



Dear Prospective Fellowship Candidate,

We are pleased that you are considering applying for NAHQ Fellowship. The NAHQ Fellowship designation (FNAHQ) recognizes NAHQ members who have made outstanding contributions to the field of healthcare quality and who are actively engaged in advancing both the profession and NAHQ. Applicants must demonstrate commitment to NAHQ and the advancement of its mission. Some examples include volunteerism with NAHQ, presenting at NAHQ's annual meeting or webinar series, publishing in NAHQ's Journal for Healthcare Quality, and formal mentorship of an individual working to become a CPHQ. NAHQ Fellows act as role models for an ideal career path in the healthcare quality profession.

All prospective FNAHQ candidates must declare their intent to apply in writing to the NAHQ Fellowship Review Team Leader by **May 24, 2024**. This letter should be submitted electronically to Amanda Belknap, NAHQ staff, at abelknap@nahq.org. Completed applications are due by **July 17, 2024**.

The NAHQ Fellowship Review Team reviews the application materials submitted and evaluates the applicant's credentials, employment background, and education along with the applicant's contributions to the field of healthcare quality in three of the following four categories:

- Leadership/Service (*required*)
- Published Works
- Lectures/Presentations
- Mentorship

Please refer to the application for details for each category. Because specific criteria may change from year to year, please review the NAHQ Fellowship Application thoroughly before applying. Please note that the application process requires a considerable amount of time and effort to organize supporting materials and validate the information. All applications must be in English. A completed application document (below) must be submitted with all related attachments. Please provide English versions and original supporting materials written in any language other than English.

Upon request, the Fellowship Review Team will match a prospective candidate, who meets the minimum membership and certification requirements of fellowship, with a NAHQ Fellow who will serve as a fellowship coach to guide the candidate in the NAHQ Fellowship application process. The coach will share his or her experience and knowledge of the process. If you are interested in working with a coach, please contact Amanda Belknap, NAHQ staff, at abelknap@nahq.org.

NAHQ is proud to offer the opportunity to achieve Fellowship designation to our most active and engaged members. Recognition of outstanding leaders in NAHQ benefits not only those granted Fellowship status, but also those seeking role models in the healthcare quality field. Good luck with the application process! Please contact NAHQ Headquarters at 847.375.4720 with any questions.

Sincerely,

*Cheri Graham-Clark RN, MSN, PHN, CPHQ,
CPHRM, ASQ CSSBB, FNAHQ
Fellowship Review Team Leader*



National Association for Healthcare Quality Fellowship Application

NAHQ’s Fellowship designation was developed to recognize NAHQ members who have made outstanding contributions to the field of healthcare quality. Applicants are expected to be actively engaged in NAHQ, as well as in activities that advance both NAHQ and the healthcare quality profession. Applicant must be a current, individual NAHQ member for 3 continuous years immediately prior to application and, if Fellowship designation is awarded, the Fellow must maintain continuous NAHQ membership to maintain Fellowship designation.

You must have submitted your Declaration of Intent by **May 24, 2024** prior to submitting this application to the Fellowship Review Team. The completed application is due **July 17, 2024.**

I. Background

Name _____ Date _____
Title _____
Address _____
Address 2 _____
City/State/Zip _____
Employer _____
Address _____
Address 2 _____
City/State/Zip _____

Work # _____ Home # _____
E-mail address _____
NAHQ Membership Number _____ Membership Expiration Date _____

II. Credentials

A. Certification in Healthcare Quality

Applicants must be a current CPHQ and have held CPHQ certification for 3 continuous years immediately prior to application to apply for Fellowship.

Please include a copy of your CPHQ certificate in folder

II. A. CPHQ Number _____
Initial certification year _____

B. Academic Qualifications

Please indicate which of the following academic achievements and/or credentials you have earned. Copies of degrees/documents must be provided and labeled in folder II. B.

Doctoral Degree _____
Bachelor’s Degree _____
Associate Degree _____
Master’s degree _____
Diploma in Nursing _____
Other Professional _____

III. Employment Background

A. Employment Experience

Please list positions held, demonstrating at least 10 years of experience with primary responsibility for **healthcare quality*** or executive oversight of the quality function. Positions listed for the past 10 years must include at least 2 years in a supervisory/management position. Supervision/management experience may include managing staff or projects.

