# Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Welcome</td>
<td>3</td>
</tr>
<tr>
<td>Overview</td>
<td>4</td>
</tr>
<tr>
<td>Why Join the IHI Leadership Alliance?</td>
<td>4</td>
</tr>
<tr>
<td>In-Person Meetings</td>
<td>5</td>
</tr>
<tr>
<td>Workgroups</td>
<td>7</td>
</tr>
<tr>
<td>Leadership Roundtable Webinar Series</td>
<td>10</td>
</tr>
<tr>
<td>Expert Call Series</td>
<td>10</td>
</tr>
<tr>
<td>Other Virtual Connections</td>
<td>10</td>
</tr>
<tr>
<td>Collective Voice</td>
<td>10</td>
</tr>
<tr>
<td>Timeline for Year 5 Leadership Alliance Activities</td>
<td>11</td>
</tr>
<tr>
<td>Benefits of Participation</td>
<td>11</td>
</tr>
<tr>
<td>Who Should Participate</td>
<td>12</td>
</tr>
<tr>
<td>Fees and How to Enroll</td>
<td>13</td>
</tr>
<tr>
<td>Learn More</td>
<td>13</td>
</tr>
<tr>
<td>Leadership Alliance Members: Year 4</td>
<td>14</td>
</tr>
<tr>
<td>Leadership Alliance External Guest Speakers</td>
<td>15</td>
</tr>
<tr>
<td>Collective Voice Outputs</td>
<td>16</td>
</tr>
</tbody>
</table>
Welcome

More than ever, patients, families, providers, and communities are looking for bold and visionary health care leaders — leaders who believe that we must change the dialogue about health care from one that focuses on reimbursement and regulation to one that makes the pursuit of health and healing paramount. At this critical moment, health care needs leaders with the courage to develop, design, and test new models of innovation, collaboration, and governance that can take health care beyond its traditional limits.

The IHI Leadership Alliance is a dynamic collaboration of leaders united by a common mission — to work with one another and in partnership with our patients, workforces, and communities to deliver the full promise of the IHI Triple Aim. IHI believes the pursuit of the Triple Aim continues to be the True North for health care organizations. However, the engagement of staff is a key strategy to achieve this goal. Leaders play a pivotal role in building a future in which our health care workforce will thrive.

The Leadership Alliance is a learning community characterized by courage, creativity, and curiosity. Together, we are committed to championing the radical redesign of health care based on a set of guiding principles crafted by the Alliance. Our collective efforts are inspired by principles such as assume abundance; move knowledge, not people; create joy in work; and return the money. Alliance leaders work together, in person, to create opportunities for new conversations; in workgroups that bridge the gap between innovative ideas and practical application; and in Alliance-wide virtual spaces that expose members to hot topics and leverage all the assets within this expanding community.

We invite you to join us as a member of the IHI Leadership Alliance — to become part of a growing movement of pioneering organizations committed to changing health care from the inside out. Our collective work has the potential to make a profound impact on patients, families, providers, communities, and the health care system as a whole.

We look forward to shaping the future together.

Sincerely,

Derek Feeley, DBA
President and CEO
Institute for Healthcare

Don Berwick, MD, MPP
President Emeritus and Senior Fellow
Institute for Healthcare Improvement

Jill Duncan, RN, MS, MPH
Executive Director
Institute for Healthcare Improvement

Derek Feeley, DBA
President and CEO
Institute for Healthcare

Don Berwick, MD, MPP
President Emeritus and Senior Fellow
Institute for Healthcare Improvement

Jill Duncan, RN, MS, MPH
Executive Director
Institute for Healthcare Improvement
Overview

Care better than we’ve ever seen; health better than we’ve ever known; cost we can all afford... for every person, every time.

This is the vision of the IHI Leadership Alliance, a coalition of progressive health system executives and their teams fully committed to a single mission:

*In partnership with our patients, workforces, and communities, we will deliver on the full promise of the IHI Triple Aim.*

With IHI President and CEO Derek Feeley and President Emeritus and Senior Fellow Don Berwick at the helm, the Leadership Alliance is a forum in which thoughtful and committed leaders tackle today's pressing health care challenges in creative, collaborative, and courageous ways while also innovating toward the health care system of the future.

Why Join the IHI Leadership Alliance?

