



Organizational Health Index (OHI) survey

June 2024

The purpose of this document is to provide insight on currently available information for consideration on the Organizational Health Index (OHI) survey and not specific advice. This document has been created at the request of New Mexico Department of Health. All information is based on inputs from New Mexico Department of Health. The approaches and considerations included in this document are preliminary and may be further developed based on additional inputs from New Mexico Department of Health.



Contents

OHI Methodology

Overall OHI score, outcome scores, and practice scores

Employee Experience factors

Outcome and practice scores by demographics

Question by question scores

Definitions



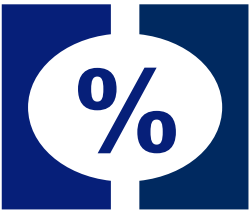
The OHI measures health through four lenses

1

OHI Score

How healthy are you overall?

Offers an overall snapshot of health, to serve as a benchmark of overall health against which to measure progress. Measured as an average of nine outcome scores



9

Outcomes

How effective are you?

Determines if employees see the organization as healthy, and how well they perceive it to be working. Measured on an agreement scale from “agree” to “strongly agree”



53

Management Practices

What actions & behaviors take place?

Identifies what is happening on the ground, and whether healthy actions are taking place. Measured on a frequency scale from “almost always” to “almost never”



10

Employee experience dimensions

How do employees experience the organization?

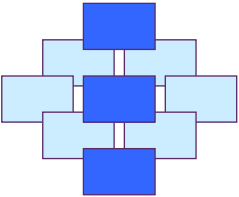
Identifies how employees are personally experiencing the organization
Measured on an agreement scale from “agree” to “strongly agree”





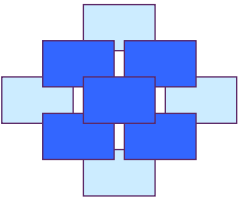
Outcomes reflect how employees perceive the organization’s effectiveness

Measures agreement



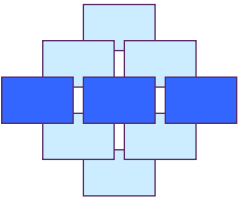
Alignment

Are people aligned around the organization’s vision, strategy, culture, and values?



Execution

Can employees deliver on their roles with the current capabilities, processes, and motivation level?



Renewal

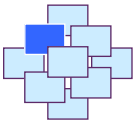
How does the organization understand, interact, respond, and adapt to its situation and external environment?



Practices are behaviors – “what people see” – driving outcomes

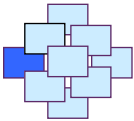
Measures frequency

53
management
practices
measured



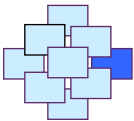
Accountability

- Role Clarity
- Consequence Management
- Performance Goals
- Feedback
- Personal Ownership
- Decision Processes
- Decision Rights



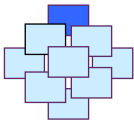
External Orientation

- Stakeholder Orientation
- Position in Ecosystem
- External Partnerships
- Social Responsibility
- Government & Industry Relations
- Stakeholder Management



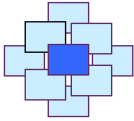
Innovation & Learning

- Top-Down Innovation
- Employee Innovation
- Knowledge Sharing
- Data-Driven Decision Making
- Capturing External Ideas



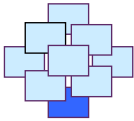
Direction

- Shared Vision
- Strategic Clarity
- Compelling Mission



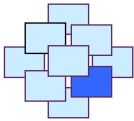
Leadership

- Decisive Leadership
- Consultative Leadership
- Empowering Leadership
- Supportive Leadership
- Challenging Leadership



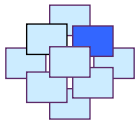
Work Environment

- Open & Trusting
- Performance Transparency
- Inclusion & Belonging
- Healthy Working Norms
- Multiple Viewpoints
- Organizational Connectivity



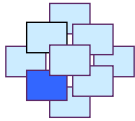
Motivation

- Meaningful Values
- Inspirational Leaders
- Financial Incentives
- Rewards & Recognition
- Career Opportunities



Coordination & Control

- People Performance Review
- Operational Management
- Financial Management
- Risk Management
- Operationally Disciplined
- Employee Conduct
- Efficient Prioritization
- Evaluation
- Resources
- Sustainable Funding

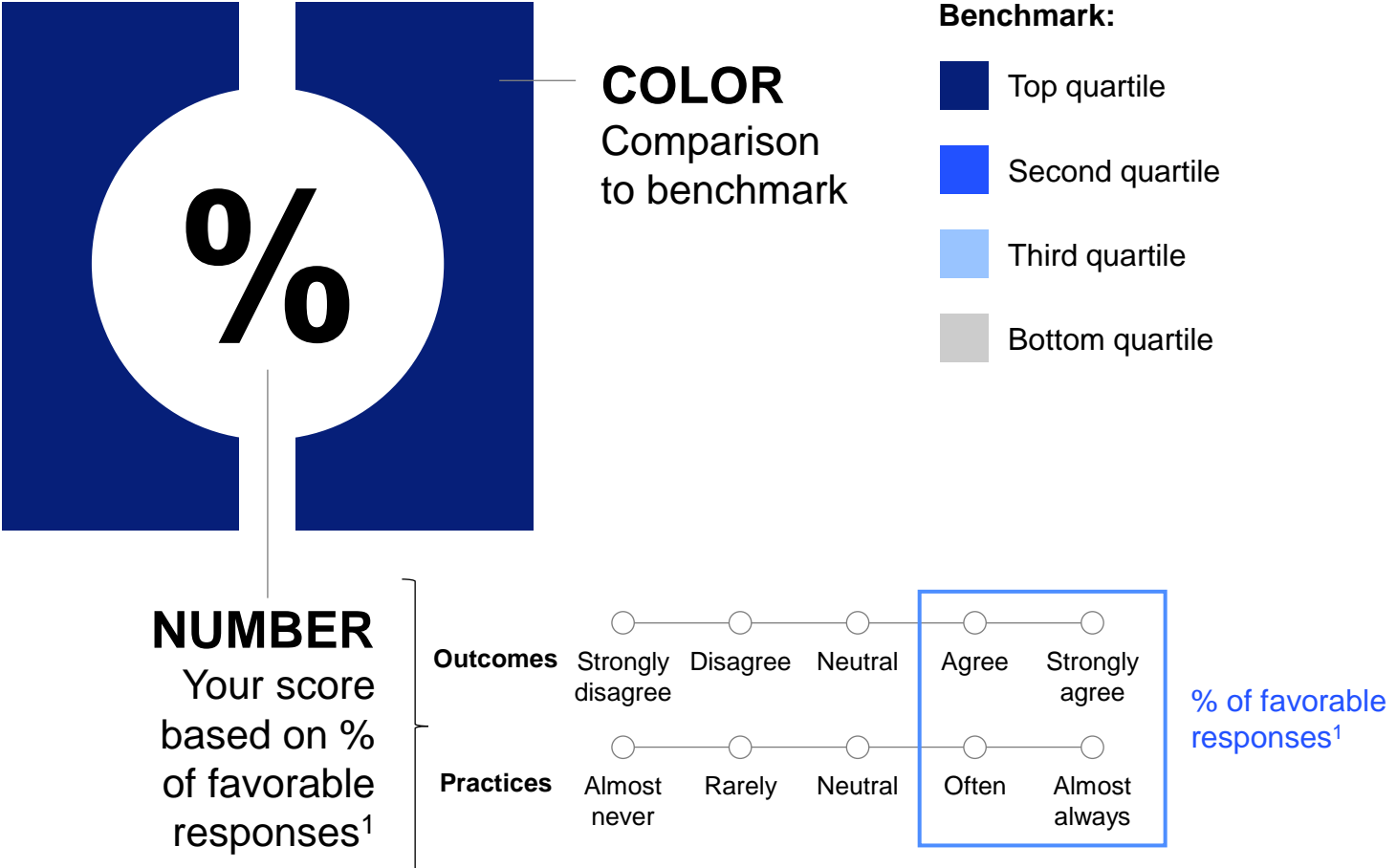


Capabilities

- Process Based Capabilities
- Talent Acquisition
- Talent Development
- Talent Deployment
- Tech Enablement
- Subject Matter Expertise



How to read OHI scores



A higher % score does not always imply a higher quartile result – each outcome and practice has its own benchmark

The OHI global database contains 20+ years of research

- 2,600+ organizations
- 8M+ OHI respondents

1. Share of respondents from NMHealth who selected “agree” or “strongly agree” for outcomes, and “often” or “almost always” for management practices
Document intended to provide insights on currently available information for consideration and not specific advice
Source: McKinsey & Company, McKinsey People & Organizational Practice



Contents

OHI Methodology

Overall OHI score, outcome scores, and practice scores

Employee Experience factors

Outcome and practice scores by demographics

Question by question scores

Definitions

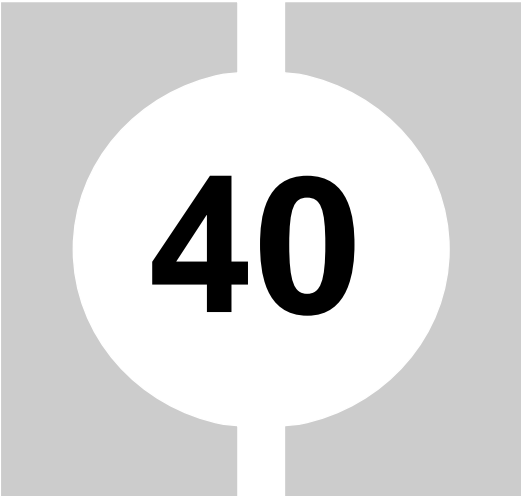


NM Health: overall scores

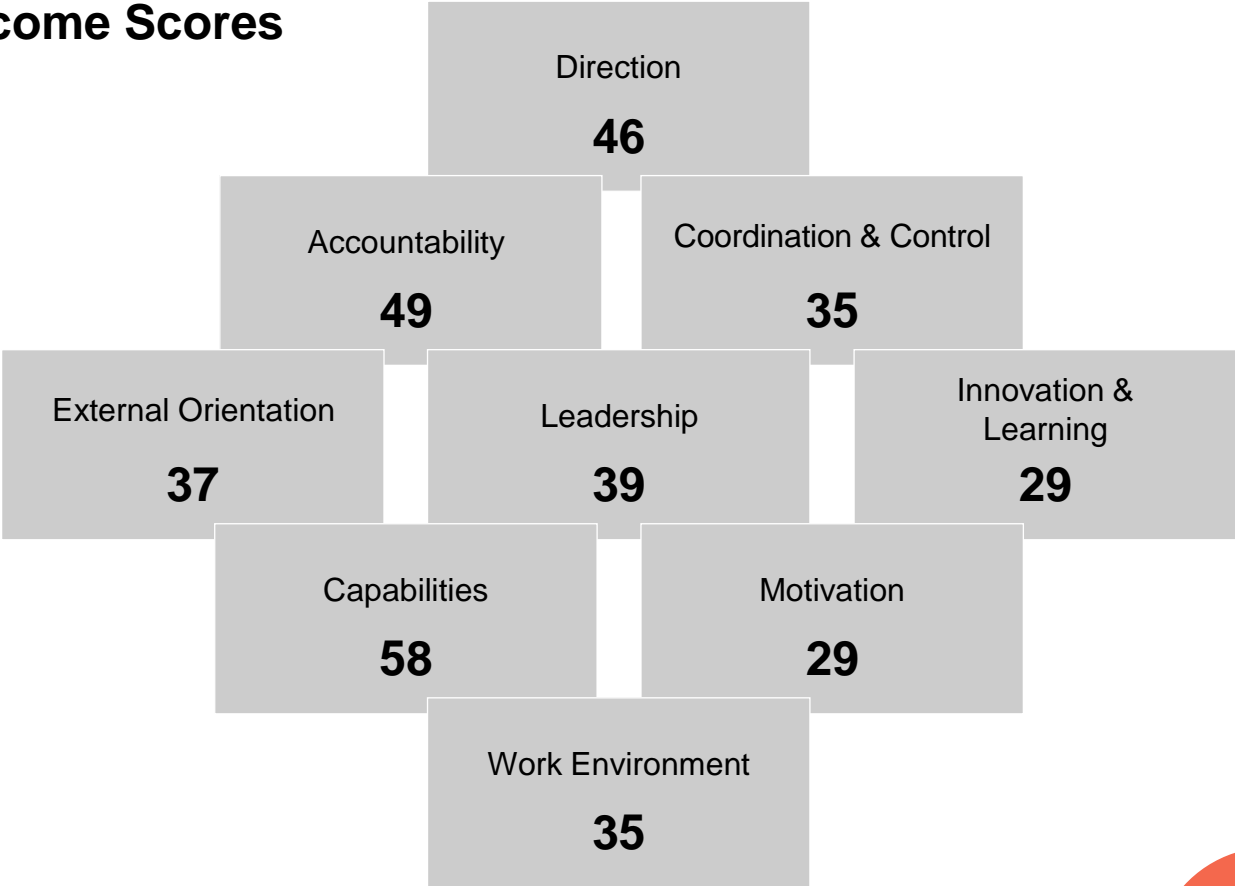
Percentage of respondents who selected 'agree' or 'strongly agree'

