



# CLINICAL QUALITY FELLOWSHIP PROGRAM

Developing the Next Generation  
of Clinical Quality Leaders

**2022–23**

*“ 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  
Senior Vice President, Clinical Affairs and Quality & Chief Clinical and Quality Office  
Stamford Health  
CQFP Chair

*“ As a nursing leader in a 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, DNP, RN, NEA-BC, FAAN  
Vice President, Chief Nursing Officer  
NewYork-Presbyterian/Weill Cornell Medical Center  
CQFP Vice Chair

*“ For far too long, equity was the component of health care quality that was discussed last or forgotten. The Clinical Quality Fellowship Program has the potential to empower current and future clinical leaders to tackle health disparities and ingrain equity into everything we do in health care, using the same powerful QI philosophy and tools that drove transformation for safety, efficiency, effectiveness, patient-centeredness, and timeliness. ”*

Eric Wei, MD, MBA  
Senior Vice President & Chief Quality Officer  
NYC Health + Hospitals

*“ As one of the initial founders of the Clinical Quality Fellowship Program, I have seen the program evolve from a predominantly acute care-focused curriculum to one that spans the continuum of care. Now being in a supportive role to clinicians as they lead quality within the public health care delivery system, I have been able to directly observe the program’s impact, in that it offers practical approaches to empower clinicians to spearhead improvement efforts at their home institutions, providing them with tools and skills to eventually escalate into quality leadership positions. ”*

Hillary Jalon, MS  
Assistant Vice President, Quality Improvement Leadership and Culture  
NYC Health + Hospitals



# 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 necessary skills to lead health system quality improvement (QI) and patient safety initiatives. A faculty of QI leaders drawn from the region will teach fellows how to use a wide variety of tools and strategies to advance quality and patient safety.



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

**A:** The CQFP is tailored to physicians, nurses, nurse practitioners, and physician assistants with *limited to moderate experience* conducting QI and patient safety initiatives. In prior years, the program emphasized work in the inpatient setting. Recognizing the growing importance of integrating care across settings, CQFP has grown to also address challenges specific to outpatient and ambulatory settings.

Please see below for CQFP eligibility requirements by discipline.

All candidates must be working in either the acute or ambulatory care setting within a GNYHA member hospital or health system.

### PHYSICIANS

- Eligible and licensed to practice in the United States
- Candidates from academic medical centers should be at an “assistant professor” or “instructor” level
- Must have at least three years of clinical experience post-training, not including residency and fellowship training

### NURSING PROFESSIONALS

- Eligible and licensed to practice in the United States
- Master’s degree in nursing or a related field is required (e.g., MSN, MS, MBA, MHA)
- Candidates must have at least five years of clinical experience and some experience in either QI or clinical or administrative leadership

**PHYSICIAN ASSISTANTS**

- Eligible and licensed to practice in the United States
- Master's degree in Physician Assistant Studies, Medical Sciences, or related field is required
- Candidates must have at least five years of clinical experience and some experience in either QI or clinical or administrative leadership

**Q: WHO WILL BENEFIT MOST FROM PARTICIPATION IN CQFP?**

**A:** In addition to the eligibility criteria above, some additional factors could help candidates get the most out of the program:

- Candidates who are early to mid-career professionals with some experience in quality will benefit most. The program was originally designed for clinicians in a clinical role with interest in and propensity for QI. Therefore, individuals with a current and exclusive role in quality may find certain aspects of the programming too basic.
- Candidates already in leadership positions such as Chief Quality Officer, Chief Medical Officer, and Chief Patient Safety Officer are not appropriate candidates for this program.
- Participants should consider whether they have enough time to fully participate in CQFP events, and commit to completing homework assignments and the Capstone Quality Improvement Initiative. Due to the required time commitment, applications are discouraged from candidates who would be concurrently enrolled in Masters or Doctoral programs during the CQFP. Please inform us if you are applying or are currently participating in another degree or certification program (e.g., fellowship, PhD/Masters, other leadership program).
- Candidates who have been at their current facility for at least one year and plan to remain at that facility through the 15-month program also will benefit.

