

People Strategy

Children's Healthcare of Atlanta



Proprietary and Confidential
June 2013

People Strategy

Children's Healthcare of Atlanta



Background

To support the operating and long-term objectives of Children's Healthcare of Atlanta, which highlighted the need to be an employer of choice, the Human Resources Division set out in 2003 to position Children's to be recognized as an employer of choice – a place people would choose to work over any other. In 2008, we claimed success on that aspiration, as measured by our Employee Engagement results, best-ever People measures and national recognition as a “best in class” work environment by Fortune magazine and Working Mothers magazine, and other key best employer rankings.

The question becomes, “What do you do with an engaged, high-performing workforce?” The answer: Increase performance, while maintaining the specialness of our culture, to prepare the organization to reach Vision 2018 strategies and objectives.

Vision 2018 will require new ways of thinking, innovation, commitment and relentless execution. As will the changing reimbursement environment and financial challenges that brings to our organization. Delivering these requirements will only be possible by having special people who are *Strong Enough to Care Enough*. Such people are a differentiating asset, but only if we leverage them to a higher level of interconnectedness, within the organization and the broader community, leading to better outcomes for the children.

Our goal is to maintain on a long-term basis an environment of people who are Strong Enough to Care Enough, and our strategies will be built around defining those qualities, attracting people that have them, then developing, engaging and retaining them. Through them, Children's will spark a new level of interconnectedness with each other -- to achieve Vision 2018 goals -- and with members of the broader community of people who believe that a child's life and well-being are a great cause.

Children's Human Resources Role

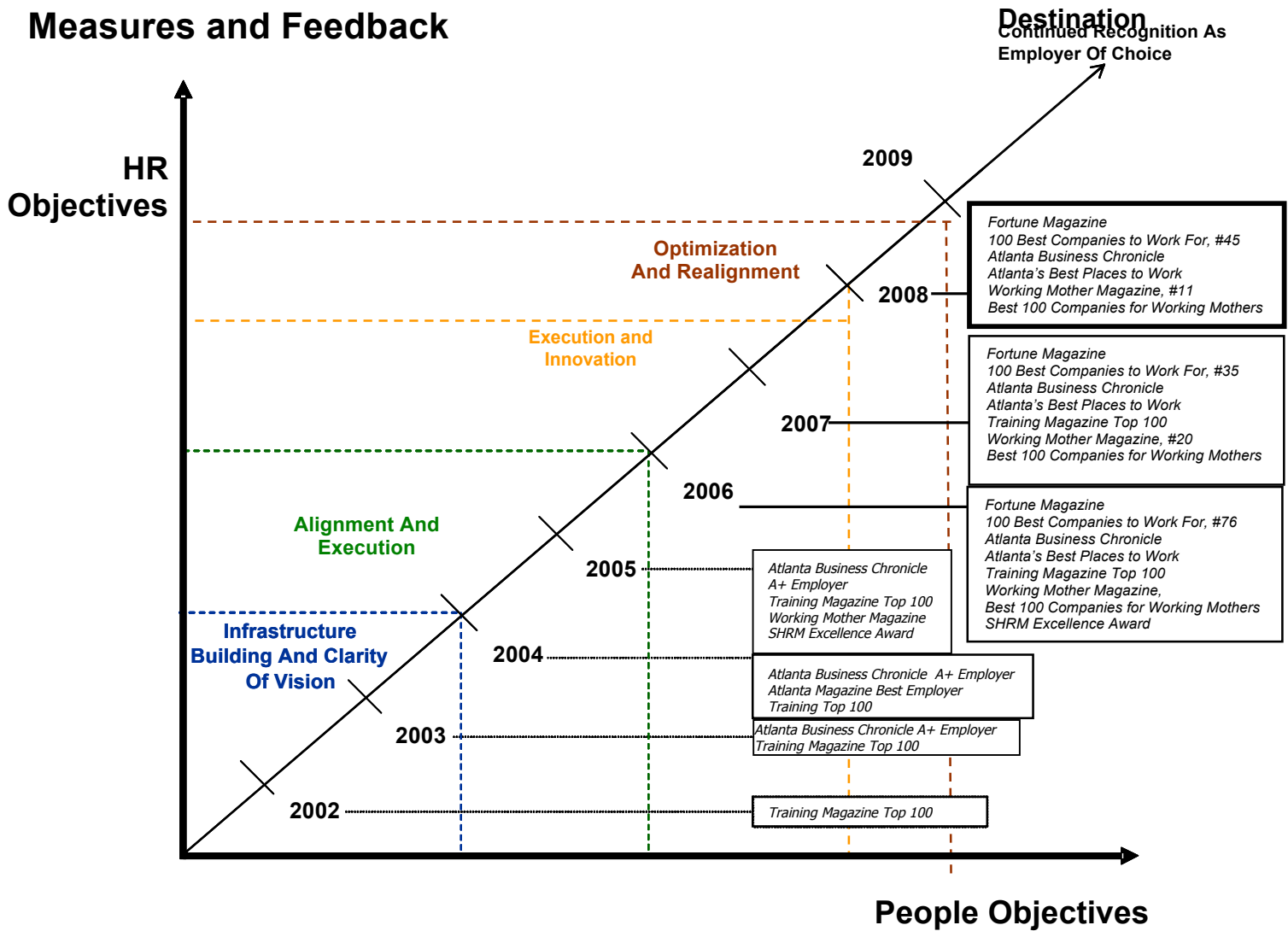
We cultivate human potential, equipping our unique workforce to achieve personal and professional excellence, driving a culture of excellence and a continued passion for taking care of children.

