

Form **990**

Return of Organization Exempt From Income Tax

OMB No. 1545-0047

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

2021

Department of the Treasury
Internal Revenue Service

▶ Do not enter social security numbers on this form as it may be made public.
▶ Go to www.irs.gov/Form990 for instructions and the latest information.

Open to Public Inspection

A For the **2021** calendar year, or tax year beginning **MAY 1, 2021** and ending **APR 30, 2022**

B Check if applicable: <input checked="" type="checkbox"/> Address change <input type="checkbox"/> Name change <input type="checkbox"/> Initial return <input type="checkbox"/> Final return/terminated <input type="checkbox"/> Amended return <input type="checkbox"/> Application pending	C Name of organization INSTITUTE FOR HEALTHCARE IMPROVEMENT		D Employer identification number 38-3017223	
	Doing business as		E Telephone number 617-301-4800	
	Number and street (or P.O. box if mail is not delivered to street address) Room/suite 53 STATE STREET, 19TH FL		G Gross receipts \$ 182,556,217.	
	City or town, state or province, country, and ZIP or foreign postal code BOSTON, MA 02109		H(a) Is this a group return for subordinates? Yes <input checked="" type="checkbox"/> No	
	F Name and address of principal officer: KEDAR MATE 53 STATE STREET, 19TH FL, BOSTON, MA 02109		H(b) Are all subordinates included? Yes No If "No," attach a list. See instructions	
I Tax-exempt status: <input checked="" type="checkbox"/> 501(c)(3) 501(c) () ◀ (insert no.) 4947(a)(1) or 527				
J Website: ▶ HTTP://WWW.IHI.ORG				
K Form of organization: <input checked="" type="checkbox"/> Corporation Trust Association Other ▶				
			L Year of formation: 1992	M State of legal domicile: MA

Part I Summary

Activities & Governance	1 Briefly describe the organization's mission or most significant activities: TO IMPROVE HEALTH AND HEALTH CARE WORLDWIDE.
	2 Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets.
	3 Number of voting members of the governing body (Part VI, line 1a) 3 15
	4 Number of independent voting members of the governing body (Part VI, line 1b) 4 13
	5 Total number of individuals employed in calendar year 2021 (Part V, line 2a) 5 212
	6 Total number of volunteers (estimate if necessary) 6 40
	7 a Total unrelated business revenue from Part VIII, column (C), line 12 7a 0.
b Net unrelated business taxable income from Form 990-T, Part I, line 11 7b 0.	
Revenue	8 Contributions and grants (Part VIII, line 1h) 14,449,803. Prior Year 37,639,242. Current Year
	9 Program service revenue (Part VIII, line 2g) 32,547,146. 32,871,516.
	10 Investment income (Part VIII, column (A), lines 3, 4, and 7d) 3,823,921. 820,511.
	11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e) 264,166. 51,085,036. 107,185,791.
	12 Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12) 51,085,036. 107,185,791.
Expenses	13 Grants and similar amounts paid (Part IX, column (A), lines 1-3) 98,541. 2,964,040.
	14 Benefits paid to or for members (Part IX, column (A), line 4) 0. 0.
	15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10) 28,925,585. 30,220,079.
	16a Professional fundraising fees (Part IX, column (A), line 11e) 0. 0.
	b Total fundraising expenses (Part IX, column (D), line 25) 0.
	17 Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e) 17,346,872. 19,466,064.
	18 Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25) 46,370,998. 52,650,183.
19 Revenue less expenses. Subtract line 18 from line 12 4,714,038. 54,535,608.	
Net Assets or Fund Balances	20 Total assets (Part X, line 16) 149,818,063. Beginning of Current Year 160,308,217. End of Year
	21 Total liabilities (Part X, line 26) 28,936,848. 27,998,304.
	22 Net assets or fund balances. Subtract line 21 from line 20 120,881,215. 132,309,913.

Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Sign Here	Signature of officer <i>Amy Hosford-Swan</i>	Date 2/27/2023			
	AMY HOSFORD-SWAN, CHIEF FIN & ADMIN OFFICER Type or print name and title				
Paid Preparer Use Only	Print/Type preparer's name GENEVA FURLANO	Preparer's signature <i>[Signature]</i>	Date 02/24/23	Check if self-employed <input type="checkbox"/>	PTIN P01877392
	Firm's name ▶ KPMG LLP	Firm's EIN ▶ 13-5565207			
	Firm's address ▶ 60 SOUTH STREET, TWO FINANCIAL CENTER BOSTON, MA 02111		Phone no. 617-988-1000		

May the IRS discuss this return with the preparer shown above? See instructions Yes No

Part III Statement of Program Service Accomplishments

Check if Schedule O contains a response or note to any line in this Part III [X]

1 Briefly describe the organization's mission: PLEASE REFER TO IHI'S MISSION STATEMENT AS OUTLINED ON SCHEDULE O.

2 Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? [] Yes [X] No

3 Did the organization cease conducting, or make significant changes in how it conducts, any program services? [] Yes [X] No

4 Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses.

4a (Code:) (Expenses \$ 15,200,802. including grants of \$ 2,952,694.) (Revenue \$) IHI RECEIVED AND EXPENDED FUNDS FOR A VARIETY OF PURPOSES IN THE PURSUIT OF ITS MISSION ACROSS THE WORLD. THESE INCLUDED PROGRAMS TO IMPROVE MATERNAL AND NEWBORN HEALTH SERVICES; IMPROVE THE CARE OF OLDER ADULTS; INTEGRATE HEALTH EQUITY OF ACCESS, TREATMENTS, AND OUTCOMES; COMBAT BURNOUT AND INCREASE JOY IN WORK AND WELL-BEING IN THE WORKFORCE; ENHANCE QUALITY IMPROVEMENT SKILLS; AND ENCOURAGE COMMUNICATION ABOUT END-OF-LIFE VALUES AND PREFERENCES. THESE EFFORTS CONTRIBUTE TO IHI'S GROWING KNOWLEDGE OR RESPONSIVE AND RESILIENT SYSTEM DESIGNS THAT CAN DRAMATICALLY IMPROVE PATIENT CARE AND SAFETY.

4b (Code:) (Expenses \$ 14,857,385. including grants of \$) (Revenue \$ 24,577,326.) IHI MAINTAINS A VARIETY OF CLOSELY ALIGNED, STRATEGIC RELATIONSHIPS WITH ORGANIZATIONS IN REGIONS AROUND THE WORLD, INCLUDING THE U.S., THE UNITED KINGDOM, SWEDEN, DENMARK, QATAR, AUSTRALIA, BRAZIL, GHANA, AND ETHIOPIA. CONTRACTED SERVICES ARE FOCUSED ON ACHIEVING STRATEGIC OBJECTIVES, SYSTEM-LEVEL IMPROVEMENT, AND CAPABILITY BUILDING.

4c (Code:) (Expenses \$ 5,864,058. including grants of \$) (Revenue \$ 9,328,901.) PROFESSIONAL DEVELOPMENT PROGRAMS PROFESSIONAL DEVELOPMENT PROGRAMS, CONFERENCES, AND OTHER EDUCATIONAL OFFERINGS SUPPORT INDIVIDUALS AND ORGANIZATIONS TO DEVELOP INTERNAL CAPACITY AND INFRASTRUCTURE FOR QUALITY IMPROVEMENT, PATIENT SAFETY, LEADERSHIP, JOY IN WORK AND WELL-BEING, AND HEALTH EQUITY. IHI'S PROGRAMS OFFER HEALTHCARE AND OTHER PROFESSIONALS MANY OPPORTUNITIES TO LEARN THE LATEST IMPROVEMENT IDEAS, CONNECT WITH LIKE-MINDED COLLEAGUES, AND GENERATE MOMENTUM FOR CHANGE IN THEIR ORGANIZATIONS.

IHI PATIENT SAFETY CONGRESS THIS ANNUAL CONFERENCE BRINGS TOGETHER PEOPLE WHO ARE PASSIONATE ABOUT ENSURING THAT SAFE CARE IS EQUITABLY PROVIDED FOR ALL. THE CONGRESS IS

4d Other program services (Describe on Schedule O.) (Expenses \$ 3,851,618. including grants of \$) (Revenue \$ 1,948,295.)

4e Total program service expenses 39,773,863.

Part IV Checklist of Required Schedules

	Yes	No
1 Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? <i>If "Yes," complete Schedule A</i>	X	
2 Is the organization required to complete <i>Schedule B, Schedule of Contributors</i> ? See instructions	X	
3 Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? <i>If "Yes," complete Schedule C, Part I</i>		X
4 Section 501(c)(3) organizations. Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? <i>If "Yes," complete Schedule C, Part II</i>		X
5 Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Rev. Proc. 98-19? <i>If "Yes," complete Schedule C, Part III</i>		X
6 Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? <i>If "Yes," complete Schedule D, Part I</i>		X
7 Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? <i>If "Yes," complete Schedule D, Part II</i>		X
8 Did the organization maintain collections of works of art, historical treasures, or other similar assets? <i>If "Yes," complete Schedule D, Part III</i>		X
9 Did the organization report an amount in Part X, line 21, for escrow or custodial account liability, serve as a custodian for amounts not listed in Part X; or provide credit counseling, debt management, credit repair, or debt negotiation services? <i>If "Yes," complete Schedule D, Part IV</i>		X
10 Did the organization, directly or through a related organization, hold assets in donor-restricted endowments or in quasi endowments? <i>If "Yes," complete Schedule D, Part V</i>		X
11 If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X, as applicable.		
a Did the organization report an amount for land, buildings, and equipment in Part X, line 10? <i>If "Yes," complete Schedule D, Part VI</i>	X	
b Did the organization report an amount for investments - other securities in Part X, line 12, that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VII</i>		X
c Did the organization report an amount for investments - program related in Part X, line 13, that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VIII</i>		X
d Did the organization report an amount for other assets in Part X, line 15, that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part IX</i>		X
e Did the organization report an amount for other liabilities in Part X, line 25? <i>If "Yes," complete Schedule D, Part X</i>	X	
f Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? <i>If "Yes," complete Schedule D, Part X</i>	X	
12a Did the organization obtain separate, independent audited financial statements for the tax year? <i>If "Yes," complete Schedule D, Parts XI and XII</i>	X	
b Was the organization included in consolidated, independent audited financial statements for the tax year? <i>If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional</i>		X
13 Is the organization a school described in section 170(b)(1)(A)(ii)? <i>If "Yes," complete Schedule E</i>		X
14a Did the organization maintain an office, employees, or agents outside of the United States?	X	
b Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? <i>If "Yes," complete Schedule F, Parts I and IV</i>	X	
15 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or other assistance to or for any foreign organization? <i>If "Yes," complete Schedule F, Parts II and IV</i>	X	
16 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or other assistance to or for foreign individuals? <i>If "Yes," complete Schedule F, Parts III and IV</i>		X
17 Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? <i>If "Yes," complete Schedule G, Part I.</i> See instructions		X
18 Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? <i>If "Yes," complete Schedule G, Part II</i>		X
19 Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? <i>If "Yes," complete Schedule G, Part III</i>		X
20a Did the organization operate one or more hospital facilities? <i>If "Yes," complete Schedule H</i>		X
b If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?		
21 Did the organization report more than \$5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? <i>If "Yes," complete Schedule I, Parts I and II</i>	X	

Part IV Checklist of Required Schedules (continued)

	Yes	No
22 Did the organization report more than \$5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? <i>If "Yes," complete Schedule I, Parts I and III</i>		X
23 Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5, about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? <i>If "Yes," complete Schedule J</i>	X	
24a Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? <i>If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a</i>		X
b Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?		
c Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?		
d Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?		
25a Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations. Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If "Yes," complete Schedule L, Part I</i>		X
b Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? <i>If "Yes," complete Schedule L, Part I</i>		X
26 Did the organization report any amount on Part X, line 5 or 22, for receivables from or payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons? <i>If "Yes," complete Schedule L, Part II</i>		X
27 Did the organization provide a grant or other assistance to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity (including an employee thereof) or family member of any of these persons? <i>If "Yes," complete Schedule L, Part III</i>		X
28 Was the organization a party to a business transaction with one of the following parties (see the Schedule L, Part IV, instructions for applicable filing thresholds, conditions, and exceptions):		
a A current or former officer, director, trustee, key employee, creator or founder, or substantial contributor? <i>If "Yes," complete Schedule L, Part IV</i>		X
b A family member of any individual described in line 28a? <i>If "Yes," complete Schedule L, Part IV</i>		X
c A 35% controlled entity of one or more individuals and/or organizations described in line 28a or 28b? <i>If "Yes," complete Schedule L, Part IV</i>		X
29 Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M</i>		X
30 Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M</i>		X
31 Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i>		X
32 Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If "Yes," complete Schedule N, Part II</i>		X
33 Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? <i>If "Yes," complete Schedule R, Part I</i>		X
34 Was the organization related to any tax-exempt or taxable entity? <i>If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1</i>		X
35a Did the organization have a controlled entity within the meaning of section 512(b)(13)?		X
b If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? <i>If "Yes," complete Schedule R, Part V, line 2</i>		
36 Section 501(c)(3) organizations. Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2</i>		X
37 Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? <i>If "Yes," complete Schedule R, Part VI</i>		X
38 Did the organization complete Schedule O and provide explanations on Schedule O for Part VI, lines 11b and 19?	X	

Note: All Form 990 filers are required to complete Schedule O

Part V Statements Regarding Other IRS Filings and Tax Compliance

Check if Schedule O contains a response or note to any line in this Part V

	Yes	No
1a Enter the number reported in box 3 of Form 1096. Enter -0- if not applicable		
b Enter the number of Forms W-2G included on line 1a. Enter -0- if not applicable		
c Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?	X	

Part V Statements Regarding Other IRS Filings and Tax Compliance (continued)

Table with columns for question number, question text, and Yes/No checkboxes. Includes questions 2a through 17 regarding employee counts, tax returns, unrelated business income, foreign accounts, prohibited transactions, and charitable contributions.

Part VI Governance, Management, and Disclosure. For each "Yes" response to lines 2 through 7b below, and for a "No" response to line 8a, 8b, or 10b below, describe the circumstances, processes, or changes on Schedule O. See instructions.

Check if Schedule O contains a response or note to any line in this Part VI

Section A. Governing Body and Management

		Yes	No
1a	Enter the number of voting members of the governing body at the end of the tax year If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain on Schedule O.		
	1a 15		
b	Enter the number of voting members included on line 1a, above, who are independent		
	1b 13		
2	Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee?		X
3	Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors, trustees, or key employees to a management company or other person?		X
4	Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?		X
5	Did the organization become aware during the year of a significant diversion of the organization's assets?		X
6	Did the organization have members or stockholders?		X
7a	Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body?		X
b	Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?		X
8	Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:		
a	The governing body?	X	
b	Each committee with authority to act on behalf of the governing body?	X	
9	Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses on Schedule O		X

Section B. Policies (This Section B requests information about policies not required by the Internal Revenue Code.)

		Yes	No
10a	Did the organization have local chapters, branches, or affiliates?		X
b	If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes?		
10b			
11a	Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?	X	
b	Describe on Schedule O the process, if any, used by the organization to review this Form 990.		
12a	Did the organization have a written conflict of interest policy? If "No," go to line 13	X	
b	Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts?	X	
c	Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe on Schedule O how this was done	X	
12c			
13	Did the organization have a written whistleblower policy?	X	
14	Did the organization have a written document retention and destruction policy?	X	
15	Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision?		
a	The organization's CEO, Executive Director, or top management official	X	
b	Other officers or key employees of the organization	X	
	If "Yes" to line 15a or 15b, describe the process on Schedule O. See instructions.		
16a	Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year?	X	
b	If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements?	X	
16b			

Section C. Disclosure

- 17** List the states with which a copy of this Form 990 is required to be filed **▶ MA**
- 18** Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A, if applicable), 990, and 990-T (section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.
 Own website Another's website Upon request Other (explain on Schedule O)
- 19** Describe on Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.
- 20** State the name, address, and telephone number of the person who possesses the organization's books and records **▶**
AMY HOSFORD-SWAN - 617-301-4800
53 STATE STREET, 19TH FL, BOSTON, MA 02109

Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

Check if Schedule O contains a response or note to any line in this Part VII

Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

1a Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.
- List all of the organization's **current** key employees, if any. See the instructions for definition of "key employee."
- List the organization's five **current** highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (box 5 of Form W-2, Form 1099-MISC, and/or box 1 of Form 1099-NEC) of more than \$100,000 from the organization and any related organizations.
- List all of the organization's **former** officers, key employees, and highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations.
- List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations. See the instructions for the order in which to list the persons above.

Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee.

(A) Name and title	(B) Average hours per week (list any hours for related organizations below line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC/1099-NEC)	(E) Reportable compensation from related organizations (W-2/1099-MISC/1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(1) KEDAR MATE CEO	40.00 0.00	X		X				747,283.	0.	30,548.
(2) PIERRE BARKER CHIEF GLOBAL PARTNERSHIPS AND PROGRA	40.00 0.00			X				461,309.	0.	27,409.
(3) AMY HOSFORD-SWAN CHIEF FINANCIAL OFFICER	40.00 0.00			X				430,727.	0.	29,506.
(4) CYNTHIA BARGINERE CHIEF OPERATING OFFICER	40.00 0.00			X				354,565.	0.	54,804.
(5) ROBERT LLOYD VICE PRESIDENT	40.00 0.00					X		317,966.	0.	30,305.
(6) PEDRO DELGADO VICE PRESIDENT, DELIVERY	40.00 0.00				X			307,512.	0.	28,384.
(7) SODZI SODZI-TETTEY VICE PRESIDENT, DELIVERY	40.00 0.00				X			302,400.	0.	0.
(8) FRANK FEDERICO VICE PRESIDENT	40.00 0.00					X		267,983.	0.	26,313.
(9) DONALD BERWICK DIRECTOR	19.00 0.00	X						275,000.	0.	0.
(10) CATHLEEN DUFFY VICE PRESIDENT, FINANCE	40.00 0.00				X			256,020.	0.	14,040.
(11) JENNIFER LENOCI-EDWARDS VICE PRESIDENT, DELIVERY	40.00 0.00				X			257,389.	0.	5,255.
(12) DAVID COLETTA EXECUTIVE DIRECTOR, ALLIANCE MANAGEM	40.00 0.00					X		231,852.	0.	26,194.
(13) NEEL VORA VICE PRESIDENT, INFORMATION TECHNOLO	40.00 0.00				X			228,074.	0.	25,479.
(14) ALICE BONNER SENIOR DIRECTOR	40.00 0.00					X		225,060.	0.	27,446.
(15) JILL DUNCAN VICE PRESIDENT, DELIVERY	40.00 0.00				X			215,979.	0.	29,972.
(16) KAREN BALDOZA VICE PRESIDENT, IMPROVEMENT & INNOVA	40.00 0.00				X			212,845.	0.	30,084.
(17) AMANDA SWIATOCHA VICE PRESIDENT, MARKETING & COMMUNIC	40.00 0.00				X			234,005.	0.	5,414.

