

# Quality Leadership Renewal

*A Workshop for Healthcare Middle Managers and Supervisors*

## Management Fundamentals

Patient Safety Advantage (PSA) offers a proven quality leadership workshop, which has been customized specifically for healthcare middle managers and supervisors. Particular emphasis is placed on what is required for participants to create high-reliability cultures for patient safety. Drawing from direct experience with quality award winning organizations, the workshop integrates the fundamentals of Employee Engagement, Balanced Scorecard, Six Sigma and Lean in a series of four half-day sessions.

This workshop heightens awareness of and builds confidence in the potential for engaging employees in systematic improvement efforts – while simultaneously managing daily job requirements. The management fundamentals demonstrated and applied in the workshop include:

- ◆ Aligning process improvement with scorecard metrics
- ◆ Reducing variation, errors and failures
- ◆ Root cause analysis and problem solving techniques
- ◆ Value analysis and value stream mapping
- ◆ Multiple levels of improvement opportunities
- ◆ Engaging employees as knowledge experts
- ◆ Implementation strategies to support sustainability

## Scenario Based Learning

The workshop combines an interactive simulation with a comparative analysis of the acclaimed video from Partnership for Patient Safety (p4ps) – *First Do No Harm*®. Managers participate in the simulation and work together as a team to improve the quality and efficiency metrics of the simulated process. The patient safety video documents the step-by-step story of a system breakdown during the treatment of a healthy obstetrics patient as she moves from a clinical setting through emergency care and surgery. After completing the simulation, participants apply the management fundamentals from the first part of the training to evaluate the system failures documented in the video case study.



## Multi-Level Improvements

The scenario based learning generated by the process simulation and comparative analysis of the p4ps case study creates a compelling framework for learning. It renews awareness and accountability for three categories of improvement, driven and supported by middle managers:

1. Individual employee improvements in the daily work processes for which they are each responsible
2. Departmental facilitated improvement teams which implement measurable improvements within one month
3. Cross-departmental improvement teams which implement measurable improvements within one to six months, championed by middle managers and supervisors with support from senior management

## Employee Engagement

Engaging employees as “knowledge experts” is one of the key concepts integrated throughout the four half-day sessions of the workshop. Managers participate in an experiential learning exercise utilizing Appreciative Inquiry, a strength-based approach to employee engagement. This approach provides managers and supervisors with a systematic method for sustaining long-term employee engagement in substantive improvement efforts.

“

We were very good at process improvement in the 90's when we won the Malcolm Baldrige National Quality Award. After several years, we gradually fell away from our disciplined systems. The workshop has renewed our management team's awareness and enthusiasm for the practical applications of continuous improvement.”

— Susan Cutler  
CFO, Wainwright Industries  
1994 Malcolm Baldrige National  
Quality Award Winner

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## Implementation Strategies

Managers identify improvement opportunities within their respective areas of control, and they document action plans for the deployment of the management fundamentals demonstrated in the workshop. The action plans focus on the effective implementation of improvements initiated in all three categories. During the final session of the workshop, managers present their action plans to senior management, which are to be initiated within one week following the workshop.

## Widespread Endorsement

The simulation has been attended by over 16,000 managers worldwide including managers from Motorola, Wainwright Industries, Sara Lee, RadioShack and Anheuser-Busch.

At Motorola, pioneer and inventor of six sigma practices, the simulation provides the hands on learning experience for the highest rated course in the history of Motorola University.

## Participants

The PSA workshop has been developed for all levels of middle management and supervisors. Senior management participation in portions of the workshop is encouraged to maximize awareness and support for manager and supervisor action plans developed in the workshop.

“  
This simulation was detailed enough to actually learn the tools, so it was possible to tackle our immediate challenge of organizational and process redesign. This was the fifth Six Sigma training that I had attended and was head and shoulders above the others.”

—Chuck DeGreve

Strategic Sourcing Process Director, Motorola  
1988 and 2002 Malcolm Baldrige National  
Quality Award Winner

## Workshop Contents

The Quality Leadership Renewal workshop includes four consecutive half-day sessions.

### Session 1: Introduction

- ◆ Workshop introduction
- ◆ Case study and simulation overview
- ◆ Establishing simulation baseline
- ◆ Aligning process improvement with scorecard metrics

### Session 2: Demonstration

- ◆ Reducing process variation, errors and failures
- ◆ Root cause analysis and problem solving techniques
- ◆ Value analysis and value stream mapping
- ◆ Multiple levels of middle manager driven improvement
- ◆ Engaging employees as knowledge experts

### Session 3: Application

- ◆ Paradigm analysis
- ◆ Simulation debrief
- ◆ Comparative analysis of the p4ps case study
- ◆ Strength-based approach to employee engagement (Appreciative Inquiry)

### Session 4: Implementation

- ◆ Documentation of individual manager action plans
- ◆ Review and discussion of individual action plans with other participants
- ◆ Presentation of action plans to senior management

## About Patient Safety Advantage

Patient Safety Advantage (PSA) products are offered by the Partnership for Patient Safety (p4ps), a patient-centered initiative to advance the reliability of healthcare systems worldwide. Established in 2000, p4ps is a leader in developing programs and tools to improve patient safety outcomes for organizations nationwide. Among its many tools is a series of videotapes that has been acclaimed throughout the healthcare community. AHRQ has recognized the original video — *First, Do No Harm*—as a “Patient Safety Classic.”

The PSA team combines expertise from a variety of backgrounds including medicine, nursing, executive leadership, administration, organizational development, employee communications, public health, law and marketing. Members of the team share a commitment to helping organizations foster cultures of safety and high reliability, which boosts their reputation for patient safety leadership in the marketplace. Our ultimate, common mission is to ensure safe, reliable health-care for everyone in the community.

For additional information about PSA staff, programs and services, go to the website for the Partnership for Patient Safety at [www.p4ps.org](http://www.p4ps.org).

**psa**<sup>i</sup>  
Patient Safety Advantage

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