More than 25 years of driving improvement.

The phases and events that have shaped the Institute for Healthcare Improvement (IHI) reflect the quality improvement journey of the entire health care community.

EDUCATION
Building the capacity for change through knowledge exchange and training

REDESIGN
Moving beyond best practice to innovative designs based on novel concepts

MOVEMENT
Unifying the industry around the common cause of improving health care for all

FULL SCALE
Changing mainstream practice standards by ensuring widespread deployment

CARE FOR POPULATIONS
Making care better for individuals, improving health for populations, and reducing per capita cost

HEALTH CARE AND HEALTH
Accelerating the pace of health care improvement while also partnering with organizations and communities to improve health

1991
The **Institute for Healthcare Improvement** is founded.

1993
The **Group Practice Improvement Network (GPIN)** is started.

Associates in Process Improvement (API) introduces its **Model for Improvement,** which later becomes the foundation for IHI's Breakthrough Series methodology. API becomes a closely aligned partner of IHI.

1994
IHI launches the **Interdisciplinary Professional Education Collaborative (IPEC)** with the aim of making quality improvement a standard component in the education of health professionals in all disciplines.

"Eleven Worthy Aims for Clinical Leadership of Health System Reform" is published in the *Journal of the American Medical Association.*

AWARENESS
Building the will for change and the conviction that improvement is possible

1986
The **National Demonstration Project on Quality Improvement in Health Care (NDP)** is launched to explore the application of modern quality improvement methods to health care.

1988
Improving Health Care Quality is first offered. This course is held 54 times over the next 11 years. Other courses are soon added to the curriculum.

1989
The NDP hosts its National Summit with 287 attendees. This is the precursor to IHI's **National Forum on Quality Improvement in Health Care.**

"Continuous Improvement as an Ideal in Health Care" by Don Berwick is published in the *New England Journal of Medicine.*

1990
The book *Curing Health Care* is published.

The **Quality Management Network (QMN)** holds its first meeting.

COLLABORATIVE IMPROVEMENT
Working together to spread best practices and yield breakthrough results

1995
API and IHI develop the original model for IHI's **Breakthrough Series Collaborative.** The first Collaborative aims to reduce cesarean section rates.

1996
API publishes *The Improvement Guide.*

IHI publishes its first **Breakthrough Series Guide,** "Reducing Delays and Waiting Times Throughout the Healthcare System."

1997
President Clinton's Advisory Commission on Consumer Protection and Quality in the Health Care Industry publishes the "Consumer Bill of Rights" and, the following year, "Quality First: Better Health Care for All Americans."

The BMJ Publishing Group and IHI host the first **European Forum on Quality Improvement in Health Care,** which later becomes the International Forum.

Sweden and Norway begin a collaborative improvement series based on IHI's Breakthrough Series model.

1998
IHI begins the **Idealized Design of Clinical Office Practices (IDCOP)** initiative.

The **HRSA Bureau of Primary Health Care** and IHI launch cluster-based Collaboratives for 80 community health centers.

IHI launches its website, **ihi.org,** creating a global resource for health care improvement knowledge.

1999
The Institute of Medicine publishes its *To Err Is Human* report.

The **National Initiative for Children's Healthcare Quality (NICHQ)** is launched as an IHI program.

IHI begins work with the **National Health Service (NHS)** in the United Kingdom.

IHI begins the first of many collaborative improvement projects with the **Veterans Health Administration (VHA).**

2000
Premier, Inc., and IHI launch the **Idealized Design of Medication Systems (IDMS)** initiative.

IHI convenes the first **International Summit on Redesigning the Clinical Office Practice.**

The **National Forum** exceeds 3,000 attendees for the first time.

2001
IHI and **Voluntary Hospitals of America** launch the **Idealized Design of the ICU (IDICU)** initiative.

IHI becomes the National Program Office for **Pursuing Perfection,** an initiative of the Robert Wood Johnson Foundation.

The Institute of Medicine publishes its *Crossing the Quality Chasm* report.

2002
IHI launches **IMPACT,** the results-driven network for change. More than 80 organizations join in the first five months.

The BMJ Publishing Group and IHI introduce the *Quality and Safety in Health Care* journal.

IHI offers the *Breakthrough Series College* to train individuals and organizations to run their own Collaboratives.

The Institute of Medicine publishes *Unequal Treatment,* identifying contributors to racial and ethnic disparities in health care.

2003
The **George W. Merck Fellowship** is launched at IHI. Two years later, additional fellowship opportunities at IHI are offered by **The Health Foundation.**

Ascension Health becomes a strategic partner with IHI.

IHI begins the **Health Professions Education Collaborative (HPEC).**

IHI joins with **Partners In Health** to spread treatment for multidrug-resistant tuberculosis in **Lima, Peru.**

The Robert Wood Johnson Foundation and IHI launch the **Transforming Care at the Bedside (TCAB)** initiative.

2004
IHI launches the **100,000 Lives Campaign,** engaging more than 3,000 US hospitals to improve safety and outcomes.

IHI introduces new programs for developing **Patient Safety Officers** and **Improvement Advisors.**

IHI is chosen by The Health Foundation to lead the **Safer Patients Initiative,** a four-year project to improve patient safety across the **UK.**

Kaiser Permanente becomes a strategic partner with IHI.

In collaboration with local partners, IHI begins work to rapidly expand treatment for people with HIV/AIDS in **South Africa.**

Escape Fire: Designs for the Future of Health Care, a collection of 11 keynote speeches by Don Berwick, is published.

2005
The **National Forum** exceeds 5,000 attendees for the first time.

The **IMPACT** network exceeds 200 members.