Human Resources will, based on the organization's objectives, strategies and people needs, lead strategies and develop programs that anticipate and fulfill the needs employees have to remain engaged and effective. Human Resources will be an advocate for the organization and for employees.

It is the role of our Human Resource Division to serve as thought leaders and innovation drivers so that we address needs and provide insights before the needs are identified; we innovate, and push innovation, not for the sake of it but so that we continue to increase both efficiency and effectiveness; using tools, processes and facts, we help leaders make hard decisions; continue to help the organization move forward by reducing the function of silos and connecting the dots where leaders or groups fail to see them. This enables us to be positive business partners for leaders, and advocates for employees, throughout the System.

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People Strategic Model



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People Strategy Process

Organization Vision, Strategies and Priorities

- Achieve Vision 2018
- Meet Annual Goals
- Manage through financial challenges

Environmental Factors

- Rising Healthcare costs
- Physician Shortages/Engagement
- Medicaid Cuts/Reimbursement Challenges
- Clinical Shortages
- Competition with for-profit organizations
- Increased new graduates/inexperienced nurses
- Economic Climate
- Technology Shift

Shared Values: Integrity • Respect • Nurturing • Excellence • Teamwork

Organization People Requirements

- Focus on the Mission / Higher Calling
- Excellence
- Be healthy and productive
- Communicate, respect others
- Performance

Employee Needs

- Mission / the Work
- Recognition, Appreciation
- Work/Life
- Communication/Mutual Respect
- Personal Growth, Career Growth

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Our goal is to maintain on a long-term basis an environment of people who are Strong Enough to Care Enough and drive their personal and professional achievement, propelling the organization's performance.

Our strategies will be built around defining Strong Enough to Care Enough qualities, **attracting** people that have them, then **developing**, **engaging** and **retaining** these people. We will support them through innovative people programs, relevant communication and technology.

