

# Developing Local Capability for Leading Improvement Work

The Improvement Leadership Program at Hamad Healthcare Quality Institute

## Background

The Hamad Healthcare Quality Institute (HHQI) in partnership with the Institute for Healthcare Improvement (IHI) launched the Improvement Leadership Program (ILP) in March 2018. HHQI requested IHI to develop and launch a 1-year capability development program modeled after the CMS Innovation Advisors Program with the goal of IHI leading the program and mentoring local staff and faculty to assume program management over time.

## Program Goals and Objectives

### Goals

- To deepen participants' knowledge and skills encompassing in four areas: improvement science and innovation; learning systems; safety and reliability concepts; and leadership skills.
- To support participants in becoming change agents who can drive improvement and innovation, support improvement teams and strategies, and drive collaboration and spread of initiatives both within the system and externally in support of HHQI goals.
- The ILP is intended and designed to be the best professional learning experience of the participant's career.

**Objectives:** By the end of the 12-month program, participants will be able to demonstrate:

- Knowledge of core program topics and techniques.
- Ability to support testing and implementing change strategies with measurement to determine improvement.
- Active engagement and networking with fellow participants, local Improvement Advisors, others in their organizations and local region.

## Methods: Structure and Curriculum

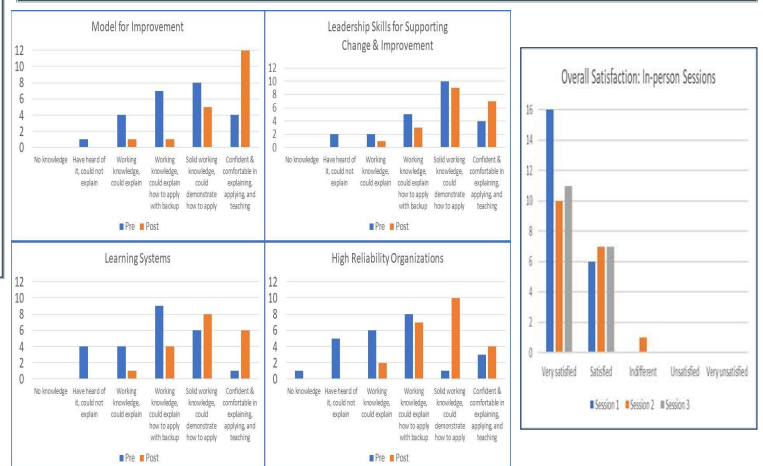
Program design incorporated lessons learned from previous programs:

- 25 participants per cohort for optimal, interactive learning experience
- 1-year program with orientation, 3 in-person meetings of 3 days each and six webinars including required readings and videos
- Small groups of participants that meet following webinars for focused discussion with local faculty
- Use of electronic communication to build networking
- Strict attendance requirements for certificate of completion

Topic	In-Person Meeting 3 days	Webinar & Group Session Topics	In-Person Meeting 2 3 days	Webinar & Group Session Topics	In-Person Meeting 3 2.5 days
<b>Improvement Science &amp; Innovation</b>	<ul style="list-style-type: none"> <li>The Model for Improvement</li> <li>System of Profound Knowledge</li> <li>Driver Diagrams &amp; Aims</li> </ul>	<ul style="list-style-type: none"> <li>QI Essentials (pre 1<sup>st</sup> in-person)</li> <li>Discipline of Teams</li> <li>Leadership Behaviors</li> </ul>	<ul style="list-style-type: none"> <li>Measurement &amp; Variation</li> <li>Designing a goal</li> <li>Innovative Design</li> </ul>	<ul style="list-style-type: none"> <li>Case Study: Lessons from the Mann Gulch Fire</li> <li>Psychology of Change &amp; Adopter Categories</li> <li>Changes, Systems and "More"</li> </ul>	<ul style="list-style-type: none"> <li>Implementation, Spread &amp; Diffusion</li> <li>Collaborative Learning Networks</li> <li>Safety 2 &amp; Resilience</li> </ul>
<b>Learning Systems</b>	<ul style="list-style-type: none"> <li>Learning Organizations and Systems</li> <li>IHI BTS Collaborative model</li> </ul>		<ul style="list-style-type: none"> <li>Improvement &amp; innovation in daily operations</li> <li>Change Decision Process</li> </ul>		
<b>Safety &amp; Reliability</b>	<ul style="list-style-type: none"> <li>IHI Framework for Safe, Reliable &amp; Effective Care</li> <li>Characteristics of HRDs</li> </ul>		<ul style="list-style-type: none"> <li>Just Culture &amp; Psychological Safety</li> <li>Human Factors</li> <li>Reliable Design</li> </ul>		
<b>Leadership</b>	<ul style="list-style-type: none"> <li>Deming's 14 points</li> <li>Leadership Behaviors: Person-centeredness &amp; Front-line engagement</li> </ul>		<ul style="list-style-type: none"> <li>IHI High Impact Leadership Behavior: Transparency</li> <li>Innovators DNA</li> <li>Leadership &amp; Culture</li> <li>Communication</li> </ul>	<ul style="list-style-type: none"> <li>Developing Improvement Proposals</li> </ul>	<ul style="list-style-type: none"> <li>IHI High Impact Leadership Behaviors: Focus and Boundarlessness</li> <li>Work Styles</li> <li>Patient Perspectives</li> </ul>
<b>Group discussions/ activities</b>	<ul style="list-style-type: none"> <li>MFI Exercise</li> <li>Reliability Self-Assessment</li> </ul>		<ul style="list-style-type: none"> <li>Case studies</li> <li>Innovative design exercise</li> <li>Managing variation exercise</li> </ul>		<ul style="list-style-type: none"> <li>Project Proposals</li> <li>Staying Connected</li> <li>Combined Cohorts</li> </ul>

## Assessment

Program assessment occurs via participant self-assessments on core topics prior evaluations of in-person sessions. In cohort one, a positive shift was seen in self-assessments of all topics (4 noted below) and satisfaction was rated as very high with all three in-person sessions.



*"I am grateful that I have attended this...because it gives me good insight about leadership role not only in my department but across the organization; creating synergies to provide quality of care services to patients."*  
Participant Cohort 1

## Current Status

The first cohort occurred from March 2018 to March 2019 at which time the second cohort commenced. The two cohorts overlapped for half of a day to begin developing all participants as a local network. Plans for a third cohort are in discussion.

During the first year, the IHI team and faculty led program planning, management and content delivery partnered with HHQI staff and local faculty for mentoring. In the second year, management has transitioned primarily to HHQI with planning conducted jointly. Content delivery is joint effort between IHI and local faculty with continued mentoring to support local faculty development. Two graduates from first cohort are learning faculty roles in second cohort.



## Key Factors to Program Success

One-year design with limited group size; interactive sessions with exercises and discussions to apply content; small groups facilitated by local faculty between sessions builds network and develops local faculty; consistent faculty team involved in all sessions integrates topics.

**Core Team:** Fran Griffin, Morgen Stanzler, Laura Nunnally, Jawed Iqbal, Khawla Ahmed Ali Athamneh, Gautam Laxmikant

**Faculty:** James Benneyan, Fran Griffin, Michael Pugh, Aisha Hussain O. Al Adab, Khawla Ahmed Ali Athamneh, Reham Hassan N.E.G.E. Hassan, Nawal Khattabi, Mohammad Alabid

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