

The IHI Open School is an online learning community where you can take free courses, earn a certificate, network with peers and experts, and gain confidence and skills in quality and safety to change health care.

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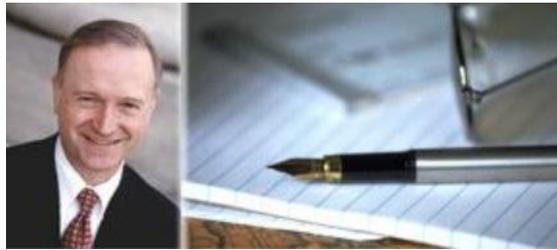
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David Calkins Memorial Scholarship: Essays due October 10

Full-time students interested in improvement are encouraged to apply for the annual David Calkins Memorial Scholarship to attend [IHI's 25th Annual National Forum on Quality Improvement in Health Care](#) from December 8-11 in Orlando, Florida. The Calkins Scholarship will cover the cost of general conference fees as well as up to \$1,000 in travel, lodging, and Forum expenditures, such as Learning Lab or Minicourse associated fees.



To apply before the October 10 deadline, students should submit an essay of no more than 500 words detailing one quality improvement project they would like to undertake or have undertaken that improves patient care. Our scholarship review committee will review all applications and choose one winner. [Learn more](#) about application requirements and other scholarship opportunities to attend the Forum.

2013-2014 IHI Quality Improvement Fellows



IHI is thrilled to announce our [2013-2014 Quality Improvement Fellows](#). This year's class is the largest to date, and reflects the increasing diversity and global reach of the health care improvement community. Starting this week, our office will become the work home for five UK-based Quality Improvement Fellows (supported by The Health Foundation), one US-based Kaiser Permanente Safety Net Fellow, one Hamad Medical Corporation Fellow from Qatar, one Canada-based Harkness Fellow (supported by The

Commonwealth Fund), one Senior Fellow from the Danish Society for Patient Safety, and one Harvard Pediatric Health Services Research Fellow. IHI President and CEO, Maureen Bisognano, noted, "Each year, the infusion of new perspectives and fresh insight from our Fellows brings palpable energy to our organization." All of us at IHI are eager to welcome the Fellows as new colleagues and join them on their improvement journeys.

What We're Reading: 'A Hazard of Impatient Medicine'

"No good deed goes unpunished," is the unfortunate idiom this new piece from *The Atlantic* brings to mind. In the article, three experienced physicians share the story of a fourth-year medical student who spent some extra time on a routine visit to ask additional questions and bring a hidden issue to light. In doing so, the student likely saved a man's life. He also effectively tossed a day's patient satisfaction and productivity scores out the window.

"When speed is of the essence," write the authors, "patience, curiosity, and compassion can cease to be virtues. Instead they often become expensive liabilities that must be weeded out."

By way of this thought-provoking story, the authors ask us to consider whether a growing emphasis on efficiency, productivity, and metrics could at times give medicine's next generation the wrong message. "As products of this system," they ask, "will today's young physicians come to resemble customer care providers at the health care counter of the local department store?" [Read the article and see what you think.](#)

Community Updates

Welcome New Midwest Regional Leaders

We are pleased to announce Sarah Miano and Ryan Miller will be joining the IHI Open School Regional Leadership team as new co-leads for the Midwestern United States. They will be taking over for Lakshman Swamy, MD/MBA, who left the Midwest this summer to pursue his internal medicine residency at Boston Medical Center. Sarah and Ryan have been active members and leaders in the Chapter community and are looking forward to adding their expertise and energy to the IHI Open School team. Read their introductions [here](#) and join us in welcoming them!



Ryan Miller



Sarah Miano

Keep the IHI Open School team in the loop! Tell us what your Chapter is planning at openschool@ihi.org and you may be featured in our next newsletter!