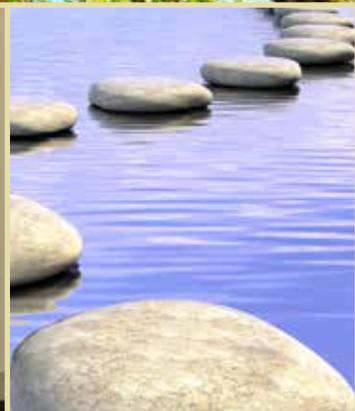




YALE NEW HAVEN
HEALTH

THE INSTITUTE FOR EXCELLENCE *invites you to*

Learn, grow, lead and excel



An Invitation to Learn, Grow, Lead and Excel



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Do any of these scenarios sound familiar?

“The employees in my department are not getting along. It’s really affecting our productivity.”

“I have so much to say; I just never seem to know how to say it to get my message across.”

“I wish I had someone who could give me professional advice on how I might develop leadership skills in order to advance my career.”

“We’ve just received a new piece of equipment. My staff really needs practice using the equipment before we use it on patients.”

“My department needs to come up to speed within a short period of time on a new project and I don’t have the flexibility to send everyone to class.”

If any of these scenarios sound familiar, then the Institute for Excellence (IFE) can help. We invite you to discover more about the ways the IFE can assist you and your team to grow professionally. We look forward to working with you.

Welcome to the Institute for Excellence

In order to remain on the national forefront of advanced healthcare practice and innovation, Yale New Haven Health recognizes that talent development at all levels of the organization is an essential strategy for continued growth. For almost a decade, the Institute for Excellence (IFE) has supported Yale New Haven Health in its strategic goals of best practice and innovation by providing employees with the tools, feedback, education and confidence to perform to their highest potential.

Employees that participate in IFE programs learn new skills and fine-tune existing ones. They gain an understanding of their professional strengths and growth opportunities to maximize their abilities to solve problems, communicate effectively and motivate their co-workers for peak performance.

The Institute for Excellence uses proven, quantifiable employee training and evaluation methods. Through classroom instruction, eLearning, experiential learning and coaching and mentoring, the IFE promotes leadership growth that inspires excellence throughout Yale New Haven Health.

IFE Services

Opportunities for professional growth occur at all levels of an organization. The IFE supports growth and leadership development through a variety of services, including:

- Effective workplace skills courses
- Management training programs
- Coaching
- Mentoring
- Leadership continuity planning
- Consulting
- Simulation
- Performance improvement courses
- eLearning

Yale New Haven Health

Yale New Haven Health is Connecticut's leading healthcare system with approximately 20,000 employees. Yale New Haven Health — including Bridgeport, Greenwich and Yale-New Haven hospitals, along with Northeast Medical Group, a medical foundation, and the Grimes Center — provides patient-centered care across a full range of healthcare services, in both inpatient and outpatient settings, from primary care to the most advanced treatments available.



Message from Marna Borgstrom
President and Chief Executive Officer,
Yale New Haven Health

The Institute for Excellence An Integral Part of Growth Strategy

Yale New Haven Health is committed to innovation and excellence in patient care, teaching, research and service to our communities. We work with payors, our communities and other stakeholders to improve the overall health of the population we serve.

Part of our strategy to remain at the forefront of health care includes recognizing and developing the leadership potential of all our employees at every level throughout Yale New Haven Health. The Institute for Excellence (IFE), created in 2005, is an integral part of our growth strategy. A remarkable resource available to all staff, the IFE provides dynamic learning experiences that underscore our values of integrity, respect, accountability, compassion and patient-centered care.

Yale New Haven Health encourages all employees to utilize the outstanding services and classes offered by the IFE. By developing employee talent, promoting leadership and inspiring excellence, the IFE advances a culture that embraces patient satisfaction, employee engagement and business excellence, while positioning Yale New Haven Health as a national healthcare leader.



Our Philosophy

As our name implies, the Institute for Excellence (IFE) stands for excellence – excellence that enables Yale New Haven Health employees at every level to be leaders who provide service that stands above that of all other healthcare providers.

Our services and courses are designed to provide an environment of safety and trust, so employees and managers are comfortable expressing their thoughts and ideas as they learn. The IFE recognizes that each person possesses different levels of experience and knowledge and we strive to leverage these differences to bring about true learning through open dialogue and a collaborative exchange of ideas. Our goal is to use this “laboratory of learning” as a catalyst for driving innovation and excellence at the bedside, so our patients and their families receive the best health care possible.

