




IHI Health Improvement Alliance Europe

September 2021 – August 2022

Prospectus
2021 – 2022
ihi.org/hiae

Contents

IHI Health Improvement Alliance Europe	4
Our Framework	4
Aims and Objectives	4
HIAE Yearly Activities	5
Multi-day HIAE Meetings	5
All-Alliance Webinars	6
Workgroups	6
Virtual Platform	6
IHI Forum Receptions	6
Timeline	7
Participation	7
Member Benefits	8
Member Experiences	8
Cost of Membership	8
How to Apply	9
Contact Information	9
Appendix A: Meet the IHI Team	9
Appendix B: 2020-2021 HIAE Membership List	11
Appendix C: Member Experiences in HIAE	12
Appendix D: 2020 In-Person Meeting Agenda Sample	14
Appendix E: 2021 Virtual Meeting Agenda Sample	
Appendix F: HIAE Webinar Samples	
Appendix G: How to Enroll	



Welcome

On behalf of the Institute for Healthcare Improvement (IHI) team, we would like to extend an invitation to your organisation to join the sixth year of the Health Improvement Alliance Europe (HIAE). The HIAE is a coalition of progressive leaders who are united for change, driven by collaboration, and focused on achieving health and health care results. The group aims to improve work processes, create new delivery models relevant to European health systems, and achieve the best health and best care at an affordable cost in the face of changing demographics, increasing chronic illness, escalating costs, and shrinking government and regional budgets. 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 delivery in Europe.

Across Europe, the COVID-19 pandemic has tested healthcare systems' resilience, accelerated the adoption of virtual interactions, and surfaced innovations in practices that were taken for granted before COVID arrived. As systems and their hardworking staff heal and recover, now is the ideal time to shape the next normal, where optimal health and wellness can be reached in an affordable way.

Members of the HIAE co-create systemic improvements (in conjunction with staff and users in our regions) that lead to care better than we've ever known, at a cost we can all afford for every person, every time. Our members have published the results of their collaborations and presented internationally to share progress, the details of which are outlined in our HIAE Cost/Benefit Analysis document. We will build upon those successes and we look forward to your partnership and contributions.

IHI is committed to providing the collaborative infrastructure necessary for HIAE members to connect with like-minded leaders. We enable leaders to share approaches, innovations, successes, and failures as they strive to secure unprecedented and effective improvement in health and health care. Together, with participating organisations and their local communities and populations, we will identify and spread new effective approaches to challenging issues.

This prospectus provides information on HIAE's framework and design, as well as outlines our member expectations and upcoming in-person and virtual activities. We're also happy to share some success stories of HIAE members, their staff, and their service users.

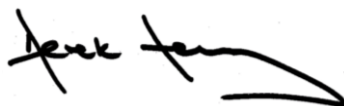
At the end of this document, you will find a proposed calendar for the entire year of membership. If you have any additional questions, please email HIAE Director Angela Zambeaux at azambeaux@ihi.org or HIAE Manager Natalie Martinez at nmartinez@ihi.org.

We hope that you will join us this September as we begin the sixth 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

Our Framework

Through an “all teach, all learn” network, the HIAE is comprised of leaders who are focused on improvement; HIAE leaders are willing to both share and test innovations and improvements in new systems, and are eager to spread successful learning at a national scale. The group’s learning opportunities are driven by and for members, with a focus on innovations relevant to system challenges and improvement aims in Europe, and includes a dissemination strategy to share what we are learning and creating together.

A true learning and innovation community, the HIAE provides a wealth of opportunities to learn from others facing similar challenges across the continent and to share ideas and strategies across organisational, regional, and national boundaries. To foster collaboration among members, the HIAE operates under the following principles:

- **Accept and encourage messiness:** The pathway to health care improvement is challenging; in order to progress we must accept that the way forward will be messy and encourage bold new ideas that add to the messiness.
- **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, in the spirit of wellbeing.
- **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. We learn across cultures and share knowledge across all health systems, leveraging our collective cultural identities and regional differences.
- **Centre on Equity:** Continually practice our equity guidelines as we work to advance equity as individual leaders, within our member organisations, and in partnership with local community actors.

