

INNOVATION AND IMPLEMENTATION SCIENCE GRADUATE PROGRAM

Meet Dr. Malaz Boustani



Geriatrician. Neuroscientist. Change Architect.

Dr. Malaz Boustani is one of healthcare's most forward-thinking minds. A pioneer in implementation science, he blends **behavioral economics, network science, and complexity theory** to reimagine how we deliver care.

He has spent his career breaking down silos, shortening the 17-year lag between innovation and real-world impact, and helping build agile learning systems that actually work — for patients, clinicians, and healthcare organizations alike.

"We need a new kind of healthcare leader — someone who can drive transformation in messy, human systems. That's why this program exists."

Founding Director and Implementation Scientist,
Center for Health Innovation and Implementation Science at IU School of Medicine

Director of Senior Care Innovation, *Eskenazi Health*

Founding Director, Chief Innovation and Implementation Officer, *Sandra Eskenazi Center for Brain Care Innovation*

Professor of Medicine, *IU School of Medicine*

Research Scientist, *IU Center for Aging Research at Regenstrief Institute*

Richard M. Fairbanks Chair of Aging Research, *IU School of Medicine*

Lead the Future of Healthcare

Become an Agile Change Conductor

Are you ready to move beyond the buzzwords and *actually drive change* in healthcare? The **Innovation and Implementation Science Graduate Program** at Indiana University is a one-year, 100% online experience built for *working healthcare professionals* who want to turn great ideas into sustainable action.

Led by internationally recognized geriatrician and neuroscientist **Dr. Malaz Boustani**, this program equips you with the tools to:

- Apply **agile principles** to complex systems
- Use **behavioral economics and network science** to drive results
- Lead real change *within your organization* — not just study it

You'll join a diverse, high-impact community of clinicians, executives, analysts, and innovators from across the country — all working toward the same goal: transforming healthcare delivery from the inside out.

Designed for Busy Professionals

1

hour/week live session

1

**virtual residency each
month**

1

year completion

What You'll Learn

- How to **design and implement evidence-based interventions**
- How to **lead teams through complexity and resistance**
- How to **measure outcomes that matter**
- How to **scale innovations sustainably**

And yes — you'll get **personalized faculty mentorship**, exclusive access to **guest speakers from organizations like Meta and Anthem**, and practical skills that go beyond theory.

The Courses

INNOVATION AND IMPLEMENTATION SCIENCE I

Learn how to move evidence-based solutions into everyday care — across physician offices, community orgs, and health systems. Explore the science of implementation and what it takes to turn research into routine.

INNOVATION AND IMPLEMENTATION SCIENCE II

Design for impact. This course teaches you how to create and deliver interventions that are cost-effective, scalable, and stakeholder-approved — while boosting quality and reducing friction.

LEADING CHANGE, TEAMS & PROJECTS

Gain the leadership and teaming skills to drive innovation through complexity. Learn the principles of agile leadership, project management, and how to manage change in real-world settings.

HEALTH OUTCOMES & EVALUATION IN IMPLEMENTATION SCIENCE

You'll learn how to evaluate what works — and for whom. Dive into program evaluation, quality improvement cycles, comparative effectiveness research, and rapid-learning health systems.

PRACTICUM I & II

Your capstone experience. Work with an organizational sponsor and faculty mentor to apply everything you've learned — from identifying a system gap to designing, testing, and evaluating your own implementation solution.

Who's in the Room?

Our cohorts are packed with talent across the care continuum. You'll learn alongside and collaborate with:

- Clinical leaders
- Physicians, nurses, and NPs
- Quality improvement specialists
- UX designers, data analysts, and public health pros
- Social workers, researchers, and system transformation leads

Tuition & Financial Support

Tuition: \$1,323.50 per credit hour (15 total credits)

IU Employee Tuition Benefit: Up to \$4,050 per quarter

Other Options:

- Monthly payment plans
- Employer sponsorship
- Private credit-based loans (up to full cost of attendance)

Check with your HR department or contact us at chiis@iu.edu to explore your options.

Get an Inside Look

**1:1 ZOOM
MEETING WITH
DR. BOUSTANI**

**JOIN A COACHING
CALL WITH COHORT
AND FACULTY**

**ATTEND A VIRTUAL
WEEKEND
RESIDENCY**

**SPEAK WITH AN
ALUMNI MEMBER**

What Alumni Are Saying



We used the Agile framework as a way to increase trust between frontline staff and leadership, and we were able to execute several important practice changes that were led by clinicians. I have personally found that the Agile framework fits perfectly with the core of who nurses are - caring, empathetic individuals that want to make things better. The focus on behavioral economics, a culture of safety, and failing fast supports teams through difficult challenges and builds deep relationships quickly.

I have continued to leverage Agile as a framework for process improvement throughout all the departments that I support, and I find the process to be the most fulfilling part of my job. It makes change management and process improvement fun, and I have staff tell me all the time that the Agile sprint meetings they participate in are some of their favorite things they do at work.

