

**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 change 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)
- Senior sponsorship and active engagement from your home organization's executive team, including quarterly sponsor progress check-ins

**Fellows can expect:**

- Access to key modules from the IHI Open School so they can refresh their knowledge of improvement science and patient safety principles and methods before starting their fellowship
- Access to the CPPS online review course and credentialing exam
- Two, three-day virtual retreats (February and June 2026)
- Bi-weekly live virtual meetings
- Bi-weekly self-paced online learning modules
- Independent learning assignments
- A final presentation made to program peers, faculty, and project sponsor from the participants home organization

**Agenda**

*2 in-person meetings. Attendance is strongly recommended.*

- *December 2025, at the IHI Forum*
- *December 2026, at the IHI Forum*

Typical Learning Month – Attendance & participation is required:

- 1 hour of Fellowspace and Creating Connections
- 3 hours of live instructor-led learning (curriculum based), split into 1.5-hour sessions, 2 weeks apart on Thursdays
- 1 hour of independent Affinity Group participation

| Workshop                                    | Date  |
|---|---|
| November Virtual Learning Session           | November 20, 2025   |
| December <b>In-Person</b> Learning Sessions | <b><i>In-Person Meeting:</i></b><br>December 7-10, 2025, at IHI forum, Anaheim, California, USA |
| January Virtual Learning Sessions           | January 8, 2026<br>January 22, 2026   |
| <b>February Virtual Learning Retreat</b>    | <b>February 9, 10, 11, 2026</b><br><b>3 days of 4-hour calls</b>                                |

|  |   |
|--|---|
| March Virtual Learning Sessions        | March 5, 2026<br>March 19, 2026   |
| April Virtual Learning Sessions        | April 2, 2026<br>April 16, 2026   |
| May Virtual Learning Sessions          | May 7, 2026<br>May 21, 2026   |
| <b>June Virtual Learning Retreat</b>   | <b>June 8, 9, 10, 2026</b><br><b>3 days of 4-hour calls</b>   |
| July Virtual Learning Sessions         | July 2, 2026<br>July 16, 2026   |
| August Virtual Learning                | August 6, 2026<br>August 20, 2026   |
| September Virtual Learning Sessions    | September 3, 2026<br>September 17, 2026   |
| October Virtual Learning Sessions      | October 1, 2026<br>October 15, 2026   |
| November Virtual Learning Sessions     | November 5, 2026<br>November 19, 2026   |
| December Learning Session & Graduation | <i>Final In-Person Learning Session &amp; Fellowship Graduation</i><br><br><i>Adjacent to IHI Forum</i><br><i>December 2026</i> |

*Faculty, agenda times, or presentations are 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 will include:**

### **Safety & Quality**

- Cutting edge safety and quality science
- Quality management systems
- Co-design and co-production
- Innovation, implementation, spread, scale up, and sustainability
- Quality and safety in other industries
- Qualitative and ethnographic inquiry
- Equity and safety/quality
- Culture
- Measurement

### **Leadership**

- Leadership in safety and quality improvement
- Innovation/implementation
- Change/change management
- Resilience
- Influence
- Adaptive leadership
- Psychology of change
- Presentation and pitching skills

### **Who Should Apply**

Professionals in quality and safety roles who are looking to take their strategic, operational, and thought leadership skills to the next level.

- Director level in quality or safety or risk
- Senior managers in quality or safety or risk
- Patient safety or quality officers
- Directors of risk management
- Emerging clinician leaders
- Other industry professionals such as human factors engineers
- Patient advocates
- Boundary spanners (individuals who work across the system and are on a trajectory to lead a system)

## **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?**

The Fellows are a diverse group of motivated health care leaders working in patient safety, quality, performance improvement, and risk management. They include senior executives, physicians, medical directors, nurse executives and managers, patient safety officers, quality officers, risk managers and pharmacy leaders, association leaders and other health care professionals.

Fellows exhibit:

- Vision, passion and capability to improve health and health care for all people in their organizations and the wider community
- Insight, courage and evidence of a commitment to lifelong growth and development
- Capacity and willingness to learn in collaboration with other health care professionals and leaders through action, reflection, feedback and support
- Commitment (from the employing organization and individual) for the Fellow's continuing employment and active engagement in the fellowship throughout the 14-month experience, as well as financial support for tuition

### **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 applicant's 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
- An organizational and personal commitment to workforce and patient equity

## **Time & Travel Commitment**

The program will include **2 in-person meetings** adjacent to the IHI Forum in December 2025 and December 2026. The Fellowship program will kick off at the 2025 IHI Forum and conclude at the 2026 IHI Forum. Fellows will graduate in-person and onsite at the Forum. We recognize that travel might not be feasible for some people. While we strongly recommend attending, 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 online review course and credentialing exam
- Two, three-day virtual retreats (February and June 2026)
- Twice-monthly live virtual meetings
- Bi-weekly self-paced online learning modules
- 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 1, 2025**  
**Video interviews will be conducted in September.**  
**Admissions decisions will be communicated to all applicants on or before**  
**September 19, 2025**

## **2025-2026 APPLICATION**

Please note: Information contained in your application will be used in a directory of selected 2025-2026 Fellows.

Please submit an electronic application with all the required attachments (see Section VII Application Submission Checklist) by August 1, 2025, 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)**