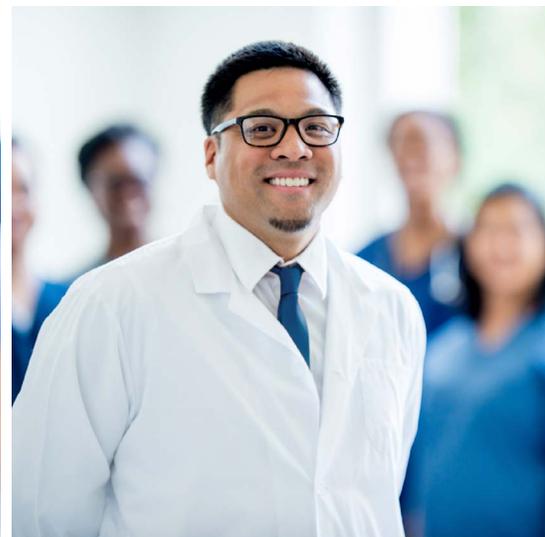


# CLINICAL QUALITY FELLOWSHIP PROGRAM

Developing the Next Generation of Clinical Quality Leaders



Greater New York Hospital Association | United Hospital Fund

2018–19

*“ The CQFP fills a special training need for clinicians to become quality and patient safety leaders. The support and guidance from faculty is instrumental to the Fellows as they pursue their work in quality improvement and patient safety. ”*

Rohit Bhalla, MD, MPH  
Vice President and Chief Quality Officer  
Stamford Hospital  
CQFP Chair

*“ As a nursing leader in an NYC hospital, I believe that the CQFP is a unique program in which physicians and nurses obtain the skills and tools to lead improvement initiatives, drive change in their organizations, and ultimately improve patient care. ”*

Rosanne Raso, RN, MS, NEA-BC  
Vice President and Chief Nursing Officer  
NewYork-Presbyterian/Weill Cornell



# Q • WHAT IS THE CLINICAL • QUALITY FELLOWSHIP • PROGRAM?

**A** • The Clinical Quality Fellowship Program (CQFP) is a 15-month program sponsored by the Greater New York Hospital Association (GNYHA) and the United Hospital Fund (UHF) to develop and nurture the next generation of clinical quality leaders in the New York metropolitan region.

CQFP teaches clinicians the skills necessary to lead hospital system quality improvement and patient safety initiatives. Fellows will learn how to use a wide variety of tools and strategies to advance quality and patient safety from a faculty of quality improvement leaders drawn from the region.



## **Q: WHO IS ELIGIBLE TO BECOME A FELLOW?**

**A:** The CQFP is tailored to physicians and nurses with limited to moderate experience conducting quality improvement and patient safety initiatives. In prior years, the program emphasized work in the inpatient setting. Recognizing the growing importance of integrated ambulatory care, CQFP has grown to address challenges specific to the outpatient and ambulatory settings as well. Eligibility requirements include:

### **PHYSICIANS**

- Candidates from academic medical centers should be at an “assistant professor” or “instructor” level, with at least three years of clinical experience
- Community hospital candidates should have at least three years of clinical experience

### **NURSING PROFESSIONALS**

- Master’s degree in nursing or a related field is required
- Candidates must have at least five years of clinical experience, and experience in either quality improvement or clinical or administrative leadership

## Q: WHAT ARE THE REQUIREMENTS FOR PROSPECTIVE FELLOWS?

**A:** Applicants must:

- Demonstrate an interest in health care quality and patient safety
- Commit to participating in all activities throughout the program, including leading and completing a Capstone Quality Improvement Initiative at their facility
- Provide evidence of commitment and support from senior hospital leadership
- Submit two reference letters: one from a supervisor and one from a colleague with knowledge of the applicant's ability and motivation to pursue this program

## Q: WHO ARE THE CQFP FACULTY MEMBERS?

**A:** Rohit Bhalla, MD, MPH, Vice President and Chief Quality Officer, Stamford Health (an affiliate of NewYork-Presbyterian Healthcare System), is chair of the program. The CQFP faculty is made up of well-recognized medical and nursing leaders from a broad range of hospitals and health care systems throughout the Greater New York area.

