

Certificate Training Program Session 14

Welcome! Before We Begin:

Sign-in at the back

Pick up agenda

Sit with your CTP team at your assigned table



Institute for Healthcare Quality,
Safety and Efficiency

SCHOOL OF MEDICINE

UNIVERSITY OF COLORADO ANSCHUTZ MEDICAL CAMPUS

Oasis





CALL FOR APPLICATIONS

CERTIFICATE TRAINING PROGRAM (CTP)

Learn | Develop | Lead

A professional development program for inter-professional leadership teams of outpatient clinics, hospital units, or multi-site clinical programs.

- Yearlong course combining classroom sessions, coaching, and completion of a process improvement project
- Focus on leadership, change management, team development, patient safety, quality and process improvement

Application & letters of support due April 14, 2025

CLINICAL EFFECTIVENESS & PATIENT SAFETY (CEPS) GRANT

Seeding Promising Ideas

Providing funding to faculty, staff, and trainees up to \$25,000 for initiatives at CHCO or UCH with a focus on:

- Innovative process improvements
- Patient safety outcomes
- Increasing healthcare value
- Implementing evidence-based practices

Letter of Intent due April 14, 2025



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	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?					
Coaching	Create plan for removing barriers to success						
#15 Mar. 11	Team Check-in: UCH Neurosciences	Who are my colleagues?					
	Leadership Journey: Jena Hausmann	What does it take to succeed in progressive leadership positions?					
	Second Victim	How should we act/react when things go wrong?					
	Using AI for QI	How will AI impact healthcare?					

Today's Learning Objectives

- 1 Present a project report-out.
- 2 Give feedback to colleagues.
- 3 Use meetings to accomplish tasks and drive performance.



Mid-year Report Outs



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Today's Mid-year Presentations

- UCH Sleep
- UCH Neurosciences
- UCH Nursery
- CU Medicine Dermatology
- UCH Hope Oncology Clinic



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...



