PREWORK

Patient Safety Executive Development Program

Prework Packet

March 2-8, 2017

Institute *for* Healthcare Improvement

Contents

Overview

Patient Safety Executives can't take years to get up to speed. The immediate imperative for patient safety demands that they act quickly and sensibly. They need the skills *NOW* to create, implement, and maintain a vigorous and focused patient safety program.

To support these leaders, IHI has created the Patient Safety Executive Development Program, an intensive six and a half-day program led by international experts in patient safety. These experts, many of whom have established benchmark patient safety programs in their own organizations and worked with organizations all over the world, will work with participants to develop detailed, customized patient safety strategies and implementation plans.

Ensuring patient safety requires high-level leadership and a comprehensive strategy based on proven techniques. This one-of-a-kind program will enable those responsible for patient safety to implement powerful and effective patient safety programs that reflect the highest levels of rigor and excellence for their organization.

Each participant is expected to be joined for the final two days of the program by a Senior Leader (or by the person you report to/the one who oversees/supports your action plan) from his or her organization. This time will serve as an opportunity for the Senior Leader to learn about the scope of the initiatives and to collaborate on strategy. A strong partnership between the safety leader and the Senior Leader is critical to the successful development and implementation of an effective patient safety program.

Objectives

Participants will be able to:

- Describe the skills, theory, and practical tools critical to developing a successful patient safety program

- Together with their senior leader, develop a strategic plan for patient safety for their organizations or area of responsibility.

- Participate in an ongoing patient safety officer community of practice

Expectations of Program Participants

Participation in the Patient Safety Executive Development Program includes:

- Full participation of the participant for the duration of the program (6.5 days) – the participant and the sponsoring organization must agree that the applicant will be free of official duties while participating in the program.

- Completion of the prework assignments.

- The Senior Leader/Person you report to who will oversee your Action Plan will join the last two days of the program.

- Ongoing communication, learning, and support from peers and experts.

- Share project recommendations with Senior Leaders and feedback the questions asked by Senior Leaders to the IHI faculty.

Prework Assignment and Reading List

Safe, Reliable & Effective Care Diagnostic Tool

The tool will:

- Be used throughout the program to ensure that you build actionable strategies for improvement in patient safety appropriate to your organizational readiness

- Help to familiarize you with the various components of the Framework for Safe, Reliable & Effective Care

- Help you to assess the starting point or current performance of your organization in terms of each aspect of the Framework against which you may choose to monitor progress

- Help you to understand how the Framework relates to your local context

- Provide you with the opportunity to reflect on your personal development journey before, during and after the program

Instructions for completing the tool:

- Review the Safe, Reliable, Effective Care Diagnostic Tool: https://www.surveymonkey.com/r/PTSAFTY

- Complete the tool individually or with a small group of colleagues

- Be honest – this tool will not be used for benchmarking, scoring or measurement in any way. It is for your personal, confidential use within your organization.

- As you answer each question, think about and document the evidence, information or data that you used to reach that conclusion; but don't forget to trust your instincts as well.

- We anticipate that the diagnostic will take no longer than 45 minutes to complete

IMPORTANT:

Your responses will be used to create a bespoke individual action plan for you that will be used on Day One of the program – please ensure that you have completed the diagnostic by Thursday February 24th at the latest.

Suggested Pre-Reading List

Session	Preparation Materials (IHI suggests reviewing prior to the program)	
Safety	A Framework for Safe, Reliable, and Effective Care http://www.ihi.org/resources/Pages/IHIWhitePapers/Framework-Safe-Reliable-Effective-Care.aspx WIHI: Building Systems of Safety: http://www.ihi.org/resources/Pages/AudioandVideo/WIHI-Building-Systems-of-Safety.aspx	Links provided
Driver Diagrams	What's Your Theory? Driver Diagram Serves as Tool for Building and Testing Theories for Improvement: http://www.apiweb.org/QP_whats-your-theory_201507.pdf	Link provided
Measurement	The run chart: a simple analytical tool for learning from variation in healthcare processes: http://qualitysafety.bmj.com/content/20/1/46	Link to abstract provided
Human Factors	The science of human factors: separating fact from fiction: http://qualitysafety.bmj.com/content/22/10/802.full.pdf+html	Link provided
Reliable Design	Improving the Reliability of Health Care: http://www.ihi.org/knowledge/Pages/IHIWhitePapers/ImprovingtheReliabilityofHealthCare.aspx	Link provided
Communication and Teamwork	What Google Learned From Its Quest to Build the Perfect Team - New York Times: https://www.nytimes.com/2016/02/28/magazine/what-google-learned-from-its-quest-to-build-the-perfect-team.html?_r=0	Link provided
Culture	Fair and Just Culture, Team Behavior, and Leadership Engagement: The Tools to Achieve High Reliability: https://www.ncbi.nlm.nih.gov/pmc/articles/PMC1955339/	Link provided
Engaging Clinicians	Zen and the Art of Physician Autonomy Maintenance: http://www.reinertsengroup.com/publications/documents/zen.pdf	Link provided
Equity	Achieving Health Equity: A Guide for Health Care Organizations: http://www.ihi.org/resources/Pages/IHIWhitePapers/Achieving-Health-Equity.aspx	Link provided

If you are unable to open the link by clicking on it, please cut and paste the link into your web browser.