The Institute for Excellence staff includes highly educated professionals and certified consultants devoted to helping employees and managers develop themselves and others. Our simulation team is accredited by the Society for Simulation in Healthcare and works closely with clinical teams to improve patient care, while cultivating teamwork and best healthcare practices. Our eLearning team develops engaging and interactive custom solutions to support the varied learning requirements of the Yale New Haven Health community, using the highest levels of technology to drive and accelerate learning at all levels.

We believe that learning is the key to driving excellence in our workplace and in our communities. Without an ongoing passion for learning, we fall out of touch with the needs of our patients, the communities we serve and the world in which we live. Most important, we lose our ability to attain a high degree of personal accomplishment and self-satisfaction. By offering innovative educational experiences, the IFE supports the vision of providing the best that health care has to offer. I welcome you to Yale New Haven Health's Institute for Excellence!



Message from Jay Morris
Vice President of Education
and IFE Executive Director,
Yale New Haven Health

IFE Purpose Statement

Guided by our vision, mission and values, the IFE strives to enable each and every employee to reach his or her fullest potential.

The Institute for Excellence exists for the purpose of developing leadership talent at every level of Yale New Haven Health. We provide leaders with the tools, feedback, education and confidence needed to advance a culture that embraces quality, safety, patient satisfaction, employee engagement and business excellence.

The Institute for Excellence is committed to offering dynamic learning experiences through high-quality educational initiatives and other support services to enhance leadership growth and development and inspire excellence in others. We blend classroom instruction, eLearning, experiential learning and coaching and mentoring to carry out our mission. Our long-term goal is to be recognized nationally for our products and outstanding quality of service.

IFE Values

In everything we do, the IFE values:

- Collaboration
- Excellence
- Courage
- Flexibility
- Diversity
- Integrity

And last, but not least: Joy!



The Institute for Excellence offers classes and services that help individuals learn to work cooperatively, attain new skills and develop their leadership potential. IFE services support Yale New Haven Health in its collective organizational goal: to provide exceptional experiences for our patients and their families.



- Effective Workplace Skills Courses
- Management Training Programs
- Coaching
- Mentoring
- Leadership Continuity Planning
- Consulting
- Simulation
- Performance Improvement Courses
- eLearning

Effective Workplace Skills Courses

Fostering Communication and Cooperation

Today's society reflects a diverse collection of individuals, families and communities in which our differences can contribute to communication breakdowns, conflict and misunderstood intentions. In the healthcare environment, it's critical that each employee understands how to recognize, resolve and respond to such sensitive issues not only with other employees, but with our patients as well. Communicating effectively and working cooperatively are essential to both professional and organizational success.

The Institute for Excellence offers relevant workplace skills courses to all employees in order to promote effective communication and foster a cooperative work environment. Topics include:

- Communication effectiveness
- Presentation skills
- Conflict management
- Valuing differences



"I approached the IFE for feedback on a presentation and practice delivering my message to a large group. I cannot begin to tell you how helpful the IFE was — providing support and guidance throughout the entire process. My presentation was extremely well received." – Angela McNabola, Manager, Histology Lab

Communicating Effectively

Our communication classes provide employees with methods to build better rapport and positive workplace relationships by learning how to create and deliver effective messages. Participants use self-assessment and other tools to become more effective at listening, overcoming distractions, avoiding conflicts and turning disagreements into opportunities for open dialogue. Strong communication skills allow individuals to understand each other, resolve differences and build trust and respect. By communicating effectively, we increase productivity and create positive environments to benefit both our fellow employees and our patients.

We also offer presentation skills classes to provide opportunities to actively practice verbal and non-verbal communication skills. Participants learn strategies to present ideas clearly, overcome nervousness, use gestures and body language effectively, use visual aids and tailor presentations to target audiences. With the benefit of instructor coaching and constructive feedback from other attendees, participants become more effective speakers and gain confidence in delivering information with greater impact.

Working Cooperatively

The IFE offers classes in conflict management addressing both the positive and negative aspects of conflict; when handled positively and respectfully, conflict can provide opportunities to strengthen both individuals and teams. Participants learn techniques for reaching consensus and resolving conflicts as well as guidelines for achieving positive results through conflict management.

We also offer classes addressing diversity awareness. Learning to value what makes each person unique allows individuals to meet one another on common ground. By learning to appreciate the diversity of others, embracing individual differences advantageously and promoting a healthy, inclusive environment, participants learn to work cooperatively with other employees and, most important, with our patients.

Management Training Programs

Developing Leaders



Leaders in today’s complex healthcare environment require essential skills. They are accountable for setting direction, developing talent, creating a positive work environment and maintaining operational excellence. The IFE offers courses in the following areas to provide leaders with essential leadership skills:

- Managing for excellence
- Giving effective employee feedback and evaluations
- Interviewing and selection
- Building effective teams
- Maintaining respectful workplaces
- Improving performance, quality and safety
- Understanding healthcare operations and finance

Management courses may be taken individually or as part of the IFE’s management training programs.

