name** and the **organization** you represent in the chat box!

Example: Doug Jones, Midwest Health System



What is one thing you are most proud of personally or professionally from the last six month?



IHI Improvement Coach Program Director



Lauren Macy is a
Director and an
Improvement Advisor at
the Institute for
Healthcare Improvement



IHI Faculty for Birmingham



Karen Baldoza, MSW, is an Executive Director and an Improvement Advisor at the Institute for Healthcare Improvement.



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



IHI Faculty for Boston



Michael Posencheg, MD, is an IHI Improvement Advisor and the attending neonatologist at the Children's Hospital of Philadelphia and the Hospital of the University of Pennsylvania where he is the Medical Director of the Intensive Care Nursery.



Christina Gunther-Murphy, MBA, is Head of Operational Excellence and an Improvement Advisor 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 Professional Development Program

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 Professional Development Program

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.



This program is designed to help you...

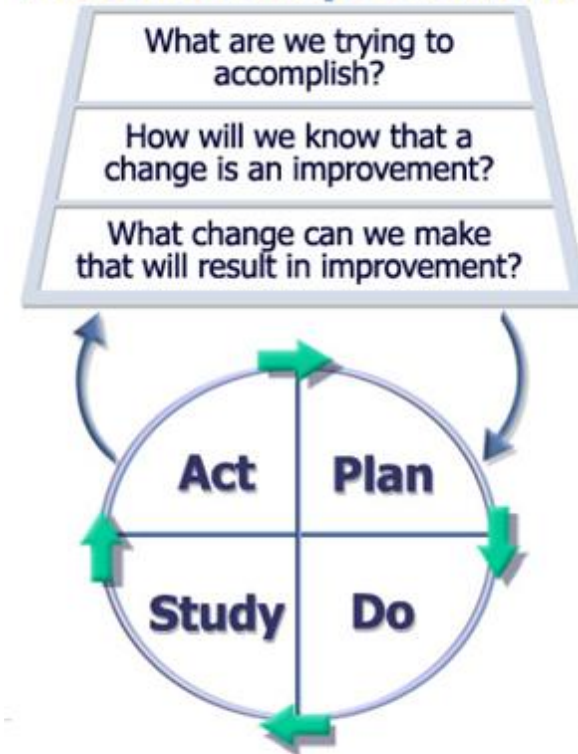
- Understand and appreciate Improvement Science and the role of the Model for Improvement as a method
- Employ coaching skills to help improvement teams develop aims, measures, and changes and test those changes through PDSA cycles
- Describe the use of data for improvement, and how to collect and analyze data through this lens
- 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

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

Model for Improvement



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

Curriculum Framework: Part 2

- Deming's System of Profound Knowledge
- A management philosophy that serves as the foundation for which QI can exist



Curriculum Framework: Part 3

Coaching Tools:

- Building the team
- Running Meetings
- Manage Projects
- Facilitation skills
- Managing difficult behaviors
- One on one leadership coaching

The Roles of a Coach

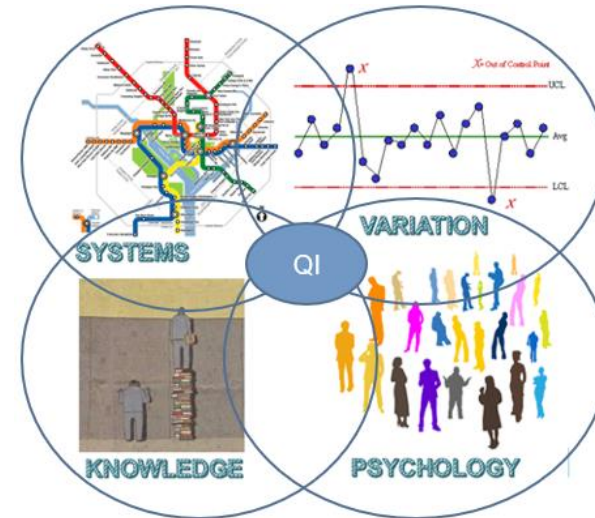


Curriculum on a page:

