Restructuring an IHI Open School Chapter to Support Greater Member Engagement
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About Our Chapter

MGH Institute of Health Professions is an innovative graduate school in the heart of Boston, MA. The Institute offers entry-level and post-professional programs in eight different health disciplines, and places emphasis on the importance of interprofessional practice and the delivery of quality healthcare. Since transitioning to a student run club, our IHI Open School chapter has aimed to mirror this mission through involvement of all disciplines school-wide, and by promoting student-led conversation around topics of healthcare improvement.

Our leadership board consists of students from various backgrounds with a passion for healthcare quality improvement. Currently, our chapter is working towards establishing a stronger presence within the IHP community.

Aims for 2017-2018

Aim 1: increase chapter membership and overall awareness of IHI Open School on campus
Aim 2: improve leadership structure to promote chapter sustainability, efficiency, and effectiveness.

Actions

Phase 1: Community Assessment
In Spring 2018, we developed and distributed a survey amongst our student body in order to assess:
- familiarity with IHI Open School
- familiarity with our chapter
- student interest in topics related to healthcare improvement

Results of the survey are displayed in Table 1.

Phase 2: Leadership Development & Restructuring
In Spring 2018, chapter board members took the IHI Leadership & Organizing for Change course as a development opportunity. Following this learning experience, these leaders suggested the use of a Snowflake Model (Figure 1) in our attempts to restructure our chapter. We built upon this concept of distributed leadership as inspiration during our restructuring, and developed the leadership model seen in Figure 2.

Phase 3: Engage in Recruitment
Utilizing data gathered from the Spring 2018 survey, we developed a “What Matters to You” Day photo series to spread IHI awareness and promote student-led discussion (Image 1).

Image 1: Student participation in “What Matters to You” Day photo series at the MGH Institute

Phase 4: Foster Recruitment; Implement Retention Efforts; Utilize & Evaluate Distributed Leadership Structure
We will host survey data driven community events in 2018-2019 such as:
- “What Matter’s to You” Follow-up Discussion
- Speaker series with focus on expressed student body interests
- “Lunch Bunch” case study discussions

We will utilize improvement methods to examine the efficacy of our new leadership structure.

Conclusions & Limitations

Survey notes decreased familiarity of students with IHI Open School between semesters. This may be due to the rapidly changing makeup of the student body per limitation listed below. Additional limitations include:

- Varying dates of program commencement and completion, which has lead to:
  - Recurrent retention problems as students rapidly cycle in and out of the Institute
  - Complicated recruitment procedures as there is no Institute-wide “start date” to plan recruitment events around
- Highly differentiated schedules between diverse programs at the Institute, which has lead to:
  - Difficulty establishing regular meetings
  - Issues in timing for school-wide events

Completion of the survey may catalyze increased interest amongst new students, and involvement levels achieved in the “What Matter’s to You Day” event highlights the potential strength of our interprofessional membership as we continue to grow and perform outreach activities.

Next Steps

Table 1: Survey Results (Spring & Fall 2018)

<table>
<thead>
<tr>
<th>Survey Period</th>
<th>Total Student Response</th>
<th>Students Familiar with IHI Open School</th>
<th>Students Unfamiliar with IHI Open School</th>
</tr>
</thead>
<tbody>
<tr>
<td>SP '18</td>
<td>78</td>
<td>25%</td>
<td>75%</td>
</tr>
<tr>
<td>FA '18</td>
<td>66</td>
<td>15%</td>
<td>85%</td>
</tr>
</tbody>
</table>

The survey additionally elucidated what percentage of students expressed they were very interested in the following healthcare topics:
- Access to Care: 88.49%
- Racism/Implicit Bias: 73.96%
- Improving Behavioral Health: 73.83%
- Joy in Work: 73.58%

Aim 2: Improving Leadership and Chapter Structure
A new leadership model was introduced and chapter growth was informed through one on one meetings with key stakeholders.

Outcomes

Aim 1: Awareness of IHI Open School