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

**A:** Applicants must:

- Demonstrate a strong interest in health care quality, patient safety, and equity in health care delivery
- 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 from a different discipline with knowledge of the applicant's ability and motivation to pursue this program

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

**A:** Each fellow is required to design and lead a QI project called the Capstone Quality Improvement Initiative. Fellows will work with interdisciplinary teams at their hospitals to advance a patient safety or QI goal that is important to their institution. The capstone initiative should be innovative and sustainable after the fellow completes the CQFP program. Projects that focus on longstanding QI challenges (e.g., central line-associated bloodstream infections, catheter-associated urinary tract infections, falls, readmissions, medication safety) must take a novel approach to make new improvements. Fellows are expected to present their projects and results to senior leadership at their home institutions. Fellows will be required to meet regularly with an assigned mentor throughout the project. They are required to also discuss capstone progress and address roadblocks with their classmates and faculty during virtual capstone workshops. Fellows will provide a final report to GNYHA, UHF, their hospital leadership, and the CQFP faculty. Categories and examples of past Capstone Quality Improvement Initiatives include:

### ENSURING DELIVERY OF EVIDENCE-BASED CARE

- Improving lung cancer screening for high-risk patients
- Improving the patient experience by asking, listening, and doing “what matters”

### IMPROVING CARE COORDINATION

- Improving timeliness and appropriateness of care for oncology patients presenting to the emergency department with signs of infections
- Improving chronic care visit timeliness in a correctional health setting

### INCREASING EFFICIENCY

- Improving the prescription medication refill process for patients with stable chronic conditions
- Implementing a palliative care bundle to care for critically ill patients in the intensive care setting

### REDUCING HARM

- Improving the administration of antibiotic therapy to reduce surgical-site infections
- Utilization of violence reduction interventions on an inpatient psychiatry unit

*“ 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  
Vice President and Associate Chief Medical Officer  
NewYork-Presbyterian Hospital  
CQFP Fellow Class of 2009–10

## Q: HOW IS THE PROGRAM STRUCTURED?

**A:** The CQFP uses formal classroom-based learning and a mentored capstone project to achieve its aims. The program uses various methods to help fellows learn about the tools and approaches to effectively implement 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 two offsite retreats, each of which provides two days of in-depth instruction on relevant QI and patient safety topics. *All fellows are required to attend both offsite retreats.*

### VIRTUAL CAPSTONE WORKSHOPS

Bimonthly scheduled Zoom sessions with small breakout rooms provide opportunities for fellows to share and discuss their capstone initiative progress and setbacks with their classmates and mentor facilitators.

### VIRTUAL AND IN-PERSON DINNER MEETINGS

Evening Zoom and in-person meetings are scheduled throughout the year to educate fellows on timely health care topics to contextualize the quality and patient safety curricula.

### MIDPOINT HALF-DAY LEARNING SESSION

This session offers additional instruction on QI tools and techniques and builds on the skills that fellows acquire during the retreat-style educational sessions. Occurring halfway through the program, this learning session helps fellows hone their QI techniques and apply them directly to their capstone Initiative.

### HOMEWORK

Between meetings, fellows are responsible for completing homework assignments on specific QI topics, either alone or in teams, which are presented during virtual and in-person meetings. Fellows are also responsible for completing any pre-work assigned by a presenter in advance of a learning session. In addition, fellows must also become more involved in quality activities at their own institutions by attending hospital quality meetings and building relationships with quality leadership.

### CULMINATING EVENT

This event 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 QI in health care and other industries (and how these theories have been translated into health care) and consider policy and regulatory developments that could impact health care quality and patient safety in the future.

### QUALITY MEASUREMENT TOOLS AND TECHNIQUES

Discuss approaches to selecting measures for QI initiatives across care settings, effectively using data and analytic tools in planning and assessing QI projects.

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

Review the evidence of how patient safety has emerged as a critical 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. Group assignments are used to facilitate collaboration and build communication skills.

### DEVELOPING AND IMPLEMENTING QUALITY IMPROVEMENT INITIATIVES

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

### APPROACHING QUALITY IMPROVEMENT THROUGH A HEALTH EQUITY LENS

Learn how pioneering health systems are approaching the collection and analysis of data on race, ethnicity, and language (REaL) and sexual orientation and gender (SOGI); using REaL and SOGI data to identify and address equity disparities in access, treatment, and outcomes; and the role of bias in diagnostic and treatment error.

