



SCHOOL OF MEDICINE

Institute for Healthcare Quality, Safety & Efficiency

UNIVERSITY OF COLORADO ANSCHUTZ MEDICAL CAMPUS

IHQSE Certificate Training Program, Cohort 9 Call for Applications

Request for Applications

The Institute for Healthcare Quality, Safety and Efficiency (IHQSE) is requesting applications for entry into the ninth cohort of its Certificate Training Program (CTP), which commences August 2021. This certificate-level of training emphasizes development and enhancement of high-functioning Clinical Leadership Teams capable of systematically improving the quality, safety, cost, and experience of care provided for patients across the Anschutz Medical Campus (AMC).

Background

The IHQSE is a partnership between the University of Colorado School of Medicine, University of Colorado College of Nursing, Children's Hospital Colorado, and University of Colorado Hospital. Its mission is to create healthcare systems that ensure every patient receives the highest quality of care while avoiding harm, minimizing inefficiencies, and developing leaders in quality and safety.

The CTP is the IHQSE's most rigorous professional development program for clinical unit and program leaders. The CTP focuses intensively on the development and enhancement of highly functioning Clinical Leadership Teams capable of transforming the quality, safety, efficiency, and experience of care within clinical microsystems.

The program places special emphasis on 1) selecting, developing, and supporting interdisciplinary, inter-professional teams skilled at leading change; 2) enabling those teams to integrate analysis of quality, safety, efficiency, and cost data into strategic decision-making; and 3) establishing the necessary culture and infrastructure to facilitate continuous performance improvement. CTP graduates are expected to drive ongoing improvement in their clinical areas through outstanding inter-professional leadership, effective change management, alignment with strategic organizational priorities, and integrated process improvement initiatives.

CTP Curriculum Overview

Training for candidates accepted into the CTP includes an intensive core curriculum on leadership, team development, change management, provider/staff engagement, project management, and effective communication, as well as modules on quality and process improvement, patient safety, healthcare finance, and patient experience. Participants benefit from close collaboration inside and outside the classroom with expert faculty coaches, quality/process improvement specialists, and data analysts as they work on improvement activities in their local unit/program throughout the course.

Ideal Candidates

Importantly, the focus of the CTP—developing teams capable of longitudinal leadership, which facilitates transformation of clinical care delivery systems—means that ideal candidates should have outstanding potential and/or ability to lead effectively, and they should have opportunities for sustained engagement with organizational improvement priorities. Candidates need not have an extensive track record of prior or ongoing quality

improvement project work. While understanding and managing the tools of patient safety and quality improvement are featured in the course, the CTP considers project work a secondary aim, behind overall team development and leadership of change.

Candidates may represent outpatient clinics, hospital units, or multi-site clinical programs. **Candidates must apply as a group:** *two to three partners from medical, nursing, pharmacy, and/or administrative disciplines must jointly apply to the CTP, and the most successful teams are positioned to develop or enhance the entire Clinical Leadership Team that governs care delivery in their clinical area.* A typical unit or program Clinical Leadership Team—which should be focused on quality and safety of care, efficient use of resources, financial management, and setting strategic priorities—will typically include 6-10 members representing all care providers and staff in a unit/program. CTP participants will work closely with their unit/program Clinical Leadership Teams outside of the course in order to identify targets for improvement and enhance performance of the unit/program over time, both during the classroom portion of the program and beyond it.

Participant Expectations/Responsibilities

The CTP is a rigorous professional development program, with required commitment across the year. The longitudinal curriculum builds on itself and requires substantial in- and out-of-classroom effort. The program requires thoughtful development of a leadership structure, strategy for facilitating change, and commitment to ongoing performance improvement.

Specifically, in order to graduate from the CTP, participants must:

- Collaborate closely as leadership partners (dyad or triad, as above) that equally value each discipline in the leadership of the unit/program Clinical Leadership Team.
- Attend pre-scheduled educational and coaching sessions (all leadership partners). Commencing August 2021, participants should plan and be available to attend planned educational/coaching sessions from 1pm-5pm on the 2nd and 4th Tuesdays from August through June.
- Attend additional, tailored coaching sessions (all leadership partners). These sessions generally occur for 1-2 hours on the weeks between pre-scheduled educational sessions, and are set up independently by the team and their coach, PI or quality specialist, or data analyst in order to facilitate tailored application of course material to leadership of the CLT and/or success of a local improvement project.
- Participate in an error reporting and analysis program for their clinical care area.
- Apply curricular concepts and tools to the clinical arena by focusing improvement work in their unit/program on organization-wide strategic priorities incorporating quality, safety, efficiency, cost management, and patient experience.
- Maintain active contact with their CTP Coach and other assigned supporting staff (e.g., Process Improvement or Quality Specialists, Data Analysts) throughout the program.

