# Meet the Faculty



**Director, Senior Care Innovation**
*Eskenazi Health*

**Director, Sandra Eskenazi Center for Brain Care Innovation**
*Eskenazi Health*

**Founding Director**
*CHIIS*

**Professor of Medicine**
*IU School of Medicine*

**MALAZ BOUSTANI, MD, MPH**



**Chief Quality and Patient Safety Officer**
*IU Health Adult Academic Health Center*

**Assistant Professor of Medicine**
*IU School of Medicine*

**Co-Founder**
*CHIIS*

**Professor of Medicine**
*IU School of Medicine*

**JOSE AZAR, MD**

Innovation and Implementation Science Graduate Program 2023-2024

# Who We Are

### MISSION

Build a tightly linked network of certified AI Change Agents who are united in their passion to make a profound and lasting difference for their practice and the patients they serve

### VISION

Transform healthcare for the better, for all, right NOW! A system focused on the quadruple aim: better care and improved outcomes at lower costs with enhanced patient and clinician experiences

### VALUES

Creativity, Excellence, Collaboration, Integrity

# A BRIEF HISTORY

**AUGUST 2011**

Conversation began within IU School of Medicine

**AUGUST 2012**

Conversation became an initiative within IU School of Medicine

**SEPTEMBER 2013**

Initiative was converted into the Center for Health Innovation and Implementation Science

**SEPTEMBER 2015**

Enrolled 15 clinicians into the Graduate Certificate Program

**OCTOBER 2015**

Started GLPTN ($48 million CMS award)

**OCTOBER 2017**

Saved ~$80 million via quality enhancement within the first 24 months of GLPTN

**DECEMBER 2019**

From 2014 through 2019, with an investment of $48 million dollars, CHIIS and its network saved over $800 million.

**JANUARY 2020**

CHIIS is selected as one of 59 contractors under NQIIC IDIQ, a five year $25 billion dollar initiative to improve healthcare quality

**APRIL 2020**

*Agile Implementation* is published, written by Malaz Boustani, Jose Azar, and Craig Solid