Aspiring Manager Program

The Aspiring Manager Program is available to employees who would like to explore management as a potential career path. It introduces participants to the skills that are necessary to transition from an individual contributor to a manager. Program participation requires manager recommendation.

The New Manager Program

The five-day New Manager Program focuses on critical information, tools and resources needed to be an effective manager. It assesses leadership capabilities, skills and style and clarifies accountabilities for managers within Yale New Haven Health. Critical processes and management challenges are addressed through panel discussions with successful managers. All managers are required to complete the New Manager Program within six months of assuming their management role.

The Management Academy

The comprehensive Management Academy builds upon the skills learned in the New Manager Program. Additional focus areas include: building effective teams, maintaining respectful workplaces, improving performance and understanding healthcare operations and finance. Upon graduation, participants will have acquired a robust set of skills to enable them to be effective leaders. All Yale New Haven Health managers are required to complete the Management Academy within three years of assuming their management role.

TOPICS	NEW MANAGER PROGRAM	MANAGEMENT ACADEMY
Managing for excellence	•	•
Giving effective employee feedback and evaluations	•	•
Interviewing and selection	•	•
Building effective teams		•
Maintaining respectful workplaces		•
Improving performance, quality and safety		•
Understanding healthcare operations and finance		•

Leadership Success Factors



Management Training Programs Benefits

The IFE’s management training programs help new managers learn to:

- Select the right team members
- Conduct behavioral-based interviews
- Improve workplace performance and productivity
- Create a climate of trust and productivity within teams
- Discuss employee performance in ways that empower their staff
- Promote tolerance, fairness and respect among employees
- Get results using quality improvement tools such as Six Sigma® methodology, Critical to Quality (CTQ) parameters, performance measurements and data-driven decision making
- Gain an understanding of how to generate revenue, manage expenses and make financial decisions that impact strategy and the bottom line

“I feel very fortunate to work for an organization that provides outstanding opportunities for leadership development. The Aspiring Manager and New Manager programs were both instrumental in preparing me to handle the responsibilities of my current role.” – Will Cushing PA-C, MMSc, Chief Physician Assistant and Manager, Hospitalist Service



Customized Management Training Programs

The IFE can design a customized training program to satisfy the needs of your target audience. We’ll work with you to define your objectives, develop a curriculum and implement the program. The Patient Service Manager Leadership Development Program described below is one example of an IFE-customized management training program.

Patient Service Manager Leadership Development Program

Over a six-month course, 25 patient service managers recruited from Yale-New Haven Hospital’s York Street and Saint Raphael campuses attended classes in a new leadership development program designed by the Institute for Excellence specifically for nurse managers. The IFE joined forces with the Yale School of Management which brought in leadership management experts and scholars who have worked with organizations like the White House, the Pentagon, DuPont and General Motors.

The course included class time, coaching from IFE staff and mentoring from senior hospital executives. Using Lominger competency assessment tools, the nurse managers gained insight into their management styles and discovered areas for improvement. The course culminated in participants presenting projects they developed from the course content.

“The quality of the instructors was phenomenal,” said HVC Procedural Practice Manager Liz Fletcher. “There wasn’t one day of coursework where I wasn’t completely engaged. And the assessments helped me realize that when you’re in a leadership role, you’re ‘on’ all the time – you’re a role model every day.”

Coaching

Effecting Performance Breakthroughs

With external and internal pressures increasing, the complexities of leading and managing can be overwhelming. Coaching is a strategy to address these individual issues for managers in a safe and confidential environment.

Coaching Sessions

The IFE offers confidential, non-judgmental coaching sessions for managers to provide opportunities for reflection and deeper self-awareness. Assessments and empowering questions help test assumptions and identify patterns, habits and limiting beliefs that can interfere with a manager's leadership development. Coaching sessions provide a chance to expand viewpoints about challenges and opportunities, sharpen focus and engage in systemic, big-picture thinking followed by strategic action.



A Trusted Coach

Coaches help clients discover new ways of applying experiences, knowledge and wisdom in a safe environment. Within the confines of a trusted coaching relationship, a leader can candidly discuss challenges and issues. The IFE utilizes internal and external coaches to help clients tap into their strengths to solve problems, ignite change and achieve goals.

Dr. Stephen Jones

Chief Safety Officer and Director, Center for Healthy Aging

“Through coaching, I gained self-awareness and sharpened leadership skills that help me in my work every day. Coaching sessions provided me an opportunity to reflect in ways that our hectic lives do not always allow. My IFE coach listened, paraphrased and asked questions to encourage me to think in new ways and consider other perspectives. She administered self-assessment tools highlighting my strengths and areas of development to increase my self-awareness, then interpreted the results in a meaningful way for career development and performance. My coach assisted me in setting goals and keeping me accountable with a purposeful action plan.