Part VII Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees (continued)

(A) Name and title	(B) Average hours per week (list any hours for related organizations below line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC/1099-NEC)	(E) Reportable compensation from related organizations (W-2/1099-MISC/1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(18) VALERIE SPALDING VICE PRESIDENT, BUSINESS DEVELOPMENT	40.00 0.00				X			211,837.	0.	25,991.
(19) CHRISTINA GUNTHER-MURPHY VICE PRESIDENT, OPERATIONS	40.00 0.00				X			209,123.	0.	27,399.
(20) JENNIFER WALKER VICE PRESIDENT, HUMAN RESOURCES	40.00 0.00				X			202,299.	0.	27,122.
(21) NINON LEWIS VICE PRESIDENT, DELIVERY	40.00 0.00				X			217,034.	0.	11,920.
(22) NANA TWUM-DANSO SENIOR VICE PRESIDENT	40.00 0.00			X				176,129.	0.	32,446.
(23) LESLIE NICHOL VICE PRESIDENT, DELIVERY	40.00 0.00				X			181,164.	0.	25,792.
(24) PATRICIA MCGAFFIGAN VICE PRESIDENT, DELIVERY	40.00 0.00					X		152,149.	0.	24,375.
(25) MAUREEN BISOGNANO FORMER CEO	16.00 0.00						X	120,000.	0.	0.
(26) SARANYA LOEHRER HEAD, NORTH AMERICA REGION	40.00 0.00						X	106,400.	0.	0.
1b Subtotal								6,902,104.	0.	566,198.
c Total from continuation sheets to Part VII, Section A								45,266.	0.	0.
d Total (add lines 1b and 1c)								6,947,370.	0.	566,198.

2 Total number of individuals (including but not limited to those listed above) who received more than \$100,000 of reportable compensation from the organization **81**

	Yes	No
3 Did the organization list any former officer, director, trustee, key employee, or highest compensated employee on line 1a? If "Yes," complete Schedule J for such individual	X	
4 For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? If "Yes," complete Schedule J for such individual	X	
5 Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? If "Yes," complete Schedule J for such person		X

Section B. Independent Contractors

1 Complete this table for your five highest compensated independent contractors that received more than \$100,000 of compensation from the organization. Report compensation for the calendar year ending with or within the organization's tax year.

(A) Name and business address	(B) Description of services	(C) Compensation
MAUVE CORPORATE SYSTEMS, BLAKE HOUSE, 18 BLAKE STREET, YORK, YORK, UNITED KINGDOM	MANAGEMENT SERVICES	1,406,398.
WHITE CORAL CONSULTING DMCC, PREMISES NO SD2-04, DUBAI, DUBAI, UNITED ARAB EMIRATES	MANAGEMENT SERVICES	607,211.
JONES LANG LASALLE CONSTRUCTION LP PO BOX 6461, BOSTON, MA 02212	CONSTRUCTION SERVICES	519,827.
MUSA TECHNOLOGY, 330 BEAR HILL ROAD - STE 205, WALTHAM, MA 02451	IT SERVICES	509,734.
AFRICA HR SOLUTIONS LTD, 6TH FL, DIAS PIER BLDG, LE CAUDAN WTRFT, CAUDAN, CAUDAN, MAU	MANAGEMENT SERVICES	409,643.

2 Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 of compensation from the organization **36**

SEE PART VII, SECTION A CONTINUATION SHEETS

Part VII Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees (continued)

(A) Name and title	(B) Average hours per week (list any hours for related organizations below line)	(C) Position (check all that apply)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(27) DEREK FEELEY FORMER CEO	5.00 0.00						X	45,266.	0.	0.
(28) ANN SCOTT BLOUIN, RN, PHD, FACH DIRECTOR	1.00 0.00	X						0.	0.	0.
(29) MICHAEL DOWLING BOARD CHAIR	1.00 0.00	X						0.	0.	0.
(30) GERALD B. HICKSON, MD DIRECTOR	1.00 0.00	X						0.	0.	0.
(31) GARY S. KAPLAN, MD DIRECTOR	1.00 0.00	X						0.	0.	0.
(32) SAM R. WATSON, MSA, CPPS DIRECTOR	1.00 0.00	X						0.	0.	0.
(33) MARY BETH NAVARRA-SIRIO, MBA, R DIRECTOR	1.00 0.00	X						0.	0.	0.
(34) ENRIQUE RUELAS, MD, MPA, MHSC DIRECTOR	4.00 0.00	X						0.	0.	0.
(35) MARK D. SMITH, MD, MBA DIRECTOR	1.00 0.00	X						0.	0.	0.
(36) BEVERLY LOUISE MALONE, PHD, RN DIRECTOR	1.00 0.00	X						0.	0.	0.
(37) TORITSESAN BOYO, MPH DIRECTOR	1.00 0.00	X						0.	0.	0.
(38) YVONNE COGHILL, CBE DIRECTOR	1.00 0.00	X						0.	0.	0.
(39) REBEKAH GEE, MD, MPH DIRECTOR	1.00 0.00	X						0.	0.	0.
(40) KARA WALKER, MD, MPH, MSHS DIRECTOR	1.00 0.00	X						0.	0.	0.
Total to Part VII, Section A, line 1c								45,266.		

Part VIII Statement of Revenue

Check if Schedule O contains a response or note to any line in this Part VIII

			(A)	(B)	(C)	(D)	
			Total revenue	Related or exempt function revenue	Unrelated business revenue	Revenue excluded from tax under sections 512 - 514	
Contributions, Gifts, Grants and Other Similar Amounts	1 a Federated campaigns	1a					
	b Membership dues	1b					
	c Fundraising events	1c					
	d Related organizations	1d					
	e Government grants (contributions)	1e	2,284,355.				
	f All other contributions, gifts, grants, and similar amounts not included above	1f	35,354,887.				
	g Noncash contributions included in lines 1a-1f	1g	\$				
	h Total. Add lines 1a-1f			37,639,242.			
Program Service Revenue	2 a CONTRACT SERVICES	Business Code	900099	24,577,326.	24577326.		
	b PARTICIPATION, MEETING, & CONFERE		900099	5,731,494.	5,731,494.		
	c MEMBERSHIP DUES		900099	3,885,058.	3,885,058.		
	d OPEN SCHOOL		900099	1,660,644.	1,660,644.		
	e						
	f All other program service revenue						
	g Total. Add lines 2a-2f			35,854,522.			
Other Revenue	3 Investment income (including dividends, interest, and other similar amounts)			1,734,790.		1734790.	
	4 Income from investment of tax-exempt bond proceeds						
	5 Royalties						
	6 a Gross rents	6a	(i) Real	820,511.			
			(ii) Personal				
	b Less: rental expenses	6b		0.			
	c Rental income or (loss)	6c		820,511.			
	d Net rental income or (loss)			820,511.		820,511.	
	7 a Gross amount from sales of assets other than inventory	7a	(i) Securities	106,507,152.			
			(ii) Other				
	b Less: cost or other basis and sales expenses	7b		75,370,426.			
c Gain or (loss)	7c		31,136,726.				
d Net gain or (loss)			31,136,726.		31136726.		
8 a Gross income from fundraising events (not including \$ _____ of contributions reported on line 1c). See Part IV, line 18	8a						
b Less: direct expenses	8b						
c Net income or (loss) from fundraising events							
9 a Gross income from gaming activities. See Part IV, line 19	9a						
b Less: direct expenses	9b						
c Net income or (loss) from gaming activities							
10 a Gross sales of inventory, less returns and allowances	10a						
b Less: cost of goods sold	10b						
c Net income or (loss) from sales of inventory							
Miscellaneous Revenue	11 a	Business Code					
	b						
	c						
	d All other revenue						
	e Total. Add lines 11a-11d						
12 Total revenue. See instructions			107185791.	35854522.	0.	33692027.	

Part IX Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

Check if Schedule O contains a response or note to any line in this Part IX X

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21	2,861,853.	2,861,853.		
2 Grants and other assistance to domestic individuals. See Part IV, line 22				
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16	102,187.	102,187.		
4 Benefits paid to or for members				
5 Compensation of current officers, directors, trustees, and key employees	7,507,680.	3,753,840.	3,753,840.	
6 Compensation not included above to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)				
7 Other salaries and wages	20,767,952.	15,027,533.	5,740,419.	
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)	451,220.	383,537.	67,683.	
9 Other employee benefits				
10 Payroll taxes	1,493,227.	1,269,243.	223,984.	
11 Fees for services (nonemployees):				
a Management				
b Legal	178,169.	10,087.	168,082.	
c Accounting	170,806.		170,806.	
d Lobbying				
e Professional fundraising services. See Part IV, line 17				
f Investment management fees	96,407.		96,407.	
g Other. (If line 11g amount exceeds 10% of line 25, column (A), amount, list line 11g expenses on Sch O.)	11,076,421.	10,091,782.	984,639.	
12 Advertising and promotion	422,925.	210,723.	212,202.	
13 Office expenses	369,385.	282,949.	86,436.	
14 Information technology	1,642,851.	1,235,033.	407,818.	
15 Royalties				
16 Occupancy	2,244,400.	1,805,647.	438,753.	
17 Travel	399,771.	344,073.	55,698.	
18 Payments of travel or entertainment expenses for any federal, state, or local public officials				
19 Conferences, conventions, and meetings	1,258,054.	1,221,181.	36,873.	
20 Interest				
21 Payments to affiliates				
22 Depreciation, depletion, and amortization	725,060.	552,629.	172,431.	
23 Insurance	255,071.	38,381.	216,690.	
24 Other expenses. Itemize expenses not covered above. (List miscellaneous expenses on line 24e. If line 24e amount exceeds 10% of line 25, column (A), amount, list line 24e expenses on Schedule O.)				
a MISCELLANEOUS	545,369.	501,810.	43,559.	
b INTERNATIONAL TAXES	81,375.	81,375.		
c				
d				
e All other expenses				
25 Total functional expenses. Add lines 1 through 24e	52,650,183.	39,773,863.	12,876,320.	0.
26 Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation.				

Check here if following SOP 98-2 (ASC 958-720)

Part X Balance Sheet

Check if Schedule O contains a response or note to any line in this Part X

		(A) Beginning of year		(B) End of year
Assets	1 Cash - non-interest-bearing	0.	1	
	2 Savings and temporary cash investments	33,417,058.	2	55,144,654.
	3 Pledges and grants receivable, net	1,299,769.	3	833,403.
	4 Accounts receivable, net	6,427,821.	4	5,194,254.
	5 Loans and other receivables from any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons		5	
	6 Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), and persons described in section 4958(c)(3)(B)		6	
	7 Notes and loans receivable, net		7	
	8 Inventories for sale or use		8	
	9 Prepaid expenses and deferred charges	1,105,497.	9	1,564,686.
	10a Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	10a 12,730,426.		
	b Less: accumulated depreciation	10b 8,576,390.	10c	4,154,036.
	11 Investments - publicly traded securities	103,030,636.	11	93,167,184.
	12 Investments - other securities. See Part IV, line 11		12	
	13 Investments - program-related. See Part IV, line 11		13	
	14 Intangible assets		14	
	15 Other assets. See Part IV, line 11	250,000.	15	250,000.
16 Total assets. Add lines 1 through 15 (must equal line 33)	149,818,063.	16	160,308,217.	
Liabilities	17 Accounts payable and accrued expenses	5,966,166.	17	6,223,142.
	18 Grants payable		18	
	19 Deferred revenue	8,534,365.	19	9,747,309.
	20 Tax-exempt bond liabilities		20	
	21 Escrow or custodial account liability. Complete Part IV of Schedule D		21	
	22 Loans and other payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons		22	
	23 Secured mortgages and notes payable to unrelated third parties		23	
	24 Unsecured notes and loans payable to unrelated third parties		24	
	25 Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24). Complete Part X of Schedule D	14,436,317.	25	12,027,853.
	26 Total liabilities. Add lines 17 through 25	28,936,848.	26	27,998,304.
Net Assets or Fund Balances	Organizations that follow FASB ASC 958, check here <input checked="" type="checkbox"/> and complete lines 27, 28, 32, and 33.			
	27 Net assets without donor restrictions	120,506,519.	27	109,517,511.
	28 Net assets with donor restrictions	374,696.	28	22,792,402.
	Organizations that do not follow FASB ASC 958, check here <input type="checkbox"/> and complete lines 29 through 33.			
	29 Capital stock or trust principal, or current funds		29	
	30 Paid-in or capital surplus, or land, building, or equipment fund		30	
	31 Retained earnings, endowment, accumulated income, or other funds		31	
	32 Total net assets or fund balances	120,881,215.	32	132,309,913.
	33 Total liabilities and net assets/fund balances	149,818,063.	33	160,308,217.

Part XI Reconciliation of Net Assets

Check if Schedule O contains a response or note to any line in this Part XI

1	Total revenue (must equal Part VIII, column (A), line 12)	1	107,185,791.
2	Total expenses (must equal Part IX, column (A), line 25)	2	52,650,183.
3	Revenue less expenses. Subtract line 2 from line 1	3	54,535,608.
4	Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A))	4	120,881,215.
5	Net unrealized gains (losses) on investments	5	-43,106,910.
6	Donated services and use of facilities	6	
7	Investment expenses	7	
8	Prior period adjustments	8	
9	Other changes in net assets or fund balances (explain on Schedule O)	9	0.
10	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 32, column (B))	10	132,309,913.

Part XII Financial Statements and Reporting

Check if Schedule O contains a response or note to any line in this Part XII

- 1 Accounting method used to prepare the Form 990: Cash Accrual Other _____
If the organization changed its method of accounting from a prior year or checked "Other," explain on Schedule O.
- 2a Were the organization's financial statements compiled or reviewed by an independent accountant?
If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both:
 Separate basis Consolidated basis Both consolidated and separate basis
- b Were the organization's financial statements audited by an independent accountant?
If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both:
 Separate basis Consolidated basis Both consolidated and separate basis
- c If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant?
If the organization changed either its oversight process or selection process during the tax year, explain on Schedule O.
- 3a As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133?
- b If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why on Schedule O and describe any steps taken to undergo such audits

	Yes	No
2a		X
2b	X	
2c	X	
3a	X	
3b		X

Form 990 (2021)

Part II Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)

(Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

Section A. Public Support

Calendar year (or fiscal year beginning in) ▶	(a) 2017	(b) 2018	(c) 2019	(d) 2020	(e) 2021	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")	14998191.	16457802.	11678310.	14449803.	37639242.	95223348.
2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
3 The value of services or facilities furnished by a governmental unit to the organization without charge						
4 Total. Add lines 1 through 3	14998191.	16457802.	11678310.	14449803.	37639242.	95223348.
5 The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f)						54110380.
6 Public support. Subtract line 5 from line 4.						41112968.

Section B. Total Support

Calendar year (or fiscal year beginning in) ▶	(a) 2017	(b) 2018	(c) 2019	(d) 2020	(e) 2021	(f) Total
7 Amounts from line 4	14998191.	16457802.	11678310.	14449803.	37639242.	95223348.
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources	1927628.	2257635.	2490079.	2183428.	2555301.	11414071.
9 Net income from unrelated business activities, whether or not the business is regularly carried on						
10 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)						
11 Total support. Add lines 7 through 10						106637419
12 Gross receipts from related activities, etc. (see instructions)					12	185,331,212.
13 First 5 years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here						<input type="checkbox"/>

Section C. Computation of Public Support Percentage

14 Public support percentage for 2021 (line 6, column (f), divided by line 11, column (f))	14	38.55 %
15 Public support percentage from 2020 Schedule A, Part II, line 14	15	41.97 %
16a 33 1/3% support test - 2021. If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization		<input checked="" type="checkbox"/>
b 33 1/3% support test - 2020. If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization		<input type="checkbox"/>
17a 10% -facts-and-circumstances test - 2021. If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the facts-and-circumstances test, check this box and stop here. Explain in Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization		<input type="checkbox"/>
b 10% -facts-and-circumstances test - 2020. If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the facts-and-circumstances test, check this box and stop here. Explain in Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization		<input type="checkbox"/>
18 Private foundation. If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions		<input type="checkbox"/>

Part III Support Schedule for Organizations Described in Section 509(a)(2)

(Complete only if you checked the box on line 10 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

Section A. Public Support

Calendar year (or fiscal year beginning in) ►	(a) 2017	(b) 2018	(c) 2019	(d) 2020	(e) 2021	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")						
2 Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose						
3 Gross receipts from activities that are not an unrelated trade or business under section 513						
4 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
5 The value of services or facilities furnished by a governmental unit to the organization without charge						
6 Total. Add lines 1 through 5						
7a Amounts included on lines 1, 2, and 3 received from disqualified persons						
b Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year						
c Add lines 7a and 7b						
8 Public support. (Subtract line 7c from line 6.)						

Section B. Total Support

Calendar year (or fiscal year beginning in) ►	(a) 2017	(b) 2018	(c) 2019	(d) 2020	(e) 2021	(f) Total
9 Amounts from line 6						
10a Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources						
b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975						
c Add lines 10a and 10b						
11 Net income from unrelated business activities not included on line 10b, whether or not the business is regularly carried on						
12 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)						
13 Total support. (Add lines 9, 10c, 11, and 12.)						