Model for Improvement



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



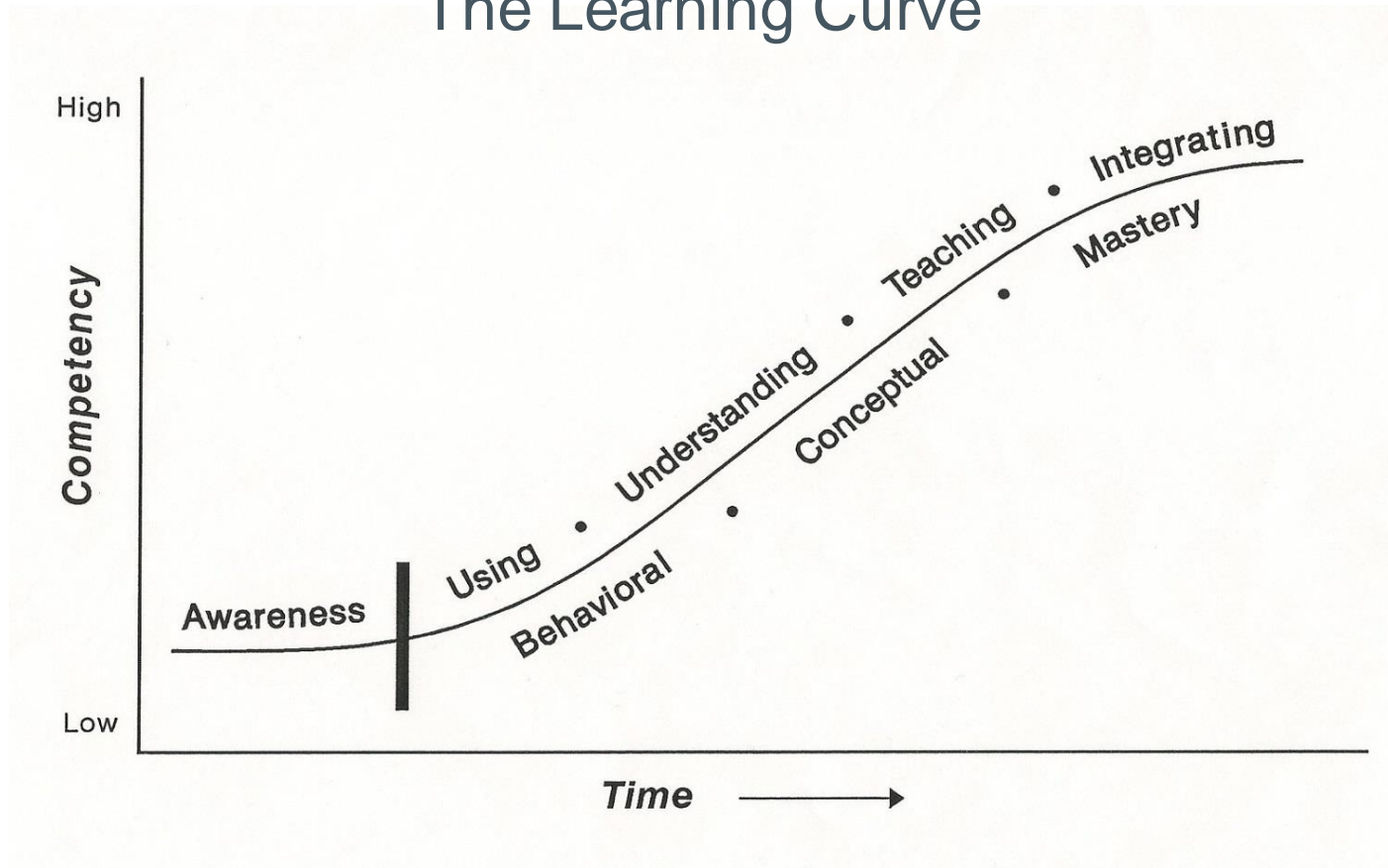
