

From: IU Health Senior Leadership
Sent: Friday, August 07, 2015 4:38:30 PM (UTC-05:00) Eastern Time (US & Canada)
To: IU Health Senior Leadership
Subject: Message from Dan Evans & Dennis Murphy: Team Member Engagement Survey



Indiana University Health

August 7, 2015

Dear IU Health Team Members:

Thank you for participating in the Team Member Engagement Survey. A notable 85 percent of you took the time to tell us how you feel about working at IU Health. Your responses are a clear indication of your commitment to one another, your work and doing the best for our patients. We appreciate and respect your input.

Your feedback also told us we have not created the workplace we desire, and our engagement scores have slipped since the last survey. Our overall engagement is low compared to other healthcare organizations. The data show you lack confidence in senior leadership, and many of you do not believe you consistently have adequate resources to provide quality care and service. We sincerely regret this, and we are committed to restoring your confidence in senior leadership and assuring you have the resources to serve our patients.

We take full responsibility for the results of the survey and in the next several weeks, we will define specific action plans to begin improving our workplace.

- **System:** System executives and business unit leaders will work together to develop a system action plan focused on two of the key drivers of engagement: confidence in senior leadership and providing high quality care and service to patients. Key to this will be the development of more effective and frequent communication with you to assure we are on track and implementing the best solutions. In the coming weeks we will be talking directly with you about these results and action plans in various small and large group forums. We will need your help to be successful.
- **Business Unit:** Each business unit leader will be developing an action plan for 1-2 key drivers of engagement for their specific business unit, based on their unique survey results.
- **Team:** Your direct leadership (managers, directors, vice presidents) will work with you to understand which areas are important to your local team engagement so together you all can focus resources and actions on the right areas. All departments will develop action plans to sustain excellence and improve where there are gaps.

A central and common concern you identified is staffing adequacy. As a system, we will focus on this area of concern and address it. We know some of this is due to vacancies that we are working hard to fill. With dramatic improvements in our recruitment and onboarding processes, recent hiring events have added nearly 300 nurses and support staff to our team. In the academic health center in

Indianapolis alone we have hired more than 1,100 direct care and support staff since the beginning of the year.

We also must examine our staffing models and budgets to assure adequacy. We cannot solve this problem by only adding staff. We know many of our work processes are inefficient, difficult and wasteful of your talent and effort. The work of our Transformation Office is focused on changing this. Since we began using Lean tools, more than 6,000 team members have completed more than 620 Rapid Improvement Events aimed at making work easier for you, better for our patients, and faster at getting the right things done. Your continued participation is key to our success. We will be accountable for this effort and Dennis will personally lead it.

The survey underscored your commitment to our patients and one another and confirmed strong relationships between managers and their team members. This gives us a solid foundation upon which to build a better IU Health and will be essential as we turn the corner on improving our engagement.

We know the pace of change at IU Health has been hard on everyone. We cannot slow the pace of change that our patients and society demand. We can and will address the concerns you've identified in this survey being sure to begin by prioritizing the most important and urgent issues.

We continue to be grateful for all team members who, despite many challenges in healthcare, show up every day and dedicate their lives to caring for the sick and improving the health of our patients. The compassion, commitment and healing touch you give willingly every day is valued and appreciated. Thank you again for your feedback as we build a better IU Health for us all, including our patients, their families, and our community.

Regards,

Daniel F. Evans, Jr.
President and CEO
Indiana University Health

Dennis M. Murphy
Executive Vice President and COO
Indiana University Health