Aims and Objectives

To achieve our aim to improve work processes, create new delivery models, disseminate our learning and ideas, and achieve the best health and best care at affordable cost, we must work together to:

- Surface common challenges across and within regions
- Develop a cadre of diverse innovators and encourage innovative thinking
- Leverage each other’s ideas and successes, sharing internationally
- Hone a strong, bold, collective voice
- Learn from past and present networks at IHI and worldwide

- Address the challenges of:
 - COVID-19: current state and the aftermath
 - An aging population
 - An increase in the number of service users with chronic diseases
 - An escalation in health care costs and simultaneous government and regional spending cuts

HIAE Yearly Activities

Multi-day HIAE Meetings

Three virtual, hybrid, or in-person multi-day meetings provide space and time for members to interact with each other, strengthen connections, and maintain the momentum of the HIAE. The agendas for multi-day meetings are crafted to allow members time to learn from each other, using interactive activities and different styles of presentation. Meetings often take place at member sites and these will include a portion of the day dedicated to reviewing local solutions that tie back to HIAE work. A sample of a previous in-person agenda from 2020 can be found in Appendix D and a virtual meeting agenda from 2021 can be found in Appendix E. The HIAE team is committed to providing a safe way to convene and will follow all country and regional guidelines about safely gathering. We will continue to engage with members in a virtual space and ensure that there are opportunities for all members to join multi-day meetings either in person or virtually.



In 2021 and 2022, we plan to convene:

- Sweden Autumn 2021 with a virtual option
- TBA Winter 2022
- TBA Spring 2022

We are extremely grateful to our members for their flexibility and agility in navigating the change from in-person meetings to virtual sessions throughout the pandemic. To thank all our members and express our sincere appreciation, IHI will provide free transportation from the airport to the meeting venue, and vice versa, during the Autumn 2021 meeting.

All-Alliance Webinars

Several times a year, the HIAE will convene virtually on 90-minute All-Alliance webinars. Members have the opportunity to share their work and learn from experts in the field. HIAE members can invite an unlimited number of staff from their organisations to participate in these virtual sessions. Webinars occur the second Thursday of specific months from 8:00-9:30 AM Mountain Time/ 3:00-4:30 PM British Time/ 4:00-5:30 PM Central European Time. A sample of All-Alliance webinar topics can be found in Appendix F.

Workgroups

In addition to the All-Alliance activities, IHI convenes member workgroups around specific topics selected by members. In 2021 there are three workgroups: Improving Staff Wellbeing, Advancing Equity, and Population Health Improvement. Each work group is supported by an IHI staff and driven by members. The groups articulate their aims, set the rhythm for their connections, and share their progress during all-member webinars, workgroup specific calls, and in-person meetings. At the start of year 6 in October 2021, we will listen to what matters to our members, as we do each year and make any necessary amendments to the workgroups from the 2020-2021 HIAE year.

Virtual Platform

While in-person networking time is extremely valuable for the HIAE, it is also important to maintain momentum between the three multi-day meetings. The IHI team is committed to supporting the HIAE by providing virtual spaces where members can interact and share materials outside of our All-Alliance webinars and workgroup calls. Using an IHI Community platform, HIAE members:

- Access shared files
- View upcoming events on the IHI HIAE Community calendar
- Interact with other members via Microsoft Teams and the IHI HIAE Community Discussion Board

IHI Forum Receptions

At the IHI Forum in December (US) and the IHI/BMJ International Forum in April (Europe), IHI hosts joint networking receptions for members of the HIAE and the IHI Leadership Alliance. The IHI Leadership Alliance is a North America-based collaboration of health care executives who share a goal to work with one another as well as in partnership with patients, workforces, and communities to deliver on the full promise of the IHI Triple Aim. During virtual Forum's we will hold virtual receptions for our members to come together in a virtual space to share lessons learned and connect with each other.