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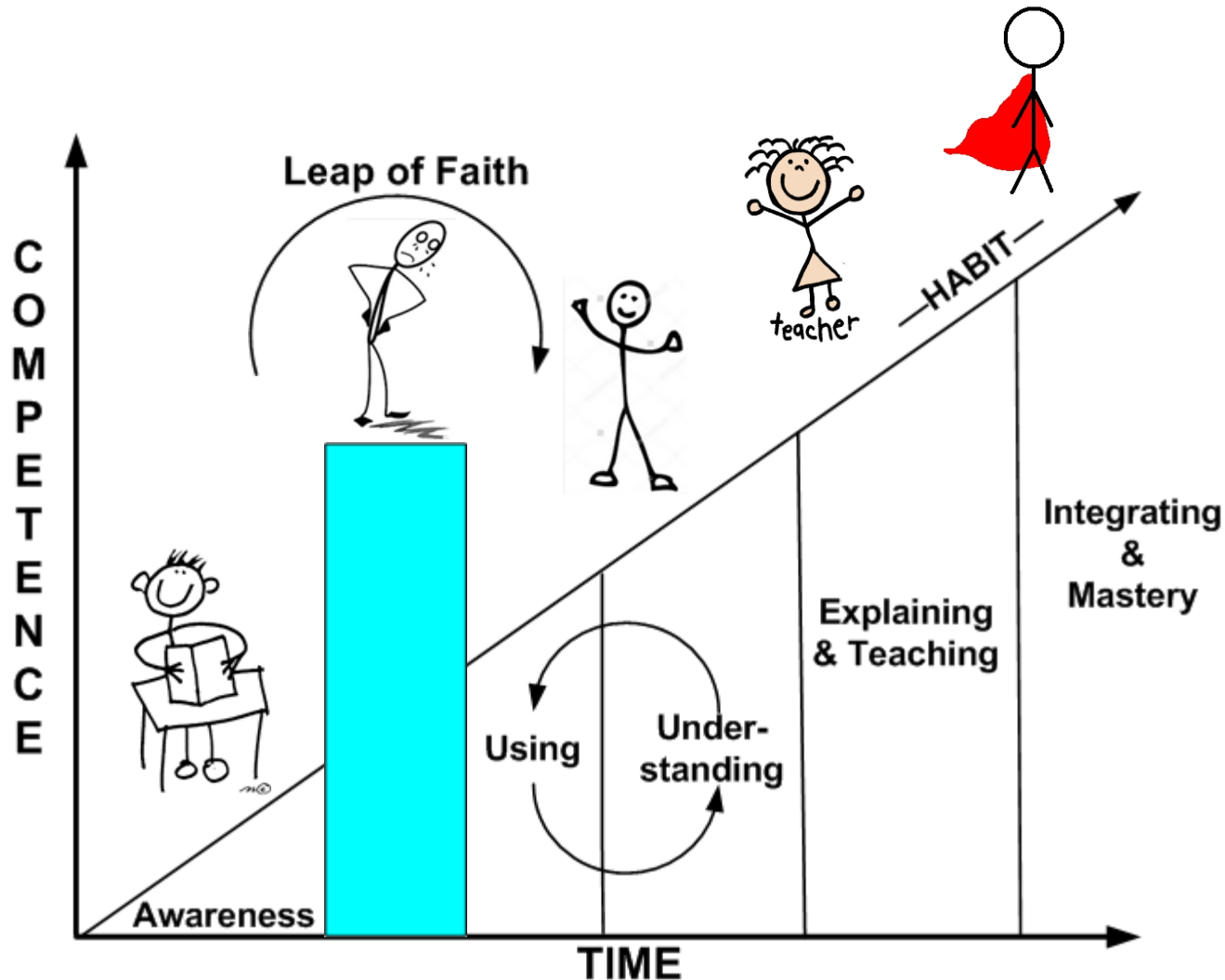