“I have come to realize that small, consistent steps get you where you want to go. A coach keeps you focused and motivated to get there. I strongly recommend coaching as a tool to supplement other IFE programs and services. Coaching helps you become a better leader – it helps you become a better person.”

Benefits of Coaching

Coaching helps managers to:

- Develop strategic agility
- Increase approachability, listening and interpersonal skills
- Strengthen communication, particularly in difficult situations
- Manage change
- Deal with stress
- Balance work and home life
- Improve organizational skills and time management
- Build confidence

Coaching Assessment Tools

Experienced IFE education consultants are trained and certified in several coaching assessment tools, including:

Lominger Voices® 360: Scientifically-proven assessment instrument used to measure leadership competencies

Myers-Briggs Type Indicator® (MBTI®): A personality or psychological type instrument that helps individuals understand how and why they interact with others in certain ways

DiSC®: A personality assessment tool to help individuals understand how they respond to conflict, what motivates them, what causes them stress and how they solve problems

Hartman Value Profile (HVP): Tool that measures judgment capacity and helps individuals assess their strengths, stress levels, morale and how they relate to others

Mentoring

Sharing Valuable Experience

Mentoring takes advantage of the vast expertise of experienced members of an organization in guiding less-experienced individuals toward personal, professional and leadership growth. The mentor acts – in essence – as a professional role model for the mentee. Through relationships that develop between a mentor and a mentee, the mentor is able to see potential in an individual's ability to lead, provide input on current work projects and offer career advice and exposure.

The Mentoring Relationship

Engaging in a professional mentoring relationship with genuine trust, inspiration and motivation at its core produces significant leadership transformation for both the mentor and the mentee. Creating these caring and collegial relationships instills a mentoring culture within the organization. Learning and development flourish through open communication and the building of confidence.

Mentoring Partner

The IFE serves as a mentoring partner and resource by providing training that explains mentoring roles and processes and by assisting employees to build the essential foundation to a meaningful mentor and mentee connection.

“Mentors have the desire, generosity and experience to invest in the welfare and potential of other people. Mentors transcend their own interests and recognition needs and share their talents with others.” – Connie Vance, EdD, RN, FAAN, *The Mentor Connection in Nursing*

Benefits of Mentoring

Mentoring provides both the mentee and the mentor with valuable benefits.

Benefits for the Mentee

- Support system during critical stages of career development
- An insider's perspective on career navigation
- Clearer understanding and enhancement of career plans
- Exposure to diverse perspectives and experiences
- Direct access to powerful resources within the mentee's profession
- Identification of skill gaps
- Greater knowledge of career success factors
- Foundation of a lasting professional network

Benefits for the Mentor

- Exposure to emerging talent pool
- Ongoing attention to career development
- Satisfaction of imparting wisdom and experience to others
- Enhancement of coaching, leadership, management and recruiting skills
- Exposure to diverse thoughts, styles, personalities and cultures
- Means to give back to an organization
- Development of a lasting career network



Ena Williams

Vice President, Patient Services and Associate Chief Nursing Officer

“I have had the pleasure of experiencing mentorship services from the staff at the IFE through several leadership involvement programs.

“In 2006 and 2010, I was part of two cohort groups: 21st Century Leadership and a joint leadership development program with the Yale School of Management and YNHH. Among the many components of these programs was working with a senior leader mentor as well as coaches from the IFE.

“While the educational sessions were impressive, my strongest growth came from the ability to connect with mentors and coaches over a period of several years. They have helped me to be open, challenge my own growth and look for ways to improve. Their feedback about how to improve has been invaluable. This is one of the many strengths of the IFE; the importance of such an experience cannot be understated.”

Leadership Continuity Planning

Ensuring Long-Term Organizational Success



“The IFE is an extremely valuable partner in identifying and preparing top talent to serve as leaders in our dynamic and challenging healthcare environment. Working collaboratively with the IFE, we’ve developed a process to identify, promote and retain internal talent. Together, we are building world-class leaders within Patient Care Operations and across Yale New Haven Health.”

