

## **Fellowship Overview**

The Institute for Healthcare Improvement (IHI) presents a Fellowship program to select health care professionals worldwide. The IHI Fellowship Program is designed for those in quality and safety roles looking to take their strategic, operational, and thought leadership skills to the next level. This program is best suited to emerging leaders with ambition to perform influential roles in improving quality and safety in their organization.

The 14-month program will support a close-knit cohort of participants from around the globe. The curriculum offers a unique virtual learning opportunity, building new relationships and global connections and engagement in learning from a range of IHI's latest developments and learning opportunities. Experiential learning is achieved through leadership of impactful work within the participant's home organization. Applying new learning throughout the program, with mentorship support, helps cement quality and safety knowledge, and develops leadership skills to influence and support organizational change.

Ideal candidates will have strong foundational knowledge and experience in quality, safety, and quality improvement capability. They will seek to hone their knowledge and skills to effectively institute impactful changes and achieve organizational goals in today's complex health care environment.

### **Fellows will:**

- Bring new ways of thinking and innovative ideas for improving the quality of patient care, reducing harm, and improving quality of care and patient-centered outcomes back to their organization
- Make a direct impact on their system while pursuing a strategic project with metrics tied to strategic organizational goals
- Deepen their knowledge in quality and safety science
- Learn how to lead system changes in quality, safety, and culture, including how to engage, influence, and impact culture change

### **Support and networking opportunities include:**

- A dedicated mentor providing continuous feedback and support
- Access to and guidance from renowned IHI leaders and faculty, including health care quality and safety experts, and innovative leaders who have improved systems in other industries
- A lasting and meaningful global network of peers and faculty, allowing for an exchange of advice, ideas, and support in the long-term (this includes an exclusive alumni network)

**Fellows can expect:**

- Access to key modules from the IHI Open School so they can refresh their knowledge of improvement science methods and patient safety principles before starting their fellowship
- Access to the CPPS (or equivalent) online review course and credentialing exam
- Independent learning assignments
- A final presentation made to program peers, faculty, and project sponsor from the participants home organization
- In-person and virtual session participation according to the following schedule.

**Schedule:**

2 in-person meetings. Attendance is strongly recommended.

- December 2026, at the IHI Forum.
- To be determined (2027).

20 virtual learning sessions. Attendance & participation is required.

- 1.5-hour sessions every other Thursday. Skips holidays and virtual retreat months.
- Curriculum includes hard core and soft periphery topics to align with cohort interests.

2 virtual retreats. Attendance & participation is required.

- 9 hours spread over 3 consecutive days. 3 hours each day.
- First one in February 2027 and second one in June 2027.

Workshop	Date
November Virtual Learning Session	November 12, 2026
December <b>In-Person</b> Learning Sessions	<b><i>In-Person Meeting:</i></b>  December 7-10, 2026, at IHI Forum, Pheonix, AZ USA
January Virtual Learning Sessions	January 7, 2027  January 21, 2027
<b>February Virtual Learning Retreat</b>	<b>February 8, 9, 10, 2027</b>  <b>3 days of 4-hour calls</b>
March Virtual Learning Sessions	March 4, 2027  March 18, 2027
April Virtual Learning Sessions	April 1, 2027  April 15, 2027
May Virtual Learning Sessions	May 6, 2027  May 20, 2027
<b>June Virtual Learning Retreat</b>	<b>June 7, 8, 9, 2027</b>  <b>3 days of 4-hour calls</b>
July Virtual Learning Sessions	July 8, 2027

	July 22, 2027
August Virtual Learning	August 5, 2027 August 19, 2027
September Virtual Learning Sessions	September 2, 2027 September 16, 2027
October Virtual Learning Sessions	October 7, 2027 October 21, 2027
November Virtual Learning Sessions	November 4, 2027 November 18, 2027
December Learning Session & Virtual Graduation	December 2, 2027

*Schedule is subject to change.*

This Fellowship is designed to build an exclusive global network of thought leaders who will lead quality and safety transformation in their systems and beyond. Cutting-edge quality and safety content will be woven together with a strong emphasis on building leadership capabilities among Fellows through synchronous and asynchronous virtual learning experiences.

Safety and quality leaders will embark on a journey focused on strategic impact and leave the fellowship with a strong network of colleagues committed to innovating and influencing change within their communities and around the world.

## Topics covered include:

### Safety & Quality

- Cutting-edge safety and quality science
- Safety culture, high reliability, and learning health systems
- Quality management systems and governance
- Measurement, analytics, and data-driven improvement
- Equity-centered quality improvement and antiracism
- Workforce safety, well-being, and resilience
- AI and digital health

### Leadership

- Leadership in safety and quality improvement
- Adaptive leadership in complex systems
- Influence without authority
- Change management and implementation science
- Innovation, spread, scale, and sustainability
- Psychology of change and human factors
- Communication, storytelling, presentation, and pitching skills

### Who Should Apply

The IHI Fellowship is designed for emerging and established leaders in quality and safety who are ready to deepen their strategic impact, expand their influence, and help shape the future of health and health care—locally and globally.

