

Health Improvement Alliance Europe

2024–2025 Prospectus

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Welcome

On behalf of the Institute for Healthcare Improvement (IHI) team, we would like to extend an invitation to your organisation to join the ninth year of the Health Improvement Alliance Europe (HIAE). The HIAE is a coalition of progressive leaders and experts by experience who are united for change, driven by collaboration, and focused on achieving the best possible health and health care results. The HIAE brings together some of the most accomplished leaders and innovators responsible for driving quality and improvement across the complete spectrum of health and health care in Europe and Canada.

We continue to face ongoing challenges which make improvement and innovation a vital endeavour. Ongoing wars, industrial action, workforce shortages, barriers to access, productivity challenges, and cost-of-living increases are just some of the challenges facing leaders. HIAE exists to create a supportive environment for and with those seeking to drive lasting improvements.

IHI provides the collaborative infrastructure necessary for HIAE members to connect with like-minded leaders in Europe and globally. We enable leaders to share approaches, innovations, successes, and failures as they strive to secure transformational improvement in health and health care. Together, we continue to identify and disseminate new effective approaches to challenging issues.

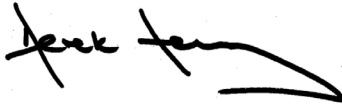
This prospectus provides information on HIAE’s framework and design, and outlines member expectations and upcoming in-person and virtual activities in 2024–2025. At the end of this document is a calendar for the entire year of membership. If you have any additional questions, please email HIAE Director Angela Zambeaux at azambeaux@ihi.org or HIAE Project Manager Andreia Cavaco at acavaco@ihi.org.

We hope that you will join us this October as we begin the ninth year of the IHI HIAE!

Sincerely,



Kedar Mate
President and CEO



Derek Feeley
President Emeritus and
Senior Fellow



Pedro Delgado
Vice President

IHI Health Improvement Alliance Europe

What We Believe

Our network thrives when all members feel a shared ownership of activities and goals. As we approach our ninth year, a key to continued success is the co-design of the network in partnership with all members.

Activities are not curriculum bound, they're informed by what matters to members and are highly interactive and relational. Over the last few years, we have welcomed members from many different sectors and with a breadth of learned and lived experiences. We aim to be flexible and responsive to accommodate the changing needs of our members.

This prospectus outlines key activities and principles of the HIAE. It is also worth noting that additional opportunities and activities are co-designed throughout the year in partnership with our valued partners and members.



Our Guiding Principles

Centre on Equity

Continually practice our equity guidelines as we work to advance equity as individuals, within our member organisations, and in partnership with our communities.

Pursue Bold New Ideas

Improvement is challenging; to progress we must accept that the way forward will be messy and in this complex environment the pursuit of bold new ideas becomes not just possible, but necessary.

Share Assets and Ideas

Everyone has something to share, and when we share freely and openly, we accelerate the pace of testing, change, and improvement.

Radiate Authenticity

This is a safe space for you to be your authentic self.

Build Strong Relationships

We are more generative, impactful, and bold when we work together, across silos, and between regions.

Practice "All Teach, All Learn"

We are all willing to teach and be taught, drawing upon the collective knowledge and experience we share as an Alliance.

HIAE Key Activities

Activity	Brief Description
In-Person and Virtual Meetings Co-Facilitated and Co-Designed with HIAE Members	<p>Two in-person and one virtual meeting with interactive workshops, site visits, plenary presentations, and networking opportunities.</p> <p>There is a limit of two people per membership for each of the in-person meetings. We welcome and aim to honor any requests for additional spaces. There is no limit to the number of people who can attend the virtual meeting.</p>
Working Groups	<p>Working groups are designed to make progress on shared priorities of focus. The topics are determined by members and the group is convened and facilitated by IHI staff and expert faculty.</p>
Virtual Roundtables and All-Member Webinars	<p>All-Member Webinars and Virtual Roundtables feature members, authors, leaders, and a mix of presentations and discussion on Zoom. There is no limit to how many people may attend virtual events.</p>
CEO Connection	<p>CEOs from the US-based IHI Leadership Alliance and HIAE convene for quarterly virtual discussions facilitated by past IHI CEOs. The topics for discussion are decided by members.</p>
Alliance Peer Improvers (API)	<p>A small cohort of members who come together to co-design learning visits to each other’s organisations and support each other’s professional development and strategic objectives.</p>
IHI/BMJ International Forum and IHI Forum	<p>Networking receptions are held at both of these annual conferences</p>

Additional activities and opportunities will be designed with and shared with the HIAE members over the course of the year. The IHI team welcomes new ideas and encourages all members to share their feedback and improvement ideas openly and frequently.



“The HIAE has given us heaps of ideas and the confidence to move forward with implementing them. From broad concepts in improvement science to specific change ideas on how a hospital can help tackle the climate emergency, our work within the HIAE has enriched our thinking and the way we work. Above all we value the network of highly skilled and experienced improvers we’ve managed to gather in these past years with the Alliance. Through them we now always have someone to turn to for advice or feedback or simply for sharing experiences and learnings.”

