

GENERAL SERVICES ADMINISTRATION Authorized Federal Supply Schedule Price List

On-line access to contract ordering information, terms and conditions, up to-date pricing, and the option to create an electronic delivery order are available through GSAAAdvantage!®, a menu-driven database system. The INTERNET address GSAAAdvantage!® is: GSAAAdvantage.gov.

Schedule Number: MAS
Schedule Name: Multiple Award Schedule
Large Category: Professional Service
Subcategory: Business Administrative Services
Training
Special Item Number: 541611 Management and Financial Consulting, Acquisition and
Grants Management Support, and Business Program and
Project Management Services
611430 Professional and Management Development Training
OLM Order Level Materials
FSC/PCS Codes: R408 Program Management/Support Services
R704 Auditing Services

INSTITUTE FOR HEALTHCARE IMPROVEMENT

53 State Street, Suite 1901

Boston, MA 02109

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Large Business

GSA Contract Number

GS-02F-0076Y

Pricelist current through Modification PO-0042, Dated March 11, 2022

Contract Period: February 9, 2012 through February 8, 2027

For more information on ordering from Federal Supply Schedules click on the FSS Schedules button at fss.gsa.gov.

TABLE OF CONTENTS

Customer Information -----	Pg. 3
Labor Category Rates -----	Pg. 5
Labor Category Descriptions -----	Pg. 6
Training Course Rates and Descriptions -----	Pg. 14

CUSTOMER INFORMATION

1. Awarded special item numbers:

SIN	Participating Program	SIN Description
541611	541611/RC (Disaster Recovery)	Management and Financial Consulting, Acquisition and Grants Management Support, and Business Program and Project Management Services
611430	611430RC (Disaster Recovery)	Professional and Management Development Training
OLM	OLM RC (Disaster Recovery) OLM STL/LOC (Cooperative Purchasing)	Order Level Materials

2. Maximum Order - **\$1,000,000**

3. Minimum Order - **\$100**

4. Geographic coverage - **48 Contiguous States, Alaska, Hawaii, Puerto Rico and territories.**

5. Point(s) of production - **Same as contractor's address**

6. Discount from list prices or statement of net price - **Net prices are shown below**

7. Quantity discounts - **None**

8. Prompt payment terms - **None**

9. Foreign items: **Not Applicable**

10. a) Time of delivery: **TBD at Task order Level**

b) Expedited Delivery: **TBD at Task order Level**

c) Overnight and 2-day Delivery: **TBD at Task order Level**

11. F.O.B. point - **Destination**

12. a) Ordering Address:
**53 State Street, Suite 1901
Boston, MA 02109**
- b) Ordering procedures - For supplies and services, the ordering procedures, information on Blanket Purchase Agreements (BPA's), and a sample BPA can be found at the GSA/FSS Schedule homepage (fss.gsa.gov/schedules).
13. Payment address:
**53 State Street, Suite 1901
Boston, MA 02109**
14. Warranty provision - **Not Applicable**
15. Export packing charges - **Not Applicable**
16. Terms and conditions of rental, maintenance, and repair - **Not Applicable**
17. Terms and conditions of installation - **Not Applicable**
18. a) Terms and conditions of repair parts indicating date of parts price lists and any discounts from list prices - **Not Applicable**
- b) Terms and conditions for any other services - **Not Applicable**
19. List of service and distribution points - **Not Applicable**
20. List of participating dealers - **Not Applicable**
21. Preventive maintenance - **Not Applicable**
22. a) Special attributes such as environmental attributes - **Not Applicable**
- b) If applicable, indicate that Section 508 compliance information is available on Electronic and Information Technology (EIT) supplies and services and show where full details can be found (e.g. contractors web site or other location. The EIT standards can be found at: www.Section508.gov/ - **Not Applicable**
23. Unique Entity Identifier (UEI) Number: **PS3BDH82B6N1**
24. Contractor is **registered** in SAM.Gov. Data Universal Number System (DUNS) number – **859038937**.

