



American Hospital  
Association®

2014-2015

# AHA-NPSF *Comprehensive* Patient Safety Leadership Fellowship



# A Path to Better Value... Lasting Results

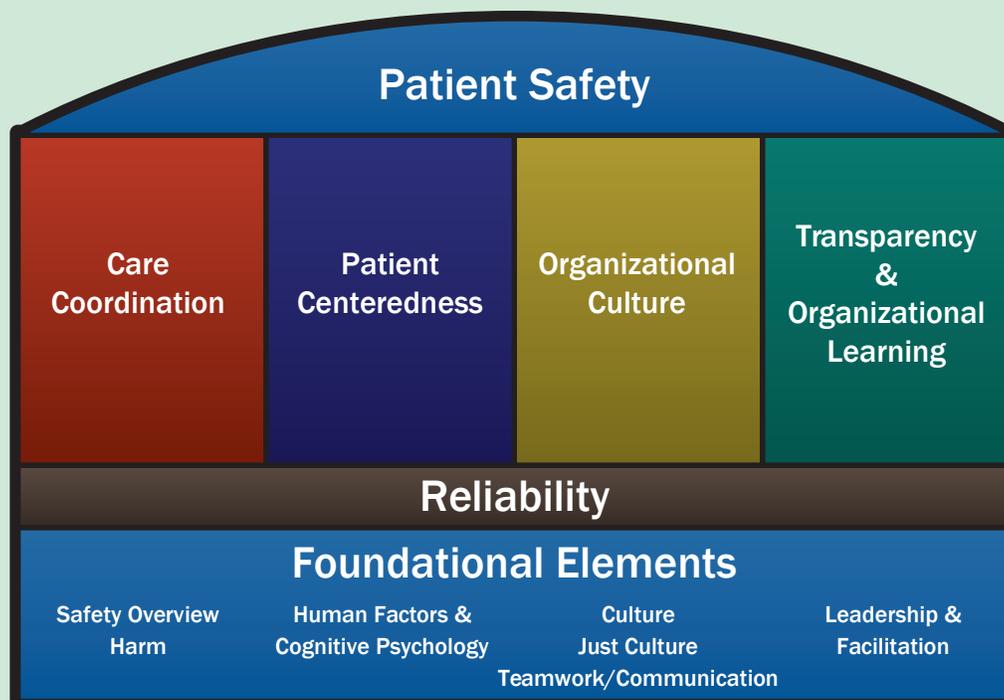
Improving patient safety and patient experience is a strategic imperative in health care. Patient perceptions are shifting, and their demands for better quality, access and input into how they receive care will undoubtedly increase. A clear step toward transformation is aligning organizational values with these new demands—and putting into place a comprehensive approach to support ongoing innovation and improvement in a reliable, structured manner. Health care leaders must engage patients and one another more effectively, modernizing approaches while spreading evidence of what works. A single person or single vision is not enough.

In response to these needs, the American Hospital Association (AHA) and the National Patient Safety Foundation (NPSF) adapted components of a transformative model, developed by the Lucien Leape Institute\* of NPSF, as a basis for the Comprehensive Patient Safety Leadership Fellowship Program (see figure).

The curriculum provides the latest developments in patient safety and performance improvement and assures that learning is actionable through an Action Learning Project (ALP). The ALP, a patient safety improvement project, completed by each Fellow (or clinical team) is grounded in reliability methodology that focuses on foundational tools and incorporates them into:

- Care coordination
- Patient centeredness
- Organizational culture
- Transparency and organizational learning

This rigorous approach ensures that Fellows can translate knowledge and best practices learned into action within their own organizations. Fellows are better prepared to assess how various tools can be deployed and the strategies needed to guide successful implementation.



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\*Leape L, Berwick D, Clancy C, Pinakiewicz D, Conway J, Guest J, Lawrence D, Morath J, O’Leary D, O’Neil P, Gluck P, and Isaac T. “Transforming Healthcare: A Safety Imperative.” *Quality and Safety in Health Care*. 2009. 18: 424-428.