14 First 5 years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and **stop here**

Section C. Computation of Public Support Percentage

15 Public support percentage for 2021 (line 8, column (f), divided by line 13, column (f))	15	%
16 Public support percentage from 2020 Schedule A, Part III, line 15	16	%

Section D. Computation of Investment Income Percentage

17 Investment income percentage for 2021 (line 10c, column (f), divided by line 13, column (f))	17	%
18 Investment income percentage from 2020 Schedule A, Part III, line 17	18	%

19a 33 1/3% support tests - 2021. If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and **stop here**. The organization qualifies as a publicly supported organization

b 33 1/3% support tests - 2020. If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3%, and line 18 is not more than 33 1/3%, check this box and **stop here**. The organization qualifies as a publicly supported organization

20 Private foundation. If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions

Part IV Supporting Organizations

(Complete only if you checked a box in line 12 on Part I. If you checked box 12a, Part I, complete Sections A and B. If you checked box 12b, Part I, complete Sections A and C. If you checked box 12c, Part I, complete Sections A, D, and E. If you checked box 12d, Part I, complete Sections A and D, and complete Part V.)

Section A. All Supporting Organizations

	Yes	No
1 Are all of the organization's supported organizations listed by name in the organization's governing documents? <i>If "No," describe in Part VI how the supported organizations are designated. If designated by class or purpose, describe the designation. If historic and continuing relationship, explain.</i>		
2 Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? <i>If "Yes," explain in Part VI how the organization determined that the supported organization was described in section 509(a)(1) or (2).</i>		
3a Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? <i>If "Yes," answer lines 3b and 3c below.</i>		
b Did the organization confirm that each supported organization qualified under section 501(c)(4), (5), or (6) and satisfied the public support tests under section 509(a)(2)? <i>If "Yes," describe in Part VI when and how the organization made the determination.</i>		
c Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? <i>If "Yes," explain in Part VI what controls the organization put in place to ensure such use.</i>		
4a Was any supported organization not organized in the United States ("foreign supported organization")? <i>If "Yes," and if you checked box 12a or 12b in Part I, answer lines 4b and 4c below.</i>		
b Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? <i>If "Yes," describe in Part VI how the organization had such control and discretion despite being controlled or supervised by or in connection with its supported organizations.</i>		
c Did the organization support any foreign supported organization that does not have an IRS determination under sections 501(c)(3) and 509(a)(1) or (2)? <i>If "Yes," explain in Part VI what controls the organization used to ensure that all support to the foreign supported organization was used exclusively for section 170(c)(2)(B) purposes.</i>		
5a Did the organization add, substitute, or remove any supported organizations during the tax year? <i>If "Yes," answer lines 5b and 5c below (if applicable). Also, provide detail in Part VI, including (i) the names and EIN numbers of the supported organizations added, substituted, or removed; (ii) the reasons for each such action; (iii) the authority under the organization's organizing document authorizing such action; and (iv) how the action was accomplished (such as by amendment to the organizing document).</i>		
b Type I or Type II only. Was any added or substituted supported organization part of a class already designated in the organization's organizing document?		
c Substitutions only. Was the substitution the result of an event beyond the organization's control?		
6 Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (i) its supported organizations, (ii) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (iii) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? <i>If "Yes," provide detail in Part VI.</i>		
7 Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (as defined in section 4958(c)(3)(C)), a family member of a substantial contributor, or a 35% controlled entity with regard to a substantial contributor? <i>If "Yes," complete Part I of Schedule L (Form 990).</i>		
8 Did the organization make a loan to a disqualified person (as defined in section 4958) not described on line 7? <i>If "Yes," complete Part I of Schedule L (Form 990).</i>		
9a Was the organization controlled directly or indirectly at any time during the tax year by one or more disqualified persons, as defined in section 4946 (other than foundation managers and organizations described in section 509(a)(1) or (2))? <i>If "Yes," provide detail in Part VI.</i>		
b Did one or more disqualified persons (as defined on line 9a) hold a controlling interest in any entity in which the supporting organization had an interest? <i>If "Yes," provide detail in Part VI.</i>		
c Did a disqualified person (as defined on line 9a) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? <i>If "Yes," provide detail in Part VI.</i>		
10a Was the organization subject to the excess business holdings rules of section 4943 because of section 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? <i>If "Yes," answer line 10b below.</i>		
b Did the organization have any excess business holdings in the tax year? <i>(Use Schedule C, Form 4720, to determine whether the organization had excess business holdings.)</i>		

Part IV Supporting Organizations (continued)

Table with 3 columns: Question, Yes, No. Row 11: Has the organization accepted a gift or contribution from any of the following persons? Sub-rows 11a, 11b, 11c.

Section B. Type I Supporting Organizations

Table with 3 columns: Question, Yes, No. Row 1: Did the governing body, members of the governing body, officers acting in their official capacity, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's officers, directors, or trustees at all times during the tax year? Row 2: Did the organization operate for the benefit of any supported organization other than the supported organization(s) that operated, supervised, or controlled the supporting organization?

Section C. Type II Supporting Organizations

Table with 3 columns: Question, Yes, No. Row 1: Were a majority of the organization's directors or trustees during the tax year also a majority of the directors or trustees of each of the organization's supported organization(s)?

Section D. All Type III Supporting Organizations

Table with 3 columns: Question, Yes, No. Row 1: Did the organization provide to each of its supported organizations, by the last day of the fifth month of the organization's tax year, (i) a written notice describing the type and amount of support provided during the prior tax year, (ii) a copy of the Form 990 that was most recently filed as of the date of notification, and (iii) copies of the organization's governing documents in effect on the date of notification, to the extent not previously provided? Row 2: Were any of the organization's officers, directors, or trustees either (i) appointed or elected by the supported organization(s) or (ii) serving on the governing body of a supported organization? Row 3: By reason of the relationship described on line 2, above, did the organization's supported organizations have a significant voice in the organization's investment policies and in directing the use of the organization's income or assets at all times during the tax year?

Section E. Type III Functionally Integrated Supporting Organizations

Table with 3 columns: Question, Yes, No. Row 1: Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (see instructions). Sub-rows a, b, c. Row 2: Activities Test. Answer lines 2a and 2b below. Sub-rows a, b. Row 3: Parent of Supported Organizations. Answer lines 3a and 3b below. Sub-rows a, b.

Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations

1 Check here if the organization satisfied the Integral Part Test as a qualifying trust on Nov. 20, 1970 (explain in Part VI). See instructions.
 All other Type III non-functionally integrated supporting organizations must complete Sections A through E.

Section A - Adjusted Net Income		(A) Prior Year	(B) Current Year (optional)
1	Net short-term capital gain	1	
2	Recoveries of prior-year distributions	2	
3	Other gross income (see instructions)	3	
4	Add lines 1 through 3.	4	
5	Depreciation and depletion	5	
6	Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions)	6	
7	Other expenses (see instructions)	7	
8	Adjusted Net Income (subtract lines 5, 6, and 7 from line 4)	8	

Section B - Minimum Asset Amount		(A) Prior Year	(B) Current Year (optional)
1	Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year):		
a	Average monthly value of securities	1a	
b	Average monthly cash balances	1b	
c	Fair market value of other non-exempt-use assets	1c	
d	Total (add lines 1a, 1b, and 1c)	1d	
e	Discount claimed for blockage or other factors (explain in detail in Part VI):		
2	Acquisition indebtedness applicable to non-exempt-use assets	2	
3	Subtract line 2 from line 1d.	3	
4	Cash deemed held for exempt use. Enter 0.015 of line 3 (for greater amount, see instructions).	4	
5	Net value of non-exempt-use assets (subtract line 4 from line 3)	5	
6	Multiply line 5 by 0.035.	6	
7	Recoveries of prior-year distributions	7	
8	Minimum Asset Amount (add line 7 to line 6)	8	

Section C - Distributable Amount			Current Year
1	Adjusted net income for prior year (from Section A, line 8, column A)	1	
2	Enter 0.85 of line 1.	2	
3	Minimum asset amount for prior year (from Section B, line 8, column A)	3	
4	Enter greater of line 2 or line 3.	4	
5	Income tax imposed in prior year	5	
6	Distributable Amount. Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions).	6	
7	<input type="checkbox"/> Check here if the current year is the organization's first as a non-functionally integrated Type III supporting organization (see instructions).		

Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations (continued)

Section D - Distributions		Current Year
1	Amounts paid to supported organizations to accomplish exempt purposes	1
2	Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity	2
3	Administrative expenses paid to accomplish exempt purposes of supported organizations	3
4	Amounts paid to acquire exempt-use assets	4
5	Qualified set-aside amounts (prior IRS approval required - <i>provide details in Part VI</i>)	5
6	Other distributions (<i>describe in Part VI</i>). See instructions.	6
7	Total annual distributions. Add lines 1 through 6.	7
8	Distributions to attentive supported organizations to which the organization is responsive (<i>provide details in Part VI</i>). See instructions.	8
9	Distributable amount for 2021 from Section C, line 6	9
10	Line 8 amount divided by line 9 amount	10

Section E - Distribution Allocations (see instructions)	(i) Excess Distributions	(ii) Underdistributions Pre-2021	(iii) Distributable Amount for 2021
1	Distributable amount for 2021 from Section C, line 6		
2	Underdistributions, if any, for years prior to 2021 (reasonable cause required - <i>explain in Part VI</i>). See instructions.		
3	Excess distributions carryover, if any, to 2021		
a	From 2016		
b	From 2017		
c	From 2018		
d	From 2019		
e	From 2020		
f	Total of lines 3a through 3e		
g	Applied to underdistributions of prior years		
h	Applied to 2021 distributable amount		
i	Carryover from 2016 not applied (see instructions)		
j	Remainder. Subtract lines 3g, 3h, and 3i from line 3f.		
4	Distributions for 2021 from Section D, line 7: \$		
a	Applied to underdistributions of prior years		
b	Applied to 2021 distributable amount		
c	Remainder. Subtract lines 4a and 4b from line 4.		
5	Remaining underdistributions for years prior to 2021, if any. Subtract lines 3g and 4a from line 2. For result greater than zero, <i>explain in Part VI</i> . See instructions.		
6	Remaining underdistributions for 2021. Subtract lines 3h and 4b from line 1. For result greater than zero, <i>explain in Part VI</i> . See instructions.		
7	Excess distributions carryover to 2022. Add lines 3j and 4c.		
8	Breakdown of line 7:		
a	Excess from 2017		
b	Excess from 2018		
c	Excess from 2019		
d	Excess from 2020		
e	Excess from 2021		

Schedule A (Form 990) 2021

Part VI

Supplemental Information. Provide the explanations required by Part II, line 10; Part II, line 17a or 17b; Part III, line 12; Part IV, Section A, lines 1, 2, 3b, 3c, 4b, 4c, 5a, 6, 9a, 9b, 9c, 11a, 11b, and 11c; Part IV, Section B, lines 1 and 2; Part IV, Section C, line 1; Part IV, Section D, lines 2 and 3; Part IV, Section E, lines 1c, 2a, 2b, 3a, and 3b; Part V, line 1; Part V, Section B, line 1e; Part V, Section D, lines 5, 6, and 8; and Part V, Section E, lines 2, 5, and 6. Also complete this part for any additional information. (See instructions.)

Multiple horizontal lines for supplemental information.

Schedule B
(Form 990)

Department of the Treasury
Internal Revenue Service

Schedule of Contributors

▶ Attach to Form 990 or Form 990-PF.
▶ Go to www.irs.gov/Form990 for the latest information.

OMB No. 1545-0047

2021

Name of the organization

INSTITUTE FOR HEALTHCARE IMPROVEMENT

Employer identification number

38-3017223

Organization type (check one):

Filers of:

Section:

Form 990 or 990-EZ

501(c)(3) (enter number) organization

4947(a)(1) nonexempt charitable trust **not** treated as a private foundation

527 political organization

Form 990-PF

501(c)(3) exempt private foundation

4947(a)(1) nonexempt charitable trust treated as a private foundation

501(c)(3) taxable private foundation

Check if your organization is covered by the **General Rule** or a **Special Rule**.

Note: Only a section 501(c)(7), (8), or (10) organization can check boxes for both the General Rule and a Special Rule. See instructions.

General Rule

For an organization filing Form 990, 990-EZ, or 990-PF that received, during the year, contributions totaling \$5,000 or more (in money or property) from any one contributor. Complete Parts I and II. See instructions for determining a contributor's total contributions.

Special Rules

For an organization described in section 501(c)(3) filing Form 990 or 990-EZ that met the 33 1/3% support test of the regulations under sections 509(a)(1) and 170(b)(1)(A)(vi), that checked Schedule A (Form 990), Part II, line 13, 16a, or 16b, and that received from any one contributor, during the year, total contributions of the greater of **(1)** \$5,000; or **(2)** 2% of the amount on (i) Form 990, Part VIII, line 1h; or (ii) Form 990-EZ, line 1. Complete Parts I and II.

For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, total contributions of more than \$1,000 exclusively for religious, charitable, scientific, literary, or educational purposes, or for the prevention of cruelty to children or animals. Complete Parts I (entering "N/A" in column (b) instead of the contributor name and address), II, and III.

For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, contributions *exclusively* for religious, charitable, etc., purposes, but no such contributions totaled more than \$1,000. If this box is checked, enter here the total contributions that were received during the year for an *exclusively* religious, charitable, etc., purpose. Don't complete any of the parts unless the **General Rule** applies to this organization because it received *nonexclusively* religious, charitable, etc., contributions totaling \$5,000 or more during the year ▶ \$ _____

Caution: An organization that isn't covered by the General Rule and/or the Special Rules doesn't file Schedule B (Form 990), but it **must** answer "No" on Part IV, line 2, of its Form 990; or check the box on line H of its Form 990-EZ or on its Form 990-PF, Part I, line 2, to certify that it doesn't meet the filing requirements of Schedule B (Form 990).

Name of organization INSTITUTE FOR HEALTHCARE IMPROVEMENT	Employer identification number 38-3017223
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Part I Contributors (see instructions). Use duplicate copies of Part I if additional space is needed.

(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
<u>1</u>	<hr/> <hr/> <hr/>	\$ <u>25,012,661.</u>	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
<u>2</u>	<hr/> <hr/> <hr/>	\$ <u>3,586,039.</u>	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
<u>3</u>	<hr/> <hr/> <hr/>	\$ <u>2,000,000.</u>	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
<u>4</u>	<hr/> <hr/> <hr/>	\$ <u>1,873,364.</u>	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
<u>5</u>	<hr/> <hr/> <hr/>	\$ <u>977,485.</u>	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
<hr/> <hr/> <hr/>	<hr/> <hr/> <hr/>	\$ _____	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)

Name of organization INSTITUTE FOR HEALTHCARE IMPROVEMENT	Employer identification number 38-3017223
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Part II Noncash Property (see instructions). Use duplicate copies of Part II if additional space is needed.

(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions.)	(d) Date received
	<hr/> <hr/> <hr/> <hr/>	\$ _____	_____
	<hr/> <hr/> <hr/> <hr/>	\$ _____	_____
	<hr/> <hr/> <hr/> <hr/>	\$ _____	_____
	<hr/> <hr/> <hr/> <hr/>	\$ _____	_____
	<hr/> <hr/> <hr/> <hr/>	\$ _____	_____
	<hr/> <hr/> <hr/> <hr/>	\$ _____	_____
	<hr/> <hr/> <hr/> <hr/>	\$ _____	_____

Name of organization INSTITUTE FOR HEALTHCARE IMPROVEMENT	Employer identification number 38-3017223
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Part III Exclusively religious, charitable, etc., contributions to organizations described in section 501(c)(7), (8), or (10) that total more than \$1,000 for the year from any one contributor. Complete columns (a) through (e) and the following line entry. For organizations completing Part III, enter the total of exclusively religious, charitable, etc., contributions of **\$1,000 or less** for the year. (Enter this info. once.) ▶ \$ _____
Use duplicate copies of Part III if additional space is needed.

(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held

(e) Transfer of gift	
Transferee's name, address, and ZIP + 4	Relationship of transferor to transferee

(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held

(e) Transfer of gift	
Transferee's name, address, and ZIP + 4	Relationship of transferor to transferee

(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held

(e) Transfer of gift	
Transferee's name, address, and ZIP + 4	Relationship of transferor to transferee

(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held

(e) Transfer of gift	
Transferee's name, address, and ZIP + 4	Relationship of transferor to transferee

SCHEDULE D (Form 990)

Department of the Treasury Internal Revenue Service

Supplemental Financial Statements

Complete if the organization answered "Yes" on Form 990, Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b. Attach to Form 990.

Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2021

Open to Public Inspection

Name of the organization: INSTITUTE FOR HEALTHCARE IMPROVEMENT; Employer identification number: 38-3017223

Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts. Complete if the organization answered "Yes" on Form 990, Part IV, line 6.

Table with 3 columns: Question, (a) Donor advised funds, (b) Funds and other accounts. Rows include total number at end of year, aggregate value of contributions, grants, and end of year, and two Yes/No questions regarding donor property and grant fund usage.

Part II Conservation Easements. Complete if the organization answered "Yes" on Form 990, Part IV, line 7.

Form with multiple sections: 1. Purpose(s) of conservation easements (checkboxes for land, habitat, open space, historic area, structure); 2. Conservation contribution details (2a-2d); 3-7. Monitoring and enforcement details; 8-9. Reporting requirements.

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets. Complete if the organization answered "Yes" on Form 990, Part IV, line 8.

Form with sections 1a-1b and 2. 1a: Reporting on revenue and assets for public service. 1b: Reporting on revenue and assets for public service. 2: Reporting on revenue and assets for financial gain.

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets (continued)

- 3 Using the organization's acquisition, accession, and other records, check any of the following that make significant use of its collection items (check all that apply):
- a Public exhibition
 - b Scholarly research
 - c Preservation for future generations
 - d Loan or exchange program
 - e Other _____
- 4 Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII.
- 5 During the year, did the organization solicit or receive donations of art, historical treasures, or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection? Yes No

Part IV Escrow and Custodial Arrangements. Complete if the organization answered "Yes" on Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

- 1a Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X? Yes No
- b If "Yes," explain the arrangement in Part XIII and complete the following table:
- | | Amount |
|---------------------------------|--------|
| c Beginning balance | 1c |
| d Additions during the year | 1d |
| e Distributions during the year | 1e |
| f Ending balance | 1f |
- 2a Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability? Yes No
- b If "Yes," explain the arrangement in Part XIII. Check here if the explanation has been provided on Part XIII

Part V Endowment Funds. Complete if the organization answered "Yes" on Form 990, Part IV, line 10.

