

# IHI Leadership Alliance Fall Meeting

## Shaping the Future of Care and Caring Every Person, Every Time

October 25 -27, 2023

The Royal Sonesta Boston, 40 Edwin Land Boulevard, Cambridge, MA 02142  
Grand Ballroom B, West Tower, Level 2

**Day 1: Wednesday, October 25, 2023**

Time	Topic
10:00 AM – 11:30 AM ET	<p><b>Optional: Local Site Visits</b>  <a href="#">Boston Health Care for the Homeless Program</a>  <a href="#">Southern Jamaica Plain Health Center</a></p> <p>We invite a small group of Alliance leaders to visit one of two off-site locations to learn more about innovative programs and services aimed at increasing health care access and advancing equity of care in Boston. Space is limited. <a href="#">Please learn more and sign up here.</a></p>
1:00 PM – 1:30 PM ET	<p><b>Registration &amp; Networking</b>  <i>Location: Grand Ballroom B, West Tower, Level 2</i></p> <p>Welcome! We invite you to join Alliance colleagues in connecting and reconnecting upon arriving in Boston</p>
1:30 PM– 2:30 PM ET	<p><b>Welcome, Introductions, and Stories of the Alliance</b>  <i>Kedar Mate, MD, IHI President and Chief Executive Officer</i>  <i>Don Berwick, MD, MPP, FRCP, IHI President Emeritus and Senior Fellow</i>  <i>Jill Duncan, RN, MS, MPH, IHI Vice President</i></p> <p>Alliance leaders have 5-minutes each to tell a story, based on a theme chosen for the spring meeting: <b>That One Person</b>. Prepare a 5-minute story about lessons you hold close as a leader, as a collaborator, as your authentic self. Who are some of the influencers in your story? <a href="#">Consider sharing a story of one person</a> who has influenced your ideas and choices as a provider, your approach to leadership, and/or your lens toward improving health and health care. <a href="#">Storytelling Tips and Tricks</a> (compliments of The Moth) might aid in your preparations.</p> <p>Session objectives include:</p> <ul style="list-style-type: none"> <li>• Formulate leadership strategies to support success in a constantly changing health care landscape.</li> <li>• Identify shared organizational challenges and opportunities for connection.</li> </ul>

<p>2:30 PM – 3:30 PM ET</p>	<p><b>Improving Quality and Achieving Health Equity</b> <i>Joseph R. Betancourt, MD, MPH, President, The Commonwealth Fund</i></p>
	<p>The Alliance is thrilled by the opportunity to engage with Dr. Betancourt as part of the network’s ongoing commitment to equity collaboration and learning. From strategy and policy to frameworks and practical approaches, this session invites members to probe on opportunities across health systems, including quality leadership’s role in closing equity gaps.</p>
	<p>Session objectives include:</p> <ul style="list-style-type: none"> <li>• Evaluate how advancing health care quality and equity are inextricably linked and support pursuits of the Triple Aim.</li> <li>• Organize health care leaders to focus on specific actions to reduce health care inequities in their populations.</li> </ul>
<p>3:30 PM – 3:45 PM</p>	<p><b>Break, Stretch, and Networking</b></p>
<p>3:45 PM – 5:00 PM</p>	<p><b>Alliance Roundtable: Building and Testing Health Equity Metrics Together</b> <i>Kristen Azar, RN, MSN/MPH, PhD(c), FAHA, Executive Director, Sutter Health</i> <i>Whitney Haggerson, MHA, VP, Health Equity and Medicaid, Providence</i> <i>Rachel Harrington, PhD, Senior Research Scientist, NCQA</i> <i>Alice Pressman, PhD, MS, Senior Advisor, Faculty, Kaiser Permanente</i> <i>Bernard J. Tyson School of Medicine</i> <i>James Williams, MA, VP, Diversity, Equity, and Inclusion, UChicago Medicine</i></p>
	<p>As more health systems, providers, payers, and regulators focus on eliminating disparities in care, there is an opportunity to develop a health care industry standard and best practice recommendation for the measurement of metrics to advance health equity. This session, led by Alliance members, will seed interest across the network in engagement in developing health equity metrics best practice recommendations and an actionable playbook for health systems.</p>
	<p>Session objectives include:</p> <ul style="list-style-type: none"> <li>• Identify existing approaches to measuring health equity and opportunities for alignment across the health care ecosystem.</li> <li>• Construct best practice recommendations for health equity measurement in health systems.</li> <li>• Develop opportunities to leverage an Alliance collective voice reflecting equity measurement collaborations.</li> </ul>
<p>5:00 PM – 5:30 PM</p>	<p><b>Closing and Preparations for Day 2</b> <i>Nikki Tennermann, LICSW, MBA, Senior Project Director, IHI</i></p>
	<p>This closing session will encourage Alliance members to connect around the theme of <b>One Person</b> and consider ideas from across the network to get more proximate to the patients and communities we serve.</p>

Session objectives include:

- Identify opportunities for improving health care by getting proximate to patients and communities.