– Priit Tohver, Head of Quality, North Estonia Medical Centre, Estonian Hospital Association (Estonia)

Virtual Community Platform

The screenshot shows the user interface of the HIAE virtual community platform. At the top, there is a breadcrumb trail: 'Communities / Community Home'. The main heading is 'Health Improvement Alliance Europe (HIAE)' with a 'SETTINGS' button to its right. Below this is a 'COMMUNITY NAVIGATOR' section with buttons for 'COMMUNITY HOME', 'DISCUSSION 106', 'LIBRARY 116', 'EVENTS 4', and 'MEMBERS 270'. The interface is divided into two columns. The left column has 'ANNOUNCEMENTS' and 'UPCOMING EVENTS' sections. The 'ANNOUNCEMENTS' section includes a prompt to 'Add Announcement' and a button labeled 'Add Announcement'. The 'UPCOMING EVENTS' section includes a button labeled 'Add Event' with a dropdown arrow. The right column has a 'LATEST SHARED FILES' section with an 'Add' button. It lists two files: 'Serena presentations' by 'Patience Manyau' (posted an hour ago) and 'February slides' by 'Patience Manyau' (posted an hour ago). Each file entry is preceded by a pink circle containing the initials 'PM'.

IHI uses a virtual community platform to share and store documents, recordings, and communicate with the full HIAE membership list. Anyone from an HIAE member organisation can have access; there is no limit to the number of people per organisation who can sign up to the platform. The IHI team also sends up to one email per week with relevant announcements, updates, and documents. Previous emails are stored on the community platform.

Benefits of Membership

The HIAE’s learning opportunities are driven by and for members, with a focus on innovations relevant to system challenges. Benefits for members include:

✓	Direct access to leading health and health care thought leaders globally
✓	Unique opportunities to develop professional networks with other members and IHI expert faculty
✓	Connections to colleagues in IHI’s other strategic networks: the US-based IHI Leadership Alliance and Asia-Pacific Alliance
✓	Discounted rates for IHI programmes and conferences, including the IHI/BMJ International Forum in Europe
✓	Unlimited organisational participation in action-oriented working groups, virtual webinars, and on the HIAE Virtual Community Platform
✓	Permission to use HIAE Member badge on social media, email signatures, and other relevant resources
✓	Organisational representation at two in-person meetings per year














“Our HIAE benefits are centered around networking and learning about how to achieve improvement in health, as we are not a health care institution directly involved with patient care. The HIAE has been very important in this regard. It has allowed us to make connections with many members and key players in other countries, and those contacts directly inspired us on our projects and strategy in Belgium. HIAE has shown us new ideas and ways of working during site visits and meetings, and has given us opportunities to think together about health care challenges such as taking a key role in what matters to you, joy in work, or leadership to improve staff well-being.”

– Mathieu Louiset, Head of Improvement Services, PAQS (Belgium)

Timeline

The table below provides a high-level overview of the HIAE activities planned between **October 2024** and **September 2025**.

2024–2025	October	November	December	January	February	March	April	May	June	July	August	September
Launch Webinar												
In-Person Meeting 1												
Monthly Webinars and Virtual Roundtables												
Virtual All-Alliance Meeting												
In-Person Meeting 2												
IHI Forum Receptions												

Conditions of Participation

Ultimately, our goal is to effect positive, enduring change – and we are committed to providing the support leaders and their organisations need to achieve demonstrable and unprecedented results. For us to nurture a robust network, we request that HIAE members commit to:

- Sending representatives to the in-person and virtual meetings
- Inviting staff from their organisations to actively contribute to All-Alliance webinars and roundtables
- Participating actively in the selection and success of working groups that are relevant and important to their work
- Participating in online discussions and sharing resources
- Being courageous and bold toward our aspirations to improve



“I joined NHS England in January 2020 as a Lived Experience Ambassador. Soon I was attending virtual HIAE meetings with my colleagues in the national Experience of Care team of NHS England. As my work during the pandemic aligned more and more with co-production and quality improvement I really appreciated the warm welcome from the other members of the HIAE. This sense of belonging has strengthened year on year, which led to my involvement with the Equity Workgroup in 2022. I was able to have a lived experience partner join me in sessions, too. We all work in different parts of health care improvement but with a common goal and passion for people to have equity in health care choices. There is still so much to do in this area but I am confident that together we will continue toward bringing positive change and learn from each other. Whenever I find myself in a HIAE meeting I always feel safe to challenge and open to learn without feeling a divide between lived and learnt experience members. Am super excited to see what the future holds.”

– Cristina Serrão, Lived Experience Ambassador, NHS England (England)

Cost of Membership

The enrolment fee is USD \$12,000 per organisation. If your organisation joins before 30 June 2024, the fee is USD \$10,200.