	(a) Current year	(b) Prior year	(c) Two years back	(d) Three years back	(e) Four years back
1a Beginning of year balance					
b Contributions					
c Net investment earnings, gains, and losses					
d Grants or scholarships					
e Other expenditures for facilities and programs					
f Administrative expenses					
g End of year balance					

- 2 Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as:
- a Board designated or quasi-endowment _____%
 - b Permanent endowment _____%
 - c Term endowment _____%
- The percentages on lines 2a, 2b, and 2c should equal 100%.
- 3a Are there endowment funds not in the possession of the organization that are held and administered for the organization by:
- | | Yes | No |
|---|--------|----|
| (i) Unrelated organizations | 3a(i) | |
| (ii) Related organizations | 3a(ii) | |
| b If "Yes" on line 3a(ii), are the related organizations listed as required on Schedule R? <input type="checkbox"/> | 3b | |
- 4 Describe in Part XIII the intended uses of the organization's endowment funds.

Part VI Land, Buildings, and Equipment.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11a. See Form 990, Part X, line 10.

Description of property	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a Land				
b Buildings				
c Leasehold improvements		5,558,294.	1,703,799.	3,854,495.
d Equipment		2,314,944.	2,047,230.	267,714.
e Other		4,857,188.	4,825,361.	31,827.
Total. Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10c.)				4,154,036.

Part VII Investments - Other Securities.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11b. See Form 990, Part X, line 12.

(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1) Financial derivatives		
(2) Closely held equity interests		
(3) Other		
(A)		
(B)		
(C)		
(D)		
(E)		
(F)		
(G)		
(H)		
Total. (Col. (b) must equal Form 990, Part X, col. (B) line 12.) ▶		

Part VIII Investments - Program Related.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11c. See Form 990, Part X, line 13.

(a) Description of investment	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1)		
(2)		
(3)		
(4)		
(5)		
(6)		
(7)		
(8)		
(9)		
Total. (Col. (b) must equal Form 990, Part X, col. (B) line 13.) ▶		

Part IX Other Assets.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11d. See Form 990, Part X, line 15.

(a) Description	(b) Book value
(1)	
(2)	
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. (Column (b) must equal Form 990, Part X, col. (B) line 15.) ▶	

Part X Other Liabilities.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11e or 11f. See Form 990, Part X, line 25.

1. (a) Description of liability	(b) Book value
(1) Federal income taxes	
(2) LEASE RELATED LIABILITY	3,125,174.
(3) REFUNDABLE ADVANCES	7,540,734.
(4) DEFERRED COMPENSATION	1,361,945.
(5)	
(6)	
(7)	
(8)	
(9)	
Total. (Column (b) must equal Form 990, Part X, col. (B) line 25.) ▶	12,027,853.

2. Liability for uncertain tax positions. In Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FASB ASC 740. Check here if the text of the footnote has been provided in Part XIII ...

Part XI Reconciliation of Revenue per Audited Financial Statements With Revenue per Return.

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

1	Total revenue, gains, and other support per audited financial statements		1	63,982,475.
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12:			
a	Net unrealized gains (losses) on investments	2a	-43,106,910.	
b	Donated services and use of facilities	2b		
c	Recoveries of prior year grants	2c		
d	Other (Describe in Part XIII.)	2d		
e	Add lines 2a through 2d	2e	-43,106,910.	
3	Subtract line 2e from line 1	3	107,089,385.	
4	Amounts included on Form 990, Part VIII, line 12, but not on line 1:			
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a	96,406.	
b	Other (Describe in Part XIII.)	4b		
c	Add lines 4a and 4b	4c	96,406.	
5	Total revenue. Add lines 3 and 4c. (This must equal Form 990, Part I, line 12.)	5	107,185,791.	

Part XII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return.

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

1	Total expenses and losses per audited financial statements		1	52,553,777.
2	Amounts included on line 1 but not on Form 990, Part IX, line 25:			
a	Donated services and use of facilities	2a		
b	Prior year adjustments	2b		
c	Other losses	2c		
d	Other (Describe in Part XIII.)	2d		
e	Add lines 2a through 2d	2e	0.	
3	Subtract line 2e from line 1	3	52,553,777.	
4	Amounts included on Form 990, Part IX, line 25, but not on line 1:			
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a	96,406.	
b	Other (Describe in Part XIII.)	4b		
c	Add lines 4a and 4b	4c	96,406.	
5	Total expenses. Add lines 3 and 4c. (This must equal Form 990, Part I, line 18.)	5	52,650,183.	

Part XIII Supplemental Information.

Provide the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and 4; Part IV, lines 1b and 2b; Part V, line 4; Part X, line 2; Part XI, lines 2d and 4b; and Part XII, lines 2d and 4b. Also complete this part to provide any additional information.

PART X, LINE 2:

THE INSTITUTE IS A TAX-EXEMPT ORGANIZATION DESCRIBED IN SECTION 501(C)(3) OF THE INTERNAL REVENUE CODE (THE CODE) AND IS GENERALLY EXEMPT FROM FEDERAL INCOME TAXES PURSUANT TO SECTION 501(A) OF THE CODE. ACCORDINGLY, NO PROVISION FOR FEDERAL AND STATE INCOME TAXES HAS BEEN MADE.

GAAP REQUIRES THE INSTITUTE TO EVALUATE UNCERTAIN TAX POSITIONS.

MANAGEMENT CONCLUDED AS OF AND FOR THE YEARS ENDED APRIL 30, 2022 AND 2021, THAT THE INSTITUTE DID NOT HAVE ANY LIABILITIES FOR ANY UNCERTAIN TAX POSITIONS.

**SCHEDULE F
(Form 990)**

Department of the Treasury
Internal Revenue Service

Statement of Activities Outside the United States

▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 14b, 15, or 16.

▶ Attach to Form 990.

▶ Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2021

Open to Public
Inspection

Name of the organization **INSTITUTE FOR HEALTHCARE IMPROVEMENT** Employer identification number **38-3017223**

Part I General Information on Activities Outside the United States. Complete if the organization answered "Yes" on Form 990, Part IV, line 14b.

1 For grantmakers. Does the organization maintain records to substantiate the amount of its grants and other assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance? **Yes** **No**

2 For grantmakers. Describe in Part V the organization's procedures for monitoring the use of its grants and other assistance outside the United States.

3 Activities per Region. (The following Part I, line 3 table can be duplicated if additional space is needed.)

(a) Region	(b) Number of offices in the region	(c) Number of employees, agents, and independent contractors in the region	(d) Activities conducted in the region (by type) (such as, fundraising, program services, investments, grants to recipients located in the region)	(e) If activity listed in (d) is a program service, describe specific type of service(s) in the region	(f) Total expenditures for and investments in the region
EUROPE		5	PROGRAM SERVICES	SEE SCHEDULE F PART V	2,781,923.
SUB-SAHARAN AFRICA		0	GRANTMAKING	SEE SCHEDULE F PART V	102,187.
SUB-SAHARAN AFRICA	1	33	PROGRAM SERVICES	SEE SCHEDULE F PART V	4,372,574.
SOUTH ASIA		7	PROGRAM SERVICES	SEE SCHEDULE F PART V	977,487.
EAST ASIA AND THE PACIFIC		9	PROGRAM SERVICES	SEE SCHEDULE F PART V	3,068,498.
MIDDLE EAST AND NORTH AFRICA		1	PROGRAM SERVICES	SEE SCHEDULE F PART V	1,384,650.
SOUTH AMERICA		3	PROGRAM SERVICES	SEE SCHEDULE F PART V	2,044,766.
CENTRAL AMERICA AND THE CARIBBEAN		0	PROGRAM SERVICES	SEE SCHEDULE F PART V	1,074.
3 a Subtotal	1	58			14,733,159.
b Total from continuation sheets to Part I	0	0			0.
c Totals (add lines 3a and 3b)	1	58			14,733,159.

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule F (Form 990) 2021

Part IV Foreign Forms

- 1 Was the organization a U.S. transferor of property to a foreign corporation during the tax year? *If "Yes," the organization may be required to file Form 926, Return by a U.S. Transferor of Property to a Foreign Corporation (see Instructions for Form 926)* Yes No
- 2 Did the organization have an interest in a foreign trust during the tax year? *If "Yes," the organization may be required to separately file Form 3520, Annual Return To Report Transactions With Foreign Trusts and Receipt of Certain Foreign Gifts, and/or Form 3520-A, Annual Information Return of Foreign Trust With a U.S. Owner (see Instructions for Forms 3520 and 3520-A; don't file with Form 990)* Yes No
- 3 Did the organization have an ownership interest in a foreign corporation during the tax year? *If "Yes," the organization may be required to file Form 5471, Information Return of U.S. Persons With Respect to Certain Foreign Corporations (see Instructions for Form 5471)* Yes No
- 4 Was the organization a direct or indirect shareholder of a passive foreign investment company or a qualified electing fund during the tax year? *If "Yes," the organization may be required to file Form 8621, Information Return by a Shareholder of a Passive Foreign Investment Company or Qualified Electing Fund (see Instructions for Form 8621)* Yes No
- 5 Did the organization have an ownership interest in a foreign partnership during the tax year? *If "Yes," the organization may be required to file Form 8865, Return of U.S. Persons With Respect to Certain Foreign Partnerships (see Instructions for Form 8865)* Yes No
- 6 Did the organization have any operations in or related to any boycotting countries during the tax year? *If "Yes," the organization may be required to separately file Form 5713, International Boycott Report (see Instructions for Form 5713; don't file with Form 990)* Yes No

Part V Supplemental Information

Provide the information required by Part I, line 2 (monitoring of funds); Part I, line 3, column (f) (accounting method; amounts of investments vs. expenditures per region); Part II, line 1 (accounting method); Part III (accounting method); and Part III, column (c) (estimated number of recipients), as applicable. Also complete this part to provide any additional information. See instructions.

PART I, LINE 2:

ALL GRANTS PROVIDED ARE PASS-THROUGH GRANTS. OUR PROCEDURES FOR MONITORING ARE DICTATED BOTH BY THE REQUIREMENTS OF THE ORIGINAL FUNDER, IHI INTERNAL POLICIES AND PROCEDURES, AND THE RESULTS OF OUR EVALUATION PRIOR TO GRANTING THE ACTUAL AWARD. THERE ARE REQUIREMENTS FOR REGULAR PROGRAM, PROGRAM EVALUATION AND ASSESSMENT AND FINANCIAL REPORTING, NO LESS REGULARLY THAN ANNUALLY AND AS FREQUENTLY AS MONTHLY. FINANCIAL REPORTING REQUIREMENTS MUST BE ABIDED BY BEFORE WIRES ARE PROCESSED TO THE SUB-GRANTEE. ANNUAL AUDITS AND MANAGEMENT LETTERS ARE COLLECTED FROM MOST SUB-GRANTEES (IF AVAILABLE).

PARTS II, AND III

AFRICA: THE BILL & MELINDA GATES FOUNDATION CONTINUED TO PROVIDE SUBSTANTIAL GRANT SUPPORT FOR THE FOLLOWING PROJECTS: REDUCTION OF NEONATAL AND MATERNAL MORTALITY AND THE DESIGNING MATERNAL AND NEWBORN SPACES FOR QUALITY OF CARE GLOBAL GOODS, BOTH IN ETHIOPIA; AND SCALE-UP OF TUBERCULOSIS CARE IN SOUTH AFRICA. SEVERAL PROJECTS ARE FUNDED BY USAID, INCLUDING BUILDING QUALITY IMPROVEMENT CAPACITY IN MOZAMBIQUE.

EUROPE: IHI MAINTAINS A VIBRANT PORTFOLIO OF LEADERSHIP- AND IMPROVEMENT FOCUSED WORK WITH A RANGE OF HEALTH TRUSTS WITHIN THE ENGLISH NATIONAL HEALTH SERVICE (NHS). ADDITIONAL UK BASED WORK IS OCCURRING IN SCOTLAND AND WALES. SMALLER QUALITY IMPROVEMENT AND LEADERSHIP PROJECTS ARE OCCURRING IN DENMARK, GREECE, AND SWEDEN.

LATIN AMERICA: IHI CONTINUES TO SUPPORT THE PROADI-SUS HOSPITALS TO PROVIDE INSTRUCTIONAL SUPPORT AND COACHING FOR A LARGE NATIONAL

Part V Supplemental Information

Provide the information required by Part I, line 2 (monitoring of funds); Part I, line 3, column (f) (accounting method; amounts of investments vs. expenditures per region); Part II, line 1 (accounting method); Part III (accounting method); and Part III, column (c) (estimated number of recipients), as applicable. Also complete this part to provide any additional information. See instructions.

INITIATIVE TO INCREASE PATIENT SAFETY AND BUILD CAPABILITY FOR IMPROVEMENT IN BRAZIL'S PUBLIC HOSPITALS (SAUDE EM NOSSAS MAOS). IHI CONTINUES TO SUPPORT ST. JUDE CHILDREN'S RESEARCH HOSPITAL TO SUPPORT A SCALE-UP COLLABORATIVE TO SPREAD BEST PRACTICES IN ANTIBIOTIC TREATMENT OF FEBRILE PEDIATRIC ONCOLOGY PATIENTS IN 80 HOSPITALS IN MEXICO.

MIDDLE EAST, ASIA, AND THE PACIFIC: SAFER CARE VICTORIA (AUSTRALIA) AND HAMAD MEDICAL CORPORATION (QATAR) REMAIN IHI'S LARGEST FUNDERS IN THIS REGION. IHI CONTINUED WORKING ON A MULTI YEAR, GRANT FUNDED PROJECT IN COLLABORATION WITH SAVE THE CHILDREN AND FUNDED BY USAID TO IMPROVE MATERNAL AND NEWBORN CARE IN BANGLADESH.

**SCHEDULE I
(Form 990)**

Department of the Treasury
Internal Revenue Service

**Grants and Other Assistance to Organizations,
Governments, and Individuals in the United States**
Complete if the organization answered "Yes" on Form 990, Part IV, line 21 or 22.

▶ **Attach to Form 990.**

▶ **Go to www.irs.gov/Form990 for the latest information.**

OMB No. 1545-0047

2021

**Open to Public
Inspection**

Name of the organization **INSTITUTE FOR HEALTHCARE IMPROVEMENT** Employer identification number **38-3017223**

Part I General Information on Grants and Assistance

- 1** Does the organization maintain records to substantiate the amount of the grants or assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance? **Yes** **No**
- 2** Describe in Part IV the organization's procedures for monitoring the use of grant funds in the United States.

Part II Grants and Other Assistance to Domestic Organizations and Domestic Governments. Complete if the organization answered "Yes" on Form 990, Part IV, line 21, for any recipient that received more than \$5,000. Part II can be duplicated if additional space is needed.

1 (a) Name and address of organization or government	(b) EIN	(c) IRC section (if applicable)	(d) Amount of cash grant	(e) Amount of noncash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of noncash assistance	(h) Purpose of grant or assistance
MASS GENERAL BRIGHAM INCORPORATED 399 REVOLUTION DRIVE, SUITE 645 SOMERVILLE, MA 02145	04-3230035	501(C)(3)	250,000.	0.			HEALTH CARE
RELIANT MEDICAL GROUP, INC. 5 NEPONSET STREET WORCESTER, MA 01606	04-2472266	501(C)(3)	250,000.	0.			HEALTH CARE
ATRIUS HEALTH, INC 275 GROVE STREET, SUITE 3-300 NEWTON, MA 02466	04-3397450	501(C)(3)	250,000.	0.			HEALTH CARE
BAYCARE HEALTH PARTNERS, INC 101 WASON AVENUE SUITE 200 SPRINGFIELD, MA 01107	04-3240830	N/A	250,000.	0.			HEALTH CARE
BETH ISRAEL LAHEY HEALTH, INC 247 STATION DRIVE, SUITE NW1 WESTWOOD, MA 02019	83-2671600	501(C)(3)	250,000.	0.			HEALTH CARE
SOUTHCOAST HEALTH NETWORK LLC 200 MILL ROAD, SUITE 190 FAIRHAVEN, MA 02719	81-3430690	N/A	250,000.	0.			HEALTH CARE

- 2** Enter total number of section 501(c)(3) and government organizations listed in the line 1 table **18.**
- 3** Enter total number of other organizations listed in the line 1 table **5.**

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule I (Form 990) 2021

Part II Continuation of Grants and Other Assistance to Domestic Organizations and Domestic Governments (Schedule I (Form 990), Part II.)

(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of noncash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
SOUTHERN NEW ENGLAND HEALTH CARE 95 WOODLAND STREET, 4TH FLOOR HARTFORD, CT 06105	20-8176133	501(C)(3)	250,000.	0.			HEALTH CARE
SOUTH SHORE HEALTH INTEGRATED DELIVERY NETWORK - 55 FOGG ROAD - SOUTH WEYMOUTH, MA 02191	85-2785921	N/A	250,000.	0.			HEALTH CARE
STEWARD HEALTH CARE NETWORK 30 PERWAL ST WESTWOOD, MA 02090	27-3075212	N/A	250,000.	0.			HEALTH CARE
WELLFORCE CLINICALLY INTEGRATED NETWORK, LLC - 800 DISTRICT AVENUE, SUITE 520 - BURLINGTON, MA 01803	87-1600172	501(C)(3)	250,000.	0.			HEALTH CARE
CENTER FOR BLACK WOMEN'S WELLNESS 477 WINDSOR ST SW, SUITE 309 ATLANTA, GA 30312	58-2212203	501(C)(3)	15,000.	0.			HEALTH CARE
NATIONAL BIRTH EQUITY COLLABORATIVE /FOUNDATION OF LOUISIANA - 4354 S. SHERWOOD FOREST BLVD, SUITE 100 - BATON	20-3399444	501(C)(3)	80,000.	0.			HEALTH CARE
ASSOCIATION OF COMMUNITY CANCER CENTERS - 1801 RESEARCH BLVD SUITE 400 - ROCKVILLE, MD 20850	51-0137807	501(C)(3)	75,000.	0.			HEALTH CARE
CHEROKEE INDIAN HOSPITAL AUTHORITY CALLER BOX C-268 CHEROKEE, NC 28719	05-0524222	GOVERNMENT	19,500.	0.			HEALTH CARE
MARYLAND BAPTIST AGED HOME 2801 RAYNOR AVE BALTIMORE, MD 21216	52-1009459	501(C)(3)	19,500.	0.			HEALTH CARE

Schedule I (Form 990)

Part II Continuation of Grants and Other Assistance to Domestic Organizations and Domestic Governments (Schedule I (Form 990), Part II.)

