The purpose of the PExQM course is to provide healthcare professionals and support staff with the skills and knowledge required to lead Quality Improvement (QI) projects and change initiatives. The course emphasizes the use of a systematic process to assess the current process/state; determine the root cause of problems; and explore, test, and deploy solutions to make sustainable improvements. Participants will apply their knowledge to a QI project to be completed during the course. A coach is available to each project team during the course to assist with QI methodology and quality tools to support a successful project outcome.

**Graduation Requirements**

To receive a course certificate, each participant is required to:

* Attend all class sessions and participate in class discussions
* Complete all assignments (view videos and reading)
* Complete all assigned exercises and quizzes
* Complete a team-based QI project
* Present their QI project, including results (as a team) using provided template

**Educational Objectives**

* Upon completion of this course, participants will be able to understand

concepts and apply continuous improvement methods and tools in an improvement project.

* Develop a project charter and aim statement.
* Utilize a structured methodology (i.e. PDCA and/or DMAIC) to QI project.
* Demonstrate competency in the use of quality tools including process mapping, run charts, brainstorming, Pareto diagrams, histograms, Root Cause Analysis, Failure Modes and Effects Analysis (FMEA), team development, difficult/critical conversations and change management.
* Describe the types of control charts and when to use them.
* Describe variation in data and data collection.
* Describe cognitive, human, and medical errors and give examples.
* Describe lean methodology and how this methodology improves the delivery of services by reduction of waste and errors.
* Describe conflict styles and methods to deal with each style. Describe conflict resolution, conflict awareness, handling conflict modes, when to use each style, and dealing with anger.
* Describe the essentials of change management including how one moves through change, denial, resistance, exploration, and commitment.
* Describe how to sustain improvement after improvement implementation.
* Present QI project and results in a concise format (power point, poster).

**Course Structure**

* Reading material and videos will provide the primary course content with quizzes, exercises, and other deliverables assigned to demonstrate knowledge of essential concepts and tools. The class time will be spent reviewing course materials, exercise, quizzes, and presenting deliverables. Your QI project, to be done concurrently with the course, will demonstrate your competency of QI methods and the completed QI project assessed and feedback provided.
* To be able to fully participate and succeed in the course be familiar with Microsoft Teams, and have a working knowledge of Excel.
* Significant time during the course outside of class sessions is required to complete exercises and the required QI project. Expect to devote two to three hours per week to complete reading, view videos, and complete exercises. The amount of time you will spend working on your QI project will depend on the project itself.
* Each project team will present their completed QI project approximately three (3) months after the last day of the course.
* It is expected that course participants will attend the entire presentation day (Day 5). Project feedback will be provided to each team after project presentations

**Continuing Education**

Participants will receive continuing medical education (CME) credits or continuing nursing education (CNE) credits. A course certificate will be presented after completion of all course deliverables and presentation of the completed QI project.

UT Southwestern Medical Center is accredited as a provider of nursing continuing profession development by the American Nurses Credentialing Center’s Commission on Accreditation.

**Course Materials** (provided to participants):

* Quality Improvement Basics (link will be provided)

**Course Application**

The application requires a description of the proposed, concurrent quality improvement project including current/baseline measures that demonstrate the need for the project. In order to apply the course concepts and tools, there should not be a defined solution to the issue. This QI project should be completed in approximately four to five months.

To apply for the course, contact [mary.baldwin@utsouthwestern.edu](mailto:mary.baldwin@utsouthwestern.edu). A link to the application will be sent to you (each member of the team must complete an application). A copy of your application will automatically be sent to your Manager for course approval after you submit your application.

**Faculty**

**Gary Reed, MD, MS**

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**Day 1**:

Introduction to Quality Improvement

* Participant introductions
* Review of course structure, expectations, schedule
* Discussion: Introduction to Quality Improvement
* Participants will share project and problem to be solved

Quality Improvement Projects, Quality Tools, and Quality Improvement versus Research

Understanding Variation and Data Collections

Quality Tools - Basics

**Day 2**:

Quality Tools - Advanced

Change Management

Difficult/Critical Conversations

Project Status/Review

**Day 3:**

Lean

**Day 4**:

Root Cause Analysis and Failure Modes and Effects Analysis (FMEA)

* Class exercise – FMEA

Cost of Quality

* Return on Investment (ROI)
* Making Improvement Last
* Creating Posters and Presentations

**QI Project Presentations – Date to be determined**

* All team members will participate in QI presentation using provided template
* Each presentation is 15 minutes (including Q&A). Presentation shall the following components:
  + Background
  + Aim statement
  + Tools used
  + Intervention
  + Results
  + ROI Next steps

A rubric will be used to evaluate each QI project (rubric will be provided prior to presentation)

**PExQM Suggested Reading**

* Scholtes, Peter R., Joiner, Brian L. & Streibel, Barbara J. (2003). *The Team Handbook.* 3rd ed. Madison, WI.
* Porter, Michael E., Teisberg, Elizabeth Olmsted (2006). *Redefining HealthCare: Creating Value-Based Competition on Results.* Boston, MA.
* Kenny, Charles (2008). *The Best Practice: How the New Quality Movement is Transforming Medicine.* New York, NY. Public Affairs.
* Tague, Nancy R. (2005). *The Quality Toolbox 2nd ed.* Milwaukee, WI.
* Heifetz, Ronald A. (1994). *Leadership Without Easy Answers.* Cambridge, MA. Belknap Press.
* Mark Graban (2016). *Lean Hospitals: Improving Quality, Patient Safety, and Employee Satisfaction.* Harvard University Press.
* Kenny, Charles (2011). *Transforming Health Care: Virginia Mason Medical Center’s Pursuit of the Perfect Patient Experience.* New York, NY. Productivity Press.
* Bens, Ingrid (2018). *Facilitation at a Glance.* GOAL/QPC
* Macinnes, Richard L. (2002). *The Lean Enterprise Memory Jogger: Create Value and Eliminate Waste Throughout Your Company*

Womack, James P., Jones, Daniel T. (2003). *Lean Thinking.* Simon and Schuster

Additional information is available in Skillsoft and Books 24/7.