



# Beyond QI: Why “Learning Organization” Competencies Matter



# Solutions Center Interactive Team



Kristen A. Stine, MSOD, Learning & Diffusion Manager – HealthTeamWorks

Kristen leverages her background in training and organization development to synthesize HealthTeamWorks learnings into actionable tools and resources to support transformation. Her primary responsibilities include developing new Training and Education programs and serving as project lead for the Solutions Center membership platform. Kristen has a Master's degree in Organization Development, is a certified Myers-Briggs practitioner, and is trained as an International Coach Federation (ICF) coach and a Clinical Health Coach from the Iowa Chronic Care Consortium (ICCC).



Heather Walker, Learning Experience Designer – HealthTeamWorks

Heather has earned certificates in Designing Learning and Evaluating Learning Impact as well as the designation of Master Instructional Designer from the Association for Talent Development. At present, Heather is pursuing a Master's of Science in Information and Learning Technology with an emphasis in Instructional Design and Adult Learning from the University of Colorado Denver.

# Using WebEx Chat

Minimize &  
Maximize chat  
panel

Choose **All  
Participants** to make  
entries visible to all  
attendees

Type Chat  
Message Here

The screenshot shows a chat window titled "Chat" with a close button (X) in the top right corner. A purple arrow points to the title bar. Below the title bar is a large empty space for chat messages. A dropdown menu is open, showing a list of recipients: Host, Presenter, Host & Presenter, All Attendees, All Panelists, HealthTeamWorks Training and Edu..., All Participants (highlighted), and All Participants. A purple arrow points to the "All Participants" option. Below the dropdown is a "Send to:" label and a text input field containing "All Participants". A purple arrow points to the text input field. To the right of the input field is a "Send" button. A purple arrow points to the "Send" button. At the bottom of the input field, there is a placeholder text: "Select a participant in the Send to menu first, type chat message, and send...".

Click Send

# Using WebEx Feedback Tools

Minimize &  
Maximize  
chat panel

Participants

Speaking:

Panelists: 1

- HE HealthTeamWorks Training and Education (Host)

Attendees:

- HW **Heather Walker** (me)

☎

🙋 🗨

Feedback  
Menu

- ✓ Yes
- ✗ No
- 🏃 Too Fast
- 🐢 Too Slow
- 👏 Applause
- 😄 Laughter

Check Feedback Result...