The success of the Leadership Alliance is grounded in the members’ commitment to each other to engage, communicate, and collectively act. While supported by the IHI team, the Alliance is not a traditional collaborative. There is not a specific, single change package that members are testing and spreading. The benefit of the Alliance, to members and to health care, comes from a group of leaders leveraging their collective experience, wisdom, and passion to create the changes they want to see for the future.

In Year 5 of the Leadership Alliance (October 2018 through September 2019), new members will join returning organizations in discussions facilitated by experts, collaborative testing, and shared learning aimed at helping members and their teams navigate through challenging times and new territories. Key priorities for Year 5 include accelerating the testing and spread of innovative and impactful changes while amplifying the network’s influence and collective voice around topics and issues that are top of mind for Alliance leaders. Alliance members have a wealth of opportunities, both in person and virtually, to engage with each other and with outside experts on crucial and timely issues.
In-Person Meetings

Leadership Alliance members meet in person two times each year: in the fall and in the spring (the 2018 Fall Meeting is scheduled for October 11-12 in Boston, MA). These meetings expose Alliance members to cutting-edge thinkers and create collaborative opportunities to build models that advance their goals. A significant component of these in-person meetings is member networking. A portion of each program is also dedicated to personal leadership development.

Over the past four years, members convened in San Francisco, Chicago, Washington, DC, and Boston. The **2016 Spring Meeting in Washington, DC**, brought together Alliance members in a spirit of “collective voice.” Examples of the activities and dynamic dialogue from this meeting included:

- A session with Senator Sheldon Whitehouse, US Senator from Rhode Island, and Meryl Moss, Chief Operating Officer, Coastal Medical, to discuss their collaboration to transform health care in Rhode Island.
- Discussions on executive influence in today’s health care environment and potential influence of the 2016 US presidential election with Chris Jennings, President, Jennings Policy Strategies, Inc., Former Deputy Assistant to President Obama for Health Policy.
- A town hall discussion with Andy Slavitt, Acting Administrator, Centers for Medicare & Medicaid Services (CMS), and Patrick Conway, Deputy Administrator for Innovation and Quality, Chief Medical Officer, CMS.

“I am not sure any other group besides IHI could have convened that broad a range of perspectives. The Spring multi-stakeholder meeting with EHR vendors, government, and private sector innovators was the most exciting IHI event I have been to in a decade.”

—Steve Tierney, Medical Director and CMIO, Southcentral Foundation (Alliance member in Years 2 and 3)

The **2017 Fall Meeting in Boston, MA**, convened members around top-of-mind issues such as opioids, pharmaceutical costs, high-reliability strategies, moral leadership, and the state of the health care workforce. Featured sessions from this meeting included:

- Aligned with Alliance workgroup efforts to address issues such as health equity for all and the national opioid crisis, members had the opportunity to engage in a discussion with Vivek H. Murthy, MD, MBA, 19th Surgeon General of the United States. Highlighting the urgency of courage and moral leadership to address today’s greatest health and health care challenges, Dr. Murthy challenged Alliance members to think and lead in new ways.
- A steering committee of Alliance leaders collaborated over the preceding summer months to draft a position statement to reflect Alliance-wide commitment to advancing health equity. Members presented a Health Equity position statement to the Alliance network, seeking feedback and input on the next phase of work.
- A deep dive session focused on high-reliability leadership at scale across two Alliance organizations.
• Aaron Kesselheim, MD, JD, MPH, engaged in a facilitated dialogue with members focused on pharmaceutical and medical device costs and opportunities for Alliance influence.

• David Cutler, Otto Eckstein Professor of Applied Economics at Harvard University, stimulated reflections on current health policy debates and focused discussions on providers’ roles in shaping policy and driving the national conversation for improved efficiency and reduced costs.

• Derek Feeley, IHI President and CEO, facilitated an interactive exercise aimed at surfacing practices, policies, and norms that challenge joy in work, followed by exercises that surfaced innovation and lessons learned aimed at accelerating joy in work across a diverse workforce.

The 2018 Spring Meeting in Washington, DC, highlighted Alliance leaders’ shared experiences in navigating complex and mounting challenges at home, in addition to time for reflections and provocations on the impact of the uncertainty about health care in Washington, DC. Examples of in-person meeting engagements include:

• Cindy Mann, JD, Partner with Manatt Health, offered members the opportunity to engage in discussion and inquiry related to evolving Medicaid and CHIP policy implications.