(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of noncash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
MIRABELLA AT SOUTH WATERFRONT 3550 S BOND AVENUE PORTLAND, OR 97239	71-1016384	501(C)(3)	9,750.	0.			HEALTH CARE
NEBRASKA HOSPITAL ASSOCIATION 3255 SALT CREEK CIRCLE, SUITE 100 LINCOLN, NE 68504	47-0384546	501(C)(6)	47,000.	0.			HEALTH CARE
QUIBURI MISSION 4800 WEST 57TH STREET SIOUX FALLS, SD 57108	45-0228055	501(C)(3)	19,500.	0.			HEALTH CARE
CIVITAS NETWORKS FOR HEALTH 700 12TH STREET NW SUITE 700 PMB957 WASHINGTON, DC 20005	45-1754340	501(C)(3)	11,250.	0.			HEALTH CARE
HEBREW REHABILITATION CENTER 1200 CENTRE STREET ROSLINDALE, MA 02131	04-2104298	501(C)(3)	19,500.	0.			HEALTH CARE
PARKLAND CENTER FOR CLINICAL INNOVATION - 8435 N STEMMONS FREEWAY SUITE 1150 - DALLAS, TX 75247	45-5363543	501(C)(3)	22,500.	0.			HEALTH CARE
MASS DESIGN GROUP LTD 334 BOYLSTON ST UNIT 400 BOSTON, MA 02116	61-1659704	501(C)(3)	13,603.	0.			HEALTH CARE
OREGON HEALTH & SCIENCE UNIV. 3181 SW SAM JACKSON PARK RD PORTLAND, OR 97239	93-1176109	GOVERNMENT	9,750.	0.			HEALTH CARE

Part III Grants and Other Assistance to Domestic Individuals. Complete if the organization answered "Yes" on Form 990, Part IV, line 22.
Part III can be duplicated if additional space is needed.

(a) Type of grant or assistance	(b) Number of recipients	(c) Amount of cash grant	(d) Amount of non-cash assistance	(e) Method of valuation (book, FMV, appraisal, other)	(f) Description of noncash assistance

Part IV Supplemental Information. Provide the information required in Part I, line 2; Part III, column (b); and any other additional information.

PART I, LINE 2:

ALL GRANTS PROVIDED TO FOREIGN ENTITIES ARE PASS-THROUGH GRANTS. OUR PROCEDURES FOR MONITORING ARE DICTATED BOTH BY THE REQUIREMENTS OF THE ORIGINAL FUNDER, IHI INTERNAL POLICIES AND PROCEDURES, AND THE RESULTS OF OUR EVALUATION PRIOR TO GRANTING THE ACTUAL AWARD. THERE ARE REQUIREMENTS FOR REGULAR PROGRAM, PROGRAM EVALUATION AND ASSESSMENT, AND FINANCIAL REPORTING, NO LESS REGULARLY THAN BI-ANNUALLY AND AS FREQUENTLY AS MONTHLY. FINANCIAL REPORTING REQUIREMENTS MUST BE ABIDED BY BEFORE WIRES ARE PROCESSED TO THE SUB-GRANTEE. ALL FINANCIAL REPORTS MUST BE ACCOMPANIED BY

**SCHEDULE J
(Form 990)**

Compensation Information

OMB No. 1545-0047

2021

Open to Public Inspection

Department of the Treasury
Internal Revenue Service

For certain Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees
 ▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 23.
 ▶ Attach to Form 990.
 ▶ Go to www.irs.gov/Form990 for instructions and the latest information.

Name of the organization

INSTITUTE FOR HEALTHCARE IMPROVEMENT

Employer identification number

38-3017223

Part I Questions Regarding Compensation

1a Check the appropriate box(es) if the organization provided any of the following to or for a person listed on Form 990, Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these items.

- | | |
|--|---|
| <input checked="" type="checkbox"/> First-class or charter travel | <input checked="" type="checkbox"/> Housing allowance or residence for personal use |
| <input type="checkbox"/> Travel for companions | <input type="checkbox"/> Payments for business use of personal residence |
| <input type="checkbox"/> Tax indemnification and gross-up payments | <input type="checkbox"/> Health or social club dues or initiation fees |
| <input type="checkbox"/> Discretionary spending account | <input type="checkbox"/> Personal services (such as maid, chauffeur, chef) |

b If any of the boxes on line 1a are checked, did the organization follow a written policy regarding payment or reimbursement or provision of all of the expenses described above? If "No," complete Part III to explain

2 Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all directors, trustees, and officers, including the CEO/Executive Director, regarding the items checked on line 1a?

3 Indicate which, if any, of the following the organization used to establish the compensation of the organization's CEO/Executive Director. Check all that apply. Do not check any boxes for methods used by a related organization to establish compensation of the CEO/Executive Director, but explain in Part III.

- | | |
|---|---|
| <input checked="" type="checkbox"/> Compensation committee | <input type="checkbox"/> Written employment contract |
| <input checked="" type="checkbox"/> Independent compensation consultant | <input checked="" type="checkbox"/> Compensation survey or study |
| <input type="checkbox"/> Form 990 of other organizations | <input checked="" type="checkbox"/> Approval by the board or compensation committee |

4 During the year, did any person listed on Form 990, Part VII, Section A, line 1a, with respect to the filing organization or a related organization:

- a** Receive a severance payment or change-of-control payment?
- b** Participate in or receive payment from a supplemental nonqualified retirement plan?
- c** Participate in or receive payment from an equity-based compensation arrangement?
- If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III.

Only section 501(c)(3), 501(c)(4), and 501(c)(29) organizations must complete lines 5-9.

5 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of:

- a** The organization?
- b** Any related organization?
- If "Yes" on line 5a or 5b, describe in Part III.

6 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of:

- a** The organization?
- b** Any related organization?
- If "Yes" on line 6a or 6b, describe in Part III.

7 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization provide any nonfixed payments not described on lines 5 and 6? If "Yes," describe in Part III

8 Were any amounts reported on Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the initial contract exception described in Regulations section 53.4958-4(a)(3)? If "Yes," describe in Part III

9 If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)?

	Yes	No
1b	X	
2	X	
4a		X
4b	X	
4c		X
5a		X
5b		X
6a		X
6b		X
7	X	
8		X
9		

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule J (Form 990) 2021

Part II Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees. Use duplicate copies if additional space is needed.

For each individual whose compensation must be reported on Schedule J, report compensation from the organization on row (i) and from related organizations, described in the instructions, on row (ii). Do not list any individuals that aren't listed on Form 990, Part VII.

Note: The sum of columns (B)(i)-(iii) for each listed individual must equal the total amount of Form 990, Part VII, Section A, line 1a, applicable column (D) and (E) amounts for that individual.

(A) Name and Title		(B) Breakdown of W-2 and/or 1099-MISC and/or 1099-NEC compensation			(C) Retirement and other deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation in column (B) reported as deferred on prior Form 990
		(i) Base compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation				
(1) KEDAR MATE CEO	(i)	609,632.	60,600.	77,051.	3,675.	26,873.	777,831.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(2) PIERRE BARKER CHIEF GLOBAL PARTNERSHIPS AND PROGRA	(i)	382,023.	38,101.	41,185.	4,650.	22,759.	488,718.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(3) AMY HOSFORD-SWAN CHIEF FINANCIAL OFFICER	(i)	351,340.	35,000.	44,387.	4,650.	24,856.	460,233.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(4) CYNTHIA BARGINERE CHIEF OPERATING OFFICER	(i)	346,233.	8,332.	0.	46,614.	8,190.	409,369.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(5) ROBERT LLOYD VICE PRESIDENT	(i)	260,772.	25,384.	31,810.	4,650.	25,655.	348,271.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(6) PEDRO DELGADO VICE PRESIDENT, DELIVERY	(i)	279,893.	27,619.	0.	13,358.	15,026.	335,896.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(7) SODZI SODZI-TETTEY VICE PRESIDENT, DELIVERY	(i)	278,400.	24,000.	0.	0.	0.	302,400.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(8) FRANK FEDERICO VICE PRESIDENT	(i)	217,773.	22,679.	27,531.	2,423.	23,890.	294,296.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(9) DONALD BERWICK DIRECTOR	(i)	275,000.	0.	0.	0.	0.	275,000.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(10) CATHLEEN DUFFY VICE PRESIDENT, FINANCE	(i)	232,620.	23,400.	0.	3,675.	10,365.	270,060.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(11) JENNIFER LENOCI-EDWARDS VICE PRESIDENT, DELIVERY	(i)	233,989.	23,400.	0.	3,675.	1,580.	262,644.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(12) DAVID COLETTA EXECUTIVE DIRECTOR, ALLIANCE MANAGEM	(i)	210,883.	20,969.	0.	1,735.	24,459.	258,046.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(13) NEEL VORA VICE PRESIDENT, INFORMATION TECHNOLO	(i)	206,374.	21,700.	0.	2,700.	22,779.	253,553.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(14) ALICE BONNER SENIOR DIRECTOR	(i)	204,774.	20,286.	0.	4,562.	22,884.	252,506.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(15) JILL DUNCAN VICE PRESIDENT, DELIVERY	(i)	190,979.	25,000.	0.	3,742.	26,230.	245,951.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(16) KAREN BALDOZA VICE PRESIDENT, IMPROVEMENT & INNOVA	(i)	192,645.	20,200.	0.	3,675.	26,409.	242,929.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.

Part II Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees. Use duplicate copies if additional space is needed.

For each individual whose compensation must be reported on Schedule J, report compensation from the organization on row (i) and from related organizations, described in the instructions, on row (ii). Do not list any individuals that aren't listed on Form 990, Part VII.

Note: The sum of columns (B)(i)-(iii) for each listed individual must equal the total amount of Form 990, Part VII, Section A, line 1a, applicable column (D) and (E) amounts for that individual.

(A) Name and Title		(B) Breakdown of W-2 and/or 1099-MISC and/or 1099-NEC compensation			(C) Retirement and other deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation in column (B) reported as deferred on prior Form 990
		(i) Base compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation				
(17) AMANDA SWIATOCHA	(i)	212,305.	21,700.	0.	3,675.	1,739.	239,419.	0.
VICE PRESIDENT, MARKETING & COMMUNIC	(ii)	0.	0.	0.	0.	0.	0.	0.
(18) VALERIE SPALDING	(i)	191,837.	20,000.	0.	3,675.	22,316.	237,828.	0.
VICE PRESIDENT, BUSINESS DEVELOPMENT	(ii)	0.	0.	0.	0.	0.	0.	0.
(19) CHRISTINA GUNTHER-MURPHY	(i)	189,123.	20,000.	0.	3,150.	24,249.	236,522.	0.
VICE PRESIDENT, OPERATIONS	(ii)	0.	0.	0.	0.	0.	0.	0.
(20) JENNIFER WALKER	(i)	182,299.	20,000.	0.	3,675.	23,447.	229,421.	0.
VICE PRESIDENT, HUMAN RESOURCES	(ii)	0.	0.	0.	0.	0.	0.	0.
(21) NINON LEWIS	(i)	197,034.	20,000.	0.	2,251.	9,669.	228,954.	0.
VICE PRESIDENT, DELIVERY	(ii)	0.	0.	0.	0.	0.	0.	0.
(22) NANA TWUM-DANSO	(i)	176,129.	0.	0.	24,808.	7,638.	208,575.	0.
SENIOR VICE PRESIDENT	(ii)	0.	0.	0.	0.	0.	0.	0.
(23) LESLIE NICHOL	(i)	161,164.	20,000.	0.	1,532.	24,260.	206,956.	0.
VICE PRESIDENT, DELIVERY	(ii)	0.	0.	0.	0.	0.	0.	0.
(24) PATRICIA MCGAFFIGAN	(i)	128,149.	24,000.	0.	1,682.	22,693.	176,524.	0.
VICE PRESIDENT, DELIVERY	(ii)	0.	0.	0.	0.	0.	0.	0.
(25) MAUREEN BISOGNANO	(i)	120,000.	0.	0.	0.	0.	120,000.	0.
FORMER CEO	(ii)	0.	0.	0.	0.	0.	0.	0.
(26) SARANYA LOEHRER	(i)	106,400.	0.	0.	0.	0.	106,400.	0.
HEAD, NORTH AMERICA REGION	(ii)	0.	0.	0.	0.	0.	0.	0.
(27) DEREK FEELEY	(i)	45,266.	0.	0.	0.	0.	45,266.	0.
FORMER CEO	(ii)	0.	0.	0.	0.	0.	0.	0.
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							

Part III Supplemental Information

Provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 3, 4a, 4b, 4c, 5a, 5b, 6a, 6b, 7, and 8, and for Part II. Also complete this part for any additional information.

PART I, LINE 1A:

THE INSTITUTE PROVIDES CERTAIN MEMBERS OF THE LEADERSHIP TEAM FLEXIBLE BENEFIT PLAN. COVERED EXECUTIVES ARE PROVIDED WITH A FLEXIBLE BENEFIT ALLOWANCE WHICH CAN BE USED TO SELECT CERTAIN BENEFITS, INCLUDING A CAPITAL ACCUMULATION ACCOUNT. THE CAPITAL ACCUMULATION ACCOUNTS ARE MAINTAINED BY THE INSTITUTE AND THE EXECUTIVES ARE NOT VESTED IN THEIR ACCOUNTS UNTIL THEY REACH 5 YEARS OF SERVICE. THE EXECUTIVES ARE UNSECURED CREDITORS OF THE INSTITUTE FOR THE AMOUNT OF THEIR CAPITAL ACCUMULATION ACCOUNTS. THIS BENEFIT PLAN IS EXAMINED IN THE COURSE OF OUR COMPENSATION REVIEW (DICTATED BY OUR COMPENSATION POLICY DESCRIBED IN SCHEDULE O), AND CONSIDERED FAIR, REASONABLE, AND WITHIN THE SAFE HARBOR GUIDELINES FOR EXECUTIVE COMPENSATION BY THE ORGANIZATION. IN ADDITION, OUR COMPENSATION STRUCTURE IS REVIEWED BY AN EXTERNAL COMPENSATION ADVISOR. IHI STRONGLY BELIEVES THAT THE ORGANIZATION NEEDS TO MAINTAIN ADEQUATE BENEFITS NECESSARY TO RETAIN THE TALENTED TEAM REQUIRED TO ACCOMPLISH OUR MISSION OF IMPROVING HEALTH AND HEALTH CARE WORLDWIDE.

PART I, LINE 1B:

FIRST CLASS TRAVEL

Part III Supplemental Information

Provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 3, 4a, 4b, 4c, 5a, 5b, 6a, 6b, 7, and 8, and for Part II. Also complete this part for any additional information.

IHI'S TRAVEL POLICY REQUIRES THAT EMPLOYEES PERSONALLY PAY FOR ANY UPGRADE TO FIRST CLASS. ANY PURCHASE OF FIRST CLASS TICKETS WERE EXCEPTIONS DUE TO SPECIAL NEEDS AND APPROVED BY IHI MANAGEMENT.

HOUSING ALLOWANCE

THE INSTITUTE PROVIDES A HOUSING ALLOWANCE TO SODZI SODZI-TETTEY THESE AMOUNTS ARE INCLUDED IN TAXABLE INCOME AND REPORTED ON PART II COLUMN (B)(III).

PART I, LINE 4B:**RETIREMENT PLANS**

NONQUALIFIED RETIREMENT PLAN COMPENSATION PAID THROUGH AN IRC SECTION 457 PLAN HAS BEEN DISCLOSED ON SCHEDULE J FOR EACH REPORTED INDIVIDUAL.

KEDAR MATE - \$ 77,051

AMY HOSFORD-SWAN- \$ 44,387

PIERRE BARKER - \$ 41,185

FRANK FEDERICO - \$27,531

ROBERT LLOYD - \$ 31,810

Part III Supplemental Information

Provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 3, 4a, 4b, 4c, 5a, 5b, 6a, 6b, 7, and 8, and for Part II. Also complete this part for any additional information.

THE FOLLOWING INDIVIDUALS PARTICIPATED IN A NONQUALIFIED RETIREMENT PLAN UNDER IRC SECTION 457(F) AND HAVE NOT RECEIVED A TAXABLE DISTRIBUTION UNTIL VESTED. THE 2021 DEFERRED AMOUNTS ARE REPORTED AS DEFERRED COMPENSATION AND REPORTED IN PART II, COLUMN (C).

CYNTHIA BARGINERE

NANA TWUM-DANSO

PATRICIA MCGAFFIGAN

PART I, LINE 7:

NON-FIXED PAYMENTS

THE PRESIDENT/CEO IS ELIGIBLE FOR AN ANNUAL NON-FIXED BONUS BASED ON A PERCENTAGE OF GROSS SALARY SUBJECT TO BENCHMARKING RESEARCH OF THE BUSINESS SECTOR BY EXTERNAL CONSULTANTS AND SUBJECT TO BOARD APPROVAL EACH YEAR.

**SCHEDULE O
(Form 990)**

Department of the Treasury
Internal Revenue Service

Supplemental Information to Form 990 or 990-EZ

Complete to provide information for responses to specific questions on
Form 990 or 990-EZ or to provide any additional information.

▶ Attach to Form 990 or Form 990-EZ.

▶ Go to www.irs.gov/Form990 for the latest information.

OMB No. 1545-0047

2021

Open to Public
Inspection

Name of the organization

INSTITUTE FOR HEALTHCARE IMPROVEMENT

Employer identification number

38-3017223

FORM 990, PART III, LINE 1

FOR MORE THAN 30 YEARS, THE INSTITUTE FOR HEALTHCARE IMPROVEMENT, INC.

(IHI OR THE INSTITUTE) HAS USED IMPROVEMENT SCIENCE TO ADVANCE AND

SUSTAIN BETTER OUTCOMES IN HEALTH AND HEALTH SYSTEMS ACROSS THE WORLD.