Programs and Initiatives

Execution

HR Practices

- Thought leadership and Innovation
- Strategic Communication
- Value added processes and results
- Technology/Efficiency
- Simplicity of Processes

Leader Practices

- Make a priority, attracting, engaging, retaining and developing employees
- Build capability through ongoing coaching and feedback
- Monitor and engaging employees in performance excellence
- Own communication as a management responsibility

Measures and feedback



Environmental Factors and Trends

Over the next 10 years, healthcare will continue to see great change. These environmental changes will impact the People Strategy and how we attract, develop, engage and retain talent. Some of the known factors are listed below:

Rising Healthcare Costs - healthcare costs have been on the rise for a decade. The cost to provide benefits to employees is one of the largest expenses at Children's. In order for us to continue to be able to offer competitive benefits we need to do several things. First, we must be aware that this is an issue that is not likely to go away. Secondly, we must develop strategies to slow or reduce the rising costs. Getting employees healthier is one strategy that can help to slow or reduce this cost. Third, we will have to think creatively about how we offer benefits to our employees. This may mean plan design changes or more consumer driven plans.

Physician Shortages/Engagement - ten years ago, there was doom and gloom about the shortage of nurses. It was then that Children's took a proactive, strategic approach to attracting, developing, and engaging and retaining nurses. Certainly there is still a shortage, but not at Children's. The same situation is facing the healthcare industry and Children's related to Physicians. We must take a similar pro-active and strategic approach to understanding how many physicians we have, will need, and our plans to fill the gap.

Further, we must acknowledge that physician needs and engagement factors are different. It is critical to assess the drivers of engagement and clarify the organization and physician needs, creating a Strategic Plan to improve engagement.

Medicaid Cuts/Reimbursement Challenges – the future of Medicaid is uncertain, though it is doubtful that reimbursement will increase and most likely will decrease. This will force the organization to assess its operating structure and efficiencies and to operate in a more government payer model.

Clinical Shortages – the nursing shortage has subsided in some areas, but remains a very real threat in others. Specialty nurses, ED, OR, and ICU are still in high demand and hard to fill.

Increased New Graduate/Inexperienced Nurses – As the supply of nurses continues to be new college graduates, the organization must assimilate an increase in less experienced nurses. This requires additional training, supervision, and time to proficiency.

Economic Climate – The economy is having a major impact on the organization and the workforce and it is uncertain how long this will continue and the lasting effects.

Technology Shift - Children's adoption of Epic is enabling the organization to be more technology enabled than ever. This impacts how work is done and the skills needed in the workplace.

Generational Shifts – Generation Y is impacting the workplace as this generation wants more work/life success, does not want to work nights and weekends, and desires advancement quickly. The challenges of this generation will continue to have impacts on how work is designed, career tracks, and employee engagement.



Organization Vision, Strategies and Priorities

Our Vision for the next 10 years is to transform pediatric healthcare and be the leading voice for the health of Georgia's children. The overall health of Georgia's children ranks 36th in the nation, and we're taking on the responsibility to improve these numbers and the well-being of our kids. Fostering an environment that recognizes and cultivates excellence in people will continue to be the top priority for Children's.

Vision 2018 drives our Strategic focus areas of Clinical, Research, Teaching, and Wellness.

Our priorities are focused on maintaining and improving in our core operations and enhancing and growing in areas to meet Vision 2018.



Organization and Employee Needs

As part of our ongoing commitment to a value proposition outlining what Children's needs from employees and what we offer in return, it is critical to clarify and continue to validate our organization needs and those of our employees. Below are those needs articulated.

Organization People Requirements	Employee Needs
<ul style="list-style-type: none"> • Focus on the Mission/Higher Calling <ul style="list-style-type: none"> — We need employees to believe taking care of kids is a higher calling. • Excellence <ul style="list-style-type: none"> — Families put extraordinary trust in us and we cannot let them down. • Be Healthy and Productive • Communicate, Respect Others • Performance 	<ul style="list-style-type: none"> • Mission/The Work <ul style="list-style-type: none"> — Employees come to Children's because they want to care for the kids. • Recognition/Appreciation <ul style="list-style-type: none"> — Our employees' most critical need is thanks and praise for their work. • Work/Life • Communication/Mutual Respect • Personal Growth/Career Growth





Planning

Talent Segmentation

As we think about our workforce, it is critical to segment our audiences so we are able to tailor to specific needs. One segment of our workforce is Working Mothers. This makes up 60% of our workforce, so it is important that we consider the needs of this population. Another segment is new graduate nurses, which is making up more and more of our workforce. We have analyzed the major constituents in our organization and appropriate programs to target these key populations.