• Issues of access, equity, and the cost of health care in the United States are top of mind for the Alliance and reflected in the various efforts that Andy Slavitt and Sarah Kliff lead and
support. Through facilitated discussion, members had the chance to ask policy questions and explore additional formats and venues to advance an Alliance collective voice.

- From guiding principles for radical redesign to the reality of innovating and leading change across complex enterprises, engagement with Vice Admiral Raquel Bono, Director, Defense Health Agency, offered members insight into a variety of tactical leadership principles together with reflections on lessons learned leading large-scale innovation and change.

- Intermountain Healthcare is leading a collaboration with Ascension, SSM Health, and Trinity Health, in consultation with the US Department of Veterans Affairs (VA), to form a new, not-for-profit generic drug company. Members were able to hear directly from Dan Liljenquist, VP Enterprise Initiative Office, Intermountain Healthcare, and industry expert Dr. Joshua Sharfstein, Associate Dean for Public Health Practice and Training at the Johns Hopkins Bloomberg School of Public Health, about the background, context, and emerging issues surrounding this exciting new venture.

In addition to the two annual in-person meetings in the spring and fall, Leadership Alliance members also receive complimentary enrollment for two leaders to attend the Leadership Summit, an all-day program for senior executives offered in conjunction with the IHI National Forum on Quality Improvement in Health Care held every December. Additionally, all Alliance members who attend the National Forum are invited to an Alliance member reception and other unique activities. At the 2015 National Forum, for example, members had a private audience with the Surgeon General of the United States, Vice Admiral Dr. Vivek Murthy. In 2017, members enjoyed a private audience with keynote speakers Bryan Stevenson and General Stanley McChrystal.

**Workgroups**

Alliance members are encouraged to participate in virtual workgroups to accelerate their organizations' strategic efforts. The workgroups’ aims and final outputs are generated by Alliance leaders. These groups are the “engine” of on-the-ground improvement and innovation, and senior leaders often engage their most able improvers and promising leaders in this work. The workgroup framework is organic and agile, relying on Alliance member input to guide topic selection and focus workgroups on the issues that matter most to leaders.

“This is a phenomenal group of thought leaders. This work is bringing back hope for a long, satisfying career in health care AND better health for all.”

—Eric Brown, Palmetto Health (Alliance member in Years 1 and 2)
Five brief examples of past and emerging workgroups are described below.

- **Breaking the Old Rules to Allow Radical Redesign to Thrive**

Since 2001, the 10 “simple rules” proposed by the Institute of Medicine¹ (now known as the National Academy of Medicine) have served as guideposts for health system leaders. Although these rules are surely still relevant, the health care landscape has changed significantly since the report was first published more than 15 years ago. Recognizing that new aspirations may benefit from a new set of guiding principles, Alliance members co-created the “10 New Rules for Radical Redesign in Health Care” (listed on the right) as part of Year 1 workgroup collaborations.

This work carried forward into the following years and inspired Alliance members to consider new opportunities and move toward action. As health care leaders, we often create or promote rules, policies, or habits — all with the best of intentions — that do little to improve the care experience for patients, families, or staff. On **January 11-15, 2016**, Alliance members came together to ask patients, families, and staff a simple, but galvanizing question: “If you could break or change one rule in service of better care for patients or staff, what would it be and why?” This week of “rule-breaking exploration” resulted in nearly 400 rules submitted by 24 participating Alliance organizations. Organizations then worked locally to explore whether the rules and habits surfaced by their patients and local providers could, in fact, be broken. Some of the rules requiring dialogue at a national level, such as those related to policies and information sharing practices, were brought directly to CMS as part of the 2016 Alliance Spring Meeting.

The effort quickly turned global. In **February 2018**, Alliance leaders joined leaders from IHI’s **Health Improvement Alliance Europe** for a **Global Breaking the Rules for Better Care Week** initiative. Over 240 organizations representing 61 countries participated in activities aimed at surfacing rules, policies, and habits that patients and staff report need to be broken. For many participating members this provocation has evolved into part of their leadership strategy and their organizational culture, reflecting new ways of partnership with patients, families, and the workforce to drive change.

- **Why Can’t Our EHRs Be More Like Our Smartphones?**

The full promise of electronic health records (EHRs) has yet to be realized. Alliance members explored how to best leverage EHRs to drive quality, safety, and population health management while being mindful of the end-user experience. Members also spent time identifying bright spots and opportunities across the Alliance while also developing recommendations to bring about faster adoption, greater collaboration to address gaps, and wider dissemination of best practices. These efforts culminated in a written Call to Action and a multistakeholder meeting in May 2016.