WE BRING AWARENESS OF SAFETY AND QUALITY TO MILLIONS, ACCELERATE

LEARNING AND THE SYSTEMATIC IMPROVEMENT OF CARE, DEVELOP SOLUTIONS TO

PREVIOUSLY INTRACTABLE CHALLENGES, AND MOBILIZE HEALTH SYSTEMS,

COMMUNITIES, REGIONS, AND NATIONS TO REDUCE HARM AND DEATHS. WE WORK IN

COLLABORATION WITH THE GROWING IHI COMMUNITY TO SPARK BOLD, INVENTIVE

WAYS TO IMPROVE THE HEALTH OF INDIVIDUALS AND POPULATIONS. WE GENERATE

OPTIMISM, HARVEST FRESH IDEAS, AND SUPPORT ANYONE, ANYWHERE WHO WANTS

TO PROFOUNDLY CHANGE HEALTH AND HEALTH CARE FOR THE BETTER. LEARN MORE

AT IHI.ORG.

ON MAY 1, 2017, IHI MERGED WITH NATIONAL PATIENT SAFETY FOUNDATION

(NPSF) AND IHI IS THE SURVIVING ORGANIZATION. THE MERGER INVOLVED

SIGNIFICANT NEW INVESTMENT FROM IHI IN PATIENT SAFETY. THE MERGED

PATIENT SAFETY TEAMS COMBINED EXISTING NPSF AND IHI PATIENT SAFETY

PROGRAMS AND REFLECT AN ENHANCED COMMITMENT TO ACHIEVE PATIENT SAFETY

AROUND THE WORLD. MOST PROGRAMS, INCLUDING THE LUCIAN LEAPE INSTITUTE,

HAVE CONTINUED SINCE THE MERGER. THE CERTIFIED PROFESSIONAL IN PATIENT

SAFETY CREDENTIALING PROGRAM CONTINUES AND IS OVERSEEN BY THE

CERTIFICATION BOARD FOR PROFESSIONALS IN PATIENT SAFETY.

IHI.ORG (WWW.IHI.ORG) IS THE ONLINE AUTHORITY FOR TOOLS, EDUCATION, AND

RESOURCES TO HELP IMPROVE HEALTH AND HEALTH CARE. WITH MORE THAN

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990 or 990-EZ.

Schedule O (Form 990) 2021

132211 11-11-21

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300,000 WEBSITE USERS PER MONTH DURING THE YEAR ENDED APRIL 30, 2022, THE SITE CONTAINS A WEALTH OF HELPFUL IMPROVEMENT IDEAS, TOOLS, AND RESOURCES TO SUPPORT CHANGE EFFORTS IN ANY HEALTH CARE SETTING. IN ADDITION, IHI'S ELECTRONIC NEWSLETTER, THIS WEEK AT IHI, IS SENT TO MORE THAN 175,000 SUBSCRIBERS EACH WEEK, PROVIDING UPDATES ON IMPROVEMENT ACTIVITIES AND FEATURING THE VARIETY AND BREADTH OF IHI'S WORK AND COLLABORATION WITH OTHERS. IHI ALSO SENDS OUT BULLETINS SPECIFIC TO OUR PROJECTS AND SOME REGIONAL SPECIFIC NEWSLETTERS LIKE "UBUNTU" TO OUR AFRICAN CONSTITUENTS.

IHI MOBILIZES TEAMS, ORGANIZATIONS, AND INCREASINGLY NATIONS, THROUGH ITS STAFF OF MORE THAN 200 PEOPLE AND PARTNERSHIPS WITH HUNDREDS OF FACULTY AROUND THE WORLD. IHI PROVIDES IMPORTANT BENEFITS TO THE COMMUNITY WITH ACTIVITIES. FOR EXAMPLE:

- IHI CREATED THE IHI OPEN SCHOOL AND HAS ENGAGED MORE THAN 750,000 STUDENTS TO ENABLE THE PASSION AND GROWTH OF THE NEXT GENERATION OF IMPROVERS.

- IHI BUILDS WILL FOR IMPROVEMENT BY SUPPLYING CLARITY, FOCUS, AND PRACTICAL SOLUTIONS TO THROUGH IHI INITIATIVES LIKE THE BREAKTHROUGH SERIES COLLABORATIVES, PURSUING EQUITY AND JOY IN WORK RESULTS ORIENTED NETWORK.

- IHI LAUNCHED THE FORUM ON QUALITY IMPROVEMENT IN HEALTH CARE AND THE INTERNATIONAL FORUM ON QUALITY AND SAFETY IN HEALTHCARE TO BRING THOUSANDS OF PEOPLE TOGETHER TO TELL STORIES AND HELP SPARK INNOVATIVE IDEAS AND CHANGES IN HEALTH AND HEALTH CARE IMPROVEMENT. IHI BRINGS THE SCIENCE OF IMPROVEMENT AND LEARNING TOGETHER TO INNOVATE NEW WAYS TO LEARN.

IHI DEVELOPED THE TRIPLE AIM AND IS NOW WORKING WITH OUR PARTNERS TO

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MOBILIZE SYSTEMS, COMMUNITIES, AND COUNTRIES TO ACHIEVE TRIPLE AIM

RESULTS THAT RETURN SAVINGS TO COMMUNITIES.

IHI LAUNCHED GROUNDBREAKING IMPROVEMENT PROGRAMS IN ETHIOPIA, NIGERIA,

MOZAMBIQUE, SOUTH AFRICA, AND GHANA THAT HAVE CONTRIBUTED TO A

REDUCTION IN MATERNAL AND NEONATAL MORTALITY, THE PREVENTION OF

MOTHER-TO-CHILD TRANSMISSION (PMTCT) OF HIV/AIDS, AND INCREASED ACCESS

TO TREATMENT AND TESTING OF HIV/AIDS.

- IHI'S WEB SITE, WWW.IHI.ORG, IS A FREE GLOBAL RESOURCE FOR HEALTH

CARE IMPROVEMENT KNOWLEDGE.

- IHI'S FREE PUBLICATIONS, SUCH AS WHITE PAPERS AND HOW-TO-GUIDES,

DOCUMENT AND DISSEMINATE THE ORGANIZATION'S INNOVATION WORK QUICKLY AND

WIDELY.

FORM 990, PART III, LINE 4C, PROGRAM SERVICE ACCOMPLISHMENTS:

DESIGNED FOR COMMITTED HEALTHCARE PROFESSIONALS WHO CONTINUE TO SHAPE

SMARTER, SAFER CARE FOR PATIENTS WHEREVER IT'S PROVIDED FROM THE

HOSPITAL TO OUTPATIENT SETTINGS TO THE HOME. IN MAY 2021, THIS PROGRAM

WAS OFFERED 100% VIRTUALLY.

INTERNATIONAL FORUMS ON QUALITY AND SAFETY IN HEALTHCARE

IHI PARTNERS WITH ORGANIZATIONS IN DIFFERENT REGIONS OF THE WORLD TO

BRING LARGE CONFERENCES TO HEALTHCARE LEADERS, CLINICIANS, AND

IMPROVERS. IHI, SOMETIMES IN PARTNERSHIP WITH LOCAL ORGANIZATIONS,

CURRENTLY HOLDS FORUMS IN AFRICA, EUROPE, THE MIDDLE EAST, ASIA, AND

LATIN AMERICA. PARTICIPANTS OF INTERNATIONAL FORUMS TAKE PART IN A

MULTITUDE OF SESSIONS THAT RANGE FROM THE BASIC DISCIPLINES OF QUALITY

IMPROVEMENT TO THE LATEST THINKING ON HOW TO IMPROVE QUALITY AND

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SAFETY.

DURING THE YEARS ENDED APRIL 30, 2022 AND 2021, ALL INTERNATIONAL FORUMS WERE HELD VIRTUALLY.

IHI OPEN SCHOOL FOR HEALTH PROFESSIONS

THE IHI OPEN SCHOOL IS AN INTERPROFESSIONAL EDUCATIONAL COMMUNITY THAT OFFERS STUDENTS, TRAINEES, AND PROFESSIONALS THE SKILLS AND SUPPORT NETWORK TO BECOME LEADERS IN HEALTHCARE. A GROWING CATALOG OF 30+ ONLINE, SELF-PACED COURSES IN QUALITY IMPROVEMENT, HEALTH EQUITY, PATIENT SAFETY, LEADERSHIP, POPULATION HEALTH, AND OTHER KEY TOPICS IN HEALTHCARE TRANSFORMATION HAVE BEEN COMPLETED MORE THAN 5 MILLION TIMES BY LEARNERS AROUND THE WORLD. SELECT COURSES HAVE BEEN TRANSLATED INTO SPANISH, PORTUGUESE, AND FRENCH, AND HAVE BEEN INTEGRATED INTO MORE THAN 1,500 UNIVERSITY AND HEALTHCARE ORGANIZATIONAL TRAINING PROGRAMS.

IHI LEADERSHIP ALLIANCE AND HEALTH IMPROVEMENT ALLIANCE EUROPE

AN EXCLUSIVE LEADERSHIP INITIATIVE FOR AMBITIOUS HEALTHCARE LEADERS AND THEIR TEAMS, THE U.S.-BASED AND EUROPE-BASED ALLIANCES AIMS TO DELIVER GREAT HEALTHCARE AND HIGH VALUE TODAY AND INNOVATE FOR THE EMERGING HEALTH AND HEALTHCARE MODELS OF TOMORROW.

FORM 990, PART III, LINE 4D, OTHER PROGRAM SERVICES:

NATIONAL FORUM:

HELD EACH DECEMBER, THIS MAJOR CONFERENCE ON IMPROVEMENT IN HEALTHCARE DRAWS NEARLY 5,000 PARTICIPANTS FROM AROUND THE WORLD WHO ATTEND HUNDREDS OF WORKSHOPS, SPOTLIGHT AND KEYNOTE SESSIONS, AND SPECIAL INTEREST MEETINGS. IN DECEMBER 2021 AND 2020, THIS PROGRAM WAS OFFERED 100% VIRTUALLY.

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INNOVATION:

AT THE CENTER OF IHI'S WORK IS THE CREATION AND TESTING OF NEW IDEAS-
NOVEL CONCEPTS FOR IMPROVING PATIENT CARE. IHI WORKS INTENSELY WITH
CUTTING-EDGE ORGANIZATIONS TO TEST AND PROTOTYPE UNIQUE MODELS AND NEW
SOLUTIONS TO OLD PROBLEMS. THIS IS THE INNOVATION ENGINE THAT FUELS
MUCH OF IHI'S CONTENT DEVELOPMENT WORK.

EXPENSES \$ 3,851,618. INCLUDING GRANTS OF \$ 0. REVENUE \$ 1,948,295.

FORM 990, PART VI, SECTION B, LINE 11B:

THE MAJORITY OF SUPPORT SCHEDULES FOR THE FORM 990 ARE PREPARED DURING THE
ANNUAL AUDIT PREPARATION PROCESS IN THE MAY-JUNE TIMEFRAME. THE REMAINING
ITEMS ARE COMPLETED BY THE END OF OCTOBER OF EACH FISCAL YEAR. THE FORM 990
IS DUE FIVE MONTHS AFTER THE CLOSE OF THE FISCAL YEAR, WHICH FOR IHI IS
SEPTEMBER 15TH (WITH AN APRIL 30TH FISCAL YEAR END). THE 990 EXTENSION IS
FILED BY KPMG (OR OUR CURRENT OUTSIDE INDEPENDENT AUDIT FIRM) AND A COPY IS
MAINTAINED BY IHI. THE EXTENSION PERIOD ALLOWED ANNUALLY IS SIX MONTHS FROM
THE ORIGINAL DUE DATE. THE FILING DATES ARE AS FOLLOWS: SEPTEMBER 15TH; IF
EXTENSION IS FILED BY SEPTEMBER 15TH THEN THE EXTENDED FILING DATE IS MARCH
15TH. THE MAJORITY OF SCHEDULES ARE PREPARED BY THE SENIOR DIRECTOR OF
FINANCE AND THE DIRECTOR OF EXPENSE MANAGEMENT REVIEWED BY VICE PRESIDENT
OF FINANCE, AS WELL AS BY THE CHIEF FINANCIAL AND ADMINISTRATION OFFICER.
THE SENIOR DIRECTOR OF FINANCE PREPARES THE FINANCIAL STATEMENT
RECONCILIATION TO THE FORM 990 FINANCIAL SECTION OF THE FORM. THIS IS
REVIEWED BY THE VICE PRESIDENT OF FINANCE.

UPDATES TO POLICIES APPLICABLE TO THE FORM 990 ARE PERFORMED THROUGHOUT THE

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YEAR AND REVIEWED BY EITHER THE CHIEF FINANCIAL AND ADMINISTRATIVE OFFICER (CFAO) OR VICE PRESIDENT OF FINANCE. CERTAIN POLICY UPDATES ARE REVIEWED BY THE EXECUTIVE TEAM OR THE AUDIT COMMITTEE FOR THEIR APPROVAL. AFTER THE REVIEW PROCESS, ALL SUPPORTING DOCUMENTATION AND WORK PAPERS ARE SENT TO KPMG WHO PRODUCES THE DRAFT FORM 990. THE DRAFT FORM 990 IS REVIEWED AND TIED BACK TO SUPPORTING DOCUMENTATION AND WORK PAPERS (INCLUDING THE AUDITED FINANCIAL STATEMENTS AND TRIAL BALANCE) BY THE VICE PRESIDENT OF FINANCE. ANY ADJUSTMENTS ARE DISCUSSED AND THEN PROCESSED (AS NEEDED) WITH KPMG. THE NEXT DRAFT IS REVIEWED BY THE CFAO. ANY ADJUSTMENTS ARE DISCUSSED AND THEN PROCESSED (AS NEEDED) WITH KPMG. THE FINAL DRAFT IS ALSO REVIEWED BY THE INTERNAL AUDITOR.

AFTER THE DRAFT IS READY TO BE REVIEWED, IT IS SENT TO THE AUDIT COMMITTEE BEFORE THE LATE NOVEMBER/DECEMBER MEETING. AFTER ALL QUESTIONS AND ADJUSTMENTS (IF ANY) ARE RESOLVED, THE AUDIT COMMITTEE APPROVES THE FORM 990 TO BE PRESENTED TO THE FULL BOARD OF DIRECTORS. THE CFAO AND AUDIT COMMITTEE CHAIR REVIEW THE FORM 990 WITH THE ENTIRE BOARD AND REQUEST BOARD APPROVAL. THE FULL BOARD MUST VOTE TO APPROVE THE FORM 990 BEFORE IT IS FILED BY KPMG WITH THE IRS.

FORM 990, PART VI, SECTION B, LINE 12C:

CONFLICT OF INTEREST

AS NOTED IN OUR STAFF GUIDEBOOK, THIS CONFLICT OF INTEREST POLICY IS DESIGNED TO HELP DIRECTORS, OFFICERS, AND SENIOR-LEVEL EMPLOYEES OF IHI IDENTIFY SITUATIONS THAT PRESENT POTENTIAL CONFLICTS OF INTEREST, AND TO PROVIDE IHI WITH A PROCEDURE FOR ADDRESSING THOSE CONFLICTS.

I. DEFINITIONS

A. A "CONFLICT OF INTEREST" IS ANY SITUATION WHERE:

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I. YOUR PERSONAL INTERESTS, OR

II. THE PERSONAL INTERESTS OF A CLOSE FRIEND, FAMILY MEMBER, BUSINESS

ASSOCIATE, PERSON TO WHOM YOU OWE AN OBLIGATION, OR CORPORATION,
PARTNERSHIP OR OTHER ORGANIZATION IN WHICH YOU HOLD A SIGNIFICANT INTEREST,
COULD REASONABLY BE EXPECTED TO OR DOES INFLUENCE YOUR DECISIONS OR IMPAIR
YOUR ABILITY TO:

1. ACT IN IHI'S BEST INTERESTS, OR
2. REPRESENT IHI FAIRLY, IMPARTIALLY, AND WITHOUT BIAS.

B. AN "INDIRECT BENEFIT" IS:

I. A BENEFIT DERIVED BY A CLOSE FRIEND, FAMILY MEMBER, BUSINESS ASSOCIATE,
OR A CORPORATION, PARTNERSHIP, OR OTHER ORGANIZATION IN WHICH YOU HOLD A
SIGNIFICANT INTEREST, OR

II. A BENEFIT THAT ADVANCES OR PROTECTS YOUR INTERESTS ALTHOUGH IT MAY NOT
BE MEASURABLE IN MONEY.

C. A "CONFLICTING RELATIONSHIP" IS A CONFLICT OF INTEREST OR AN INDIRECT
BENEFIT.

D. "PERSONAL INTERESTS" IS ONE'S STATUS AS AN EMPLOYEE (OTHER THAN AS AN
EMPLOYEE OF IHI), CONSULTANT, OFFICER, DIRECTOR, TRUSTEE, MANAGER,
SIGNIFICANT INVESTOR, OR SIGNIFICANT LENDER.

II. PROCEDURES

A. A PERSON WHO HAS A CONFLICTING RELATIONSHIP SHALL DISCLOSE SUCH
RELATIONSHIP THAT HE OR SHE MAY HAVE IN ANY MATTER AFFECTING OR INVOLVING
IHI. IF A PERSON IS IN DOUBT ABOUT WHETHER THERE IS A CONFLICTING
RELATIONSHIP, ADVICE MUST BE REQUESTED FROM THE CEO, THE CHAIRMAN OF THE

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BOARD OF DIRECTORS, OR A PERSON THE BOARD DESIGNATES.

B. AFTER DISCLOSURE, A PERSON WHO HAS A CONFLICTING RELATIONSHIP SHALL NOT PARTICIPATE IN OR BE PRESENT AT THE BOARD'S OR COMMITTEE'S DISCUSSION OF THE MATTER GENERATING THE CONFLICTING RELATIONSHIP, EXCEPT, UPON REQUEST, TO DISCLOSE MATERIAL FACTS AND TO RESPOND TO QUESTIONS. NOTWITHSTANDING THE FOREGOING, THE BOARD (OR COMMITTEE), AFTER RECEIVING SUCH DISCLOSURE, MAY DETERMINE BY MAJORITY VOTE OF THE BOARD MEMBERS (OR COMMITTEE MEMBERS) WHO DO NOT HAVE A CONFLICTING RELATIONSHIP, THAT THE PERSON MAY NEVERTHELESS PARTICIPATE IN SAID MATTER.

C. A PERSON WHO HAS A CONFLICTING RELATIONSHIP CONCERNING A PARTICULAR MATTER AS TO WHICH THE PERSON HAS MADE DISCLOSURE, SHALL NOT BE COUNTED IN DETERMINING THE PRESENCE OF A QUORUM FOR PURPOSES OF ANY VOTES RELATING TO THAT MATTER.