* **Healthcare quality** is the dedication to improving clinical outcomes, reducing systemic waste, and ensuring stakeholder engagement and satisfaction regardless of healthcare setting.

If your position descriptions/titles do not explicitly say quality in the title you are required to provide documentation to demonstrate how your role is primary dedication to improving clinical outcomes, reducing systemic waste, and ensuring stakeholder engagement and satisfaction. Documentation may be a brief narrative (less than 500 words) that describes how relevant positions included primary responsibility for healthcare quality within the context of the definition of healthcare quality as provided.

Please also attach a job description for each position listed, in folder III.A as well as any other positions held in the past 10 years that do not fit on this page.

Years in the profession _____ Years in a position of responsibility _____

1. Organization _____
Position _____ Dates _____
Employment Reference _____ Phone _____
Supervisory/Management Position?
If so, describe (include number of direct reports)

2. Organization _____
Position _____ Dates _____
Employment Reference _____ Phone _____
Supervisory/Management Position?
If so, describe (include number of direct reports)

3. Organization _____
Position _____ Dates _____
Employment Reference _____ Phone _____
Supervisory/Management Position?
If so, describe (include number of direct reports)

4. Organization _____
Position _____ Dates _____
Employment Reference _____ Phone _____
Supervisory/Management Position?
If so, describe (include number of direct reports)

If your position descriptions/titles do not reflect your work in quality but are quality related, fill in the information below:

For each quality-related position, if the job title is not explicitly quality-related, complete this table to indicate clearly and specifically how each position qualifies.			
Position Title:	Employer Name:	Dates	
		From (Mo/Yr)	To (Mo/Yr)
Describe how position is quality related:			
Position Title:	Employer Name:	Dates	
		From (Mo/Yr)	To (Mo/Yr)
Describe how position is quality related:			
Position Title:	Employer Name:	Dates	
		From (Mo/Yr)	To (Mo/Yr)
Describe how position is quality related:			

B. References

Please provide reference letters from **two** professional contacts who are familiar with your achievements and contributions in the healthcare quality field describing why you should be considered for fellowship status. The letters should address your leadership skills and professional growth, giving specific examples. Each letter should not exceed 500 words and must be written on **letterhead** (e-mails will not be accepted). **All letters of reference must be signed and dated within 3 years. The team may ask for updated letters if needed.** One of the two letters of reference must be from an active **NAHQ member**. Current members of the NAHQ Board of Directors and Fellowship Review Team, current mentors for the Application process, current applicants for Fellowship, and your subordinates at work, may **not** provide reference letters. Please place in folder III.B.

C. Curriculum Vitae

A copy of your Curriculum Vitae must accompany this application in folder III.C.

IV. Continuing Education

Please provide evidence of continuing education attendance for your most recent CPHQ recertification period. Evidentiary documents must include topic, date of education, speaker, and contact hours. A summary of continuing education attendance is not sufficient. Please place all supporting documentation relating to this category in folder IV. Continuing Education *Please do not send originals with your application.*

V. Contributions to the Healthcare Quality Profession

All applicants must submit documentation to meet the requirements for the Leadership Category. In addition, you must choose two (2) of the other three (3) categories to document compliance with requirements.

Please submit all supporting information and documentation in each category to support your application for fellowship. All documentation must be easily verifiable as originating from the professional organization that provides it. For example, this could include a copy of a conference brochure listing you as a presenter or a thank-you letter from the professional organization on official letterhead. Evidence of achievement for each category may only date back 10 years from the date of the application; **between July 17, 2014- July 17, 2024.**

Documentation that is older than 10 years or that does not follow the format as outlined will not be considered. Please note that Fellowship is awarded by NAHQ, so consideration will be made based on the evidence submitted as it relates to the extent of contributions made as a member of NAHQ.

Required:

- leadership/service

& two (2) of the following:

- published works
- lectures/presentations
- mentorship

A. Leadership/Service (required)

You must show evidence of volunteer leadership positions or appointments you have held in NAHQ and other healthcare quality associations or related organizations at the local, state, and national levels that demonstrate your leadership and contributions to the healthcare quality field. While preference is given to NAHQ leadership positions, consideration will be given to non-NAHQ leadership positions so long as the other sections (service, published works, lectures/presentations, mentorship) show strong, active involvement in NAHQ. Please provide specific documentation on how you were a leader if it is unclear based on the title alone. To qualify, you must have held at least three (3) different terms of leadership office or positions within the last 10 years.

