

## THE OVERVIEW

When it works well, our health care system can deliver miracles, saving lives and reducing suffering. **But despite incredible tools and dedicated people, it too often fails us.** Despite consuming an increasing share of our income, it too often delivers embarrassingly poor outcomes and experience. Amid a growing gap between costs and quality, everyone paying the bill - the government, employers, and individuals - sees poor value for their money. Most efforts to solve this problem are incremental - and largely ineffective.

There is a growing realization that we need **radically new models of care delivery**, particularly in primary care, in order to do better - to improve the experience, quality and affordability of health care. To build and spread these models, **we need a new type of physician-leader**: not solely a researcher or an administrator, but an innovator. These physicians will combine **excellent clinical skills and deep-seated compassion** with the **system thinking and management expertise** necessary to build and lead new systems of care.

**Iora Health**, a national leader in primary care innovation, is partnering with the **Dartmouth Center for Health Care Delivery Science** to offer an exciting new opportunity for physicians to gain training and experience to become the next generation of physician-innovators to help lead this field forward. Our physician fellows in Primary Care Leadership and Innovation will help lead systemic change at multiple levels, becoming the “systems architects” that American health care so desperately needs.

Our two-year fellowship program provides a number of unique opportunities:

- **Twenty months of primary care practice at an Iora practice**, where our clinic is your safe haven to build the medical practices of our dreams. You will practice medicine - and have more fun doing so than you ever thought possible. You'll also learn to lead our teams, improve our care systems and contribute to the ongoing development of our Clinical Intelligence System software.
- **Two one-month rotations at other Iora practices** to lend additional perspective to your work.
- **Dedicated graduate-level study** of value-based health care delivery at Dartmouth's Tuck School of Business and The Dartmouth Institute for Health Policy and Clinical Practice, leading to a **Master of Health Care Delivery Science (MHCDS)** degree from Dartmouth College.
- **Experiential training** in leadership, business planning and development, management, public speaking and software/technology development.
- **Regular mentorship** by our CEO and national leader in primary care innovation, Rushika Fernandopulle, MD, MPP and other Iora and Dartmouth faculty.
- **Ongoing educational enrichment** through weekly journal clubs, innovation conferences with national leaders and site visits to kindred practices outside the Iora network.
- **A chance to study innovation as it happens** – dedicated time to critically evaluate our model on cost, clinical outcomes and patient satisfaction. Your challenge: to measure what we are doing together, prove that it works - and then prove that we affect progress, not just change.

## THE IORA WAY

**At Iora Health, we work to restore humanity to health care.** Our aim is simple: to deliver robust, dynamic primary care that transforms our patients' lives.

We believe the only way forward is to start from scratch - to build a new model of primary health care delivery from the ground up to ensure radically improved customer service, high patient engagement, better health outcomes and lower overall health care costs. Our mission is to transform the American health care system by dramatically changing the way primary care is delivered. **We do this not by writing about or studying it, but by doing it.**

**The Iora Health model of health care changes everything** – payment, staffing, processes, IT systems and culture. We have no status quo to defend, no arcane rules we must follow. Our only goal is to dramatically improve the experience and quality of care for everyone.

### THE DARTMOUTH EXPERIENCE

The faculties of the **Tuck School of Business** and **The Dartmouth Institute for Health Policy and Clinical Practice** (TDI) have partnered to offer the MHCDS degree from Dartmouth College. The combination of The Dartmouth Institute's advanced research expertise in health care outcomes with the Tuck School's proven success in teaching leadership and teamwork, finance, and operations creates an educational opportunity unmatched by other programs.

TDI offers path-breaking research in health care practice and effectiveness, delivery innovation, and payment models. The Tuck School provides expertise in training high-level executives in strategy, operations, and the creation and execution of change.

The Master of Health Care Delivery Science (MHCDS) program at Dartmouth delivers this specialized knowledge to a diverse, global group of participants - the managers and professionals who are poised to be the health care leaders of tomorrow.

At the program's heart is a commitment to the value-based improvement of health care delivery - achieving better outcomes for the same or lower costs - that is scientifically, ethically, and managerially sound.

For more information, please visit <http://mhcds.dartmouth.edu/>.

### THE TEAM

#### *Iora Core Faculty:*

- Rushika Fernandopulle MD, MPP – Chief Executive Officer, Iora Health
- Christopher McKown – Chairman, Iora Health, and successful serial entrepreneur
- Neil Patel, MD – Associate Medical Director, Iora Health
- Andrew Schutzbank MD, MPH – Assistant Medical Director, Iora Health
- Benjamin Berk, MD, MS&E – VP, Business Development and Analytics, Iora Health
- John Norman, PhD – Professor of Computer Science, U. Minnesota
- David Gellis, MD, MBA and Ali Khan, MD, MPP – Physician-Innovators, Iora Health

#### *Partner Organizations:*

- The Dartmouth Center for Health Care Delivery Science, Dartmouth Medical School
- The Dartmouth Institute for Health Policy and Clinical Practice, Dartmouth College

## THE IDEAL CANDIDATE

Broadly speaking, an Iora Fellow is a board-certified/eligible physician who has completed (or will soon complete) an accredited residency program in one of the following disciplines: internal medicine, family medicine and medicine-pediatrics. (Candidates from other disciplines will be considered on a case-by-case basis.)

The ideal Iora Fellow is a physician who - by both their words and accomplishments – clearly aligns with our collective values, ideals and mission. If you're intrigued, please visit our Web site at [www.iorahealth.com](http://www.iorahealth.com) or contact Ali Khan, MD, MPP at [ali@iorahealth.com](mailto:ali@iorahealth.com).

## THE PATH FORWARD

Each year, Iora Health will select two Fellows in Primary Care Leadership and Innovation. While most fellows will complete the full two-year program, candidates with a prior graduate degree (such as a MPP, MPH, MBA or MHA) may be considered for a one-year program.

The Fellowship provides a full-time, competitive fellowship-level salary, benefits and full Dartmouth tuition, contingent on admission to Dartmouth's MHCDS program.

Applicants must submit a completed Fellowship Application Packet, including the Iora Application Form, curriculum vitae, personal narrative and a list of personal references, by **February 28, 2014**. Candidates will be notified of their application status within two weeks of application receipt.

The next class of Iora Fellows will begin their fellowship on July 1, 2014.