Benchmark: Bottom quartile Third quartile Second quartile Top quartile

OHI Score



Outcome Scores



NM Health: practice scores

Percentage of respondents who selected 'often' or 'almost always'

Benchmark:

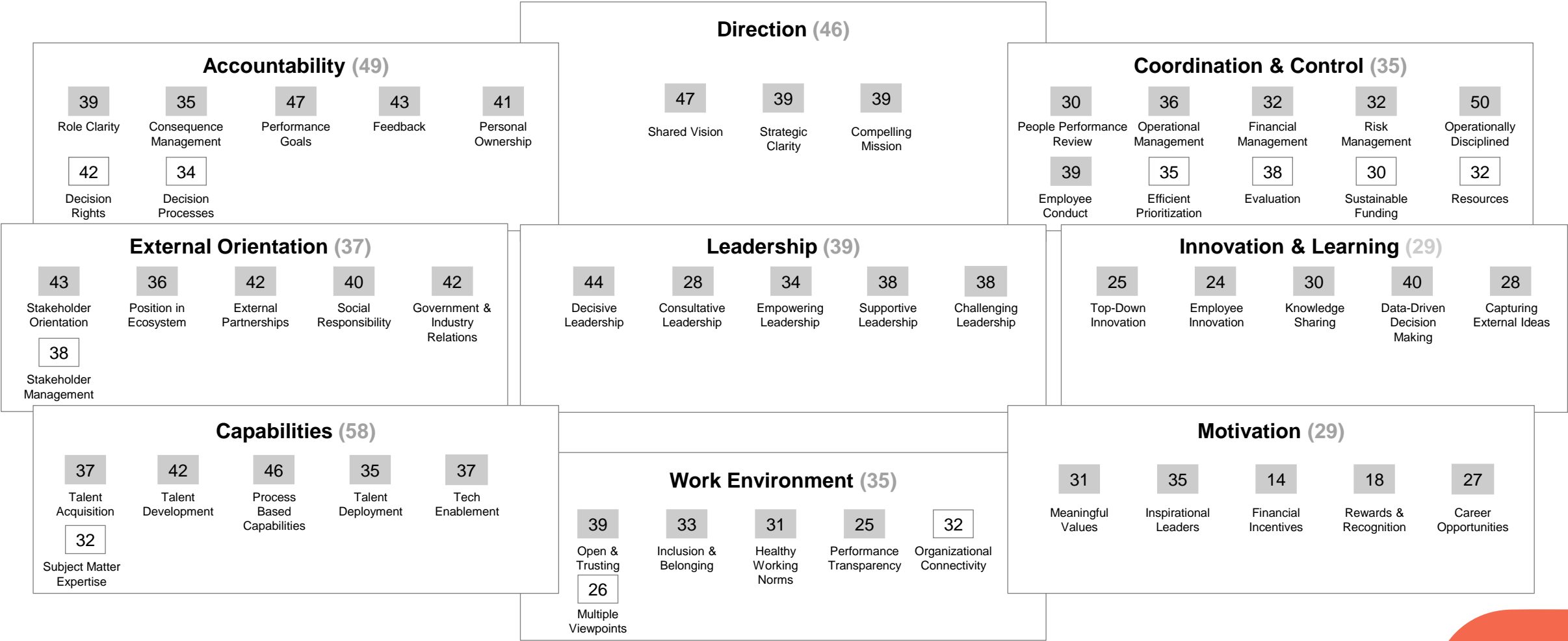
Bottom quartile

Second quartile

Third quartile

Top quartile

Practice does not have a benchmark¹



1. Benchmark not available for Public Sector module practices

Document intended to provide insights on currently available information for consideration and not specific advice

Data represents results reported in the Organizational Health Index survey run from May 13, 2024 through May 24, 2024 by employees at NMHealth

Source: NMHealth (n=1,712), Benchmark: Global (n=2,619,975, no. of surveys=682)



Contents

OHI Methodology

Overall OHI score, outcome scores, and practice scores

Employee Experience factors

Outcome and practice scores by demographics

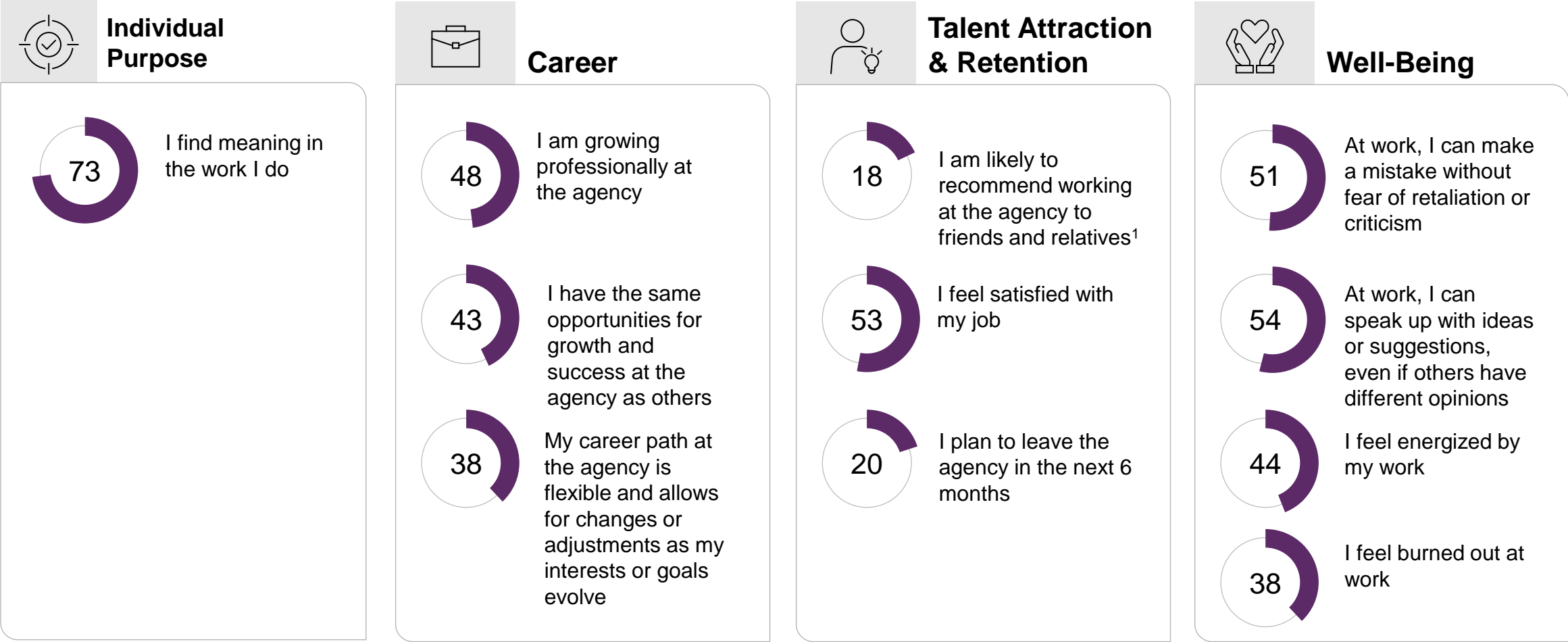
Question by question scores

Definitions



Employee Experience Factors

Percentage of respondents who selected 'agree' or 'strongly agree'



1. Responses to the question, “How likely are you to recommend working at the agency to friends and relatives?” answered on an eleven-point scale ranging from 0-Extremely unlikely to 10-Extremely likely. % of “Agree” responded “9” or “10.”



Contents

OHI Methodology

Overall OHI score, outcome scores, and practice scores

Employee Experience factors

Outcome and practice scores by demographics

Question by question scores

Definitions







Similarities and differences across groups

Division	<ul style="list-style-type: none">All Divisions have bottom quartile scores, except TURQ (n=51) which has an overall health score in the third quartile (64), 24 points above the organization as whole. This group reports relative strengths through second quartile scores in Direction, Work Environment, and CapabilitiesAdditionally, SATC (n=44) is the only other Division with an overall health score above 60 and has the highest Innovation & Learning score (57)Both groups have most of their practices outside of the bottom quartile, including several in the top quartile
Job Level	<ul style="list-style-type: none">All levels experience bottom quartile health across all outcomesSenior Leadership (n=48) perceives higher scores (frequency) in six practices which are in the third quartile; those with biggest difference than the rest of the organization are Meaningful Values (+24), Shared Vision (+16), and Career Opportunities (+16)
Tenure	<ul style="list-style-type: none">Less tenured colleagues (under 1 year) have highest scores across all health outcomes, but overall health remains in the bottom quartileAcross all practices, there is a difference between less tenured colleagues and the rest of the organization, most notable across Execution practices where most practices score in the second quartile or higher
Location	<ul style="list-style-type: none">All locations experience bottom quartile health across all outcomes and most practicesProcess-Based capabilities scores third quartile across all locations except Las Vegas (n=352) and Santa Fe (n=311)
Employee Type	<ul style="list-style-type: none">Contractors (n=67) report higher overall health (+20) than State Employees (n=1,645) and have higher scores across all outcomes and practicesContractors score 18 points or higher than State Employees in all “power practices”: Strategic Clarity, Role Clarity, Personal Ownership, and Position in Ecosystem



Outcomes by Division (1/3)

Percentage of respondents who selected 'agree' or 'strongly agree'

Benchmark:  Bottom quartile  Third quartile  Second quartile  Top quartile

	NMHealth	Administrative Services Division (ASD)	Epidemiology and Response Division (ERD)	Fort Bayard Medical Center (FBMC)	Information Technology Services Division (ITSD)	Los Lunas Community Program (LLCP)
n-size	1,712	52	104	127	51	123
OHI Score	40	28	27	41	57	29
Direction	46	36	30	49	68	34
Leadership	39	26	24	39	52	26
Work Environment	35	28	19	42	56	27
Accountability	49	35	36	53	64	42
Coordination & Control	35	21	18	34	44	29
Capabilities	58	45	51	51	79	40
Motivation	29	21	27	30	42	18
Innovation & Learning	29	22	13	32	47	19
External Orientation	37	21	24	39	57	26



Outcomes by Division (2/3)

Percentage of respondents who selected 'agree' or 'strongly agree'

Benchmark: Bottom quartile Third quartile Second quartile Top quartile

	NMHealth	New Mexico Behavioral Health Institute (NMBHI)	New Mexico Rehabilitation Center (NMRC)	New Mexico Veterans Home (NMVH)	Office of Facilities Management (OFM)	Office of the Secretary (OTS)
n-size	1,712	330	37	114	11	10
OHI Score	40	33	29	43	31	46
Direction	46	37	44	43	43	57
Leadership	39	33	27	42	30	63
Work Environment	35	27	18	42	29	35
Accountability	49	45	32	49	28	43
Coordination & Control	35	35	24	44	17	31
Capabilities	58	51	54	51	53	80
Motivation	29	20	17	30	18	50
Innovation & Learning	29	24	16	40	31	17
External Orientation	37	29	27	46	32	39



Outcomes by Division (3/3)

Percentage of respondents who selected 'agree' or 'strongly agree'

