

## Session 12 Training and capacity development



## Commonly needed knowledge and skills

- Orientation to collaboratives
- Clinical Technical skills – new standards, techniques
- Quality Improvement
  - System and process analysis
  - Standards and indicator development and use
  - Data gathering, display and analysis
  - Working in teams - roles, effective meetings, communication, documentation, decision-making, conflict
- For coaches – QI, facilitation, training, teams and group process
- Others?

## Who?

- Organization Leadership and Other Stakeholders
- Technical Experts
- Site Team Members
- Site Team Leaders
- Other Managers Who Are Not Directly Involved

## Who, What? Organization Leadership and Other Stakeholders



- Sensitization to collaboratives
- Sensitization to quality improvement
- Orientation to change package

## Who, What? Technical Experts

- Sensitization to collaboratives
- QI – standards communication, indicator use, data gathering and analysis
- Need to understand difference in rigor between data collected for showing improvement, and data collected for research



## Who, What? Site Team Members

- Technical training
- QI – indicator definition and use, data collection and analysis
- Team issues – working together, effective meetings, communication skills, change management



## Who, What? Site Team Leaders



- QI – PDSA, process / system analysis, data, quality control of data
- Technical training
- Team issues – effective meetings, just-in-time training, record keeping, team roles
- Reporting and communication techniques
- Facilitation – change management, creativity
- In some cases, budget projection and tracking

## Who, What? Other Managers Who Are Not Directly Involved

- Sensitization to collaboratives
- Orientation to change package
- Plan for evaluation and spread



## Who Else Needs Clinical/Technical Training Related to Change Package?

- Teams - during learning sessions and back at the site; also just-in-time training
- Others not working in the collaborative
- Pre-service for those not yet in the workforce



## Performance-based Training

- Focus on what people can **do** as a result of training, not just knowledge
- May happen in classroom
- Requires opportunity for practice and feedback on performance
- Cascade of classroom? (for team members who don't attend LS)
- Mentoring (for coaches)
- Just-in-time training (for teams, usually; targeting only what people need at the time they need it)
- Who can you call upon to do all steps of planning training and ensuring transfer of training to the workplace?

## Budget Items for Training

- Planning and adaptation or development of materials; learning sessions; technical training related to change package; sensitization
- Not so obvious – coaches, leaders, cascade team training at sites, extra materials for those who did not attend
- Unclear – amount of in-service and orientation done by the collaborative vs. routine management

## Issues

- How will you determine training needs?
- Who will develop it?
- Who will conduct training?
- Will you evaluate the training?
- Think beyond traditional training – mentoring, job aids, peer-to-peer, just-in-time training
- What is the plan to train team members who don't come to LS?

