

Transforming Safety Together Network

Network Prospectus

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Transforming Safety Together (TST) Network

was formed in 2025 by the Institute for Healthcare Improvement (IHI) to encourage and enable hospitals and health systems to work in partnership with like-minded organizations in a unified effort to eliminate preventable harm to patients and the health care workforce.

Inspired by the success of the Children's Hospitals' Solutions for Patient Safety (SPS) network, this initiative brings that proven model to the adult health care system – rooted in the belief that we should never compete on safety. By harnessing data sharing, collective expertise, shared purpose, and a commitment to collaborative learning, this network empowers hospitals to navigate complexity, reduce harm, and build a culture of safety that transcends individual institutions. **Together, we have the opportunity to reimagine and redefine the future of safety – utilizing learning health network science to drive transformative, system-level improvements that lead to impactful and measurable reductions in harm for both patients and the health care workforce across the industry.**

"In the 2 1/2 decades since the National Academy of Medicine report, *To Err Is Human*," patient safety and its close cousin, worker safety, have often had top billing among the dimensions of health care quality on the agenda of improvement. The good news is that safety science has soared – we know far more now than ever before about how to prevent harm from care. The downside is that, for many reasons, safety has slipped down the priority list for executive and clinical leaders, as other urgent needs have drawn their attention. It is high time for a major safety reboot – implementing, expanding, and accelerating the use of what we have learned about safer care. IHI's new network, **Transforming Safety Together**, is just that reboot, and the benefits will be in countless lives saved and health preserved."

Dr. Don Berwick
President Emeritus and Senior Fellow
IHI



Acknowledgments

IHI would like to gratefully acknowledge the Transforming Safety Together Advisory Committee. This diverse group of leaders and experts is guiding us in establishing the TST Network to work towards eliminating patient and workforce harms in health care.

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Institute for Healthcare Improvement

The Institute for Healthcare Improvement (IHI) is a leading, globally recognized not-for-profit health care improvement organization that has been applying evidence-based quality improvement methods to meet current and future health care challenges for more than 30 years. IHI provides millions of people in health care with methods, tools, and resources to make care better, safer, and more equitable; convenes experts to enable knowledge sharing and peer-learning; and advises health systems and hospitals of all sizes in improving their systems and outcomes at scale. IHI's mission is to innovate and lead transformational improvement in health and health care worldwide.

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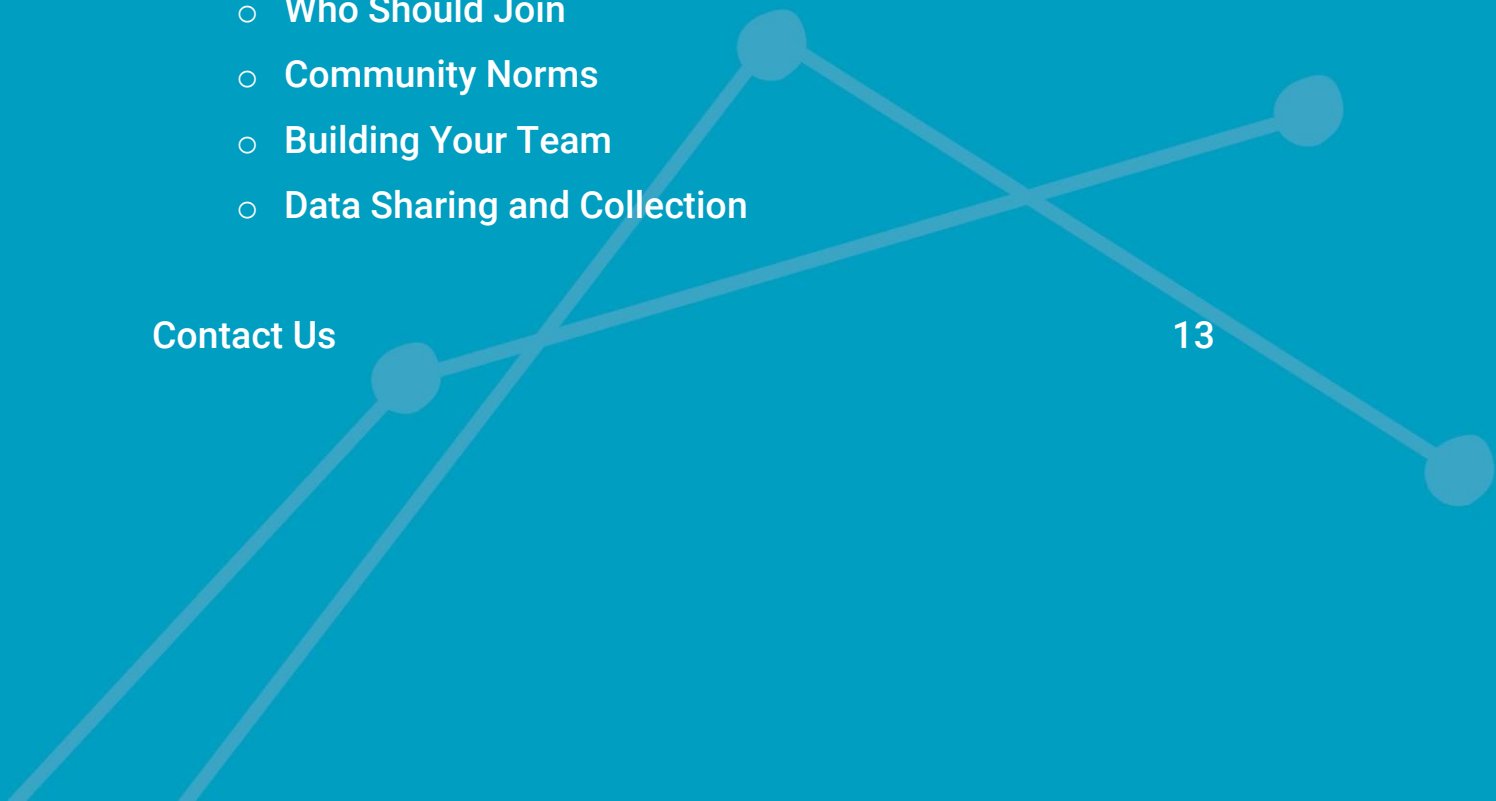
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Network Overview