Benchmark: Bottom quartile Third quartile Second quartile Top quartile

	NMHealth	Public Health Division (PHD)	Scientific Laboratory Division (SLD)	Sequoyah Adolescent Treatment Center (SATC)	Turquoise Lodge Hospital (TURQ)	Other ¹
n-size	1,712	400	78	44	51	164
OHI Score	40	42	48	61	64	42
Direction	46	51	52	68	75	47
Leadership	39	43	46	67	72	43
Work Environment	35	36	37	49	73	35
Accountability	49	51	68	62	62	50
Coordination & Control	35	35	44	62	56	37
Capabilities	58	62	77	75	83	60
Motivation	29	34	30	48	57	33
Innovation & Learning	29	29	31	57	44	34
External Orientation	37	39	48	60	57	41

1. Employees who did not self-select any other Division demographic categories
Document intended to provide insights on currently available information for consideration and not specific advice
Data represents results reported in the Organizational Health Index survey run from May 13, 2024 through May 24, 2024 by employees at NMHealth
Source: NMHealth (n=1,712), Benchmark: Global (n=2,619,975, no. of surveys=682)

Note: Results not shown for groups of <10 participants to protect confidentiality



Practices by Division – Alignment (1/3)

Percentage of respondents who selected ‘often’ or almost always’

Benchmark: Bottom quartile Third quartile Second quartile Top quartile Practice does not have a benchmark¹

Outcomes	Practices	NMHealth	Administrative Services Division (ASD)	Epidemiology and Response Division (ERD)	Fort Bayard Medical Center (FBMC)	Information Technology Services Division (ITSD)	Los Lunas Community Program (LLCP)	New Mexico Behavioral Health Institute (NMBHI)
		1,712	52	104	127	51	123	330
Direction	Shared Vision	47	37	36	46	65	34	37
	Strategic Clarity	39	29	17	41	51	38	33
	Compelling Mission	39	23	21	42	57	33	36
Leadership	Decisive Leadership	44	28	32	36	62	37	40
	Consultative Leadership	28	14	20	22	44	21	26
	Empowering Leadership	34	20	28	32	53	24	30
	Supportive Leadership	38	22	24	35	58	28	32
	Challenging Leadership	38	28	27	35	46	31	35
Work Environment	Open & Trusting	39	26	26	39	54	31	34
	Inclusion & Belonging	33	21	17	34	54	25	25
	Healthy Working Norms	31	23	12	33	40	22	25
	Performance Transparency	25	18	11	28	35	23	22
	Organizational Connectivity	32	26	19	32	51	25	30
	Multiple Viewpoints	26	16	11	24	35	21	24

1. Benchmark not available for Public Sector module practices
Document intended to provide insights on currently available information for consideration and not specific advice
Data represents results reported in the Organizational Health Index survey run from May 13, 2024 through May 24, 2024 by employees at NMHealth
Source: NMHealth (n=1,712), Benchmark: Global (n=2,619,975, no. of surveys=682)

Note: Results not shown for groups of <10 participants to protect confidentiality



Practices by Division – Alignment (2/3)

Percentage of respondents who selected ‘often’ or almost always’

Benchmark: Bottom quartile Third quartile Second quartile Top quartile Top decile Practice does not have a benchmark¹

Outcomes	Practices	NMHealth	New Mexico Rehabilitation Center (NMRC)	New Mexico Veterans Home (NMVH)	Office of Facilities Management (OFM)	Office of the Secretary (OTS)	Public Health Division (PHD)	Scientific Laboratory Division (SLD)
Direction		1,712	37	114	11	10	400	78
	Shared Vision	47	31	44	40	90	52	45
	Strategic Clarity	39	32	41	31	52	42	36
Leadership	Compelling Mission	39	27	41	30	40	43	39
	Decisive Leadership	44	27	46	24	63	46	55
	Consultative Leadership	28	18	38	22	50	27	27
	Empowering Leadership	34	21	42	27	40	37	42
	Supportive Leadership	38	16	41	33	45	40	44
Work Environment	Challenging Leadership	38	22	48	30	45	39	48
	Open & Trusting	39	18	45	30	45	43	44
	Inclusion & Belonging	33	13	41	30	55	36	36
	Healthy Working Norms	31	26	39	20	25	32	35
	Performance Transparency	25	9	38	12	31	23	24
	Organizational Connectivity	32	19	42	35	25	30	38
	Multiple Viewpoints	26	13	35	16	53	23	26

1. Benchmark not available for Public Sector module practices
Document intended to provide insights on currently available information for consideration and not specific advice
Data represents results reported in the Organizational Health Index survey run from May 13, 2024 through May 24, 2024 by employees at NMHealth
Source: NMHealth (n=1,712), Benchmark: Global (n=2,619,975, no. of surveys=682)

Note: Results not shown for groups of <10 participants to protect confidentiality



Practices by Division – Alignment (3/3)

Percentage of respondents who selected 'often' or almost always'

Benchmark: Bottom quartile Third quartile Second quartile Top quartile Practice does not have a benchmark¹

Outcomes	Practices	NMHealth	Sequoiah Adolescent Treatment Center (SATC)	Turquoise Lodge Hospital (TURQ)	Other ²
		1,712	44	51	164
Direction	Shared Vision	47	77	73	52
	Strategic Clarity	39	72	71	43
	Compelling Mission	39	70	72	35
Leadership	Decisive Leadership	44	65	68	44
	Consultative Leadership	28	58	43	31
	Empowering Leadership	34	54	48	34
	Supportive Leadership	38	62	69	42
	Challenging Leadership	38	64	44	41
Work Environment	Open & Trusting	39	61	60	39
	Inclusion & Belonging	33	59	59	35
	Healthy Working Norms	31	52	57	36
	Performance Transparency	25	52	39	29
	Organizational Connectivity	32	58	55	31
	Multiple Viewpoints	26	58	52	27

1. Benchmark not available for Public Sector module practices 2. Employees who did not self-select any other Division demographic categories
Document intended to provide insights on currently available information for consideration and not specific advice
Data represents results reported in the Organizational Health Index survey run from May 13, 2024 through May 24, 2024 by employees at NMHealth
Source: NMHealth (n=1,712), Benchmark: Global (n=2,619,975, no. of surveys=682)

Note: Results not shown for groups of <10 participants to protect confidentiality



Practices by Division – Execution (1/6)

Percentage of respondents who selected 'often' or almost always'

Benchmark: Bottom quartile Third quartile Second quartile Top quartile Practice does not have a benchmark¹

Outcomes	Practices	NMHealth	Administrative Services Division (ASD)	Epidemiology and Response Division (ERD)	Fort Bayard Medical Center (FBMC)	Information Technology Services Division (ITSD)	Los Lunas Community Program (LLCP)	New Mexico Behavioral Health Institute (NMBHI)
		1,712	52	104	127	51	123	330
Accountability	Role Clarity	39	24	22	45	55	29	35
	Consequence Management	35	20	22	40	44	29	34
	Performance Goals	47	35	41	49	57	38	41
	Feedback	43	31	39	38	59	37	33
	Personal Ownership	41	31	27	45	55	30	33
	Decision Processes	34	22	16	35	43	30	32
	Decision Rights	42	36	23	45	63	40	40
Coordination & Control	People Performance Review	30	18	11	32	37	26	25
	Operational Management	36	17	10	44	47	31	34
	Financial Management	32	17	12	40	25	31	30
	Risk Management	32	20	11	36	38	28	31
	Operationally Disciplined	50	42	31	51	56	45	46
	Employee Conduct	39	33	20	42	45	40	37
	Efficient Prioritization	35	22	17	35	46	30	31
	Evaluation	38	17	17	45	44	31	32
	Sustainable Funding	30	13	15	32	23	24	23
	Resources	32	17	13	36	37	26	24

1. Benchmark not available for Public Sector module practices
Document intended to provide insights on currently available information for consideration and not specific advice
Data represents results reported in the Organizational Health Index survey run from May 13, 2024 through May 24, 2024 by employees at NMHealth
Source: NMHealth (n=1,712), Benchmark: Global (n=2,619,975, no. of surveys=682)

Note: Results not shown for groups of <10 participants to protect confidentiality



Practices by Division – Execution (2/6)

Percentage of respondents who selected 'often' or almost always'

Benchmark: Bottom quartile Third quartile Second quartile Top quartile Practice does not have a benchmark¹

Outcomes	Practices	NMHealth	Administrative Services Division (ASD)	Epidemiology and Response Division (ERD)	Fort Bayard Medical Center (FBMC)	Information Technology Services Division (ITSD)	Los Lunas Community Program (LLCP)	New Mexico Behavioral Health Institute (NMBHI)
		1,712	52	104	127	51	123	330
Capabilities	Talent Acquisition	37	23	25	35	51	25	30
	Talent Development	42	22	21	44	40	43	42
	Process Based Capabilities	46	27	17	52	42	50	45
	Talent Deployment	35	25	15	35	40	30	29
	Tech Enablement	37	19	11	40	57	36	29
	Subject Matter Expertise	32	16	10	31	32	27	26
Motivation	Meaningful Values	31	14	9	30	50	25	31
	Inspirational Leaders	35	23	20	35	50	25	31
	Financial Incentives	14	13	4	23	14	14	14
	Rewards & Recognition	18	12	4	26	23	16	17
	Career Opportunities	27	18	12	31	36	28	25

1. Benchmark not available for Public Sector module practices
Document intended to provide insights on currently available information for consideration and not specific advice
Data represents results reported in the Organizational Health Index survey run from May 13, 2024 through May 24, 2024 by employees at NMHealth
Source: NMHealth (n=1,712), Benchmark: Global (n=2,619,975, no. of surveys=682)

Note: Results not shown for groups of <10 participants to protect confidentiality



Practices by Division – Execution (3/6)

Percentage of respondents who selected 'often' or almost always'

Benchmark: Bottom quartile Third quartile Second quartile Top quartile Practice does not have a benchmark¹

Outcomes	Practices	NMHealth	New Mexico Rehabilitation Center (NMRC)	New Mexico Veterans Home (NMVH)	Office of Facilities Management (OFM)	Office of the Secretary (OTS)	Public Health Division (PHD)	Scientific Laboratory Division (SLD)
		1,712	37	114	11	10	400	78
Accountability	Role Clarity	39	34	42	15	30	41	50
	Consequence Management	35	32	39	10	20	34	36
	Performance Goals	47	34	45	22	29	53	59
	Feedback	43	26	43	39	33	50	49
	Personal Ownership	41	28	46	17	40	48	44
	Decision Processes	34	23	38	28	10	34	44
	Decision Rights	42	33	45	45	40	41	50
Coordination & Control	People Performance Review	30	23	40	22	30	30	33
	Operational Management	36	19	39	22	44	36	44
	Financial Management	32	29	37	29	0	29	27
	Risk Management	32	23	43	22	11	28	32
	Operationally Disciplined	50	33	51	32	40	54	66
	Employee Conduct	39	23	54	33	13	35	45
	Efficient Prioritization	35	15	43	27	47	37	46
	Evaluation	38	24	44	34	45	39	43
	Sustainable Funding	30	24	39	27	15	30	32
	Resources	32	29	46	22	30	31	39

1. Benchmark not available for Public Sector module practices
Document intended to provide insights on currently available information for consideration and not specific advice
Data represents results reported in the Organizational Health Index survey run from May 13, 2024 through May 24, 2024 by employees at NMHealth
Source: NMHealth (n=1,712), Benchmark: Global (n=2,619,975, no. of surveys=682)

Note: Results not shown for groups of <10 participants to protect confidentiality



Practices by Division – Execution (4/6)

Percentage of respondents who selected 'often' or almost always'

Benchmark: Bottom quartile Third quartile Second quartile Top quartile Practice does not have a benchmark¹

Outcomes	Practices	NMHealth	New Mexico Rehabilitation Center (NMRC)	New Mexico Veterans Home (NMVH)	Office of Facilities Management (OFM)	Office of the Secretary (OTS)	Public Health Division (PHD)	Scientific Laboratory Division (SLD)
		1,712	37	114	11	10	400	78
Capabilities	Talent Acquisition	37	35	40	30	44	38	44
	Talent Development	42	27	41	29	25	42	62
	Process Based Capabilities	46	35	47	38	22	47	75
	Talent Deployment	35	31	43	11	39	38	50
	Tech Enablement	37	21	42	30	40	38	42
	Subject Matter Expertise	32	24	41	11	20	35	38
Motivation	Meaningful Values	31	22	40	22	60	29	31
	Inspirational Leaders	35	16	39	22	45	38	37
	Financial Incentives	14	9	30	22	0	9	8
	Rewards & Recognition	18	15	33	17	10	14	12
	Career Opportunities	27	18	38	24	32	25	31