Employment-related positions are not applicable. Please include additional pages (if necessary) and supporting documentation using labels below. Please place all supplements in folder V.A. Please include the number of years in term of office; for example 2-year term for president-elect.

The following are qualified leadership positions:

NAHQ

- Board of Directors
- Commission Members
- Team Chair

Local, State or National Organizations with **primary focus on healthcare quality**

- Board of Directors
- Chair of a Team/Committee

The following will not be accepted for leadership:

- Roles directly related to employment
- Roles unrelated to healthcare quality work
- Member of a Team/Committee

The following are examples of qualified NAHQ service positions- note you must also have leadership positions.

- JHQ Peer-Reviewer
- Documented engagement in the NAHQ Network
- Member of a NAHQ Volunteer Team

*National, State, and Local Leadership
Elected Positions*

i.1. Position _____ Years of Term _____ Term Year(s) _____
Organization _____

i.2. Position _____ Years of Term _____ Term Year(s) _____
Organization _____

i.3. Position _____ Years of Term _____ Term Year(s) _____
Organization _____

i.4. Position _____ Years of Term _____ Term Year(s) _____
Organization _____

i.5. Position _____ Years of Term _____ Term Year(s) _____
Organization _____

i.6. Position _____ Years of Term _____ Term Year(s) _____
Organization _____

i.7. Position _____ Years of Term _____ Term Year(s) _____
Organization _____

i.8. Position _____ Years of Term _____ Term Year(s) _____
Organization _____

i.9. Position _____ Years of Term _____ Term Year(s) _____
Organization _____

Appointments

Team Leader (Committee/Task Team/Board): Please include term of application year.

ii.1. Position _____ Years of Term _____ Term Year(s) _____

Team/Organization _____

ii.2. Position _____ Years of Term _____ Term Year(s) _____

Team/Organization _____

ii.3. Position _____ Years of Term _____ Term Year(s) _____

Team/Organization _____

ii.4. Position _____ Years of Term _____ Term Year(s) _____

Team/Organization _____

Service

ii.1. Position/Service _____ Years of Term _____ Term Year(s) _____

Team/Organization _____

ii.2. Position/Service _____ Years of Term _____ Term Year(s) _____

Team/Organization _____

ii.3. Position/Service _____ Years of Term _____ Term Year(s) _____

Team/Organization _____

ii.4. Position/Service _____ Years of Term _____ Term Year(s) _____

Team/Organization _____

B. Published Works

Applicants must submit one of the following combinations of published works:

- 1 personally authored or edited book where you are listed as an author or editor. This publication cannot be prepared as part of a work-related assignment for the applicant's employer for the primary purpose of use within the applicant's employing organization.
- 2 book chapters where you have authored a significant portion of the chapters
- 2 articles published in journals or periodicals whose circulation exceeds 1,000 readers where you are listed as an author
- Combination of two: 1 chapter and 1 article.

Published works **must** relate to healthcare quality and be aligned to NAHQ's Healthcare Quality Competency Framework. **Works published online are acceptable. If you are not listed as the lead author or editor, you must have contributed significantly to the publication and submit additional detail that describes your level of contribution (e.g., highlighting specific sections you authored). Any submitted published works must include evidence that the work has been subjected to a professional peer-review process.** Examples of validation include a letter from the publisher or author submission guidelines. Published works must have been disseminated within the 10 years before the date of the fellowship application and must include documentation describing the circulation of the publication. Publications accepted for publication but not yet published will be considered acceptable. *Please be sure to send copies of the requested publications, rather than any originals.*

Please label all documents relating to this category V.B and place in folder.

