

*agenda is subject to change

Thursday, September 7, 2017

7:30-8:30 AM**Registration and Continental Breakfast****8:30-8:45 AM****Welcome, Overview of IHI, and Setting the Stage***Frank Federico, RPh, Vice President, IHI; and Lauren Downing, Event Manager, IHI*

Learn about IHI's core values, distinct culture, and strategic goals. Meet your fellow participants and the key IHI staff who will be supporting the program throughout the week.

8:45-9:30 AM**Framework for Safety***Allan Frankel, MD, Patient Safety and Reliability Expert, Safe and Reliable Healthcare*

Participants will be introduced to the framework needed to ensure patient safety.

9:30-9:45 AM**BREAK****9:45-11:00 AM****Model for Improvement***Carol Haraden, PhD*

Participants will learn about the model for improvement, development of aims, and receive guidance on how to set up a small test of change.

11:00-11:45 AM**System Levels vs. Component Levels of Safety***Carol Haraden, PhD*

Safety is a system property with necessary components that can be described, created and assessed. When we work on creating safer patient care, we design and complete a series of projects. Do the sum total of these projects, even when successful, actually create a system of safer care where patients are less likely to suffer harm? We will discuss both the importance of a system of safer and the role of projects in creating that system.

11:45 AM-12:30 PM**LUNCH****12:30-1:00 PM****The Meaning of Safety and Quality***All Faculty***1:00-2:00 PM****Review of Diagnostic Prework***Amelia Brooks, Director, Patient Safety and Europe, IHI and Allan Frankel, MD*

Participants will share observations and lessons learned from the diagnostic prework.

2:00-2:15 PM**BREAK**

2:15-3:15 PM	Testing and Simulation <i>Frank Federico, RPh and Allan Frankel, MD</i> Learn how to apply theory and prediction while designing and completing small tests of change during this simulation exercise.
3:15-4:00 PM	Reflection Period and Senior Leader Role Discussion <i>Carol Haraden, PhD</i> Participants will review lessons learned and reflect on the improvement and measurement model components of the diagnostic tool. Learn about the role and expectations of the Senior Leaders joining us on Tuesday and Wednesday. For those without Senior Leaders joining, hear more about our expectations of you during this time. Faculty will be available for consultation.
5:30-8:00 PM	Welcome Reception and Dinner Meet and interact with fellow participants and IHI Faculty during this informal welcome reception and dinner. Reception: Pavilion Foyer (ground level) Dinner: Kennedy Room (ground level)

Friday, September 8, 2017

7:30-8:30 AM	Continental Breakfast
8:30-8:45 AM	Review Questions and Plan for the Day
8:45-10:00 AM	Measurement <i>Carol Haraden, PhD</i> Learn about the role of measurement in patient safety.
10:00-10:15 AM	BREAK
10:15-11:30 AM	Establishing Special and Common Cause Variation <i>Carol Haraden, PhD, Vice President, Institute for Healthcare Improvement</i> Identify the defects in a system of care through a case example. Discuss the diagnostics we have for patient safety, how they are applied, and what the infrastructure is for correctly and accurately diagnosing problems regularly.
11:30 AM-12:00 PM	Reflection Period
12:00-1:00 PM	LUNCH

1:00-2:00 PM

Understanding How To Improve Care: Driver Diagrams

Frank Federico, RPh; Allan Frankel, MD; Carol Haraden, PhD; Amelia Brooks; and Jennifer Lenoci-Edwards, RN, MPH, Director, Patient Safety, Institute for Healthcare Improvement

A driver diagram serves as a tool for building the testable hypothesis. It consists of a team's shared theory of knowledge—which is developed by consensus—and includes relevant beliefs of team members about what must change and which ideas about how to change may result in improved outcomes. Learn how to develop and critique a driver diagram.

2:00-2:15 PM

BREAK

2:15-4:00 PM

Collaborative Negotiation

Moshe Cohen, President, The Negotiating Table

Participants will learn the various roles and phases of negotiations.

4:00-4:30 PM

Reflection Period

Saturday, September 9, 2017

7:30-8:30 AM

CONTINENTAL BREAKFAST

8:30-8:45 AM

Review Questions and Plan for the Day

8:45-10:00 AM

Five Core Components for Program Success

Frank Federico, RPh

Explore the five core components that need to be present in order to have a successful program of change. Participants will apply five components to an improvement program of their choice.