**LABOR CATEGORY RATES
SIN 541611 / 541611 RC**

SIN	Labor Category	YEAR 10: Feb 9, 2021 - Feb 8, 2022	YEAR 11: Feb 9, 2022 - Feb 8, 2023	YEAR 12: Feb 9, 2023 - Feb 8, 2024	YEAR 13: Feb 9, 2024 - Feb 8, 2025	YEAR 14: Feb 9, 2024 - Feb 8, 2026	YEAR 15: Feb 9, 2026 - Feb 8, 2027
		GSA PRICE + IFF	GSA PRICE + IFF	GSA PRICE + IFF	GSA PRICE + IFF	GSA PRICE + IFF	GSA PRICE + IFF
541611	Principal Consultant	\$648.48	\$666.90	\$685.84	\$705.32	\$725.35	\$745.95
541611	Executive Consultant	\$476.95	\$490.50	\$504.43	\$518.76	\$533.49	\$548.64
541611	Senior Consultant	\$293.47	\$301.80	\$310.37	\$319.18	\$328.24	\$337.56
541611	Executive Program Lead	\$251.10	\$258.23	\$265.56	\$273.10	\$280.86	\$288.84
541611	Program Director Level 1	\$222.36	\$228.68	\$235.17	\$241.85	\$248.72	\$255.78
541611	Program Director Level 2	\$185.38	\$190.64	\$196.05	\$201.62	\$207.35	\$213.24
541611	Program Manager Level 1	\$114.38	\$117.63	\$120.97	\$124.41	\$127.94	\$131.57
541611	Program Manager Level 2	\$79.45	\$81.71	\$84.03	\$86.42	\$88.87	\$91.39
541611	Senior Quality and Systems Improvement Consultant	\$688.07	\$707.61	\$727.71	\$748.38	\$769.63	\$791.49
541611	Quality and Systems Improvement Consultant Level 2	\$626.69	\$644.49	\$662.79	\$681.61	\$700.97	\$720.88
541611	Quality and Systems Improvement Consultant Level 3	\$322.07	\$331.22	\$340.63	\$350.30	\$360.25	\$370.48
541611	Senior Subject Matter Expert	\$746.62	\$767.82	\$789.63	\$812.06	\$835.12	\$858.84
541611	Subject Matter Expert Level 2	\$365.99	\$376.38	\$387.07	\$398.06	\$409.36	\$420.99
541611	Subject Matter Expert Level 3	\$248.88	\$255.95	\$263.22	\$270.70	\$278.39	\$286.30

LABOR CATEGORY DESCRIPTIONS
SIN 541611 / 541611 RC

Labor Category Title	Years Minimum Experience	Functional Responsibilities	Minimum Education
Principal Consultant	20+ years professional experience 10+ years as senior organizational executive	<ul style="list-style-type: none"> • Provides strategic insight based on deep industry experience to assist clients in identifying quality improvement aims and mobilizing organizational resources to improve. • Forms deep relationships with senior executives within customer organizations, focused on strategic aims and project results. • Assists senior organizational leaders to engage their governing boards in the active pursuit of system improvement • Understands the policy and regulatory challenges faced by health executives and brings insight to how best to succeed given the regulatory environment • Assists senior organizational leaders to identify and engage with key stakeholders and allies within their community • Develops strategic partnerships, innovate new models of care, and develop and spread new definitions of patient safety • Regarded as a thought and opinion leaders in the industry 	Bachelor's degree required. Advanced degree or clinical qualification required
Executive Consultant	15+ years' experience in clinical practice. 10+ years' experience in senior health care leadership.	<ul style="list-style-type: none"> • Offers significant industry and professional experience based on prior clinical or executive leadership roles. • Track record of creating breakthrough learning and improvement results within customer organizations • Forms deep relationships with senior executives within customer organizations, focused on strategic aims and project results. • Assigned to a client provide strategic guidance to project teams and external strategic partners • Provides senior level guidance and thought leadership including subject matter expertise 	Bachelor's degree required. Clinical qualification required.