Book _____
Publisher _____ Year Published _____
NAHQ HQ [Competency Framework](#) Domain _____
Evidence of Peer Review

Chapter or Article _____
Publisher or Journal _____ Year Published _____
NAHQ HQ [Competency Framework](#) Domain _____
Evidence of Peer Review

Chapter or Article _____
Publisher or Journal _____ Year Published _____
NAHQ HQ [Competency Framework](#) Domain _____
Evidence of Peer Review

C. Lectures/Presentations

Please provide evidence of your participation (brochures, letters, etc.) as a presenter in 10 educational programs in healthcare quality, or related fields, within the 10 years prior to the date of this application. Lecture/Presentation content must relate to healthcare quality and aligned to NAHQ’s Healthcare Quality Competency Framework. **Speaking engagements must not endorse the employer’s product or service or be part of employment or paid consulting responsibilities. Seven (7) of the 10 presentations must address different content from the other presentations.** Paper and poster presentations may be included.

Submissions must include all of the following:

- Course/session objectives and outline, including length of presentation and/or number of CE credits (may be a copy of CE approval application)
- Documentation of actual presentation (may be a listing in a program brochure or letter from program sponsor)
- Delivery method, location/audience, NAHQ Healthcare Quality Competency Framework area of focus, and date of presentation.
- The intent of this section is to highlight the applicant’s individual contributions to the field of healthcare quality, if you were not the sole presenter, you must provide *additional documentation* to clearly identify your contributions to the presentation listed for consideration.

Please place all attachments relating to this category in folder “V.C. Lectures/Presentations.” with all documentation labeled with corresponding title below.

Date	Title of Presentation	Sole Presenter? Yes/No If no, list sections presented.	Topics of Focus. Seven (7) of the 10 presentations must address different content from the other presentations.	Delivery Method	Location/Audience	HQ Competency Framework Domain

Please only submit 10 presentations. The 10 listed above will be the only presentation the team reviews.

I ATTEST ALL THE ABOVE PRESENTATIONS SUBMITTED FOR CONSIDERATION ARE VOLUNTARY AND NOT PAID OR WORK RELATED.

D. Mentorship

Please attach documentation from two individuals for whom you have served as a mentor* in healthcare quality or related fields.

***Mentoring** is a dynamic and reciprocal relationship focused on growth and development of the mentee.

The mentorship relationship should:

1. promote professional growth above and beyond the mentees job duties.
2. be voluntary and not for a person normally supervised as part of the applicant's job responsibilities; coworkers not directly supervised by you are acceptable.
3. be goal orientated with clear, measurable objective/goals of the relationship.

Using the mentorship template below, each individual who was mentored must submit a written statement no greater than 500 words, addressing his/her professional growth and knowledge base in relation to your mentorship skills.

The written statement must (A) describe the mentorship relationship, (B) include specific measurable objectives/goals of the relationship that were planned, and (C) include measurable outcomes of the mentoring relationship as they related to the planned objectives. The applicant should include documentation of specific examples of the objectives or work completed. **All elements** must be addressed to evaluate eligibility of the mentorship submission.

Please place all documents relating to this category in folder **V. D. Mentorship**.

Mentorship by NAHQ Fellowship Applicant Template

Fellowship Applicant:	Mentee Relationship to Applicant:
Mentee Name:	
Mentee Position Title:	Mentee Organization:
Dates you were mentored by applicant:	
Instructions for mentee: Please describe the applicant's mentorship in relation to the questions below. Keep all answers limited to this form, no greater than 500 words; however, you should include documentation of specific examples/copies of the objectives or work completed as necessary.	
A. Please describe your mentoring relationship. This can include the nature of the partnership and how you were supported by the applicant in your professional development.	

B. Please list/describe the planned measurable objectives/goals of the relationship

- a.
- b.
- c.
- d.

C. Please list/describe the measurable outcomes of the mentoring relationship as they related to the planned objectives.

- a.
- b.
- c.
- d.



D. Mentoring can take many forms such as traditional meetings and e-mentoring. Describe how your mentoring experience was designed and structured. How did this help you create a plan for development including your personal vision?

1.

2.

3.

4.



E. How did the mentoring relationship help you achieve your potential?

1.

2.

3.

4.



Additional Comments:

Signed

Date:

All information submitted by the deadline is considered final. Please review all specified elements for each section very carefully; all elements are required for your application to be considered complete. No further information will be allowed after the deadline. If your application is deemed incomplete or if you do not meet the minimum Background, Credentials or Employment Experience requirements, your application will not be considered. Your right to appeal will not apply.

