

Certificate Training Program Session 13

Welcome! Before We Begin:

Sign-in at the back
Pick up agenda
Sit with your CTP team at your assigned table



KEY
Team Check-in
Inspiration
Background
Process Improvement
Leadership
Quality/Safety
Coaching
EMR

KEY	Team Check-in	Inspiration	Background	Process Improvement	Leadership	Quality/Safety	Coaching
12/10	#10	DHA Clinical Informatics	Leadership Journey: Tom Gronow	Aim Statement	Optimizing EMR Requests	Storytelling	Team Logo
12/17		Coaching					
1/14	#11	CHCO ICU Delirium	Alumni Presentation	Pre-mortem Analysis		Leading Change: Awareness Campaign	Mid-year Report Overview
1/21		Coaching					
1/28	#12	UCH Sleep	Overcoming Resistance	Feedback to Improve Performance		Mid-year Report Practice Session	
2/4		Coaching					
2/11	#13	Report Outs				Leading Change: Removing Barriers	
2/18		Coaching					
2/25	#14	Report Outs				Running Effective Meetings	
3/4		Coaching					
3/11	#15	UCH Neurosciences	Using AI for QI	Leadership Journey: Jena Hausmann	Second Victim		
3/18		Coaching					
3/25		Coaching					
4/1	#16	DHA Antimicrobial Stewardship	Data to Understand Impact	Positive Organizational Design		Leading Change: Short-term Wins	
4/8	#17	CU Medicine Dermatology	Impact of Quality and Safety on Healthcare Finance		Leading through Complexity	DEI & Leadership	
4/15		Coaching					
4/22	#18	CHCO Nursery	Strategic Planning			QI Spread	Power & Influence
4/29		Coaching					
5/13	#19	UCH Infectious Diseases	Burnout & Resilience		Innovation in Healthcare	Embed the Change	

KEY	Team Check-in	Inspiration	Background	Process Improvement	Leadership	Quality/Safety	Coaching
Session	Topic	Key Question(s)		Assignment	Due		
Coaching	Mid-year report, pre-mortem assessment, awareness campaign						
#12 Jan. 28	Team Check-in: UCH Sleep	Who are my colleagues?		<input type="checkbox"/> Finalize Mid-year Report <i>Due Feb. 11 or Feb. 25</i>	<ul style="list-style-type: none"> ✓ Guiding Coalition ✓ Mid-year Report Draft ✓ DEI Scan ✓ Positive Deviance Exercise ✓ Design Thinking Exercise ✓ Develop a list of potential interventions 		
	Overcoming Resistance	How do I understand and overcome sources of resistance to change?					
	Feedback to Improve Performance	How do I give and receive effective feedback?					
	Mid-year Report Practice Session	What should my mid-year report out look like?					
Coaching	Develop mid-year report out, overcoming resistance						
#13 Feb. 11	Report Outs	How do I share my project work with others?			<ul style="list-style-type: none"> ✓ Mid-year Report ✓ Logo ✓ Pre-mortem Assessment ✓ Communication Plan 		
	Leading Change: Removing Barriers	How do I remove barriers to make it easier for people to follow my change?					
Coaching	Develop mid-year report out						
#14 Feb. 25	Report Outs	How do I share my project work with others?		<input type="checkbox"/> Create a plan for removing barriers to success <i>Due March 25</i>	<ul style="list-style-type: none"> ✓ Mid-year Report ✓ Create a plan for removing barriers to success 		
	Running Effective Meetings	How can we run more effective meetings?					

Today's Learning Objectives

- 1 Present a project report-out.
- 2 Give feedback to colleagues.
- 3 Recognize and remove barriers to the success of your project.