Building Competency as a Coach

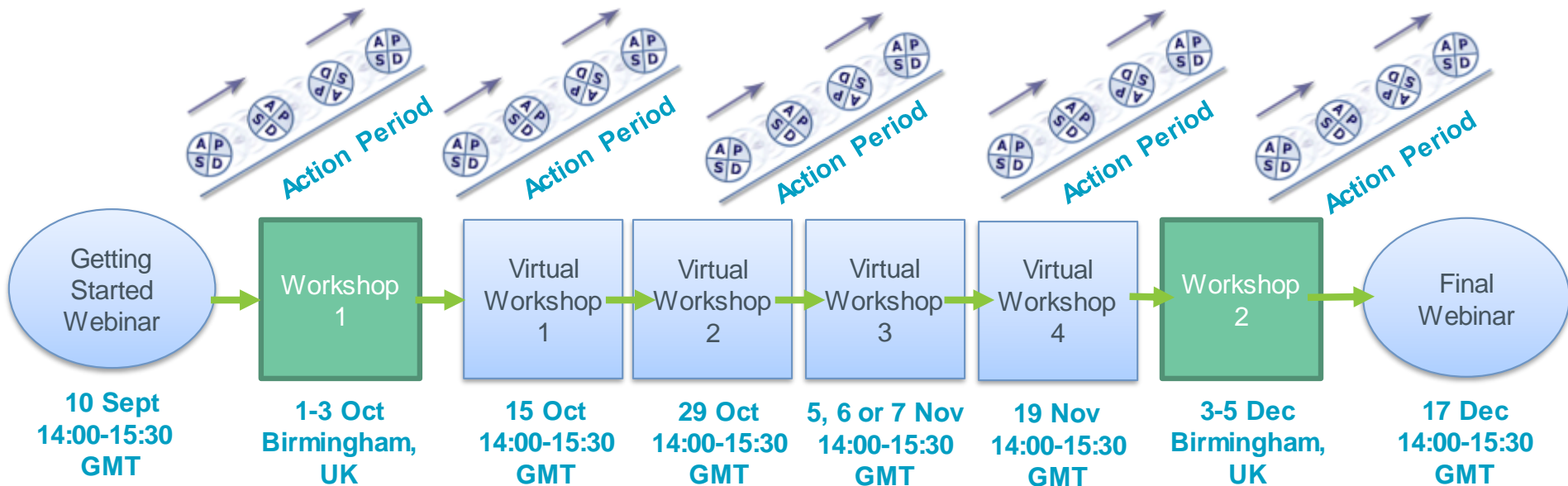
The Learning Curve



Building Competency the Real Story



UK: Programme design and key dates



Model for Improvement



Support

IHI.org

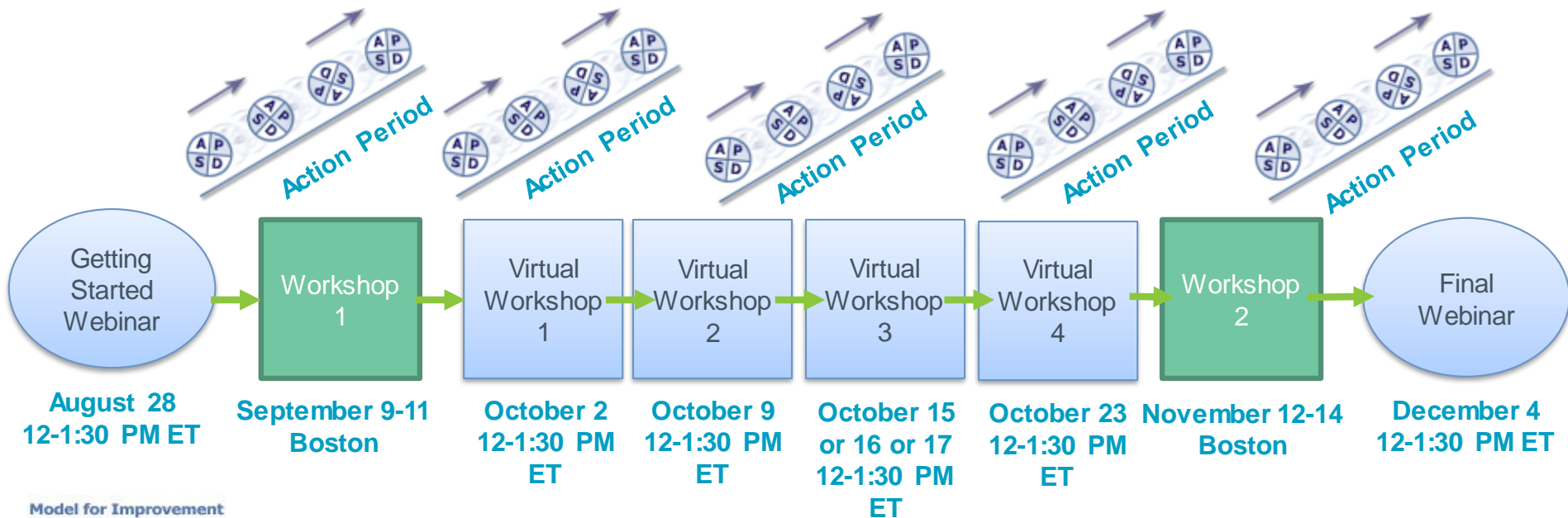
Email distribution list

Faculty consults

Coaching feedback from fellow coaches and faculty



US: Program design and key dates



Model for Improvement



Support

IHI.org

Email distribution list

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Workshop 1 overview

Day 1	Day 2	Day 3
<ul style="list-style-type: none"> Let's get started! What is quality improvement? What are we trying to accomplish? (Aim statements) 	<ul style="list-style-type: none"> How will we know that a change is an improvement? <ul style="list-style-type: none"> Understanding variation Creating and using run charts Running effective meetings and making team decisions 	<ul style="list-style-type: none"> How will we test our change ideas? <ul style="list-style-type: none"> Running real PDSA cycles PDSA exercise Planning and coaching PDSA cycles
Lunch		
<ul style="list-style-type: none"> Building your team: First things What do we want to accomplish? A deeper dive 	<ul style="list-style-type: none"> Running effective meetings and making team decisions What changes can we make that will result in improvement? <ul style="list-style-type: none"> Developing change ideas Selecting change ideas 	<ul style="list-style-type: none"> Facilitation Teamwork and communication: Understanding working styles Closing
Adjourn		



Virtual Webinar Topics*

- Coaching resources
- More on measures (e.g., forms to collect data)
- Prioritizing change ideas
- Tools spotlights (e.g., scatter plots, experience mapping)
- Works in progress presentations and coaching
- Practical strategies for managing improvement
- Outstanding questions and clarification

* Virtual webinar topics vary based on the questions and interests from each cohort. These topics are a sample of the types of topics discussed.



Workshop 2 overview

Day 1	Day 2	Day 3
<ul style="list-style-type: none">• Using and coaching on run charts: Your turn• Developing change ideas: Creativity	<ul style="list-style-type: none">• One-on-one leadership coaching• Scale and spread: Sticky interventions• Breakouts: Works in Progress (WIP) presentations round 1	<ul style="list-style-type: none">• Scale and spread: The technical side of change• Breakouts: WIP presentations round 2
Lunch		
<ul style="list-style-type: none">• Break-out topics:<ul style="list-style-type: none">• Control charts• More on coaching• Facilitation• Qualitative Data	<ul style="list-style-type: none">• The art of coaching: Coaching practice round• Visual displays of data• Open space	<ul style="list-style-type: none">• Scale and spread: The human side of change• The art of coaching: Coaching practice round• Graduation!
Adjourn		



