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

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

<table>
<thead>
<tr>
<th>Session</th>
<th>Format</th>
<th>Date/Time (ET)</th>
<th>Driver and Learning Objectives</th>
<th>Content</th>
<th>Faculty</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>In Person (recommended) Virtual available</td>
<td>December 4-7, 2022 Orlando, Florida <a href="#">IHI Forum</a> Forum Pre-Conference: December 4 – 5 Forum General Conference: December 6 – 7</td>
<td><strong>Opening Session</strong> Learning Objectives: 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</td>
<td>• Program Overview • Project Overview • Quality leadership in the “new normal”; quality leadership in a post-pandemic world The CQO Program’s Opening Session will take place in conjunction with IHI’s flagship conference, the <a href="#">IHI National Forum</a>. 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!</td>
<td>James Moses, MD, MPH Abe Jacob, MD, MHA Leslie Jurecko, MD, MBA Don Berwick, MD, MPP, FRCP Kedar Mate, MD</td>
</tr>
<tr>
<td>2</td>
<td>Virtual</td>
<td>Thursday, January 5, 2:00pm – 4:30pm ET</td>
<td><strong>Develop Infrastructure</strong>: Creating the structures to support quality Learning Objectives: 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</td>
<td>• Whole System Quality: leading across complex systems • Quality &amp; Safety as core organizational aims</td>
<td>James Moses, MD, MPH Kedar Mate, MD Hilary Babcock, MD, MPH</td>
</tr>
<tr>
<td>Date</td>
<td>Time</td>
<td>Virtual/In-Person</td>
<td>Event Description</td>
<td>Learning Objectives</td>
<td>Presenters</td>
</tr>
<tr>
<td>------------</td>
<td>-------------------</td>
<td>------------------</td>
<td>-----------------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------------------------------------</td>
<td>-------------------------------------------------</td>
</tr>
<tr>
<td><strong>December 2022 – June 2023</strong></td>
<td></td>
<td></td>
<td><strong>Develop Infrastructure:</strong> Creating the structures to support quality</td>
<td>• Building a quality department&lt;br&gt;• Mobilizing new relationships across complex systems&lt;br&gt;• Forming the Team: Clinical leadership and frontline staff engagement in QI&lt;br&gt;• High impact communication strategies (structures, frequency, target audiences, target messages)</td>
<td>Leslie Jurecko, MD, MBA&lt;br&gt;Jonathan Gleason, MD&lt;br&gt;Mike Woodruff, MD</td>
</tr>
<tr>
<td><strong>3rd Week</strong></td>
<td><strong>Virtual</strong></td>
<td>Wednesday, January 25, 1:00pm – 3:30 pm ET</td>
<td>1. Describe different techniques for working efficiently with interprofessional colleagues. &lt;br&gt;2. Define high impact communication strategies. &lt;br&gt;3. Describe how team roles and composition relates to improvement science.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>4th Week</strong></td>
<td><strong>Virtual</strong></td>
<td>Thursday, February 9, 2:00pm – 4:30 pm ET</td>
<td>1. State the financial and clinical implications of improving care. &lt;br&gt;2. Describe strategies to communicating costs and benefits to stakeholders with different and sometimes conflicting interests: providers, purchasers and employers, individual patients, and society. &lt;br&gt;3. Describe policy changes to better align financial incentives for improved quality of care.</td>
<td></td>
<td>James Moses, MD, MPH&lt;br&gt;Matthew Miller, DO, MBA</td>
</tr>
<tr>
<td>Day</td>
<td>Type</td>
<td>Date/Time</td>
<td>Session Title</td>
<td>Learning Objectives</td>
<td>Presenter(s)</td>
</tr>
<tr>
<td>-----</td>
<td>------</td>
<td>-----------</td>
<td>---------------</td>
<td>---------------------</td>
<td>--------------</td>
</tr>
<tr>
<td>5</td>
<td>Virtual</td>
<td>Thursday, March 2, 2:30pm – 5:00pm ET</td>
<td>Create a Culture that Enables &amp; Activates People: Creating the activities and environment that support people to act</td>
<td>1. Identify attributes of a culture of safety and relate these attributes to participant’s organization. Identify opportunities to implement new approaches within participant’s organization. • Safety culture – including how management systems and leadership shape culture • Supporting a culture of preparedness (roles) • Quality &amp; crisis leadership • Systems thinking &amp; 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</td>
<td>James Moses, MD, MPH Abe Jacob, MD, MHA Leslie Jurecko, MD, MBA Guest Presenter TBA</td>
</tr>
<tr>
<td>6</td>
<td>Virtual</td>
<td>Tuesday, March 14, 2:30pm – 5:00pm ET</td>
<td>Create a Culture that Enables &amp; Activates People: Creating the activities and environment that support people to act</td>
<td>Learning objectives: 1. Create a Culture that Enables &amp; Activates People and Teams: Focusing on Well-being and Joy in Work What matters to you: conversations to facilitate co-creation and relationships in the pursuit of workforce well-being • 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</td>
<td>James Moses, MD, MPH Jessica Perlo, MPH</td>
</tr>
<tr>
<td>7</td>
<td>Virtual</td>
<td>Friday, April 14 2:30pm – 5:00pm ET</td>
<td>Planning: Understand and design to meet the customer need</td>
<td>Learning Objectives: 1. Explain connection between quality plan and strategic plan • Integrate &amp; align quality plans with strategic plans • Board Governance • Messaging and Communication • Project Part 2 Overview—Developing your Quality Plan (Recommendations and Plan)</td>
<td>Abe Jacob, MD, MHA Guest Presenter TBA</td>
</tr>
</tbody>
</table>
# Chief Quality Officer Professional Development Program: December 2022 – June 2023

