Affinity Group Session: 
Supervisors and Guests

*When is failure acceptable? And how can we create space for failure while also holding ourselves and our team members accountable?*

**DATE/TIME**
Thursday, May 17
3:30 – 5:15 pm

**FACILITATORS**
Jennie Weiner,  
Assistant Professor of Educational Leadership,  
University of Connecticut

Alison Guerriero,  
Partnerships Manager,  
Center for Education Policy Research

**WHAT IS THIS SESSION ALL ABOUT?**
When is failure acceptable? And how can we create space for failure while also holding ourselves and our team members accountable? A case study of the Patient Safety Initiative at Children’s Hospital will guide conversation around how and when we can create an environment in which it is acceptable to fail without compromising accountability. This session will also feature a refresher on the SDP Fellowship timeline and high-level updates on Fellows’ work.

**WHAT WILL I LEARN IN THIS SESSION?**
Participants will discuss the case study, discussing how to create a culture in the workplace that fosters candidate discussions about failure, while also ensuring team members are still held accountable for their performance. Participants will take away lessons around building a space for candor, developing a safety net for failure, and maintaining accountability. In addition, participants will learn more about the SDP Fellowship timeline and updates.

**WHO SHOULD ATTEND THIS SESSION?**
This session is intended for the supervisors of fellows, as well as all convening guests who are not affiliated with the fellowship.

**HOW SHOULD I PREPARE FOR THIS SESSION?**
To prepare for this session, attendees should read the case, “Children’s Hospital and Clinics” and prepare to respond to the following questions during the session.

- What is your assessment of the Patient Safety Initiative at Children’s? In particular, what do you think about blameless reporting?
- What barriers did Morath face as she tried to encourage people to discuss medical errors more openly? How did she overcome those barriers?
- What is your assessment of Morath’s leadership of the organizational change process at Children’s? Consider the challenges she faced at each stage of the transformation process and evaluate her effectiveness in addressing these challenges.
- Did Morath prematurely move to hire Dr. Knox as the new head of the safety initiative?
- What do you recommend specifically that Dr. Morath should do and say in the meeting with Matthew’s parents?
• Reflect on a time during your career when you were empowered to speak up at work. Then think of a time when you felt very uncomfortable expressing your views, asking questions, etc. What factors contributed to the atmosphere of openness? What aspects of the work environment discouraged you from speaking up? If you are unfamiliar with case studies, consider reviewing this short (4 page) summary of the case learning process.