Raise Hand

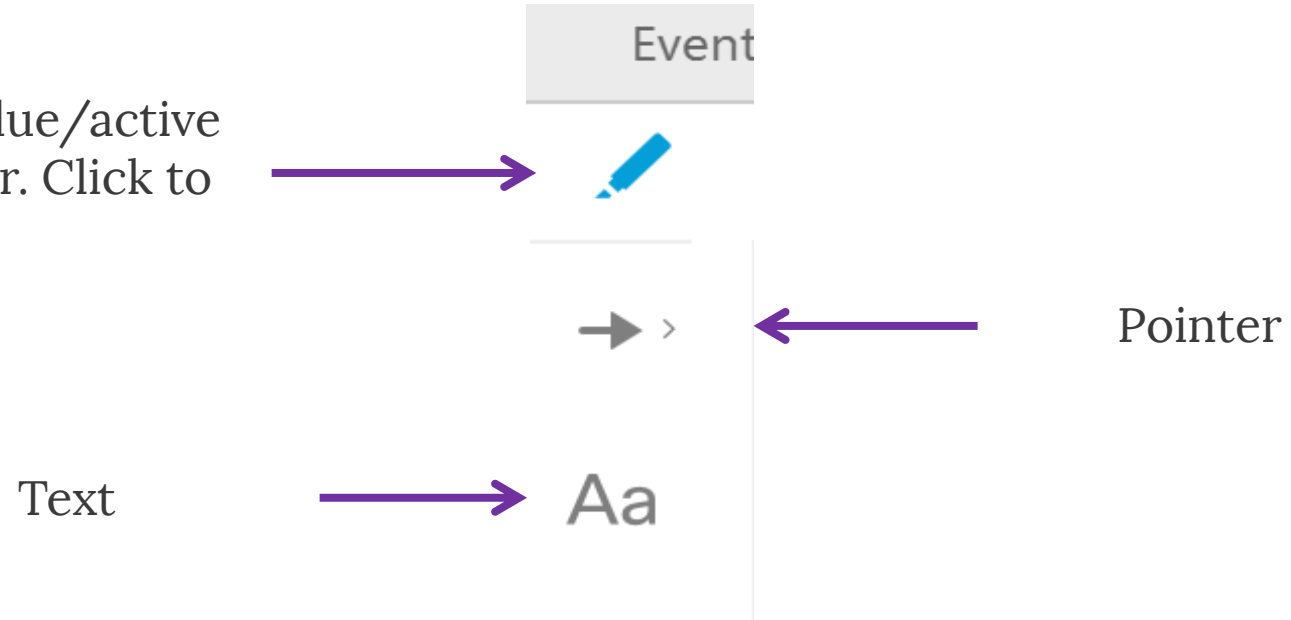
Windows

Mac



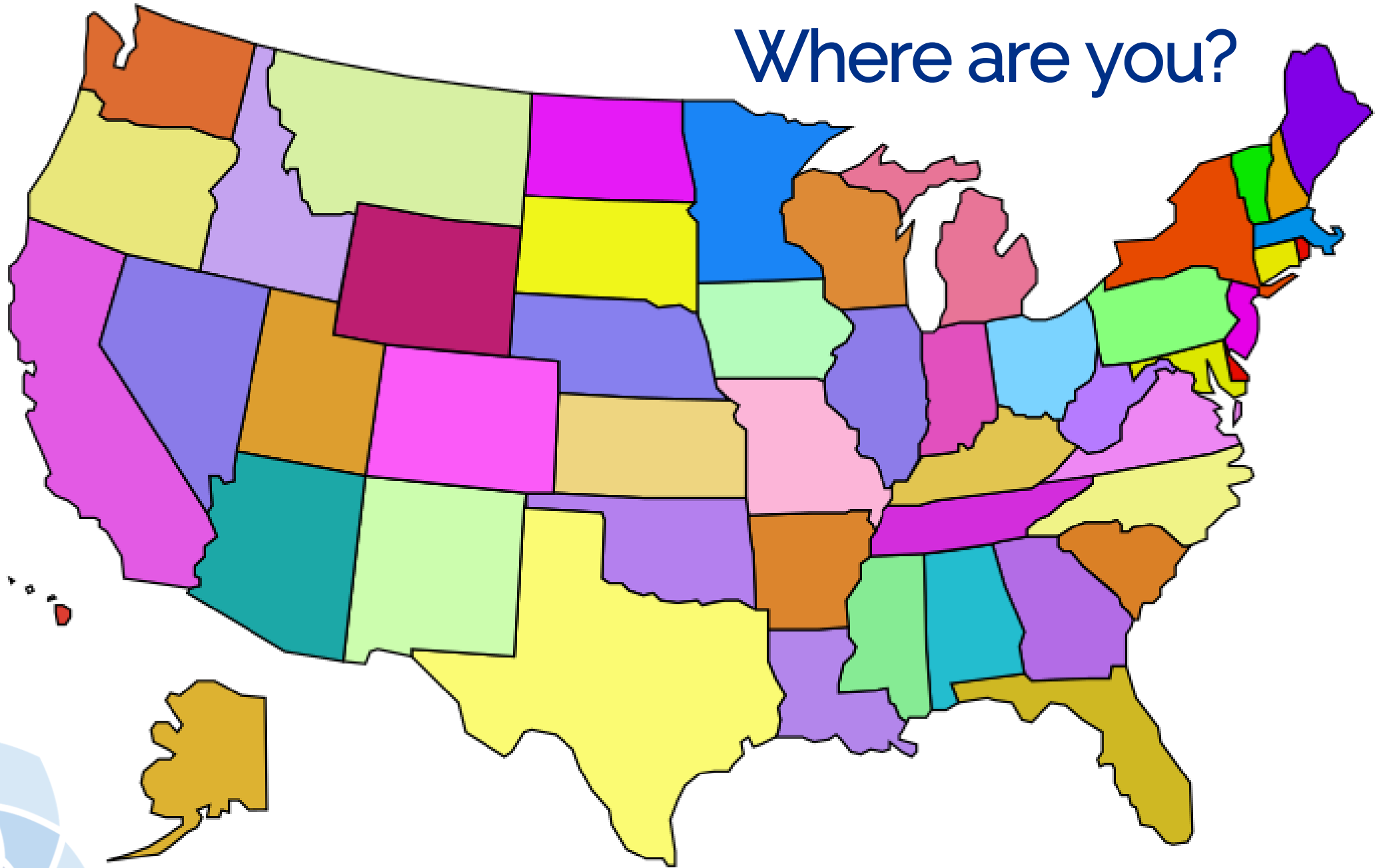
# WebEx Annotation Tools

“Pen” icon must be blue/active to use annotation bar. Click to activate



- Click on the tool that you would like to use to activate it.
- To deactivate tool, click on it again.

# Where are you?



# Today's Panel



## Moderator

Karen K. York, MA, CPHQ, CPMSM, Solutions Center Consultant, HealthTeamWorks

Karen York is a healthcare consultant with more than 30 years of experience in a variety of healthcare settings, including hospitals, emergency physician groups, physician practices, medical plans, and hospice care. She is a skilled facilitator and has led organizations to better outcomes. Karen is certified in the areas of Healthcare Quality Improvement, Medical Staff Services, Clinical Healthcare Coaching, and Lean Healthcare Management. She is currently an Adjunct Faculty in the Healthcare MBA Program at Belmont University teaching Patient Centered Care and Healthcare Quality Improvement. Karen earned her Master of Arts degree in Organizational Leadership and holds a BA in Education.