Background – Why this Network? Why Now?

Twenty-five years after the [*To Err Is Human*](#)¹ report, preventable harm remains a persistent challenge in health care. According to the World Health Organization², one in ten patients still experiences harm in health care, with over half of those incidents being preventable – resulting in an estimated three million deaths and trillions in avoidable costs each year. Despite some progress, the scale and impact of continued harm demand renewed urgency and coordinated action. Improving safety and reducing harm are not only moral imperatives, but a strategic investment that improves outcomes, reduces suffering, lowers costs, and builds a more resilient and engaged workforce across the industry.

As a global catalyst for improvement knowledge exchange around the world, the Institute for Healthcare Improvement (IHI) has a proven track record of convening leaders and organizations united by a common purpose – to accelerate learning, spread best practices, and transform systems, to drive measurable progress in health and health care. This newly formed safety learning health network, **Transforming Safety Together (TST)**, builds on that foundation – uniting safety science experts and industry innovators to drive meaningful change and measurable harm reduction.

As the challenges of delivering safe, high-quality care continue to grow, the urgency for coming together to collaboratively improve safety and reduce harm for both patients and the health care workforce has never been greater. Now is the time for health care organizations to unite in collective action, shared learning, and evidence-based innovation to achieve what no single organization can do alone. Together, we have the power to reimagine what safety looks like, think about safety differently, and most importantly – *do* safety differently. **Participation in TST is your opportunity to lead the way and be at the forefront of a transformative movement to redefine and elevate both patient and workforce safety for the entire health care industry.**

“Looking forward, I see this network as the incubator for the future of safety. For any organization committed to zero harm, joining this network isn’t just an opportunity – it’s an essential investment in your people, your patients, and your mission.”

Deeba Siddiqui
SVP, Team Health & Safety; Chief Risk Officer
Hackensack Meridian Health



Vision: To transform the health care industry into a leader in safety while diligently serving the needs of every individual

Mission: Together we will build reliable and scalable systems that facilitate safe care and continuously reduce preventable harm.

Three-year Network Aims: In pursuit of eliminating preventable harm, by April 30, 2028, TST workgroups will achieve a(n):

- Improvement in workforce safety measures including DART, TRIR, and LTCR rates
- Improvement in patient safety measures including areas such as diagnostic error, sepsis mortality, and glycemic management
- Reduction in network-wide serious safety events
- Increase in the number of patients and staff spared from harm
- Decrease in costs related to safety events

Note: definitions and specific numeric targets will be determined by workgroup members

What Makes this Network Different?