10:00-10:15 AM

BREAK

10:15 AM-12:00 PM

Understanding Human Factors

Frank Federico, RPh; Jeff Durney, MS, Senior Program Manager, Human Factors and Process Improvement, Dana-Farber Cancer Institute; and Amelia Brooks

Ever speak with the mute button on? Hang-up on a call when you meant to unmute? You're not alone, you're human! This session will explore our vulnerabilities and leverage some safety science principles to help keep patients safer by design.

12:00-12:30 PM

Human Factors Approach to Design: Maximally Adoptable Improvement

Frank Federico, RPh

Review why some improvements have traction and others are not adopted. During this session, we will review methods to ensure that the design processes do not increase burden on staff.

Learn how to apply the principles of maximally adoptable improvement.

12:30-1:15 PM

LUNCH

1:15-4:00 PM

Reliable Design

Frank Federico, RPh and Amelia Brooks

Stretch break included

Learn why we do not have reliable processes and what we can do to increase the reliability of the processes we design.

4:00-4:30 PM

Reflection Period

Sunday, September 10, 2017

9:00-10:00 AM

Continental Breakfast

10:00-10:15 AM

Review Questions and Plan for the Day

10:15 AM-12:00 PM

Measuring Culture

Allan Frankel, MD; Doug Salvador, MD, MPH, Vice President, Medical Affairs, Baystate Medical Center; Michael Leonard, MD, Principal, Safe and Reliable Healthcare; and Amelia Brooks

Use a case study to explore how to measure Culture and discuss in small groups the meaning of such measures.

Team Behaviors

Allan Frankel, MD

Review behaviors associated with highly effective teams and discuss organizational strategy and tactics for embedding these behaviors reliably into your workplace environment.

12:00-1:00 PM

LUNCH

1:00-3:30 PM

Leadership & Psychological Safety

Allan Frankel, MD

15 minute break included

Explore the concept of psychological safety and how it relates to patient safety. We will complete an exercise to identify leadership competencies necessary to effect teamwork culture change and practice.

Learning Systems at Every Level

Jennifer Lenoci-Edwards, RN, MPH

	Use the Framework for Clinical Excellence to guide our learning boards and debriefs. Learning boards and Debriefs are great ways to execute and cultivate the domains of the framework within clinical teams.
3:30-4:30 PM	Just Culture <i>Allan Frankel, MD; Doug Salvador, MD, MPH; and Michael Leonard, MD</i> Review the concept of just culture and apply it to several cases exploring how it should be implemented in the real world. We will also discuss organizational strategies for embedding just culture into the workplace.
5:30-6:00 PM	Depart for the North End on Shuttle Buses
6:00-8:30 PM	Dinner at Filippo's in the North End 283 Causeway Street, Boston, MA 02109
8:30 PM	Return to The Charles Hotel on Shuttle Buses

Monday, September 11, 2017

7:30-8:30 AM	CONTINENTAL BREAKFAST
8:30-8:45 AM	Review Questions and Plan for the Day
8:45-10:30 AM	Safe Care across the Continuum <i>Jennifer Lenoci-Edwards, RN, MPH and Helen Macfie, PharmD, FABC, Chief Transformation Officer, MemorialCare Health System</i> Learn about how Patient Safety is emerging outside of the hospital walls in Primary Care and the Post Acute settings. Brainstorm with your colleagues about how we can develop systems of safety to ensure safe passage through a health system.
10:30-10:45 AM	BREAK
10:45 AM-12:15 PM	Advancing Health Equity <i>Amy Reid, MPH, Director, Institute for Healthcare Improvement</i> Inequities are systematic, unjust, and avoidable harm. Attendees will engage in learning, reflection, and conversation on why inequities exist and what can be done to improve our systems to realize the forgotten IOM aim of equitable care.
12:15-1:00 PM	LUNCH