## Q: WHAT IS THE CAPSTONE QUALITY IMPROVEMENT INITIATIVE?

**A:** Each Fellow is required to design and lead a quality improvement project called the Capstone Quality Improvement Initiative. Fellows will work with interdisciplinary teams of clinicians at their hospitals to advance a patient safety or quality improvement goal that is important to the institution. The aim is for the Capstone initiative to be sustainable after CQFP ends. Fellows are expected to present their projects and results to senior leadership at their home institutions. Fellows will report Capstone progress during scheduled webinars and in-person meetings, and will provide a final report to GNYHA, UHF, their hospital leadership, and the CQFP faculty. Examples of past Capstone Quality Improvement Initiatives include:

- Improving blood pressure control in diabetic patients in an ambulatory clinic
- Improving the prescription medication refill process for patients with stable chronic conditions
- Improving the administration of antibiotic therapy to reduce surgical-site infections
- Improving timeliness and appropriateness of care for oncology patients presenting to the emergency department with signs of infections
- Implementing a palliative care bundle to care for critically ill patients in the intensive care setting

## **Q: HOW IS THE PROGRAM STRUCTURED?**

**A:** The CQFP uses a variety of methods to help Fellows learn about tools and approaches for the effective implementation of quality and patient safety initiatives, including:

### **MENTORSHIP**

Fellows work with experienced clinical mentors as they progress through the program.

### **RETREAT-STYLE EDUCATIONAL SESSIONS**

The program includes four days of off-site learning to provide in-depth instruction on relevant quality improvement and patient safety topics.

### **EDUCATIONAL WEBINARS**

Regularly scheduled webinars include opportunities for Fellows to share their Capstone Initiative progress and experiences throughout the program.

### **DINNER MEETINGS**

Evening meetings are scheduled throughout the year to educate Fellows on relevant health care topics to help them advance quality and patient safety at their institutions.

### **FALL LEARNING SESSION**

This session offers additional instruction about quality improvement tools and techniques, and builds on the skills that Fellows acquire during the retreat-style educational sessions. Occurring halfway through the program, the Learning Session helps Fellows hone their quality improvement techniques and apply them directly to their Capstone Initiatives.

### **HOMEWORK**

Between meetings, Fellows are responsible for completing homework assignments on specific quality improvement topics, either alone or in teams, which are presented during webinars and in-person meetings. Fellows also must become more involved in quality activities at their own institutions by attending hospital quality meetings and building relationships with quality leadership.

### **CULMINATING EVENT**

A final meeting is held for Fellows to share their experiences and the results of their Capstone Quality Improvement Initiatives with faculty, program alumni, and the incoming class.

## Q: WHAT TOPICS ARE COVERED IN THE CQFP CURRICULUM?

### A: HISTORY AND FUNDAMENTALS OF QUALITY IMPROVEMENT

Review the history and theory of quality improvement both in health care and other industries (and how these theories have been translated into health care), and consider policy and regulatory developments that may impact health care quality and patient safety in the future.

### QUALITY MEASUREMENT TOOLS AND TECHNIQUES

Discuss approaches to selecting measures for quality improvement initiatives across inpatient and outpatient settings, effectively using data in planning quality improvement projects and responding to quality data trends.

### DESIGNING SAFE SYSTEMS AND BUILDING A “JUST” CULTURE

Review the evidence of how patient safety has emerged as a critical focus issue in health care and explain concepts and tools used to achieve optimal outcomes. Explore how to create a “blame-free” or “just” culture that values patient safety and transparency.

### INTERDISCIPLINARY TEAMWORK AND COMMUNICATION

Describe the necessary skills and techniques to improve quality and patient safety by using an interdisciplinary team approach and standardized communication strategies. Provide day-to-day examples of how physician and nursing leaders influence change in their organizations.

### DEVELOPING AND IMPLEMENTING QUALITY IMPROVEMENT INITIATIVES

Learn strategies for launching comprehensive quality improvement initiatives and engaging key leadership and stakeholders throughout the hospital while implementing, sustaining, and spreading improvements across the organization.

“The CQFP’s comprehensive curriculum covers the theoretical basis for quality improvement and patient safety, and the practical ‘how-to’ aspects for physicians and nurses to really make a difference. The Greater New York region is lucky to have this tremendous resource to improve care for all patients.”

Martha J. Radford, MD  
Chief Quality Officer, NYU Langone Medical Center

## **Q: HOW DOES THE MENTORING PROCESS WORK?**

**A:** As they pursue their Capstone Quality Improvement Initiatives, Fellows will be paired with clinical mentors who will offer guidance. Mentors include clinical and administrative leadership from hospitals throughout the Greater New York region. Each Mentor-Fellow relationship is different; Fellows are responsible for reaching out to their Mentors monthly to discuss their Capstone projects, either in person or by phone. Some Fellows choose to identify an “internal” mentor at their own facility in addition to their official CQFP mentor.



