



# People Pulse

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**June 9, 2011**



# Agenda

- People Journey
- Our 2011 System Goal: Refocus on people
- Our Successes
- Our Opportunities
- Q&A



# Our People Journey



# The People Journey

**1998 – 2002**

Integration  
Culture  
Definition

**2003 – 2004**

People Strategy  
Employee  
Promise  
People  
Programs

**2005 – 2008**

88%  
Engagement  
Fortune's 100  
Best  
Working  
Mothers  
*Employer of  
Choice*

**2009 –  
Today**

*Strong Enough  
to Care Enough*  
Achieved  
target  
↓  
Environmental  
Shift

*What's  
Next?*



# **Our 2011 System Goal: Refocus on People**



# Refocusing on people

**System goal: Create and implement a plan to ensure we refocus on people**

**Who do we want to be as an employer?**

**How do we live this?**



## Our Successes

# Employees Like Our Unique Environment

**EXCITED  
TO COME  
TO WORK**

**“FAMILY”**

**EXCELLENCE**

**ALL IN THIS  
TOGETHER**

**TEAMWORK**

**WORK/LIFE  
SUCCESS**

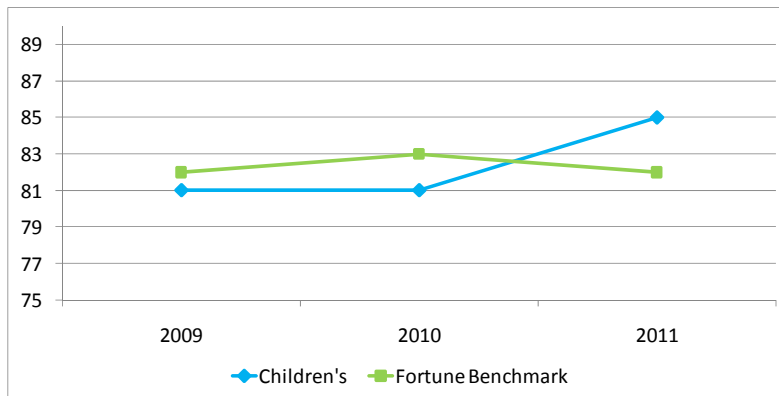
**PRIDE**



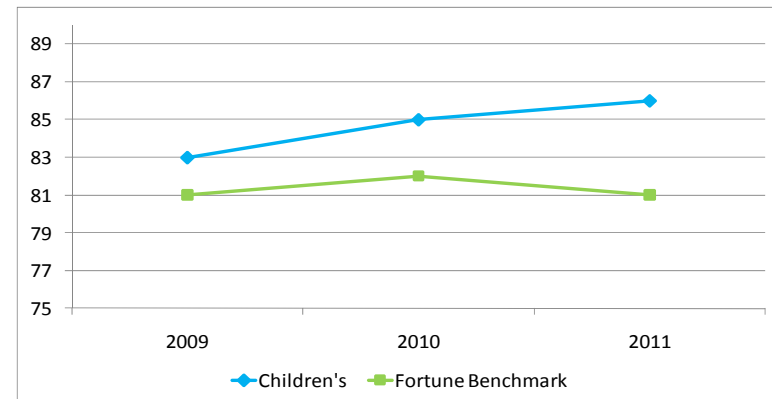


# Survey Results

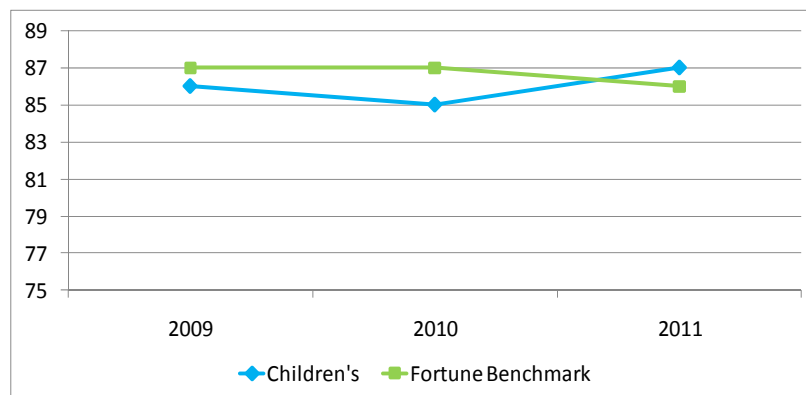
## People look forward to coming to work



