



SYLLABUS

2025 JANUARY SESSION

	DATE	TIME	LOCATION
01: PROJECT INITIATION: INTRODUCTION TO QUALITY IMPROVEMENT	1.9.2025	8:00-12:00	LC 11-150
02: CURRENT STATE ANALYSIS	2.5.2025	8:00-12:00	LC 11-150
03: FUTURE STATE DESIGN	3.5.2025	8:00-12:00	LC 11-150
04: QI MEASUREMENT: SELECTING MEASURES	3.27.2025	8:00-12:00	LC 11-150
05: PDSA CYCLES: TESTS OF CHANGE	4.16.2025	8:00-12:00	LC 11-150
06: QI MEASUREMENT: DATA VISUALIZATION & ANALYSIS	5.8.2025	8:00-12:00	LC 11-150
07: IMPLEMENTING AND SUSTAINING CHANGES	5.29.2025	8:00-12:00	LC 11-150
08: PUTTING IT TOGETHER	6.25.2025	8:00-12:00	TBD
09: TELLING THE QI STORY	7.23.2025	9:00-12:00	TBD
10: IMPROVEMENT SCHOLARS COURSE CEREMONY: DAY 1	8.12.2025	11:30-3:30	TBD
10: IMPROVEMENT SCHOLARS COURSE CEREMONY: DAY 2	8.14.2025	11:30-3:30	TBD

January							February							March							April							
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	
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May							June							July							August							
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25	26	27	28	29	30	31	29	30						27	28	29	30	31			24	25	26	27	28	29	30	
																					31							

