

# Chief Quality Officer Professional Development Program: January 2022 – June 2022



IHI's Chief Quality Officer Professional Development Program is based on our [Driver Diagram](#).

Learn more about our Faculty and Guest Presenters [here](#).

Session	Format	Date/Time (ET)	Driver and Learning Objectives	Content	Faculty
1	Virtual	Wednesday, January 12, 2022, 1pm – 3:30pm ET	<p><b>Opening Session</b></p> <p>Learning Objectives:</p> <ol style="list-style-type: none"> <li>1. Introduce participants to the CQO program, faculty, and each other</li> <li>2. Summarize an overview of the program logistics and expectations</li> <li>3. Explain the expectations and objectives of participant project</li> </ol>	<ul style="list-style-type: none"> <li>• Program Overview</li> <li>• Project Overview</li> <li>• Quality leadership in the “new normal”; quality leadership in a post-pandemic world</li> </ul>	<p>James Moses, MD, MPH</p> <p>Abe Jacob, MD, MHA</p> <p>Leslie Jurecko, MD, MBA</p> <p>Don Berwick, MD, MPP, FRCP</p>
2	Virtual	<p>Wednesday, January 26, 2022</p> <p>Content: 11:30am – 1pm ET</p> <p>Coaching: 1pm – 2pm ET</p>	<p><b>Develop Infrastructure:</b> Creating the structures to support quality</p> <p>Learning Objectives:</p> <ol style="list-style-type: none"> <li>1. Define whole system quality and the leadership principles required to support this approach</li> <li>2. Describe three interrelated components – quality planning, quality improvement, and quality control – that inform a more holistic whole system quality approach.</li> </ol>	<ul style="list-style-type: none"> <li>• Whole System Quality: leading across complex systems</li> <li>• Quality &amp; Safety as core organizational aims</li> </ul>	<p>Kedar Mate, MD</p> <p>Marty Scott, MD, MBA</p>

# Chief Quality Officer Professional Development Program: January 2022 – June 2022



			<p>3. Identify activities that health care organizations can undertake to build a foundation for the transition to whole system quality.</p>		
			<b>Small Group Coaching &amp; Consultation</b>		Facilitated by James Moses, MD, MPH
3	Virtual	Friday, February 18, 2022 12:30pm – 3pm ET	<p><b>Develop Infrastructure:</b> Creating the structures to support quality</p> <p>Learning Objectives:</p> <ol style="list-style-type: none"> <li>1. Describe different techniques for working efficiently with interprofessional colleagues.</li> <li>2. Define high impact communication strategies.</li> <li>3. Describe how team roles and composition relates to improvement science.</li> </ol>	<ul style="list-style-type: none"> <li>• Building a quality department</li> <li>• Mobilizing new relationships across complex systems</li> <li>• Forming the Team: Clinical leadership and frontline staff engagement in QI</li> <li>• High impact communication strategies (structures, frequency, target audiences, target messages)</li> </ul>	<p>Leslie Jurecko, MD, MBA John Gleason, MD Mike Woodruff, MD</p>
4	Virtual	Tuesday, March 8, 2022 1pm – 3:30pm ET	<p><b>Develop Infrastructure:</b> Creating the structures to support quality</p> <p>Learning Objectives:</p> <ol style="list-style-type: none"> <li>1. Understand the financial and clinical implications of improving care.</li> <li>2. Describe strategies to communicating costs and benefits to stakeholders with different and sometimes conflicting</li> </ol>	<ul style="list-style-type: none"> <li>• Link quality with finance; business case for quality</li> <li>• Align incentives and accountability</li> </ul>	<p>James Moses, MD, MPH Mark Jarrett, MD, MBA</p>

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			<p>interests: providers, purchasers and employers, individual patients, and society.</p> <p>3. Describe policy changes to better align financial incentives for improved quality of care.</p>		
5	In-Person at IHI Offices Boston, MA	Monday, March 28 – Tuesday, March 29, 2022	<p><b>MARCH 28:</b>  <b>Create a Culture that Enables &amp; Activates People:</b>                      Creating the activities and environment that support people to act</p> <p>Learning Objectives:</p> <ol style="list-style-type: none"> <li>1. Identify attributes of a culture of safety and relate these attributes to participant’s organization.</li> <li>2. Identify opportunities to implement new approaches within participant’s organization.</li> </ol>	<ul style="list-style-type: none"> <li>• Safety culture – including how management systems and leadership shape culture</li> <li>• Supporting a culture of preparedness (roles)</li> <li>• Quality &amp; crisis leadership</li> <li>• Systems thinking &amp; reliable standard work</li> <li>• Collapsing boundaries; Break down silos between specialties, units, and organizations</li> <li>• Creating systems for pushing decision-making downward to lowest possible level to enable flexibility and responsiveness</li> <li>• Transparency: profiling improvement work, and celebrating results</li> </ul>	<p>James Moses, MD, MPH                      Abe Jacob, MD, MHA                      Leslie Jurecko, MD, MBA  <i>Guest Presenters TBA</i></p>
			<p><b>MARCH 29:</b>  <b>Create a Culture that Enables &amp; Activates People:</b>                      Creating the activities and environment that support people to act</p>	<ul style="list-style-type: none"> <li>• What matters to you: quality systems that put patients and families in roles of partnership, advocacy, and advisors</li> </ul>	<p>Maureen Bisognano</p>
			<p><b>Project Presentations: Part 1</b></p>	<p><b>Understanding your current state (Assessment)</b></p>	
			<p><b>Small Group Coaching &amp; Consultation</b></p>		