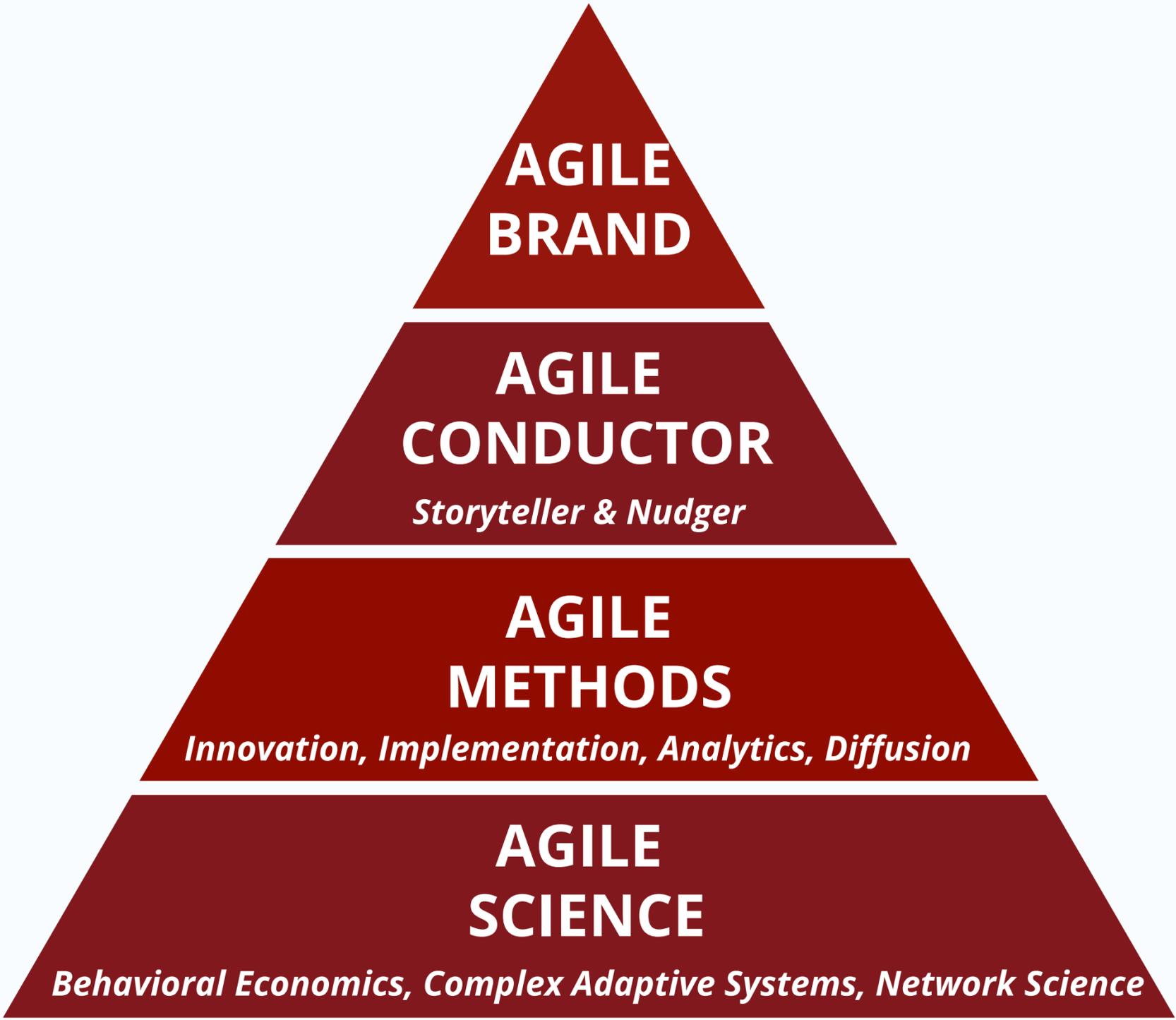# Your Education

**12**
## MONTHS TO COMPLETE

**6**
## COURSES

**4**
## CALLS PER MONTH

**1**
## WEEKEND RESIDENCY PER MONTH

Innovation and Implementation Science Graduate Program 2023-2024

# The Agile Pyramid



AGILE
BRAND

AGILE
CONDUCTOR
*Storyteller & Nudger*

AGILE
METHODS
*Innovation, Implementation, Analytics, Diffusion*

AGILE
SCIENCE
*Behavioral Economics, Complex Adaptive Systems, Network Science*

# Program of Study

## Fall 2023 Quarter

| Aug 21 – Nov 11 | Course Number | Course Title | Credit Hours |
|---|---|---|---|
| 1st & 2nd Term: Aug 21 – Nov 11 | IIS-G673 | Innovation and Implementation Science I | 3.0 |
| 1st & 2nd Term: Aug 21 – Nov 11 | IIS-G674 | Health Outcomes and Evaluation in Implementation Science | 1.5 |
| Residencies: Sept 9-10, Oct 14-15 | | Total Credit Hours | 4.5 |

## Winter 2023 Quarter

| Nov 13 – Feb 17 | Course Number | Course Title | Credit Hours |
|---|---|---|---|
| 1st & 2nd Term: Nov 13 – Feb 17 | IIS-G676 | Innovation and Implementation Science II | 3.0 |
| 1st & 2nd Term: Nov 13 – Feb 17 | IIS-G677 | Leading Change, Teams and Projects | 1.5 |
| Residencies: Nov 11-12, Dec 9-10, Jan 13-14 | | Total Credit Hours | 4.5 |
| *Break: Dec 17-Jan 7* | | | |