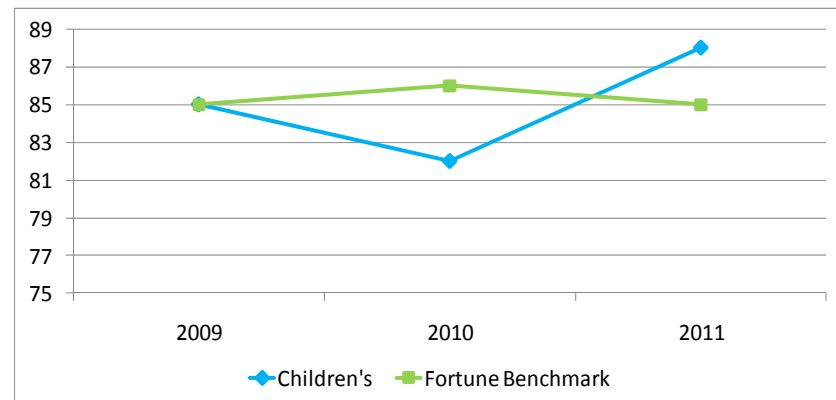
## People are encouraged to balance their work life and their personal life



## There is a “family” or “team” feeling



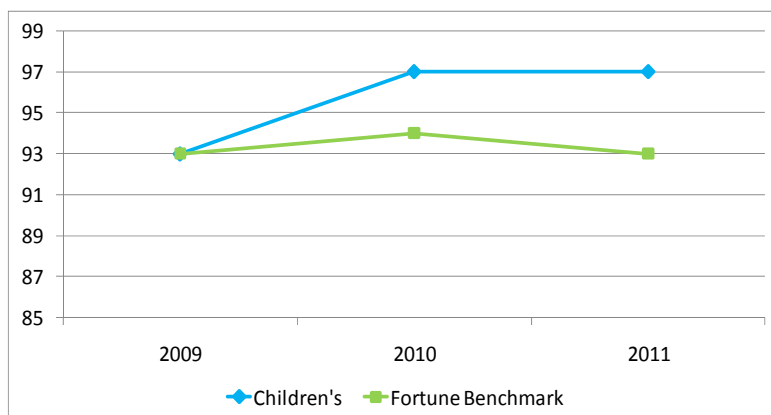
## We’re all in this together



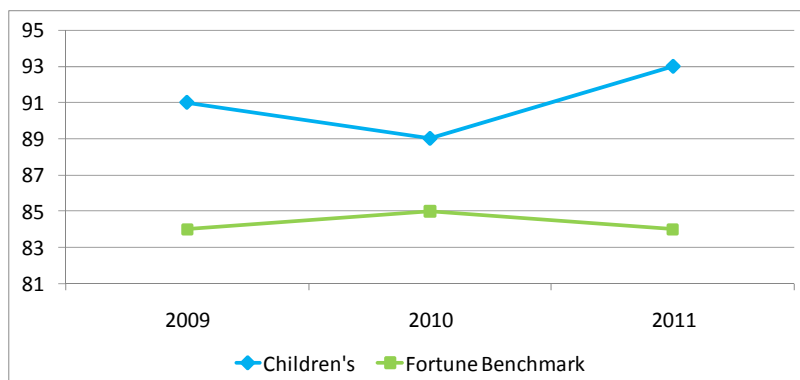


# Survey Results

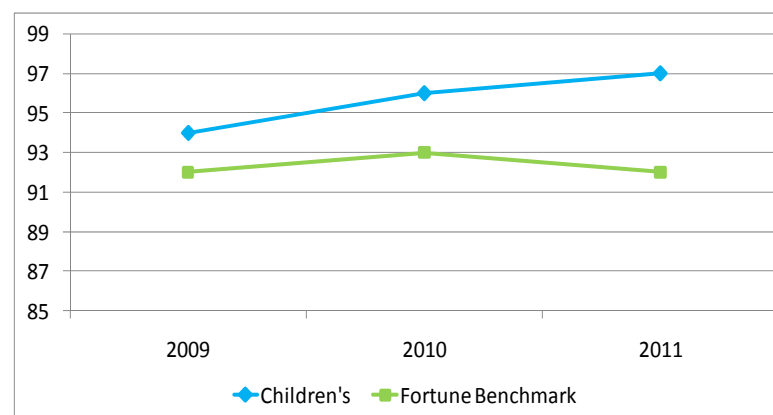
**I am proud to tell others I work here**