Timeline

The table below provides a high-level overview of the HIAE activities planned between **September 2021** and **August 2022**. We encourage you to meet with your team prior to the first in-person meeting to review the activities described below and determine how your organisation can best contribute to and take advantage of the HIAE. The IHI team will conduct quarterly onboarding calls for new members to ensure that you feel supported and understand how to access all of the benefits of HIAE membership.

HIAE Year 6 September 2021 – August 2022	Location	September	October	November	December	January	February	March	April	May	June	July	August
Launch Call	Virtual	•											
Multi-Day Meeting 1	Sweden/ Virtual		•										
Multi-Day Meeting 2	TBA						•						
Multi-Day Meeting 3	TBA										•		
All-Alliance Calls	Virtual			•		•		•		•		•	
IHI Forum Receptions	In Person				•				•				
Workgroups	Virtual			•	•		•		•		•		•

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. HIAE members commit to:

- Sending representatives to three multi-day meetings throughout the year
- Inviting staff from their organisations to contribute to All-Alliance webinars
- Participating actively in the selection and success of workgroups that are relevant and important to their work
- Being courageous and bold toward our aspirations to improve

Member Benefits

The opportunity to connect with like-minded colleagues under a philosophy of “all teach, all learn” can significantly accelerate the knowledge, skills, and experience needed to strive for best health and best care, at affordable costs... for everyone. The HIAE’s learning opportunities are driven by and for members, with a focus on innovations relevant to system challenges in Europe. Benefits for members include:

- Direct access to leading health and healthcare organisations
- Opportunities to develop networks within the context of Alliance meetings, and beyond with member organisations
- Unlimited organisational participation in collaborative harvesting, designing, and testing
- Unlimited organisational participation in virtual meetings and on HIAE virtual platforms
- Permission to use HIAE Member badge on social media, email signatures, and other relevant resources. Please reach out to HIAE Manager Natalie Martinez at nmartinez@ihi.org about obtaining the HIAE Member badge
- Organisational representation at three multi-day meetings during the year
- Access to IHI experts and resources during in-person meetings, virtual All-Alliance webinars, workgroup meetings, and at IHI Forums

Member Experiences



Key learnings we have taken back to our organisation from the HIAE meetings include content on: distributed power, organisational culture, co-production, and improvement methods beyond traditional health care boundaries linking to population health. The lectures, site visits, webinars, formal and informal networking activities have proved a highlight and make this unique to the HIAE. Through the HIAE we have also developed a local collaboration in which we facilitate safe collaborative spaces to learn from each other about approaches to reduce unwarranted variation, culture, and measurement for improvement.

- Bob Klaber, Consultant Paediatrician and Associate Medical Director, QI (England)

A full list of member experiences can be found in Appendix C.

Cost of Membership

In conjunction with the desire to be small, agile, and collaborative, members are asked to contribute a programme fee to cover the annual membership dues. The enrollment fee is USD \$12,000 per organisation.

Due to capacity restrictions, each member organisation is asked to bring no more than two attendees to each in-person meeting (a total of three 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. Breakfast and lunch will be provided at the three in-person meetings.

How to Apply

To apply for enrolment in the IHI Health Improvement Alliance Europe, please email IHI Project Manager Natalie Martinez at nmartinez@ihi.org expressing interest and to schedule a phone call with the IHI HIAE Team.

Contact Information

For more information, or to join the Alliance, please visit ihi.org/HIAE or email IHI Project Manager Natalie Martinez at nmartinez@ihi.org.