## Spring 2024 Quarter

| Feb 21 – May 17 | Course Number | Course Title | Credit Hours |
|---|---|---|---|
| 1st & 2nd Term: Feb 21 – May 17 | IIS-G678 | Practicum in Innovation and Implementation Science I | 3.0 |
| Residencies: Mar 9-10, Apr 13-14, May 4-5 | | Total Credit Hours | 3.0 |
| *Break: May 20-24* | | | |

## Summer 2024 Quarter

| May 27 – Aug 9 | Course Number | Course Title | Credit Hours |
|---|---|---|---|
| 1st & 2nd Term: May 27 – Aug 9 | IIS-G679 | Practicum in Innovation and Implementation Science II | 3.0 |
| Residencies: Jun 8-9, July 6-7, Aug 3-4 | | Total Credit Hours | 3.0 |
| | | 2023-2024 Total Credit Hours | 15 |

# Course Descriptions

## INNOVATION AND IMPLEMENTATION SCIENCE I

Study the transfer of evidence-based knowledge into routine practice with a focus on physician practices, continuum of care, and community settings. Innovation and implementation strategies and models will be examined with a focus on outcome measures, fidelity, changing reimbursement and new accountable care and shared savings delivery models.

## INNOVATION AND IMPLEMENTATION SCIENCE II

This course focuses on the robust design of an evidence-based intervention to achieve better care, lower costs, and better patient-centered outcomes. By focusing on effective design, the intervention should result in lower implementation costs, higher stakeholder acceptance, a more rapid time to full scalability, and higher quality of care.

## LEADING CHANGE, TEAMS & PROJECTS

This course provides foundational knowledge and practical skills for leading and implementing a new health care invention in diverse types of health care settings. The course emphasizes complex adaptive systems, change strategies, leadership, teaming, and project management with a focus on the unique aspects of innovation and implementation science.

## HEALTH OUTCOMES & EVALUATION IN IMPLEMENTATION SCIENCE

Explore stakeholder outcomes and program evaluation methods related to implementation projects and trials, and ongoing program evaluation. The focus is on addressing practitioners' need for informed decision-making. Topics covered include comparative effectiveness research, patient-centered outcomes, quality improvement cycles, and rapid learning health care systems.

## PRACTICUM IN INNOVATION AND IMPLEMENTATION SCIENCE I & II

Through an organizational sponsor and faculty mentorship, this practicum synthesizes previous coursework and demonstrates competencies in designing evidence-based interventions and care models to deliver better care, lower costs, and higher patient-centered outcomes. The first practicum project course focuses on identifying an opportunity for a planned change and designing the intervention.

## TUITION AND FEES

The tuition rate is $1,323.50 per credit hour with a total of 15 credit hours.

## PAYMENT OPTIONS

Multiple payment options are available for paying tuition and fees, including prepayment and paying tuition on a monthly basis with a payment plan. More information is available through the Bursar.

# Tuition and Financial Assistance

## FINANCIAL AID

All students can apply for a private, credit-based alternative loan. Students can borrow up to the full cost of attendance.

## EMPLOYEE TUITION BENEFITS & SPONSORSHIP ACCOUNTS

IU and many of our healthcare partners offer tuition benefits for their employees. Your employer may also set up a sponsorship account with the Bursars office. Please check with your employer to see what options may be available to you!