1. Benchmark not available for Public Sector module practices
Document intended to provide insights on currently available information for consideration and not specific advice
Data represents results reported in the Organizational Health Index survey run from May 13, 2024 through May 24, 2024 by employees at NMHealth
Source: NMHealth (n=1,712), Benchmark: Global (n=2,619,975, no. of surveys=682)

Note: Results not shown for groups of <10 participants to protect confidentiality



Practices by Division – Execution (5/6)

Percentage of respondents who selected 'often' or almost always'

Benchmark: Bottom quartile Third quartile Second quartile Top quartile Top decile Practice does not have a benchmark¹

Outcomes	Practices	NMHealth	Sequoyah Adolescent Treatment Center (SATC)	Turquoise Lodge Hospital (TURQ)	Other
		1,712	44	51	164
Accountability	Role Clarity	39	67	61	42
	Consequence Management	35	68	51	36
	Performance Goals	47	67	57	50
	Feedback	43	64	56	48
	Personal Ownership	41	62	55	39
	Decision Processes	34	65	48	37
	Decision Rights	42	66	51	43
Coordination & Control	People Performance Review	30	58	53	34
	Operational Management	36	76	71	40
	Financial Management	32	82	80	37
	Risk Management	32	73	63	35
	Operationally Disciplined	50	71	83	50
	Employee Conduct	39	70	47	36
	Efficient Prioritization	35	61	55	35
	Evaluation	38	70	67	44
	Sustainable Funding	30	63	59	41
	Resources	32	63	54	37

1. Benchmark not available for Public Sector module practices 2. Employees who did not self-select any other Division demographic categories
Document intended to provide insights on currently available information for consideration and not specific advice
Data represents results reported in the Organizational Health Index survey run from May 13, 2024 through May 24, 2024 by employees at NMHealth
Source: NMHealth (n=1,712), Benchmark: Global (n=2,619,975, no. of surveys=682)

Note: Results not shown for groups of <10 participants to protect confidentiality



Practices by Division – Execution (6/6)

Percentage of respondents who selected 'often' or almost always'

Benchmark: Bottom quartile Third quartile Second quartile Top quartile Practice does not have a benchmark¹

Outcomes	Practices	NMHealth	Sequoyah Adolescent Treatment Center (SATC)	Turquoise Lodge Hospital (TURQ)	Other ²
		1,712	44	51	164
Capabilities	Talent Acquisition	37	59	74	41
	Talent Development	42	55	63	44
	Process Based Capabilities	46	69	72	42
	Talent Deployment	35	53	61	32
	Tech Enablement	37	66	61	41
	Subject Matter Expertise	32	59	49	41
Motivation	Meaningful Values	31	60	56	34
	Inspirational Leaders	35	62	66	39
	Financial Incentives	14	31	13	19
	Rewards & Recognition	18	37	21	23
	Career Opportunities	27	50	40	29

1. Benchmark not available for Public Sector module practices 2. Employees who did not self-select any other Division demographic categories
Document intended to provide insights on currently available information for consideration and not specific advice
Data represents results reported in the Organizational Health Index survey run from May 13, 2024 through May 24, 2024 by employees at NMHealth
Source: NMHealth (n=1,712), Benchmark: Global (n=2,619,975, no. of surveys=682)

Note: Results not shown for groups of <10 participants to protect confidentiality



Practices by Division – Renewal (1/3)

Percentage of respondents who selected 'often' or almost always'

Benchmark: Bottom quartile Third quartile Second quartile Top quartile Practice does not have a benchmark¹

Outcomes	Practices	NMHealth	Administrative Services Division (ASD)	Epidemiology and Response Division (ERD)	Fort Bayard Medical Center (FBMC)	Information Technology Services Division (ITSD)	Los Lunas Community Program (LLCP)	New Mexico Behavioral Health Institute (NMBHI)
		1,712	52	104	127	51	123	330
Innovation & Learning	Top-Down Innovation	25	19	6	21	43	19	22
	Employee Innovation	24	12	15	22	39	19	20
	Knowledge Sharing	30	11	19	28	41	21	27
	Data-Driven Decision Making	40	22	29	36	47	30	33
	Capturing External Ideas	28	10	10	29	37	17	21
External Orientation	Stakeholder Orientation	43	30	25	42	60	32	36
	Position in Ecosystem	36	26	13	36	53	26	32
	External Partnerships	42	33	31	37	63	28	34
	Social Responsibility	40	30	29	34	62	29	33
	Government & Industry Relations	42	25	29	41	66	24	32
	Stakeholder Management	38	15	32	38	44	31	29

1. Benchmark not available for Public Sector module practices
Document intended to provide insights on currently available information for consideration and not specific advice
Data represents results reported in the Organizational Health Index survey run from May 13, 2024 through May 24, 2024 by employees at NMHealth
Source: NMHealth (n=1,712), Benchmark: Global (n=2,619,975, no. of surveys=682)

Note: Results not shown for groups of <10 participants to protect confidentiality



Practices by Division – Renewal (2/3)

Percentage of respondents who selected 'often' or almost always'

Benchmark: Bottom quartile Third quartile Second quartile Top quartile Practice does not have a benchmark¹

Outcomes	Practices	NMHealth	New Mexico Rehabilitation Center (NMRC)	New Mexico Veterans Home (NMVH)	Office of Facilities Management (OFM)	Office of the Secretary (OTS)	Public Health Division (PHD)	Scientific Laboratory Division (SLD)
		1,712	37	114	11	10	400	78
Innovation & Learning	Top-Down Innovation	25	23	39	22	40	23	22
	Employee Innovation	24	10	34	18	25	23	29
	Knowledge Sharing	30	17	42	14	40	33	27
	Data-Driven Decision Making	40	20	44	33	60	42	53
	Capturing External Ideas	28	13	42	14	40	31	33
External Orientation	Stakeholder Orientation	43	27	51	26	51	44	57
	Position in Ecosystem	36	30	52	25	27	36	46
	External Partnerships	42	33	53	44	60	45	46
	Social Responsibility	40	28	46	26	52	43	46
	Government & Industry Relations	42	35	52	17	60	47	65
	Stakeholder Management	38	25	47	25	44	44	28

1. Benchmark not available for Public Sector module practices
Document intended to provide insights on currently available information for consideration and not specific advice
Data represents results reported in the Organizational Health Index survey run from May 13, 2024 through May 24, 2024 by employees at NMHealth
Source: NMHealth (n=1,712), Benchmark: Global (n=2,619,975, no. of surveys=682)

Note: Results not shown for groups of <10 participants to protect confidentiality



Practices by Division – Renewal (3/3)

Percentage of respondents who selected 'often' or almost always'

Benchmark: Bottom quartile Third quartile Second quartile Top quartile Practice does not have a benchmark¹

Outcomes	Practices	NMHealth	Sequoiah Adolescent Treatment Center (SATC)	Turquoise Lodge Hospital (TURQ)	Other ²
		1,712	44	51	164
Innovation & Learning	Top-Down Innovation	25	47	44	30
	Employee Innovation	24	46	43	28
	Knowledge Sharing	30	55	60	31
	Data-Driven Decision Making	40	59	65	48
	Capturing External Ideas	28	56	50	32
External Orientation	Stakeholder Orientation	43	70	69	50
	Position in Ecosystem	36	63	58	42
	External Partnerships	42	61	70	48
	Social Responsibility	40	62	73	50
	Government & Industry Relations	42	60	56	49
	Stakeholder Management	38	63	42	47

1. Benchmark not available for Public Sector module practices 2. Employees who did not self-select any other Division demographic categories
Document intended to provide insights on currently available information for consideration and not specific advice
Data represents results reported in the Organizational Health Index survey run from May 13, 2024 through May 24, 2024 by employees at NMHealth
Source: NMHealth (n=1,712), Benchmark: Global (n=2,619,975, no. of surveys=682)

Note: Results not shown for groups of <10 participants to protect confidentiality



Outcomes by Job Level

Percentage of respondents who selected 'agree' or 'strongly agree'

Benchmark: Bottom quartile Third quartile Second quartile Top quartile

	NMHealth	Senior Leadership	Management	Supervisor	Individual contributor / Frontline worker
n-size	1,712	48	211	274	1,179
OHI Score	40	42	37	38	41
Direction	46	45	44	46	46
Leadership	39	61	41	37	39
Work Environment	35	37	35	33	36
Accountability	49	50	44	47	51
Coordination & Control	35	29	29	33	38
Capabilities	58	54	55	56	58
Motivation	29	38	28	27	30
Innovation & Learning	29	34	24	26	30
External Orientation	37	34	32	34	38



Practices by Job Level – Alignment

Percentage of respondents who selected 'often' or almost always'

Benchmark: Bottom quartile Third quartile Second quartile Top quartile Practice does not have a benchmark¹

Outcomes	Practices	NMHealth	Senior Leadership	Management	Supervisor	Individual contributor / Frontline worker
		1,712	48	211	274	1,179
Direction	Shared Vision	47	63	40	46	47
	Strategic Clarity	39	47	33	36	41
	Compelling Mission	39	50	35	37	40
Leadership	Decisive Leadership	44	51	42	42	44
	Consultative Leadership	28	46	29	26	28
	Empowering Leadership	34	45	30	32	36
	Supportive Leadership	38	47	37	37	38
	Challenging Leadership	38	50	37	38	38
Work Environment	Open & Trusting	39	50	39	38	39
	Inclusion & Belonging	33	44	32	31	33
	Healthy Working Norms	31	40	25	32	31
	Performance Transparency	25	32	21	24	26
	Organizational Connectivity	32	32	29	34	32
	Multiple Viewpoints	26	43	27	25	25

1. Benchmark not available for Public Sector module practices
Document intended to provide insights on currently available information for consideration and not specific advice
Data represents results reported in the Organizational Health Index survey run from May 13, 2024 through May 24, 2024 by employees at NMHealth
Source: NMHealth (n=1,712), Benchmark: Global (n=2,619,975, no. of surveys=682)

Note: Results not shown for groups of <10 participants to protect confidentiality



Practices by Job Level – Execution (1/2)

Percentage of respondents who selected 'often' or almost always'

Benchmark: Bottom quartile Third quartile Second quartile Top quartile Practice does not have a benchmark¹

Outcomes	Practices	NMHealth	Senior Leadership	Management	Supervisor	Individual contributor / Frontline worker
		1,712	48	211	274	1,179
Accountability	Role Clarity	39	45	32	39	41
	Consequence Management	35	40	25	30	37
	Performance Goals	47	50	41	46	49
	Feedback	43	45	42	46	43
	Personal Ownership	41	53	40	43	40
	Decision Processes	34	39	25	33	36
	Decision Rights	42	44	34	41	44
Coordination & Control	People Performance Review	30	33	24	29	31
	Operational Management	36	45	25	32	39
	Financial Management	32	38	22	27	36
	Risk Management	32	50	23	27	34
	Operationally Disciplined	50	61	42	50	52
	Employee Conduct	39	40	30	34	41
	Efficient Prioritization	35	47	27	34	36
	Evaluation	38	47	30	35	40
	Sustainable Funding	30	32	21	28	32
	Resources	32	40	23	30	33

1. Benchmark not available for Public Sector module practices
Document intended to provide insights on currently available information for consideration and not specific advice
Data represents results reported in the Organizational Health Index survey run from May 13, 2024 through May 24, 2024 by employees at NMHealth
Source: NMHealth (n=1,712), Benchmark: Global (n=2,619,975, no. of surveys=682)

Note: Results not shown for groups of <10 participants to protect confidentiality



Practices by Job Level – Execution (2/2)

Percentage of respondents who selected 'often' or almost always'

Benchmark: Bottom quartile Third quartile Second quartile Top quartile Practice does not have a benchmark¹

Outcomes	Practices	NMHealth	Senior Leadership	Management	Supervisor	Individual contributor / Frontline worker
		1,712	48	211	274	1,179
Capabilities	Talent Acquisition	37	46	32	34	38
	Talent Development	42	51	38	41	42
	Process Based Capabilities	46	50	36	42	49
	Talent Deployment	35	46	27	34	36
	Tech Enablement	37	44	25	35	39
	Subject Matter Expertise	32	38	23	30	34
Motivation	Meaningful Values	31	55	25	26	32
	Inspirational Leaders	35	50	34	34	35
	Financial Incentives	14	24	7	11	16
	Rewards & Recognition	18	27	11	16	20
	Career Opportunities	27	43	24	25	28