Ideal candidates include professionals who:

- Hold mid- to senior-level leadership roles in quality, safety, risk, or improvement.
- Are on a trajectory to lead at the system, enterprise, or national level.
- Work across disciplines, sectors, or boundaries to drive change.

- Are motivated to strengthen both technical improvement expertise and leadership capability.
- Bring a global perspective and seek to learn from peers across regions and contexts.

Typical Fellowship participants include:

- Directors or Senior Managers of Quality, Safety, Risk, or Patient Experience
- Patient Safety, Quality, or Improvement Officers
- Directors of Risk Management or Clinical Governance
- Emerging Clinical Leaders (physicians, nurses, pharmacists, and allied health professionals)
- Human Factors, Systems Engineering, or Improvement Science professionals
- Patient, family, and community leaders or advocates
- Boundary spanners – individuals working across clinical, operational, policy, or community settings who are positioned to lead system-level change

## **Application Information**

Applicants will be expected to demonstrate how their fellowship training and projects align with their organization's strategic priorities. Letters of support should clearly articulate commitment to the applicant and the contribution of the applicant's training and proposed project to the organization's strategic goals.

Ideal candidates will have strong foundational knowledge and experience in quality and safety. They will have a clear desire to lead quality/safety/improvement efforts and be able to clearly describe how their training and project will contribute to the strategic goals of their organization.

## **Who are Fellows?**

Fellows are a diverse, global community of motivated leaders working to advance patient safety, quality, performance improvement, and risk management across health systems and care settings.

They come from a wide range of professional backgrounds and roles, including:

- Senior executives and system-level leaders
- Physicians, medical directors, and emerging clinician leaders
- Nurse executives, managers, and clinical leaders
- Patient safety, quality, and improvement officers
- Risk management and clinical governance leaders
- Pharmacy and medication safety leaders
- Human factors, systems engineering, and improvement science professionals
- Association leaders, policy influencers, and patient or community advocates

What unites Fellows is not a specific title, but a shared commitment to leading change at scale and a readiness to grow as strategic, influential leaders in quality and safety.

## **Selection Criteria**

- Prior training and experience and/or demonstrated interest in developing and implementing quality improvement and/or patient safety initiatives

- A draft of a project proposal designed to have strategic, high-level impact at the applicant's home organization with demonstrated senior leadership support (project sponsor)
- References from two peers or supervisors with personal knowledge of an applicant's leadership abilities and knowledge of the applicants' grasp of the fundamentals of quality improvement, patient safety, and improvement/implementation science
- Letter of support from the project sponsor, which authorizes release time for the Fellowship, provides support for tuition, and demonstrates commitment to the applicant's career development and strategic project plan

### **Time & Travel Commitment**

The program will include **two in-person meetings**. The Fellowship will kick off with an in-person convening held adjacent to the 2026 IHI Forum. A second in-person meeting will take place at a future IHI event, to be determined. While in-person participation is strongly encouraged, we recognize that travel may not be feasible for everyone, and it is not required to complete the program.

### **Strategic Impact Project**

Each fellow will be asked to identify and provide a preliminary design for a strategic impact project (SIP), that he or she will develop and implement over the course of their fellowship year and beyond. The SIP should align with the strategic quality improvement and/or patient safety goals of the fellow's organization and have the demonstrable support of a project sponsor from the organization's leadership team who will monitor and facilitate completion of the project. A clearly defined SIP with appropriate leadership support and visibility ensures that fellows can translate their experiential learning into action within their own organizations.

### **Tuition**

***Applicants should ensure they have funding in place prior to applying.***

Tuition will be invoiced once Fellows are notified of their acceptance into the program and is due upon receipt.

Tuition rate is \$25,000 per fellow and may be funded organizationally or individually.

There are a limited number of *partial, need-based* scholarships available annually. The process for applying for a scholarship is included in the program application.

Tuition covers:

- Access to key modules from the IHI Open School
- Access to the CPPS (or equivalent) online review course and credentialing exam
- Two in-person workshops (optional)
- Two, three-day virtual retreats (February and June 2027)
- Twice-monthly live virtual meetings
- Strategic project scoping and individualized mentoring
- Access to the Fellowship learning community, affinity groups, and faculty
- Access to the Fellowship alumni community

**Submission Deadline**

**Friday, August 14, 2026**

**Video interviews will be conducted in September.**

**Admissions decisions will be communicated to all applicants on or before**

**October1, 2026**

**2026-2027 APPLICATION**

Please note: Information contained in your application will be used in a directory of selected 2026-2027 Fellows.