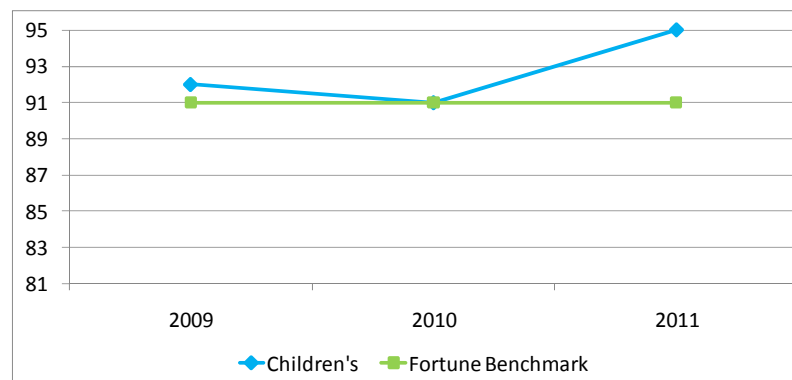
**My work has special meaning: This is not “just a job”**



**I feel good about the ways we contribute to the community**



**When I look at what we accomplish, I feel a sense of pride**





# What Employees Are Saying

This a friendly,  
helpful  
atmosphere.

We are in this  
together and we  
are all here for  
the kids and their  
families.

I feel at home when I come to  
work. Everyone works together,  
and the people I work with truly  
feel like they are my family.

Thanks to the support  
of my manager, I can  
balance my role as a  
working mother and  
nursing student.

When I tell people I  
work here, I do so  
with great pride  
and honor.

The love and support  
from my team when my  
son was injured will  
never be forgotten.

# How you live this...



**ICE CAN'T ROCK THIS HOUSE**  
 Team Code White 2011





# Our Opportunities



# What Employees Want: To Feel Valued

**You value my  
contributions**

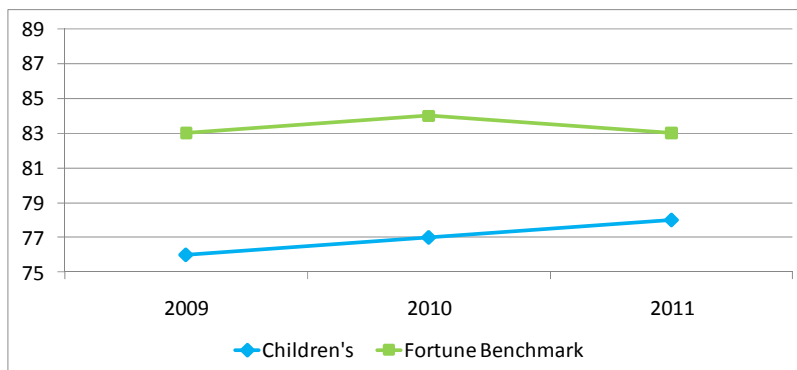
**You trust me  
to do my job**

**I feel  
appreciated**

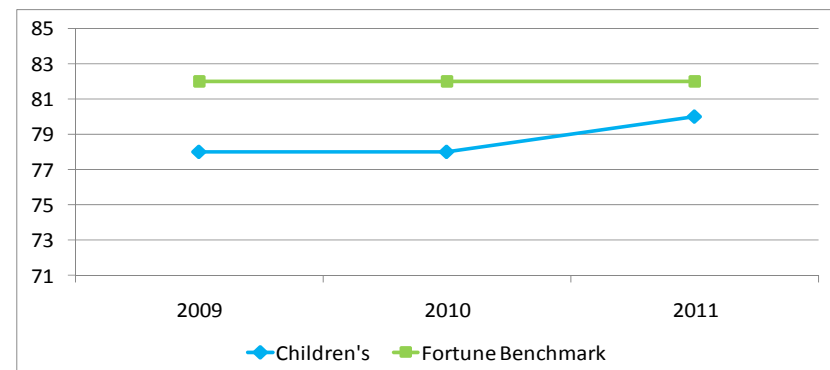


# Survey Results

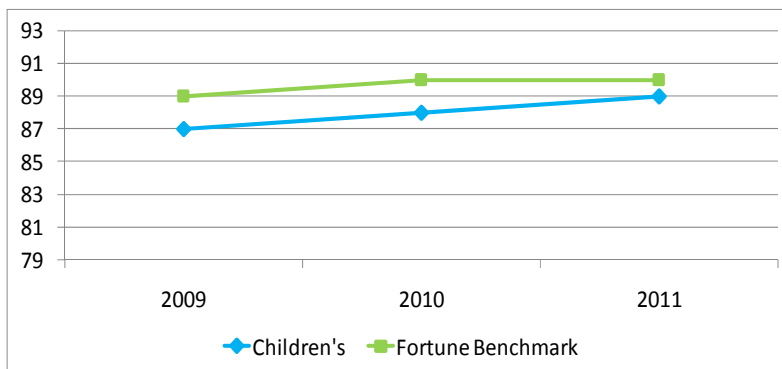
**Management shows appreciation for good work and extra effort**