Expectations

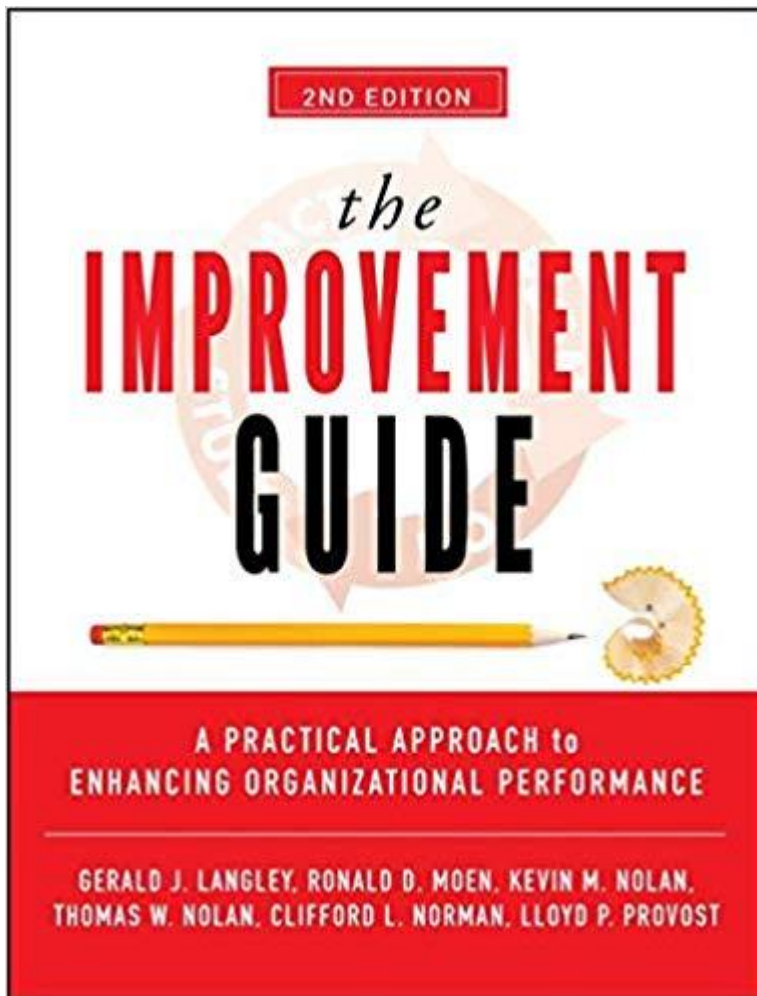
- You have a willing team with an improvement project to coach
- Some previous knowledge of and experience in using QI*
- Sufficient time and energy to fully participate in the program:
 1. Conduct and submit preparatory exercises
 2. Attend both three-day, in-person workshops
 3. Join the six virtual workshops/webinars
 4. Regularly work with your team on their project
 5. Prepare and present your Work in Progress
- Eager to engage in a an action oriented, interactive, program --
all teach, all learn

*If you new to improvement, please see Getting Started Packet for minimal learning to ensure a baseline understanding of improvement.

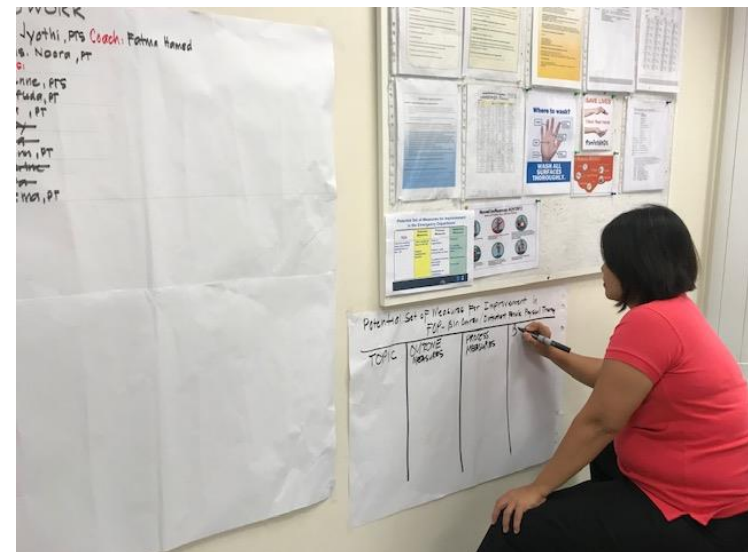


Why this program? What makes the program unique?





