

## Program Agenda

IHI online courses with coaching combine self-directed content (released sequentially via the [IHI Education Platform](#)) and live instruction (facilitated by expert IHI faculty via Zoom). This offering consists of eight self-directed modules and eight live online sessions.

Please mark your calendar for the following live online sessions, each of which will occur from 3:00–4:00 PM GMT (10:00–11:00 AM ET):

- February 21
- March 6, 20
- April 3, 17
- May 1, 15, 29

All content will be available for six weeks following the conclusion of the program.

Self-Directed Module

Live Online Session

<b>Lesson 1: Introduction to Whole System Quality</b>	
Objectives	<ol style="list-style-type: none"> <li>1. Define Whole System Quality and the leadership principles required to support it.</li> <li>2. Describe three interrelated components – quality planning, quality improvement, and quality control – that inform a holistic whole system quality approach.</li> <li>3. List activities health care leaders can undertake to build a foundation for Whole System Quality.</li> </ol>
Self-Directed Module	Begins January 24, 2024 Complete by February 21
Live Online Session	February 21; 3:00–4:00 PM GMT   10:00–11:00 AM ET

<b>Lesson 2: Applying Systems Thinking to Process and Culture</b>	
Objectives	<ol style="list-style-type: none"> <li>1. Explain how to be a systems thinker and how this relates to process and culture.</li> <li>2. Describe how to draw a flow chart to help visualize and explore systems and processes.</li> <li>3. Compare the culture in your local area of work to recommendations for a culture of safety.</li> </ol>
Self-Directed Module	<p>Begins February 21 Complete by March 6</p>
Live Online Session	<p>March 6; 3:00–4:00 PM GMT   10:00–11:00 AM ET</p>

<b>Lesson 3: Quality Improvement for Managers</b>	
Objectives	<ol style="list-style-type: none"> <li>1. Explain the utility of improvement science for health care managers.</li> <li>2. Apply the Model for Improvement to set an aim, establish measures, identify changes, and plan tests of change.</li> </ol>
Self-Directed Module	<p>Begins March 6 Complete by March 20</p>
Live Online Session	<p>March 20; 3:00–4:00 PM GMT   10:00–11:00 AM ET</p>

<b>Lesson 4: Exploring "What Matters": A Vision for Quality</b>	
Objectives	<ol style="list-style-type: none"> <li>1. Describe the importance of qualitative data.</li> <li>2. Apply strategies to assist in learning about and understanding what really matters to patients and support networks, the local community, and the health care force.</li> </ol>
Self-Directed Module	<p>Begins March 20 Complete by April 3</p>
Live Online Session	<p>April 3; 3:00–4:00 PM GMT   10:00–11:00 AM ET</p>

<b>Lesson 5: Tools and Techniques to Foster Collective Learning and Teamwork</b>	
Objectives	<ol style="list-style-type: none"> <li>1. Describe strategies to facilitate effective teamwork and communication.</li> <li>2. Apply quality improvement tools to identify solutions when the team surfaces problems.</li> </ol>
Self-Directed Module	<p>Begins April 3 Complete by April 21</p>
Live Online Session	<p>April 21; 3:00–4:00 PM GMT   10:00–11:00 AM ET</p>



<b>Lesson 6: Quality Planning for Managers</b>	
Objectives	<ol style="list-style-type: none"><li>1. Describe the roles needed for effective quality planning.</li><li>2. Explain how to prepare for a successful quality planning event.</li></ol>
Self-Directed Module	Begins April 21 Complete by May 1
Live Online Session	May 1; 3:00–4:00 PM GMT   10:00–11:00 AM ET

<b>Lesson 7: Shared Sense of Purpose: Turning Quality Goals into Action and Results</b>	
Objectives	<ol style="list-style-type: none"><li>1. Explain the relative benefits and importance of intrinsic motivation compared to extrinsic motivation.</li><li>2. Use storytelling to build a shared sense of purpose.</li></ol>
Self-Directed Module	Begins May 1 Complete by May 15
Live Online Session	May 15; 3:00–4:00 PM GMT   10:00–11:00 AM ET

<b>Lesson 8: Quality Control for Managers</b>	
Objectives	<ol style="list-style-type: none"> <li>1. Describe the basic theory and principles of quality control.</li> <li>2. Apply tools to find and understand special cause variation.</li> <li>3. Implement tools and techniques to maintain a focus on quality improvement priorities.</li> </ol>
Self-Directed Module	Begins May 15 Complete by May 29
Live Online Session	May 29; 3:00–4:00 PM GMT   10:00–11:00 AM ET

## Program Overview

In successful health care systems, managers play a vital role in meeting their organizations’ key strategic and improvement goals.

As the bridge between senior leadership and the front lines, it is their job to turn high-level objectives into action at the department or unit level. Far too often, managers are not equipped or supported with the right skills, resources, or guidance to achieve their aims.

This program begins by guiding experienced managers through assessing their own leadership and work styles. It continues by building quality planning skills to identify, align, and prioritize improvement opportunities within a unit or care team through leveraging both qualitative and quantitative data. Participants will also learn basic quality improvement and quality control tools and methods as well as strategies to engage front-line staff in each of these phases of the improvement journey.

## Faculty



**Marianne Smith, MAS-PSHQ, BSN, RN, CPPS**, is a Project Director at the Institute for Healthcare Improvement (IHI). She joined IHI in 2023 with over 25 years of health care experience in emergency nursing, patient experience, and patient safety. She is dedicated to integrating the tenets of high reliability and human factors engineering in her work to transform and ensure safe, high-quality, and equitable care in diverse environments. Marianne worked extensively as a travel RN across the US, relocating to Australia as an advanced practice and trauma RN in the Sydney Southwest Area Health System. Returning to the US, she devoted nearly a decade to UW Medicine Valley Medical Center in Seattle, where she led improvement initiatives in patient experience, developed novel processes to manage COVID assessment and tracking, and managed operations for the organization's TeamSTEPPS program, in addition to facilitating root cause analyses and improvement projects to address serious patient safety events. In addition to her Certified Professional in Patient Safety credential, Marianne received her BSN from the University of Michigan School of Nursing and her MAS in Patient Safety and Healthcare Quality from Johns Hopkins Bloomberg School of Public Health.



**Jesse McCall, MBA**, is Senior Director and Improvement Advisor for the Institute for Healthcare Improvement (IHI). He coaches individuals and organizations through the process of improvement, which includes the data-driven identification of strategic improvement priorities, development of operational systems to support improvement, and the building of practical improvement capability necessary for staff to get results that matter. Jesse also has extensive experience in coaching organizations to engage clinical staff to reduce burnout and foster joy in work. Jesse joined IHI in 2007 and over his tenure has designed, executed, and evaluated programs and projects around the world. McCall is also a Teaching Fellow at The Harvard T.H. Chan School of Public Health. McCall has expertise in practical application of the science of improvement, staff engagement and wellness, program and product development, marketing and communications, customer relationship management, and large-scale initiative operations. He received his undergraduate degree in Business Administration from Northeastern University in Boston and MBA from the UMASS Amherst Isenberg School of Management.