

# Exploring a Business Case for High-Value Continuing Professional Development

## A Workshop of the Global Forum on Innovation in Health Professional Education April 6-7, 2017

Keck Center of the National Academies, Room 100  
500 Fifth Street NW, Washington DC 20001

Overflow Room: TBD

*This meeting will be webcast.*

### DAY 1: April 6, 2017

A *business case* for a high-value continuing professional development intervention for health professionals exists if “the entity that invests in the intervention realizes a financial return on its investment in a reasonable time frame, using a reasonable rate of discounting. This may be realized as ‘bankable dollars’ (profit), a reduction in losses for a given program or population, or avoided costs. In addition, a *business case* may exist if the investing entity believes that a positive indirect effect on organizational function and sustainability will accrue within a reasonable time frame.” (Leatherman et al., 2003)

8:00am	<b>Breakfast</b>
8:30am	<b>Welcome</b> Co-Chair of the Global Forum on Innovation in Health Professional Education (TBD)
<b>SESSION I: Setting the Stage</b>	
Objective: To build a foundation for understanding the elements of a business case and what comprises high-value continuing professional development.	
8:35am	<b>Orientation to the Workshop</b> Holly Wise, American Council of Academic Physical Therapy, Workshop Co-Chair
8:45am	<b>A Business Case: What is it and what goes into building it?</b> Elena Karahanna, The University of Georgia Q&A and Facilitated Discussion
9:15am	<b>Defining High-Value Continuing Professional Development</b> Ronald Cervero, Uniformed Services University of the Health Sciences, Workshop Co-chair Q&A and Facilitated Discussion

<b>Session II: Understanding the Business Case: Stakeholders for Continuing Professional Development</b>	
9:35am	<p><b>Facilitated Table Discussions: Who affects and is affected by the Value Proposition<sup>1</sup> for high-value continuing professional development?</b> Facilitator: Paul Mazmanian, Virginia Commonwealth University School of Medicine</p> <p><b>Table Discussion Questions (perspective of who pays):</b></p> <ol style="list-style-type: none"> <li>1. The numerator: Who determines outcomes and quality? And what “outcomes” should be measured? Report Back and Facilitated Group Discussion</li> <li>2. The denominator: Who pays for continuing professional development? What are their incentives for paying? Report Back and Facilitated Group Discussion</li> </ol>
10:30am	<b>Break</b>
11:00am	<p><b>Non-Monetized Outcomes of High-Value Continuing Professional Development</b> Valued outcomes outside of the business case</p> <ul style="list-style-type: none"> <li>- Patient voice (TBD)</li> </ul>
<b>SESSION III: Safety &amp; Quality in Continuing Professional Development</b>	
<p>Objective: To learn from business case examples that use elements of the value proposition for exploring whether an investing entity should proceed with financially supporting a defined activity.</p>	
11:20am	<p><b>Business Case Examples</b> Moderator: Holly Wise, American Council of Academic Physical Therapy, Workshop Co-Chair</p> <p><b>A Business Case for Quality in Health Care</b> Lucy Savitz, Intermountain Health Care</p> <p><b>Quality, Social Good, and Collaboration in Continuing Professional Development</b> Simon Kitto, University of Ottawa</p> <p>Facilitated Group Discussion with Audience</p>