Labor Category Title	Years Minimum Experience	Functional Responsibilities	Minimum Education
Senior Consultant	10-15 years' clinical or functional experience; 8 years' experience in organizational leadership	<ul style="list-style-type: none"> • Designs and oversees large-scale results-oriented improvement initiatives in such areas as patient safety, population health, value-based care, person-centered care, care quality and reliability, and system-level quality strategies. • Creates value by forming a long term strategic relationship with senior level and day-to-day leaders within the organization, beyond the day-to-day project activity • Brings technical and change management expertise to the successful accomplishment of large-scale improvement • Provides access to IHI thought leaders in various disciplines. Arranges connection with IHI faculties and other industry respected experts. • Develops and tests innovative designs in patient care • Develops strategies for dissemination of results and system-wide scale-up 	Bachelor's degree required. Master's degree or clinical qualification required.
Executive Program Lead	10 years' experience in health care or related field	<ul style="list-style-type: none"> • Understands and shapes the client's strategy for change and improvement. • Assists senior leadership teams in mobilizing around ambitious system improvement goals. • Helps articulate a portfolio of mutually supportive activities that will results in meaningful and sustainable performance improvement such as : <ol style="list-style-type: none"> 1. Innovation-focused initiatives 2. Results-focused improvement initiatives 3. Capability-building strategies to enhance staff skills and readiness to improve. • Assists with problem-solving and mid-course corrections when necessary • Brings competence in improvement methods and the science of improvement to the work, and coaches client leaders to master and apply these methods 	Bachelor's degree required. Master's degree or clinical qualification required

Labor Category Title	Years Minimum Experience	Functional Responsibilities	Minimum Education
Program Director – Level 1	10 years in related field	<ul style="list-style-type: none"> • Lead the project team toward accomplishing project goals • Drive the content and operations of improvement projects • Provide reliable communication with the IHI team and customers, including providing coaching and guidance • Maintain and update content areas on ihi.org • Ensure that content is developed and delivered to maximize customer results • Orient project Faculty and managing their work related to the content area • Serve as an improvement coach for customers • Lead and facilitate conference calls with customers • Facilitate hands-on activities at learning sessions and/or meetings • Review and analyze reports and data • Write and edit articles for internal and external publication with Faculty as assigned • Speak to outside organizations about topics as assigned • Along with the Project Manager, support the project timeline and budgeting goals • Develop ongoing relationship with customer contacts and sponsors • Manage faculty relationships and serve as liaison between faculty and IHI • Identify opportunities for improvement and new content for development 	Bachelor’s degree required. Advanced degree or clinical qualification required.
Program Director – Level 2	7 years in related field	<ul style="list-style-type: none"> • Lead the project team toward accomplishing project goals • Drive the content and operations of improvement projects • Provide reliable communication with the IHI team and customers, including providing coaching and guidance • Maintain and update content areas on ihi.org • Ensure that content is developed and delivered to maximize customer results • Orient project Faculty and managing their work related to the content area • Serve as an improvement coach for customers • Lead and facilitate conference calls with customers 	Bachelor’s degree required. Advanced degree or clinical qualification preferred.

Labor Category Title	Years Minimum Experience	Functional Responsibilities	Minimum Education
		<ul style="list-style-type: none"> Facilitate hands-on activities at learning sessions and/or meetings Review and analyze reports and data Write and edit articles for internal and external publication with Faculty as assigned Speak to outside organizations about topics as assigned Along with the Project Manager, support the project timeline and budgeting goals Develop ongoing relationship with customer contacts and sponsors Manage faculty relationships and serve as liaison between faculty and IHI Identify opportunities for improvement and new content for development 	
Program Manager - Level 1	5 years in related field	<ul style="list-style-type: none"> Manage and design program timelines and activities, including meetings, teleconferences, web seminars With faculty and other project staff, design and revise content offerings and supporting materials Ensure project deliverables are met by project team and are consistent with IHI's quality standards Establish and manage project budget and provide reports to IHI management Act as key liaison/communication link between project team (directors, faculty, improvement advisors, IHI staff), IHI Management, and customers Develop and foster relationships with main points of contact and team members at member hospitals/health systems and proactively manage these relationships Act as "steward of improvement:" use established processes and communicate improvement ideas to all relevant parties. Use quality improvement tools to continuously improve all processes. Manage faculty contracting when appropriate 	Bachelor's degree required. Master's degree preferred.
Program Manager - Level 2	3 years in related field	<ul style="list-style-type: none"> Manage program timelines and activities, including meetings, teleconferences, web seminars With faculty and other project staff, design and revise content offerings and supporting materials Ensure project deliverables are met by project team and are consistent with IHI's quality standards 	Bachelor's degree required. Master's degree preferred.