Please submit an electronic application with all the required attachments (see Section VII Application Submission Checklist) by August 14, 2026, at 5pm EST

**I. APPLICANT INFORMATION**

Full Name:

Nickname:

Prefix:

Organization:

Title:

Credentials:

**Address**

Address Line 1:

Address Line 2:

City:

State:

Zip:

Country:

Phone:

Email:

Assistant's Name:

Assistant's Phone:

Assistant's Email:

Type of Organization:  Hospital  Ambulatory  Association  Non-Profit  
 University/College  Other

**Our aim is to design diverse and inclusive cohorts of fellows to maximize group learnings. Please complete the following optional identification questions to assist us in this work.**

Sexual identity:  Male  Female  Non-binary

Race/ethnicity:  Hispanic or Latino  Black or African American  White

Native Hawaiian or Pacific Islander  Asian  Native American or Alaska Native

Two or More Races

Years of experiences in the workforce:

Any other way you identify you would like us to know:

**Commitment to Learning Retreats:**

Please initial here to confirm your commitment and availability to attend all virtual retreats.

Please initial here to confirm you have secured funding for this program.

**Project Sponsor:**

Please list the senior sponsor on your project.

Name:

Title:

Organization:

Phone

Email:

Assistant's Name:

Assistant's Phone:

Assistant's Email:

**II. RESUME OR CURRICULUM VITAE**

Please attach a current resume or curriculum vitae along with your electronic application.

### **III. STRATEGIC IMPACT PROJECT PROPOSAL**

Please provide a draft of your Strategic Impact Project (SIP) proposal. It is understood that most proposals will still be “works in progress” that will be refined and implemented in the course of the fellowship with the help of mentors and faculty. However, they should include realistic and actionable objectives to be completed by the end of the fellowship year. The SIP proposal (A-F below) must be no longer than two (2) pages. The SIP proposal should be organized as follows:

#### **A. Project Title**

#### **B. Opportunity Statement**

What organizational strategic priority is addressed by your proposal? What is the current gap between current and anticipated performance, and what is the evidence or best practice that support your improvement goal (a so-called “opportunity statement”)? What impact will this strategic project have in your organization or community?

#### **C. Aim Statement**

What measurable improvement do you wish to accomplish? The aim must include a measurable goal (how much improvement by when and for whom), and timeline, and a description of the population that will be impacted Example: Decrease the all-cause readmission rate for heart failure patients discharged from XX hospital from AA% to BB% (20 % improvement) in 12 months

#### **D. Key Measures**

How will you know if you are successful? Measures should include process measures you will track to evaluate progress in meeting your goal; and “balancing measures” to monitor potential unintended consequences of your work.

#### **E. Scope**

Describe potential action steps and activities you might employ to implement, sustain, and spread your intervention(s).

#### **F. Resources**

What resources will be made available to support your goals? What, if any, additional resources may be needed?

### **IV. Personal Statement**

The personal statement (A-C below) must be no longer than one (1) page. The personal statement should address the following questions:

A. Please describe one defining experience in your career where you provided exceptional leadership in developing or implementing a quality improvement or patient safety project or initiative.

B. Outline your career goals and how the fellowship program would further these goals. Be as specific as possible about current gaps in your knowledge, skills, and experience that you believe the fellowship will address.

C. [Optional] Please provide any additional information that may be helpful to the selection committee.

## **V. LETTER OF ORGANIZATIONAL SUPPORT**

A one-page letter from the project sponsor within your organization indicating organizational support and commitment (time and resources) for the Strategic Impact Project and for your participation in the IHI Fellowship is required with your submission.

## **VI. LETTER OF REFERENCE GUIDELINES**

All Fellows are required to submit two letters of reference with their application. Each of these letters must include the following:

- Fellowship applicant's name
- Reference name, title, organization, address, phone, and email
- Reference signature and date
- Letters of reference should address the following questions:
  - In what capacity do you know the applicant?
  - How long have you known the applicant?
  - Do you believe this individual has the potential to be an influential leader in patient safety and quality? If so, why? Please elaborate on your support of the candidate and provide examples if possible

**NOTE: Please submit all files to [Fellowship@ihi.org](mailto:Fellowship@ihi.org)**

## **APPLICATION SUBMISSION CHECKLIST**

Your electronic application form must include:

- ✓ Contact and organizational application form (Section I)
- ✓ Resume or curriculum vitae (Section II)

- ✓ Strategic project proposal (Section III)
- ✓ Personal statement (Section IV)
- ✓ Signed letter of support from your organization (Section V)
- ✓ Two completed references (Section VI)

**IHI Fellowship Program:**

**Email: [Fellowship@ihi.org](mailto:Fellowship@ihi.org)**