<sup>1</sup> The Value Proposition is **Value = (Outcomes + Quality) / Cost**

11:55am	<p><b>The Business Case for an Innovative High-Value Continuing Professional Development Initiative in Physical Therapy</b> TBD, The Medical University of South Carolina Division of Physical Therapy</p> <p><b>Collaboration and Coordination in the MRICU (medical respiratory intensive care unit)</b> TBD, Virginia Commonwealth University Medical Center</p> <p>Facilitated Group Discussion with audience</p>
12:30pm	<b>Lunch</b>
<b>SESSION IV: Illuminating the Business Case for an Investing Entity</b>	
<p>Objective: To explore and develop potential business cases for high-value continuing professional development, geared toward specific investing entities.</p>	
1:30pm	<p><b>Preparing to build a business case</b> Facilitator: Workshop Co-Chairs</p> <p>Panel:</p> <ul style="list-style-type: none"> <li>• Lucy Savitz, Intermountain Health Care</li> <li>• Elena Karahanna, The University of Georgia</li> <li>• TBD</li> </ul> <ul style="list-style-type: none"> <li>- Questions for the panel (understanding a business case)</li> <li>- General points for building a business case</li> <li>- Review specific elements for building the business case</li> <li>- Instructions for breakout groups</li> <li>- Each small group leader describes his/her group in &lt;2 minutes</li> </ul>
2:30pm	<b>Break</b>
3:00pm	<p><b>Breakout Sessions: Building a Business Case for Four Investing Entities</b></p> <p><b>Groups:</b></p> <ol style="list-style-type: none"> <li>1. <b>Developing a business case for government</b> Leaders: Marilyn DeLuca, New York University &amp; Stuart Gilman, Veterans Health Administration</li> <li>2. <b>Developing a business case for workplaces</b> Leader: Julia Royall, FMR National Library of Medicine Assisted by: Lucy Savitz, Intermountain Health Care</li> <li>3. <b>Developing a business case for professional associations</b> Leader: Silvia Rabionet, University of Puerto Rico Assisted by: Elena Karahanna, The University of Georgia</li> </ol>

	<p><b>4. Developing a business case for philanthropic organizations</b>  Leader: Darlene Curley, The Jonas Center for Nursing and Veterans Healthcare  Assisted by: Paul Mazmanian, Virginia Commonwealth University School of Medicine</p>
4:30pm	<p><b>Summary of the Day</b> (Room 100)  - Workshop Co-chairs</p>
5:00pm	<b>Adjourn</b>

**DAY 2: April 7, 2017**

7:30am	<b>Breakfast</b>
<b>SESSION V: Considerations, Reflections, and Next Steps</b>	
<p>Objective:  To reflect upon the business case for high-value continuing professional development and how it might be operationalized by credentialing and accreditation organizations.</p>	
8:00am	<p><b>High-Value Continuing Professional Development for Credentialing and Accreditation</b>  Reflect on what it might take to shift from continuing education to high-value continuing professional development, then respond to: 1) how might credentialing and accreditation organizations measure high-value continuing professional development? and 2) how might these organizations count it to ensure competency?</p> <p>Moderator: Malcolm Cox, Co-Chair of the Global Forum on Innovation in health Professional Education</p> <p>Panel:</p> <ul style="list-style-type: none"> <li>• Neil Harvison, American Occupational Therapy Association</li> <li>• Kathy Chappell, Accreditation Program and Institute for Credentialing Research, American Nurses Credentialing Center</li> <li>• David Benton, National Council of State Boards of Nursing</li> <li>• Kate Regnier, Accreditation Council for Continuing Medical Education</li> </ul> <p>Facilitated Discussion</p>
9:15am	<b>Break</b>

9:30am	<p><b>Facilitated Discussion with Breakout Group Leaders</b>  Moderator: Workshop Co-Chair</p> <ol style="list-style-type: none"> <li>1. <b>Developing a business case for government</b>  Leaders: Marilyn DeLuca, New York University &amp; Stuart Gilman, Veterans Health Administration</li> <li>2. <b>Developing a business case for workplaces</b>  Leader: Julia Royall, FMR National Library of Medicine  Assisted by: Lucy Savitz, Intermountain Health Care</li> <li>3. <b>Developing a business case for professional associations</b>  Leader: Silvia Rabionet, University of Puerto Rico  Assisted by: Elena Karahanna, The University of Georgia</li> <li>4. <b>Developing a business case for philanthropic organizations</b>  Leader: Darlene Curley, The Jonas Center for Nursing and Veterans Healthcare  Assisted by: Paul Mazmanian, Virginia Commonwealth University School of Medicine</li> </ol> <p>Discussion</p>
10:00am	<p><b>Closing</b>  Moderator: Workshop Co-Chairs</p> <p><b>Reflections</b>  Warren Newton, American Board of Family Medicine  TBD</p> <p>Facilitated Discussion on Next Steps</p>
11:00am	<p><b>Adjournment</b>  Room 100 will remain open until 12:00pm for networking opportunities</p>