

Certificate Training Program – Cohort 12 Syllabus

KEY	Team Check-in	Inspiration	Background	Process Improvement	Leadership	Quality/Safety	Coaching
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Session	Topic	Key Question(s)	Assignment	Due
#1 Aug. 20	Beginning with the End in Mind: Alumni Presentation	What does successful participation in the program produce?	<input type="checkbox"/> Group Ground Rules <i>Review in coaching</i> <input type="checkbox"/> Complete Leadership Defined Self-assessment <i>Review in coaching</i>	
	Ground Rules & Course Objectives	How will we interact? What do we hope to achieve?		
	Overview	How will the program work?		
	CTP Team Norms	How do we develop a cadence for successful work?		
	Leadership Defined	What does it mean to be a leader?		
#2 Aug. 27	Team Check-in: UCH Sleep	Who are my colleagues?		
	A New Leadership Imperative: Systems Improvement & Workforce Well-being	How can leaders and systems improvement work improve well-being?		
	Value Defined	How is healthcare value defined?		
	Introduction to Quality Improvement	What are the common methods for improvement work?		
	IHQSE Model of Change	What is the IHQSE framework for change?		
Coaching				
#3 Sept. 10	Team Check-in: CHCO Secure Chat	Who are my colleagues?	<input type="checkbox"/> Complete Voice of Customer, Meet with Dr. Moksha Patel, Build Stakeholder Analysis, Complete Process Map <i>Due Oct. 22</i> <input type="checkbox"/> Develop Problem Statement <i>Due Nov. 12</i>	
	Investigate the Problem	How do I understand the problem I'm trying to solve?		
	Problem Statement	How do I quantify and scope the problem to solve?		
	Voice of the Customer	What does your customer/business want?		
	Process Mapping	How do I understand the steps in my current process?		
	EMR Process and Data	How does the EMR enable data attainment? What EMR changes do I need to make to complete my project?		
	Stakeholder Analysis	Who are the key people who will be impacted/impact my project?		
Coaching	Voice of the customer, process map, problem statement			

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#4 Sept. 24	Team Check-in: UCH Multidisciplinary Pain Clinic	Who are my colleagues?	<input type="checkbox"/> Complete Affinity Diagram Due Nov. 12 <input type="checkbox"/> Reading for next session: Kotter, John. <i>Leading Change: Why Transformation Efforts Fail</i> <input type="checkbox"/> Complete Business Case Due Nov. 19	
	Baseline Data	How do I identify key metrics?		
	Investigate the Problem	How do I understand the problem I'm trying to solve?		
	Understanding Root Causes	What tools can I use to organize information about my process?		
	Business Case	How do I make the financial case for my improvement work?		
	Coaching			
Coaching	Baseline data, root causes, business case			
#5 Oct. 8	Team Check-in: UCH Neurosciences	Who are my colleagues?	<input type="checkbox"/> Complete Myers-Briggs Assessment Due Oct. 18 <input type="checkbox"/> Complete literature review Due Nov. 19 <input type="checkbox"/> Complete Program Eval/QI/Research Tool Due Nov. 19	✓ Reading for next session: Kotter, John. <i>Leading Change: Why Transformation Efforts Fail</i>
	Leading Change	What are the components of successful change?		
	QI vs. Research	How do I determine if my QI work is a research project?		
Coaching	Literature search, QI/Research tool, voice of the customer, stakeholder analysis, process map			
#6 Oct. 22	Team Check-in: DHA Antimicrobial Stewardship	Who are my colleagues?	<input type="checkbox"/> Complete Data Collection Plan Due Dec. 3	✓ Complete voice of customer ✓ Build stakeholder analysis ✓ Complete process map ✓ Meet with Dr. Moksha Patel
	Assignment Expectations	What are the differences between data used for QI, accountability, and research?		
	Data Collection Plan	What are the key process and outcome data points within my current process?		
	Myers-Briggs	How can I use deeper self-awareness to transform my own leadership and teamwork?		