Graduates of the CTP will be expected to:

- Continue IHQSE involvement through sustained work on performance improvement and regular reporting of outcomes to IHQSE leadership and relevant executive leaders at their respective clinical sites.
- Maintain participation in an error reporting and analysis program.
- Maintain alignment with institution-wide performance improvement initiatives that impact their unit/program.
- Integrate learners (students, residents, fellows, etc.) into sustained performance improvement endeavors.

Eligibility

All faculty, staff and trainees employed on the Anschutz Medical Campus are eligible for the CTP.

Selection Criteria

Successful candidates must possess both the influence and formal authority necessary to lead change in their clinical area. Prior training in quality, safety, finance, or process improvement is not required. Because the CTP emphasizes teams and leadership over specific improvement projects, *a project proposal is not necessary*. **Preference will be given to applicants who:**

- Apply as leadership partners (dyad or triad), which should include a physician leader (e.g., Medical Director, Program Director, etc.) and co-leader(s) from another discipline at the manager or director level (e.g., Nurse Manager, Pharmacy Manger, etc.) *If an applicant does not hold a formal leadership role currently, an explanation of how the applicant will be able to effectively lead substantive change must be included in the application.*
- Demonstrate a track record of working together as an inter-professional leadership team with interest or prior participation in team-based, clinical performance improvement projects (*strongly preferred*).
- Submit written supervisor support, including clearly outlined non-clinical time to attend all educational sessions and associated clinical improvement work and an explanation of how the CTP will facilitate 3-5 year improvement priorities for which the supervisor is accountable.

Timeline

April 2, 2021	Application Due
End of April 2021	Team Selections Announced
August 10, 2021	CTP Commences

Application Instructions

1. [Click here to apply](#). Note that the application requests –

- A brief description (1-2 paragraphs) of the top 3-5 strategic priorities for performance improvement in your care area over the next 1-3 years.
- A personal statement (2 page limit). Each set of leadership partners (dyad or triad) should collaboratively develop and submit a personal statement that addresses:
 1. Evidence of prior collaborative partnership in their care area, whether in their current roles or in previous clinical settings.
 2. Discussion of past successes and challenges in collaboratively leading performance improvement work in their care area.
 3. Explanation of how participation in CTP will enhance each applicant's personal leadership development

2. Letters of Support and Commitment—Each identified team leader must have a Letter of Support and Commitment from his/her direct supervisor, which should:

- Comment on the applicant's leadership accomplishments/potential, commitment to performance improvement, and role in the clinical enterprise.
- Attest to the supervisor's support for the applicant's participation in the CTP through reduction in clinical, administrative, or other duties.

- Outline how the applicant's completion of the CTP will support key strategic priorities over the next 3-5 years for which the supervisor is accountable.
- See Appendix 1 for sample Letter of Support and Commitment.

3. Formatting:

- Letters of Support and Commitment should be submitted directly by the letter writer to ihqse@cuanschutz.edu

4. Questions—Direct all questions about the IHQSE or the CTP to Anne Kerksmar, Program Manager, IHQSE, at ihqse@cuanschutz.edu.

Appendix 1

[Click here to download Word version of Appendix 1](#)

Sample Letter of Support and Commitment:

As the direct supervisor in [insert name of department or program], who provides managerial oversight for [insert name of CTP applicant], I am pleased to support [his/her] participation in the IHQSE Certificate Training Program (CTP). I believe strongly that this rigorous development opportunity provides [insert name of CTP applicant] an excellent avenue to enhance [his/her] skills and capacity to lead clinical performance improvement in my part of the organization.

[Insert 1-2 paragraphs commenting on the applicants' leadership accomplishments/ potential, commitment to performance improvement and role in the clinical enterprise.]

Over the next few years, I am charged with leading improvement in the following domains: [insert top 3 strategic priorities]. Successfully leading improvement, managing, change, and enhancing culture will rely heavily upon front-line leadership by skilled, inter-professional teams that can consistently drive forward meaningful work in these domains. By attending the CTP, [insert name of CTP applicant] will be optimally positioned to help me lead this critically important work.

This program includes the development and/or enhancement of a Clinical Leadership Team poised to fundamentally improve clinical care delivery in our care area. Acknowledging that the program consists of pre-scheduled half-day training seminars and intensive coaching sessions two times per month from August 2021 through June 2022, as well as significant improvement work outside of the seminars, I agree to free [insert name of CTP applicant] from clinical and non-clinical duties to participate in the CTP. This commitment includes my understanding that during CTP activities [insert name of CTP applicant] will not be available to our department/program for other clinical or administrative activities.

I understand that [insert name of CTP applicant] will be informed of his/her selection for CTP by the end of April 2021, and the program will run August 2021 through June 2022. I offer my unqualified support for [insert name of CTP applicant]'s application, and believe s/he is a superb candidate for the CTP.

Sincerely, [insert signature]