

Chief Quality Officer Professional Development Program: December 2022 – June 2023

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	In Person (recommended) Virtual available	December 4-7, 2022 Orlando, Florida IHI Forum Forum Pre-Conference: December 4 – 5 Forum General Conference: December 6 – 7 The CQO Program's Opening Session will take place on Monday, December 5, 3:30pm – 5:30pm	Opening Session Learning Objectives: <ol style="list-style-type: none"> 1. Introduce participants to the CQO program, faculty, and each other 2. Summarize an overview of the program logistics and expectations 3. Explain the expectations and objectives of participant project 	<ul style="list-style-type: none"> • Program Overview • Project Overview • Quality leadership in the “new normal”; quality leadership in a post-pandemic world <p>The CQO Program's Opening Session will take place in conjunction with IHI's flagship conference, the IHI National Forum. After attending the Opening Session, enjoy all that the Forum has to offer – world class content, sought after speakers, endless networking opportunities, and plenty of fun!</p>	James Moses, MD, MPH Abe Jacob, MD, MHA Leslie Jurecko, MD, MBA Don Berwick, MD, MPP, FRCP Kedar Mate, MD
2	Virtual	Thursday, January 5, 2:00pm – 4:30pm ET	Develop Infrastructure: Creating the structures to support quality Learning Objectives: <ol style="list-style-type: none"> 1. Define whole system quality and the leadership principles required to support this approach 2. Describe three interrelated components – quality planning, quality improvement, and quality control – that 	<ul style="list-style-type: none"> • Whole System Quality: leading across complex systems • Quality & Safety as core organizational aims 	James Moses, MD, MPH Kedar Mate, MD Hilary Babcock, MD, MPH

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			<p>inform a more holistic whole system quality approach.</p> <p>3. Identify activities that health care organizations can undertake to build a foundation for the transition to whole system quality.</p>		
3	Virtual	Wednesday, January 25, 1:00pm – 3:30 pm ET	<p>Develop Infrastructure: Creating the structures to support quality</p> <p>Learning Objectives:</p> <ol style="list-style-type: none"> 1. Describe different techniques for working efficiently with interprofessional colleagues. 2. Define high impact communication strategies. 3. Describe how team roles and composition relates to improvement science. 	<ul style="list-style-type: none"> • Building a quality department • Mobilizing new relationships across complex systems • Forming the Team: Clinical leadership and frontline staff engagement in QI • High impact communication strategies (structures, frequency, target audiences, target messages) 	<p>Leslie Jurecko, MD, MBA</p> <p>Jonathan Gleason, MD</p> <p>Mike Woodruff, MD</p>
4	Virtual	Thursday, February 9, 2:00pm – 4:30pm ET	<p>Develop Infrastructure: Creating the structures to support quality</p> <p>Learning Objectives:</p> <ol style="list-style-type: none"> 1. State the financial and clinical implications of improving care. 2. Describe strategies to communicating costs and benefits to stakeholders with different and sometimes conflicting interests: providers, purchasers and employers, individual patients, and society. 3. Describe policy changes to better align financial incentives for improved quality of care. 	<ul style="list-style-type: none"> • Link quality with finance; business case for quality • Align incentives and accountability 	<p>James Moses, MD, MPH</p> <p>Matthew Miller, DO, MBA</p>

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5	Virtual	Thursday, March 2, 2:30pm – 5:00pm ET	<p>Create a Culture that Enables & Activates People: Creating the activities and environment that support people to act</p> <p>Learning Objectives:</p> <ol style="list-style-type: none"> 1. Identify attributes of a culture of safety and relate these attributes to participant's organization. <p>Identify opportunities to implement new approaches within participant's organization.</p>	<ul style="list-style-type: none"> • Safety culture – including how management systems and leadership shape culture • Supporting a culture of preparedness (roles) • Quality & crisis leadership • Systems thinking & reliable standard work • Collapsing boundaries; Break down silos between specialties, units, and organizations • Creating systems for pushing decision-making downward to lowest possible level to enable flexibility and responsiveness • Transparency: profiling improvement work, and celebrating results 	James Moses, MD, MPH Abe Jacob, MD, MHA Leslie Jurecko, MD, MBA Guest Presenter TBA
6	Virtual	Tuesday, March 14, 2:30pm – 5:00pm ET	<p>Create a Culture that Enables & Activates People: Creating the activities and environment that support people to act</p> <p>Learning objectives:</p> <ol style="list-style-type: none"> 1. Create a Culture that Enables & Activates People and Teams: Focusing on Well-being and Joy in Work <p>What matters to you: conversations to facilitate co-creation and relationships in the pursuit of workforce well-being</p>	<ul style="list-style-type: none"> • Fostering Workforce Joy and Well-being While Combating Burnout • What matters to you: quality systems that put patients and families in roles of partnership, advocacy, and advisors 	James Moses, MD, MPH Jessica Perlo, MPH
7	Virtual	Tuesday, April 4 2:30pm – 5:00pm ET	<p>Planning: Understand and design to meet the customer need</p> <p>Learning Objectives:</p> <ol style="list-style-type: none"> 1. Explain connection between quality plan and strategic plan 	<ul style="list-style-type: none"> • Integrate & align quality plans with strategic plans • Board Governance • Messaging and Communication • Project Part 2 Overview– Developing your Quality Plan (Recommendations and Plan) 	Abe Jacob, MD, MHA Beth Daley Ullem