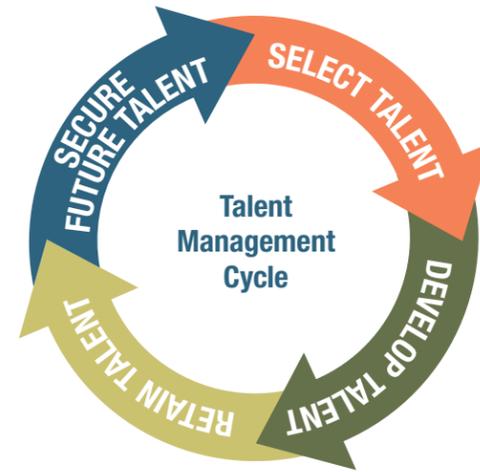
— MaryEllen Hope Kosturko, Senior Vice President, Patient Care Operations and Chief Nursing Officer

Leadership continuity planning guarantees sustained growth and progress within an organization by identifying, promoting and retaining internal leaders. Strong leadership continuity planning fosters the next generation of leaders through mentoring, training and stretch assignments so they are ready to take the helm when the time comes.

Proven Value

Despite research that proves that CEOs appointed from within an organization tend to outperform outsiders when it comes to returns to shareholders, many organizations struggle to take their leadership continuity planning programs beyond a static list of names slotted for a few top spots.

The IFE offers a framework and advice on how to create a robust leadership continuity planning program. IFE leadership continuity planning techniques ensure that employees have development opportunities to hone their leadership skills in alignment with Yale New Haven Health’s vision and goals. With IFE guidance, organizations like Yale New Haven Health can establish leadership plans that guarantee success in the future.



Leadership Continuity Strategies

The IFE has the experience and talent to help groups with leadership continuity planning strategies, including:

Promote from Within the Organization Versus Hiring Outside Candidates

While internal successors have a higher success rate, sometimes a position may call for different skills than those of the people currently working in the organization.

Train All Members of the Team to be Potential Leaders Versus Focusing on Specific Individuals

By focusing on a few employees that show the greatest promise, the organization can channel more resources and coaching toward them. However, the risk is that great people may be overlooked.

Consider All Potential Candidates Fairly, Keeping Diversity in Mind

Diversity in backgrounds, skills and experiences strengthens teams by providing different perspectives and approaches to problem-solving, managing staff and achieving results.

Consulting

Promoting Effective Teamwork

Consulting services improve organizational effectiveness by assessing needs and developing and implementing strategic change to align goals, skills and processes with business objectives. Consulting is a collaborative effort – with the consultant and client working together to determine opportunities for change – and creates a culture of service excellence and leadership across all levels of an organization.

The IFE provides consulting services to improve organizational performance, primarily through the analysis of existing problems and collaborative development of plans for improvement. Needs analysis is conducted to determine both presenting and underlying problems as well as assess organizational and management climates.

IFE Consultants – A Valuable Resource

Experienced IFE consultants use various assessment tools, including surveys, one-on-one interviews and Six Sigma® methodologies to uncover the root cause of a problem. They provide a wide range of consulting services, including change management assistance, team development, strategy development and operational improvement services. IFE consultants follow up with groups and individuals within three to six months to assess progress and recommend additional improvement strategies.

IFE Consulting Services

The IFE offers a range of consulting services, including:

Change Management

Work with teams to help plan and implement significant changes

Group Problem Solving

Help groups identify a key issue, gather information and outline an action plan to address the issue

Team Development

Assist teams in developing their ability to work more effectively together

Process Improvement

Analyze the current way of doing a specific task to determine potential process improvements