**Please note:** *If you are an employee of IU, you are eligible to a receive a tuition benefit of $4,050 per quarter.*

# Get an Inside Look

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

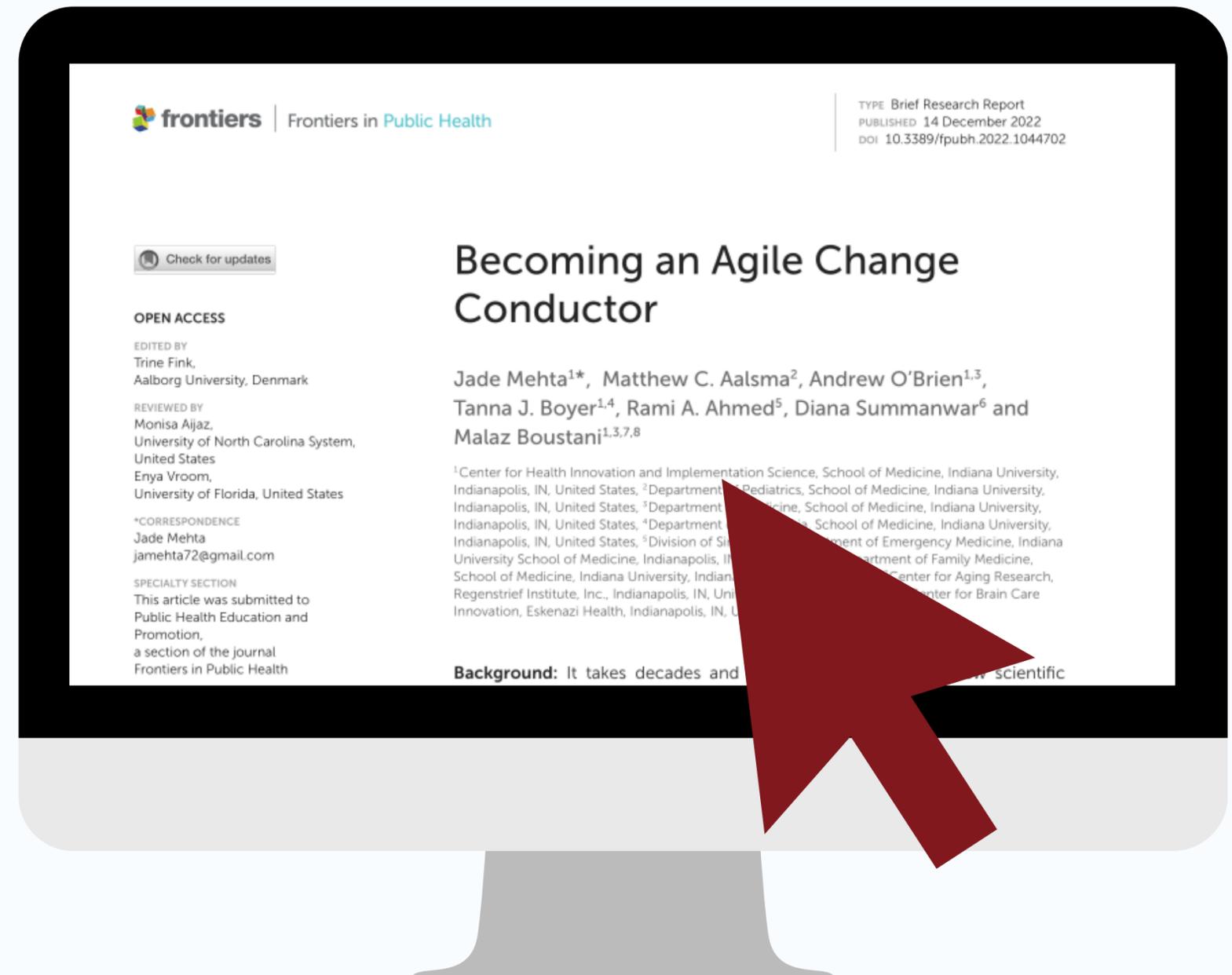**JOIN A COACHING CALL WITH COHORT AND FACULTY**

**ATTEND A VIRTUAL WEEKEND RESIDENCY**

**SPEAK WITH AN ALUMNI MEMBER**

# Program Effectiveness

In 2022, the authors surveyed alumni from the 2016–2021 cohorts of the graduate program to evaluate the effectiveness of the program. Check out the results!