1. Benchmark not available for Public Sector module practices
Document intended to provide insights on currently available information for consideration and not specific advice
Data represents results reported in the Organizational Health Index survey run from May 13, 2024 through May 24, 2024 by employees at NMHealth
Source: NMHealth (n=1,712), Benchmark: Global (n=2,619,975, no. of surveys=682)

Note: Results not shown for groups of <10 participants to protect confidentiality



Practices by Job Level – Renewal

Percentage of respondents who selected 'often' or almost always'

Benchmark: Bottom quartile Third quartile Second quartile Top quartile Practice does not have a benchmark¹

Outcomes	Practices	NMHealth	Senior Leadership	Management	Supervisor	Individual contributor / Frontline worker
		1,712	48	211	274	1,179
Innovation & Learning	Top-Down Innovation	25	37	20	24	26
	Employee Innovation	24	34	19	24	25
	Knowledge Sharing	30	46	23	31	31
	Data-Driven Decision Making	40	47	39	38	40
	Capturing External Ideas	28	37	20	29	29
External Orientation	Stakeholder Orientation	43	45	37	40	44
	Position in Ecosystem	36	38	25	36	39
	External Partnerships	42	51	31	44	44
	Social Responsibility	40	45	34	40	42
	Government & Industry Relations	42	52	35	41	44
	Stakeholder Management	38	38	37	38	38





1. Benchmark not available for Public Sector module practices
Document intended to provide insights on currently available information for consideration and not specific advice
Data represents results reported in the Organizational Health Index survey run from May 13, 2024 through May 24, 2024 by employees at NMHealth
Source: NMHealth (n=1,712), Benchmark: Global (n=2,619,975, no. of surveys=682)

Note: Results not shown for groups of <10 participants to protect confidentiality



Outcomes by Tenure

Percentage of respondents who selected 'agree' or 'strongly agree'

Benchmark:  Bottom quartile  Third quartile  Second quartile  Top quartile

	NMHealth	Less than 1 year	1-2 years	3-4 years	5-10 years	11-15 years	16-20 years	More than 20 years
n-size	1,712	144	413	223	457	167	130	178
OHI Score	40	61	45	40	36	32	35	31
Direction	46	64	51	43	43	39	45	35
Leadership	39	65	46	39	35	31	31	31
Work Environment	35	60	41	33	33	25	27	27
Accountability	49	65	54	50	46	44	44	40
Coordination & Control	35	57	40	38	30	27	32	29
Capabilities	58	74	63	57	55	48	56	48
Motivation	29	51	32	34	27	20	21	22
Innovation & Learning	29	55	32	29	27	21	23	21
External Orientation	37	60	43	37	31	30	34	30



Practices by Tenure – Alignment

Percentage of respondents who selected 'often' or almost always'

Benchmark: Bottom quartile Third quartile Second quartile Top quartile Practice does not have a benchmark¹

Outcomes	Practices	NMHealth	Less than 1 year	1-2 years	3-4 years	5-10 years	11-15 years	16-20 years	More than 20 years
		1,712	144	413	223	457	167	130	178
Direction	Shared Vision	47	72	55	48	41	37	42	35
	Strategic Clarity	39	69	46	38	34	33	37	28
	Compelling Mission	39	66	47	37	34	30	34	30
Leadership	Decisive Leadership	44	66	49	45	40	37	38	34
	Consultative Leadership	28	55	35	29	23	18	20	21
	Empowering Leadership	34	59	44	32	29	27	24	27
	Supportive Leadership	38	63	45	38	34	28	25	28
	Challenging Leadership	38	59	46	38	33	31	29	31
Work Environment	Open & Trusting	39	67	48	38	34	30	30	27
	Inclusion & Belonging	33	63	41	31	29	24	23	20
	Healthy Working Norms	31	54	39	29	27	20	23	19
	Performance Transparency	25	51	33	25	21	18	14	17
	Organizational Connectivity	32	57	38	30	28	27	26	26
	Multiple Viewpoints	26	57	32	23	20	21	17	17

1. Benchmark not available for Public Sector module practices
Document intended to provide insights on currently available information for consideration and not specific advice
Data represents results reported in the Organizational Health Index survey run from May 13, 2024 through May 24, 2024 by employees at NMHealth
Source: NMHealth (n=1,712), Benchmark: Global (n=2,619,975, no. of surveys=682)

Note: Results not shown for groups of <10 participants to protect confidentiality



Practices by Tenure – Execution (1/2)

Percentage of respondents who selected 'often' or almost always'

Benchmark: Bottom quartile Third quartile Second quartile Top quartile Practice does not have a benchmark¹

Outcomes	Practices	NMHealth	Less than 1 year	1-2 years	3-4 years	5-10 years	11-15 years	16-20 years	More than 20 years
		1,712	144	413	223	457	167	130	178
Accountability	Role Clarity	39	61	45	39	37	35	32	30
	Consequence Management	35	62	41	33	31	26	24	29
	Performance Goals	47	65	52	49	44	42	37	42
	Feedback	43	64	48	44	39	38	34	35
	Personal Ownership	41	63	46	38	37	37	33	34
	Decision Processes	34	63	41	32	30	26	25	26
	Decision Rights	42	63	48	38	38	39	35	39
Coordination & Control	People Performance Review	30	59	35	32	28	22	17	19
	Operational Management	36	66	45	37	30	27	26	26
	Financial Management	32	62	41	33	28	21	22	20
	Risk Management	32	63	40	25	28	23	24	23
	Operationally Disciplined	50	72	58	47	47	43	46	42
	Employee Conduct	39	69	46	37	35	30	30	27
	Efficient Prioritization	35	60	43	32	31	26	27	27
	Evaluation	38	69	46	37	33	28	30	24
	Sustainable Funding	30	56	37	29	26	20	28	18
	Resources	32	55	39	29	29	25	25	24

1. Benchmark not available for Public Sector module practices
Document intended to provide insights on currently available information for consideration and not specific advice
Data represents results reported in the Organizational Health Index survey run from May 13, 2024 through May 24, 2024 by employees at NMHealth
Source: NMHealth (n=1,712), Benchmark: Global (n=2,619,975, no. of surveys=682)

Note: Results not shown for groups of <10 participants to protect confidentiality



Practices by Tenure – Execution (2/2)

Percentage of respondents who selected 'often' or almost always'

Benchmark: Bottom quartile Third quartile Second quartile Top quartile Practice does not have a benchmark¹

Outcomes	Practices	NMHealth	Less than 1 year	1-2 years	3-4 years	5-10 years	11-15 years	16-20 years	More than 20 years
		1,712	144	413	223	457	167	130	178
Capabilities	Talent Acquisition	37	70	45	34	32	25	27	28
	Talent Development	42	63	46	40	38	37	34	36
	Process Based Capabilities	46	70	52	44	41	40	39	41
	Talent Deployment	35	64	43	34	27	27	28	28
	Tech Enablement	37	61	43	34	31	29	32	32
	Subject Matter Expertise	32	65	38	32	26	23	21	25
Motivation	Meaningful Values	31	58	39	29	28	21	20	21
	Inspirational Leaders	35	60	45	35	30	25	27	25
	Financial Incentives	14	40	19	13	11	10	8	8
	Rewards & Recognition	18	49	23	18	14	14	10	10
	Career Opportunities	27	58	32	28	24	20	19	22

1. Benchmark not available for Public Sector module practices
Document intended to provide insights on currently available information for consideration and not specific advice
Data represents results reported in the Organizational Health Index survey run from May 13, 2024 through May 24, 2024 by employees at NMHealth
Source: NMHealth (n=1,712), Benchmark: Global (n=2,619,975, no. of surveys=682)

Note: Results not shown for groups of <10 participants to protect confidentiality



Practices by Tenure – Renewal

Percentage of respondents who selected 'often' or almost always'

Benchmark: Bottom quartile Third quartile Second quartile Top quartile Practice does not have a benchmark¹

Outcomes	Practices	NMHealth	Less than 1 year	1-2 years	3-4 years	5-10 years	11-15 years	16-20 years	More than 20 years
		1,712	144	413	223	457	167	130	178
Innovation & Learning	Top-Down Innovation	25	51	30	23	24	19	17	16
	Employee Innovation	24	51	29	21	21	17	19	17
	Knowledge Sharing	30	63	39	26	24	25	22	20
	Data-Driven Decision Making	40	64	47	34	36	34	36	29
	Capturing External Ideas	28	53	34	24	25	24	20	19
External Orientation	Stakeholder Orientation	43	68	49	42	38	34	33	35
	Position in Ecosystem	36	70	43	38	29	26	30	27
	External Partnerships	42	74	52	37	39	33	31	30
	Social Responsibility	40	66	49	40	36	31	31	31
	Government & Industry Relations	42	68	48	39	39	36	38	33
	Stakeholder Management	38	60	44	40	31	35	28	32

1. Benchmark not available for Public Sector module practices
Document intended to provide insights on currently available information for consideration and not specific advice
Data represents results reported in the Organizational Health Index survey run from May 13, 2024 through May 24, 2024 by employees at NMHealth
Source: NMHealth (n=1,712), Benchmark: Global (n=2,619,975, no. of surveys=682)

Note: Results not shown for groups of <10 participants to protect confidentiality



Outcomes by Location

Percentage of respondents who selected 'agree' or 'strongly agree'

Benchmark: Bottom quartile Third quartile Second quartile Top quartile

	NMHealth	Albuquerque	Las Vegas	Santa Fe	Other ¹	Fort Bayard	Los Lunas	TorC
n-size	1,712	399	352	311	276	132	127	115
OHI Score	40	45	34	36	46	41	30	42
Direction	46	52	37	44	55	48	33	43
Leadership	39	47	34	37	45	38	27	42
Work Environment	35	37	30	32	41	42	27	41
Accountability	49	54	46	44	52	53	44	47
Coordination & Control	35	39	35	27	42	34	29	43
Capabilities	58	67	51	55	68	51	41	50
Motivation	29	34	21	32	36	30	19	30
Innovation & Learning	29	33	25	23	34	32	19	40
External Orientation	37	45	30	30	42	39	27	45

1. Employees who did not self-select any other Location demographic categories
Document intended to provide insights on currently available information for consideration and not specific advice
Data represents results reported in the Organizational Health Index survey run from May 13, 2024 through May 24, 2024 by employees at NMHealth
Source: NMHealth (n=1,712), Benchmark: Global (n=2,619,975, no. of surveys=682)

Note: Results not shown for groups of <10 participants to protect confidentiality



Practices by Location – Alignment

Percentage of respondents who selected 'often' or almost always'

Benchmark: Bottom quartile Third quartile Second quartile Top quartile Practice does not have a benchmark¹

Outcomes	Practices	NMHealth	Albuquerque	Las Vegas	Santa Fe	Other ²	Fort Bayard	Los Lunas	TorC
		1,712	399	352	311	276	132	127	115
Direction	Shared Vision	47	55	37	46	55	44	33	46
	Strategic Clarity	39	44	33	32	49	39	38	42
	Compelling Mission	39	44	36	34	44	41	34	41
Leadership	Decisive Leadership	44	51	40	41	47	36	37	46
	Consultative Leadership	28	31	26	27	29	24	22	36
	Empowering Leadership	34	38	30	35	37	33	24	42
	Supportive Leadership	38	44	33	35	42	35	28	40
	Challenging Leadership	38	41	35	37	41	35	30	46
Work Environment	Open & Trusting	39	42	35	38	44	39	32	44
	Inclusion & Belonging	33	35	27	31	40	34	26	40
	Healthy Working Norms	31	36	26	24	36	33	23	37
	Performance Transparency	25	25	23	20	29	28	23	36
	Organizational Connectivity	32	34	31	28	36	33	26	39
	Multiple Viewpoints	26	29	24	22	28	25	22	33

1. Benchmark not available for Public Sector module practices 2. Employees who did not self-select any other Location demographic categories
Document intended to provide insights on currently available information for consideration and not specific advice
Data represents results reported in the Organizational Health Index survey run from May 13, 2024 through May 24, 2024 by employees at NMHealth
Source: NMHealth (n=1,712), Benchmark: Global (n=2,619,975, no. of surveys=682)

Note: Results not shown for groups of <10 participants to protect confidentiality



Practices by Location – Execution (1/2)