## **Q: WHAT IS THE TIME COMMITMENT FOR THE PROGRAM?**

**A:** The program requires attendance at an evening welcome reception, two 2-day retreat-style educational sessions, participation in all webinars (approximately one hour per month), attendance at four dinner meetings, and attendance at one half-day meeting. A full list of key program dates is included at the end of this brochure.

## **Q: WHAT IS THE COST TO PARTICIPATE?**

**A:** Tuition, accommodations, and meals are paid for by a UHF grant. Individuals are responsible for their travel expenses to and from all scheduled meetings.

## HOW TO APPLY

Responses to Parts A–E should be sent to Logan Tierney via e-mail ([ltierney@gnyha.org](mailto:ltierney@gnyha.org)) or fax (212) 262-6350. Part F (recommendation letters) should be sent directly from the letter authors to [ltierney@gnyha.org](mailto:ltierney@gnyha.org). Do not submit your own recommendation letters. A complete application must be submitted by the deadline to be considered.

**RECEIPT DEADLINE FOR ALL MATERIALS: FRIDAY, OCTOBER 20, 2017.**

### PART A: APPLICANT INFORMATION

<input type="text"/>		
NAME (FIRST, MIDDLE, LAST, DEGREE/CREDENTIALS)		
<input type="text"/>		
ADDRESS		
<input type="text"/>	<input type="text"/>	<input type="text"/>
CITY	STATE	ZIP
<input type="text"/>	<input type="text"/>	
ORGANIZATION/FACILITY	CURRENT JOB TITLE	
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PHONE NUMBER	E-MAIL ADDRESS	

### PART B: PERSONAL CAREER STATEMENTS

Please answer the following questions: (max. 250 words per question)

- Why are you interested in CQFP?
- What skills do you hope to attain from participating in CQFP?
- Describe a quality improvement initiative that you participated in, and explain your role.
- If you have a formal leadership position in your organization at this time, please describe what makes you a good leader. Otherwise, explain why you believe your individual characteristics will enable you to become a strong leader in the future.

### PART C: SKILLS ASSESSMENT

We would like to know about your strengths and gaps in knowledge, skills, and preparation to advance health care quality. On a scale of 1–4, please rate your knowledge of the topics below (1=low; 4=high). This skills assessment will help us evaluate the progress you make in this program; it is not used in selecting candidates.

TOPIC	1	2	3	4
Using Quality Improvement Tools and Techniques				
Conducting Root Cause Analysis				
Understanding Regulatory Requirements for Quality Improvement				
Measuring Quality				
Organizing Teams				
Improving Communications				
Implementing Quality Improvement Initiatives				
Improving Patient Safety				
Creating a Just Culture				
Using Health Information Technology to Improve Quality and Patient Safety				

## PART D: CURRICULUM VITAE

Please attach a current CV or résumé.

## PART E: INSTITUTIONAL SIGN-OFF

**Leadership:** Please sign below to indicate your commitment to support this candidate's participation in the CQFP and fulfillment of the program requirements as outlined in the application (including time spent in retreat sessions, other in-person meetings and conference calls, as well as time to complete a Capstone Quality Improvement Initiative). Physician candidates should have their hospital's CMO sign; nursing candidates should have their hospital's CNO sign.

CEO NAME

CEO SIGNATURE

DATE

CMO OR CNO NAME

CMO OR CNO SIGNATURE

DATE

DIRECT SUPERVISOR NAME (Unless candidate reports directly to CEO, CMO, or CNO)

DIRECT SUPERVISOR SIGNATURE

DATE

**Candidates:** Please sign below indicating that you are willing to make a personal commitment to fulfill all of the requirements of the CQFP for the duration of the program.

CANDIDATE NAME

CANDIDATE SIGNATURE

DATE

## PART F: RECOMMENDATION LETTERS

Recommendation letters should be from two people from your organization:

- Your direct supervisor.
- Colleague (in another discipline): Please submit a recommendation letter from a colleague in another discipline (e.g., physician or other health care professional for nursing applicants) with whom you currently work or have previously worked with.

Those writing recommendations should send them directly to Logan Tierney via e-mail ([ltierney@gnyha.org](mailto:ltierney@gnyha.org)) or fax [(212) 262-6350] by the October 20, 2017, deadline.

