

UPMC JUST-IN-TIME QUALITY EDUCATION

Overview of Just-in-Time
Classes

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The Wolff Center at UPMC is committed to helping leadership, managers, and frontline staff build the skills necessary to tackle improvement projects where they work. To help staff achieve change, we offer 11 free one- to two-hour Just-in-Time quality classes.

All of the classes are designed for managers and frontline staff as well as clinical and nonclinical staff. Each class is designed to stand on its own so that you can take as many or as few as you like and take them in any order.

Why Take a Just-in-Time Class?

Health care today increasingly demands that we continually improve our work and find better ways to provide more reliable care to all of our patients, every day. Finding ways to improve care at the front line is a critical element of our efforts to provide the best care that we can for our patients. The Just-in-Time classes provide easy-to-use tools and key concepts drawn from leading health care improvement organizations and other industries to provide staff with tools they can use tomorrow to improve care.

Quality classes help you tackle everyday problems, such as ensuring that materials are where you need them, smoothing flow between departments, engaging staff in change efforts, measuring whether your change has made a difference, ensuring that your changes are sustainable, tackling patient satisfaction, and reducing waste so that you and your staff can spend more time providing care to our patients.

What Are the Classes and What Will I Learn?

Quality 101 (two hours)

- **Course Overview:** An introduction to core safety and quality improvement theory and strategies for implementing quality improvement in your work tomorrow. It provides an understanding of systems thinking around quality and safety and models that you can use to implement quality improvements at the front line.
- **Examples of problems you can tackle after taking the class:** Seeing all of your problems — safety, flow, quality — through a new framework, informed by best practices from other industries. Approaching your work with a process focus and a scientific set of improvement tools.

LEGOS®: Principles of Lean (two hours)

- **Course Overview:** Lean methodologies have been used by a wide range of industries and health care institutions to help make work more efficient and connections more clear. This class teaches the basics of lean, how they apply to your work, and how to assess your workplace for how close you are to meeting lean ideals by playing with LEGOS®. You will gain an understanding of how to apply lean thinking and principles to your work to improve communication and efficiency.
- **Examples of problems you can tackle after taking the class:** Gaps in communication — between departments, caregivers, or shifts. Tackling challenges with flow. Reducing waste — of time, materials, or rework. Leveling work between staff.

PDSA: The Plan, Do, Study, Act Cycle (two hours)

- **Course Overview:** This is an interactive exploration of how the problems that you face every day can be tackled using the Institute for Healthcare Improvement's Model for Improvement and the Plan, Do, Study, Act Cycle. You will receive tools and resources that you can use to break down big problems (patient satisfaction, lack of communication, etc.) to more manageable chunks, and a framework and tools for tackling those problems.
- **Examples of problems you can tackle after taking the class:** Process changes of all sorts — improving clinical and operational problems. PDSA is a methodology for tackling problems ranging from reducing door-to-balloon time in the cath lab, to improving the quality of grilled cheese sandwiches in the cafeteria, to reducing waste in the OR.

5S: Super-Powered Spring Cleaning (one hour)

- **Course Overview:** Learn about a practical lean technique that allows you to evaluate your workflow, free up space, and assess inventory needs so you can work more efficiently and reliably. You will learn specific, tangible strategies for evaluating the efficiency of your workflow and workplace.
- **Examples of problems you can tackle after taking the class:** Reduce staff time spent searching for materials. Keep inventory costs under control. Keep your workflow sustainably organized. The lessons from 5S can be applied to anything from a nurses station, to an outpatient office, to a central storeroom, to your kitchen.

Connecting the Dots with Data (one hour)

- **Course Overview:** The only way to get a sense of the quality of health care is by looking at the data. Come learn about the power of measurement, the importance of understanding variation, and the use of run charts for analyzing data over time. You will learn how to create measures that are effectively targeted at the problem that you are trying to solve and how to use an easy run chart template for tracking data over time.
- **Examples of problems you can tackle after taking the class:** How to accurately identify the key problems you face by looking at the data. Knowing if our changes actually make a difference. Assessing whether your changes are being sustained. Identifying what data measures are needed to understand your problem.

