

Improvement Advisor Professional Development Programme

Please email this document (in Word, please, not a pdf) as well as your completed Tools Self-Assessment Excel spreadsheet to improvementPrograms@ihi.org

By completing the application for participation, the applicant is agreeing to all of the Programme expectations listed below. Please note that we compile information from each application for distribution to other participants as an aid to networking.

Aim of the Programme

This program is designed to expand the capacity for improvement in organisations by developing health care Improvement Advisors (IAs) to be effective leaders and facilitators who get results and are able to accomplish the improvement strategies of their organisation. The curriculum is designed for health care professionals who are experienced improvers, who have a **major** portion of their work focused on improvement, and who will be viewed by senior leadership as **strategically vital assets** to their organisations.

Expectations and Learning Principles of Programme Participants

The Improvement Advisor Professional Development Programme is based on the following learning principles and expectations:

Results

We anticipate that each organisation will assign their IA to a project that is strategically important, and which is scoped to get results within the time frame of the programme. The IA will develop their skills in assisting teams in getting results on their projects.

Full Attendance & Participation

The IA Programme will require approximately 1/3 full time equivalent (FTE) on the part of each IA participant.

IHI and the IA Faculty expect full attendance and participation for the duration of the Programme to include:

- Attendance and participation in the (3) four-day workshops
- Full commitment to assigned course work, monthly Zoom sessions, and numerous exercises/assignments between workshops.
- Execution of a strategically important improvement project during the programme timeframe

Leadership Support

Each IA should have an advocate and a project sponsor (see definitions below) who are prepared to actively support the project and remove barriers. Leadership support is pivotal to project success.

“All Teach, All Learn”

The Programme is based on a collaborative learning model; active participation and support of one another throughout the Programme is expected. The spirit of “All Teach, All Learn” is a central driver for this Programme.

Improvement Project

- Each participant will have an improvement project that will provide an opportunity to apply the theory and methods learned in the programme. This project should be strategically important to the organisation and scaled so it can be completed within the programme time frame. Project selection guidance will be provided.
- Each participant will devote considerable time to working with their improvement project in their organisation. Participants will run many tests of change and implement some of these changes for system and process improvements in their organisation.
- **Each participant will post monthly reports on their project progress, including data related to their project measures.**
- Each participant will present on their IA project at each of the three workshops.

Workshop Logistics

- The workshops are interactive; didactic sessions rely on texts rather than PowerPoint slides.
- There will be one primary Faculty member who stays with the participants for all three workshops. Other IA Programme Faculty will rotate in and out to expose the participants to a variety of teaching styles, examples and areas of expertise.
- **Requirements:** Participants must bring their own laptops to all workshops. Statistical process control (SPC) software will be required on the attendee’s laptop for the second and third workshops. Participants should be proficient with Excel and become “fluent” in the SPC software of their choice prior to attending Workshop 2. Guidance on purchasing SPC software will be provided. We will provide additional software for planned experimentation (used in Workshop 3) which requires a Windows operating system.
- Before the first workshop participants should become familiar with the Model for Improvement. Resources to gain this knowledge will be provided.

Programme Definitions of Project Sponsor and IA Advocate

The **IA Advocate** is defined as the person that controls the IA participant’s time and budget. The IA Advocate is able to arrange the participant’s workload/resources and other support so that the IA can be successful. The IA Advocate will most often be the person to whom the participant reports.

The Project Sponsor is the senior leader responsible and accountable to the organisation for the specific project that the participant will be working on during the IA Programme. In addition to the IA Advocate, this is the leader the participant will report project progress to (such as Chief Medical Officer, or COO, etc.).

By completing the application for participation, the applicant is agreeing to all of the Programme expectations listed above. IHI will compile information from each application for distribution to faculty and other participants as an aid to networking.

Organisation Name:

Location:

Participant Name & Credentials:

Participant Job Title:

Participant Email Address:

Participant Shipping Address;

Participant Phone Number:

IA Advocate Information: IA Advocate is defined as the person that controls the participant's time and budget. They will arrange the participant's workload/resources and other support so that the IA can be successful. This will usually be the person to whom the participant reports.

IA Advocate Name:

IA Advocate Title:

IA Advocate Email:

Project Sponsor Information: The Project Sponsor is the senior leader responsible and accountable to the organisation for the specific improvement project that the participant will be working on during the IA Programme. This is the leader the participant will report project progress to (such as Chief Medical Officer, or COO, etc.)

Project Sponsor Name:

Project Sponsor Title:

Project Sponsor Email:

Interest in Programme

1. Why do you want to attend this professional development Programme? (Please mark all that apply)
- I am an improvement leader at my organisation and want to further develop my skills
 - I am interested in becoming an improvement advisor
 - The designated improvement person reports to me
 - We do not have an improvement advisor and I need to learn about the role to create such a position
 - Other (explain)

Professional and Personal Background

- 2a. Please describe your current responsibilities including your level in the organisation:
- 2b. Please provide a brief summary of your educational background and personal interests.

Improvement Experience

- 3a. Please describe one or two recently completed improvement projects and their results. Feel free to attach final project reports if that is easier.
- 3b Please list the improvement work you are currently involved in, such as committees, teams, projects, etc.

Proposed Improvement Project (required)

- 4a. Please summarise your planned improvement project in one or two sentences (include the goal of your project).
- 4b. Please describe your improvement project and why you have selected it. If you have not decided on a specific project, share information on how you plan to choose a project.

Organisation

- 5a. Type of organisation (hospital, multi-hospital system, nursing home, physician office, etc.) for which you work?
- 5b. Does your organisation support a model or framework for quality improvement? If so, what model or framework do you use?
- 5c. What are the most formidable improvement challenges facing your organisation?

Organisational Support

Organisational support is such a critical factor in IA success that we ask that you engage with your leaders on the following issues explicitly.

Aim of the IA Program

Do both your Programme Sponsor and IA Advocate view your participation in this intensive IA Professional Development Programme as supporting the strategic needs of the organization?
Does your Advocate intend for you to be a pivotal improvement asset for your organisation and assign you to work with strategically vital improvement projects for a substantial time frame?

Stability in Your Role

The participant should not be contemplating leaving the organisation, nor the organisation contemplating changing the IA role such that they are no longer involved in key improvement project work.

Time Commitment

Has your Advocate agreed that you will be free of official duties (including phone calls, emails and taking care of “brush fires” back home) while participating in the Programme’s 3 four-day meetings?

Have you and your IA Advocate determined how to best manage your workload to enable you to complete the IA Programme so the organisation can benefit from your expertise? (Programme Alumni have emphasised that the IA Professional Development Programme cannot be added to an IA’s existing workload. We also suggest you not attempt the IA Programme while in a Masters or other similarly demanding educational endeavor.)

Project

If you have not already selected one, will your Advocate help you identify and scope an appropriate improvement project for you to use as your learning lab during this Programme?

Photo (required)

18. Please send a digital photo of yourself (a favorite informal photo is fine) with this application.

Project Sponsor and Advocate

19. Please ensure that your Project Sponsor and IA Advocate review and indicate that they support your application.

Project Sponsor signature or initials indicating support of the IA applicant

Advocate signature or initials indicating support of the IA applicant

- Electronic Signatures will be sufficient.

Thank you for completing this application. Please submit (electronically) along with your completed self-assessment to improvementprograms@ihi.org