## VALUE OF THE FELLOWSHIP PROGRAM

The AHA-NPSF Comprehensive Patient Safety Leadership Fellowship is specifically designed to produce significant returns for both Fellows and their sponsoring organizations. For Fellows, they gain the skills, knowledge and leadership capabilities to:

- Develop and complete a patient safety improvement project as part of larger delivery system transformation effort(s)
- Build allies and partners and guide improvement teams
- Leverage results and galvanize support to address systemic gaps
- Measure progress, trends and impact of an intervention

In short, Fellows enhance their effectiveness as patient safety leaders and change agents. And for the organization, its return on investment is immediate. But more importantly, the organization also gains:

- Greater organizational awareness of how to build safety cultures with tools for physicians, staff, board and senior leaders
- Staff capable of facilitating, driving and sustaining organizational change to improve patient safety
- Savings in time and money, faster project implementation and less reliance on external consultants

## A FELLOW WILL LEARN...

- Methods and strategies for identifying and preventing harm
- Human cognitive limitations and human factors theories, principles, methods and tools
- National health care reform's impact on safety
- Key elements of care coordination models and programs to advance patient safety
- Measurement tools and methods
- Reliability science
- Safe handoffs, handovers and care transitions
- Impact of culture on patient safety
- Interdisciplinary teamwork and TeamSTEPPS® implementation strategies
- Just culture and adverse event investigation
- Impact of leadership style on patient safety improvement
- Effective facilitation, listening and trust-building skills
- Concepts and models of patient- and family-centered care
- Evolution of transparency in health care
- Strategies to promote organizational learning
- Alignment of patient safety, satisfaction and quality improvement interventions
- Principles and techniques for spreading improvement
- Effective use of technology to impact safety

**Applications are  
due Tuesday,  
April 1, 2014.**

## **SELECTION CRITERIA**

- Prior training and experience and/or demonstrated interest in working to develop and implement patient safety initiatives
- An Action Learning Project proposal that uses a collaborative problem-solving approach for integrating patient safety initiatives at the applicant's organization
- Preference is given to teams of Fellows from the same organization
- International candidates are welcome to apply but must attend all learning retreats
- References from two peers with personal knowledge of an applicant's leadership abilities and knowledge of patient safety science
- Letter of support from the senior leadership or board of the applicant's organization, which authorizes release time for the Fellowship, provides support for tuition and travel expenses and demonstrates organizational support

## **TIME COMMITMENT**

Participants must invest the time and energy needed to complete all aspects of the Fellowship program, including implementing and completing an Action Learning Project, attending all required meetings, submitting progress reports, and participation during scheduled webinars and teleconferences. Up to 20 percent annual release time is recommended from the Fellow's employer to satisfy the program requirements.

## **WHO ARE FELLOWS?**

The Fellows are a diverse group of motivated health care leaders working in patient safety, quality, performance improvement and risk management. They include senior executives, physicians, medical directors, nurse executives and managers, patient safety officers, risk managers and pharmacy leaders, association leaders and other health care professionals.

Fellows' exhibit:

- Vision, passion and capability to make care safer in health care organizations
- Insight, courage and evidence of a commitment to lifelong growth and development
- Capacity and willingness to learn in collaboration with other health care professionals and leaders through action, reflection, feedback and support
- Commitment (from the employing organization and individual) for the Fellow's continuing employment and active engagement in the fellowship throughout the year-long experience, as well as financial support for tuition and travel expenses

## **TUITION**

Tuition is due on June 30, 2014 once participants are notified of their acceptance into the program.

- \$14,500 per person per organization
- \$13,000 group rate per person applies when an organization sends two or more participants

Tuition covers:

- All program materials for four learning retreats
- Registration for the 2014 Health Forum/AHA Leadership Summit and the 2015 NPSF Patient Safety Congress
- Program webinars
- Self or organizational assessment tools
- Action Learning Project scoping, individualized mentoring and monthly coaching support
- Access to the Fellowship web-based portal and learning community
- Access to the Fellowship alumni community

# 2014-2015 APPLICATION

## Deadline for applications is April 1, 2014.

All applications must be submitted online at [www.ahafellowships.org](http://www.ahafellowships.org). The online application form includes the following components described below and required documentation. For questions or assistance with your submission, contact fellowship staff at (312) 422-2933 or email [fellowships@aha.org](mailto:fellowships@aha.org).

## I. Applicant Contact Information

NOTE: If you are a part of a team project, please designate one team member to submit details of the team Action Learning Project proposal along with the required documentation. All other team members should log in separately to submit demographic information, all required letters, a resume and individual photo.

## II. Action Learning Project Proposal

Please identify key areas of the Action Learning Project proposal including background of safety concerns, intended goals, measure to be tracked and an aim statement.

- **Project Title/Name**
- **Problem:** What is the safety concern you plan to address through your Action Learning Project? What is the nature of the problem and why is it important for your organization to resolve?
- **Aim Statement:** What measurable safety improvement do you want to accomplish in your project? You must include the measure, goal and timeline.
- **Scope:** Describe specific action steps and activities you will employ to meet your goal(s).
- **Key Measures:** How will you know if you are successful? You may list up to three specific measurement areas that will be tracked throughout the course of this project.
- **Resources:** What resources will be made available to support your goals?