I hereby certify that all statements and responses I have made in this application, and all documents enclosed here, are true, accurate, and authentic to the best of my knowledge.

If awarded Fellowship, I agree to participate in training to serve as a Fellowship Coach and continue my service to NAHQ as a Fellowship Coach or other NAHQ activities.

Signature

Date

Please send this application, all enclosures, and the nonrefundable application fee of \$200 (make checks payable to the National Association for Healthcare Quality) to the following address:

NAHQ Fellowship Point of Contact

NAHQ
8600 W. Bryn Mawr Ave.
Suite 710N
Chicago, IL 60631

All applications **must be received by July 17, 2024**. If you have any questions, please contact NAHQ Headquarters at 847.375.4720.

NAHQ Fellowship Application Checklist

Be sure to complete or attach the following items by **July 17, 2024** Declaration of your intent to apply for fellowship in 2024 is due to the Fellowship

Review Team by **May 24, 2024**.

- All pages of your complete Fellowship Application with supplementary documentation labeled appropriately
- A copy of your current CPHQ certification in folder **II. A.**
- Copies of degrees/documents as evidence of your earning one academic achievements or credentials in folder **II. B.**
- Job descriptions for all listed positions in folder **III. A.**
- Letters of reference in folder **III. B.**
- A copy of your Curriculum Vitae in folder **III. C.**
- Evidence of continuing education attendance for your most recent CPHQ recertification period in folder **IV.**
- All documentation associated with Contributions to the Healthcare Quality Profession **V.** (Leadership/service required along with two of the other three categories)
 - Leadership/service in folder **V. A.**
 - (required) Published Works **V. B.**
 - Lectures/Presentations **V. C.**
 - Mentorship **V. D.**
- Your signature on the final page of the Fellowship Application
- Your **nonrefundable application fee of \$200** (Make checks payable to NAHQ.)

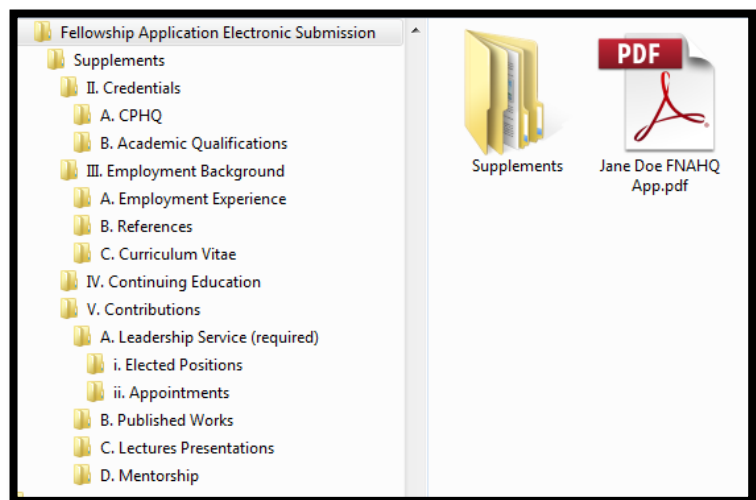
Please note that applications will only be accepted in electronic format (Word or PDF). Paper applications will not be accepted. Materials will not be returned to the applicant.

Thank you for submitting an application for NAHQ Fellowship. If you have any questions, please contact Amanda Belknap at abelknap@nahq.org.

Electronic Submission Guidelines

- Adobe PDF format is encouraged for all documents, as it will preserve the formatting of your document as well as prevent accidental editing.
- If you are unable to format your documents as PDFs, please use Microsoft or MS-compatible files (MS Office, MS Power- point, MS Excel, Adobe Acrobat, etc.) and your files will be easily accessible to all of the Fellowship Review Team
- Please place your files in separate folders labeled by application section (see Application Outline below).
- Number your attachments in the order in which you would like them to be viewed (e.g. "01. Book Title.pdf," "02. Article Title.pdf," etc.).
- The best way to transfer the folder is via sharepoint. Please contact Amanda Belknap at abelknap@nahq.org to set up a Sharepoint folder or discuss other ways to transfer the files.
- For supplement information, the team appreciates when a summary sheet is included, [see example here](#).

