



Search for the Chief Operating Officer
Institute for Healthcare Improvement
Boston, Massachusetts

THE SEARCH

The Institute for Healthcare Improvement (IHI) seeks an innovative operational and business leader who can bring critical strategic insight, skilled managerial qualities, operating expertise, and a passion for societal improvement to help IHI move to the next stage of success. The Chief Operating Officer (COO) will bring substantial organizational and growth leadership experience to ensure the successful execution of IHI's strategic plan and priorities. The COO is responsible for operational excellence, oversight of key business lines, and business development. Reporting to the Chief Executive Officer, the COO will partner with the rest of the executive team to motivate, empower, and develop the top caliber professional talent responsible for achieving the organization's objectives.

Founded in 1991, IHI is a values-driven non-profit organization dedicated to improving health, health equity, and health care worldwide. IHI brings awareness of safety and quality to millions, catalyzes learning and the systematic improvement of care, develops solutions to previously intractable challenges, and mobilizes health systems, communities, regions, and nations to reduce harm and deaths. IHI collaborates with a growing community around the world to spark bold, inventive ways to improve the health of individuals and populations. IHI generates optimism, harvests fresh ideas, and supports anyone, anywhere who wants to profoundly change health and health care for the better. Comprised of nearly 250 employees with offices in Boston, Massachusetts and Addis Adaba, Ethiopia, IHI operates globally with a remote workforce spread across 16 countries and 33 states.

The COO must have a proven track record as a talented business and financial manager, natural collaborator, and skilled decision-maker. IHI's primary business lines include a consulting practice and educational programs, thus operational experience with consulting, membership, and/or educational organizations is desired.

The COO leads teams responsible for major lines of business in the United States and across the globe, as well as overseeing the operations departments that create results, customer value, and loyalty among the staff that support effective delivery to IHI's customers around the world. Consistent with IHI's mission and

culture, the COO will embody the organization's values, including a demonstrated and ongoing dedication to equity.

IHI has retained Isaacson, Miller, a national executive search firm, to assist in the recruitment of the Chief Operating Officer. All inquiries, nominations, and applications should be directed in confidence as noted at the end of this document.

ABOUT THE INSTITUTE FOR HEALTHCARE IMPROVEMENT

The [Institute for Healthcare Improvement](#) is an independent not-for-profit organization. Founded in 1991, IHI uses improvement science to advance and sustain better outcomes in health and health systems across the world.

The mission of IHI is to improve health and health care worldwide. Collectively, IHI's nearly 250 employees work towards the organization's vision of everyone having the best care and health possible. [For over 30 years](#), IHI has partnered with visionaries, leaders, and front-line practitioners around the globe to spark bold, inventive ways to improve the health of individuals and populations. Educators, health care professionals, community advocates, and other individuals and organizations representing health care, government, and other entities dedicated to improving health and health care engage with IHI through in-person and virtual programs and projects. Recognized as an innovator, convener, trustworthy partner, and driver of results, IHI is the first place many turn for expertise, help, and encouragement.

IHI strives for a future free of health inequities and is committing its tools, talents, and team to this essential human pursuit. IHI aims to achieve health equity by collaborating with organizations, communities, and individuals to accelerate the elimination of inequities in health and health care access, treatment, and outcomes across nations. IHI offers numerous health equity programs and customized projects that are tested, data-driven, and generated through collaboration. Other notable resources offered through IHI include the Open School, a self-paced library of online courses, and 6 global forums that attract over 15,000 participants across the world annually.

IHI is improving health care in numerous tangible ways, such as celebrating over 5,000 health care professionals earning the [Certified Professional in Patient Safety Credential](#), or partnering to reduce hospital-acquired infection rates by half at over 116 Brazilian public hospitals. Another notable historic achievement was the 5 Million Lives Campaign that engaged over 4,000 US hospitals to prevent five million incidents of medical harm. To combat health inequities, IHI recently announced a partnership launching in spring 2023 with the American Medical Association to create the Rise to Health Coalition, a network of health care organizations, individual practitioners, professional societies, payers, biotech organizations, and others who are aligning activities to make the whole ecosystem of health care more equitable.