<table>
<thead>
<tr>
<th>Session</th>
<th>Format</th>
<th>Date and Time</th>
<th>Location</th>
<th>Description</th>
<th>Facilitators</th>
</tr>
</thead>
<tbody>
<tr>
<td>8</td>
<td>In Person (recommended) Virtual available</td>
<td>May 3 – 5, 2023</td>
<td>Washington, DC – Grand Hyatt Washington, 1000 H Street NW</td>
<td>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.</td>
<td>James Moses, MD, MPH, Abe Jacob, MD, MHA, Leslie Jurecko, MD, MBA</td>
</tr>
<tr>
<td>Planning: Understand and design to meet the customer need</td>
<td></td>
<td></td>
<td></td>
<td>Learning Objectives: 1. Identify the role healthcare organizations play in achieving health equity 2. Describe approaches to measuring health equity 3. Summarize a framework, with five key components, for healthcare organizations to improve health equity in the communities they serve</td>
<td>James Moses, MD, MPH, Ron Wyatt, MD</td>
</tr>
<tr>
<td>Improvement: Creating breakthroughs in improvement</td>
<td>Virtual</td>
<td>Thursday, May 11, 2:00pm – 4:30pm ET</td>
<td></td>
<td>Learning Objectives: • Develop improvement capabilities at all levels • Understanding variation • Measurement and analytics</td>
<td>James Moses, MD, MPH, Karin Larson-Pollack, MD, MBA, FACHE, Christopher Dale, MD, MPH</td>
</tr>
</tbody>
</table>

*In Person* (recommended) Virtual available

**Learning Objectives:**

1. Define the attributes of a board committed to quality
2. Identify a framework for governance of health system quality

**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.

**Planning:**

Understand and design to meet the customer need

- Prioritize equity
- A Data-Driven Approach to Addressing Racial Disparities in Health Care Outcomes
- Quality priorities that address health and health care

**Improvement:**

Creating breakthroughs in improvement

- Develop improvement capabilities at all levels
- Understanding variation
- Measurement and analytics
# Chief Quality Officer Professional Development Program: December 2022 – June 2023

## 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**

**Improvement:** Creating breakthroughs in improvement

**Learning Objectives:**

1. Identify characteristics of highly reliable systems.
2. Summarize four steps of high reliability
3. Describe strategies to support Med Staff alignment

- 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

Leslie Jurecko, MD, MBA
Tosan Boyo, MPH, FACHE
Navneet Marwaha, MD, FHM

### 11 Virtual

**Tuesday, June 6, 2:30pm – 5:00pm ET**

**Sustaining:** Assuring predictable & reliable processes

**Learning Objectives:**

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

- Standardization
- Accountability
- Visual management
- Dashboards
- Care Maps
- Clinical pathways
- Huddles

Abe Jacob, MD, MHA
Amy Lu, MD

### 12 Virtual

**Thursday, June 22, 2:00pm – 4:30pm ET**

**Closing Session**

- Sharing Project insights, progress, next steps
- Reflections

James Moses, MD, MPH
Abe Jacob, MD, MHA
| Learning Objectives:                                                                 | • Invitation to continue CQO learning community | Leslie Jurecko, MD, MBA  
| 1. Discuss and celebrate the close of the program with cases and stories from participants |                                            | Kedar Mate, MD |
| 2. Discuss planning for follow through on participants’ quality plans                |                                              |                |