# Chief Quality Officer Professional Development Program: January 2022 – June 2022



6	Virtual	<p>Wednesday, April 13, 2022</p> <p>Content: 1pm – 2:30pm ET</p> <p>Coaching: 2:30pm – 3:30pm ET</p>	<p><b>Planning:</b> Understand and design to meet the customer need</p> <p>Learning Objectives:</p> <ol style="list-style-type: none"> <li>1. Explain connection between quality plan and strategic plan</li> <li>2. Define the attributes of a board committed to quality</li> <li>3. Identify a framework for governance of health system quality</li> </ol>	<ul style="list-style-type: none"> <li>• Integrate &amp; align quality plans with strategic plans</li> <li>• Board Governance</li> <li>• Messaging and Communication</li> <li>• <b>Project Part 2 Overview– Developing your Quality Plan (Recommendations and Plan)</b></li> </ul>	<p>Leslie Jurecko, MD, MBA Abe Jacob, MD, MHA</p>
			<p><b>Small Group Coaching &amp; Consultation</b></p>		<p>Facilitated by: Leslie Jurecko, MD, MBA Abe Jacob, MD, MHA</p>
7	Virtual	<p>Thursday, April 28, 2022</p> <p>Content: 11:30am – 1pm ET</p> <p>Discussion: 1pm – 2pm ET</p>	<p><b>Planning:</b> Understand and design to meet the customer need</p> <p>Learning Objectives:</p> <ol style="list-style-type: none"> <li>1. Identify the role healthcare organizations play in achieving health equity</li> <li>2. Describe approaches to measuring health equity</li> <li>3. Summarize a framework, with five key components, for healthcare organizations to improve health equity in the communities they serve</li> </ol>	<ul style="list-style-type: none"> <li>• Prioritize equity</li> <li>• A Data-Driven Approach to Addressing Racial Disparities in Health Care Outcomes</li> <li>• Quality priorities that address health and health care</li> </ul>	<p>James Moses, MD, MPH Ron Wyatt, MD, MAH</p>

# Chief Quality Officer Professional Development Program: January 2022 – June 2022



8	Virtual	Wednesday, May 11, 2022 1pm – 3:30pm ET	<p><b>Improvement:</b> Creating breakthroughs in improvement</p> <p>Learning Objectives:</p> <ol style="list-style-type: none"> <li>1. Explain the importance of data and analytics.</li> <li>2. Identify common sources of data and key considerations related to those data.</li> <li>3. Discuss important considerations in reporting data to key stakeholder groups.</li> </ol>	<ul style="list-style-type: none"> <li>• Develop improvement capabilities at all levels</li> <li>• Understanding variation</li> <li>• Measurement and analytics</li> </ul>	James Moses, MD, MPH Karin Larson-Pollock, MD, MBA Chris Dale, MD, MPH
9	Virtual	Wednesday, May 25, 2022 1pm – 3:30pm ET	<p><b>Improvement:</b> Creating breakthroughs in improvement</p> <p>Learning Objectives:</p> <ol style="list-style-type: none"> <li>1. Identify characteristics of highly reliable systems.</li> <li>2. Summarize four steps of high reliability</li> <li>3. Describe strategies to support Med Staff alignment</li> </ol>	<ul style="list-style-type: none"> <li>• High reliability infrastructure and leadership systems</li> <li>• Systems built or enhanced during the crisis to support speed of learning; how do we hold onto this in the new normal</li> <li>• Improvement as part of daily work</li> </ul>	Leslie Jurecko, MD, MBA Tosan Boyo, MPH, FACHE Navneet Marwaha, MD, FHM
10	Virtual	Wednesday, June 15, 2022 Content: 11:30am – 1pm ET Coaching: 1pm – 2pm ET	<p><b>Sustaining:</b> Assuring predictable &amp; reliable processes</p> <p>Learning Objectives:</p> <ol style="list-style-type: none"> <li>1. Identify strategies to testing and implementing management standard work</li> </ol>	<ul style="list-style-type: none"> <li>• Standardization</li> <li>• Accountability</li> <li>• Visual management</li> <li>• Dashboards</li> <li>• Care Maps</li> <li>• Clinical pathways</li> <li>• Huddles</li> </ul>	Abe Jacob, MD, MHA Amy Lu, MD

# Chief Quality Officer Professional Development Program: January 2022 – June 2022



			<ol style="list-style-type: none"> <li>2. Describe approach to implementing management standard work at participants' healthcare system</li> <li>3. Summarize strategies to create and implement evidence-based multidisciplinary pathways</li> </ol>		
			<b>Small Group Discussion; Participant-Led</b>		Facilitated by Abe Jacob, MD, MHA
11	Virtual	Wednesday, June 22, 2022, 1pm – 2:30pm ET	<p><b>Closing Session</b></p> <p>Learning Objectives:</p> <ol style="list-style-type: none"> <li>1. Discuss and celebrate the close of the program with cases and stories from participants</li> <li>2. Discuss planning for follow through on participants' quality plans</li> </ol>	<ul style="list-style-type: none"> <li>• Sharing Project insights, progress, next steps</li> <li>• Reflections</li> <li>• Invitation to continue CQO learning community</li> </ul>	James Moses, MD, MPH Abe Jacob, MD, MHA Leslie Jurecko, MD, MBA