Today, IHI is an influential force in health and health care improvement in the United States and has a rapidly growing footprint in the United States and other nations including Australia, England, Denmark, Sweden, Singapore, Brazil, Mexico, Qatar, Ethiopia and other nations in Latin America, Africa, the Middle East, and elsewhere.

Model for Improvement

IHI takes a unique approach - [the science of improvement](#) – in its work with health systems, countries, and other organizations on improving quality, safety, and value in health care. The science of improvement is an applied science that emphasizes innovation, rapid-cycle testing in the field, and replication in order to generate learning about what changes, in which contexts, produce improvements. It is characterized by the combination of expert subject knowledge with improvement methods and tools. It is multidisciplinary — drawing on clinical science, systems theory, psychology, statistics, and other fields.

Values

IHI is a values-driven organization. IHI's team members are inspired and energized by the uniting vision of a future in which everyone has the best care and health possible. IHI's values are:

- **Courage:** We stay true to our values, even in the face of risk or loss. We speak up. We do this all in the service of personal and organizational integrity.
- **Love:** We build relationships grounded in patience, kindness, gratitude, and respect. In our teams and in our work, we bring our whole selves in an authentic and caring spirit and encourage others to do the same.
- **Equity:** We work to prevent and undo unfair systems, policies, and forms of racism and discrimination that drive gaps in our organization and in our work. We tell the truth about inequities and value all voices. We believe that we are interconnected and that inequities lead us all to lose. We want everyone to thrive and none of us can truly thrive until we all do.
- **Trust:** We recognize the unique experience that each of us brings and believe in each other's strengths. We ensure that people feel empowered and supported. We engage in genuine dialogue and encourage feedback with one another and our customers.

Leadership

Hundreds of staff, faculty, fellows, and advisory groups are engaged in applying their talents to help spread ideas, methods, and philosophies. IHI's strategy is guided by the [Board of Directors](#). In June 2020, IHI announced [Kedar Mate, MD](#) as its new President & Chief Executive Officer. A member of the faculty at Weill Cornell Medical College, Dr. Mate's scholarly work has focused on health system design, health care quality, strategies for achieving large-scale change, and approaches to improving value. Prior to his current role, Dr. Mate served IHI as the Senior Vice President for Research and Development as well as

the Chief Innovation and Education Officer. Under his leadership, IHI has developed an operating plan to help achieve its [strategic initiatives](#).

Under Dr. Mate's leadership, IHI is pursuing a three-pronged strategy focused on equity, safety and effectiveness, and system resilience. First, IHI is improving and maturing the science to be more inclusive, globally applicable, and effective in improving upstream determinants in health. Next, IHI is building on and further developing a "virtual first" global delivery system for all of its work. Lastly, IHI is investing in the organization's capabilities to partner with the public sector to improve quality and safety at scale.

ROLE OF THE CHIEF OPERATING OFFICER

A critical position in the organization, the Chief Operating Officer (COO) is responsible for developing and executing IHI's Operational Plan that supports delivery on the mission and its strategic initiatives. The COO is responsible for ensuring operational excellence across IHI as well as oversight of key business lines, including business development and marketing and communications.

The COO is accountable for a broad set of responsibilities across the business, primarily leading and supporting the infrastructure and necessary organizational elements as the company evolves and grows. The COO monitors and is responsible for multiple key performance measures including key project and program outcomes, business performance measures, resource utilization, and budget metrics. The COO executes and monitors the revenue cycle, holding department heads and global business leads accountable for meeting operating plans and financial outcomes. The COO will bring significant experience in setting strategies and creating short and long-term business planning cycles, as well as having the required skills, expertise and background in internal governance, business compliance, and organizational communication.