**5:30 PM –  
7:00 PM ET**

**Welcome Reception**

*Location: Riverfront, East Tower, Level 2*

The IHI team is eager to welcome Alliance colleagues to Boston for the Fall 2023 All-Member meeting. Please join us for drinks and appetizers as we close out our first day.

**Day 2: Thursday, October 26, 2023**

Time	Topic
6:30 AM – 7:30 AM ET	<p><b>Optional Walk or Run with Alliance Colleagues</b></p> <p>A great way to get out and enjoy the views of the Charles River with the company of Alliance friends. Please meet in the front lobby.</p>
8:00 AM – 9:00 AM ET	<p><b>Breakfast</b></p> <p><i>Location: Grand Ballroom A, West Tower, Level 2</i></p>
8:00 AM – 9:00 AM ET	<p><b>Special Interest Breakfast Session</b>  <b>Addressing Medical Debt with ABIM Foundation</b>, facilitated by Fred Cerise, MD, MPH, President, and CEO of Parkland (Skyline CDE, West Tower, Level 2)</p>
9:00 AM – 10:00 AM ET	<p><b>Welcome and Alliance Pitch</b>  <i>Jill Duncan, RN, MS, MPH, Vice President, IHI</i>  <i>Nikki Tennermann, LICSW, MBA, Senior Project Director, IHI</i></p> <p>A member-to-member engagement followed by discussions that bring to light the unique and growing number of activities and collaborations across the Alliance network.</p> <p>Session objectives include:</p> <ul style="list-style-type: none"> <li>• Identify potential areas for further collaboration, synergies, and opportunities to leverage the collective strengths and resources of the network.</li> <li>• Design and plan for future Alliance networks and shared learning collaborations.</li> </ul>

<p>10:00 AM – 11:15 AM ET</p>	<p><b>Cultivating a Safe Learning Culture</b> <i>Amy Edmondson, PhD, Novartis Professor of Leadership and Management, Harvard Business School</i></p> <p>Amy Edmondson’s newest book, <i>Right Kind of Wrong: The Science of Failing Well</i>, invites leaders to reframe how we understand failure and learn to recognize the crucial distinctions that separate good failure from bad. Facilitated by Dr. Don Berwick, this session probes members to consider our own roles in leading a learning environment and the foundations of advancing psychological safety for teams.</p> <p>Session objectives include:</p> <ul style="list-style-type: none"> <li>• Analyze the significance of psychological safety in creating a learning environment where individuals feel comfortable taking risks, acknowledging mistakes, and embracing opportunities for growth.</li> <li>• Examine the role of leaders in fostering a culture of learning, openness, and resilience within their organizations and teams.</li> </ul>
<p>11:15 AM- 11:30 AM ET</p>	<p><b>Break, Stretch, and Networking</b></p>
<p>11:30 AM – 12:45 PM ET</p>	<p><b>Alliance <i>Culture Cabinet</i></b></p> <p>This interactive showcase will spotlight Alliance members’ specific programs and processes that have garnered “<i>Real Results for Real People.</i>” Leaders will outline the practical steps, including the fail-forward moments, that helped their organizations improve psychological safety, reduce violence and harassment against (and within) the workforce, and/or advance strategies that promote a culture of equity, well-being, and belonging.</p> <p>Please <a href="#">sign up to bring a story</a>, including actions taken and related outcome or experience data, to share with Alliance colleagues. Each leader will have 5-minutes to tell their story, followed by group discussion intended to elevate additional examples, questions, and dialog across the Alliance.</p> <p>Session objectives include:</p> <ul style="list-style-type: none"> <li>• Summarize specific programs and processes implemented by Alliance members that have resulted in tangible and positive outcomes for individuals and communities.</li> <li>• Examine key elements and approaches from showcased programs and processes that can be adapted and applied by other organizations within the Alliance network or beyond.</li> </ul>
<p>12:45 PM – 1:45 PM ET</p>	<p><b>Lunch and Networking</b> <i>Location: Grand Ballroom A, West Tower, Level 2</i></p>

