

Leadership Learning Series: Focusing on Well-being During Challenging Times

This educational activity is jointly provided by AXIS Medical Education and Healthcare Association of New York State (HANYS)

Activity Dates: This series will consist of three virtual (Webinar) sessions, each held from 11:30 am - 12:30 pm EST.

September 12, 2022

September 19, 2022

October 3, 2022

Target audience:

- CEOs
- COOs
- Directors of Nursing
- Chief Quality Nurse Executives
- Quality Professionals
- Chief Medical Officers
- Quality Management Executives
- Directors, Risk Management
- Chief Human Resource Officers
- Directors of Staff Development and Education

Session Descriptions and Objectives:

September 12, 2022: 11:30a m- 12:30 pm EST

Activity One: Session 1: Exnovation: Building Capacity, Energy and Capability

Removing tasks and activities that no longer add value to create headspace today

Description: Exnovation is the process of intentionally removing work that is no longer productive, not effective in improving organizational performance, disruptive to routine operations or does not fit well with the existing organizational strategy, incentives, structure and/or culture. This session will help participants learn what can be changed, eliminated or simplified to reduce extra work while still providing care, and illustrate how this builds capacity, energy and capability. This session will empower participants to exnovate with the goal of reducing burnout and enhancing job satisfaction.

Key topics to be covered:

- Leader's role in building team capacity, energy and capability
- Successful tactics to engage teams in intentionally removing work that is no longer productive or value added
- The do's and don'ts of exnovation and evaluating its effectiveness

Post-session Activities:

- Identify a process to individually and collectively engage teams to adopt a method to “stop doing activities that do not add value.”
- Investigate creating a “Break the Rules for Better Care Day”

Learning Objectives:

By the end of this session, participants will be able to:

- Explain how low-value tasks reduce productivity and well-being, and how exnovation builds capacity by making space for new ideas and the energy to spark curiosity and manage complexity
- Describe how exnovation can support creation of healthy teams that provide even better care for patients and families
- Identify your own low-value tasks that are currently part of your day-to-day work
- Plan your priorities to focus on those tasks that add value to the healthcare organization and support frontline staff

September 19, 2022: 11:30a m- 12:30 pm EST

Activity Two: Personal Accountability: It starts with me:

Focusing on personal well-being and the impact of my behaviors

Description: In this session, we’ll talk through our shared accountabilities to create a healthy culture that focuses on well-being. We will discuss how you can identify your own high reliability skills, behaviors and activities and identify what you should celebrate, where you need to improve and how you can more effectively apply high reliability concepts in your day-to-day-work. This session will empower participants to model behaviors that promote creation of trust, psychological safety and an inclusive and equitable environment of teamwork and collaboration.

Key topics to be covered:

- Key components of personal accountability
- Differentiating personality and behavior and the impact on organizational culture
- Non-negotiable mutual respect and psychological safety and impact on organizational culture
- Personal leadership self-assessment grid

Post-session Activities:

- Complete personal leadership assessment
- Identify personal leadership goals

Learning Objectives:

- Articulate the role of personal accountability in building a culture of trust and psychological safety and what it looks like in practice
- Recognize personal high reliability strengths and weaknesses and identify personal leadership opportunities
- Model these behaviors for staff across the organization

October 3, 2022: 11:30a m- 12:30 pm EST

Activity Three: Building Effective Relationships: Active Listening and Appreciative Inquiry

Proven strategies for creating better dialogue and collaboration among care teams

Description: In practice, HRO leaders treat everyone with respect and set high standards, and model behaviors that support a healthy culture and high-functioning teams. In this session, faculty will discuss specific strategies for cultivating trust, inspiring courage, enhancing psychological safety, and building collaborative teams. This session will empower participants to collaboratively build consensus and alignment, using appreciative inquiry and active listening to better engage with team members and colleagues, with the goal of promoting deeper engagement, satisfaction in work, and a greater sense of resiliency that will support their team and organization's high reliability journey.

Key topics to be covered:

- Teamwork activities and behaviors activities that build effective collaborative teams
- The art of negotiation addressing interests and positions to build consensus and alignment
- Common appreciative inquiry questions to engage with individuals and teams

Post-session Activities:

- Use high reliability concepts to evaluate current teamwork activities
- Assess team strengths and opportunities

Test an intervention to improve teamwork

Learning Objectives:

- Explain the importance of specific behaviors that support a healthy culture and high-functioning teams and how these promote deeper engagement, greater satisfaction in work, and greater resiliency
- Identify specific strategies that cultivate trust, enhance psychological safety, and build collaboration, consensus and connections between individuals and teams
- Apply the concepts and techniques of active listening and appreciative inquiry
- Apply recognized negotiation methods for resolving conflict

Faculty:

***Amelia Brooks, MSc, Chief Knowledge & Innovation Officer
Safe & Reliable Healthcare***

A globally recognized patient safety, high reliability and quality improvement expert with a background in human factors, culture change and large scale improvement efforts. Miss Brooks has over 15 years' experience of driving improvement in healthcare around the world from both internal and consultative roles.