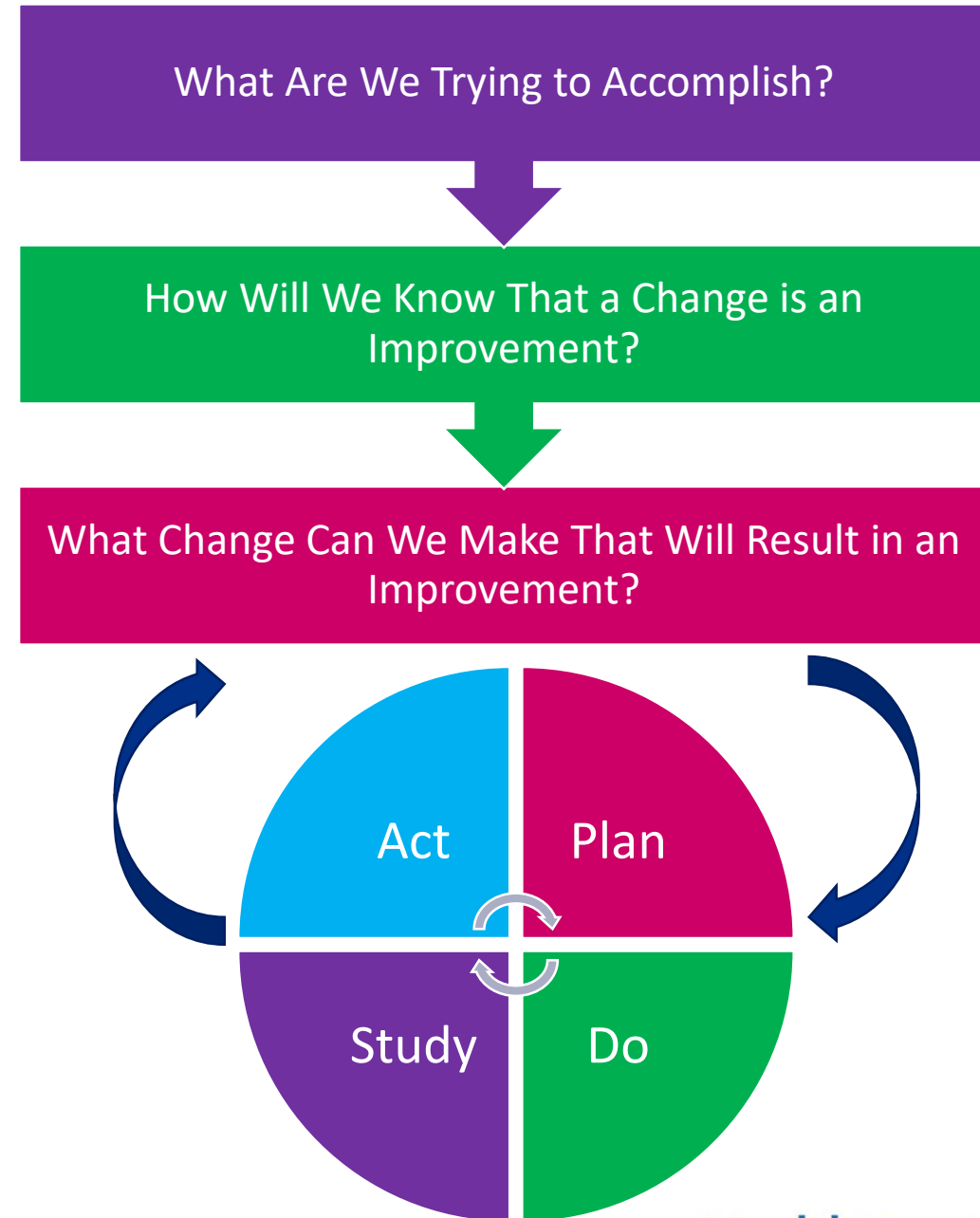


## Panelist

Cecilia Saffold Miller, MBA, PMP, Transformation and Technology Program Manager, HealthTeamWorks

Cecilia partners with healthcare organizations to analyze their strategies and catalyze meaningful transformations. Her unique combination of consulting, supply-chain, contract, and project management experience drives her capability to facilitate critical conversations that result in the development and implementation of nuanced solutions and plans. Cecilia brings a wealth of professional expertise in planning and executing strategy. Most recently, she led national practice transformation teams as a Commercial Project Manager at TransformMED. There Cecilia impacted over 200 practices in engagements supporting shared savings ACOs, clinically integrated health systems, residencies, Federally Qualified Health Centers, sub-specialty and rural solo provider practices. Cecilia received her BA at Northwestern University Evanston and her MBA at Rockhurst University, Helzberg School of Management Kansas City, MO.

# Model for Improvement



*Adapted from IHI Model for Improvement*  
<http://www.ihl.org/resources/Pages/HowtoImprove/default.aspx>