TST Network Theory

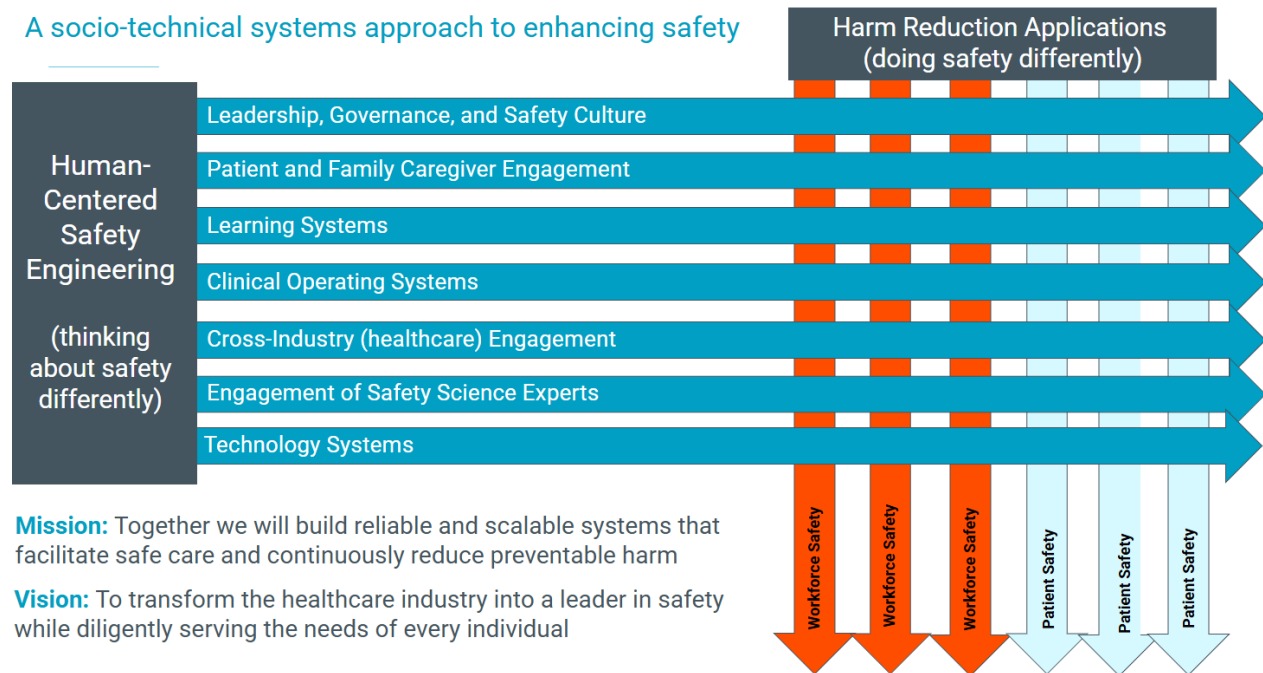
Membership in this Learning Health Network offers a unique opportunity to engage in a transformative approach to safety – one that goes beyond traditional improvement efforts. Our goal is to transcend other initiatives that have fallen short by creating a network designed to drive deep, systematic change that addresses all aspects of patient and workforce safety.

Guided by a national advisory group of safety experts, a modern safety framework was created, reflecting the urgent need to both “think about” and “do” safety differently. This means moving beyond isolated interventions to understand how high-performing systems achieve sustainable results. This network explores a set of critical, interconnected components – what we call the core “horizontals” (see TST Network Framework) – to drive lasting improvement. These include leadership, governance, safety culture, patient and caregiver engagement, robust learning systems, well-designed clinical operating systems, and strategic utilization of technology, while

partnering with leaders across health care, human factors science, and beyond. By understanding and strengthening these foundational elements, this network empowers organizations to build the systems and cultures needed to reduce harm, improve outcomes, and achieve meaningful and sustainable impact.

TST Network Framework

A socio-technical systems approach to enhancing safety



Other Ways this Network Stands Apart



Dual Focus on Patient and Workforce Safety: Unlike many initiatives that prioritize one or the other, this network recognizes the inseparable link between safe care and a safe, supported workforce. We address both domains simultaneously to build safer environments for everyone.



Systems-Level Approach to Safety: Real progress requires more than applying a best practice – it requires deep understanding of how high-performing systems actually work. This network moves beyond surface level solutions by actively exploring the foundational components from our network theory that make lasting improvement possible, including how to create:

- A strong culture of safety and leadership
- Meaningful patient and family engagement
- Robust learning health system infrastructure
- Effective clinical and operating system design
- Integrated and optimized technology



Cross-Industry Insights

This network engages experts from high-risk industries beyond health care, including human factors engineers and safety scientists from other industries. This infusion of diverse perspectives sparks new ways of thinking about, and solving, persistent challenges, allowing us to think about and do safety differently.