D. EACH DIRECTOR, OFFICER, AND SENIOR-LEVEL EMPLOYEE OF IHI SHALL ANNUALLY FILE A CONFLICTING RELATIONSHIP INFORMATION FORM. EACH INFORMATION FORM SHALL BE FILED WITH THE CEO AND, IN THE CASE OF FORMS FILED BY ANY DIRECTOR AND OFFICER AND THE CEO, SHALL BE AVAILABLE FOR INSPECTION BY ANY DIRECTOR OR OFFICER. FORMS FILED BY EMPLOYEES (OTHER THAN THE CEO) SHALL BE AVAILABLE FOR INSPECTION ONLY BY THE CEO (OR SUCH OTHER EMPLOYEES AS THE CEO MAY DESIGNATE). EACH PERSON FILING AN INFORMATION FORM SHALL UPDATE THE FORM IMMEDIATELY UPON BECOMING AWARE OF ANY INACCURACY OR INCOMPLETENESS IN SUCH FORM.

FORM 990, PART VI, SECTION B, LINE 15:

COMPENSATION POLICY

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AIMS: THE PRIMARY AIMS OF THE COMPENSATION POLICY AND COMPENSATION

PRACTICES OF THE INSTITUTE FOR HEALTHCARE IMPROVEMENT ARE THESE:

- (A) TO PRESERVE AND ENHANCE THE VITALITY OF IHI AS A SYSTEM,
- (B) TO ATTRACT AND RETAIN WORLD-CLASS STAFF AND FACULTY BEST ABLE TO ADVANCE IHI'S MISSION,
- (C) TO FOSTER A CULTURE OF TEAMWORK, TRUST, AND TRANSPARENCY, AND
- (D) TO NURTURE PRIDE AND JOY IN WORK.

IN PURSUIT OF OUR AIMS, IHI EMBRACES "TOTAL COMPENSATION" AS A MANAGERIAL RESOURCE. THUS, CONSISTENT WITH REGULATORY AND LEGAL REQUIREMENTS, IHI EMPLOYEES EXPERIENCE GROWTH AND EDUCATION OPPORTUNITIES, CELEBRATIONS, ENGAGEMENT IN TEAMS AND PROJECTS, FLEXIBILITY REGARDING FAMILY AND PERSONAL CIRCUMSTANCES, AND OTHER NON-FINANCIAL BENEFITS OF BEING RESPECTED AND VALUED MEMBERS OF A COMMUNITY WITH A SHARED AND INSPIRING PURPOSE.

1. REGULATORY AND LEGAL COMPLIANCE: THE COMPENSATION POLICY OF THE INSTITUTE FOR HEALTHCARE IMPROVEMENT (IHI) WILL REMAIN AT ALL TIMES CONSISTENT WITH THE REGULATORY AND LEGAL REQUIREMENTS OF COMPENSATION IN A 501(C)(3) NON-PROFIT ORGANIZATION. THE IHI BOARD AND MANAGEMENT WILL REGULARLY SEEK, OBTAIN, AND DOCUMENT INDEPENDENT OUTSIDE CONSULTATIVE REVIEW TO ASSURE SUCH CONSISTENCY.

2. BASE SALARY AND TOTAL CASH COMPENSATION TARGET LEVELS: IHI AIMS TO COMPENSATE EMPLOYEES WITH BASE SALARIES AND TOTAL CASH COMPENSATION WITHIN THE 50TH TO 75TH PERCENTILE OF SALARIES AND TOTAL CASH COMPENSATION FOR COMPARABLE JOBS IN COMPARABLE ORGANIZATIONS. IHI WILL REGULARLY SEEK AND OBTAIN INFORMATION ON COMPARABILITY FROM INDEPENDENT CONSULTANTS AND RELEVANT, ACCESSIBLE DATABASES.

3. ADJUSTMENT TO BASE SALARY AND TOTAL CASH COMPENSATION FOR CHANGES IN RESPONSIBILITY: IHI MANAGEMENT WILL REGULARLY REVIEW AND ADJUST SALARIES AND TOTAL CASH COMPENSATION FOR INDIVIDUAL EMPLOYEES TO TARGET THE 50TH TO

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75TH PERCENTILE AS INDIVIDUALS' SPANS OF CONTROL AND RESPONSIBILITY CHANGE, AND WILL REPORT ANNUALLY TO THE IHI BOARD, FOR BOARD REVIEW AND APPROVAL, ON THE OVERALL PROFILE OF SALARY AND TOTAL CASH COMPENSATION LEVELS.

4. ANNUAL ADJUSTMENTS TO BASE SALARIES: AT LEAST ANNUALLY, IHI MANAGEMENT, THROUGH THE BUDGET PROCESS, WILL REVIEW COMPARATIVE LOCAL AND NATIONAL COMPENSATION DATA AND RECOMMEND INCREASES, IF ANY, TO THE BASE SALARIES OF EMPLOYEES. IT IS THE INTENT OF IHI TO MAINTAIN COMPETITIVE TOTAL COMPENSATION AT THE TARGETED LEVELS (SEE #2 ABOVE) COMPARED TO THE MARKETS WHERE THE ORGANIZATION RECRUITS TALENT. MANAGEMENT RECOMMENDATION WILL BE PRESENTED TO THE FINANCE COMMITTEE AND BE APPROVED BY THE IHI BOARD, RECOGNIZING THE OVERALL CIRCUMSTANCES OF IHI AND THE AIMS OF THE COMPENSATION POLICY AND PRACTICES.

5. FOCUS ON ORGANIZATIONAL PERFORMANCE: IHI DOES NOT USE INDIVIDUALIZED "MERIT PAY" OR INDIVIDUALIZED PERFORMANCE-BASED CHANGES IN COMPENSATION OR BONUSES. THE AWARDING OF PERIODIC BONUSES WILL BE BASED ON THE DOCUMENTED ASSESSMENT BY THE FINANCE COMMITTEE AND THE BOARD OF THE ORGANIZATION'S OVERALL ACHIEVEMENTS IN FURTHERING ITS MISSION AND OBJECTIVES.

6. BONUSES TO NON-EXECUTIVE EMPLOYEES: BONUSES TO ALL NON-EXECUTIVE EMPLOYEES AS A GROUP, BASED ON SUCCESSFUL OVERALL PERFORMANCE, MAY BE AWARDED IN GRATITUDE AND CELEBRATION BY THE BOARD ANNUALLY OR OTHERWISE, UPON RECOMMENDATION FROM IHI MANAGEMENT. IN GENERAL, THE ABSOLUTE BONUS AMOUNT FOR ALL SALARIED, NON-EXECUTIVE EMPLOYEES, ADJUSTED PRO RATA FOR FULL-TIME EQUIVALENCY.

7. BOARD REVIEW AND APPROVAL OF EXECUTIVE COMPENSATION: THE COMPENSATION, BENEFITS, AND BONUSES FOR THE CEO, COO, AND OTHER IHI EXECUTIVES WILL BE ESTABLISHED BY THE IHI BOARD WITH GUIDANCE FROM INDEPENDENT, OUTSIDE CONSULTANTS, AND REVIEWED NO LESS FREQUENTLY THAN EVERY THREE YEARS.

8. BENEFITS: TO THE EXTENT ALLOWED BY LAW AND REGULATION, THE IHI FAVORS

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HIGHLY FLEXIBLE BENEFITS FOR EMPLOYEES, ENCOURAGING INDIVIDUALS TO
CUSTOMIZE THEIR BENEFIT PACKAGES TO MEET THEIR INDIVIDUAL NEEDS.

9. ROLE AND PROCEDURES FOR IHI BOARD FINANCE COMMITTEE: PROCEDURES FOR
OVERSIGHT OF COMPENSATION AND BENEFITS FOR IHI EXECUTIVES ARE EXERCISED ON
BEHALF OF THE IHI BOARD BY THE IHI BOARD FINANCE COMMITTEE, WHOSE
MEMBERSHIP IS ESTABLISHED BY THE FULL BOARD. THE CONCLUSIONS AND
RECOMMENDATIONS OF THE FINANCE COMMITTEE ARE REVIEWED AND APPROVED
REGULARLY BY THE FULL IHI BOARD. THE FINANCE COMMITTEE ALSO REVIEWS AND
GUIDES MANAGEMENT ACTIVITY WITH RESPECT TO IMPLEMENTATION OF THE
COMPENSATION POLICY FOR NON-EXECUTIVE EMPLOYEES. DISCUSSIONS OF ALL
COMPENSATION MATTERS WITHIN THE FINANCE COMMITTEE OR THE FULL BOARD ARE
DOCUMENTED IN WRITING. THIS POLICY WAS APPROVED BY THE IHI BOARD OF
DIRECTORS ON SEPTEMBER 20, 2007.

FORM 990, PART VI, SECTION C, LINE 19:

THE ORGANIZATION'S GOVERNING DOCUMENTS, CONFLICT OF INTEREST POLICY,
FINANCIAL STATEMENTS, AND FORM 990 ARE AVAILABLE UPON REQUEST. THE FORM 990
IS ALSO POSTED ON WWW.GUIDESTAR.ORG AND THE WEBSITE OF THE MASSACHUSETTS
ATTORNEY GENERAL.

FORM 990, PART VI, LINE 13

WHISTLEBLOWER POLICY

AS NOTED IN OUR ETHICS POLICY AND GUIDELINES FOR IHI CITIZENSHIP A
WHISTLEBLOWER AS DEFINED BY THIS POLICY IS AN EMPLOYEE WHO REASONABLY
BELIEVES THAT SOME POLICY, PRACTICE, OR ACTIVITY OF IHI IS IN VIOLATION
OF LAW OR IS DISHONEST, AND REPORTS OR THREATENS TO REPORT SUCH CONDUCT
TO IHI OR TO A PUBLIC AUTHORITY. THE WHISTLEBLOWER IS NOT RESPONSIBLE
FOR INVESTIGATING THE ACTIVITY OR FOR DETERMINING FAULT OR CORRECTIVE

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MEASURES; APPROPRIATE MANAGEMENT OFFICIALS ARE CHARGED WITH THESE RESPONSIBILITIES. EXAMPLES OF ILLEGAL OR DISHONEST ACTIVITIES ARE VIOLATIONS OF FEDERAL, STATE OR LOCAL LAWS; BILLING FOR SERVICES NOT PERFORMED OR FOR GOODS NOT DELIVERED; AND OTHER FRAUDULENT FINANCIAL REPORTING. IF AN EMPLOYEE HAS KNOWLEDGE OF OR A CONCERN OF ILLEGAL OR DISHONEST FRAUDULENT ACTIVITY, THE EMPLOYEE CAN CONTACT THE CHIEF FINANCIAL AND ADMINISTRATION OFFER, THE CHAIRMAN OF THE AUDIT COMMITTEE OF THE BOARD OF DIRECTORS (CONTACT INFORMATION IS PROVIDED IN THE EMPLOYEE HANDBOOK). IF A STAFF MEMBER IS NOT COMFORTABLE REPORTING TO EITHER OF THESE TWO INDIVIDUALS, THE STAFF MEMBER SHOULD ALWAYS FEEL FREE TO CONTACT THE CHIEF OF STAFF, ANOTHER MEMBER OF THE EXECUTIVE TEAM, OR A BOARD MEMBER TO REPORT THE CONCERNS. IN REPORTING UNDER THIS POLICY, AN EMPLOYEE MUST BE ACTING IN GOOD FAITH, MUST HAVE A REASONABLE BASIS FOR BELIEVING A VIOLATION OF LAW OR DISHONEST ACTIVITY HAS OCCURRED OR IS OCCURRING, AND MUST EXERCISE SOUND JUDGMENT TO AVOID BASELESS ALLEGATIONS. ANY ALLEGATIONS THAT ARE NOT SUBSTANTIATED AND WHICH PROVE TO HAVE BEEN MADE MALICIOUSLY OR WITH FOREKNOWLEDGE THAT THEY WERE FALSE WILL BE VIEWED AS A SERIOUS OFFENSE.

WHISTLEBLOWER PROTECTIONS ARE PROVIDED IN TWO IMPORTANT AREAS -- CONFIDENTIALITY AND AGAINST RETALIATION. INsofar AS POSSIBLE, THE CONFIDENTIALITY OF THE WHISTLEBLOWER WILL BE MAINTAINED. HOWEVER, THE IDENTITY MAY HAVE TO BE DISCLOSED TO CONDUCT A THOROUGH INVESTIGATION, TO COMPLY WITH THE LAW AND TO PROVIDE ACCUSED INDIVIDUALS THEIR LEGAL RIGHTS OF DEFENSE.

IT IS ILLEGAL TO RETALIATE AGAINST A WHISTLEBLOWER IN THE TERMS AND CONDITIONS OF THEIR EMPLOYMENT, AND IHI CANNOT AND WILL NOT TOLERATE

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ANY SUCH RETALIATION. THIS INCLUDES, BUT IS NOT LIMITED TO, PROTECTION FROM RETALIATION IN THE FORM OF AN ADVERSE EMPLOYMENT ACTION SUCH AS TERMINATION, DEMOTION, SUSPENSION, COMPENSATION DECREASES, POOR WORK ASSIGNMENTS, AND/OR THREATS OF INTIMIDATION OR PHYSICAL HARM. ANY WHISTLEBLOWER WHO BELIEVES HE OR SHE IS BEING RETALIATED AGAINST MUST CONTACT AMY HOSFORD SWAN, CHIEF FINANCIAL AND ADMINISTRATION OFFICER, OR SAM WATSON, CHAIR OF THE AUDIT COMMITTEE, IMMEDIATELY. AN IHI EMPLOYEE WHO RETALIATES AGAINST A WHISTLEBLOWER IS SUBJECT TO DISCIPLINE, UP TO AND INCLUDING TERMINATION OF EMPLOYMENT.

FORM 990, PART VI, LINE 14

RECORD RETENTION POLICY

IHI RECORD RETENTION POLICY AS NOTED IN OUR STAFF GUIDEBOOK: DISPOSING OF IHI'S RECORDS AND FILES IS NOT DISCRETIONARY. THERE ARE CERTAIN LEGAL REQUIREMENTS FOR THE RETENTION OF CERTAIN RECORDS FOR SPECIFIC PERIODS OF TIME, PARTICULARLY RECORDS RELATED TO: EMPLOYEES, HEALTH AND SAFETY, THE ENVIRONMENT, TAXES, FINANCES, CONTRACTS, AND CORPORATE AREAS. RELEVANT RECORDS MUST NOT BE DESTROYED WHENEVER LITIGATION, GOVERNMENT INVESTIGATION, OR AUDIT IS PENDING. UNTIL THE MATTER IS CLOSED, DESTROYING RECORDS TO AVOID DISCLOSURE IN A LEGAL PROCEEDING MAY CONSTITUTE A CRIMINAL OFFENSE. PLEASE REFER TO THE POLICY BELOW, AND WHEN IN DOUBT, CONTACT HUMAN RESOURCES IMMEDIATELY.

RECORD TYPE: ORGANIZATIONAL

1. INCORPORATION DOCUMENTS INCLUDING ARTICLES OF INCORPORATION, BYLAWS, AND RELATED DOCUMENTS ARE PERMANENTLY KEPT ON FILE.
2. TAX-EXEMPTION DOCUMENTS INCLUDING APPLICATION FOR TAX EXEMPTION (IRS FORM 1023), IRS DETERMINATION LETTER, AND ANY RELATED DOCUMENTS ARE

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PERMANENTLY KEPT ON FILE. FEDERAL LAW REQUIRES COPIES OF THESE DOCUMENTS TO BE HELD AT ORGANIZATION'S HEADQUARTERS OFFICE. THESE RECORDS MUST BE MADE AVAILABLE FOR PUBLIC INSPECTION UPON REQUEST.

3. MEETING/BOARD DOCUMENTS INCLUDING AGENDAS, MINUTES AND RELATED DOCUMENTS ARE PERMANENT. CARE IS TAKEN TO INCLUDE ONLY NECESSARY INFORMATION IN THESE DOCUMENTS.

RECORD TYPE: FINANCIAL

1. PAYCHECKS ARE MAINTAINED FOR 8 YEARS.

2. PAYROLL RECORDS-INCLUDING NAME, ADDRESS, SOCIAL SECURITY NUMBER, WAGE RATE, NUMBER OF HOURS WORKED DAILY, AND WEEKLY GROSS WAGES, DEDUCTIONS, ALLOWANCES CLAIMED AND NET WAGES ARE MAINTAINED FOR 6 YEARS.

3. YEAR END TREASURER'S FINANCIAL REPORT/STATEMENT ARE KEPT PERMANENTLY. 4. TREASURER'S REPORTS ARE MAINTAINED FOR THREE YEARS AND ARE STORED WITH FINANCIAL RECORDS.

5. BANK STATEMENTS, CANCELED CHECKS, CHECK REGISTERS, INVESTMENT STATEMENTS, GENERAL LEDGER, AND RELATED DOCUMENTS ARE KEPT ON FILE FOR SEVEN YEARS AND ARE STORED WITH FINANCIAL RECORDS.

6. ANNUAL INFORMATION RETURNS (IRS FORMS 990) ARE MAINTAINED FOR SEVEN YEARS AND ARE STORED WITH FINANCIAL RECORDS. FEDERAL LAW REQUIRES THAT THE THREE MOST RECENT YEARS RETURNS BE KEPT AND BE MADE AVAILABLE FOR PUBLIC INSPECTION UPON REQUEST.

RECORD TYPE: HUMAN RESOURCES

1. PERSONNEL FILE RECORDS-INCLUDING APPLICATION, PRE-EMPLOYMENT TESTS, PERFORMANCE APPRAISAL, RATE CHANGES, POSITION CHANGES, TRANSFERS, PROMOTIONS, DEMOTIONS, DOCUMENTATION OF DISCIPLINARY ACTIONS AND JOB

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DESCRIPTIONS ARE KEPT ON FILE FOR 6 YEARS AFTER TERMINATION.

2. EMPLOYEE MEDICAL RECORDS AND ANALYSIS AS REQUIRED BY OSHA ARE KEPT ON FILE FOR THE DURATION OF EMPLOYMENT PLUS 30 YEARS.

3. MSDS (MATERIAL SAFETY DATA SHEETS) OR SOME IDENTIFICATION OF SUBSTANCE USED OR FOUND ARE KEPT ON FILE FOR THE DURATION OF EMPLOYMENT PLUS 30 YEARS.

