



People Guiding Team Kick-Off

May 26, 2011



Agenda

- **Role of People Guiding Team (PGT)**
- **Culture review**
- **People strategy**
- **People pulse summary**
- **Next steps**



Role of PGT

People Guiding Team

Members: Donna Hyland, Linda Matzigkeit, MaryBeth Bova, Joyce Ramsey-Coleman, Denise Swords, Julia Jones, Usha Sathian, Bill Jorgensen, Selwyn Sturisky, Amaris Landis, Larry Mohl, Beth Strickland, Tim Whitehead, Megan Graham, Amy Zamorski, Jeff Kilpatrick

- Meet bimonthly/as needed
- Confirm and clarify culture and ensure our people priorities support this
- Focus on employee engagement by maintaining alignment with our employee promise
- Provide input on people programs and initiatives
- Review progress on system goal to refocus on people



Culture Clarification

Before defining our priorities to refocus on people, we must clarify our culture.

Culture: A collection of individually shared perspectives

Who we are (Values, attitudes)

How we get work done (Process, practices)

What we strive to be (Mission, vision, goals)



Today's Culture – *Key Themes*

Based on focus groups and interviews, key “unfiltered” culture themes were identified.

Passionate	...about kids ...about our mission Strong Resilient	Nurturing / “Family” / Team	Human connection Care about each other Supportive Genuine sincerity
Everything is a priority	Fast paced No is not acceptable Must be resilient Execution over innovation Speed over precision High demand	Never satisfied	Better outcomes Excellence Focus on gaps versus successes Don't stop to recognize achievement
Mission driven	Pride Collective versus individual Spirit	Excellence	Better outcomes Better care Kids first Try to be the best at everything



Culture comparison over time

Today and historical	Today with more	New
<ul style="list-style-type: none"> • Clinical/General Excellence • Over achievers/High performing • Mission driven • Pride • Passionate • Nurturing/caring/friendly • Team oriented • Family/Community within teams • “Micro cultures” • Challenging • Evolving / Adaptive • Engaged 	<ul style="list-style-type: none"> • Fast-paced/No break • Always raising the bar • Everything is a priority • Intense • Busy yet not working as smart • Execution over strategy/Activity vs. Progress • Silos • Relationship versus objective focused • New “micro cultures” forming 	<ul style="list-style-type: none"> • Short term goal focused • Complexity • Hierarchy driven • Slow decision making • Reduced trust with leaders • Constant improvement • Stress • Wellness • Resourceful • Raising the bar at the expense of people

- 1. What would you add or delete to define our culture today?**
- 2. What would you add or delete to define our culture tomorrow?**



What's Next

- Continue clarifying culture and validate with key stakeholders
- Prioritize people focus areas
- Host manager and above webinar focused on people on June 9th to share information and gain additional insight
- Refresh People Strategy and Employee Promise
- Launch workgroups and assign roles and responsibilities