Access to Leading Voices in Health Care Safety

Members gain access to top-performing health care organizations and respected safety leaders who are redefining excellence in patient and workforce safety.



Collaborative Innovation at Scale

The network provides a dynamic space for shared learning, co-design, and evidence-based experimentation. Members collaborate to test, refine, and scale impactful solutions – accelerating progress across systems.



Connection to IHI's Improvement Expertise and Resources

The network is grounded in decades of global experience in safety and improvement science. Members benefit from access to IHI's improvement advisors and methodologies – offering expert guidance to support continuous learning and improvement.



Strategic Positioning and Recognition

Participation signals your organization's leadership in a national movement to reimagine and redefine safety. Members are recognized as innovators and change agents – positioned to shape the future of care delivery and workforce well-being.

"It has been refreshing and inspiring to see our improvement teams share and learn from peers across the country who are attempting to tackle similar daunting problems. Participation in a structured learning health network gives them the experience of contributing to the greater good and learning and improving in a way they could not have done otherwise."

Dr. Chapy Venkatesan
Chief Quality Officer, Inova Health System
TST Network Co-Chair

Approach

Learning Health Network Model

This network is built on the proven Learning Health Network model – a collaborative and inclusive approach that has helped organizations across health care settings achieve meaningful, large-scale improvement. At its core, a learning health network brings together patients, providers, researchers, and partners united by a shared purpose, a clear aim, transparent data collection and sharing, and a common set of evidence-based strategies to co-create and drive measurable outcomes. Learning health networks share data to identify what works, measure progress, and fuel continuous learning through rapid cycles of testing and adaptation. With improvement science methods underpinning the work, the conditions are primed for achieving results at scale.

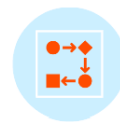
What is a Learning Health Network?



Collaborative and Inclusive: LHNs bring together patients, providers, researchers, and partners to co-create solutions and improve health outcomes.



Data-Driven Improvement: Shared data is used to find what works, measure progress, and improve care.



Rapid Learning Cycles: Feedback from practice is quickly used to make system-wide improvements.



Evidence-Based Innovation: Decisions are grounded in the best available evidence, while also fostering innovative approaches to address emerging challenges.



Scalable and Sustainable: LHNs are built to adapt and grow, evolving with new evidence and changing community needs to ensure lasting impact.



Shared Learning Culture: Everyone teaches and learns, contributing to continuous improvement.

Network Activities

Each year, the network (with guidance from our advisor/member health systems) will identify a set of priority focus areas to guide our work. Organizations will have the opportunity to convene and learn from each other in a variety of ways, including virtual workgroup cohorts, all-network learning sessions, and exclusive IHI conference networking events. Our engagements will frequently include safety experts across the field to lead conversation and advise our network members.

Virtual Workgroups: The TST Network is organized into topic-specific working groups, focused on key areas of harm reduction in both patient and workforce safety. Each workgroup meets monthly, for approximately one hour, to review data, share learnings, and plan improvement strategies using proven improvement science methods. Workgroups follow an “all teach, all learn” model – spotlighting high performing organizations, sharing real-time lessons, and supporting active testing between sessions. Members may join multiple workgroups, with each one fostering a collaborative space for driving measurable, system-level change.

2025-2026 Workgroups	
Patient Safety Workgroups	Workforce Safety Workgroups
Diagnostic Error (anticipated start early 2026)	Workplace Violence (started June 2025)
Glycemic Management (anticipated start early 2026)	Safe Patient Handling (starting October 2025)
Sepsis Mortality (anticipated start early 2026)	Sharps (anticipated start in late 2025)

Special Interest Cohorts: Spaces to explore, innovate, and design solutions grounded in safety science and related topics.

Special Interest Cohorts
Good Catch (started June 2025)

Learning Sessions: Virtual, full-network gatherings designed to spark energy, foster connection, build improvement capabilities, and support shared learning to advance patient and workforce safety across the industry. These sessions promote collaboration, spread best practices, and accelerate impact through collective action and continuous learning

Networking Events: Exclusive networking events offer TST network members unique opportunities to connect with peers across IHI, including at the IHI Forum Executive Leadership Summit, Forum receptions, and other members-only gatherings throughout the year.