- Fellowship Application
 - Supplements
- II. Credentials
 - A. CPHQ
 - B. Academic Qualifications
 - III. Employment Background
 - A. Employment Experience
 - B. References
 - C. Curriculum Vitae
 - IV. Continuing Education
 - V. Contributions to Healthcare Quality Profession
 - A. Leadership/Service (required)
 - i. Elected Positions
 - ii. Appointments
 - iii. Service
 - B. Published Works
 - C. Lectures/Presentations
 - D. Mentorship



Sample Staff Scoring Grid:

* indicates FRT to determine adequacy		Applicant
Categories	Does the Applicant have?	Sally NAHQ
I. Membership	Active, individual NAHQ member for 3 continuous years prior to application	x
II. Credentials	Active CPHQ & documentation (II. A)	x
	Additional degrees & documentation (II. B)	x
III. Employment Background	*Demonstrated at least 10 years of experience with primary responsibility for healthcare quality or executive oversight of the quality function and at least 2 years in a supervisory/management position. Supervision/management experience may include managing staff or projects. Job Descriptions for each position listed must be included (III. A)	x
	*Reference letters from two professional contacts who are familiar with your achievements and contributions in the healthcare quality field describing why you should be considered for fellowship status. The letters should address your leadership skills and professional growth, giving specific examples. Each letter should not exceed 500 words and must be written on letterhead (e-mails will not be accepted). All letters of reference must be signed and dated within 3 year. One of the two letters of reference must be from an active NAHQ member . Current members of the NAHQ Board of Directors and Fellowship Review Team, current mentors for the Application process, current applicants for Fellowship, and your subordinates at work, may not provide reference letters (III.B)	x
	CV (III. C)	x
IV. Continuing Education	Provide evidence of continuing education attendance for your most recent CPHQ recertification period. Evidentiary documents must include topic, date of education, speaker, and contact hours. A summary of continuing education attendance is not sufficient (IV.)	x
V. Contributions (Must have Leadership and 2 other categories)	* Leadership (required): at least three (3) different terms of leadership office or positions within the last 10 years. Employment related positions are not applicable. Supporting documentation using labels below(V. A)	x
	* Published Works must have one of the below within 10 years of application: -One personally authored or edited book. -Two book chapters. -Two articles published in a peer reviewed journal - Combination of one chapter and one article (Posters may be considered,as well as works in the publication process) (V.B)	n/a
	* Lectures/Presentations: evidence of at least 10 presentations aligned with HQ Competency Framework within 10 years of application that include course objectives including length of presentation and/or number of CE. Documentation of actual presentation. Delivery method, audience ,and date of presentation (V.C)	x

	<p>*Mentorship: evidence of at least two letters from individuals who applicant has mentored that is not part of their normal supervision. Statements should describe the relationship, measurable objectives/goals of that were obtained, and measurable outcomes of the mentoring. Include documentation of examples of the objectives or work completed.(V.D)</p>	x
Total Score	Total Score (must have 10 X's)	10

Sample Fellowship Review Scoring Grid:

Categories	Does the Applicant meet or exceed criteria?	Applicant
		Sally NAHQ
Review of all * in Staff score to determine adequacy	Are these adequate?	Yes
V. Contributions (Must have Leadership and 2 other categories)	Leadership (required): at least three (3) different terms of leadership office or positions within the last 10 years. Employment related positions are not applicable. Supporting documentation using labels below(V. A)	Yes
	Published Works must have one of the below within 10 years of application: - One personally authored or edited book. -Two book chapters. -Two articles published in a peer reviewed journal - Combination of one chapter and one article (Posters may be considered, as well as works in the publication process) (V.B)	n/a
	Lectures/Presentations: evidence of at least 10 presentations within 10 years of application that include course objectives including length of presentation and/or number of CE. Documentation of actual presentation. Delivery method, audience ,and date of presentation (V.C)	No
	Mentorship: evidence of at least two letters from individuals who applicant has mentored that is not part of their normal supervision. Statements should include length of time mentee has known mentor and in what capacity; length of the mentoring relationship; goals & objectives; measurable outcomes, how individual has grown. (V.D)	No
Do you recommend this applicant for NAHQ Fellowship?		No
Please state your rational for accepting or declining this applicant		Sally's presentations are not from the past 10 years, no clear objectives of mentor relationship