Due to capacity restrictions, each member organisation is asked to bring no more than two attendees to each in-person meeting (a total of two in-person meetings per year). If an organisation wishes to send more than two individuals, IHI will keep a waitlist and determine availability on a first come, first served basis after registration has closed. Members are responsible for covering their own travel and accommodation expenses for all in-person meetings. Lunch will be provided at the in-person meetings.

For more information, or to join the Alliance, please email IHI Project Manager Andreia Cavaco at acavaco@ihi.org.

IHI Team



Derek Feeley, DBA, President Emeritus and Senior Fellow, IHI, previously served as IHI's President and CEO from 2015 to 2020, after serving at the Executive Vice President for 3 years. Prior to joining IHI in 2013, Mr. Feeley served as Director General for Health and Social Care in the Scottish Government and Chief Executive of the National Health Service (NHS) in Scotland. In that role he was the principal advisor to the Scottish Government on health and health care policy and on public service improvement. He also provided leadership to NHS Scotland's 140,000 staff in their delivery of high-quality health and health care. In 2013, Mr. Feeley was made a Companion of the Order of the Bath by Her Majesty, Queen Elizabeth II, in recognition of his services to health and health care.



Pedro Delgado, MSc, is Vice President for the Europe region, Institute for Healthcare Improvement (IHI). Based in the United Kingdom, he has been a driving force in IHI's global expansion. From work on reducing C-sections and healthcare-acquired infections in Brazil and several Latin American countries, to improving early years education in Chile, to improving patient safety in Portugal and mental health in London, Mr. Delgado has led the key senior relationships and design and implementation of large-scale health system improvement efforts and networks globally. He coaches senior leaders and teams, and lectures extensively worldwide on large-scale change, patient safety, and quality improvement. He is an Instructor at the Harvard T.H. Chan School of Public Health; a Senior Atlantic Fellow on Health Equity; and an Associate Editor of BMJ Leader. Prior to joining IHI in 2010, he held roles in hospital management and large-scale improvement leadership in the UK, and accumulated experience working in mental health in Venezuela and the UK.



Susan Hannah, Senior Director for the Europe Region and Strategic Partners, IHI, has a background in high-care nursing and expertise as a leader for patient safety and clinical improvement in Scottish health care, responsible for the delivery of patient safety in a health system and serving as faculty for the national program. A trained Improvement Advisor, she worked in the Scottish government for six years, performing improvement and leadership roles to influence the adoption of quality strategies and improvement science in government policy teams and across public services. Ms. Hannah led the design and delivery of a national Raising Attainment for All QI Collaborative for Education, later amalgamating this with the Early Years Collaborative to establish and lead the Children and Young People Improvement Collaborative, a large-scale national program that delivers multiagency quality improvement communities working to improve health and achievement outcomes across Scotland.



Angela G. Zambeaux, Director, IHI, has managed a wide variety of IHI projects and programs. Since 2013 Ms. Zambeaux has managed the Always Events program and contributed to the spread of Always Events across NHS England through the publication of a toolkit and coaching of improvement teams. She has worked with The Conversation Project and Conversation Ready projects to help make sure people’s end-of-life care wishes are expressed and respected. Prior to joining IHI, Ms. Zambeaux provided project management support to a small accounting firm and spent a year in France teaching English to elementary school students.



Andreia Cavaco, Project Manager, IHI, is an experienced project manager who worked mainly in the UK, but also in Brazil and Spain. Since 2015, Ms. Cavaco has managed quality improvement projects, mostly in UK, where she worked at regional and national levels. She is delighted to have joined IHI in May 2022 and to be the project manager for the HIAE.

HIAE 2023–2024 Members

NHS Ayrshire and Arran

Barts Health NHS Trust

Bedfordshire, Luton, Milton Keynes Health
and Care Partnership

Belfast Health and Social Care Trust

Cambridge University Hospital

Danish Society for Patient Safety

Dartford and Gravesham NHS Trust

Estonian Hospital Association

FlaQuM-KULeuven

Guelph Community Health Center

Hampshire and IOW Integrated Care System

Health and Social Care Quality Improvement

Health Quality BC

Imperial College Healthcare NHS Trust

Jesus Seijo Coello Hospital

Landspítali National University Hospital

Leeds and York Partnership NHS
Foundation Trust

London Ambulance Service NHS Trust

Lumell Associates

Municipality of Aarhus, Department for
Health and Care

Newcastle Hospitals NHS Foundation Trust

NHS England

NHS Scotland and Scottish Government

North East London NHS Foundation Trust

Northern Health and Social Care Trust

Northern Ireland Practice and Education
Council for Nursing and Midwifery (NIPEC)

PAQS

Public Health Wales

Ribera Salud Group

Royal Free London NHS Foundation Trust

South Eastern Health and Social Care Trust

Southern Health and Social Care Trust

Surrey and Borders NHS Foundation Trust

The County Council of Region Jönköping

The King's Fund

Western Health and Social Care Trust

Westminster City Council