Running Effective Meetings

Ethan Cumbler, MD



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Effective Meetings

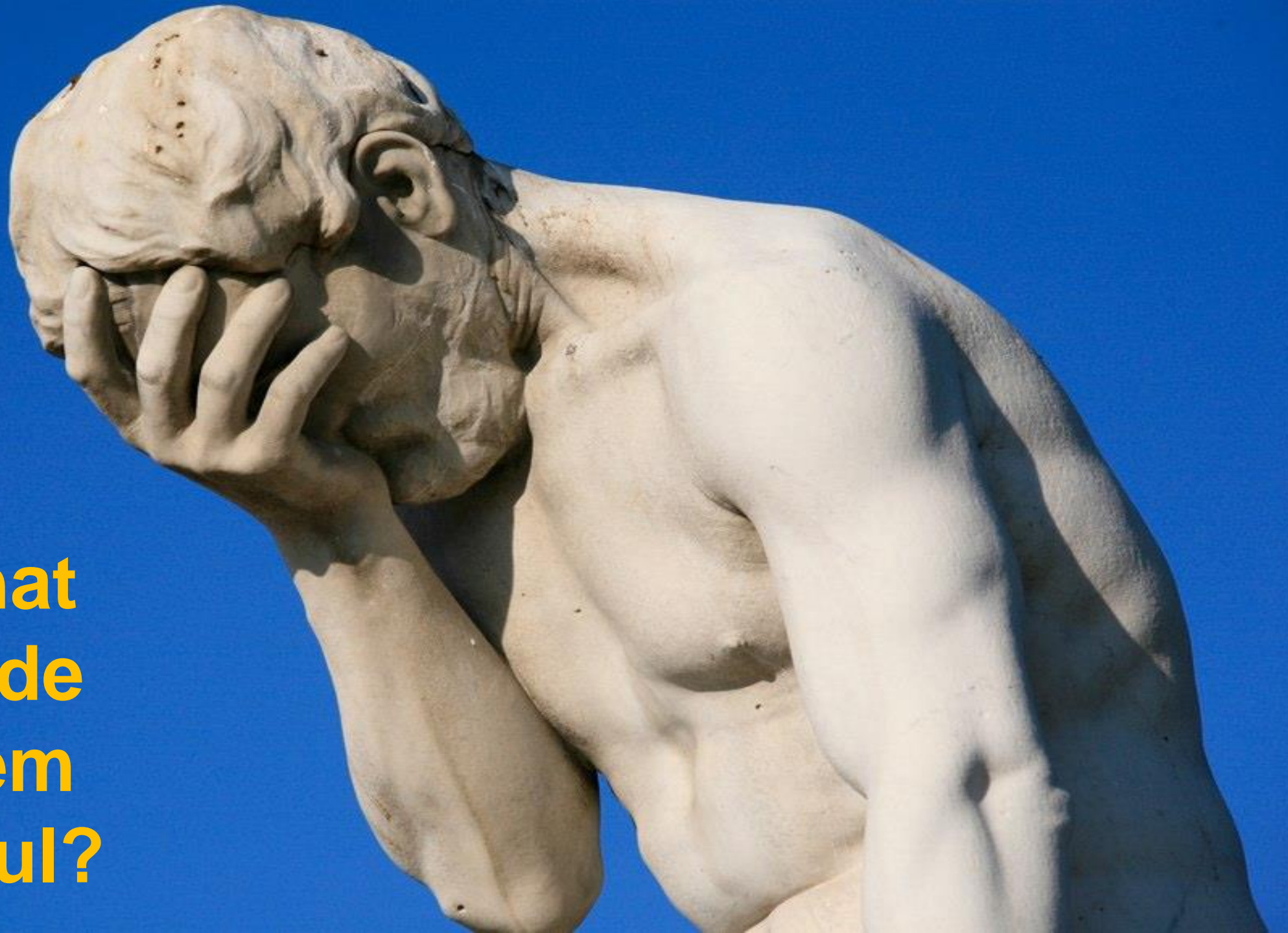
Ethan Cumbler MD, FHM, FACP

Think of the
meetings you have
attended





**What
made
them
awful?**





Apollo ©2011 Bronze by Sculptor Andrew DeVries

Photo: Paul Rocheleau

Perhaps more
challenging...

Think of an amazing
meeting.

What made it
effective?

What made it a joy to

The Work Before The Meeting

Five Key Questions

1. What is the fundamental purpose of this meeting?
2. Are the right people at the table?
3. What should participants know before the meeting starts?
4. What is success for the outcome of this meeting?
5. Should I discuss with individual participants prior to the meeting to assure success?



How to avoid creating a meeting everyone dreads...

- When the agenda is being created have a clear purpose and give each item a label
 - Informational Item- Broadcasts information
 - Create talking points if this requires cascading dissemination from participants
 - Move as much as possible to consent agenda
 - Discussion Item- Engages participants in bi-directional dialog
 - May be used to provide feedback on a proposal back to leadership
 - Can assist in design of new programs (creative space)
 - Action Item- participants are expected to make a decision
 - Vote to approve or disapprove a proposal



Attend carefully to the balance between these items in every meeting

What is your role in the meeting?

- Are there other roles?



Leader

Participants



Time keeper
Maintains flow

Leader
Decision Maker

Note-taker
Information management

Facilitator
Process management/ground rules

How would your meetings be different if the roles were dynamic and change with each meeting?

Three Phases of Discussion



Open

Expand ideas,
information, brainstorm
*Facilitators job is to keep
discussion broad*