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Coaching Data collection plan, problem statement				
#7 Nov. 12	Team Check-in: CU Medicine Dermatology	Who are my colleagues?	<input type="checkbox"/> Develop/utilize current vision tying to project Due Nov. 19	<input checked="" type="checkbox"/> Develop Problem Statement <input checked="" type="checkbox"/> Affinity Diagram
	Negotiation	How do the finances flow and drive the priorities of an Academic Medical Center?		
	Understanding Business Drivers	What is driving the decision making on our campus and how can we best influence those issues?		
	Negotiating for what You Need	How do I negotiate for what I need?		
	Leading Change: Vision	How do I tie my project back to a larger vision?		
#8 Nov. 19	Team Check-in: CHCO Nursery	Who are my colleagues?	<input type="checkbox"/> Finalize Sense of Urgency <i>Due Dec. 3</i>	<input checked="" type="checkbox"/> Draft Business Case <input checked="" type="checkbox"/> Develop/utilize current vision tying to project <input checked="" type="checkbox"/> Complete literature review <input checked="" type="checkbox"/> Complete Program Evaluation/QI/Research Tool
	Leading Change: Sense of Urgency	How do we create the desire for change?		
	DEI in QI	How can we apply a DEI lens to QI?	<input type="checkbox"/> DEI Scan <i>Due Jan. 28</i>	
	Wellness	How do we ensure that our work enhances, not worsens wellness?		
Coaching Sense of urgency, DEI Scan, create communication plan				
#9 Dec. 3	Team Check-in: UCH Infectious Diseases	Who are my colleagues?	<input type="checkbox"/> Complete Positive Deviance Exercise, Develop list of potential interventions, Finalize Guiding Coalition, Complete Design Thinking Exercise <i>Due Jan. 28</i>	<input checked="" type="checkbox"/> Sense of Urgency, Data Collection Plan
	Hone the Intervention	How do I develop an intervention?		
	Positive Deviance	How can I harness successful behaviors to drive improvement?		
	Identifying Your Intervention	How do I create an action plan for my intervention?		
	Design Thinking	How do I develop a process for redesigning care?		
	Leading Change: Guiding Coalition	Who do I need to involved my project team?		
Coaching Brainstorm intervention, positive deviance, design thinking, guiding coalition, communication plan				

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#10 Dec. 10	Team Check-in: DHA Clinical Informatics	Who are my colleagues?	<input type="checkbox"/> Complete Aim Statement <i>Due Jan. 14</i> <input type="checkbox"/> Finalize Logo <i>Due Feb. 11</i>	
	Leadership Journey: Tom Gronow	What does it take to succeed in progressive leadership positions?		
	Aim Statement	How do I describe the goals of my project?		
	Optimizing EMR Requests	How does the EMR enable data attainment? What EMR changes do I need to make to complete my project?		
	Storytelling	How do we use stories to inspire and motivate others?		
	Team Logo	How do I create a logo that exemplifies my team and our work?		
Coaching	Guiding coalition, aim statement, logo			
#11 Jan. 14	Team Check-in: CHCO ICU Delirium	Who are my colleagues?	<input type="checkbox"/> Draft Mid-year Report <i>Due Jan. 28</i> <input type="checkbox"/> Complete Pre-mortem Assessment <i>Due Feb. 11</i> <input type="checkbox"/> Complete and implement a communication plan <i>Due Mar. 25</i>	<input checked="" type="checkbox"/> Aim Statement
	Alumni Presentation	What does successful participation in the program produce?		
	Leadership Journey: Jena Hausmann	What does it take to succeed in progressive leadership positions?		
	Leading Change: Awareness Campaign	How do I build a high-performing culture?		
	Pre-mortem Analysis	How can I predict where my intervention may fail?		
	Mid-year Report Overview	What should my mid-year report out look like?		
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>	<input checked="" type="checkbox"/> Guiding Coalition <input checked="" type="checkbox"/> Mid-year Report Draft <input checked="" type="checkbox"/> DEI Scan <input checked="" type="checkbox"/> Positive Deviance Exercise <input checked="" type="checkbox"/> Design Thinking Exercise <input checked="" type="checkbox"/> 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?		