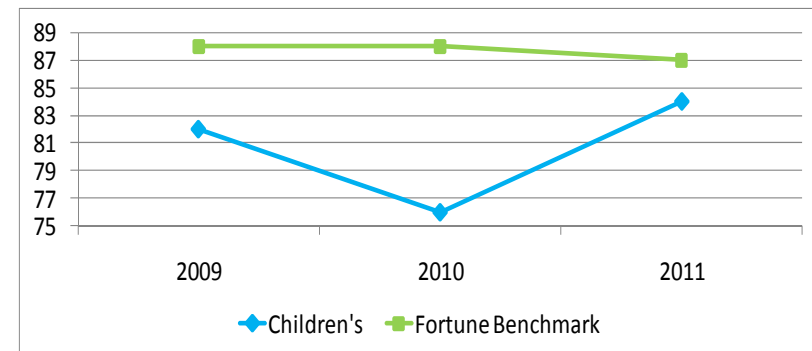
**Everyone has the opportunity to get special recognition**



**People here are given a lot of responsibility**



**Management trusts people to do a good job without watching over their shoulders**





# Examples of Showing Value

**Thank often and be specific**

**Pause and recognize before moving to lessons learned**

**Delegate challenging assignments**

**Connect contributions to the big picture**



# What Employees Want: A Voice

**I can approach  
you no matter  
what**

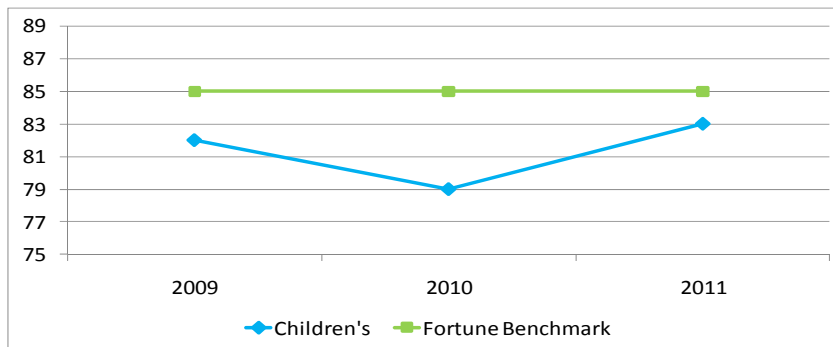
**I feel like I am  
heard**

**You ask for  
my input and  
ideas**

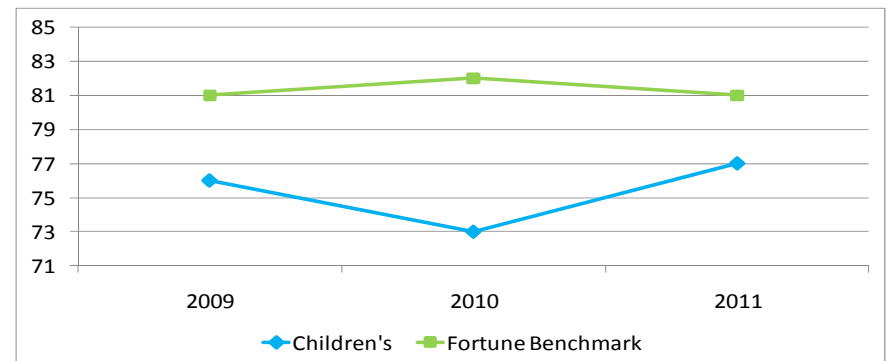


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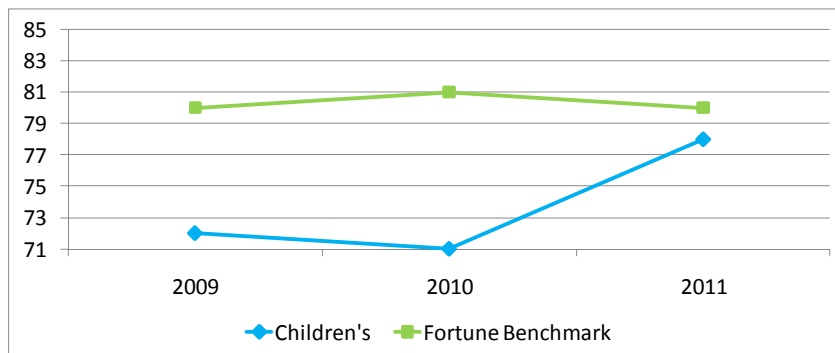
**Management is approachable and easy to talk with**