Labor Category Title	Years Minimum Experience	Functional Responsibilities	Minimum Education
		<ul style="list-style-type: none"> • Establish and manage project budget and provide reports to IHI management • Act as key liaison/communication link between project team (directors, faculty, improvement advisors, IHI staff), IHI Management, and customers • Foster relationships with main points of contact and team members at member hospitals/health systems and proactively manage these relationships • Act as “steward of improvement:” use established processes and communicate improvement ideas to all relevant parties. Use quality improvement tools to continuously improve all processes. • Schedule and assist all Project Team progress meetings, pulling in specialists (Registration, Finance, IT, etc.) as necessary • Manage faculty contracting when appropriate 	
<p>Senior Quality and Systems Improvement Consultant</p>	<p>15+ years’ experience applying the science of improvement</p>	<ul style="list-style-type: none"> • Brings rigorous scientific improvement methods to bear on large scale system challenges, such as safety, clinical reliability, population health management, optimizing the value of clinical services. • Assists organizations chart an improvement strategy through articulation of breakthrough aims, development of meaningful data and measurement for improvement, and identification and testing of change concepts of theories that will lead to system improvement • Builds the capability of senior client teams to lead improvement initiatives effectively, and manage a portfolio of improvement initiatives. • Works with integrated systems, hospitals, and medical practices to accelerate the improvement of quality and the reduction of costs in clinical and administrative services • Conducts research and assessment processes to uncover customer needs that are not discoverable by traditional focus groups, surveys or questionnaires • Works with customers to implement quality improvement techniques and systems • Participates in design reviews evaluating the work of others on the team. Offer honest and 	<p>Bachelor’s degree required. Doctoral degree in statistics or related discipline required.</p>

Labor Category Title	Years Minimum Experience	Functional Responsibilities	Minimum Education
		<p>useful critique to provide the client with multiple perspectives on key issues</p> <ul style="list-style-type: none"> As practical, works closely with the client and includes client in research, synthesis, idea generation and concept presentation 	
<p>Quality and Systems Improvement Consultant Level 2</p>	<p>15 years in related field</p>	<ul style="list-style-type: none"> Statistician with specific expertise in quality improvement in health care. Leads the design of results-oriented improvement initiatives for success including: <ol style="list-style-type: none"> Establish aims Develop measures for improvement (process, outcome, and balancing measures) Articulate content theory—what changes will lead to improvement. Develop implementation theory—what resources and processes will bring about the desired changes Plan for spread and dissemination of successful change. Work with customers to implement quality improvement techniques and systems Leads feedback and review sessions with IHI Participates in design reviews evaluating the work of others on the team. Offers honest and useful critique to provide the client with multiple perspectives on key issues As practical, works closely with the client and include client in research, synthesis, idea generation and concept presentation 	<p>Bachelor’s degree required. Master’s degree in statistics or related discipline required.</p>
<p>Quality and Systems Improvement Consultant Level 3</p>	<p>10 years in related field</p>	<ul style="list-style-type: none"> Work with customers to implement quality improvement techniques and systems Contributes to the design of results-oriented improvement initiatives for success including: <ul style="list-style-type: none"> Establish aims Develop measures for improvement (process, outcome, and balancing 	<p>Bachelor’s degree required. Master’s degree in statistics or related discipline required.</p>

Labor Category Title	Years Minimum Experience	Functional Responsibilities	Minimum Education
		<p>measures)</p> <ul style="list-style-type: none"> • Articulate content theory—what changes will lead to improvement. • Develop implementation theory—what resources and processes will bring about the desired changes • Plan for spread and dissemination of successful change. • Leads feedback and review sessions with IHI • Participates in design reviews evaluating the work of others on the team. Offers honest and useful critique to provide the client with multiple perspectives on key issues. As practical, works closely with the client and include client in research, synthesis, idea generation and concept presentation 	
Senior Subject Matter Expert	20 years in related field	<ul style="list-style-type: none"> • Brings specific clinical, functional, or quality improvement content and knowledge expertise to improvement initiatives in health care. • Focuses on quality improvement, leadership development, and innovative solution design for the improvement of health care quality. • Oversees research and development initiatives where project requires innovation around new solutions. • Brings real-world experience in achieving meaningful and lasting performance improvement in relevant health care settings. • Focuses on a range of performance challenges including safety, reliability, access, population health management, value-based care designs, care transitions/reducing readmissions, person and family centered care. • Works with customers to define the criteria for a successful solution, focused on results • Uses the most current techniques that create insights into customer actions, thoughts and behaviors • Presents concepts relevant to the quality and business strategies of our customers 	Bachelor's degree required. Masters' or doctoral degree, or clinical qualification required.