**DOWNLOAD PDF**



TYPE Brief Research Report
PUBLISHED 14 December 2022
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frontiers | Frontiers in Public Health

Check for updates

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## Becoming an Agile Change Conductor

Jade Mehta[1]*, Matthew C. Aalsma[2], Andrew O'Brien[1,3], Tanna J. Boyer[1,4], Rami A. Ahmed[5], Diana Summanwar[6] and Malaz Boustani[1,3,7,8]

[1]Center for Health Innovation and Implementation Science, School of Medicine, Indiana University, Indianapolis, IN, United States, [2]Department of Pediatrics, School of Medicine, Indiana University, Indianapolis, IN, United States, [3]Department of Medicine, School of Medicine, Indiana University, Indianapolis, IN, United States, [4]Department of Anesthesia, School of Medicine, Indiana University, Indianapolis, IN, United States, [5]Division of Simulation, Department of Emergency Medicine, Indiana University School of Medicine, Indianapolis, IN, United States, Department of Family Medicine, School of Medicine, Indiana University, Indianapolis, IN, United States, Center for Aging Research, Regenstrief Institute, Inc., Indianapolis, IN, United States, Center for Brain Care Innovation, Eskenazi Health, Indianapolis, IN, United States

**Background:** It takes decades and scientific

Innovation and Implementation Science Graduate Program 2023-2024

# Diverse Cohorts

Psychiatric Nurse Practitioner

Research Scientist

Geriatric Clinical Nurse Specialist

Director of Population Health

Vice President, Substance Use Disorder Services

Transplant Nephrologist

Medical Director for Infection Prevention

Senior Psychological Health Advisor

Manager of Clinical Operations

Clinical Informatics Specialist

Assistant Chief of Clinical Services

Chief Medical Officer

Quality Improvement Advisor

Director of Practice Transformation

Cost Management Consultant

Administrator

Chief Executive Officer

Operational Excellence Consultant

UX Designer

Director of Nursing

Professor of Clinical Medicine

Medical Social Worker

Physician

Senior Research Manager

# FAQ

## WHY THIS PROGRAM?

With this 12-month program, now 100% online, you'll learn about innovation and implementation strategies, how to adopt an agile mindset, and how to influence human behavior to drive change.

In addition to hearing from inspirational guest speakers from companies like Meta and Anthem, you'll receive mentorship from faculty working in the field and gain access to a network of change agents and industry leaders. You'll have all the resources you need to lead the transformation of healthcare.

## IS IT RIGHT FOR ME?

If you're passionate about improving healthcare, want to advance your career and expand your network, and/or want to become a leader who can implement effective and sustainable change, then yes!

## WHAT IS THE TIME COMMITMENT?

One of the top concerns we hear from applicants is the time commitment required for the program. The program is designed for healthcare professionals working full-time in the field, so a great deal of flexibility is built into it.

The time commitment for this program is a one-hour call per week and a 2-day virtual residency per month. All sessions are recorded in case you need to miss one, and faculty is also available for one-on-one meetings.

## WHAT ARE THE REQUIREMENTS TO APPLY?

The requirements are two years of healthcare experience and a bachelor's degree.

*We're here to answer all of your questions. Contact us today!*

**WHAT OUR ALUMNI SAY**

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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

**WHAT OUR ALUMNI SAY**

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, T32 POSTDOCTORAL RESEARCHER,
IU SCHOOL OF MEDICINE

**WHAT OUR ALUMNI SAY**

The Graduate Certificate in Health Innovation & Implementation Science program is one of the best programs I have been a part of in my nursing career. I am learning new concepts that are applicable to my current work. I highly recommend this program to anyone who is interested in being part of the changing healthcare environment.

- SHELLEY SUAREZ, SENIOR RESEARCH MANAGER, REGENSTRIEF INSTITUTE

**WHAT OUR ALUMNI SAY**

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

**WHAT OUR ALUMNI SAY**

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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

Innovation and Implementation Science Graduate Program 2023-2024

# Helpful Links

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GRADUATE PROGRAM WEBPAGE

APPLICATION

OFFICE OF THE BURSAR

IU TUITION BENEFIT

BECOMING AN AGILE CHANGE CONDUCTOR
(PAPER ON PROGRAM EFFECTIVENESS)

**Questions? Contact us at chiis@iu.edu**