4. RECORDS PERTAINING TO UNFAIR OR DISCRIMINATORY EMPLOYMENT PRACTICES AND AMERICANS WITH DISABILITIES ACT ARE KEPT UNTIL THE FINAL DISPOSITION OF THE CHARGE OR ACTION.

5. ACCIDENT REPORTS AND WORKERS' COMPENSATION CLAIMS ARE KEPT ON FILE FOR 11 YEARS.

6. APPLICATIONS (NON-HIRES) ARE KEPT ON FILE FOR 1 YEAR.

7. ATTENDANCE RECORDS ARE KEPT ON FILE FOR 4 YEARS.

8. COBRA RECORDS ARE KEPT ON FILE FOR 3 YEARS.

9. EMPLOYEE BENEFIT PLANS ARE KEPT ON FILE FOR 2 YEARS FOLLOWING THE TERMINATION OF THE PLAN.

10. EMPLOYMENT ADVERTISEMENTS ARE KEPT ON FILE FOR 3 YEARS.

11. ERISA RETIREMENT AND PENSION RECORDS (EMPLOYEE RETIREMENT INCOME SECURITY ACT) ARE KEPT ON FILE INDEFINITELY.

12. I-9 FORMS ARE KEPT ON FILE FOR 3 YEARS AFTER EMPLOYMENT BEGINS OR 1 YEAR BEYOND TERMINATION, WHICHEVER IS LATER.

13. LABOR CONTRACTS ARE KEPT ON FILE INDEFINITELY.

14. MEDICAL AND EXPOSURE RECORDS RELATING TO TOXIC SUBSTANCES ARE KEPT ON FILE FOR 40 YEARS.

15. OSHA LOGS (OCCUPATIONAL SAFETY AND HEALTH ACT) EMPLOYERS MUST MAINTAIN A LOG THAT RECORDS WORKER'S JOB-RELATED INJURIES OR ILLNESSES, THE DATES, AND THE NATURE OF THE INCIDENTS. LOGS ARE KEPT ON FILE FOR 5 YEARS FOLLOWING THE END OF THE YEAR WHICH THEY RELATE, PLUS THE CURRENT

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YEAR.

16. OSHA TRAINING DOCUMENTATION IS KEPT ON FILE FOR 3 YEARS.

FORM 990, PART VI, LINE 16

POLICY ON BUSINESS RELATIONSHIPS

IHI SEEKS AND ACCEPTS EXTERNAL SUPPORT IN THE FORM OF GRANTS, CONTRACTS, SPONSORSHIPS, DONATIONS OR GIFTS IN SUPPORT OF OUR MISSION.

IHI ALSO PARTNERS WITH A WIDE RANGE OF ORGANIZATIONS IN DELIVERING OUR MISSION. EXTERNAL SUPPORT FALLS INTO THE FOLLOWING BROAD CATEGORIES:

- SUPPORTING THE DEVELOPMENT OR DELIVERY OF INNOVATION/R&D, CONTENT, OR PROGRAMMING.

- SPONSORING EVENTS OR OTHER EDUCATIONAL PROGRAMS.

- HELPING US UNDERTAKE INITIATIVES THAT ACCELERATE THE RATE OF IMPROVEMENT IN HEALTH CARE AND HEALTH.

- FUNDING BY DONORS THAT IS TARGETED TOWARD SPECIFIC IHI PROGRAM AREAS.

- SUPPORTING THE DELIVERY OF IHI CONFERENCES OR COURSES, INCLUDING DIRECT SUPPORT TO PROGRAMS AND PRESENTERS, PROVIDING SCHOLARSHIPS, AND FURNISHING CONFERENCE MATERIALS.

- PROVIDING SUPPORT FOR IHI'S WORK WITH SCHOOLS OF MEDICINE, NURSING, PHARMACY, AND ADMINISTRATIVE HEALTH CARE TO TEACH NEW HEALTH PROFESSIONALS THE METHODS TO IMPROVE CARE.

- ASSISTING IHI IN REACHING BROADER AUDIENCES.

- PROVIDING ACCESS TO SKILLS AND RESOURCES THAT IHI DOES NOT HAVE AVAILABLE INTERNALLY.

COMMERCIAL ENTITIES ARE ORGANIZATIONS THAT OFFER PRODUCTS OR SERVICES TO A MARKET WITH THE INTENT OF MAKING A PROFIT. IN A COMMERCIAL ENTITY, SHAREHOLDERS, PARTNERS, INVESTORS, OR EMPLOYEES MAY OWN (OR HAVE RIGHTS

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TO OWN) THE PROFITS, RESIDUAL INCOME, OR SURPLUSES OF THE ORGANIZATION.

THIS CONTRASTS WITH NOT-FOR-PROFIT ENTITIES (LIKE IHI) WHERE ANY SURPLUSES OR FUND BALANCES ARE HELD FOR PUBLIC BENEFIT AND NO INDIVIDUALS OR ENTITIES HAVE ANY OWNERSHIP CLAIM. A NONPROFIT FOUNDATION ESTABLISHED BY A FOR-PROFIT ENTITY WOULD NORMALLY BE CONSIDERED A NONPROFIT BY IHI IN EVALUATING POTENTIAL SPONSORSHIP OR FUNDING ARRANGEMENTS.

GUIDELINES FOR COMMERCIAL SUPPORT AND ENGAGEMENT

IHI'S ABILITY TO ADVANCE HEALTH AND HEALTH SYSTEM IMPROVEMENT DEPENDS CRUCIALLY ON MAINTAINING AN INDEPENDENT POSITION WITH RESPECT TO COMMERCIAL PRODUCTS AND SERVICES. 'INDEPENDENCE' IS A MATTER OF BOTH ACTUAL AND PERCEIVED RELATIONSHIP WITH POTENTIAL SPONSORS AND PARTNERS. THE FACT OR APPEARANCE OF ENDORSEMENT TOWARD A SPECIFIC COMMERCIAL PRODUCT OR SERVICE HAS THE POTENTIAL TO DAMAGE IHI'S REPUTATION. WITH BOTH THE BENEFITS AND RISKS OF COMMERCIAL SUPPORT IN MIND, IHI HAS ESTABLISHED THE FOLLOWING PRINCIPLES AND GUIDELINES, WHICH APPLY PRIMARILY TO THE ACCEPTANCE OF 'COMMERCIAL SUPPORT,' THAT IS, EXTERNAL FUNDS FROM FOR-PROFIT CORPORATIONS, PARTNERSHIPS OR OTHER ENTITIES SELLING GOODS OR SERVICES RELATED TO HEALTH AND HEALTH CARE, OR WHO OTHERWISE STAND TO GAIN FINANCIALLY FROM ASSOCIATION WITH IHI. IHI MAY ACCEPT SUPPORT FROM OR ENGAGEMENT WITH COMMERCIAL ENTITIES WHEN AN OPPORTUNITY:

1. IS CONSISTENT WITH IHI STRATEGY, VALUES, AND IMPROVEMENT METHODS:
 - IHI ENGAGES WITH COMMERCIAL ORGANIZATIONS ONLY (A) FOR UNRESTRICTED SUPPORT FOR IHI CONTENT OR PROGRAMMING OR (B) FOR SPECIFIC PROJECTS THAT ARE CONSISTENT WITH OUR MISSION AND BUSINESS STRATEGY.
 - IHI DOES NOT ENGAGE WITH COMMERCIAL ORGANIZATIONS THAT REQUIRE AN

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EXCLUSIVE WORKING RELATIONSHIP.

- IHI DOES NOT ACCEPT EXTERNAL FUNDS FROM COMPANIES THAT MAKE TOBACCO PRODUCTS, INCLUDING OTHER COMPANIES OWNED BY TOBACCO COMPANIES, OR THEIR PARENT COMPANIES.

2. REFLECTS IHI'S COMMITMENT TO THE FREE, NON-COMMERCIAL FLOW OF IMPROVEMENT KNOWLEDGE AND RESOURCES:

- IHI BELIEVES THAT THE FREE FLOW OF IDEAS PROVIDES THE BEST OPPORTUNITIES FOR IMPROVEMENT AND WE PROVIDE EXTENSIVE FREE AND PUBLIC ACCESS TO CONTENT THROUGH OUR WEBSITE, PUBLICATIONS, AND OTHER MECHANISMS. IHI RESERVES RIGHTS TO THE INTELLECTUAL PROPERTIES RESULTING FROM THE PROJECT, UNLESS OTHERWISE AGREED UPON IN ADVANCE.

- IHI DOES NOT ENGAGE WITH FUNDERS THAT WOULD SET LIMITS ON THE BROAD AND UNFETTERED DISSEMINATION OF WORK PRODUCT OR LEARNING.

- IHI RETAINS THE RIGHT TO PUBLISH RESULTS OR CONTENT.

- ANY PERMISSIONS OR LICENSING AGREEMENTS WITH COMMERCIAL ENTITIES MUST ADHERE TO APPROPRIATE STANDARDS THAT PREVENT MISUSE, UNINTENDED USE, AND MODIFICATION OF LICENSED MATERIALS, PROHIBIT MODIFICATION THAT CHANGES MEANING, AND PROHIBIT USE OF IHI TRADEMARKS OR LOGOS TO ENDORSE COMPANY PRODUCTS/SERVICES.

- IHI DOES NOT PERMIT COMMERCIAL PARTNERS TO GENERATE COMMERCIAL ACTIVITY AROUND IHI IMPROVEMENT KNOWLEDGE AND RESOURCES.

3. AVOIDS REAL OR PERCEIVED CONFLICTS THAT IMPAIR OR GIVE THE APPEARANCE OF IMPAIRING THE ABILITY OF IHI PROGRAM PARTICIPANTS TO MAKE INFORMED OR OBJECTIVE DECISIONS:

- IHI DOES NOT ENGAGE WITH COMMERCIAL ORGANIZATIONS ON RESEARCH AND EDUCATION PROGRAMS THAT RELATE TO SPECIFIC PHARMACEUTICALS, MEDICAL DEVICES, DIAGNOSTICS, INFORMATION TECHNOLOGY, OR ANY OTHER PRODUCT PURPORTED TO HAVE DIRECT HEALTH BENEFITS TO PATIENTS OR TO HEALTH

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SYSTEM PERFORMANCE.

- IHI DOES NOT ENGAGE IN PARTNERSHIP WITH COMMERCIAL ORGANIZATIONS THAT DIRECTLY ADVANCE THAT ORGANIZATION'S COMMERCIAL INTERESTS.

- IHI PROGRAMS MUST COMPLY WITH THE ACCREDITATION COUNCIL FOR CONTINUING MEDICAL EDUCATION (ACCME) GUIDELINES FOR COMMERCIAL SUPPORT.

IHI DESIGNS ALL MEETINGS AND EVENTS TO MAXIMIZE THE IMPACT ON IMPROVEMENT. IHI RETAINS CONTROL OVER EDUCATIONAL CONTENT, SELECTION OF SPEAKERS, AND THE REVIEW OF EDUCATIONAL MATERIALS.

4. PRESERVES IHI'S STRATEGIC, METHODOLOGICAL, AND OPERATIONAL INDEPENDENCE AND CONTROL:

- IHI RETAINS CONTROL OF THE SELECTION OF ALL PROJECT PERSONNEL.

- IHI ENSURES THAT THE DESIGN OF PROJECT ACTIVITIES IS CONSISTENT WITH OUR IMPROVEMENT METHODS AND CONTENT EXPERTISE.

5. TRANSPARENTLY DISCLOSES ALL RELATIONSHIPS:

- IHI DISCLOSES ALL SPONSORED ACTIVITIES THAT ARE PARTIALLY OR COMPLETELY FINANCED BY EXTERNAL FUNDS, INCLUDING FUNDS FROM COMMERCIAL ENTITIES.

- SPEAKERS AT IHI EVENTS ARE REQUIRED TO DISCLOSE WHETHER ANY PART OF THEIR PRESENTATION RESULTED FROM EXTERNAL FUNDING AND WHETHER THEY HAVE ANY PERSONAL FINANCIAL INTEREST IN THE SUBJECT MATTER OF THE PRESENTATION.

6. ACKNOWLEDGES COMMERCIAL SUPPORT OR ENGAGEMENT AND USES THE IHI BRAND APPROPRIATELY:

- ACKNOWLEDGMENT OF COMMERCIAL SUPPORT OR INVOLVEMENT MAY BE INCLUDED IN IHI'S PUBLICATIONS, MEETING MATERIALS, WEB PAGES, REPORTS OF PROJECT RESULTS, AND ALL OTHER SIMILAR MATERIALS, AS APPROPRIATE. GUIDANCE IS DOCUMENTED IN THE IHI BRAND STANDARDS GUIDE (CURRENT GUIDE LAST UPDATED IN FEBRUARY 2021).

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- IHI PERMITS ACKNOWLEDGEMENT OF COMMERCIAL SUPPORT IN COMMUNICATIONS, WITH ADVANCE REVIEW AND APPROVAL OF SUCH COMMUNICATIONS BY IHI.

- REVIEW AND APPROVAL IS REQUIRED BY THE IHI MARKETING DEPARTMENT FOR NARRATIVE STATEMENTS ABOUT IHI MADE BY FUNDERS AND FOR USE OF THE IHI NAME AND/OR LOGO.

7. IS SUBJECT TO APPROPRIATE GOVERNANCE AND OVERSIGHT, INCLUDING:

- IHI EXECUTIVE TEAM REVIEWS AND APPROVES EXCEPTIONS TO THIS POLICY.

- IHI EXECUTIVE TEAM REPORTS TO THE IHI BOARD OF DIRECTORS ON ANY COMMERCIAL RELATIONSHIPS THAT ARE NEW OR UNUSUAL IN SCOPE OR APPROACH.

- IHI PROVIDES A YEARLY SUMMARY OF COMMERCIAL FUNDING RECEIVED TO THE BOARD OF DIRECTORS FOR REVIEW.

- IHI BOARD, FACULTY, AND STAFF ARE REQUIRED TO DISCLOSE POTENTIAL CONFLICTS OF INTEREST ANNUALLY AND DOCUMENTATION IS MAINTAINED THROUGH AN ELECTRONIC SYSTEM.

- IHI MAINTAINS JOINT CONTINUING EDUCATION ACCREDITATION THROUGH ACCME, ANCC, AND ACPE. CURRENT ACCREDITATION RUNS THROUGH 2018.

- COMMERCIAL ENTITIES PROVIDING SUPPORT TO IHI CONFERENCES OR OTHER PROGRAMS ARE NOT PERMITTED TO INFLUENCE OR PROVIDE INPUT TO THE CONTENT, DESIGN, OBJECTIVES, METHODS, OR SELECTION OF FACULTY FOR IHI PROGRAMS. POST-EVENT PARTICIPANT SURVEYS ASK ATTENDEES TO IDENTIFY POTENTIAL BIASES SO THAT IHI CAN RECTIFY ANY SITUATIONS WHERE COMMERCIAL INFLUENCE MIGHT OCCUR.

- THE IHI ETHICS POLICY AND GUIDELINES FOR CITIZENSHIP IS REVIEWED AND UPDATED ANNUALLY. NEW STAFF ARE ORIENTED UPON HIRE AND CURRENT STAFF ARE ORIENTED TO THE POLICY ANNUALLY.

8. MEETS IHI'S STANDARDS FOR ADMINISTRATION AND ACCOUNTING:

- WRITTEN AGREEMENTS ARE REQUIRED WHEN ENTERING INTO RELATIONSHIPS WITH COMMERCIAL ENTITIES.

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- FUNDS RECEIVED FROM COMMERCIAL ENTITIES WILL BE FULLY ACCOUNTED FOR
IN LINE WITH IHI'S NORMAL HIGH STANDARDS OF FINANCIAL MANAGEMENT.

OPERATIONAL GUIDANCE

ALL IHI PROGRAM, DELIVERY, FUNCTIONAL, AND ADMINISTRATIVE STAFF AND
LEADERS ARE RESPONSIBLE FOR ACTING IN ACCORDANCE WITH THIS POLICY. THE
FOLLOWING GUIDANCE IS PROVIDED:

- WHEN IHI LEADERS OR STAFF IDENTIFY OPPORTUNITIES FOR IHI TO RECEIVE
COMMERCIAL SUPPORT THEY WILL PROMPTLY BRING THE OPPORTUNITY FORWARD
THROUGH THE NEW BUSINESS PROCESS.

- EACH OPPORTUNITY FOR COMMERCIAL SUPPORT WILL BE VETTED USING THE
PRINCIPLES LISTED ABOVE IN ADDITION TO IHI'S NORMAL STRATEGIC CRITERIA.

- IN CASE OF AMBIGUITY, OPPORTUNITIES WILL BE ESCALATED TO THE IHI
EXECUTIVE TEAM FOR REVIEW AND INPUT.

- THE EXECUTIVE TEAM WILL DETERMINE WHETHER CONSULTATION WITH THE BOARD
OF DIRECTORS IS WARRANTED, PARTICULARLY IN CASES THAT ARE NEW OR
UNUSUAL IN SCOPE OR APPROACH.

- FOR ANY COMMERCIALY-SOURCED SUPPORT IN EXCESS OF \$500,000 THE TEAM
PROPOSING SUPPORT WILL SEEK REVIEW AND INPUT FROM THE EXECUTIVE TEAM.

FORM 990, PART VI, LINE 16 CONTINUED

- ANY EXCEPTIONS TO THIS POLICY WILL BE REVIEWED AND APPROVED BY THE
EXECUTIVE TEAM BEFORE ACCEPTING SUPPORT.

POLICY APPROVED MARCH 2015.

FORM 990, PART IX, LINE 11G, OTHER FEES:

CONSULTING SERVICES:

PROGRAM SERVICE EXPENSES

8,771,057.

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MANAGEMENT AND GENERAL EXPENSES	224,743.
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FUNDRAISING EXPENSES	0.
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TOTAL EXPENSES	8,995,800.
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PROFESSIONAL FEES:

PROGRAM SERVICE EXPENSES	1,320,725.
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MANAGEMENT AND GENERAL EXPENSES	759,896.
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FUNDRAISING EXPENSES	0.
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TOTAL EXPENSES	2,080,621.
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TOTAL OTHER FEES ON FORM 990, PART IX, LINE 11G, COL A	11,076,421.
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