Narrow

Organize information
Facilitators may elicit constraints

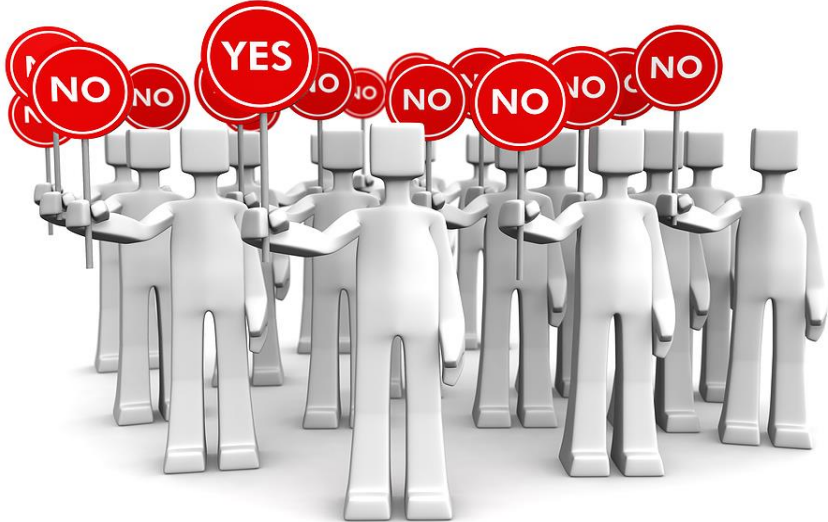


Close

Come to decision
Facilitator may solicit
proposals and confirm
understanding/agreement

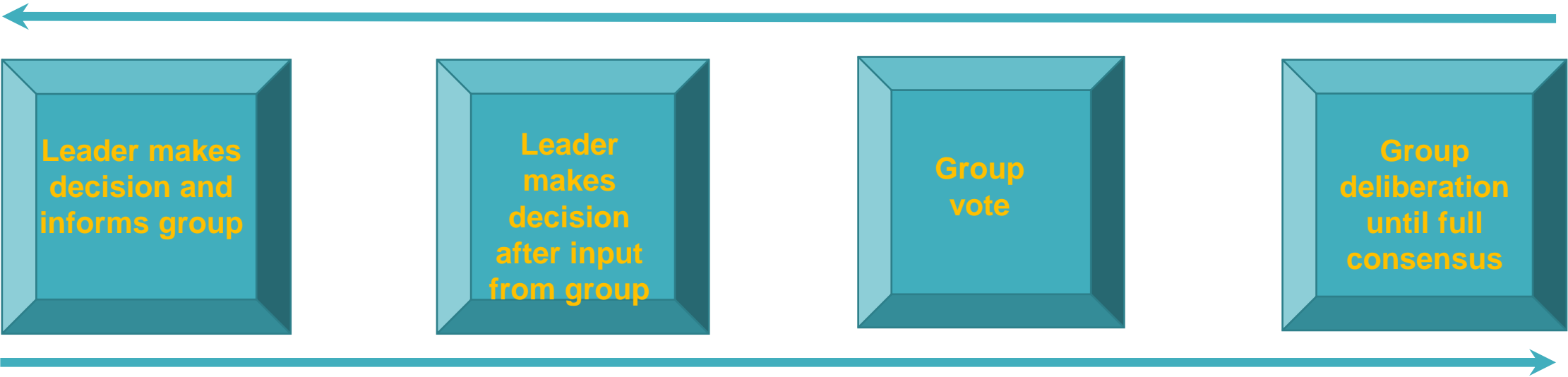
Decision Making Models

Time necessary to make decision and buy-in can be in tension



Being transparent about which model is being used and why is a sign of leadership integrity