Customized Training

Work with groups or individuals to identify skill gaps



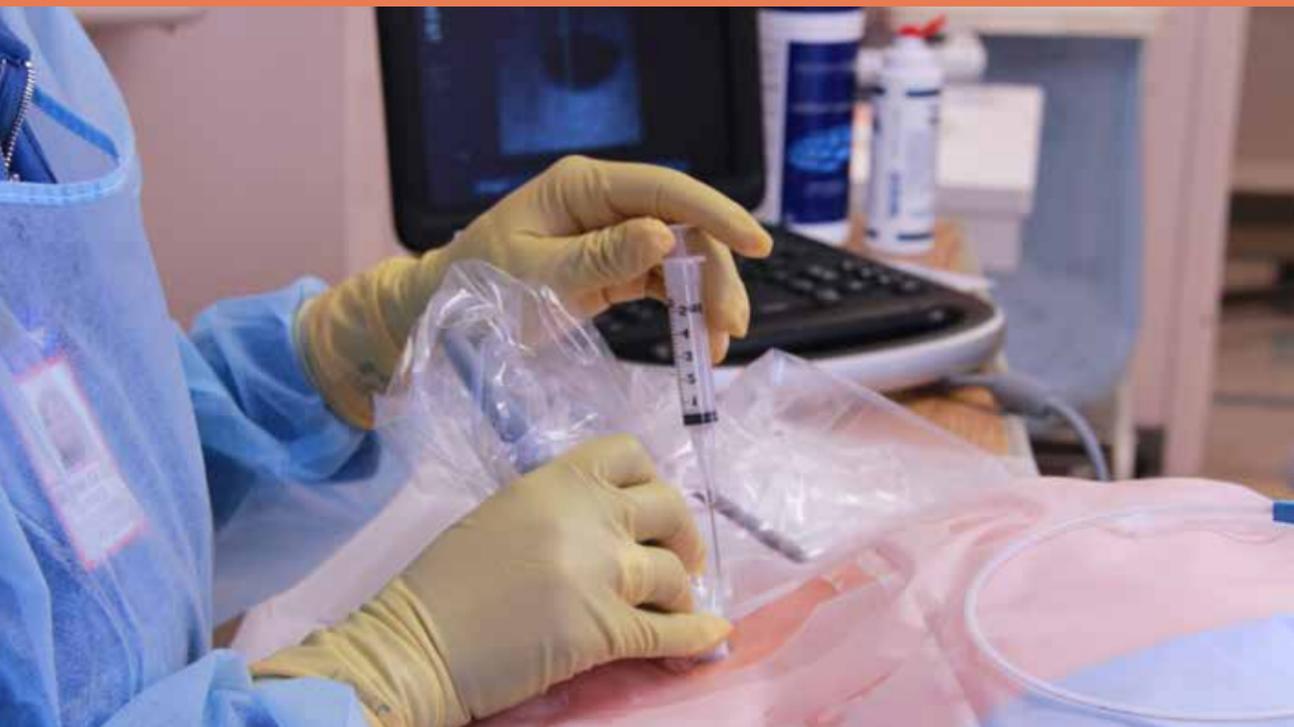
Tahiry Sánchez

RN, MS, Director, Off-Shift Executives

“The need became apparent in Yale-New Haven Hospital for employees working off shifts to have a direct link to their leadership team. The IFE was unequivocally instrumental in building this bridge by providing leadership and guidance in developing the newly-defined role of Off-Shift Executive (OSE).

“Working in a consultative capacity, the IFE ensured consistent reliability and validity between the defined operational expectations of the OSE role and the newly-created job description. They created opportunities for the new OSEs to become aware of both their strengths and key areas for development – providing the OSEs true ‘aha’ moments of self-perception versus how others perceived them. Dedicated IFE team members defined individualized development plans with the OSEs, then coached the OSEs weekly on implementing their plans. In addition to addressing individual development needs, the IFE assisted the new OSEs in functioning together as a cohesive team.

“The close collaboration among the IFE, assigned preceptors and mentors prepared the OSEs for success in their comprehensive oversight of Yale-New Haven Hospital. Undoubtedly, the new OSEs developed richer executive styles because of the commitment and skills the IFE has in creating future leaders.”



Simulation provides continued learning and hands-on practice in highly realistic and engaging settings and situations. Healthcare simulation supports experiential learning utilizing technologies ranging from anatomic models for specific procedures, such as central line placement, to sophisticated full-patient mannequins simulating a wide variety of clinical conditions and patient care scenarios. Following each simulation experience, learners are guided through facilitated debriefings to analyze performance and enhance deep learning.

“Simulation is a technique – not a technology – to replace or amplify real experiences with guided experiences that evoke or replicate substantial aspects of the real world in a fully interactive manner.” – DM Gaba, Stanford University School of Medicine

SYN:APSE
Simulation at Yale-New Haven:
Advancing Patient Safety and Education

SYN:APSE Center

The SYN:APSE Center for Learning, Transformation and Innovation is an inter-professional, state-of-the-art, healthcare simulation program accredited in Teaching and Education by the Society for Simulation in Healthcare. SYN:APSE uses research-based adult learning theories paired with appropriate simulation technologies to provide educational solutions and promote patient safety. By providing safe, structured learning environments, SYN:APSE fosters the development and maintenance of clinical skills, critical teamwork behaviors, communication and crisis resource management skills.

Simulation Services

The SYN:APSE program provides comprehensive simulation services for all employees of the Yale New Haven Health delivery networks, as well as externally at client sites. Our team possesses a diverse array of skill sets and provides expertise in simulation, education, human factors, project



management, technology and audiovisual capabilities. We function in a consultative capacity and develop partnerships with interested clinical content experts. This inter-professional collaboration results in the creation of expert curricula that can be tailored to meet learner needs. In addition, we provide instructor education and coaching to enhance debriefing skills and maximize the benefits of simulation-enhanced teaching. Our goal is to produce outstanding and innovative simulation services, including:

- Faculty development
- Instructional design
- Curriculum development
- Scenario production and implementation
- Construction of evaluation and assessment tools

Simulation Applications

Simulation offers solutions to the challenges that often exist in complex healthcare environments. It provides clinicians opportunities for deliberate practice to achieve mastery, to experiment with new technology, and to identify latent safety threats embedded within the system.