Mid-year Report Outs



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Today's Mid-year Presentations

- CHCO ICU Delirium
- UCH Infectious Disease
- CHCO Secure Chat
- DHA Antimicrobial Stewardship
- DHA Clinical Informatics



To improve performance

Tenets of Good Feedback

- **Self-Assessment**
 - How do you think you did with the presentation?
 - What are areas do you think you need to improve?
- **Focus on specific behaviors**
 - Low inference
 - Specific, observable behaviors—Not: ‘your slides were cluttered.’ Rather: ‘slide 4 had too many lines, slide 5...’
 - Avoid subjectivity, judgement
 - May need to interpret it for them
- **Commit to action**
 - What will you do differently the next time you present?
- **Softeners**
 - Global Feedback Ratio of at least 3:1
 - Use ‘and’ not ‘but’
 - Your slide titles and colors were great AND the slides would be even better if you limited the text to 5 or 6 lines.
 - Acknowledge their situation
 - I know that presenting in front of a group of your peers is nerve-wracking...
 - Admit your limitations
 - When presenting I really struggle to slow down my speech...



Leading Change Removing Barriers

Jeff Glasheen, MD



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The Change Process

- Establish a sense of urgency
 - People need to think there is a problem
- Creating a guiding coalition
 - Find the thought leaders and engage
- Develop a vision and strategy
 - “Where” going and “how” things will change
- Communicate the change vision
 - Must be dogged & constant: coalition on board
- Empower broad-based action
 - Remove obstacles
- Generate short-term wins
 - Plan and create these; reward the “changers”
- Consolidate gains, produce more change
 - Use credibility for more change
- Anchor new approaches in culture
 - Make this part of the culture going forward



Remove Barriers

- Barriers **MUST** be removed **BEFORE** you launch. Otherwise, you are giving people a reason to quit.
- But how do I know what the barriers are?



Value of Pre-Mortem

Project improvement

- Problems identified & addressed **BEFORE** launch
- Sensitizes to early signs of trouble

Social

- Form of communication
- Team members feel valued



Remove Barriers

- Barriers **MUST** be removed **BEFORE** you launch. Otherwise, you are giving people a reason to quit.
- What are the barriers to people doing what you want them to do?
 - Develop a plan to resolve this **BEFORE** you launch.
- How can you make it easier for people to do the right thing?



Breakout



- Identify barriers to the success of your project
 - Identify common barriers
 - Financial
 - Leadership
 - Workflow
 - EMR
 - Time
 - Sense of urgency
 - People!
 - Complete a pre-mortem
- Begin to develop methods for overcoming these barriers
- Remember, barriers must be overcome before you launch



Appreciative Debrief

Share with the group one thing you found most intriguing from this session



Mid-year Presentation Schedule

2/25/25 Large Group CTP Presentation

3/18/25 Share with Executive Sponsor

- Work with your coach
 - General Feedback
 - Business Case Feedback
 - Changes



Next Steps

Due – Session 14, Feb. 25, 2025

- Finalize mid-year report out

Due – Session 15, March 11 ,2025

- Create a plan for removing barriers to success

Date Assigned	Assignment	Due Date
#11 – Jan. 14, 2025	• Draft mid-year report out	#12 – Jan. 28, 2025
	• Complete pre-mortem assessment • Create and implement a communication plan	#13 – Feb. 11, 2025
#12 – Jan. 28, 2025	• Finalize mid-year report out	#13 / #14 – Feb. 11 or 25, 2025
#13 – Feb. 11, 2025	• <u>Create</u> plan for removing barriers to success	#15 – Mar. 11, 2025
#14 – Feb. 25, 2025	• No new assignments	
#15 – Mar. 11, 2025	• No new assignments	
#16 – Mar. 25, 2025	• Create series of short-term wins to support project • Update data plan to include current state data	#17 – Apr. 8, 2025
#17 – Apr. 8, 2025	No new assignments	
#18 – Apr. 22, 2025	• Develop plan for sharing/spreading your work	#21 – June 10, 2025
#19 – May 13, 2025	• Plan for putting project into <u>embed</u> phase • Develop final report out	#20 / #21 – May 27 / June 10, 2025
#20 – May 27, 2025	No new assignments	
#21 – June 10, 2025	No new assignments	
#22 – June 24, 2025	No new assignments	