Percentage of respondents who selected 'often' or almost always'

Benchmark: Bottom quartile Third quartile Second quartile Top quartile Practice does not have a benchmark¹

Outcomes	Practices	NMHealth	Albuquerque	Las Vegas	Santa Fe	Other ²	Fort Bayard	Los Lunas	TorC
		1,712	399	352	311	276	132	127	115
Accountability	Role Clarity	39	44	36	32	48	46	31	39
	Consequence Management	35	36	34	26	41	40	30	38
	Performance Goals	47	51	41	46	56	49	40	45
	Feedback	43	50	34	44	50	39	38	43
	Personal Ownership	41	42	34	40	50	45	31	44
	Decision Processes	34	36	33	28	39	35	31	37
	Decision Rights	42	45	41	35	47	45	40	45
Coordination & Control	People Performance Review	30	32	26	23	37	32	27	38
	Operational Management	36	42	34	27	40	44	32	38
	Financial Management	32	38	30	20	39	40	30	36
	Risk Management	32	36	30	21	35	36	27	41
	Operationally Disciplined	50	58	46	43	56	50	47	51
	Employee Conduct	39	39	37	28	43	42	40	51
	Efficient Prioritization	35	39	31	29	42	35	29	41
	Evaluation	38	44	33	30	44	45	30	44
	Sustainable Funding	30	34	24	22	38	32	25	38
	Resources	32	35	24	24	40	36	28	46

1. Benchmark not available for Public Sector module practices 2. Employees who did not self-select any other Location demographic categories
Document intended to provide insights on currently available information for consideration and not specific advice
Data represents results reported in the Organizational Health Index survey run from May 13, 2024 through May 24, 2024 by employees at NMHealth
Source: NMHealth (n=1,712), Benchmark: Global (n=2,619,975, no. of surveys=682)

Note: Results not shown for groups of <10 participants to protect confidentiality



Practices by Location – Execution (2/2)

Percentage of respondents who selected 'often' or almost always'

Benchmark: Bottom quartile Third quartile Second quartile Top quartile Practice does not have a benchmark¹

Outcomes	Practices	NMHealth	Albuquerque	Las Vegas	Santa Fe	Other ²	Fort Bayard	Los Lunas	TorC
		1,712	399	352	311	276	132	127	115
Capabilities	Talent Acquisition	37	45	31	32	44	37	26	39
	Talent Development	42	47	42	32	43	43	45	40
	Process Based Capabilities	46	52	45	29	53	51	51	47
	Talent Deployment	35	39	30	27	43	35	32	41
	Tech Enablement	37	39	30	29	45	39	38	42
	Subject Matter Expertise	32	34	27	24	43	31	28	41
Motivation	Meaningful Values	31	33	30	26	37	30	24	39
	Inspirational Leaders	35	41	31	35	38	33	26	38
	Financial Incentives	14	11	14	11	14	24	14	29
	Rewards & Recognition	18	14	18	15	19	26	16	32
	Career Opportunities	27	28	25	20	31	32	29	37

1. Benchmark not available for Public Sector module practices 2. Employees who did not self-select any other Location demographic categories
Document intended to provide insights on currently available information for consideration and not specific advice
Data represents results reported in the Organizational Health Index survey run from May 13, 2024 through May 24, 2024 by employees at NMHealth
Source: NMHealth (n=1,712), Benchmark: Global (n=2,619,975, no. of surveys=682)

Note: Results not shown for groups of <10 participants to protect confidentiality



Practices by Location – Renewal

Percentage of respondents who selected 'often' or almost always'

Benchmark: Bottom quartile Third quartile Second quartile Top quartile Practice does not have a benchmark¹

Outcomes	Practices	NMHealth	Albuquerque	Las Vegas	Santa Fe	Other ²	Fort Bayard	Los Lunas	TorC
		1,712	399	352	311	276	132	127	115
Innovation & Learning	Top-Down Innovation	25	25	23	23	32	22	18	38
	Employee Innovation	24	27	21	21	26	23	19	32
	Knowledge Sharing	30	34	27	24	38	28	20	41
	Data-Driven Decision Making	40	50	33	35	45	36	28	43
	Capturing External Ideas	28	35	21	20	34	30	16	42
External Orientation	Stakeholder Orientation	43	50	36	36	50	41	31	51
	Position in Ecosystem	36	41	33	27	45	36	25	52
	External Partnerships	42	50	35	38	51	38	29	51
	Social Responsibility	40	48	34	36	50	34	30	45
	Government & Industry Relations	42	52	32	36	54	43	24	51
	Stakeholder Management	38	39	30	35	49	37	30	47

1. Benchmark not available for Public Sector module practices 2. Employees who did not self-select any other Location demographic categories
Document intended to provide insights on currently available information for consideration and not specific advice
Data represents results reported in the Organizational Health Index survey run from May 13, 2024 through May 24, 2024 by employees at NMHealth
Source: NMHealth (n=1,712), Benchmark: Global (n=2,619,975, no. of surveys=682)

Note: Results not shown for groups of <10 participants to protect confidentiality



Outcomes by Employee Type

Percentage of respondents who selected 'agree' or 'strongly agree'






Benchmark: Bottom quartile Third quartile Second quartile Top quartile

	NMHealth	State employee	Contractor / Agency staff
n-size	1,712	1,645	67
OHI Score	40	39	59
Direction	46	45	64
Leadership	39	39	59
Work Environment	35	34	52
Accountability	49	48	65
Coordination & Control	35	35	59
Capabilities	58	57	66
Motivation	29	29	51
Innovation & Learning	29	28	53
External Orientation	37	36	64



Practices by Employee Type – Alignment

Percentage of respondents who selected 'often' or almost always'

Benchmark:  Bottom quartile  Third quartile  Second quartile  Top quartile  Practice does not have a benchmark¹

Outcomes	Practices	NMHealth	State employee	Contractor / Agency staff
		1,712	1,645	67
Direction	Shared Vision	47	46	72
	Strategic Clarity	39	38	68
	Compelling Mission	39	38	63
Leadership	Decisive Leadership	44	43	57
	Consultative Leadership	28	28	46
	Empowering Leadership	34	34	51
	Supportive Leadership	38	37	54
	Challenging Leadership	38	38	57
Work Environment	Open & Trusting	39	39	56
	Inclusion & Belonging	33	32	58
	Healthy Working Norms	31	30	47
	Performance Transparency	25	24	48
	Organizational Connectivity	32	31	51
	Multiple Viewpoints	26	25	46

1. Benchmark not available for Public Sector module practices

Document intended to provide insights on currently available information for consideration and not specific advice

Data represents results reported in the Organizational Health Index survey run from May 13, 2024 through May 24, 2024 by employees at NMHealth

Source: NMHealth (n=1,712), Benchmark: Global (n=2,619,975, no. of surveys=682)

Note: Results not shown for groups of <10 participants to protect confidentiality



Practices by Employee Type – Execution (1/2)

Percentage of respondents who selected 'often' or almost always'

Benchmark: Bottom quartile Third quartile Second quartile Top quartile Practice does not have a benchmark¹

Outcomes	Practices	NMHealth	State employee	Contractor / Agency staff
		1,712	1,645	67
Accountability	Role Clarity	39	39	60
	Consequence Management	35	34	53
	Performance Goals	47	47	63
	Feedback	43	43	64
	Personal Ownership	41	40	58
	Decision Processes	34	34	49
	Decision Rights	42	42	59
Coordination & Control	People Performance Review	30	29	57
	Operational Management	36	36	58
	Financial Management	32	32	52
	Risk Management	32	31	51
	Operationally Disciplined	50	50	62
	Employee Conduct	39	38	66
	Efficient Prioritization	35	34	52
	Evaluation	38	37	62
	Sustainable Funding	30	29	57
	Resources	32	31	54

1. Benchmark not available for Public Sector module practices

Document intended to provide insights on currently available information for consideration and not specific advice

Data represents results reported in the Organizational Health Index survey run from May 13, 2024 through May 24, 2024 by employees at NMHealth

Source: NMHealth (n=1,712), Benchmark: Global (n=2,619,975, no. of surveys=682)

Note: Results not shown for groups of <10 participants to protect confidentiality



Practices by Employee Type – Execution (2/2)

Percentage of respondents who selected 'often' or almost always'

Benchmark: Bottom quartile Third quartile Second quartile Top quartile Practice does not have a benchmark¹

Outcomes	Practices	NMHealth	State employee	Contractor / Agency staff
		1,712	1,645	67
Capabilities	Talent Acquisition	37	36	50
	Talent Development	42	41	59
	Process Based Capabilities	46	46	52
	Talent Deployment	35	34	51
	Tech Enablement	37	36	52
	Subject Matter Expertise	32	31	47
Motivation	Meaningful Values	31	30	52
	Inspirational Leaders	35	34	58
	Financial Incentives	14	13	40
	Rewards & Recognition	18	17	51
	Career Opportunities	27	26	53

1. Benchmark not available for Public Sector module practices

Document intended to provide insights on currently available information for consideration and not specific advice

Data represents results reported in the Organizational Health Index survey run from May 13, 2024 through May 24, 2024 by employees at NMHealth

Source: NMHealth (n=1,712), Benchmark: Global (n=2,619,975, no. of surveys=682)

Note: Results not shown for groups of <10 participants to protect confidentiality



Practices by Employee Type – Renewal

Percentage of respondents who selected 'often' or almost always'

Benchmark: Bottom quartile Third quartile Second quartile Top quartile Practice does not have a benchmark¹

Outcomes	Practices	NMHealth	State employee	Contractor / Agency staff
		1,712	1,645	67
Innovation & Learning	Top-Down Innovation	25	24	47
	Employee Innovation	24	23	47
	Knowledge Sharing	30	29	54
	Data-Driven Decision Making	40	39	58
	Capturing External Ideas	28	27	48
External Orientation	Stakeholder Orientation	43	42	64
	Position in Ecosystem	36	35	64
	External Partnerships	42	42	63
	Social Responsibility	40	40	63
	Government & Industry Relations	42	41	64
	Stakeholder Management	38	37	63

1. Benchmark not available for Public Sector module practices
Document intended to provide insights on currently available information for consideration and not specific advice
Data represents results reported in the Organizational Health Index survey run from May 13, 2024 through May 24, 2024 by employees at NMHealth
Source: NMHealth (n=1,712), Benchmark: Global (n=2,619,975, no. of surveys=682)

Note: Results not shown for groups of <10 participants to protect confidentiality



Contents

OHI Methodology

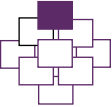
Overall OHI score, outcome scores, and practice scores

Employee Experience factors

Outcome and practice scores by demographics

Question by question scores

Definitions



Direction questions



Benchmark: Bottom quartile Third quartile Second quartile Top quartile

Outcomes: Disagree Neutral Agree
Practices: Infrequently Sometimes Frequently

Direction		Outcome	Percent of employees			% don't know
46		The agency has a vision for the future that is both easy to understand and meaningful to employees	23	26	51	2
		The agency's strategy is aligned with its vision	25	30	45	4
		Employees' day-to-day behaviors are guided by the agency's vision and strategy	30	28	41	3
		Practice				
Shared Vision	47	The agency's vision is clearly communicated throughout New Mexico Department of Health	21	32	47	4
Strategic Clarity	39	The agency translates its vision into specific strategic goals and milestones	27	32	41	7
		The agency makes strategic plans that include the role of each division	33	30	37	10
Compelling Mission	39	Management helps employees understand how their work fits into the agency's broader mission and strategy	34	28	38	3
		The agency communicates a larger purpose (i.e., why it exists) that employees believe in	32	28	40	4



Leadership questions



Benchmark: Bottom quartile Third quartile Second quartile Top quartile

Outcomes: Disagree Neutral Agree
Practices: Infrequently Sometimes Frequently

Leadership		Outcome	Percent of employees		% don't know	
39		Management steers the agency toward success	27	31	42	4
		Management role models the values of the agency	29	30	41	5
		Management makes good, high-quality decisions	34	30	35	5
		Practice				
Decisive Leadership	44	Management takes decisive action	26	34	40	7
		Management commits to decisions once they are made	23	31	46	8
		Management pushes initiatives and projects forward	24	31	45	8
Consultative Leadership	28	Management asks for the opinions of others before making important decisions	45	27	28	8
Empowering Leadership	34	Management empowers employees to make their own decisions	39	29	32	4
		Management provides employees with the autonomy they need to be effective	33	30	36	5
Supportive Leadership	38	Management creates a sense of teamwork and mutual support throughout the agency	36	27	37	3
		Management demonstrates concern for the well-being of employees	37	25	38	3
Challenging Leadership	38	Management challenges employees to do more than they thought was possible	33	27	39	7
		Management urges people to identify and address the tough issues	36	27	36	7