Assessing Your Current State: Go and See and Other Tools (two hours)

- **Course Overview:** In order to tackle a problem effectively, you first need to make sure you are solving the root cause and the right problem. Without a clear sense of your current state, you can waste time and energy solving the wrong problem. You will gain a range of tools to understand your current state so that you start improvement efforts off with a clear focus on the root cause of your problems.
- **Examples of problems you can tackle after taking the class:** We spend a lot of time trying to implement solutions but don't seem to be getting at the root cause. There are so many problems that we face — how do we know which ones to focus on?

Reliability (two hours)

- **Course Overview:** This class provides insight into defining and measuring reliability, identifying gaps, and providing design strategies to move toward a higher level of reliability in what you do every day. You will learn methods to understand the reliability of your processes and a model for incorporating increased reliability into your work. Note: It is suggested that participants take Human Factors Design as a follow-up to this course.
- **Examples of problems you can tackle after taking the class:** Improve how reliably you do daily tasks — walking patients, accurately weighing heart failure patients, scheduling accurate follow-up appointments, or providing the next shift with needed information. Improve how often you are able to provide evidence-based care.

Human Factors Design (90 minutes)

- **Course Overview:** The science of human factors design has been used by many industries to improve reliability and outcomes. This class is an introduction to the science of human factors design and how it applies to health care. You will learn about specific human factors design concepts that you can use to evaluate the reliability of your processes as well as tools that you can use tomorrow to start improving reliability. Note: It is suggested that participants take Reliability as an introduction to this course.
- **Examples of problems you can tackle after taking the class:** My changes aren't sticking despite all my hard work! If I am not there to oversee things and remind people of the process, it doesn't happen. My work area is covered in notices and sticky notes outlining processes, but we still forget to do needed things.

Engaging Staff in Change (90 minutes)

- **Course Overview:** No matter how compelling your change plan, without engaging staff, your ideas are unlikely to be adopted and sustained. This class helps with the softer, yet critical side of change management. In this class, you will learn common emotional change hurdles to be aware of as well as strategies and processes to understand your audience, communicate your change successfully, and coach throughout the change process.
- **Examples of problems you can tackle after taking the class:** Staff are disengaged with the changes you propose or actively resist your ideas. Staff have stronger emotional reactions to your changes than you anticipated.

Implementing Sustainable Change (one hour)

- **Course Overview:** Implementing change is just the start — sustaining change is often a harder battle. Learn how staff engagement, ongoing education, and a supportive culture will help you not only improve, but sustain your changes. In this class, you will explore a model for the key elements of sustainability that can be used as a template for building sustainability into your projects from the beginning, enhancing the likelihood that your hard-won improvements will stick.
- **Examples of problems you can tackle after taking the class:** You find that if you are not there to make sure people do things the new way, they slide back into the way they have always done it. Your initial implementation goes well, but over time, you are unable to sustain the gains.

Patient Satisfaction 101 (90 minutes)

- Course Overview: Finding ways to increase patient satisfaction is increasingly important both financially and because it is the right thing to do for our patients. In this class, you will learn how patient satisfaction is measured at UPMC, how our performance compares to others, and the five areas that you should start tackling tomorrow to make a difference. You will learn tangible interventions you can implement immediately to improve your patient satisfaction.
- Examples of problems you can tackle after taking the class: Many of my department's scores aren't where I want them to be — where do I start? I have so much data on patient satisfaction, what does it all mean? What manageable tactics can I implement that will actually make a difference? I don't have much patient contact, how can I make a difference in a patient's stay?

How do I sign up for a Just-in-Time Class?

There are two ways to take a Just-in-Time class

1. Take a class at a central location (Heberman Conference Center at UPMC Cancer Pavilion, UPMC Shadyside; the Starzl Biomedical Science Tower in Oakland; or U.S. Steel Tower, downtown Pittsburgh) by signing up in uLearn. You can search uLearn for any of the classes by name to find the next available session.
2. Bring a Just-in-Time class to your site. We are happy to come to you to offer any of the classes to your department, business unit, or meeting at no charge. If you are interested in bringing a class on site, contact **Kate Brownlee** at brownleek2@upmc.edu.

Contact

Wolff Center at UPMC

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