Don Berwick is named honorary **Knight Commander** of the Most Excellent Order of the British Empire.

2006
Building on the success of the 100,000 Lives Campaign, IHI launches the **5 Million Lives Campaign,** with principal support from Blue Cross Blue Shield of America.

With support from The HealthFoundation, **MaiKhanda** is founded and IHI and partners begin work on reducing maternal and neonatal mortality in **Malawi.**

The Robert Wood Johnson Foundation selects IHI to manage the national initiative, **New Health Partnerships: Improving Care by Engaging Patients.**

2007
IHI launches innovation work on the **Triple Aim** to make care better for individuals, improve health for populations, and reduce per capita cost.

IHI's **media coverage** exceeds 250 million "media impressions" for the first time.

The **Indian Health Service** begins a strategic partnership with IHI to improve the care of native people with chronic diseases.

2008
IHI launches the **IHI Open School** to help students develop quality improvement and safety knowledge and skills.

IHI joins forces with the Scottish Government to launch the **Scottish Patient Safety Programme.**

With support from the Bill & Melinda Gates Foundation, IHI joins with partners to launch *Project Fives Alive!* to reduce child mortality in Ghana. After success in 38 districts and 68 hospitals in northern **Ghana,** the project is scaled nationally.

The **National Forum** marks its 20th anniversary.

IHI and the **Welsh Government** launch a campaign to save 1,000 lives and avoid 50,000 episodes of harm in two years.

2009
IHI introduces the **Improvement Map** to help hospitals find reliable outes to exceptional care.

IHI launches the **STate Action on Avoidable Rehospitalizations (STAAR)** initiative, sponsored by The Commonwealth Fund, to reduce care transitions and reduce avoidable readmissions at the state level.

2010
The **IHI Triple Aim** expands testing to community and regional coalitions seeking to achieve results at scale for populations.

Don Berwick, IHI's founder and CEO, is appointed Administrator, Centers for Medicare & Medicaid Services; **Maureen Bisognano** becomes IHI's President and CEO.

2011
IHI partners with **Ko Awatea** in New Zealand to develop a regional center for improvement.

IHI's biweekly audio program, **WIHI,** celebrates its sixth year and reaches 90,000 listeners.

More than 400 universities use the **IHI Open School** courses as part of their formal curricula. More than two million courses are completed by 285,000 students and residents in 788 Chapters in 79 countries.

Patients are added to IHI staff and board, and more than 60 patients gather at the National Forum.

The **Health Foundation,** with MaiKhanda, celebrates a 22% reduction in newborn mortality in parts of **Malawi.**

2012
After five years of prototyping, IHI launches the **Triple Aim Improvement Community,** piloting improvement in population health in 32 communities globally.

Maureen Bisognano and Charles Kenney coauthor the book, *Pursuing the Triple Aim.*

IHI partners with **Louisiana Birth Outcomes Team** and **Louisiana Hospital Association Hospital Engagement Network (HEN),** reducing early elective delivery across the state from an average 15% to less than 2% over two years.

Significant reductions in sepsis mortality are seen in IHI's work with **Kaiser Permanente** and **Northwell Health,** formerly North Shore–LIJ.

The **Conversation Project** launches, with an initial 88,000 web visits and 36,500 downloads of the Conversation Starter Kit to help families discuss end-of-life care wishes. IHI launches **Conversation Ready** for health systems to ensure wishes are respected.

2013
IHI leads the Quality Track for the **Joint Learning Network for Universal Health Coverage** aiming for universal access in ten countries in **Asia** and **Africa.**

The **Affordable Care Act** is upheld by the Supreme Court, expanding health care coverage to 32 million people in the US and bringing the Triple Aim to the national stage.

Promising Care: How We Can Rescue Health Care by Improving It — a follow-up to 2004's *Escape Fire* and a collection of 16 of Berwick's keynotespeeches — is published.

From health care improvement to **community health improvement:** IHI uses a systems improvement approach to large-scale change to see **breakthrough results for communities.**

The **IHI Leadership Alliance** launches, a collaboration of health system executives and their teams committed to working with patients, providers, and communities to deliver on the full promise of the Triple Aim

2014
IHI announces its strategy to **improve health and health care worldwide,** organized around five Focus Areas and six regions.

IHI Forums go global, with conferences in **Australia, Qatar, Brazil,** and **Hong Kong** (along with Europe and the US).

IHI celebrates the **25th anniversary** of the **National Forum on Quality Improvement in Health Care.**

2015– Present
IHI convenes **100 Million Healthier Lives,** an unprecedented global collaboration aiming for its namesake goal **by 2020.**

IHI launches the **SCALE** (Spreading Community Accelerators through Learning and Evaluation) initiative in partnership with Community Solutions, Communities Joined in Action, and the Collaborative Health Network.

IHI launches a project to **reduce maternal and neonatal mortality in Ethiopia,** based on Ghana's *Project Fives Alive!* model.

Maureen Bisognano retires; **Derek Feeley** becomes IHI's President and CEO.

IHI spreads the call, first articulated by Susan Edman-Levitan and Michael Barry, to ask patients, **"What matters to you?"** (in addition to, **"What's the matter?"**)

With a grant from the Robert Wood Johnson Foundation, IHI launches the

Project Fives Alive! in Ghana achieves a 31% reduction in under-5 mortality, 37% reduction in post-neonatal infant mortality, and 35% reduction in under-5 malaria case fatality.

IHI and BMJ celebrate a successful 20-year partnership convening the International Forum on Quality and Safety in Healthcare annually in **Europe.**

Institute for Healthcare Improvement

ihi.org