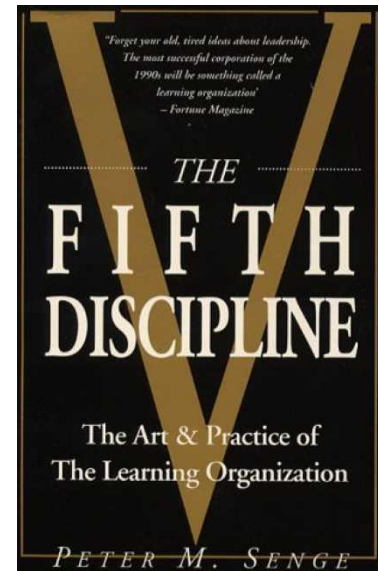
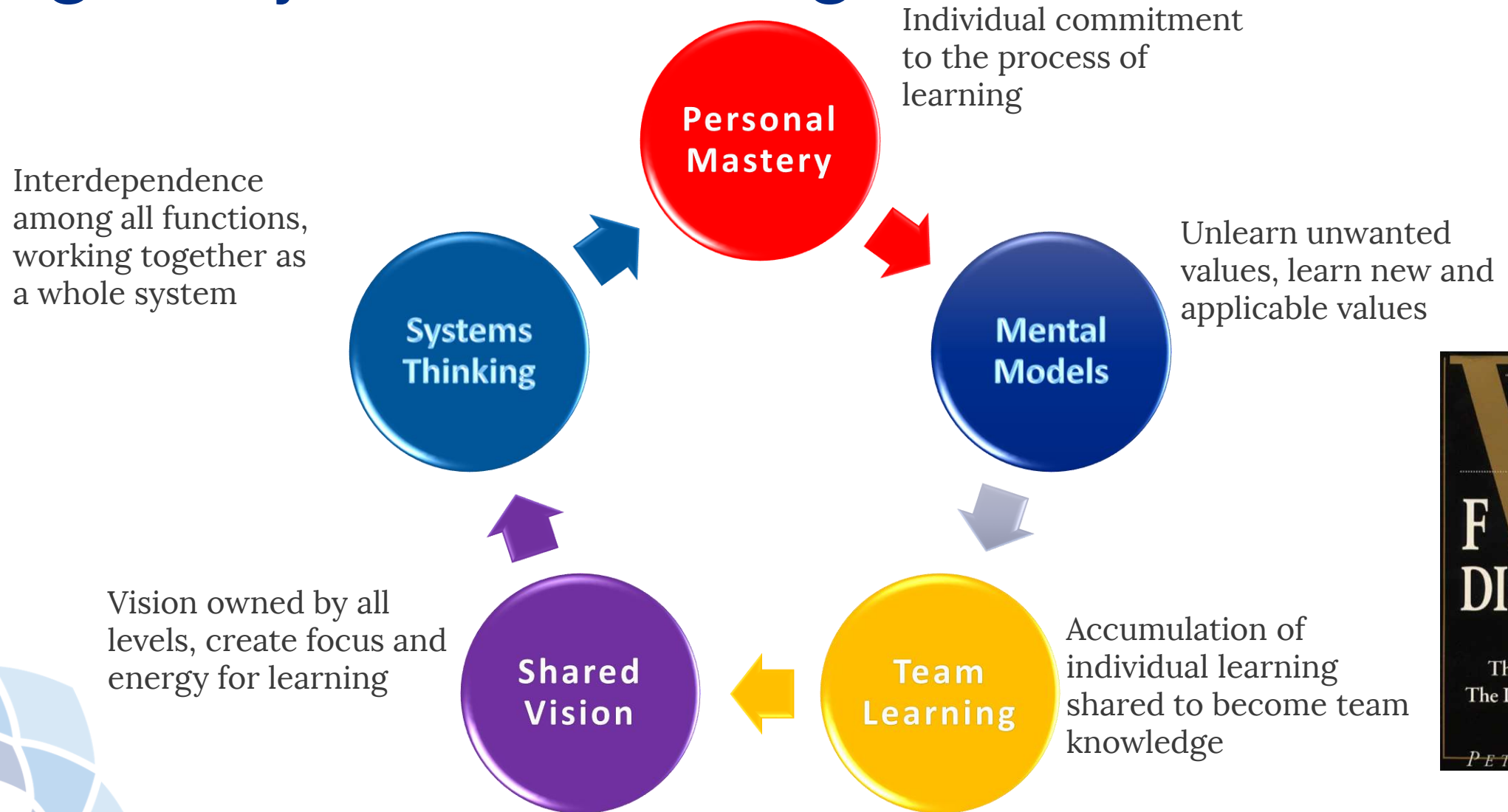


# What is a Learning Organization?

- *A learning organization is one that proactively creates, acquires, and transfers knowledge and that changes its behavior on the basis of new knowledge and insights (Garvin 1993, Senge 1994)*
- *A learning organization is one that seeks to create its own future; that assumes learning is an ongoing and creative process for its members; and one that develops, adapts, and transforms itself in response to the needs and aspirations of people, both inside and outside itself (Navran Associates Newsletter 1993).*



# Senge – Systems Thinking



# IHI Framework for Leadership Improvement



*Adapted from: A Framework for Leadership of Improvement: 2006. Institute of Healthcare Improvement*

# 1. Set Direction: Mission, Vision, and Strategy



Make the status quo uncomfortable

Make the future attractive



## 3. Build Will

- Plan for Improvement
- Set Aims/Allocate Resources
- Measure System Performance
- Provide Encouragement
- Make Financial Linkages
- Learn Subject Matter
- Work on the Larger System

## 4. Generate Ideas

- Read & Scan Widely
- Learn from Other Industries/Disciplines
- Benchmark to Find Ideas
- Listen to Customers
- Invest in Research & Development
- Manage Knowledge
- Understand the Organization as a System

## 5. Execute Change

- Use Model for Improvement for Design/Redesign
- Review & Guide Key Initiatives
- Spread Ideas
- Communicate Results
- Sustain Improved Levels of Performance