1:00-2:30 PM	How to Craft “Sticky” Messages <i>Frank Federico, RPh and Michael Briddon, MA, Editorial Director, IHI</i> Develop a message about patient safety that “sticks.”
2:30-2:45 PM	BREAK
2:45-4:00 PM	Breakout Sessions (2 rotations @ 30 minutes each)
<i>Participants to select two breakout sessions to attend.</i>	1. Diagnostic Error with Doug Salvador, MD, MPH in the Ballroom Learn the epidemiology of diagnostic errors and organizational strategies for improving diagnostic reliability
2:45-2:55 PM Introduction & Transition	2. Root Cause Analysis with Amelia Brooks in the Ballroom An exploration of approaches to Root Cause Analysis that are most successful in driving improvement.
2:55-3:25 PM Rotation # 1	3. Moving Your Organization from Reactive to Proactive in the Pursuit of High Reliability with Michael Leonard, MD in Stratton Learn about the evolution of risk mitigation.
3:25-3:30 PM Transition	4. Empathy with Frank Federico, RPh in Rogers Examine a new dimension to the discussion of safety.
3:30-4:00 PM Rotation #2	5. Using Data to Compel Others to Join You on this Journey with Helen Macfie, PharmD, FABC in Compton Identify best practices in display and use of data to create the will to take action.
4:00-4:30 PM	Reflection Period

Tuesday, September 12, 2017

7:30-8:30 AM	CONTINENTAL BREAKFAST
8:30-8:45 AM	Welcome to Senior Leaders
8:45-10:00 AM	Participants: Engaging Different Generations <i>Frank Federico, RPh</i> Discuss the role of various generations in quality improvement. Senior Leaders: Review of the Safety Framework, Diagnostic Tool, and Open Discussion <i>Carol Haraden, PhD and Allan Frankel, MD</i>
10:00-10:15 AM	BREAK

10:15-11:15 AM	Reflection/Work Period <i>Carol Haraden, PhD</i> Participants and Senior Leaders work together. For those without Senior Leaders, join the Faculty at a table together.
11:15 AM-12:30 PM	Putting it All Together <i>Helen L. Macfie, PharmD, FABC, Chief Transformation Officer, MemorialCare Health System</i> Ms. Macfie will share her journey to improve safety as a Patient Safety Officer. Learn about how to create a 100-day plan and beyond.
12:30-1:30 PM	LUNCH
1:30-2:45 PM	Partnering with Patients: A Bed's Eye View of Safety <i>Tiffany Christensen, Patient Advocate</i> Tiffany uses her extensive patient history as a backdrop to weave together themes of partnership, patient safety, and patient satisfaction. In this interactive session, participants explore possibilities of decreasing medical error using partnership strategies born from TeamSTEPPS tools. Attendees will be inspired by this speaker's story and motivated to implement new partnership techniques within their own practice.
2:45-3:00 PM	BREAK
3:00-3:45 PM	Partnering with Patients: A Bed's Eye View of Safety, Continued <i>Tiffany Christensen</i>
3:45-4:00 PM	Tying it all Together <i>Jennifer Lenoci-Edwards, RN, MPH and Amelia Brooks</i>
4:00-4:45 PM	Optional: IHI Office Tour Tour the unique office space of IHI, which is physically exemplary of IHI's values of boundarilessness and transparency.
5:30-6:00 PM	Networking Reception <i>Ballroom Foyer</i>
6:00-8:00 PM	Graduation Dinner and Ceremony <i>Ballroom</i>

Wednesday, September 13, 2017

7:30-8:30 AM**CONTINENTAL BREAKFAST***Luggage storage located in Rogers/Stratton***8:30-8:35 AM****Welcome to the Final Day****8:35-9:30 AM****Building Personal Resilience***Frank Federico, RPh and Allan Frankel, MD*

Many healthcare workers are experiencing burnout. There are three components identified when experiencing burnout: emotional exhaustion, depersonalization (cynicism), and low personal accomplishment. Many experience disrespect from colleagues and others in the workforce, which may also lead to disrespect of patients. Examine actions you can take to help yourself and others.

9:30-10:45 AM**Business Case****10:45-11:00 AM****BREAK and CHECK-OUT****11:00 AM-12:15 PM****Organizational Infrastructure to Support our System***Allan Frankel***12:15-12:30 PM****Putting it All Together Using the Safety Framework***Allan Frankel, MD*

Review all of the elements of the safety framework and reflect on the last six days of learning.

12:30 PM**Conclusion of Program and Lunch Available to Go**