Cost

We are excited to invite Leadership Alliance members to join us in this new space by participating in one or more working groups – an opportunity to learn and grow together in this prototype phase. We are deeply grateful for your willingness to explore and shape this work with us. At this stage, there is no additional cost for participation; over time, as the work matures, we may revisit the model in partnership with you.



Network Members

Who Should Join

This network is designed for US-based adult hospitals looking to demonstrate commitment to safety excellence. Organizations that join have a **relentless desire to improve** and a **commitment to safety** for their patients and staff that begins with their leaders and reaches every level of the organization.

Our members share a **sense of urgency** around patient and workforce safety. The time to act is now. The pace of our work will be rapid, and the stakes are high. We must harness our collective expertise to drive swift and impactful changes. Like-minded organizations can take advantage of this shared momentum to push forward positive change and eliminate harm.

Organizations who participate should join with an improvement mindset. A fundamental principle of this network will be that we must all be willing to teach and to learn from one another. **We will not compete on safety.** While health systems may compete with one another in other ways, within TST we will share our best practices and improve together for the benefit of patients and our staffs. The network will be internally transparent with respect to overall performance.

Community Norms

Our Network Members agree to follow a set of community norms, including:

- **Commitment:** Your involvement will require an investment of time and resources. A well-designed network should allow all members to achieve their safety improvement goals more effectively. This should not be seen as additional work. It should become a better way to do the work.
- **Public Support and Leadership:** As a member of this initiative, you will play a critical leadership role in this work, advocating for our collective goals and driving your

organization's engagement. Your role as an early adopter, opinion leader, and risk-taker will be crucial in achieving our shared objectives and eventually attracting others.

- **Data Sharing and Standardization:** From the outset, data sharing will be critical. We need early adopters to demonstrate we can share timely and actionable data across the network. Success will breed success.
- **All Teach, All Learn:** Our network is grounded in a culture of mutual learning, where every member is both a teacher and a learner – sharing insights, experiences, and innovations to collectively advance safety and quality.
- **Member Led, Member-Driven:** Participants are empowered to shape the network and workgroup priorities, lead initiatives, and drive collective action toward safer care.
- **We Do Not Compete on Safety:** We work together and share transparently to elevate the collective performance across the network and the health care industry at large.

Building your Team

Successful teams will dedicate staff to this work to lead or support key functional areas. Roles to consider will include:

Local Core Team: Represent the organization within the TST Network and keep a pulse on all of their organization's participating workgroups. The Core Team should have a level of leadership or organizational influence to aid in removing barriers for workgroup teams.

- Senior sponsor (e.g., Chief Quality/Safety Officer)
- Program coordinator
- Data/analytics resource
- 1-2 additional safety team leaders (e.g., patient safety and quality team leads)

Focus Area Workgroups: Frontline and unit-based staff and subject matter experts who will develop and actively lead tests of change. These functions can overlap; for instance, the QI lead can also be responsible for data collection.

- Physician, nurse and other relevant subject matter expert leads (e.g., infection prevention, respiratory therapy, occupational health, pharmacist)
- Operational leaders
- Staff working directly at the point of care delivery related to the topic
- Quality improvement and safety leaders
- Data/analytics support
- Patient or caregiver representative

Data Sharing and Collection

- All workgroup participants are expected to participate in monthly, aggregated data submission. **No individual patient or staff member data will be shared**, adhering to all HIPAA policies.
- All participating organizations will be asked to complete a Data Agreement.
- Aggregate workgroup level performance data will be shared across the network to facilitate learning and accelerate change. Individual high-performing hospitals will be identified (only with permission) to enable cross network learning.
- Organizations will additionally submit a brief narrative summary of their changes made, barriers, and lessons learned on a monthly basis. This report is used to guide and shape the support the network provides to participating organizations and will take minimal effort to prepare.
- An Improvement Advisor will support the analysis and presentation of aggregate data and advise on improvement across organizations and the network.

Contact Us

Please contact our team at TSTNetwork@ihi.org for general inquiries. Our IHI team is always available to support you.

- Dr. Dan Hyman, Co-Chair
- Dr. Chapy Venkatesan, Co-Chair
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- Shubhi Tandon, Project Manager, IHI
- Sophia Cunningham, Associate Project Manager, IHI
- Abigail Alyesh, Improvement Advisor
- Christina Southey, Improvement Advisor

References:

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