Efficiency



Leader makes decision and informs group

Leader makes decision after input from group

Group vote

Group deliberation until full consensus

Engagement

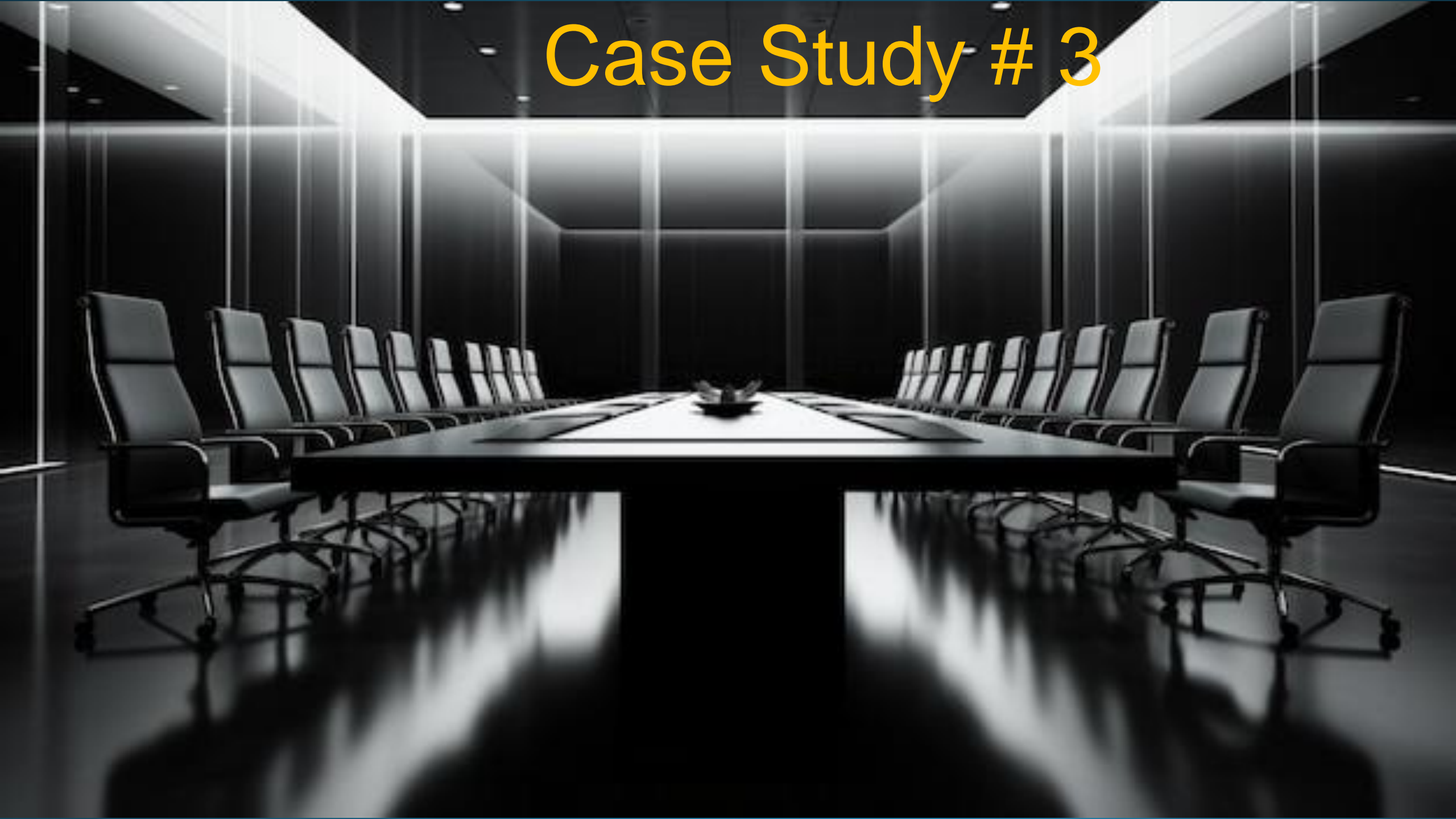
Case Study # 1



Case Study # 2



Case Study # 3



Leading a series of meetings





<https://www.youtube.com/watch?v=TgLenk8v77Y>

Component	Plan	How did it go? (Rate the Meeting)
<p><u>Purpose</u> A clear purpose for the meeting is articulated and known by all participants.</p>		
<p><u>Outcomes</u> The desired outcomes of the meeting are known and achieved.</p>		
<p><u>Agenda</u> The agenda is clear, reflects the desired outcomes, and helps achieve them.</p>		
<p><u>Roles</u> Facilitator controls the meeting and manages problems and solutions (e.g., sidebar conversations, staying on time, endless conversations, conflict, and decision making). Facilitator uses meeting participants in roles strategically.</p>		
<p><u>Ground Rules</u> Participants understand the “rules” of the meeting and how to engage one another.</p>		
<p><u>Next Steps</u> What needs to be done, by whom, with a deadline is clearly articulated to all participants.</p>		

Appreciative Debrief

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

Mid-year Presentation Schedule

3/18/25 Share with Executive Sponsor

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



Next Steps

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	#13 – Feb. 11, 2025
	• Create and implement a communication plan	
#12 – Jan. 28, 2025	• Finalize mid-year report out	#13 / #14 – Feb. 11 or 25, 2025
#13 – Feb. 11, 2025	• Create 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. 1, 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	