Session	Objectives	Optional Resources:	Project Milestones/ Homework Assignments to have completed by the next session:												
Pre-Work	<ul style="list-style-type: none"> • Problem Identification • Participant Survey 	<p>***<u>The Improvement Guide</u></p> <ul style="list-style-type: none"> ✓ Introduction to Improvement, pgs 13-25 ✓ Case Study 1 : pgs 49 - 54 	<p>To be completed by 01.09.2025:</p> <ul style="list-style-type: none"> ✓ Problem identification: Come prepared with a problem in your local area. ✓ Pre-Course Survey <p>***The Improvement Guide textbook is available (5 copies) to rent on a first come, first serve basis through the Center for Quality & Safety library. If you are interested in checking this book out for a portion of the course, please email ntoyama@luriechildrens.org</p>												
<p>1: Project Initiation Introduction to quality improvement</p> <p>01.09.2025</p>	<ul style="list-style-type: none"> • Course expectations • Quality domains • Safety/HRO • Engaging patients and families • Synergy of research and QI • Starting the project charter: problem statements and AIM statements • Building the will: Gaining sponsorship 	<p><u>The Improvement Guide</u></p> <ul style="list-style-type: none"> ✓ Chapter 2: Skills to Support Improvement, pgs 27- 46 ✓ Case Study 4 – pgs 63- 66 	<p>To be completed by 02.05.2025:</p> <table border="1" data-bbox="1226 557 1776 761"> <thead> <tr> <th colspan="2">Mentor meeting (30min)</th> </tr> </thead> <tbody> <tr> <td>✓</td> <td>Meet and greet</td> </tr> <tr> <td>✓</td> <td>Set expectations</td> </tr> <tr> <td>✓</td> <td>Discuss your project topic: background, problem statement, AIM statement and scope.</td> </tr> </tbody> </table> <ul style="list-style-type: none"> ✓ Select an improvement project and complete the “What are we trying to accomplish?” section of the project charter. ✓ Begin to think about your project team and who should be involved. Utilize the stakeholder analysis tool to aid in the process. ✓ Bring your problem statement and AIM statement to class! 	Mentor meeting (30min)		✓	Meet and greet	✓	Set expectations	✓	Discuss your project topic: background, problem statement, AIM statement and scope.				
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<p>2: Current State Analysis</p> <p>02.05.2025</p>	<ul style="list-style-type: none"> • Effective facilitation • Current state • Process mapping • Time observations • Root cause thinking • VOC • 5 Whys • Fishbone Diagram • Barriers Assessment • Affinity 	<p><u>The Improvement Guide</u></p> <ul style="list-style-type: none"> ✓ Chapter 4: The Science of Improvement pgs75-88 ✓ pgs115-122 	<p>To be completed by 03.05.2025:</p> <table border="1" data-bbox="1188 1049 1814 1321"> <thead> <tr> <th colspan="2">Coach/mentor meeting (30min)</th> </tr> </thead> <tbody> <tr> <td>✓</td> <td>Finalize project team</td> </tr> <tr> <td>✓</td> <td>Starting your current state analysis</td> </tr> <tr> <th colspan="2">Executive sponsor meeting (30min)</th> </tr> <tr> <td>✓</td> <td>Elevator speech</td> </tr> <tr> <td>✓</td> <td>Approve the project team and the “What are we trying to accomplish” section of the project charter.</td> </tr> </tbody> </table> <ul style="list-style-type: none"> ✓ Work on your current state analysis. (Use the handout/resources provided to decide what makes sense for your project) ✓ Finalize your project team ✓ Highly recommended: attend the Final Presentations for the previous cohort 	Coach/mentor meeting (30min)		✓	Finalize project team	✓	Starting your current state analysis	Executive sponsor meeting (30min)		✓	Elevator speech	✓	Approve the project team and the “What are we trying to accomplish” section of the project charter.
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<p>3: Future State Design</p> <p>03.05.2025</p>	<ul style="list-style-type: none"> • Cognitive Bias • Exploratory Data Analysis • Key Driver Diagram • Developing and Prioritizing Improvements • Innovation in QI • Clinical Decision Support 		<p>To be completed by 3.27.2025:</p> <table border="1" data-bbox="1276 212 1728 394"> <thead> <tr> <th colspan="2">Coach/mentor meeting (30min)</th> </tr> </thead> <tbody> <tr> <td>✓</td> <td>Fishbone diagram</td> </tr> <tr> <td>✓</td> <td>Process Mapping</td> </tr> <tr> <td>✓</td> <td>Key driver diagram</td> </tr> <tr> <td>✓</td> <td>Develop solutions</td> </tr> </tbody> </table> <ul style="list-style-type: none"> ✓ Complete current state analysis (i.e. fishbone diagram, process map, etc.) and key driver diagram. Start developing solutions ✓ Submit your project's Problem/AIM statements using MS Forms to the Program Coordinator (ntoyama@luriechildrens.org) by Tuesday, March 25th. ✓ Bring your current state docs, barriers assessment and Key Driver Diagram to class! 	Coach/mentor meeting (30min)		✓	Fishbone diagram	✓	Process Mapping	✓	Key driver diagram	✓	Develop solutions
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✓	Develop solutions												
<p>4: QI Measurement: Selecting Measures</p> <p>03.27.2025</p>	<ul style="list-style-type: none"> • Essential role of data in QI • Define types of measures • Logic Model • Measurement Plan • DAR resources 		<p>To be completed by 04.16.2025:</p> <table border="1" data-bbox="1276 732 1728 841"> <thead> <tr> <th colspan="2">Coach/mentor meeting (30min)</th> </tr> </thead> <tbody> <tr> <td>✓</td> <td>Project measures</td> </tr> <tr> <td>✓</td> <td>Measurement plan</td> </tr> </tbody> </table> <ul style="list-style-type: none"> ✓ Complete the "How will we know a change is an improvement?" section of the project charter. ✓ Develop project measures and complete a measurement plan ✓ Bring your measurement plan to class! 	Coach/mentor meeting (30min)		✓	Project measures	✓	Measurement plan				
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✓	Measurement plan												
<p>5: PDSA Cycles: Tests of Change</p> <p>04.16.2025</p>	<ul style="list-style-type: none"> • PDSA cycles • Tests of change • Change management 	<p><u>The Improvement Guide</u></p> <ul style="list-style-type: none"> ✓ Chapter 5: Using the Model for Improvement pgs. 89-108 <p><u>Harvard Business Review</u></p> <ul style="list-style-type: none"> ✓ 10 must reads on change management 	<p>To be completed by 05.08.2025:</p> <table border="1" data-bbox="1234 1122 1770 1230"> <thead> <tr> <th colspan="2">Coach/mentor meeting (30min)</th> </tr> </thead> <tbody> <tr> <td>✓</td> <td>Discuss prioritized solutions</td> </tr> <tr> <td>✓</td> <td>PDSA cycle</td> </tr> </tbody> </table> <ul style="list-style-type: none"> ✓ Completed the "What changes can we make that will result in an improvement?" ✓ Plan for first PDSA cycle test 	Coach/mentor meeting (30min)		✓	Discuss prioritized solutions	✓	PDSA cycle				
Coach/mentor meeting (30min)													
✓	Discuss prioritized solutions												
✓	PDSA cycle												