Appendix A: Meet the IHI HIAE 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, Vice President, IHI, has a unique ability to work across cultures, languages, and systems. Based in the United Kingdom, he has been a driving force in IHI's global strategy. From work on reducing C-sections in Brazil, 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. During his time at IHI, he also facilitated the Quality and Innovation Centers network, which included Kaiser Permanente's Performance Improvement Institute, Qulturum in Jönköping County (Sweden), and the James Anderson Center for Clinical Excellence at Cincinnati Children's Hospital. His background is rich in diversity, including a brief period as a professional football (soccer) player, roles in hospital management and large-scale improvement leadership in the UK, and includes experience working in mental health in Venezuela and the UK. He holds summa cum laude degrees in Psychology and in Global Business, and an MSc in Healthcare Management and Leadership.



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.

Appendix B: 2020-2021 HIAE Membership List

- Barts Health NHS Trust, *England, UK*
- Belfast Health and Social Care Trust, *Northern Ireland, UK*
- Birmingham and Solihull MHFT, *England, UK*
- Cambridge University Hospital, *England, UK*
- Central and North West London NHS Foundation Trust, *England, UK*
- College of Physicians and Surgeons of Alberta, *Canada*
- Danish Society for Patient Safety, *Denmark*
- Health and Social Care Quality Improvement (HSCQI), *Northern Ireland, UK*
- Health Education England, *England, UK*
- Health Quality Council of Alberta (HQCA), *Canada*
- Imperial College Healthcare NHS Trust, *England, UK*
- Landspítali National University Hospital, *Iceland*
- Leeds and York Partnership NHS Foundation Trust, *England, UK*
- Lillebaelt Hospital, *Denmark*
- Lusíadas Saúde, *Portugal*
- NHS England and NHS Improvement, *England, UK*
- NHS Scotland and Scottish Government, *Scotland, UK*
- Norfolk and Suffolk NHS Foundation Trust, *England, UK*
- North East London NHS Foundation Trust, *England, UK*
- Northern Health and Social Care Trust, *Northern Ireland, UK*
- Northern Ireland Ambulance Services, *Northern Ireland, UK*
- Northern Ireland Regional Network: RQIA, HSCI, HSC Leadership Centre, *Northern Ireland, UK*
- Plateforme pour l'Amélioration continue de la Qualité des soins et de la Sécurité des patients (PAQS), *Belgium*
- Portsmouth Hospitals NHS Trust, *England, UK*
- Public Health Wales, *Wales, UK*
- Regional Sjælland, Bridge for Better Health, *Denmark*
- Regional Sjælland, Denmark
- Ribera Salud Group, *Spain*
- Royal Free London NHS Foundation Trust, *England, UK*
- South Eastern Health and Social Care Trust, *Northern Ireland, UK*
- South London and Maudsley NHS Foundation Trust, *England, UK*
- Southern Health and Social Care Trust, *Northern Ireland, UK*
- The County Council of Region Jönköping, *Sweden*
- The Health Foundation, *England, UK*
- The King's Fund, *England, UK*
- Western Health and Social Care Trust, *England, UK*
- Zuyderland Medical Center, *The Netherlands*

Appendix C: Member Experiences in HIAE



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 back 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)



Belfast Health and Social Care Trust

Over the past year, the Trust has developed a Quality Improvement Strategy and Plan that builds on the enthusiasm and expertise of a number of key individuals trained through IHI, Health Improvement Scotland, and site visits to centres of QI excellence locally and internationally. Several senior staff attended excellent HIAE conferences from 2016 to 2018. The shared learning from these has centred on population health across complex health and social care systems, with the repeated messages focusing on: What matters through co-design and co-production; meaningful data collection; and recognizing, sustaining, and spreading improvement, even in the most deprived of environments – for example, Caesarian section rates in Latin America.

- Cathy Jack, Medical Director and Maria O’Kane Associate Medical Director, Belfast HSC Trust (Northern Ireland)



We have learned a lot from HIAE meetings and put the learnings in use in our improvement work. We also share ideas back to the HIAE group. Hearing the experiences of others gives us ideas and enthusiasm to go further and faster in our improvement journey.