Model for Improvement:

IHI teaches the Model for Improvement, developed by Associates in Process Improvement, as the methodology for change in its programs. If you are not familiar with the Model for Improvement or would like a refresher, IHI offers a free On-Demand Program on its website at http://www.ihi.org/education/WebTraining/OnDemand/ImprovementModelIntro/Pages/default.aspx

Extranet and Listserv

In order to facilitate communication among participants, IHI has developed, through its website, a project Extranet for all members of the Program. The Extranet for this program is called the Patient Safety Executive Development Program Extranet.

One week before the Program begins, IHI will add you to the Patient Safety Executive Development Program Extranet by the title of your organization. To access the extranet please go to ihi.org/extranetng and click on *Patient Safety Executive Development Program* under the 'My Projects' heading. You are now on the *Patient Safety Executive Development Program Extranet* homepage; your 'team' is 2017 March. **The Prework suggested readings are located in the 'Resources' tab, under the 'Prework' heading.**

Another means of communication for participants and faculty in the program will be the listserv. IHI will add you to the listserv when the program concludes. If you would like to send a message to the program listserv please send an email to the following address: pso-executive-training@ls.ihi.org

Please note: *sending an email to this listserv address will send your note to everyone in the program including your responses.* If you would like to respond only to the sender of the email please click 'Forward' and then enter the sender's email address. By clicking 'Reply' your response will go to everyone on the listserv distribution list. Please also indicate in the subject line of your email the topic of your email.

Accessing Program Materials

In order to decrease our impact on the environment, we will not be printing copies of the slides for the Patient Safety Executive Development Program. Instead, copies of all presentations and materials will be available online prior to, during, and following the meeting. You will also have access to the Internet while onsite. Attendees are encouraged to bring their laptops, tablets, or iPads to the meeting. **All of the materials will be made available on Wednesday, March 1.**

To access the materials for this meeting, please follow the steps below.

- Visit ihi.org
- Click on the "Login/Register" link at the top of the page.
- Login using the email address and password that you used to create your IHI User Profile.

- When you have successfully logged in, click the "My IHI" link at the top of the page.

- Click on "My Enrollments and Certificates" on the left hand side.

- Find the section labeled "Patient Safety Executive Development Program" and click on the "Materials & Handouts" link in orange.

All currently available presentations will be listed on this page. We will update this page continually as we receive new and updated presentations.

Program of Events: March 2017

Please note: Agenda subject to change based upon participant needs and at faculty discretion.

Thursday, March 2, 2017	
7:30a–8:30a	Continental Breakfast and Registration
8:30a–12:00p	Framework for Safety, Collaborative Negotiation
12:00p–12:45p	Lunch
12:45p–4:15p	Review of Diagnostic Prework, Introduction to Action Planning Form, Model for Improvement, System Levels vs. Component Levels of Safety
4:15p–4:30p	Action Period
5:30p–6:00p	Welcome Reception (IHI Hosted)
6:00p–8:00p	Welcome Dinner (IHI Hosted)
Friday, March 3, 2017	
7:30a–8:30a	Continental Breakfast
8:30a–12:00p	Measurement, Establishing Special and Common Cause Variation, Action Period
12:00p–1:00p	Lunch
1:00p–4:15p	Testing and Simulation, Understanding How to Improve Care: Driver Diagrams, Tying it all Together, Reflection, Action Period
Saturday, March 4, 2017	
7:30a–8:30a	Continental Breakfast
8:30a–12:45p	Five Core Components for Program Success, Understanding Human Factors, Human Factors Approach to Design
12:45p–1:30p	Lunch
1:30p–4:00p	Reliable Design and Action Period
Sunday, March 5, 2017	

9:00a-10:00a	Continental Breakfast
10:00a–12:00p	Measuring Culture, Team Behaviors
12:00p–1:00p	Lunch
1:00p–4:30p	Leadership and Psychological Safety, Learning Systems, Just Culture
5:30p-9:00p	Shuttle departure for Filippo's Restaurant in the North End (IHI Hosted)
Monday, March 6, 2017	
7:30a-8:30a	Continental Breakfast
8:30a–12:15p	Safe Care Across the Continuum, Advancing Health Equity
12:15p–1:00p	Lunch and Optional Root Cause Analysis Table Discussion
1:00p-2:30p	How to Craft "Sticky" Messages
2:45p-4:30p	Breakout Sessions
Tuesday, March 7, 2017	
7:30a–8:30a	Continental Breakfast and Registration for Senior Leaders
8:30a–8:45a	Welcome and Transition
8:45a-9:45a	Participants: Engaging Others Senior Leaders: Safety Framework and Open Discussion
9:45a–11:00a	Work Period with Senior Leaders and Participants (those without Senior Leaders will meet with Faculty)
11:00a-12:15p	Putting it All Together
12:15p–1:15p	Lunch
1:15p-4:00p	Professionalism and Spread and Scale
4:00p-4:45p	Optional: Tour of IHI Office
5:30p–6:00p	Graduation Reception (IHI Hosted)
6:00p–8:00p	Graduation Dinner and Ceremony (IHI Hosted)
Wednesday, March 8 2017	
7:30a–8:30a	Continental Breakfast
8:30a-8:35a	Welcome to the Final Day
8:35a-12:00p	Building Personal Resilience, Partnering with Patients: A Bed's Eye View of Safety
12:00p-12:30p	Putting it All Together Using the Safety Framework

12:30p	Conclusion of Program, Lunch Available (to-go boxes available)