Miss Brooks has worked operationally in management and leadership roles in primary care, acute care, regional and national organizations and most recently completed four years as Senior Director (Europe & Patient Safety) at the Institute for Healthcare Improvement (IHI) where she remains as Senior Faculty. Miss Brooks has been instrumental in developing theoretical and practical concepts in the field including designing a revised approach to Just Culture and being core faculty for the IHI Patient Safety Executive Development Program. Miss Brooks is a Generation Q Fellow with the Health Foundation (UK) and regularly presents at international and national conferences. Miss Brooks has supported many organizations on transformational journeys to high reliability and improved quality, including running a European leadership network with senior leader representatives from up to 12 countries at a time. Miss Brooks has contributed to the design and development of several significant contributions to the field including creating the Life QI improvement system in partnership with SeeData.

***Allan Frankel, MD, Chief Executive Officer
Safe & Reliable Healthcare***

Dr. Frankel is an internationally recognized high reliability expert with a deep focus on leadership and culture change. Over the last three decades, Dr. Frankel has assessed more than 1000 organizations and trained and certified more than 3000 healthcare leaders and managers in safety and reliability. As Senior Faculty for the IHI and the Intermountain Advanced Training Program [ATP], Dr. Frankel has designed and led well-published efforts to transform national health systems, large health plans with millions of members, and integrated care delivery systems in North America, the NHS UK and Scotland, Hong Kong, and the Gulf Region. Dr. Frankel's career in high reliability has been highlighted by serial innovations and contributions to the field. Some of these include co-development of surveys including the SAQ survey (1994), and the SCORE High Reliability Assessment Tool (2014); Executive Healthcare WalkRounds (2001); the Global Trigger Tool to measure all cause harm (2003); and LENS High Reliability Huddle boards (2016). Dr. Frankel continues to serve as a senior advisor for reliability and safety for the Military Health System; Kaiser Permanente; Mayo Clinic; the Veterans Health Administration and several other leading systems.

Dr. Frankel serves as a longtime co-editor of the Joint Commission's Essential Guide for Patient Safety Officers along with his business partner, Dr. Michael Leonard. Key tenets of the central framework for high reliability that Safe & Reliable Healthcare co-developed and co-published with the Institute of Healthcare Improvement, including those related to assessment and change management, have been adopted by various organizations including the Joint Commission's ORO 2.0 program. Dr. Frankel continues to develop and share field-defining

insights on high reliability and is the author of three books and numerous peer-reviewed publications.

**Anne Gallagher Peach, RN, MSN, NEA-BC, Chief Clinical Officer
Safe & Reliable Healthcare**

Anne Gallagher Peach, vice president, Future Vision Group II, serves as a consultant for both educational institutions and healthcare providers. She has over 30 years experience in senior management positions in healthcare including, serving as vice president of Patient Care Services and chief nursing executive for the eight-hospital Orlando Health system, chief operating officer of M. D. Anderson Cancer Center Orlando, and executive director of 150 bed Dr. P. Phillips Hospital in Orlando. In her different roles, she was responsible for strategy, operations, and achieving results. Mrs. Peach holds an advanced certification in nursing administration from the American Nurses Credentialing Center. She received her Master of Science in Nursing from the University of Pennsylvania and a Bachelors of Science in Nursing from Seton Hall University.

Mrs. Peach spent the first part of her career as a critical care nurse and clinical nurse specialist with an expertise in pulmonary nursing. She has been as a faculty member in several universities in New Jersey and Florida. She has served on the faculty at the Institute for Healthcare Improvement. Mrs. Peach has published in journals and textbooks on nursing, leadership and education. She has served on a variety of local, state, and national professional and community organizations and boards in different elected and appointed roles. She is a Rotarian and has worked on several international projects. In 2016 she was installed as a Dame in the The Sovereign Order of Malta and volunteers annually as a nurse in Lourdes France caring for the sick. She has received numerous of honors and awards throughout her career. Mrs. Peach was honored as one of the “100 Great Nurses” in Florida and was inducted in the Hall of Fame of Seton Hall University College of Nursing and the Florida Nurses Association. Mrs. Peach has led teams in leadership development, patient safety, and quality, and is frequently called on to present at local, state, and national conferences.

**Gretchen Ruoff MPH, CPHRM, CPPS, Executive High Reliability Coach
Safe & Reliable Healthcare**

Gretchen brings over 20 years’ experience in patient safety, risk management and patient advocacy to her role as Senior Consulting Director at Vizient Safe and Reliable Healthcare. Drawing on her experience in both front-line and consultancy positions, Gretchen is particularly interested in the intersection between communication, culture and experience, and in seeking ways to unite the shared but unique experiences of patients, families caregivers and leaders to improve the delivery and experience of care.