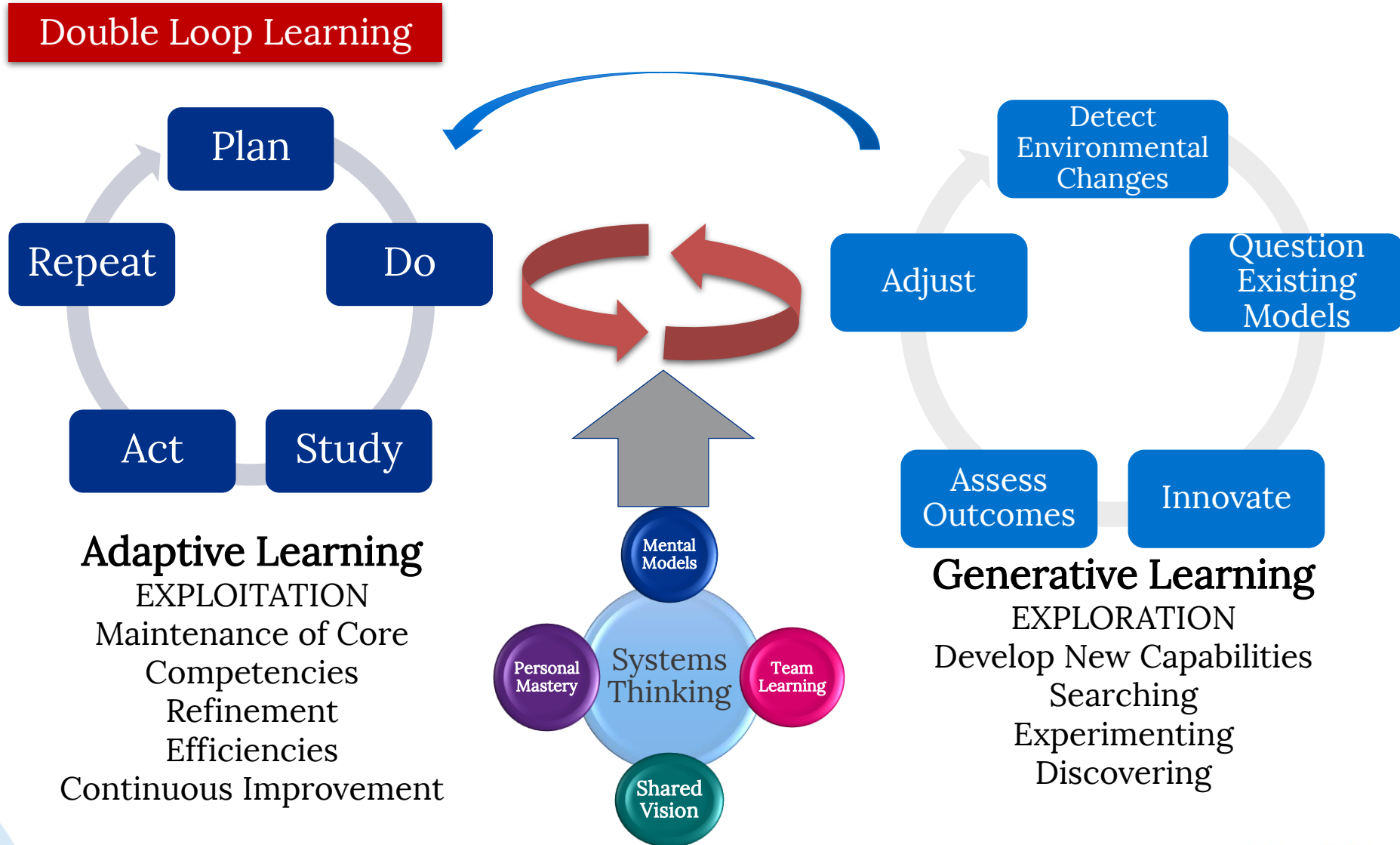
# 2. Establish the Foundation

Reframe Operating Values  
Build Improvement Capability

Personal Preparation  
Choose & Align Senior Team

Build Relationships  
Develop Future Leaders

# Organizational Learning – Double Loop



Adapted from: Argyris and Schon: March (1999) Processes relevant to exploration and exploitation. Senge 5 Disciplines



<https://www.healthteamworks.org/Solutions-Center-Dashboard/>

## Accelerating Performance Through Collaborative Learning

May 16, 2018

11:00 a.m. MST/12:00 p.m. CST

Open to the Public

## What Works in High Performing Networks Part 3: The 13 Drivers of Advanced Network Integration

June 20, 2018

11:00 a.m. MST/12:00 p.m. CST

Open Solutions Center Members