

ImpactU: Improvement Science Leadership for Change Course Plan October/November - May

Overall Aim of the Course

To develop an intermediate level of knowledge and skill to lead improvement and get results on a specific project.

Instructional Methods

Lectures, discussions, case studies, application exercises, and 1:1 coaching for project completion

Pre-Work

1. **Readings** – Journal articles will be posted to Blackboard as well as assigned readings in *The Improvement Guide*
2. **Improvement Project Identification**
A significant amount of learning in the course is generated from working on an improvement project that aligns with your organizational goals and with All Children Thrive (ACT) key themes.

To prepare for project selection, you will need to:

- a. Identify a real problem in your system, in an area where you have control, and can drive immediate improvements as you build quality improvement (QI) skills
- b. Determine where to get data. Choosing a project where data is already available is important. If data is not available, develop a plan to begin collecting data. Your organization may have an existing infrastructure to support data collection and QI work. Please learn more about these structures prior to the course to gain a better sense of the support you will have available.
- c. Identify the people who will need to be involved and recruit a team of diverse members.
- d. Meet with your Sponsor/Nominator and be sure they support and approve your project choice.
- e. Meet with your coach to review data, project selection worksheet, personal project form, and draft an Aim statement.
- f. Session 1 presentation deadline: Friday, November 6th, at Noon.

NOTE: This course requires weekly work between each session, significant work on your project during the session, and sharing with other participants. Project work cannot be delegated. You must be personally committed and involved. You are expected to fully attend and participate in every session.

Required Textbook

The following book will be provided:

Book Title	Author
<i>The Improvement Guide: A Practical Approach to Enhancing Organizational Performance - 2nd Edition</i>	Gerald J. Langley, Ronald D. Moen, Kevin M. Nolan, Thomas W. Nolan, Clifford L. Norman, Lloyd P. Provost

Session Content

Note: Schedule and assignments are tentative and subject to change. You will be informed of any changes.

Session #1

- Orientation and Introductions: Begin to Form a Supportive Cohort and Develop Peer-to-Peer Connections
- Executive Sponsor Welcome and All Children Thrive Themes
- Coaching and Feedback
- Project Presentations and Feedback
- Deming’s System of Profound Knowledge Introduction: The Red Bead Experiment
- The Model for Improvement
- Equity Introduction and Team Formation
- Stakeholder Styles and Communication Plan
- Roadmap for Doing an Improvement Project: Pizza Delivery
- Measurement Introduction: Measures, Operational Definitions, and Data Collection

Between Session 1 and Session 2:

- Meet with your coach
- Identify your proposed project team
- Finalize specific Aim, measures, and goals
- Validate key drivers/learning structure
- Observe customers/students going through your process
- Collect baseline data and display on a run chart
- Complete a simplified FMEA
- Develop ideas for tests of change and PDSA ramps
- Plan and execute at least a few PDSAs (small tests of change) focused on a driver

Reading Assignments:

- *The Improvement Guide* pg. 1 - 108
- Journal articles posted on Blackboard if applicable

Session #2

- Project Presentations and Feedback
- Community Past Project Example
- Five Whys
- PDSAs: Cycles and Ramps
- Reliability Science and Case Study Examples
- Table Shares
- Change Concepts
- Service, Quality, and Goal Setting
- Measurement: Variation and Run Charts

Between Session 2 and Session 3:

- Meet with your coach
- Sharpen your specific Aim, measures, and goals
- Continue to validate key drivers/learning structure
- Add levels of reliability to your key driver diagram
- Collect data and display on a run chart
- Execute at least 2-3 tests of change and one PDSA ramp

Reading Assignments:

- *The Improvement Guide* pg. 109 – 171
- Journal articles posted on Blackboard if applicable

Session #3

- Project Presentations and Feedback
- Personal Project Review
- Learning from PDSA Ramps
- Table Shares
- Psychology of Change: Managing Change

Between Session 3 and Session 4:

- Meet with your coach

- Execute at least 4 tests of change (Remember to document tests of change including: Objective of each test, prediction, how you will know a change is an improvement, and learnings from the study phase)
- Plan at least 2 different PDSA ramps
- Collect data and update run chart
- Revisit learning structure/key drivers
- Review and use change concepts: Review change concepts p. 357-408 - Appendix A- in *The Improvement Guide* and use as a source of improvement ideas

Reading Assignments:

- *The Improvement Guide* pg. 109-171 (if you have not done so already)
- Journal articles posted on Blackboard if applicable

Session #4

- Community Past Project Example
- Project Presentations and Feedback
- Reinforcement of Learnings
- Appreciation of a System and Case Study
- Table Shares

Between Session 4 and Session 5:

- Meet with your coach
- Continue to plan and execute tests of change
- Plan and execute at least 2 different PDSA ramps
- Continue to collect data and update run chart
- Revisit learning structure/key driver diagram
- Update your QI tools (sFMEA, flow charts, key driver diagram)

Reading Assignments:

- *The Improvement Guide* pg. 173 – 216
- Journal articles posted on Blackboard if applicable

Session #5

- Project Presentations and Feedback
- Table Shares
- Managing a Portfolio
- Elevator Pitch for your QI Project

Between Session 5 and Session 6:

- Meet with your coach
- Continue to review and use change concepts: Review change concepts p. 357-408 - Appendix A - in *The Improvement Guide* and use as a source of improvement ideas
- Plan at least 2 PDSA ramps
- Continue to plan and execute tests of change
- Collect and plot data on a run chart
- Revisit learning structure/key driver diagram
- Consider the challenges that you expect to deal with as you go to large scale implementation/spread and, if possible, scale-up the size of your tests to learn more about the possible challenges

Reading Assignments:

- *The Improvement Guide* pg. 217 – 306
- Journal articles posted on Blackboard if applicable

Session #6

- Project Presentations and Feedback
- Panel of Past QI Project Participants
- Table Shares
- Implementation and Sustain

Between Session 6 and Session 7:

- Meet with your coach
- Complete all PDSA scale-up testing and select changes for implementation
- Finalize an implementation and sustain plan
- Reflect on overall learnings and how you will continue to lead improvement
- Submit a final report presentation

Reading Assignments:

- *The Improvement Guide* pg. 307 – 354
- Journal articles posted on Blackboard if applicable

Session #7

- Final Project Presentations and Feedback
- Introduction to spread

- Action Planning to Move QI Efforts Forward
- Graduation

After Session 7:

- Provide leadership for QI in your organization