- Guðrún Björg Sigurbjörnsdóttir, KPO Manager, Landspítali – National University Hospital of Iceland (Iceland)



Northern Health and Social Care Trust

We are 4.5 years into our improvement journey with our Strategy for Innovation and Quality Improvement, and starting to see the fruits of investing in capability and capacity building to leverage positive change for our staff and service users. I feel fortunate that for the last 4.5 years I have been a member of the HIAE, and been able to bring new thinking from Alliance connections into our journey of improvement in NHSC. I have established rich

networks with Alliance members, and found great generosity in members willing to share their experience and learning. It really is an 'all teach all learn' environment.

- Gill Smith, Innovation and Quality Improvement Lead, NHSCT (Northern Ireland)



The HIAE gave us the opportunity to learn and connect with progressive leaders in Quality Improvement. We learned that many others in Europe are facing the same challenges. Reflecting and sharing assets and ideas gives us inspiration and energy to tackle those challenges.

- Mandy Op den Oordt, Coordinator Continuous Improvement & Person-Centered Care, Zuyderland Medical Center (The Netherlands)

NHS England and NHS Improvement

It's been fantastic to have been welcomed into the HIAE, with the opportunity to listen and learn from each other in different countries. I've also really enjoyed being a member of the Population Health Workgroup – another really positive and uplifting opportunity to connect and network. The all-virtual format has made it easy to reach out and has enabled more members to join, including people with lived experience.

- Helen Lee, Experience of Care Professional Lead, NHS England and NHS Improvement

Appendix D: 2020 In-Person Meeting Agenda Sample

Belfast Meeting: Day One – 11 February 2020

Time (UK)	Session
9:00-9:30	Meeting Registration
9:30-10:00	Welcome & Introductions
10:00-11:00	<p>HIAE Exchange Activity A networking activity based around organisational asks and offers designed to help build stronger connections between partners and develop your organisational networks. Members will present on your storyboards as well as hear from other organisations and harvest ideas to take back to your organisations. There will be time at the end for organisations to synthesize information and commit to action.</p>
11:00-11:20	Refreshment Break
11:20-12:30	<p>Health and Social Care Quality Improvement Host Presentation</p> <p>Evolution of a Northern Ireland Regional (National) infrastructure for Quality Improvement in healthcare, focusing on using quality improvement approaches to:</p> <ul style="list-style-type: none"> • Scaling up best practice across the region (nation) • Improving patient flow across the region (nation)
12:30-13:10	Lunch Break
13:10-16:15	<p>Site Visits (including time for briefing and travel to and from)</p> <ol style="list-style-type: none"> 1) Advancing Improvement approaches in Primary Care 2) Wellness Recovery Network 3) Real Time Patient Feedback informing Real Time Improvement 4) Site Visit to a Northern Ireland Integrated Care Prototype 5) Managing Frail Elderly Patients across Both Acute & Community Settings 6) Nurturing future talent, coaching for high performance: Ulster Rugby
16:15-17:00	Debriefing and Harvesting from Site Visits
18:00-21:00	Optional: Evening Reception and Tour at the Titanic Museum

Belfast Meeting: Day Two – 12 February 2020

Time (UK)	Session
8:30-8:45	Welcome Back & Day 2 Overview
8:45-9:15	Sharing and Report Outs from Site Visits
9:15-10:45	Workgroup Breakout Sessions <ul style="list-style-type: none"> - Improving Value, Reducing Waste - Improving Population Health - Leading through Relationships
10:45-10:55	Refreshment Break
10:55-12:05	Workgroup Action Report Out and Feedback <ul style="list-style-type: none"> - Improving Value, Reducing Waste - Improving Population Health - Leading through Relationships
12:05-12:45	Lunch
12:45-13:45	Using co-production to align QI with improving experience of care: learning from healthcare providers that do it well David McNally and Jane McGrath will describe the emerging themes from a national project in England. The project aim is to identify key learning from the journeys undertaken by healthcare providers to align QI and work to improve experience of care, utilising coproduction with people with lived experience. They will also offer a view on what coproduction is and isn't and why we should as standard be doing improvement work in that way. We will dedicate time during this session to hear members views on the emerging themes.
13:45-14:15	Wrap Up & Close