Prior to coming to Vizient Safe and Reliable Healthcare, Gretchen managed a national portfolio of leading healthcare organizations and medical professional liability insurers providing strategic guidance on the issues of medical liability and patient safety. Prior to that, she served for several years as a patient advocate/conflict mediator at Brigham & Women’s Hospital,

where she collaborated with front-line clinicians and senior leaders to investigate and manage responses to a broad range of issues, from service failures to significant medical errors.

Gretchen received a Bachelor of Arts from Bucknell University in Pennsylvania, and her Masters of Public Health, with a concentration in Law and Ethics from Boston University, and holds CPHRM and CPPS certifications.

ACCREDITED CONTINUING EDUCATION

Accreditation Statement



JOINTLY ACCREDITED PROVIDER*
INTERPROFESSIONAL CONTINUING EDUCATION

In support of improving patient care, this activity has been planned and implemented by AXIS Medical Education and the Healthcare Association of New York State (HANYS). AXIS Medical Education is jointly accredited by the Accreditation Council for Continuing Medical Education (ACCME), the Accreditation Council for Pharmacy Education (ACPE), and the American Nurses Credentialing Center (ANCC), to provide continuing education for the healthcare team.

Credit Designation for Nursing

AXIS Medical Education designates this continuing nursing education activity for a maximum of 3.0 contact hours.

Learners are advised that accredited status does not imply endorsement by the provider or ANCC of any commercial products displayed in conjunction with an activity.

Quality Professionals

This program has been approved by the National Association for Healthcare Quality for a maximum of 3.0 CPHQ continuing education credits for this event.

Healthcare Executives/ ACHE Qualified Education

ACHE Qualified Education credit must be related to healthcare management (i.e., it cannot be clinical, inspirational, or specific to the sponsoring organization). It can be earned through educational programs conducted or sponsored by any organization qualified to provide education programming in healthcare management. Programs may be sponsored by ACHE, chapters, or other qualified sources, whether the programming is face-to-face or distance offerings (webinars, online seminars, self-study courses, etc.). You will receive a certificate of completion for a maximum of 3.0 hours.

AXIS Contact Information

For information about the accreditation of this program please contact AXIS info@axismeded.org.

Disclosure of Conflicts of Interest

AXIS Medical Education requires faculty, instructors, authors, planners, directors, managers, reviewers, and other individuals who are in a position to control the content of this activity to disclose all real or apparent conflicts of interest they may have with ineligible companies. An ineligible entity is any organization whose primary business is producing, marketing, selling, re-selling, or distributing healthcare products used by or on patients. All relevant conflicts of interest are identified and mitigated prior to initiation of the planning phase for an activity.

AXIS has mitigated and disclosed to learners all relevant conflicts of interest disclosed by staff, planners, faculty/authors, peer reviewers, or others in control of content for this activity. Disclosure of a relationship is not intended to suggest or condone bias in any presentation but is made to provide participants with information that might be of potential importance to their evaluation of a presentation or activity. Disclosure information for faculty, authors, course directors, planners, peer reviewers, and/or relevant staff is provided with this activity.

The **faculty** reported the following relevant financial relationships or relationships they have with ineligible companies of any amount during the past 24 months:

Name of Faculty or Presenter	Reported Financial Relationship
Amelia Brooks, MSc	Nothing to disclose
Allan Frankel, MD	Nothing to disclose
Gretchen Ruoff, MPH, CPHRM, CPPS	Nothing to disclose
Anne Gallagher Peach, RN, MSN, NEA-BC	Nothing to disclose

The **directors, planners, managers and reviewers** reported the following financial relationships they have with any ineligible company of any amount during the past 24 months:

Name of Planner/Manager	Reported Financial Relationship
Vicki Charbonneau	Nothing to disclose
Christina Miller Foster, MPA	Nothing to disclose
Kristin Patton, MBA	Nothing to disclose
Holly M. Hampe, DSc., RN, MHA, MRM, CPHQ	Nothing to disclose
Dee Morgillo, MEd., MT(ASCP), CHCP	Nothing to disclose

Disclaimer

Participants have an implied responsibility to use the newly acquired information to enhance patient outcomes and their own professional development. The information presented in this activity is not meant to serve as a guideline for patient management. Any procedures, medications, or other courses of diagnosis or treatment discussed in this activity should not be used by clinicians without evaluation of patient conditions and possible contraindications on dangers in use, review of any applicable manufacturer's product information, and comparison with recommendations of other authorities.

Requirements for credit:

- Attend/participate in the educational activity and review all course materials.
- Complete the CE Declaration form online by 11:59 pm ET on **November 4, 2022**. Instructions will be provided. If you do not enter the online portal by the above date, you will not be able to retrieve your statement of participation. The portal will activate at the conclusion of session 3 and remain open until 11:59 pm ET on November 4, 2022.
- Upon successful completion of the online form, your statement of completion will be presented to you to print.