

Armstrong Institute Patient Safety and Quality Leadership Academy

Overview

Our overarching goal is to train current and future health care leaders who will transform health care delivery by working to eliminate preventable harm, improve patient outcomes, and achieve equity.

Leadership Academy Scholars will develop competencies over the nine months of the program through its three components, participation in didactic and discussion sessions, including Lean Sigma training, completion of a patient safety or quality improvement project, and attendance at institutional quality and safety meetings. The Leadership Academy begins Friday, September 9, 2022 with sessions every other week through Friday, May 26, 2023 with Lean Sigma training on additional dates (see schedule, below). Friday sessions will also include small group discussions each month led by 1-2 faculty. Scholars are expected to complete project deliverables for review with faculty during these sessions.

Learning Objectives

By end of the program, scholars will demonstrate the capacity to:

- Discuss fundamental patient safety and quality improvement concepts and practices, such as high reliability organizing, human factors, safe design, safety culture, and just culture.
- Identify and create a shared vision of a problem, including engaging stakeholders, developing a compelling problem statement, and assembling a team.
- Develop a SMART goal and key metric.
- Conduct a stakeholder analysis, discuss the multidisciplinary nature of systems change, and engage stakeholder groups for change management.
- Use tools to understand the current process and contributing factors.
- Identify interventions to address root causes.
- Implement and evaluate the impact of interventions.
- Use an A3 to track their progress and present their results.

Curriculum

Prerequisites: Applicants are encouraged to have some experience with patient safety and quality improvement, including other Armstrong Institute trainings (e.g., Patient Safety Certificate, Lean Sigma, CUSP).

Time: All session times below are Friday morning, 9 AM -1 PM except for orientation, which runs until 2 PM, and Lean Sigma training. Scholars will sign up for and complete one of the Lean training blocks on the dates noted below. Lean sessions will occur from 10 AM – 12 PM on those dates.

Date	Topics (exact order of didactic session topics may change)
July 12, 14, 19, and 21	Lean Sigma Training Option 1
August 16, 18, 23, and 25	Lean Sigma Training Option 2
9/9/2022	Orientation / Alumni Presentations/ Myers Briggs (9 AM – 2 PM)
9/23/2022	Quality Improvement Measurement and Public Reporting
10/7/2022	Measurement in Safety and Quality
10/21/2022	Human Factors
11/4/2022	Design Thinking
11/18/2022	Translating Research into Practice
12/2/2022	Leadership for Change / Safety Culture
12/16/2022	Project in Progress
1/6/2023	Implementation Science
1/20/2023	High Reliability Organizing
2/3/2023	Friday Night in the ED and Conflict Management
2/17/2023	Equity in Quality and Safety
3/3/2023	Adverse Event Reporting / Diagnostic Error
3/17/2023	Project in Progress
3/31/2023	Just Culture / Second Victim
4/14/2023	High Value Care
4/28/2023	Patient Experience and Patient/Family Engagement
5/12/2023	Regulatory Compliance / Risk Management
5/26/2023	Final Presentation and Celebration

Time Commitment and Effort Allocation

- Scholars are expected to complete independent online prework prior to the beginning of the program to identify and prepare for their project
- During the program, participants devote an estimated 232 hours — or 10 percent effort— to program related activities, including work on a project. Most of the effort is self-directed; however, participation in lectures and live training programs is required.

Activity	Estimate	Description
Independent online prework	24 hours	Preparatory work for project and Patient Safety Certificate
9-months of didactic training in quality and safety held on Friday mornings every other week (9 AM – 1 PM)	72 hours	Attendance required; See curriculum above for dates.
Completion of a quality improvement project and associated deliverables (4 hr./every other week)	72 hours	This work is expected to be done independently in between Leadership Academy sessions to ensure timely completion of a project.
Practicum participation	20 hours	This includes attendance and participation in organization quality and patient safety meetings—to be selected by the scholar— spread out over the duration of the program.
Lean Six Sigma training	8 hours	Virtual or in person workshop
Presentation and/or manuscript preparation	36 hours	Scholars present their work at the final Leadership Academy Celebration and are strongly encouraged to submit an abstract for presentation at other conferences (e.g., Patient Safety Summit) and to further disseminate their work in manuscripts.
Total	232 hours (10% Effort)	

Faculty & Staff

- Program Co-Directors: Julia Kim, MD, MPH, Samantha Pitts, MD, MPH
- Program Manager: Chardae Gilchrist
- Faculty:
 - Scott Burkett, BS, CSSBB, Senior Quality & Innovation Coach
 - Boby Hody, MS, CMBB, Director, Lean Sigma Deployment
 - Richard Hill, BS CSSBB Assistant Director, Lean Sigma Deployment, Johns Hopkins Hospital
 - Rahul Koka, MD, MPH, Assistant Professor, Pediatric Anesthesia
 - Wilson Lamy, BS, CSSBB, Senior Quality & Innovation Coach
 - Michelle Patch PhD, MSN, APRN-CNS, ACNS-BC, Assistant Professor, Department of Nursing
 - Amy Plotts MSN, RN, Assistant Director of Patient Safety, Armstrong Institute and Johns Hopkins Hospital
 - Lori Paine, DrPH, RN, MS, Senior Director of Patient Safety, Armstrong Institute and Johns Hopkins Hospital
 - Erica Reinhardt, MS, RD, Assistant Director, Lean Sigma Deployment
 - Matt Stewart, MD, PhD, Associate Chief Medical Officer, Johns Hopkins Hospital, Associate Professor, Otolaryngology
 - Laura Winner, DrPH, RN, BSN, MBA, Senior Director, Lean Sigma Deployment

Eligibility

A Health Care professional with:

1. Interest in developing as a Patient Safety and/or Quality Leader and applying these learning objectives in their current employment.
2. Primary employment/practice at a Johns Hopkins Medicine affiliate, with at least 50% of scheduled hours/effort.
3. Ability to attend Friday morning sessions from September through May (see Curriculum) with no more than 2 absences. Attendance is critical to success in achieving the learning objectives and is required for completion.
4. Ability to complete Lean Sigma training at one of the offered sessions.

Criteria for Completion

Criteria for successful completion of the program and receipt of a certification of completion are as follows:*

- Participation in Leadership Academy sessions from September to May with a maximum of 2 absences.
- Submission of project deliverables, including Lean Sigma training assignments, monthly project deliverables, and meeting reflections.
- Achievement of milestones leading to completion of a patient safety or quality improvement project. Insufficient progress will result in withdrawal (removal) from the program.
- Presentation of the project A3 at two project-in-progress sessions and the final celebration.
- Completion of the final evaluation.

**Extenuating circumstances will be considered on an individual basis.*

Application Process

- By Friday April 25, 2022, please complete the online application [Leadership Academy application link]:
- As part of the application, you will be asked to upload two documents:
 - Your curriculum vitae (CV) or resume.
 - A statement of commitment signed by you and your direct supervisor.
- Applicants selected for an interview with a faculty member will be contacted by email.
- Final selection will be announced by June 24, 2022.

Please contact AllLeadershipAcademy@jhmi.edu with any questions.

Tuition and Support

Tuition for the program is \$14,520.

Johns Hopkins University employees are eligible for non-credit professional development course tuition remission which can be used to cover 100% of tuition. More information is available on the benefits website: <https://benefits.jhu.edu/tuition/remission.cfm#noncredit>.

Johns Hopkins Medicine employees without tuition remission will receive a 20% discount on the tuition. Employees are invited to apply for a scholarship to cover a portion of the remaining tuition.