## III. Resume or Curriculum Vitae

## IV. Letter of Organizational Support

A one-page letter from the chair, president or other appropriate executive of your organization indicating organizational support and commitment (time and resources) for the Action Learning Project and for your participation in the AHA-NPSF Comprehensive Patient Safety Leadership Fellowship is **required** with your submission.

## V. Letter of Reference Guidelines

All Fellows are required to submit two letters of reference with their applications. Each of these letters must include:

- Fellowship applicant's name
- Reference name, title, organization, address, phone and fax
- Reference signature and date
- Letters of reference should address the following questions:
  1. In what capacity do you know the applicant?
  2. How long have you known the applicant?
  3. Do you believe this individual has the potential to be a change agent for patient safety? If so, why? Please elaborate on your support of the candidate and provide examples if possible.

## Photograph

Please attach a 3" x 5" black and white head shot photo of yourself facing forward (jpeg at least 300 dpi).

## Cancellations and Withdrawals

All cancellations and withdrawals must be submitted in writing. For cancellations or withdrawals received:

- On or before June 30, 2014, tuition will be returned, less a processing fee of 10 percent.
- After July 1, 2014, no refunds will be made.

## A Special Note for the Disabled

No individual with a disability will be excluded, denied services, segregated or treated differently from others because auxiliary aids or services are lacking. If you need any of the auxiliary aids or services identified in the Americans with Disabilities Act, please describe your particular needs in writing.

## Key Dates

April 1, 2014	Application deadline (submit all information through the online applicant form)
May 2014	Candidates selected and notified
June 30, 2014	Tuition payment due/Fellows Orientation
July 16-22, 2014	Kick-off Learning Retreat: Foundational Elements and Reliability (in conjunction with the AHA/Health Forum Leadership Summit) San Diego, CA
October 20-21, 2014	Fall Learning Retreat: Patient Centeredness and Care Coordination Chicago, IL
February 23-25, 2015	Winter Learning Retreat: Culture, Transparency and Organizational Learning Location, TBA
April 27 –May 1, 2015	Final Learning Retreat: Action Learning (in conjunction with the 2015 NPSF Patient Safety Congress) Location, TBA



The American Hospital Association (AHA) is a not-for-profit association of health care provider organizations and individuals that are committed to the improvement of health in their communities. The AHA is the national advocate for its members, which include more than 5,000 member hospitals, health systems and other health care organizations, and 38,000 individual members. Founded in 1898, the AHA provides education for health care leaders and is a source of information on health care issues and trends. The CPSLF is administered by the Health Research & Educational Trust (HRET), an affiliate of the AHA.



The National Patient Safety Foundation has been pursuing one mission since its founding in 1997—to improve the safety of care provided to patients. As a central voice for patient safety, NPSF is committed to a collaborative, inclusive, multi-stakeholder approach in all that it does. From transformative strategic initiatives to tactics, tools, and vital information resources, from the front lines of care to the leadership level, NPSF defines and develops groundbreaking programs designed to accelerate positive change and drive forward the patient safety mission. The National Patient Safety Foundation is an independent, not-for-profit 501(c)(3) organization.



Founded in 1944, the Health Research & Educational Trust (HRET) is a private not-for-profit organization involved in research, education and demonstration programs addressing health management and policy issues. An affiliate of the American Hospital Association (AHA), HRET collaborates with health care, government, academic, business and community organizations across the United States to conduct research and disseminate findings that shape the future of health care.



Health Forum provides communications, information, education and research products and services that advance leadership for health. These services empower health care providers, suppliers, payers and consumers with new knowledge and learning toward the advancement of organizational leadership, market leadership, clinical and medical leadership and community leadership.



The American Society for Healthcare Risk Management (ASHRM) is a personal membership group of the American Hospital Association with more than 5,400 members representing clinical, insurance, law and other related professions.



The American Organization of Nurse Executives (AONE) is the national professional organization for nurses who design, facilitate and manage care. With more than 7,500 members, AONE is the leading voice of nursing leadership in health care. Since 1967, the organization has provided leadership, professional development, advocacy and research to advance nursing practice and patient care, promote nursing leadership excellence and shape public policy for health care. AONE is a subsidiary of the American Hospital Association (AHA).



Representing the fastest growing specialty in modern health care, the Society of Hospital Medicine (SHM) is the leading medical society for more than 31,000 hospitalists and their patients. SHM is dedicated to promoting the highest quality care for all hospitalized patients and overall excellence in the practice of hospital medicine through quality improvement, education, advocacy and research.

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