Erin Shadbolt, CEO, Ascension Living

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This course has provided me practical skills to lead and implement change to supplement my current evidence based practices. If you are interested in making a change in healthcare – not just in the environment, but also in yourself –register for this program. It will not disappoint.

-Jan Powers, Director of Nursing Research, Parkview Health

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Thank you Dr. Boustani! I am becoming a change agent because of your mentorship and learnings through the IU Graduate Program in Innovation & Implementation Science. Looking forward to turning these proposed solutions into action & developing an agile critical care system!

-Heidi Lindroth, Senior Associate Consultant and Nurse Scientist, Mayo Clinic



The graduate program in Health Innovation and Implementation Science has helped me begin to conduct the implementation component of my research agenda. I have learned Agile theories that conceptualize dissemination and implementation (D&I) issues and Agile models and methods for conducting D&I research. I plan to improve client outcomes by using my collective knowledge and skills to advance evidence-based, high-fidelity healthcare implementation.

Virgil L. Gregory Jr., Clinical Social Worker



The program was nothing like I expected – it was better! I learned so many things that were not even on my radar that I continue to use to this day. Not only did I receive a promotion at work, make connections with some amazing people who I continue to connect with, but I have a whole new way of seeing things. I see everything with a new lens that gives me an entirely different perspective.

I can't say enough good things about the program, Dr. Boustani, Dr. Azar and countless others who I now have in my network. If you are considering the CHIIS program, please don't hesitate to contact them for details!

Nancy Emerson, EPIC Project Manager, IU Health



I had a great experience during my training in the Graduate Program led by Dr. Malaz Boustani. I was able to leverage the training, guidance, and networking in this program to start my own LLC which will capitalize on the evidence-based agile framework and behavioral economics principles learned in the program.

If you want to become a true change agent, armed with the most effective tools and training to execute change in your healthcare system, this program is for you.

-Rami Ahmed, CEO, Agile Simulation



The graduate program has been an incredible growth opportunity for me. Beyond the truly inspiring content and deep dive into innovative strategies for being a change agent and transformational leader in healthcare, it has become a special opportunity to be inspired by so many others focused on impacting the world through innovative ideas and implementation strategies. I have taken a lot of leadership and implementation courses, but this certificate program has truly resonated for the deep dive on driving change on a systems level by impacting human behavior and agile mindsets.

**Carmen Quatman, Orthopedic Surgeon, Ohio State University
Wexner Medical Center**



My experience in the Innovation & Implementation Science Graduate Program was life-changing. I learned a different approach to solving problems in healthcare than I had ever been taught or experienced before in my professional career. The program was engaging, informative and interactive. Learning in an environment that was psychologically safe with so many other healthcare professionals from different disciplines was very rewarding. My classmates and contacts I made through this program have become close friends and connections that support each other in our professional journeys. I highly recommend this certificate program to anyone in healthcare looking to add new skills and learn agile methodologies to improve healthcare.

Kerri Lanum, Director, Sage Health Strategy



Before joining the graduate program, I felt short of tools on how to bring about change; keep people engaged; and sustain best care practices. Just a few months into the training I began to apply behavioral economics and Agile implementation methods to the quality improvement initiatives at our residency primary care clinic. After a period of no significant progress, we were able to create momentum and see results! We quickly learned that failure is our friend and deliberate practice our aim.

I now have the tools and strategies for efficient and sustainable implementation of evidence-based practices that improve patient outcomes. And even more importantly, I continue to have personalized mentorship and a group of leaders to help me out and collaborate with. I am excited to be a change agent and positively impact our world!

Diana Summanwar, MD, IU Health



For anyone interested in improving public health, the Agile concepts taught by the Innovation and Implementation Science program are just as applicable as they are for those working to improve care within a health system. Organizational dynamics and barriers to meaningful change are very similar between large hospital systems and public sector agencies. The Agile methodology provides a common framework and a community for these two similar but disparate universes of talented innovators to come together and address difficult health challenges.

Matthew Kirby, Director of Engagement and Analytics, Indiana Family and Social Services Administration



My professional roles have been focused on dissecting problems and building solutions to transform healthcare. Problems are often high priority and high complexity. In these work environments, the scale is large, the scope is dicey, and humans may not always feel free to experiment and learn. The Innovation and Implementation Science Graduate Program created an environment where leaders in their own respective domains could practice complex problem-solving by applying principles of design thinking, behavioral science, and storytelling. One of the most valuable pieces for me was the social experience that provided a framework for deep reflection. You also get from it what you put into it. Overall, I received a lot of value from this program and recommend it to new and established leaders who want something beyond a checklist and want to be catalysts of change.

Grace Garcia, Senior Director, Operational Growth and Strategy



Questions? Contact us at chiis@iu.edu

Helpful Resources

APPLICATION

OFFICE OF THE BURSAR

IU TUITION BENEFIT

BECOMING AN AGILE CHANGE CONDUCTOR
(PAPER ON PROGRAM EFFECTIVENESS)