Labor Category Title	Years Minimum Experience	Functional Responsibilities	Minimum Education
Subject Matter Expert Level 2	15 years in related field	<ul style="list-style-type: none"> • Specific content and knowledge expertise • Work with customers to define the criteria for a successful solution, focused on results • Use the most current techniques that create insights into customer actions, thoughts and behaviors. • Present concepts to illustrate business initiatives and strategies • Focused on developing methods and assisting organizations in accelerating their rate of improvement, including the spread of new ideas • Lead feedback and review sessions with the IHI • Participate in design reviews evaluating the work of others on the team. Offer honest and useful critique to provide the customers with multiple perspectives on key issues • As practical, work closely with the client and include client in research, synthesis, idea generation and concept presentation • Provide key input to proposals so the client has a clearly defined path forward 	Bachelor's degree required. Masters' or doctoral degree, or clinical qualification required.
Subject Matter Expert Level 3	10 years in related field	<p>Work with customers to define the criteria for a successful solution, focused on results</p> <ul style="list-style-type: none"> • Use the most current techniques that create insights into customer actions, thoughts and behaviors • Present concepts to illustrate business initiatives and strategies • Lead feedback and review sessions with the IHI • Participate in design reviews evaluating the work of others on the team. Offer honest and useful critique to provide the customers with multiple perspectives on key issues • As practical, work closely with the client and include client in research, synthesis, idea generation and concept presentation • Provide key input to proposals so the client has a clearly defined path forward 	Bachelor's degree required. Masters' or doctoral degree, or clinical qualification required.

TRAINING SERVICES RATES AND DESCRIPTIONS
SIN 611430 / 611430 RC

SIN	Course Title	Course Length	Minimum Participants	Maximum Participants	GSA Price Per Person Including IFF
611430	Patient Safety Program (PSO)	7 Days	1	120	8564.23
611430	Improvement Advisor (IA)	9 Months	1	30	13602.02
611430	National Forum	4 Days	1	No Limit	1032.75
611430	The Breakthrough Series College (BTS)	3 Days	1	40	4030.23
611430	IHI Forum (VIRTUAL)	2 Days - virtual general conference	1	No Limit	641.81
611430	Patient Safety Executive Program (PSE) (VIRTUAL)	6 sessions over 6 days with 2 hours of group work and 3 hours of optional office hours	1	90	7823.43
611430	The Breakthrough Series College (BTS) (VIRTUAL)	Six 4 hour sessions with additional course work in between sessions and optional business hours	1	50	3567.95

*Minimum Participants are based on attending one of IHI's Public events and not a separate GSA event.

Course Title	Course Length	Minimum Participants	Maximum Participants*	Description
Patient Safety Program (PSO)	7 Days	1	120	<p>IHI's seven-day Patient Safety Executive Development Program will cover topics critical to successful patient safety programs, including:</p> <ul style="list-style-type: none"> □ Reliability Science: Using proven principles that pick up where vigilance leaves off, creating systems that compensate for the limits of human ability □ Building a Just Culture: Moving away from blame and shame □ Interpersonal Communication and Teamwork: Developing a framework for working together and supporting each other in care delivery across the health care continuum □ Influencing Others: Understanding and shaping stakeholder perspectives □ Improvement: Using tested safety improvement techniques □ Safety Measures: Knowing what to measure and how □ Critical Analysis: Using investigative tools such as root cause analysis and proven observational techniques □ Technology: Understanding the promises, pitfalls, and realities of technology □ A Framework for Safety: A set of concepts and tools for moving health care toward safety and reliability □ Spread: Understanding and engaging key stakeholders in the process of spreading successful improvements across the organization □ Leadership: Taking it from the top—connecting the CEO with the safety agenda □ Positioning Patient Safety Within the Organization:

