

Introduction

Developing Leaders

Our Study

Our Findings

Conclusion



Training Leaders for a Culture of Quality and Safety

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Introduction

Developing Leaders

Our Study

Our Findings

Conclusion



Training Leaders for a Culture of Quality and Safety

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Introduction

Developing Leaders

Our Study

Our Findings

Conclusion

- The purpose of this study was to understand **the degree to which a quality and safety culture exists after** healthcare workers in an academic medical center **complete** a quality improvement and patient safety **education program** focused on developing leaders to change the future of healthcare quality and safety.
- This study has **practical value** for other organizations considering a quality and safety education program. For organizations seeking to build capacity in quality and safety, **training future leaders through a robust curriculum** is essential. This may be achieved through development of an internal training program, or through attending an outside organization for education.

Introduction

Developing Leaders

Our Study

Our Findings

Conclusion

- Some posit that healthcare organizations with a **culture of quality and safety** can have a greater impact on **improving the patient experience and thus the quality of care**^{1,2}
- Others suggest that quality and safety need to be complemented by adequate training, providing **data**, and teaching clinicians how to interpret and act on the data³
- Creating a culture of quality improvement in the healthcare environment requires a focus on **developing a critical** mass of leaders with expertise in quality improvement, patient safety, and change management

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3. Ott MJ, Olsen GH. Impact of Quality Assessment on Clinical Practice, Intermountain Healthcare. *Quality Spine Care: Springer*; 2019. p. 301-13

Introduction

Developing Leaders

Our Study

Our Findings

Conclusion

UK Health and Safety Commission

“The product of individual and group values, attitudes, competencies and patterns of behaviour that determine the commitment to, and the style and proficiency of, an organisation’s health and safety programmes.

Organisations with a positive safety culture are characterised by communications founded on mutual trust, by shared perceptions of the importance of safety, and by confidence in the efficacy of preventive measure.”

Health and Safety Commission. ACSNI study group on human factors. 3rd report: Organising for safety. 1993.

Introduction

Developing Leaders

Our Study

Our Findings

Conclusion

- The **ability** of an organization to support and sustain the work required to create culture change^{4,5,6}
- A longstanding approach is the belief that a culture of quality can either be **mandated** or developed quickly, often in a **top-down** approach⁷
- **Culture change must occur from within** – all workers must understand the need, feel involved in the change process, feel motivated to implement improvements, reap the rewards^{3, 6, 7}

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Introduction

Developing Leaders

Our Study

Our Findings

Conclusion

- Transformational leadership describes a leader's ability to **motivate** their followers, to accomplish more than what the follower believed they could accomplish⁸
- **Liberating energies** of team members, motivation to incenent participation beyond what the organization could provide, and team focus that produces better outcomes⁹

8. Borkowski N, Deckard G, Weber M, Padron LA, Luongo S. Leadership development initiatives underlie individual and system performance in a US public healthcare delivery system. *Leadership in Health Services*. 2011;24(4):268-80.
9. Lipman-Blumen J. *Connective leadership: Managing in a changing world*: Oxford University Press; 2000.
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Transformational Leadership

Introduction

Developing Leaders

Our Study

Our Findings

Conclusion

- Healthcare cultures emphasizing **group affiliations; teamwork** and coordination create environments of the greatest implementation of quality improvement and the highest functioning health systems^{3,10}
- UABHS and Health Services Administration created a curriculum emphasizing the importance of **leadership**, creating **ownership** of processes, and working as a **team**, all while learning robust methodologies to drive quality improvement and patient safety

8. Borkowski N, Deckard G, Weber M, Padron LA, Luongo S. Leadership development initiatives underlie individual and system performance in a US public healthcare delivery system. *Leadership in Health Services*. 2011;24(4):268-80.
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Taking a Look at the UABHS Quality Academy

Introduction

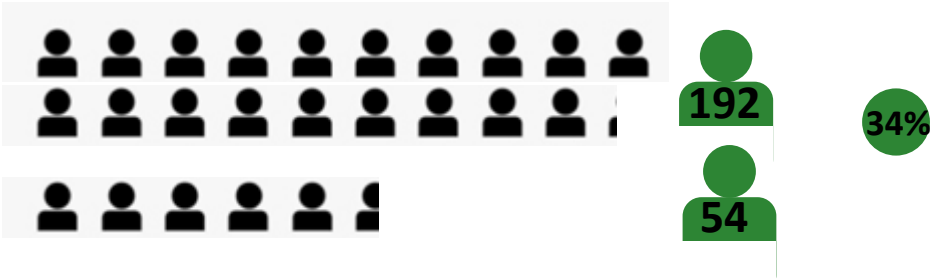
Developing Leaders

Our Study

Our Findings

Conclusion

ASQ Survey Factors	Number of Questions
Teamwork Climate	6
Safety Climate	7
Job Satisfaction	5
Stress Recognition	4
Working Conditions	4
Perceptions of Management	5



Taking a Look at the UABHS Quality Academy

Introduction

- Working in a quality and safety culture



Developing Leaders

- Now in a leadership role



Our Study

- Earlier graduates more likely to be in a leadership role

Our Findings

- AHRQ Culture of Safety Survey



Conclusion

So What?

Introduction

Developing Leaders

Our Study

Our Findings

Conclusion

- A culture of quality needs to develop **slowly over time** and that employees from **all levels** must feel as though they are part of the process
- That those with **knowledge of the daily processes** of care delivery must be given ownership of the change
- **Fostering opportunities** for these workers to carry the quality and safety culture into their new role

So What?

Introduction

Developing Leaders

Our Study

Our Findings

Conclusion

- **Inter-professional, cohort learning models** increase the potential to build a network of previously unconnected organizational resources
- Those in a leadership position are more likely to be **drivers of** creating or maintaining a **culture of quality**
- Culture change takes time and must be **implemented slowly**, knowing that having the **right people** in the right place for the right reason, can contribute to success, sustainability, and spread

Introduction

Developing Leaders

Our Study

Our Findings

Conclusion



Training Leaders for a Culture of Quality and Safety

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