SYN:APSE Mission

SYN:APSE strives to provide members of Yale New Haven Health with an ideal learning environment that fosters self-reflection, mutual respect and an integrated, interdisciplinary team spirit in order to optimize healthcare delivery and engender a culture committed to patient safety.

Simulation can be applied in health care to:

- Analyze systems processes to improve workflow
- Support patient safety and quality initiatives
- Test new products and devices
- Standardize educational programs
- Train inter-professional teams
- Improve the patient experience through communication training

Simulation Environments

SYN:APSE’s flexible simulation environments can be configured to recreate all types of clinical care areas, including emergency rooms, intensive care units, labor and birth units, operating rooms and both inpatient and outpatient care areas. Each room is outfitted with audiovisual and patient simulator equipment. Adjacent classrooms provide real-time video feed from the simulation rooms to facilitate group debriefing following the simulation exercises.



Services can also be provided within actual clinical environments using robust mobile simulation systems.



Dr. David M. Greer
Vice Chairman, Department of Neurology

“I am so pleased to share my experiences using the SYN:APSE simulation center. I approached the SYN:APSE team because I had attended a simulation exercise in brain death in a course in Chicago and thought we could do not only something similar locally, but something even better. Boy was I right!

“We have created an outstanding simulation experience that teaches clinicians the proper technique for brain evaluation, including pitfalls during testing. The simulation has received rave reviews from all participants and far exceeded my personal expectations for this project. It is simply the model method for how this should be taught and Yale New Haven Health is leading the world in this endeavor!

“Facilities are excellent, the staff wonderful to work with and their responsiveness to change has been marvelous. I would strongly recommend anyone interested in using simulation in teaching to use the Yale New Haven Health simulation center. I will certainly continue to use it myself, both for brain death testing as well as other neurocritical care exercises.”

Performance Improvement Courses

Building a High-Reliability Organization

Performance improvement methods and tools help individuals understand and refine processes, improve quality, maximize work process efficiency and manage change in the workplace. Employing performance improvement techniques builds Yale New Haven Health into a high-reliability organization, steeped in continuous learning and driven by safety and quality across Yale New Haven Health.

The IFE offers performance improvement courses, in conjunction with Yale New Haven Health's Performance Management group, to equip all employees and care providers in our organization with the knowledge, skills and tools to successfully lead or participate in continuous improvement and standardization projects.



Performance Improvement Course Topics

Our performance improvement courses satisfy clinical and non-clinical training needs and progress from basic training on patient safety and quality to in-depth knowledge of change management. Topics covered are intended to be learned in the following progression:

Principles of high reliability, safety and quality

Understanding basic concepts of what it means to keep our patients safe, the elements of high-reliability organizations and the concept of a “just” culture ensures that all team members can play a part in changes that lead to better quality and safe patient care.

Change acceleration process

Successfully involving teams in workplace changes ensures the longevity and success of new initiatives and achieves the best results.

“Yale New Haven Health is extremely fortunate to have the Institute for Excellence.

During the 31 years I have worked at Yale-New Haven Hospital, I have benefited from many of the IFE's programs. One of the performance improvement courses that I have benefited from is the change acceleration process (CAP) course.

Through this course, I gained the necessary tools and strategies to successfully initiate and implement change as a member of the Staff Nurse Council. The

IFE has enabled me to become the successful professional I am today.” – Katrien

Derycke-Chapman, Clinical Nurse IV, RN, MPH, DNP(c), Adult Post-Anesthesia Care Unit

Workout sessions

Facilitating workout sessions provides a structured approach for streamlining decision making and empowering employees to improve processes, reach consensus and implement change.

Project management

Knowing the principles of project management, the framework for managing projects and application of performance improvement tools will equip staff who lead or participate in process improvement initiatives.

Tools for improvement

Acquiring tools and concepts to eliminate non-value activities and prevent errors are stepping stones to creating high-reliability organizations.

Change management

Achieving mastery in advanced change management methods helps individuals prepare for and lead complex projects.

eLearning

Expanding Learning Boundaries

Traditionally, learning has occurred in a classroom with an instructor leading the group. While this method of education is preferable in many circumstances, it isn't always the best solution. Sometimes it's best to develop new ways to accomplish learning objectives.

eLearning Tools

There are many methods and tools to promote electronic learning, from the multi-hour in-depth training course to a 10-minute video clip. eLearning methods and tools include:

- Learning management systems
- Webinars
- Videoconferences
- Video clips
- Games
- Discussion boards

Benefits of eLearning

There are practically as many benefits to eLearning as there are different types of eLearning solutions. Benefits include:

- Engaging and interactive learning approaches
- Standardized and consistent content delivery
- On-demand learning accommodating a variety of work schedules
- Ability to engage a large audience in a short timeframe
- Financial savings
- Easy customization
- Tracking capabilities to monitor participants' access
- Significant productivity increases across an organization

What is eLearning?

eLearning is using any electronic means to support the learning process. With its expansive, global reach, eLearning is a powerful tool for many types of learning. The IFE's eLearning group offers innovative and engaging eLearning solutions to provide optimal educational outcomes, whatever your needs might be.