Course Title	Course Length	Minimum Participants	Maximum Participants*	Description
				Integrating patient safety into the organizational structure and daily life <input type="checkbox"/> Strategy and Implementation for Leaders: Creating a comprehensive safety program and implementation plan
Improvement Advisor (IA)	9 Months	1	30	TOPIC AREAS INCLUDE: <input type="checkbox"/> The Science of Improvement <input type="checkbox"/> Understanding Systems and Processes <input type="checkbox"/> Using Data for Improvement <input type="checkbox"/> Understanding Relationships <input type="checkbox"/> Gathering and Organizing Information <input type="checkbox"/> Developing Powerful Ideas for Change <input type="checkbox"/> Testing and Implementing Changes <input type="checkbox"/> Model for Improvement <input type="checkbox"/> Decision Making <input type="checkbox"/> Working with People
National Forum	4 Days	1	No Limit	National Forum Tracks: <input type="checkbox"/> Hospital Care <input type="checkbox"/> Innovation and Spread <input type="checkbox"/> Leadership and Governance <input type="checkbox"/> Measurement, Tools, Technology, and Quality Processes <input type="checkbox"/> Office Practice and Outpatient Settings <input type="checkbox"/> Patient and Family Centeredness <input type="checkbox"/> Patient Safety <input type="checkbox"/> Student <input type="checkbox"/> Quality Improvement for Vulnerable Populations <input type="checkbox"/> Quality Improvement Research
The Breakthrough Series College (BTS)	3 Days	1	40	The three-day College session is designed to prepare participants for Collaborative start-up within four months, and includes intensive one- to four-hour workshops on the following topics: Collaborative: How and why they work <input type="checkbox"/> Developing key technical content <input type="checkbox"/> Topic selection <input type="checkbox"/> Preparing teams to participate <input type="checkbox"/> Teaching the Model for Improvement <input type="checkbox"/> Developing and running learning sessions <input type="checkbox"/> Supporting teams during action periods <input type="checkbox"/> Spreading improvement <input type="checkbox"/> Science of improvement
IHI Forum (VIRTUAL)	2 Days – virtual general conference	1	No Limit	IHI Forum Tracks: - Improvement Science - Equity - Building Improvement Capability - Leadership - Workforce and Patient Safety - Addressing Value, Cost, and Quality - Joy and Well-Being at Work - Person-Centered Care -Population Health

Course Title	Course Length	Minimum Participants	Maximum Participants*	Description
Patient Safety Executive Development Program (PSE) (Virtual)	6 sessions over 6 days with 2 hours of group work and 3 hours of optional office hours	1	90	<p>IHI's Patient Safety Executive Development Program will help provide clarity and direction to health care organizations on the key strategic, clinical, and operational components involved in achieving safe and reliable operational excellence — a “system of safety.” In this virtual program you will learn how to:</p> <ul style="list-style-type: none"> - Assess your organization and/or area of responsibility's culture of safety - Design a strategic patient safety plan tailored to your area of responsibility - Implement proven changes that improve the culture of safety throughout your organization/area of responsibility <p>Learnings from this program have been applied in many settings — in acute care, ambulatory care, home care, long-term care, in the community, in the military, and more. Additionally, alumni of this program join a global network of 3,000+ other alumni of the program, who have applied strategies they learned in a variety of health care settings.</p>
The Breakthrough Series College (Virtual)	Six 4 hour sessions with additional course work in between sessions and optional business hours	1	50	<p>IHI's Virtual Breakthrough Series College sessions are designed to prepare participants for Collaborative start-up within four months, and includes intensive six four virtual sessions on the following topics:</p> <p>Collaborative: How and why they work</p> <ul style="list-style-type: none"> <input type="checkbox"/> Developing key technical content <input type="checkbox"/> Topic selection <input type="checkbox"/> Preparing teams to participate <input type="checkbox"/> Teaching the Model for Improvement <input type="checkbox"/> Developing and running learning sessions <input type="checkbox"/> Supporting teams during action periods <input type="checkbox"/> Spreading improvement <p>Science of improvement</p>