---

The multistakeholder gathering included executive leaders from the top five EHR vendors, as well as senior leaders from the public and private sector. The group generated a “Top 10” list of suggested “road signs” to shape private and public sector initiatives for the next five years. This draft “road map” is currently being integrated into additional publication pieces; and a brief summary of the meeting and the Call to Action was shared with both CMS and the Office of the National Coordinator for Health Information Technology (ONC).

- **Addressing the Opioid Epidemic**

Alliance members, like colleagues across the country, are alarmed by the increasing toll the opioid epidemic is taking on individuals, families, and communities. In 2015, Alliance members partnered with IHI’s Innovation Team to test a system-wide approach that brings individuals, health care delivery systems, and communities together in an effort to reduce opioid misuse, abuse, and dependence. Leadership Alliance members tested changes and shared learning across this workgroup. In 2017-2018, members participated in a six-part networking series aimed at surfacing and sharing new learning specific to prescriber habits and policies, addiction treatment systems, the health system’s role in multi-stakeholder community efforts, and opioid challenges across the care continuum. Currently, members are pivoting away from an overt opioid-focused collaboration within the Alliance to a collective voice piece aimed at influencing the broader dialogue on pain, pain assessment, and the complex culture surrounding pain and comfort.

- **Achieving Health Equity**

From July 2017 to the present, the Alliance Health Equity Steering Committee co-created the [Achieving Health Equity Call to Action](#). The Call to Action encompasses a set of principles and proposed actions to ensure that the Triple Aim is achievable for all. Looking ahead to 2018-2019, Alliance members are invited to join collaborative efforts to surface the tools, resources, and supports that will enable health care leaders to operationalize the actions put forth in the Call to Action.

- **Remove the Waste: Return the Money**

This Alliance workgroup has been asking themselves the provocative question: If health care systems, providers, and payers could write a check back to the US people and “return the money,” where could substantial savings come from? This question has evolved into the “Trillion Dollar Checkbook,” an effort to catalogue and quantify the major drivers of waste in the American health care system. In Year 5, participating Alliance leaders will work at accelerating changes with a high degree of belief, prototyping emerging efforts, and collaborating to develop a roadmap about how to undertake the systematic changes needed to remove waste and return the health care savings to other public and private purposes.

Looking ahead to Year 5 of the Leadership Alliance, workgroup activity will focus on four key topics: advancing the Health Equity Call to Action through the development of specific tools, resources, and supports; furthering the “Trillion Dollar Checkbook” work to identify and remove major forms of waste in health care; networking, shared learning, and potential collective voice outputs specific to opioids; and forming a new workgroup aimed at accelerating strategic efforts to address, measure, and improve the complex issues surrounding workforce harm and safety.
Leadership Roundtable Webinar Series

Facilitated by Derek Feeley, Don Berwick, and Maureen Bisognano, these quarterly webinar discussions focus on top-of-mind, current events issues and provide Alliance members with access to innovative leaders and national authorities both in and outside of health care. Under the overarching theme “Leading Through Complexity”, past guest speakers have included Dr. Atul Gawande, Executive Director of Ariadne Labs; Kathleen Sebelius, Former United States Secretary of Health and Human Services; Andy Slavitt, Senior Advisor to Bipartisan Policy Center, the Former Acting Administrator for the Centers for Medicare & Medicaid Services (CMS) and founding board member of United States of Care; and executive leaders from across the Alliance network.

Expert Call Series

In 2017, Alliance leaders participated in a six-part virtual policy series, “The First 100 Days.” Through discussion facilitated by Don Berwick, Alliance leaders engaged with policy experts closest to Washington, DC, about trends and developments in health policy under a new administration. Guests included Governor Mike Leavitt, Dr. Patrick Conway, Senator Tom Daschle, and others. In Spring 2018, members engaged with Dr. Tejal Gandhi, IHI Chief Clinical and Safety Officer, and panels of national experts in a six-part expert series “Safety 2.0.” Topics included safety in primary care, emotional harm, CRP programs, safety culture, the business case for safety, and safety across the workforce. Looking ahead to Year 5, members will set the agenda for the next Expert Call Series as part of the Fall 2018 in-person meeting activities.

Other Virtual Connections

Alliance members stay connected virtually throughout the membership year by means of a bi-weekly newsletter and a listserv of approximately 500 participants from 40 organizations, including IHI staff and faculty engaged in the Alliance.