Reaching Beyond the Classroom

eLearning doesn't just apply to course delivery. Learning is necessary all the time – in business meetings, in clinical training and in keeping organizations up-to-date on strategic initiatives. eLearning offers flexibility in accessing and sharing information in a variety of formats to meet your diverse needs.

Using eLearning in Healthcare Settings

Consider using eLearning methods to:

- Supplement specialty clinical training
- Quickly disseminate short tutorials on new policies, regulations and strategic initiatives
- Capture program evaluations
- Jump-start classroom learning with prerequisite training



Nassar Nizami

Chief Information Security Officer, Information Technology Services

“Every day, thousands of employees are exposed to patient medical histories, test results and personal financial information. The approximately 20,000 employees within Yale New Haven Health share accountability for maintaining the privacy of patient information. The trust and privilege we have with patients are essential to providing excellent care.

“As Information Technology Services was building an infrastructure to ensure staff would honor this trust, we also needed to provide education – within a short time – communicating crucial messages to the entire workforce. Scheduling hundreds of classes around the clock was not feasible. To find an efficient and cost-effective solution, without sacrificing learning content, I engaged the IFE's eLearning team.

“With their instructional design expertise, we created an online module appropriate for all staff. The education provided learners the ability to distinguish valid reasons for accessing confidential information, to describe how Yale New Haven Health audits for unauthorized access, and to indicate their own personal accountabilities. With eLearning, I had the flexibility to provide additional learning resources, and the staff had the flexibility of choosing whether or not to access them.

“The IFE team is extremely professional. They took the time to fully appreciate my needs and offer options to support the project. I look forward to partnering with them again.”

IFE Facilities and Locations



Training center classroom



Training center computer classroom



Training center auditorium

Training Centers

The Institute for Excellence has modern, well-equipped facilities to accommodate small- and large-group face-to-face training and meeting needs. The IFE's training center is located at 300 George Street in New Haven.

The New Haven location offers a variety of rooms and services to support meetings and educational events. These include:

- A 118-person capacity auditorium
- Four computer training rooms
- Four configurable training and meeting spaces
- A lounge

IFE staff members are available to assist in logistical event planning needs, including audiovisual requirements, room configuration and catering options.

IFE classes are held at the IFE training center in New Haven and also at Bridgeport and Greenwich hospitals.



Simulation suite



Simulation control room



Simulation debriefing classroom

Simulation Spaces

The Institute for Excellence's SYN:APSE simulation program has simulation spaces located in New Haven, Bridgeport and Greenwich to support each of Yale New Haven Health's delivery networks. Simulation programs can also be held at any location using mobile simulation technology.

Our simulation spaces boast fully-adaptable simulation suites with the flexibility to replicate any type of clinical environment, each adjoined by high-tech computerized control rooms. Each space is outfitted with patient simulator equipment and advanced professional audiovisual equipment to record simulation activities for onsite or remote review. Adjacent classrooms accommodate large group debriefing following simulation exercises and provide real-time video feed from the simulation rooms.



"The IFE is a great asset to both my career development and that of my leadership team. The personalized support of IFE consultants in developing customized programs for my team has been very effective. The IFE embodies the spirit of development and continuous improvement." – Pam Scagliarini, Vice President, Supply Chain Management

AN INVITATION TO Learn, grow, lead and excel



The Institute for Excellence's overall goal is to help every employee reach beyond his or her comfort zone to learn, grow, lead and excel.

It is only through constant and consistent growth that we can reach our professional potential and become leaders in whatever role we play in Yale New Haven Health.

The Institute for Excellence invites you to use our services to continue to learn, achieve growth, become a leader and excel in all you do, each and every day.

Contact us. We're looking forward to working with you.

Contact the IFE to discuss your learning and growth needs. We'll work with you to develop a comprehensive solution using whatever resources are required to meet your objectives.

SIMULATION SERVICES
(203) 688-9565

ALL OTHER SERVICES
(203) 688-7544

Email: IFE@ynhh.org

“The Institute for Excellence has given me the necessary tools to become a more effective leader and to think more strategically and has truly inspired me to develop myself personally. I highly recommend the IFE’s services to all of my colleagues.” – Patrick Schmincke, Vice President, Clinical Administration

THE INSTITUTE FOR EXCELLENCE

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