The COO provides strategic leadership by formulating and articulating operating needs and plans to staff, by serving on the Executive Team, and by supporting the Board in its governance of key operations issues. The COO has three direct reports including the Vice President responsible for operations, marketing and communications, and business development functions (representing approximately 25 staff); the Vice President overseeing education (representing approximately 20 staff); and the Senior Vice President responsible for assuring successful delivery of global projects and programs to our customers and partners (representing approximately 160 staff, including 7 vice presidents). Consistent with the rest of the IHI workforce, the COO may work remotely with occasional travel, such as to the Boston office or to IHI forums.

Key Areas of Responsibility

Organizational Strategy & Planning Cycles

The COO ensures competitive market analysis, internal strategic analysis, and the driving of business case development. The COO works closely with the Chief Financial and Administration Officer and the Senior Vice President to develop strategic plans and lead the annual business planning process. The COO then leads the related execution of implementation plans; ensuring in-depth analysis (e.g. market sizing, competitive landscape mapping, channel assessment, segmentation, geographic locations, financial performance) to generate business insights and identify, gather, and assess key external and internal data to drive those analyses. The COO ensures the implementation plan includes an effective resourcing and global operations plan.

The COO supports the CEO in proactive review of emerging trends in markets and relevant topics that will produce compelling materials to support decision-making and to explain strategy. The COO supports the CEO in market assessment and business case development for new strategic initiatives, partnership, and development opportunities, creating a culture of excellence in the articulation of the strategy across IHI, and supporting internal and external efforts to communicate it.

Business Growth & Execution

The COO is responsible for oversight of the Senior Vice President, to whom a group of vice presidents report that oversee IHI's major lines of business in the US and across the globe. These individuals are responsible for cultivating customer relationships and strategic partnerships that result in new business opportunities for IHI. The primary business types include a consulting practice (referred to as "projects") and an educational services business (referred to as "programs"). While generating business is not a primary role of the COO, the position ultimately oversees the teams responsible for business acquisition.

The COO is responsible for oversight of operations that create results, customer value, and loyalty among the staff that support effective delivery of these key activities to IHI's customers around the world. The COO is responsible for all related key business performance measures. The COO oversees the staff resourcing policies and procedures related to program and project resourcing.

Performance Management

The COO will strengthen a culture of regular performance management which supports the high-quality and reliable delivery of services and associated results to its stakeholders globally. Staff wellbeing and joy in work are also foundational to managing performance and maintaining organizational culture. The COO is responsible and accountable for ensuring project and program operations and that all related departments execute regular weekly huddles, regular performance reviews, and needed team-based problem-solving. Issues arising during the course of normal daily and weekly operations may become the

subject of internal improvement initiatives or organization-wide change activities that are overseen by the COO. The COO works with the CFAO on internal evaluations and supplies any necessary inputs required for external reviews. The COO will adhere to regulatory compliance in project and program delivery. The COO will work closely with all executive team members to optimize their team's contribution to IHI's mission.

Internal and External Marketing & Communications

The COO oversees the development and supervision of the Marketing and Communications team, a group charged with defining, developing, and delivering the marketing and communication strategy to both internal and external audiences across IHI's global and local audiences. The COO is also expected to be a brand ambassador for IHI and well versed in IHI's quality improvement methodologies.

Commitment to IHI's Values

The COO will establish trusting relationships with the executive team, staff, faculty, and IHI partners. The COO will lead teams and work courageously in service to IHI's mission. This will be accomplished by demonstrating a deep personal commitment to the best possible health and health care for all, collaborating with IHI partners to ensure that there is "no quality without equity", and work towards a workplace where all IHI staff, faculty, and contractors can thrive. The COO also serves as the senior sponsor of IHI's internal Equity and Culture team, supporting IHI's equity strategy and related initiatives across the organization.