Collective Voice

In addition to the in-person and virtual engagement, members channel their insights and experiences into developing a “collective voice” within the Alliance, contributing their thought leadership via meetings with key stakeholders, published reports, journal articles, as well as traditional and social media. There is growing momentum by current members to expand the Alliance’s collective voice in the work ahead. During the 2016 Spring Meeting in Washington, DC, members received a two-day “tutorial” from policy experts on the role of health care delivery system leaders in effecting the change they most want to see in the future.

A full list of published or printed collective voice outputs is included on page 16.

Helen Macfie, Chief Transformation Officer for MemorialCare Health System, at the 2016 Spring Meeting.
Timeline for Year 5 Leadership Alliance Activities

<table>
<thead>
<tr>
<th>Activity</th>
<th>October 2018</th>
<th>November</th>
<th>December</th>
<th>January 2019</th>
<th>February</th>
<th>March</th>
<th>April</th>
<th>May</th>
<th>June</th>
<th>July</th>
<th>August</th>
<th>September</th>
</tr>
</thead>
<tbody>
<tr>
<td>In-Person Meetings</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leadership Roundtable Webinars</td>
<td></td>
<td>*</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Expert Call Series (Webinars)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>*</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Workgroup Activities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dissemination and Collective Voice</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>IHI National Forum Leadership Summit</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>*</td>
<td></td>
</tr>
<tr>
<td>IHI National Forum Special Events</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>*</td>
<td></td>
</tr>
</tbody>
</table>

Benefits of Participation

Since its launch in 2014, the IHI Leadership Alliance has built momentum in several areas, and new members will both benefit from the work thus far and strengthen the work to come.

In the words of our members:

“We as leaders see that our obligation is not just to our own hospitals, or health systems, or care centers, but for all the communities throughout the US. Through the Leadership Alliance, we’ve gotten the chance to speak to people in government, and EHR vendors, for example, to really move things along. The Leadership Alliance allows us the opportunity to start to take control of things.”

—Mark Jarrett, Senior Vice President and Chief Quality Officer at Northwell Health (Alliance member in Years 1, 2, 3 and 4)

“The opportunity to gather with folks who are like-minded around ‘let’s do something, let’s make something happen, let’s shake it up’ was what drove us to join the Leadership Alliance.”

—Ann Lewis, Chief Executive Officer at CareSouth Carolina, Inc. (Alliance member in Years 1, 2, 3, and 4)

“I am convinced that the Alliance is perfectly positioned to speak with a clear collective voice related to looking at all of our improvement work and policy actions through an equity lens.”

—Rick Foster, Executive Director and Senior Advisor at South Carolina Hospital Association (Alliance member in Years 1, 2, 3, and 4)
IHI Leadership Alliance members:

- Learn from and network with peers, as well as other industry exemplars;
- Gain exposure to promising approaches and real experience of what works;
- Collaborate with other members and with experts in health care and other fields, sharing approaches, innovations, successes, and failures to accelerate their individual and collective efforts;
- Test and innovate to push through the status quo, with support from other health system leaders across North America;
- Harvest insights that influence priorities and action items in support of their organizations’ missions and strategic plans;
- Contribute to the collective voice of forward-thinking health system leaders to better inform private industry and public institutions about the possibilities of improving health care and the system changes needed to do so;
- Attain recognition and accelerate reach and spread through publications and other collective voice initiatives;
- Develop personal and organizational leadership; and
- Contribute thought leadership aimed at shaping the national dialogue around health and health care.

Who Should Participate

We welcome organizations from across North America — health care organizations and systems, primary care organizations, professional and hospital associations, industry groups, and others — that believe that sharing and learning with each other and partnering with patients, workforces, and communities can help us individually and collectively improve health and health care, better and faster. In other words, organizations that:

- Have commitments from the highest levels of organizational leadership that delivering on the full promise of the Triple Aim is of strategic importance;
- Are willing to share generously and commit the time and resources required to meaningfully engage in developing, testing, implementing, and measuring care redesign efforts; and
- Are fully committed to moving from talking to doing, and from aspiring to achieving.

