

# Stanford Medicine Center for Improvement CONNECTOR

 VOLUME 02 ISSUE 10

October 2021

## Reflections on the Stanford Medicine Center for Improvement (SMCI) Advanced Course in Improvement Science (ACIS) Inaugural Cohort

*By Elizabeth Joyce Freeman, Senior Advisor, SMCI*

September 2020 through April 2021 marked the inaugural class of the Advanced Course in Improvement Science (ACIS). Throughout the 20 days of virtual class, 31 participants launched a third-order improvement project, completed a case study, and read, discussed and reviewed *The Improvement Guide*. The students mentored peers and benefited from their own mentors. I caught up with four of the participants, Karthik Balakrishnan, Monique Bouvier, Barbara Mayer and Sheri Nakamura and asked them to reflect on three questions:

***What learnings from ACIS have been most applicable in your day-to-day work?***

Karthik was appreciative of Dr. Val Ulstad's teaching on polarities and complex adaptive systems. "It has helped me have a realistic perspective on the rate of adoption of change. The course helped me understand how to get buy in, how to focus on wins and gave me tools to use in anticipating problems," said Karthik.

Monique noted the work of Edgar Schein and the relationship mapping tool exercise he led the class through. She uses this tool regularly to understand everyone who needs to be included in decision making. She also appreciated the practical training on tools such as QI Macros for data visualization.

## Event Announcements

### SMCI Lecture Series

#### Save the dates!

Please save the date for our future SMCI Lecture Series

**October 27** 12 noon, PDT  
Title: Shingo Improvement Framework



Presenter: Joy Goor, MBA, LSSBB

**November 3** 12 noon, PDT  
Title: The Role of SHC  
Quality in Being the Best at Getting Better



Presenter: Paul Maggio, MD, CQO Stanford Health Care

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Sheri noted the course helped her to “pull up and look out”. She has become “a systems thinker versus a process thinker”.

#### ACIS Cohort 1 Participants



Karthik Balakrishnan, MD, MPH, FAAP, FACS



Monique Bouvier, PhD, ARNP, PNP-BC



Barbara Mayer, PhD, RN, CNS, CPHQ



Sheri Nakamura, RN, MSN, CNS

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#### Leadership Perspective:

#### **Update from SMCI Co-Executive Director, Paul Maggio, MD, Chief Quality Officer, SHC**



On September 7 of this year, Lane Donnelly and I had the pleasure of welcoming the Cohort 2 participants of the Stanford Medicine Advanced Course in Improvement Science. Cohort 2 has 30 participants; 25 from within Stanford Medicine and 5 external participants. They are divided into 5 teams and will work together throughout this course over the next 8 months. We started the course with an icebreaker activity during which each participant takes 3-5 minutes and repeats the phrase “If you knew me you would know...”. I was asked to kickoff this activity, and afterward, I received more than a few comments that people learned more about me in those 5 minutes than they had in years of working with me. This was true for many people who participated in this exercise, not just me. This reminds me that we bring our whole selves to the workplace every



day –not just our professional expertise.

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SMCI Activity

## Stanford Medicine Community of Improvement Professionals (SCIP)

The next Stanford Medicine Community of Improvement Professionals (SCIP) meeting is scheduled for Tuesday, October 26 from 2-3 pm. It is every month on the 4<sup>th</sup> Tuesday from 2-3 pm.

For more information [click link](#) for recent lecture series presentation on SCIP. Or you may contact either of the co-leaders: Ryan Darke (rdarke@stanfordhealthcare.org) or Jakaria Stewart (jakariastewart@stanfordhealthcare.org).



New Contributor - Stanford Evaluation Sciences

## Mixed Methods Research: Practical Examples and Applications

by Laura Holdsworth, PhD, l.holdsworth@stanford.edu



Mixed methods studies are those that combine both quantitative and qualitative methods. As an approach to research and evaluation, it is a design that is becoming increasingly common. This is unsurprising as mixing methods is something that comes naturally in many areas of life. The thermometer says 77F, but that northerly wind means you might take a sweater with you since it feels cooler. The patient's lab values are normal, but their overwhelming fatigue is cause for concern. Taking data generated through different methods and integrating them using rigorous strategies can yield rich, actionable information.

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## Improvement Training Programs

[RITE](#) Realizing Improvement through Team Empowerment

[CEL](#) Clinical Effectiveness Leadership Training

[PE](#) Process Excellence

[ACIS](#) Advanced Course in Improvement Science

[SMCI Video Series](#) Stanford Medicine Center for Improvement Video Series

Healthcare Con 2022  
Call for Abstracts



We invite you to submit an abstract for **Healthcare Con 2022**. This virtual live and on-demand event will showcase research, education, innovation, leadership, and evidence-based improvement presentations undertaken by healthcare professionals.

[Link to additional information](#)



## Interested in Joining Us?

Together, we are creating a community of improvers that is inclusive of everyone in the Stanford Medicine community.

[Join SMCI today](#)

### *Special Thanks to the SMCI Communications Workgroup!*

*Amy Alcantara, Teri Ard, Nathalie Cheng, David Crichton, Lisa Freeman, Roxanne Hyke, Kathleen Lacar, Celina Meza, Jose Munguia, Sharon Platt and Hayley Tse*

*If you would like to join our team, please contact us at [SMCI@stanfordhealthcare.org](mailto:SMCI@stanfordhealthcare.org)*



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