

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.

The 14-month program will support a closely-knit cohort of participants from around the globe. It offers a unique virtual learning opportunity, and includes experiential learning through the leadership of strategic, impactful work within participants' home organizations. This work within home organizations will help cement the strategic improvement knowledge and new ways of thinking gained throughout the program.

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 2025)

- 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

Faculty, agenda times, or presentations are subject to change.

2 in-person meetings. Attendance is strongly recommended.

- *December 2024, at the IHI Forum in Orlando, FL*
- *December 2025, at the IHI Forum in Anaheim, CA*

Typical Learning Month – Attendance & participation is required:

- 1.5 hour of Fellowspace and Creating Connections
- 1.5 hour of live instructor-led learning (curriculum based)
- 1 hour of independent learning
- 1 hour of independent Affinity Group participation

Workshop	Date
Virtual Meet and Greet Technology Training	<i>Live:</i> November 6, 2024
November Virtual Learning Session	November 20, 2024
December In-Person Learning Sessions	<i>In-Person Meeting (Strongly Recommended):</i> December 8-9, 2024 <i>IHI Forum (Strongly Recommended) December 10-11, 2024</i>
January Virtual Learning Sessions	<i>Live:</i> January 8, 2025 January 22, 2025 <i>Independent Learning.</i> January 15, 2025 January 29, 2025
February Virtual Learning Retreat	<i>Live:</i> February 10, 11, 12, 2025 3 days of 4-hour calls

March Virtual Learning Sessions	<i>Live:</i> March 5, 2025 March 19, 2025 <i>Independent Learning:</i> March 12, 2025 March 26, 2025
April Virtual Learning Sessions	<i>Live:</i> April 2, 2025 April 16, 2025 <i>Independent Learning:</i> April 9, 2025 April 23, 2025
May Virtual Learning Sessions	<i>Live:</i> May 7, 2025 May 21, 2025 <i>Independent Learning:</i> May 14, 2025 May 28, 2025
June Virtual Learning Retreat	<i>Live:</i> June 9, 10, 11, 2025 3 days of 4-hour calls
July Virtual Learning Sessions	<i>Live:</i> July 2, 2025 July 16, 2025 <i>Independent Learning:</i> July 9, 2025 July 23, 2025
August Virtual Learning	<i>Live:</i> August 6, 2025 August 20, 2025 <i>Independent Learning:</i> August 13, 2025 August 27, 2025
September Virtual Learning Sessions	<i>Live:</i> September 3, 2025 September 17, 2025 <i>Independent Learning:</i> September 10, 2025 September 24, 2025

October Virtual Learning Sessions	<i>Live:</i> October 1, 2025 October 15, 2025 <i>Independent Learning:</i> October 8, 2025 October 22, 2025
November Virtual Learning Sessions	<i>Live:</i> November 5, 2025 November 19, 2025 <i>Independent Learning:</i> November 12, 2025 November 26, 2025
December Learning Session & Graduation	<i>Virtual Graduation:</i> December 3, 2025 <i>Final In-Person Learning Session & Fellowship Graduation</i> <i>Adjacent to IHI Forum December 2025 in Anaheim, CA</i>

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 clearly describe how their training and project will contribute to their organization's strategic goals.

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 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
- An organizational and personal commitment to workforce and patient equity

Time Commitment

Participants must invest the time and energy needed to complete all aspects of the Fellowship program, including implementing and completing a strategic project, attending all required meetings, submitting progress reports to IHI and project sponsor, and participating during scheduled webinars and teleconferences. Up to 20 percent annual release time is recommended from the Fellow's employer to satisfy the program requirements.

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. Scholarship applications are due by August 1, 2024. Scholarship applications are reviewed as a separate process from Fellowship program applications and are not taken into consideration during the program application review phase. Scholarship applications are formally reviewed if an applicant is recommended to be accepted.

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 2025)
- Bi-weekly 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

August 1, 2024

Phone or video interviews will be conducted in August and September.
Admissions decisions will be communicated to all applicants on or before
September 13, 2024

2024-2025 APPLICATION

Please note: Information contained in your application will be used in a directory of selected 2024-2025 Fellows.

Please submit an electronic application with all the required attachments (see Section VII Application Submission Checklist) by August 1, 2024

Video interviews will be conducted in August and September.

Admissions decisions will be communicated to all applicants on or before September 13, 2024.

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 ☐ Other

☐ 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.

How do you self-identify culturally or ethnically?

What is your nation of origin?

What is your gender? ___ Male ___ Female ___ Non-binary/Gender Fluid/Gender Non-Conforming ___ Prefer not to respond

Are you Hispanic/Latino/Latinx? ___Yes ___No ___Prefer not to answer

Commitment to Learning 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 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

[APPLY HERE](#)

APPLICATION SUBMISSION CHECKLIST

Your electronic application form must include:

- ☐ Contact and organizational information
- ☐ Project Sponsor & Commitment to Learning
- ☐ Personal Identification Information
- ☐ Application Documents
 - ☐ Resume or curriculum vitae
 - ☐ Strategic project proposal
 - ☐ Personal statement
 - ☐ Signed letter of support from your organization
 - ☐ Two completed references

Questions?

Email: Fellowship@ihi.org