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Coaching Develop mid-year report out, overcoming resistance				
#13 Feb. 11	Report Outs	How do I share my project work with others?		✓ Mid-year Report ✓ Logo ✓ Pre-mortem Assessment ✓ Communication Plan
	Running Effective Meetings	How can we run more effective meetings?		
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>	✓ Mid-year Report
	Leading Change: Removing Barriers	How do I remove barriers to make it easier for people to follow my change?		
Coaching Create plan for removing barriers to success				
#15 Mar. 11	Team Check-in: UCH Neurosciences	Who are my colleagues?		
	Second Victim	How should we act/react when things go wrong?		
	Just Culture	How should we act/react when things go wrong?		
Coaching Finalize barrier removal				
#16 Mar. 25	Team Check-in: DHA Antimicrobial Stewardship	Who are my colleagues?	<input type="checkbox"/> Create a series of short-term wins to support project <i>Due April 8</i> <input type="checkbox"/> Update data plan to include current state data <i>Due April 8</i>	✓ Create a plan for removing barriers to success
	Data to Understand Impact	How do I know if my project has made a significant change?		
	Positive Organizational Design	How do I build a high-performing culture?		
	Leading Change: Short-term Wins	How do I reward people as a way to build momentum for change?		

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Coaching	Create series of short-term wins to support project			
#17 Apr. 8	Team Check-in: CU Medicine Dermatology	Who are my colleagues?		<ul style="list-style-type: none"> ✓ Create a series of short-term wins to support project ✓ Update data plan to include current state data
	Impact of Quality and Safety on Healthcare Finance	How does quality and safety impact clinical revenue?		
	Leading Through Complexity	How do we develop goals, tactics and plans to meet long-term strategic needs?		
	DEI & Leadership	How can we best address diversity, equity and inclusion in medicine?		
Coaching	Short-term wins, intervention implementation			
#18 Apr. 22	Team Check-in: UCH Nursery	Who are my colleagues?	<ul style="list-style-type: none"> <input type="checkbox"/> Develop plan for sharing/spreading your work <i>Due June 10</i> 	
	Strategic Planning	How do we develop goals, tactics and plans to meet long-term strategic needs?		
	QI Spread	How do I share/spread my project work and outcomes?		
	Power and Influence	What are the sources of power and influence and when do I use these tools?		
Coaching	Develop plan for sharing and spreading your work			
#19 May 13	Team Check-in: UCH Infectious Diseases	Who are my colleagues?	<ul style="list-style-type: none"> <input type="checkbox"/> Plan for putting project into embed phase, Develop final report <i>Due May 27 / June 10</i> 	
	Burnout and Resilience	How do I support personal and organizational resilience while reducing burnout?		
	Innovation in Healthcare	What is the role of innovation in healthcare?		
	Embed the Change	How do I embed by intervention and ensure its sustainability?		
Coaching	Develop final report, Embed Phase, Address Burnout and Healthcare Innovation, Develop Plan to spread project work			

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#20 May 27	Leadership Journey: Dean Sampson	What does it take to succeed in progressive leadership positions?		✓ Final Report
	Report Outs	How do I share my project work?		
Coaching	Develop final report			
#21 June 10	Report Outs	How do I share my project work?		✓ Final Report ✓ Develop plan for sharing/spreading your work ✓ Develop Plan for putting project into embed phase
Coaching				
#22 June 24	Reflecting on Why	What are the next steps for our project and team?		
	Certificates			
	Closing Time	How can we inspire continued involvement in quality and safety?		