1:45 PM – 2:45 PM ET	<p><b>The (Seven) Trillion Dollar Checkbook</b> <i>Don Berwick, MD, MPP, FRCP, IHI President Emeritus and Senior Fellow</i> <i>David Cutler, PhD, Otto Eckstein Professor of Applied Economics, Harvard University</i></p> <p>National health expenditures are projected to exceed \$7 trillion, encompassing nearly one-fifth of the U.S. economy by 2031, as reported by the Centers for Medicare and Medicaid Services' Office of the Actuary in Health Affairs (June 2023). Esteemed health economist David Cutler, a valued friend of the Alliance, will join us for a conversation aimed at navigating the current headwinds and a look across today's landscape (from waste to private equity in health care) in pursuit of care and caring <i>at a cost we can all afford</i>.</p> <p>Session objectives include:</p> <ul style="list-style-type: none"> <li>• Analyze the projected growth of national health expenditures and their potential implications for Alliance members and our communities.</li> <li>• Discover strategies to address headwinds and achieve sustainable health care solutions that balance quality of care with affordability.</li> </ul>
2:45 PM – 3:15 PM ET	<p><b>Alliance Spotlights and Preparation for Friday (Day 3)</b> <i>Nikki Tennermann, LICSW, MBA, Senior Project Director, IHI</i></p> <p>This closing session will include the opportunity to meet some of the Alliance's newest members as well as renew connections with returning colleagues.</p> <p>Session objectives include:</p> <ul style="list-style-type: none"> <li>• Build on personal and professional relationships across the Alliance network.</li> <li>• Identify shared organizational challenges and opportunities for connection.</li> </ul>
Adjourn	<p>Enjoy site-seeing in Boston, time with team members, networking with Alliance colleagues, or any combination for the afternoon and evening.</p>

### Day 3: Friday, October 27, 2023

Time	Topic
7:30 AM – 8:30 AM ET	<p><b>Breakfast</b> <i>Location: Grand Ballroom A, West Tower, Level 2</i></p>

<p>7:30 AM – 8:30 AM ET</p>	<p><b>Special Interest Breakfast Sessions</b></p> <ul style="list-style-type: none"> <li>• <b>Hep C Elimination Special Interest Group</b>, hosted by Rachael Fleurence, PhD National Institute of Health (Skyline CDE, West Tower, Level 2)</li> <li>• <b>Health Equity Accelerator</b> (Skyline AB, West Tower, Level 2)</li> </ul>
<p>8:30 AM – 9:30 AM ET</p>	<p><b>Alliance Capsule</b></p> <p>A consultation-like network staple aimed at harnessing the genius and expertise in the room. Attendees will be prompted to bring a challenge or problem they are trying to solve back home. Partnered in small groups by organization, members have the opportunity to solicit practical and imaginative help from colleagues immediately, at a cost everyone can afford (free).</p> <p>Session Objectives:</p> <ul style="list-style-type: none"> <li>• Identify strategies that address current challenges faced by individual organizations.</li> <li>• Share resources and learnings that can be applied and modified across systems to improve health and healthcare across the Alliance.</li> </ul>
<p>9:30 AM – 10:30 AM ET</p>	<p><b>Back to Basics: Where Do We Stand on Patient Centeredness</b> <i>Susan Edgman- Levitan, PA, Executive Director at MGH Stoeckle Center for Primary Care Innovation</i></p> <p>Join Susan Edgman-Levitan, a constant advocate of understanding the patient's perspective on health care, in this dynamic and interactive session, as she guides executive leaders on a journey to explore how innovation and improvement rely on patient-centered care.</p> <p>Session Objectives include:</p> <ul style="list-style-type: none"> <li>• Analyze the past, present, and future of patient-centered health care.</li> <li>• Identify improvement methodologies to build resilient and responsive organizations that continuously, reliably, and sustainably meet the evolving needs of our communities.</li> </ul>
<p>10:30 AM – 10:45 AM</p>	<p><b>Break, Stretch, and Networking</b></p>
<p>10:45 AM – 12:00 PM ET</p>	<p><b>Measure What Matters</b> <i>Kedar Mate, MD, IHI President and Chief Executive Officer</i> <i>Thomas H. Lee, MD, Chief Medical Officer, Press Ganey</i></p> <p>What role can we play in influencing and informing measurement innovation and expectations? Join Alliance colleagues in an engaging and thought-provoking closing session as we delve into the crucial challenge of measuring what truly matters in the health care industry. Through a facilitated program, we will explore today's alignment of safety and quality, equity, experience, and cost</p>

	<p>measures to drive meaningful improvement in health, caring, and the overall delivery of innovation and care services.</p> <p>Session objectives include:</p> <ul style="list-style-type: none"> <li>• Analyze various stakeholders' roles and responsibilities in influencing and informing measurement innovation and expectations.</li> <li>• Examine innovative measurement methodologies and data sources that can lead to more comprehensive, insightful, and actionable insights.</li> </ul>
12:00 PM – 12:30 PM ET	<p><b>Priorities, Wrap-up, and Follow-up</b> <i>Dr. Kedar Mate and Jill Duncan</i></p>
12:30 PM – 1:30 PM ET	<p><b>Lunch and Networking</b> We strongly encourage members to stay through lunch and continue conversation, collaboration, and networking.</p>
Adjourn	<p>The IHI Team recommends allocating at least 30-minutes for travel to Boston Logan International Airport.</p>