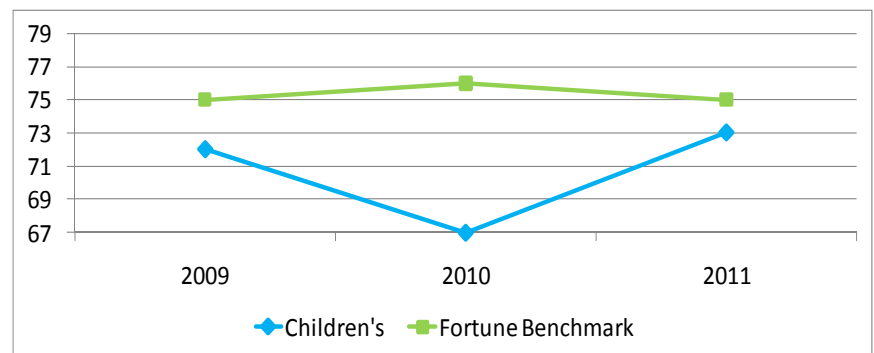
**I can ask management any reasonable question and get a straight answer**



**Management genuinely seeks and responds to suggestions and ideas**



**Management involves people in decisions that affect their jobs or work environment**





# Examples of Giving Employees “a Voice”

## Informal

- “Plant your feet” during hallway conversations
- Listen first and talk second
- Genuinely follow through on suggestions

## Formal and Structured

- Hold open office hours
- Conduct staff meetings with time reserved for recognition and ideas
- Utilize Employee “voting”



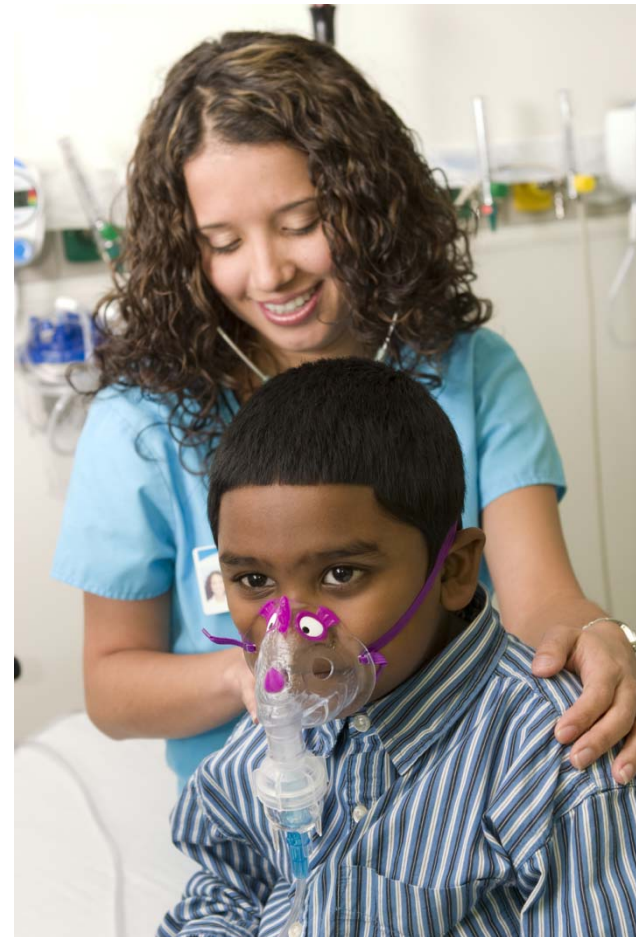
## **We Want Your Input**

**Following this webinar, you will receive an email with additional questions to discuss with your leadership teams in the coming weeks.**

**Please submit your responses by Friday, July 1<sup>st</sup> to [internal.communications@choa.org](mailto:internal.communications@choa.org).**

## Summary

In general, *employees are engaged and happy*. To improve engagement, employees would like to feel valued for their unique contributions and to feel like they are listened to by their direct supervisors.





## Q&A