RESPONSIBILITIES

- 1) Collaborate with the CEO and other Executive Team members on the development of key goals and metrics and overall organizational strategy.
- 2) Communicate strategy and operating plans to support the achievement of the overall business objectives and provide leadership to drive efficiency where possible.
- 3) Regularly review performance and develop recommendations and implementation measures for revenue maximization, cost containment, margin increases, and resolution of financial matters.
- 4) Plan, allocate, and manage the operations budget, investing company resources prudently and in service of ensuring world-class project and program delivery that create lasting customer impact and value.
- 5) Meticulously plan, deliver, and continuously improve longitudinal plans and short-term quarterly plans; execute all global business operations.
- 6) Collaborate with vice presidents and other managers to engage and influence the design of operational strategies, ensuring initiatives and interventions are clearly understood and supported, and drive the required business results and behavior changes.

- 7) Collaborate with the CEO, vice presidents, and Equity & Culture team to steward and collaborate on IHI's Equity & Culture plan, including opportunities to identify and address inequities in processes, systems, and experiences.
- 8) Serve as an ambassador and representative for IHI around the world.
- 9) Provide teams with directional guidance in line with business/organizational goals and strategy, provide thought leadership and technical expertise guidance as needed.
- 10) Motivate and develop all team members by supporting their continuing personal and professional development. Adopt a coaching approach to day-to-day leadership to enable both personal and professional success.
- 11) Develop and oversee policies and standards for reliable and high-impact project and program delivery including the creation and implementation of Standard Operating Procedures for global operations.
- 12) Establish strong internal working relationships and collaborate across the business and all team/departmental networks (local and global).
- 13) Measure and monitor the success of all operational strategies and dashboard metrics with internal and external benchmarks.
- 14) Develop and oversee operational dashboards and regular reports for the Executive Team and the Board of Directors.

KEY OPPORTUNITIES AND CHALLENGES FOR THE CHIEF OPERATING OFFICER

Lead sustained organizational process improvements focused on efficiency, clarity, and consistency.

As an organization committed to process improvement, IHI is constantly examining its own practices and finding ways to improve its effectiveness. The COO will be called upon to manage the alignment of human and other resources with programmatic and project needs as well as operationalize future business opportunities. Additionally, the COO and their team will leverage technology to solve operational challenges and achieve business goals related to key performance indicators. These efforts should be clearly communicated at all levels of the organization and, ultimately, will enhance and sustain the operational health of IHI.

Operationalize IHI's strategic priorities.

IHI has spent a fair amount of time articulating future strategic priorities—a set of ambitions that will improve health, health care, and health equity around the globe. With the strategies and goals approved by the Board, the COO will lead the operationalization of these efforts, including budgeting, staffing allocation, and the establishment and pursuit of key performance metrics and goals.

Design and manage systems of distributed decision-making across IHI.

Historically, IHI has been a consensus-driven organization, with decisions sitting mostly with senior leadership. With ambitious growth plans, IHI recognizes that some decision-making needs to be

distributed with line leaders. The COO will lead an effort to identify areas where decision-making can be streamlined, and managers given the training, data, and guidance to improve the efficacy of project, program, and service delivery. These changes will require adept communication and listening, from input gathering to successful implementation, as well as strong organizational change management experience and skills.

Champion IHI's values and lead efforts in maximizing a thriving work environment.

The greatest motivator of IHI's workforce is the vision towards creating the best care and health possible. More than an organization, IHI is a movement for collaboration and change. And that is only possible to the extent that change-minded people and organizations are part of the work. The COO should be motivated by IHI's vision and mission, share the organization's values, and act in ways that inspire and motivate others. The COO has the exciting opportunity to capitalize on IHI's greatest strength (its people) and continue efforts to make IHI the best possible place to work and contribute to health and health care improvement. As the organization becomes more virtual, the COO will be a pioneer in creating opportunities to engage with one another and shape the future of work at IHI.

Facilitate innovation and effective communication among different constituencies inside IHI.

IHI is an organization that values open and clear communication. This is essential to maintaining the unique culture of the organization and keeping employees informed of changes as well as stimulating an environment of collaboration and innovation. The COO will assess existing communications strategies to strengthen forums for information dissemination, feedback solicitation, workplace community engagement, and the overall enhanced understanding and buy-in of the organizational mechanics and strategy driving IHI's projects and programs.

