

Joy in Work

The Institute for Healthcare Improvement

People Matter

People are at the heart of IHI's mission, vision and values and our staff is the one of the most critical elements to our success. Our Joy in Work strategy is integral to keeping us close to our staff. IHI staff are talented, energetic, diverse, committed and driven. Everyone at IHI understands that our culture is unique and people matter. Openness, trust and respect for all are cornerstones of our values that help create our culture.

Overall Strategy

Our strategy for Joy in Work is to increase everyone's connection to the work and one another. Deepening everyone's knowledge of quality improvement and how to apply at IHI is core to our learning this year.

Strengths of Our Current Approach

We have gained key insights about what the staff see as IHI's strengths. At the top of the list are:

- **The people:** Our customers, staff, faculty, fellows and senior fellows alike are committed, talented and a pleasure to work along side.
- **The mission:** improving health and healthcare motivates many.
- **Our supervisors and managers** care about the staff, are approachable, provide positive feedback and work to help staff feel appreciated.
- The Institute is a **culture and values driven** organization.
- The **global reach** of our work is appreciated.
- The **IHI strategy** is in place and the organization is making progress.
- IHI's **pay and benefits** are positively received.

Actions taken

- IHI's CEO and EVP invite all staff to monthly coffee meetings to learn what is on people's minds change that have resulted:
 - Meetings improvement team
 - Quiet space
 - Tests of no-meeting days
 - Monthly management staff meeting
 - Turnover discussion
- Priorities group program to engagement with remote staff
- SQI Training to help staff learn about Quality Improvement
- Workforce Development – working with Diversity and Inclusion
- Wellness initiatives – Sugar reduction, Walk to the Forum
- Executive Resourcing Committee

Challenges

We have gained key insights about what the staff see as the Institute's areas for improvement. At the top of the list are:

- Creating more space for differing points of view – continuing to strengthen our workforce diversity and inclusion programs internally and externally
- Leadership cohesiveness – building trust toward One IHI.
- Resourcing – continuing to improve our internal resourcing processes
- Staff recognition – creating more ways to acknowledge individual and team contributions
- Simplifying and standardizing our work processes to create more efficient work flows

Measurement

- Pulse Survey – staff engagement to track staff engagement every other month
 - Tracking 5 common questions each survey and including new rotating questions on additional topics
 - Leadership
 - Compensation/Benefits
 - Development
 - Overall environment
- Daily Progress/Setbacks Tracking
- Annual Workplace Dynamics Staff Survey – June

Current Results: July 2015

1. Overall IHI is an excellent place to work. Result: **54%** Strongly Agree
2. I believe IHI is going in the right direction. Result **29%** Strongly Agree
3. The organization supports my learning and development. Result: **46%** Strongly Agree
4. IHI encourages different points of view. Result: **19%** Strongly Agree

Annual Target: July 2015

33% Strongly Agree for each of the following statements

1. Overall IHI is an excellent place to work.
2. I believe IHI is going in the right direction.
3. The organization supports my learning and development.
4. IHI encourages different points of view.