## THANK YOU. WE ENCOURAGE YOUR QUESTIONS.

For general information about the Clinical Quality Fellowship Program please contact:

Zeynep Sumer King, Vice President, Regulatory and Professional Affairs, GNYHA

Phone: (212) 258-5315 | E-mail: [zsumer@gnyha.org](mailto:zsumer@gnyha.org)

Joan Guzik, Director, Quality Improvement, UHF

Phone: (212) 494-0752 | E-mail: [jguzik@uhfnyc.org](mailto:jguzik@uhfnyc.org)

Questions about submitting applications should be directed to Logan Tierney.



## KEY CQFP DATES

JANUARY 2018	"Welcome" Conference Call: Thursday, January 11 (3:00 p.m.–4:00 p.m.)
	"Welcome" Reception for Fellows and Faculty, IBM Center, Armonk, New York: Wednesday, January 24, 6:00 p.m.–9:00 p.m.)
	Retreat Training Session, IBM Center, Armonk, New York: Thursday and Friday, January 25 & 26 (full-day sessions, 8:00 a.m.–4:30 p.m., with evening dinner on January 25)**
FEBRUARY	Follow-Up Conference Call with Fellows: Thursday, February 15 (3:00 p.m.–4:15 p.m.)
MARCH	Retreat Training Session, IBM Center, Armonk, New York: Thursday and Friday, March 8 & 9 (full-day sessions, 8:00 a.m.–4:30 p.m.)**
APRIL	Webinar: Thursday, April 5 (3:00 p.m.–4:15 p.m.)
	Dinner Meeting and Culminating Meeting for Class of 2017–18: Thursday, April 19 (5:00 p.m.–7:30 p.m.)*
MAY	Webinar: Thursday, May 10 (3:00 p.m.–4:15 p.m.)
	Dinner Meeting: Thursday, May 17 (5:00 p.m.–7:00 p.m.)*
JUNE	Webinar: Thursday, June 7 (3:00 p.m.–4:15 p.m.)
	Dinner Meeting: Thursday, June 14 (5:00 p.m.–7:00 p.m.)*
JULY	Webinar: Thursday, July 12 (3:00 p.m.–4:15 p.m.)
AUGUST	Webinar: Thursday, August 9 (3:00 p.m.–4:15 p.m.)
SEPTEMBER	Webinar: Thursday, September 13 (3:00 p.m.–4:15 p.m.)
OCTOBER	Webinar: Thursday, October 11 (3:00 p.m.–4:15 p.m.)
	Half-Day Session: Thursday, October 18 (3:00 p.m.–7:00 p.m.)
NOVEMBER	Webinar: Thursday, November 8 (3:00 p.m.–4:15 p.m.)
	Dinner Meeting: Thursday, November 15 (5:00 p.m.–7:00 p.m.)
SPRING 2019	Culminating Event, Capstone Quality Improvement Initiative Presentations (TBD)

Individual conference calls with Fellows and their mentors will be scheduled in the summer of 2018 to monitor progress of Capstone Quality Improvement Initiatives.

Note: This schedule of dates is subject to change.

\* Dinner meetings will be held at GNYHA or UHF offices in New York, NY.

\*\* Evening activities will also be scheduled during the January and March 2018 Retreat Training Sessions at the IBM Center in Armonk, NY.

*“ Being an alumni Fellow of the inaugural CQFP class and now a member of the program faculty, I regularly use the strategies that CQFP provided me to be an effective quality improvement leader. The program curriculum has helped me confront and respond to challenging real-world health care issues that come up in my day-to-day work. I continue to be energized and inspired by the faculty and each new class of Fellows. ”*

Steven Kaplan, MD  
Associate Chief Medical Officer  
NewYork-Presbyterian Hospital  
CQFP Fellow Class of 2009–10

*“ As a physician involved in transitions in care issues and consistently focused on readmission reduction efforts, the CQFP offered me practical tools and solutions to help me work more effectively with providers across multiple settings, including making important linkages to ambulatory care. As care continues to move to outpatient settings, applying quality improvement methods in ambulatory care becomes more and more critical. ”*

Manisha Kulshreshtha, MD  
Associate Medical Director  
SBH Health System  
CQFP Fellow Class of 2013–14



**United Hospital Fund**

Shaping New York's Health Care:  
Information, Philanthropy, Policy.