## Q: HOW DOES THE MENTORING PROCESS WORK?

A: Fellows, as they pursue their Capstone Quality Improvement Initiatives, will be paired with clinical mentors who will offer guidance. Mentors include clinical and administrative leadership throughout the Greater New York region. Fellows are responsible for scheduling monthly meetings with their mentors to discuss their capstone projects either in-person or by phone. Fellows are also encouraged to identify an internal mentor at their own facility, in addition to their official CQFP mentor.



## Q: WHO ARE THE CQFP FACULTY MEMBERS?

**A:** Rohit Bhalla, MD, MPH, Senior Vice President, Clinical Affairs and Quality, and Chief Clinical and Quality Officer, Stamford Hospital, is Chair of the program. Rosanne Raso, DNP, RN, NEA-BC, FAAN, FAONL, Vice President and Chief Nursing Officer, NewYork-Presbyterian Hospital, Weill Cornell Campus, is Vice Chair. CQFP faculty include recognized medical and nursing leaders from a broad range of hospitals and health systems throughout the Greater New York area.

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

**A:** The program requires attendance at an evening welcome reception, two two-day retreat-style educational sessions, all virtual capstone workshops, six dinner meetings (a combination of virtual and in-person), an in-person half-day meeting, and a culminating dinner event. Fellows are also required to spend time completing the assigned homework and a Capstone Quality Improvement Initiative project.

## Q: WHAT IS THE COST TO PARTICIPATE?

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

## Q: DOES CQFP OFFER CONTINUING EDUCATION CREDITS?

**A:** Fellows can claim continuing education credits for both in-person retreats and dinner meetings (attendance is required to claim the credits).

# HOW TO APPLY

The application is available at: <https://gnyha.wufoo.com/forms/20222023-cqfp-application/>  
*Please note: applicants must complete the application in full—it cannot be saved and completed at a later time.*

Recommendation letters should be sent directly from the letter authors to [ekats@gnyha.org](mailto:ekats@gnyha.org).  
*Do not submit your own recommendation letters.*

## KEY 2022–23 CQFP DATES

MARCH 2022	Welcome Zoom: Thursday, March 3 (3:00 p.m.–4:00 p.m.)
	Welcome reception (location for in-person retreat TBD): Wednesday, March 16 (6:00 p.m.–9:00 p.m.)
	Retreat training session location TBD: Thursday and Friday, March 17 & 18 (full-day sessions, 8:00 a.m.–4:30 p.m., with evening dinner on March 17)
APRIL	Follow-up Zoom with fellows: Thursday, April 7 (3:00 p.m.–4:00 p.m.)
MAY	Retreat training session location TBD: Thursday and Friday, May 5 & 6 (full-day sessions, 8:00 a.m.–4:30 p.m.)
JUNE	Capstone Zoom (Small Groups Using “Step-Back” Approach): Thursday, June 9 (3:00 p.m.–4:30 p.m.)
	Dinner meeting: Thursday, June 23 (5:00 p.m.–7:30 p.m.)*
JULY	Virtual dinner meeting: Thursday, July 21 (5:00 p.m.–7:00 p.m.)
AUGUST	Capstone Zoom (Small Groups Using “Step-Back” Approach): Thursday, August 4 (3:00 p.m.–4:30 p.m.)
SEPTEMBER	Dinner meeting: Thursday, September 22 (5:00 p.m.–7:00 p.m.)*
OCTOBER	Half-day session: Thursday, October 20 (3:00 p.m.–7:00 p.m.)*
NOVEMBER	Capstone Zoom (Small Groups Using “Step-Back” Approach): Thursday, November 10 (3:00 p.m.–4:30 p.m.)
DECEMBER	Virtual dinner meeting: Thursday, December 8 (5:00 p.m.–6:30 p.m.)
JANUARY 2023	Capstone Zoom (Small Groups Using “Step-Back” Approach): Thursday, January 12 (3:00 p.m.–4:30 p.m.)
FEBRUARY	Virtual Dinner Meeting: Thursday, February 16 (5:00 p.m.–7:00 p.m.)*
MARCH	Capstone Zoom (Small Groups Using “Step-Back” Approach): Thursday, March 9 (3:00 p.m.–4:30 p.m.)
	Dinner meeting: Thursday, March 23 (5:00 p.m.–7:00 p.m.)*
MAY/JUNE	Culminating event: Capstone Quality Improvement Initiative presentations (TBD)*

Individual conference calls with fellows and their mentors will be scheduled 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.