Appendix E: 2021 Virtual Meeting Agenda Sample

Day One – 9 March 2021

Time (UK)	Session
14:30-15:00	Open Space to connect
15:00-15:10	Welcome and Introductions
15:10-16:20	Barts Health NHS Trust Virtual Host Presentation
16:20-16:30	Break
16:30-16:55	HIAE TED Talks <i>Stories from four Alliance members about the past year, grounded in joy</i>
15:40-16:00	Day 1 wrap-up and feedback

Day Two – 10 March 2021

Time (UK)	Session
15:00-15:10	Welcome and Introductions
15:10-16:00	Messaging for Behaviour Change <i>Selina Stephen</i>
16:00-16:10	Break
16:10-17:00	Year Five Workgroups – Working Time <ul style="list-style-type: none">Improving Equity & Reducing DisparitiesWorking Across Boundaries for Better Pop. HealthStaff Physical & Psychological Well-Being
17:00-17:15	Optional Feedback Session on Days 1 and 2

Day Three – 11 March 2021

Time (UK)	Session
14:30-15:00	Open Space to connect
15:00-5:10	Welcome and Introductions
15:10-16:10	Build Back Fairer: The COVID-19 Marmot Review Presentation and Discussion <i>Sir Michael Marmot</i>
16:10-6:30	Celebration, Thankfulness, and Next Steps
16:30-17:00	Virtual Networking Reception

Appendix F: HIAE Webinar Samples

Topic	Presenter(s)	Key Learnings
Leading Through Crises	Dame Jackie Daniel, Chief Executive, Newcastle upon Tyne NHS Foundation Trust Navina Evans, Chief Executive, Health Education England Vasco Antunes Pereira, Chief Executive Officer, Lusíadas Saúde Páll Matthíasson, Chief Executive, Landspítali – The National University Hospital of Iceland	<ul style="list-style-type: none"> • Effective leadership strategies, including promoting radical transparency, creating unity, and leveraging a continuous improvement and discovery mindset • Celebrating success and understanding why decisions and behaviours were successful during the COVID-19 crisis. Similarly for failures • Importance of reflecting back on past crises and harvesting the learnings • Designing for those who are not thriving in order to make improvements for those who need it most
Health Is Made At Home, Hospitals Are For Repairs	Lord Nigel Crisp, Author and Former Chief Executive, National Health Service (NHS) and Former Permanent Secretary of the UK Department of Health	<ul style="list-style-type: none"> • The conditions that create health and healthy outcomes • Concept of co-responsibility across our communities • Examples of “Health Creators” and how these community members are disrupting the system to transform population health • Impacts of policy on health and social care
Evolving Healthcare Policies in Europe	Institute for Healthcare Improvement: Donald Berwick, MD, MPP, President Emeritus and Senior Fellow Maureen Bisognano, President Emeritus and Senior Fellow	<ul style="list-style-type: none"> • Known and anticipated implications given the political changes happening this year, in the European region and around the globe • Potential impacts of these changes, positive and negative, on patients, staff and the health system • How members can learn from other countries in the Alliance • Ways forward on what we can do together as a collective voice

Appendix G: How to Enroll

To apply for enrolment in the IHI Health Improvement Alliance Europe, please email IHI Project Manager Natalie Martinez at nmartinez@ihi.org expressing interest and to schedule a phone call with the IHI HIAE Team.

The enrollment fee is USD \$12,000 per organisation. If you express interest by 31 May 2021, your organisation will be eligible for a 15% Early Bird Discount. Enrolling by 31 May 2021 will secure you an enrolment fee of USD \$10,200.

For more information, or to join the Alliance, please visit ihi.org/HIAE or email IHI Project Manager Natalie Martinez at nmartinez@ihi.org.