

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.

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.

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

EDUCATION

Building the capacity for change through knowledge exchange and training

1991

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

1993

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

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*.

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*.

1997

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

The **National Patient Safety Foundation (NPSF)** is founded.

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."

REDESIGN

Moving beyond best practice to innovative designs based on novel concepts

1998

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

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.

2000

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

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.



MOVEMENT

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

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.

The **National Patient Safety Foundation (NPSF)** offers the first **Patient Safety Congress**, drawing 600 attendees.

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.

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.



FULL SCALE

Changing mainstream practice standards by ensuring widespread deployment

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.

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.

The **National Patient Safety Foundation (NPSF) Lucian Leape Institute (LLI)** is founded.

2009

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

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

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 Health Foundation, **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**.

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.

CARE FOR POPULATIONS

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

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.

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**.

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 **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.

2014

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.

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

IHI elevates **health equity** as a strategic priority for health care, developing a framework to guide organizations in their equity work.

IHI partners with experts around the world to offer new thinking and resources to improve **joy in work** — including a new framework — and enable the health care workforce to thrive.

The **IHI Open School** celebrates **10 years**, with 4.5 million courses completed by 715,000 learners and 890 Chapters in 92 countries. More than 1,000 organizations and universities use the courses in their training programs or formal curricula.

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.

HEALTH CARE AND HEALTH

Accelerating the pace of health care improvement, while partnering with organizations and communities to improve health

2015

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

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

IHI helps spread the practice of asking patients, **"What matters to you?"** (in addition to asking, **"What's the matter?"**).

IHI adds two Forums on Quality and Safety in Healthcare — the **Latin American Forum** with Hospital Israelita Albert Einstein in Brazil, and the **Middle East Forum** with Hamad Medical Corporation in Qatar.

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

2017

IHI and the **National Patient Safety Foundation (NPSF)** merge, pledging to reset and re-energize the patient safety agenda.

IHI works with Hospital Israelita Albert Einstein, the National Regulatory Agency, and the Brazilian Ministry of Health to address one of the highest rates of cesarean sections in the world. During an 18-month phase, **Projeto Parto Adequado** nearly doubled the vaginal birth rate in 26 hospitals, from 21.6% to 38%. Phase 2 of this work, funded by Merck for Mothers, spreads best practices to an additional 137 hospitals in Brazil.

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The **Conversation Project Starter Kit** reaches 325,000 downloads.

2016

With a grant from the Robert Wood Johnson Foundation, 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.

Funded by the Bill & Melinda Gates Foundation and Margaret A. Cargill Philanthropies, IHI opens a **project office in Addis Ababa** to collaborate with the Ethiopian Ministry of Health on the **Ethiopian Health Care Quality Initiative**, which aims to transform the national health care system and reduce maternal and neonatal deaths.

IHI partners with the Ministries of Health in both **Ghana and Liberia** to create country-wide **National Quality Strategies**.

2018–

Present

IHI accelerates population and community health improvement in **SCALE 2.0** by expanding to more than 220 communities and 500 health care organizations.

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The **IHI National Forum** celebrates 30 years of providing inspiration, practical methods and tools, and a source of innovation for improving health and health care worldwide.