<p>6: QI Measurement: Data Visualization & Analysis</p> <p>05.08.2025</p>	<ul style="list-style-type: none"> Quality Measurement SPC/Control Charts QI Macros: example data set 		<p>To be completed by 05.29.2025:</p> <table border="1" data-bbox="1234 224 1768 329"> <tr> <th colspan="2">Coach/mentor meeting (30min)</th> </tr> <tr> <td>✓</td> <td>PDSA cycle</td> </tr> <tr> <td>✓</td> <td>Project barriers</td> </tr> </table> <ul style="list-style-type: none"> Complete the PDSA cycle 	Coach/mentor meeting (30min)		✓	PDSA cycle	✓	Project barriers		
Coach/mentor meeting (30min)											
✓	PDSA cycle										
✓	Project barriers										
<p>7: Implementing & Sustaining changes</p> <p>05.29.2025</p>	<ul style="list-style-type: none"> Microsystems Scaling Implementation Sustainability Roadmap overview 	<p><u>The Improvement Guide</u></p> <ul style="list-style-type: none"> Chapter 8: Implementing a Change, pgs173-194 Chapter 9: Spreading Improvements pgs 195 – 216 	<p>To be completed by 06.25.2025:</p> <ul style="list-style-type: none"> Continue to complete PDSA cycles Prepare for your presentation Sign up for dress rehearsal time-slots and receive final time-slot assignment Edit the Program Booklet – <i>verify Project Title, Problem, Aim, your name/title are correct</i> Invite your project teams and executive sponsors to your presentation! 								
<p>8: Putting it together</p> <p>06.25.2025</p>	<ul style="list-style-type: none"> External Opportunities Data Visualization Data Lab 		<p>To be completed by 07.23.2025:</p> <table border="1" data-bbox="1199 735 1808 878"> <tr> <th colspan="2">Schedule Executive sponsor meeting (30min)</th> </tr> <tr> <td>✓</td> <td>Review needs for implementation</td> </tr> <tr> <td>✓</td> <td>Discuss next steps</td> </tr> <tr> <td>✓</td> <td>Review sustainability plan</td> </tr> </table> <ul style="list-style-type: none"> Practice your presentation! Email draft of presentation for the Dress Rehearsal to Program Coordinator @ ntoyama@luriechildrens.org by noon on July 21, 2025. 	Schedule Executive sponsor meeting (30min)		✓	Review needs for implementation	✓	Discuss next steps	✓	Review sustainability plan
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✓	Discuss next steps										
✓	Review sustainability plan										
<p>9: Telling the QI story</p> <p>07.23.2025</p>	<ul style="list-style-type: none"> Dress Rehearsal 		<p>To be completed by August 2024:</p> <ul style="list-style-type: none"> Finalize your presentation <ul style="list-style-type: none"> Meet with your mentor and send your slides to them for feedback Email final presentation to Program Coordinator @ ntoyama@luriechildrens.org by end of day on August 8, 2025. NOTE: Presenters missing the above due date will default to using their dress rehearsal presentation on the final day. Prepare to celebrate your success! 								
<p>10: Course Ceremony</p> <p>08.12.2025 & 08.14.2025</p>	<ul style="list-style-type: none"> Final Presentations 		<ul style="list-style-type: none"> All executive sponsors, project team members and mentors attend their scholar's presentation <p>Post-course survey due by 08.22.2025</p>								