Work Environment questions

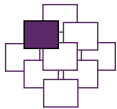


Benchmark: Bottom quartile Third quartile Second quartile Top quartile
 Practice does not have a benchmark¹

Outcomes: Disagree Neutral Agree
Practices: Infrequently Sometimes Frequently





Work Environment		Outcome	Percent of employees			% don't know
35		People want to work here because of the culture and work environment	42	27	32	3
		The agency's culture positively influences the way people behave	37	25	38	3
Practice						
Open & Trusting	39	Management builds trust	34	30	36	2
		Management encourages honesty, transparency, and open dialogue	33	25	42	2
Inclusion & Belonging	33	The agency values the unique perspectives of all employees	41	27	32	3
		The agency creates an environment where all employees feel like they belong	39	27	34	2
Healthy Working Norms	31	The agency provides enough staff to handle the volume of work	55	25	21	2
		Management sets healthy expectations for where, when, and how to work	36	24	40	2
Performance Transparency	25	The agency promotes friendly competition among employees	51	25	23	12
		Results are made internally transparent to help motivate employees to perform	48	25	27	7
Organizational Connectivity	32	Processes allow employees to collaborate smoothly with other organizational units	40	28	31	6
		Employees are encouraged to work across divisions	41	26	33	7
Multiple Viewpoints	26	Senior leaders in the agency seek input from those with differing views	51	23	26	6
		Competing ideas are taken into account to achieve the best result	50	26	25	9

1. Benchmark not available for Public Sector module practices
Document intended to provide insights on currently available information for consideration and not specific advice
Data represents results reported in the Organizational Health Index survey run from May 13, 2024 through May 24, 2024 by employees at NMHealth
Source: NMHealth (n=1,712), Benchmark: Global (n=2,619,975, no. of surveys=682)



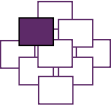
Accountability questions (1/2)



Benchmark:  Bottom quartile  Third quartile  Second quartile  Top quartile

Outcomes:  Disagree  Neutral  Agree
Practices:  Infrequently  Sometimes  Frequently

Accountability		Outcome	Percent of employees			% don't know
49		Employees clearly understand what is expected of them	19	24	57	1
		Employees are held accountable for the results they are expected to deliver	25	21	54	2
		Employees have sufficient authority to make decisions	37	27	36	2
		Practice				
Role Clarity	39	Roles are designed to have clear objectives with accountability for results	26	30	43	4
		The agency's structure helps create clear accountability	37	28	35	4
Consequence Management	35	The agency creates clear links between performance and consequences	39	27	35	6
Performance Goals	47	The agency sets challenging performance goals for employees	29	30	40	7
		Employees have written performance goals that clearly define what they are expected to deliver	21	25	54	5
Feedback	43	Employees ask for feedback from coworkers and leaders	30	29	42	5
		Management provides constructive feedback to employees about their performance	28	28	44	3
Personal Ownership	41	Management encourages employees to take a personal stake in their jobs	31	26	43	7
		Management creates a sense of belonging to the agency	37	25	38	3



Accountability questions (2/2)



Benchmark: Bottom quartile Third quartile Second quartile Top quartile
 Practice does not have a benchmark¹

Outcomes: Disagree Neutral Agree
Practices: Infrequently Sometimes Frequently

Accountability		Outcome	Percent of employees		% don't know	
49		Employees clearly understand what is expected of them	19	24	57	1
		Employees are held accountable for the results they are expected to deliver	25	21	54	2
		Employees have sufficient authority to make decisions	37	27	36	2
		Practice				
Decision Rights	42	Employees are clear on the decisions they can make	33	29	38	4
		Employees understand who makes the decisions that affect them	31	23	46	4
Decision Processes	34	Checks and balances exist to ensure decisions and actions are well-vetted	39	25	36	8
		Decisions are made on an appropriate timeline	41	27	32	4

1. Benchmark not available for Public Sector module practices
Document intended to provide insights on currently available information for consideration and not specific advice
Data represents results reported in the Organizational Health Index survey run from May 13, 2024 through May 24, 20224 by employees at NMHealth
Source: NMHealth (n=1,712), Benchmark: Global (n=2,619,975, no. of surveys=682)



Coordination & Control questions (1/2)



Benchmark: Bottom quartile Third quartile Second quartile Top quartile
 Practice does not have a benchmark¹

Outcomes: Disagree Neutral Agree
Practices: Infrequently Sometimes Frequently

Coordination & Control 35		Outcome	Percent of employees			% don't know
		The agency effectively measures the performance of core mission activities	28	34	38	11
		Reviews of the agency's performance lead to corrective, follow-up action	30	33	36	11
		The agency minimizes unexpected performance results	27	41	32	16
		Practice				
People Performance Review	30	The agency's people review process collects accurate information about employees' strengths, weaknesses, and potential	40	30	30	13
Operational Management	36	The agency has clear operating goals and metrics at all levels	36	28	36	12
Financial Management	32	The agency has clear oversight and control of its finances at all levels	46	22	32	20
Risk Management	32	The agency addresses potential performance issues and risks before they become major problems	40	28	32	11
Operationally Disciplined	50	Day-to-day work is performed according to clear standards and objectives	21	24	55	3
		Management communicates specific and measurable goals and timelines for initiatives and projects	28	27	45	6
Employee Conduct	39	The agency addresses misconduct and/or inappropriate behavior in a timely manner	35	26	39	13
Efficient Prioritization	35	Management removes barriers that inhibit productivity	41	27	32	8
		Management re-focuses employees' time from low-value work to more impactful efforts	37	29	34	10
		Management prioritizes the right activities	33	29	39	9

1. Benchmark not available for Public Sector module practices
Document intended to provide insights on currently available information for consideration and not specific advice
Data represents results reported in the Organizational Health Index survey run from May 13, 2024 through May 24, 2024 by employees at NMHealth
Source: NMHealth (n=1,712), Benchmark: Global (n=2,619,975, no. of surveys=682)



Coordination & Control questions (2/2)



Benchmark: Bottom quartile Third quartile Second quartile Top quartile
 Practice does not have a benchmark¹

Outcomes: Disagree Neutral Agree
Practices: Infrequently Sometimes Frequently

		Outcome	Percent of employees			% don't know
Coordination & Control 35		The agency effectively measures the performance of core mission activities	28	34	38	11
		Reviews of the agency's performance lead to corrective, follow-up action	30	33	36	11
		The agency minimizes unexpected performance results	27	41	32	16
		Practice				
Evaluation	38	The agency has performance metrics (e.g. KPIs) that are good indicators of impact on the mission	31	30	39	22
		Strategy and decisions are informed by reflecting on the agency's current impact and performance metrics	34	30	36	23
Sustainable Funding	30	Programs are sustainably funded	47	24	28	21
		The agency plans appropriately to sustain funding for programs	45	24	31	21
		The agency cuts wasteful spending	44	26	30	24
Resources	32	The agency is transparent about how it invests equipment, materials, time, and other resources	47	23	30	18
		The agency invests sufficiently in the equipment and materials employees need to be successful	43	25	32	9
		Resources are allocated to the most important, high-impact activities	38	29	33	20

1. Benchmark not available for Public Sector module practices
Document intended to provide insights on currently available information for consideration and not specific advice
Data represents results reported in the Organizational Health Index survey run from May 13, 2024 through May 24, 20224 by employees at NMHealth
Source: NMHealth (n=1,712), Benchmark: Global (n=2,619,975, no. of surveys=682)



Capabilities questions



Benchmark: Bottom quartile Third quartile Second quartile Top quartile
 Practice does not have a benchmark¹

Outcomes: Disagree Neutral Agree
Practices: Infrequently Sometimes Frequently

Capabilities		Outcome	Percent of employees		% don't know	
58		The agency has the capability and knowledge to achieve its goals	20	25	56	6
		The agency has employees with the right skills to deliver its strategy	17	24	59	4
		Practice				
Talent Acquisition	37	The agency identifies and hires the best external candidates	24	39	37	8
Talent Development	42	Employees get the training and development they need to be effective in their jobs	26	32	43	2
		Management provides helpful coaching	29	31	40	3
Process Based Capabilities	46	The agency documents knowledge, processes, and procedures	26	28	46	8
Talent Deployment	35	The agency matches employees to open roles based on their skills	33	30	36	12
		The agency shifts resources, roles, and talent to where they are most needed	38	29	33	13
Tech Enablement	37	The agency adapts its technology and digital tools to meet performance needs	35	29	37	10
Subject Matter Expertise	32	The agency protects time for developing deep subject knowledge and expertise	39	29	32	14

1. Benchmark not available for Public Sector module practices
Document intended to provide insights on currently available information for consideration and not specific advice
Data represents results reported in the Organizational Health Index survey run from May 13, 2024 through May 24, 2024 by employees at NMHealth
Source: NMHealth (n=1,712), Benchmark: Global (n=2,619,975, no. of surveys=682)



Motivation questions



Benchmark: Bottom quartile Third quartile Second quartile Top quartile

Outcomes: Disagree Neutral Agree
Practices: Infrequently Sometimes Frequently

Motivation		Outcome	Percent of employees			% don't know
29		Employees are highly motivated	41	31	28	1
		Employees are enthusiastic about their jobs	40	30	30	1
		Practice				
Meaningful Values	31	Senior leaders communicate values that are meaningful to employees	38	31	31	3
Inspirational Leaders	35	Management finds ways to make work meaningful for employees	37	31	32	3
		Management provides praise, thanks, or other forms of appreciation	35	27	38	2
Financial Incentives	14	The agency provides attractive financial incentives to motivate employees	71	15	14	6
Rewards & Recognition	18	Management rewards high performance with interesting opportunities	66	17	17	11
		The agency provides meaningful non-financial rewards and recognition to those who deliver outstanding contributions	61	20	19	8
Career Opportunities	27	Open positions are filled based on merit	44	27	29	18
		The agency offers clear career paths for all employees	51	24	25	9



Innovation & Learning questions



Benchmark: Bottom quartile Third quartile Second quartile Top quartile

Outcomes: Disagree Neutral Agree
Practices: Infrequently Sometimes Frequently

Innovation & Learning 29		Outcome	Percent of employees			% don't know
		The agency effectively adapts to changes in its external environment	30	35	35	9
		The agency consistently implements new and better ways of doing things	41	32	27	6
		The agency changes and adapts to stay competitive	45	30	25	9
		Practice				
Top-Down Innovation	25	Senior leaders drive innovation in the agency	44	30	25	11
Employee Innovation	24	Management listens to and acts on employees' suggestions for how to improve processes, products, or services	46	29	25	6
		Employees participate in innovation and performance improvement activities	46	31	23	8
Knowledge Sharing	30	Management encourages different parts of the agency to share learnings and work together	41	29	30	7
Data-Driven Decision Making	40	Management makes decisions using data and facts	31	29	40	17
Capturing External Ideas	28	The agency brings in 'best practices' from outside the agency	41	31	28	20



External Orientation questions



Benchmark: Bottom quartile Third quartile Second quartile Top quartile
 Practice does not have a benchmark¹

Outcomes: Disagree Neutral Agree
Practices: Infrequently Sometimes Frequently

External Orientation		Outcome	Percent of employees			% don't know
37		The agency has developed high levels of approval from the residents of New Mexico	29	38	34	21
		The agency effectively manages relationships with outside groups such as the residents of New Mexico, partners, and other stakeholders	23	38	39	23
		The agency effectively responds to the changing needs of the residents of New Mexico, partners, and other stakeholders	25	37	37	20
		Practice				
Stakeholder Orientation	43	The agency identifies and addresses the needs of specific groups of residents of New Mexico	16	34	51	16
		The agency uses feedback from the residents of New Mexico to innovate and improve	28	37	34	28
		The agency sets clear expectations for delivering exceptional experiences to the residents of New Mexico	26	32	43	19
Position in Ecosystem	36	The agency considers industry trends and the capabilities of other, similar organizations when making decisions	31	33	35	29
		The agency compares the strengths of its services to those of similar organizations (e.g., private sector, not-for-profits, and government agencies)	33	30	37	31
External Partnerships	42	The agency works with external partners to improve its performance	23	34	42	24
Social Responsibility	40	The agency communicates its progress toward social responsibility and/or sustainability goals	31	32	37	21
		The agency invests in strengthening the communities which it serves	26	31	43	20
Government & Industry Relations	42	The agency builds relationships with relevant external oversight bodies	24	33	42	29
Stakeholder Management	38	Employees are explicitly encouraged to consider relationships with constituents and beneficiaries in their day-to-day work	33	29	38	18