The science



The art



Practice during program and home



Table exercises

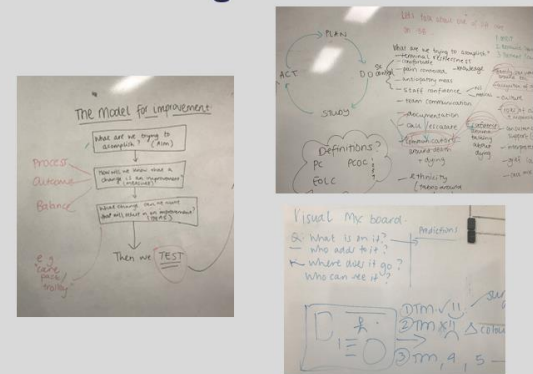


Practice in pairs

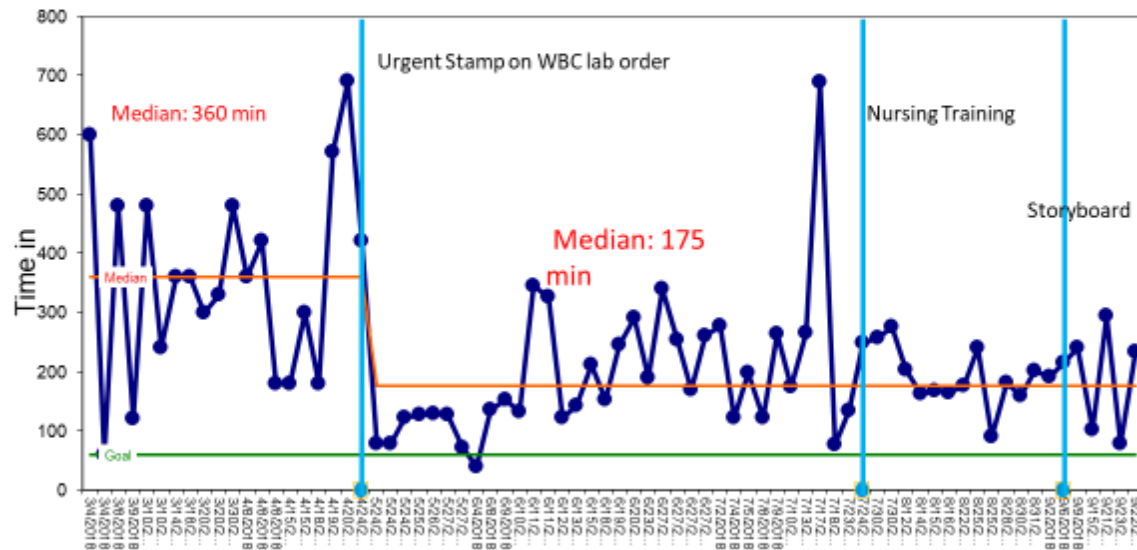


Practice with your teams
Between workshops

Team meeting + lead de-brief:



Time from Triage to Antimicrobial Administration (TTA)



Teams

- Oncologist
- ER Physician
- ID Physician
- Nurse
- Data Manager

Hospital Civil de
Guadalajara,
Guadalajara Jalisco



Hospital Pediatrico
de Sinaloa,
Culiacan, Sinaloa



The Golden Hour 

Improvement Coach Community



Over 500 alumni!



Questions?



Program Logistics

- In-Person Workshop Locations
 - Birmingham, England
 - Boston, MA, USA
- Cost
 - Regular Rate: \$5,995 USD
 - Group Rate (3 or more): \$5,096 USD/person
 - Limited number of discounts and scholarships available
- Continuing Education
 - Boston Only : CE available for physicians and CPPS

ihi.org/Coach



A black and white photograph of three women in a meeting. One woman is standing and leaning over, looking at a document held by another woman who is seated. A third woman is seated to the left, looking towards the center. A large blue circle is overlaid on the image, containing the text 'Improvement Coach'.

Improvement Coach



Contact Caitlin!

Contact IHI team member **Caitlin Littlefield** (*left*) at +1 617-301-4800 or clittlefield@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	3-5 months	11-12 months
Program workshops	2 (3 days each)	3 (4 days each)
Program webinars	6	13
Audience experience level	Competent-Proficient	Proficient-Expert
Price	\$5,995/person (regular rate)	\$16,200/person (regular rate)