Support, model, and integrate equity practices throughout IHI.

As a proven advocate and leader in diversity, equity, inclusion, and anti-racist work, the next COO will facilitate the strengthening of IHI's workplace climate and dedication to health equity. The COO will regard operational success through an equity lens and support the operationalization of the Equity & Culture plan, as a consulted member of the team. The COO will be responsible for identifying and collaboratively addressing operational inequities and will support efforts to educate and create buy-in for equity among staff and leaders. Additionally, the COO will ensure support for constituents from historically underrepresented groups.

QUALIFICATIONS AND CHARACTERISTICS

The Institute for Healthcare Improvement seeks an operational and business leader who can bring critical strategic insight, leadership, experience, operating execution, and help the organization move to the next stage of success. Significant experience with financial and operations management in a complex

environment is required. A working knowledge of health care delivery, financing and policy, information technology, and quality is paramount. While not required, leadership experience in non-profit organizations is strongly preferred. In addition, the ideal candidate will bring many of the following experiences, skills, and qualities.

- A minimum of 10 years of proven relevant executive leadership experience, and a track record of supporting dynamic, growth organizations.
- A master's degree or higher, or the global equivalent in a related discipline.
- Outstanding oral and written communications skills, with a demonstrated ability to serve as an effective spokesperson and visible leader. Outstanding listening skills, and an ability to clearly articulate the organization's message and command the respect of his or her audiences.
- Outstanding interpersonal, influence and persuasion skills, including the ability to relate well to a diverse range of constituencies and stakeholders. An ability to facilitate team building and interact with others in an even-handed, caring manner which engenders respect.
- Experience leading business development and marketing and communication functions to drive results.
- Analytical skills necessary to clearly define current and emerging issues of importance to IHI and develop options for addressing those issues.
- Experience leading and commitment to organizational diversity, equity, and inclusion efforts, and proven examples of improving inequities in systems, processes, and experiences.
- Effective situational leadership skills.
- The courage and conviction to challenge and defend ideas and strategies; superior analytical skills.
- Collaborative, inclusive leader and team player, collegial, open to partnering with others.
- Knowledge of operational best practices and business governance laws, regulations, concepts, strategies, methodology, best practices, tools, and leadership skills relevant for a global health care improvement organization.
- Health care industry knowledge, including familiarity with health care systems delivery and quality improvement methods.
- Ability to recruit, retain, develop, and manage high-performing teams.
- Expert knowledge of business strategy and concepts, especially as they apply to the operations function.
- Demonstrated ability to think, plan, execute, monitor, and evaluate strategically in all areas of required expertise as outlined herein.
- Superior leadership and interpersonal skills and abilities (and modeling of these skills and abilities), particularly in the areas of emotional intelligence, conflict resolution, change management, and transformational leadership.
- Ability to identify and lead the implementation of strategic organizational initiatives.
- Experience managing operational budgets and forecasting activities and troubleshooting inefficiencies in organizational performance.
- Ability to analyze and problem solve and employ superior decision-making at all levels.
- Strong personal effectiveness, credibility, and accountability.

- Demonstrated skills in multiple leadership styles and competencies including adaptive and servant leadership methods.
- Global nonprofit experience is helpful.
- Commitment to equity, anti-racism, and the improvement of societal systems.

Applications, Inquiries, and Nominations

Screening of complete applications will begin immediately and continue until the completion of the search process. Electronic submission of materials is required. Inquiries, nominations, referrals, and CVs with cover letters should be sent via the Isaacson, Miller website for the search:

<https://www.imsearch.com/open-searches/institute-healthcare-improvement/chief-operating-officer>.

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IHI is proud to be an equal opportunity workplace and an affirmative action employer. We are committed to equal employment opportunity regardless of race, color, ancestry, religion, sex, national origin, sexual orientation, age, citizenship, marital status, disability, political beliefs, gender identity or Veteran status. We also consider qualified applicants regardless of criminal histories, consistent with legal requirements. If you have a disability or special need that requires accommodation to complete our application, please let us know.