1. Benchmark not available for Public Sector module practices
Document intended to provide insights on currently available information for consideration and not specific advice
Data represents results reported in the Organizational Health Index survey run from May 13, 2024 through May 24, 2024 by employees at NMHealth
Source: NMHealth (n=1,712), Benchmark: Global (n=2,619,975, no. of surveys=682)



Additional questions

Percentage of respondents who selected 'often' or almost always'

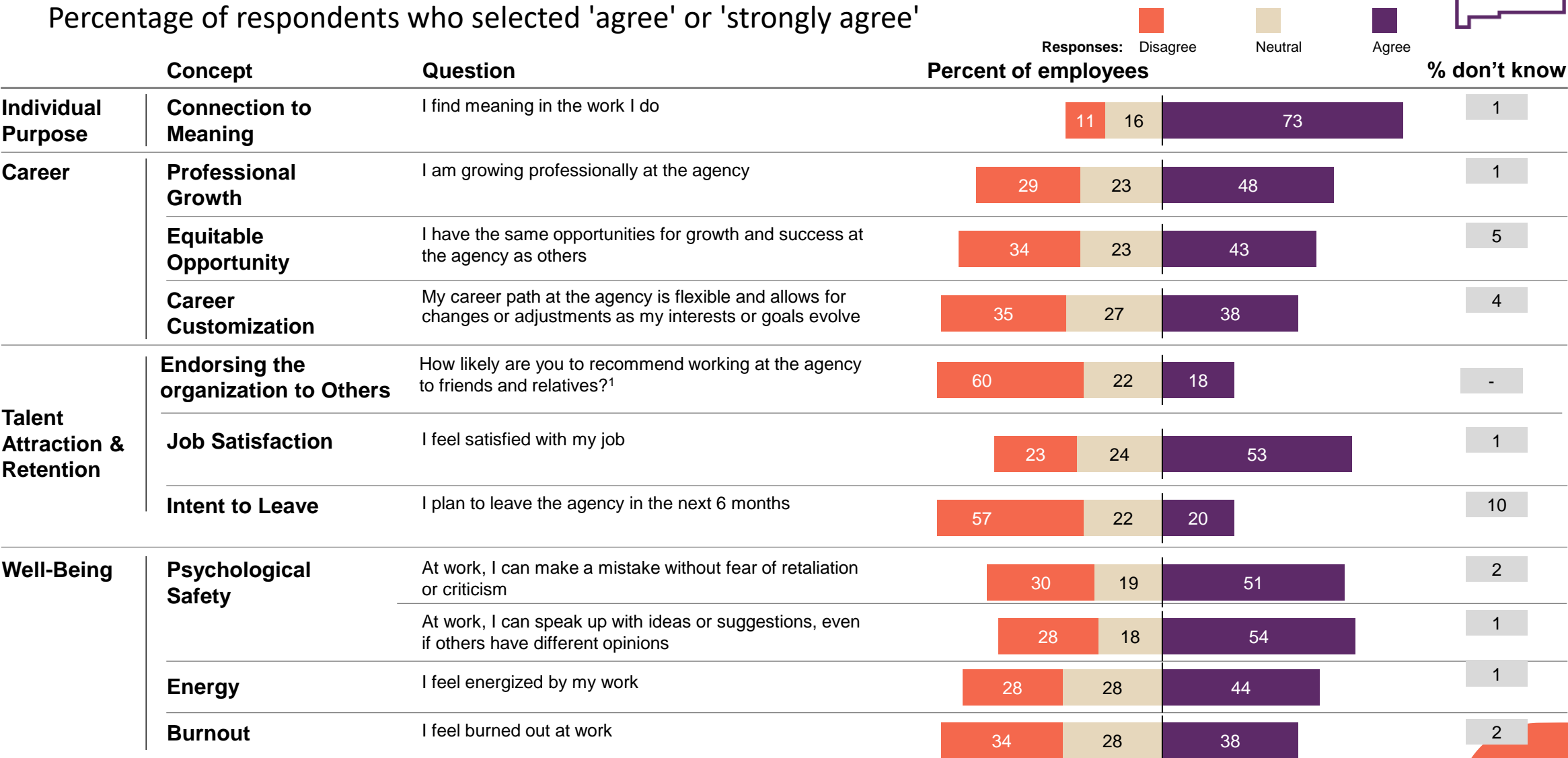
Practices: Infrequently Sometimes Frequently

Question	Percent of employees			% don't know
The agency invests sufficiently in support functions (e.g., HR, Legal, IT)	39	26	35	20



Employee Experience Factors questions

Percentage of respondents who selected 'agree' or 'strongly agree'



1. Responses to the question, "How likely are you to recommend working at the agency to friends and relatives?" answered on an eleven-point scale ranging from 0-Extremely unlikely to 10-Extremely likely. % of "Agree" responded "9" or "10", % of "Neutral" responded "7" or "8", and % of "Disagree" responded "0" through "6".



Contents

OHI Methodology

Overall OHI score, outcome scores, and practice scores

Employee Experience factors

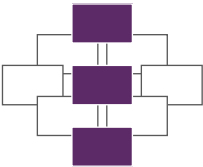
Outcome and practice scores by demographics

Question by question scores

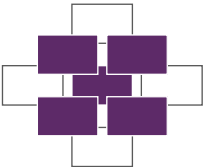
Definitions



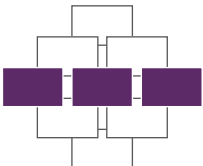
OHI outcome definitions



Alignment



Execution



Renewal

Outcome	How effectively and in what ways does the organization ...
Direction	... communicate a clear and compelling vision of where it is headed, how it will get there, and what it means for everyone
Leadership	... leverage various leadership styles to shape employee actions to drive high performance
Work Environment	... cultivate a clear, consistent set of values and working norms that foster effective workplace behavior
Accountability	... ensure individuals understand what is expected of them, have sufficient authority, and feel accountable for delivering results
Coordination & Control	... consistently measure and manage the organization and risk, and act to address problems when they arise
Capability	... ensure the institutional skills and talent are in place to execute the strategy and create competitive advantage
Motivation	... develop employee loyalty and enthusiasm, and inspire people to exert extraordinary effort to perform at their very best
Innovation & Learning	... encourage and harness new ideas—from radical innovation to incremental improvement—so the organization can evolve and grow over time
External Orientation	... engage with critical external stakeholders (residents of New Mexico, external partners, and others) to create and deliver value—now and in the future



OHI practice definitions (1/3)

Direction

Shared Vision

Sharing a clear and compelling vision of the future with everyone

Strategic Clarity

Creating a plan with specific goals, targets, and milestones that is tied to the vision

Compelling Mission

Helping employees understand how their day-to-day work connects to the organization's broader vision and strategy

Leadership

Decisive Leadership

Making and following through on decisions in a timely manner

Consultative Leadership

Seeking employee input and involving them in decision-making

Empowering Leadership

Giving employees the power to take initiative, make decisions, and manage themselves

Supportive Leadership

Demonstrating empathy and concern for employee well-being and creating a positive team environment

Challenging Leadership

Encouraging employees to take on big challenges and consistently raising the bar

Work Environment

Open & Trusting

Ensuring honesty, transparency, and candid dialogue

Inclusion & Belonging

Creating a workplace where all employees feel valued and accepted

Healthy Working Norms

Creating sustainable work conditions and norms for where, when, and how employees work

Performance Transparency

Making results visible to enable best practice sharing and foster a healthy sense of competition

Organizational Connectivity

Preventing and breaking down siloes by collaborating across boundaries

Multiple Viewpoints

Considering the full spectrum of opinions when making decisions

Accountability

Role Clarity

Getting clear on what everyone is responsible for, has authority over, and who to work with

Consequence Management

Creating a direct link between performance and consequences

Performance Goals

Setting clear and measurable performance targets

Feedback

Encouraging constructive, consistent conversations about performance among peers and between employees and leaders

Personal Ownership

Feeling personally obligated and invested in achieving performance objectives

Decision Rights

Clarifying who is responsible for making decisions and how those decisions are informed

Decision Processes

Streamlining decision-making processes to reach the best answer efficiently



OHI practice definitions (2/3)

Coordination & Control

People Performance Review

Using formal performance assessments and feedback to evaluate, develop, and deploy people

Operational Management

Focusing on a clearly defined set of operational metrics to manage performance

Financial Management

Focusing on a clearly defined set of financial metrics to manage performance

Risk Management

Identifying and mitigating anticipated risks and responding rapidly to unexpected problems

Operationally Disciplined

Structuring work to meet defined standards, driven by clearly communicated goals and timelines

Employee Conduct

Setting clear behavioral expectations and enforcing compliance

Efficient Prioritization

Effectively prioritizing time & resource investments to advance the most impactful activities

Evaluation

Measuring organizational impact / mission performance systematically, and using these metrics to inform decisions

Sustainable Funding

Transparently and effectively allocating financial resources

Resources

Allocating resources in line with mission priorities and important enablers

Capabilities

Talent acquisition

Hiring the best outside talent when and where needed

Talent Development

Improving employee skills through defined learning journeys

Process Based Capabilities

Regularly documenting and updating knowledge, processes, and procedures

Talent Deployment

Strategically and dynamically shifting talent and resources within the organization to meet both current and future needs

Tech Enablement

Harnessing technology and digital tools to optimize organizational performance

Subject-matter Expertise

Cultivating distinctive knowledge and skills needed for the mission

Motivation

Meaningful Values

Sharing and living a meaningful set of values day-to-day

Inspirational Leaders

Exemplifying what's valued, providing praise, and generating meaning for employees

Financial Incentives

Providing attractive financial incentives to motivate employees

Rewards & Recognition

Acknowledging performance with public recognition and non-financial rewards/opportunities

Career Opportunities

Providing clear and equitable opportunities for career advancement within the organization



OHI practice definitions (3/3)

Innovation & Learning

Top-Down Innovation

Driving innovation through large-scale initiatives sponsored by senior leaders

Employee Innovation

Encouraging and enabling employees at all levels to drive innovation and continuous improvement in the organization

Knowledge Sharing

Proactively asking for and sharing information, knowledge, and expertise with others

Data-Driven Decision Making

Making decisions that benefit the organization using data and facts

Capturing External Ideas

Identifying and using best practices from outside the organization

External Orientation

Stakeholder Orientation

Prioritizing the needs and satisfaction of stakeholders and using their feedback to shape offerings and improve

Position in Ecosystem

Regularly monitoring the external environment and considering those insights when making decisions

External Partnerships

Building and maintaining effective relationships with external partners

Social Responsibility

Operating the organization ethically in ways that benefit society and promote the welfare of communities and individuals

Government & Industry Relations

Building and maintaining relationships with government, regulatory, and industry groups

Stakeholder Management

Building and maintaining trust-based and stable relationships with all stakeholders who matter



Employee Experience definitions



Purpose

Connection to Meaning

Extent to which an employee feels their work is personally meaningful, worthwhile, and valuable



Career

Professional Growth

Extent to which an employee feels they are growing professionally at their organization

Equitable Opportunity

Extent to which an employee feels they have a fair chance to grow and succeed at their organization

Career Customization

Extent to which an employee feels they can customize the pace and rate of their career path / progression



Talent Attraction & Retention

Endorsing Organization to Others

Willingness of an employee to recommend their job / organization to others

Job Satisfaction

Extent to which an employee is satisfied with their job

Intent to Leave

Extent to which an employee plans to separate from their current organization / employer



Well-Being

Psychological Safety

Extent to which an employee feels able to show and apply themselves without fear of negative consequences to their reputation, status, or career

Energy

Extent to which an employee feels energetic / alive at work

Burnout

Extent to which an employee is burnt out (e.g., feels emotionally exhausted, a lack of personal accomplishment, cynical about their work)