To gain maximum value from the Leadership Alliance, IHI recommends designating a senior executive to be the overall organizational sponsor, and a leader of the multidisciplinary team that will engage deeply in the work of the Alliance. Members are encouraged to identify a team of operational, clinical, quality, finance, and human resource leaders who can commit time to engaging actively in Alliance activities. Team members may include the CEO, COO, CFO, CNO, CMO, CQO, and those they designate as emerging leaders. Many participating members find that the Alliance is a strong network for mentoring emerging leaders alongside their more senior colleagues.
Fees and How to Enroll

To enroll your organization, please email Executive Director of Strategic Alliances David Coletta at dcoletta@ihi.org. We strongly encourage prospective new members to connect with the IHI team for a brief introductory call to learn more about the Alliance and discuss what membership might look like for your team.

Once enrolled, members begin a customized onboarding process with the IHI team and will engage fully in the work of the Alliance starting in October 2018. Participation continues through September 2019, at which time members will have the option to continue for the following program year.

The cost for one year of participation is $40,000. Please refer to the extensive organizational benefits and activities detailed in this prospectus.

Partial scholarships are available for hospital associations, federally qualified health centers, safety net organizations, primary care organizations, and other select stakeholders, and we would welcome a conversation to discuss your eligibility.

Please note: Teams are encouraged to enroll prior to August 31, 2018, in order to allow time to form teams and prepare for the October 2018 in-person meeting.

Learn More

- Visit: ihi.org/LeadershipAlliance
- Email: Executive Director of Strategic Alliances David Coletta at dcoletta@ihi.org
- Call: (617) 391-9908
Leadership Alliance Members: Year 4

Air Force Medical Department
Alberta Health Services
Bellin Health
CareSouth Carolina
Charleston Area Medical Center
Christiana Care Health System
CHRISTUS Health
Cincinnati Children’s Hospital Medical Center
Coastal Medical
Consulate Health Care
Duke University Hospital
GBMC HealthCare System
Genesis HealthCare
Hackensack Meridian Health
HealthPartners
Henry Ford Health System
Lawrence General Hospital
Kansas Health Care Collaborative
Keck Medicine of USC
Memorial Hermann Health System
MemorialCare Health System
Missouri Hospital Association
National Capital Region Medical Directorate
New York-Presbyterian Hospital/Columbia University Medical Center
Northwell Health
Northwest Community Healthcare
OCHIN
Parkview Health System
Pierce County ACH
Providence St. Joseph Health
Roanoke Chowan Community Health Center
Samueli Integrative Health Programs
SCAN Health Plan
South Carolina Hospital Association
Southcentral Foundation
Tanana Chiefs Conference
The Dartmouth Institute
UMass Memorial Health Care
University of Arkansas for Medical Sciences
Virginia Mason
Leadership Alliance External Guest Speakers

In addition to the many members featured as presenters at Alliance events, below are some highlighted leaders who have also contributed to virtual engagements or participated in Leadership Alliance in-person meetings in the last four years.

Sanjeev Arora, MD, FACP, FACG
Director and Founder, Project ECHO
Professor of Medicine, Department of Internal Medicine, University of New Mexico Health Sciences Center

Tiffany Christensen
Patient Advocate, Duke University Hospital
National public speaker and author of *Sick Girl Speaks!*

Patrick H. Conway, MD, MSc
Deputy Administrator for Innovation and Quality & Chief Medical Officer, CMS

David Cutler, PhD
Otto Eckstein Professor of Applied Economics, Harvard University

Atul Gawande, MD, MPH
Surgeon, Brigham and Women’s Hospital
Executive Director, Ariadne Labs

Kate Goodrich, MD, MHS
Director of the Center for Clinical Standards and Quality (CCSQ), CMS

John D. Halamka, MD, MS
Chief Information Officer, Beth Israel Deaconess Medical Center

Chris Jennings
President, Jennings Policy Strategies, Inc.
Former Deputy Assistant to President Obama for Health Policy and Coordinator of Health Reform

Thomas Lee, MD, MSc
Chief Medical Officer, Press Ganey

Vivek H. Murthy, MD, MBA
19th Surgeon General of the United States

Kathleen Sebelius
President and CEO, Sebelius Resources, LLC
Former United States Secretary of Health and Human Services

Joshua M. Sharfstein, MD
Vice Dean for Public Health Practice and Community Engagement Professor of the Practice, Johns Hopkins Bloomberg School of Public Health

Andy Slavitt, MBA
Former Acting Administrator, CMS

Sheldon Whitehouse, JD
United States Senator for Rhode Island
Collective Voice Outputs


Institute for Healthcare Improvement. IHI Leadership Alliance Health Equity Call to Action. December 2017.