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			<ol style="list-style-type: none"> Define the attributes of a board committed to quality Identify a framework for governance of health system quality 		
8	In Person (recommended) Virtual available	May 3 – 5, 2023 Washington, DC – Grand Hyatt Washington, 1000 H Street NW	<p>Session 8 will take place in conjunction with the IHI Leadership Alliance Spring Meeting. CQO Attendees will breakout of the Leadership Alliance Meeting for Session 8, on the topic of Equity. They will be welcome to join all Leadership Alliance content sessions and networking receptions. A detailed agenda of the Leadership Alliance Meeting will be distributed around February 2023.</p>		James Moses, MD, MPH Abe Jacob, MD, MHA Leslie Jurecko, MD, MBA
			<p>Planning: Understand and design to meet the customer need</p> <p>Learning Objectives:</p> <ol style="list-style-type: none"> Identify the role healthcare organizations play in achieving health equity Describe approaches to measuring health equity Summarize a framework, with five key components, for healthcare organizations to improve health equity in the communities they serve 	<ul style="list-style-type: none"> Prioritize equity A Data-Driven Approach to Addressing Racial Disparities in Health Care Outcomes Quality priorities that address health and health care 	James Moses, MD, MPH Ron Wyatt, MD
9	Virtual	Thursday, May 11, 2:00pm – 4:30pm ET	<p>Improvement: Creating breakthroughs in improvement</p> <p>Learning Objectives:</p>	<ul style="list-style-type: none"> Develop improvement capabilities at all levels Understanding variation Measurement and analytics 	James Moses, MD, MPH Karin Larson-Pollack, MD, MBA, FACHE Christopher Dale, MD, MPH

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			<ol style="list-style-type: none"> 1. Explain the importance of data and analytics. 2. Identify common sources of data and key considerations related to those data. 3. Discuss important considerations in reporting data to key stakeholder groups. 		
10	Virtual	Wednesday, May 24, 1:00pm – 3:30pm ET	<p>Improvement: Creating breakthroughs in improvement</p> <p>Learning Objectives:</p> <ol style="list-style-type: none"> 1. Identify characteristics of highly reliable systems. 2. Summarize four steps of high reliability 3. Describe strategies to support Med Staff alignment 	<ul style="list-style-type: none"> • High reliability infrastructure and leadership systems • Systems built or enhanced during the crisis to support speed of learning; how do we hold onto this in the new normal • Improvement as part of daily work 	<p>Leslie Jurecko, MD, MBA Tosan Boyo, MPH, FACHE Navneet Marwaha, MD, FHM</p>
11	Virtual	Tuesday, June 6, 2:30pm – 5:00pm ET	<p>Sustaining: Assuring predictable & reliable processes</p> <p>Learning Objectives:</p> <ol style="list-style-type: none"> 1. Identify strategies to testing and implementing management standard work 2. Describe approach to implementing management standard work at participants' healthcare system 3. Summarize strategies to create and implement evidence-based multidisciplinary pathways 	<ul style="list-style-type: none"> • Standardization • Accountability • Visual management • Dashboards • Care Maps • Clinical pathways • Huddles 	<p>Abe Jacob, MD, MHA Amy Lu, MD</p>
12	Virtual	Thursday, June 22, 2:00pm – 4:30pm ET	Closing Session	<ul style="list-style-type: none"> • Sharing Project insights, progress, next steps • Reflections 	<p>James Moses, MD, MPH Abe Jacob, MD, MHA</p>

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			<p>Learning Objectives:</p> <ol style="list-style-type: none">1. Discuss and celebrate the close of the program with cases and stories from participants2. Discuss planning for follow through on participants' quality plans	<ul style="list-style-type: none">• Invitation to continue CQO learning community	<p>Leslie Jurecko, MD, MBA Kedar Mate, MD</p>
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