Workforce Planning

Another important element of our People Strategy is workforce planning. It is imperative that we think about our supply of talent, the demand or need for talent, and the gaps. We must look at this from an annual, three year, and five year perspective. We have divided our workforce planning into two main areas: staff and physicians. We have developed plans around current state and future requirements and goals.

Strategies

Our goal is to maintain on a long-term basis an environment of people who are Strong Enough to Care Enough and drive their personal and professional achievement, propelling the organization's performance. Our strategies for attaining this are:

Attract and Select high quality candidates to ensure the organization has a talent pipeline to select the best employees, leaders, physicians, and volunteers to meet Children's business needs.

- Being proactive about our short- and long-term talent needs
- Sourcing and acquiring a steady stream of diverse talent to meet current and future needs
- Giving current employees reasons and motivation to say good things about Children's
- Telling the story of who we are externally through our Strong Enough to Care Enough campaign
- Assessing candidates to ensure they meet our qualifications and fit with culture

Develop employees and physicians at all levels to enhance **performance** and productivity and increase the available leadership pool within the organization.

- Setting and maintaining high standards for our people
- Continuously improving employees' clinical and leadership capabilities
- Feeding and tracking the internal pipeline
- Encouraging honest dialogue on performance

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Engage and Retain employees, leaders, physicians, and volunteers in the organization, improving performance.

- Having a clear and compelling employee value proposition
- Living our Employee Promise
- Helping employees understand the organization's strategic direction and priorities, and how they are impacted or how they contribute/connect to it
- Creating a work environment that retains employees by meeting their most important needs

Communication

Supporting our People Strategy through communication allows us to focus employees and physicians on the appropriate actions, and influence their attitudes about and understanding of organizational objectives.

- Developing clear organization messages and a plan to communicate at all levels
- Ensuring the “People” message is distinct and presented frequently and consistently
- Linking all communication tactics to overall communication strategy for consistency

Process and Technology

Clear processes enabled by technology are critical to delivering on the People Strategy. We do this by driving toward a paperless environment, documenting and improving all processes, and delivering our services through a seamless technology engine.



People Programs and Services to Support the Strategy



Programs and Services

Attract and Select

Attract

- College Relationships

The following are programs that are helping us continually increase the number of new nurses we hire each year.

- Clinical Student Placements

Outreach to local colleges is part of our strategy to attract nurses. We work closely with fourteen colleges to place just over 1,000 nursing students each year in clinical groups on our hospital campuses for their pediatric clinical experience. As part of this partnership, we provide annual faculty training to ensure the clinical instructors are familiar with our policies, Epic-ready, and competent with our medical equipment.

- Senior Practicums

For senior nursing students with a special interest in Pediatrics, we provide a semester-long practicum experience, pairing the student with a nurse preceptor. Practicum placements have increased from 60 to 80 per year over the past three years and produce a 60-70% hire ratio upon graduation.

- Strategic School Partnerships

We hire the majority of our new grad nurses from Georgia Baptist College of Nursing at Mercer University, Georgia State University, and Kennesaw State University. We have built a strong partnership with Mercer and Georgia State, including the launch of a joint nursing research project with funding from a Georgia Baptist nurse alumnus.

- Nurse Extern Program

We hire 30-40 rising senior nursing students each summer to work as Nurse Externs. The Nurse Extern Program is a ten week educational/work opportunity that provides a realistic preview of what it is like to work in Pediatrics and for Children's Healthcare of Atlanta.

- Pediatric Student Awards

We provide a Pediatric Excellence Award annually to the top Pediatric nursing student at eleven colleges, selected by college faculty.

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- Scholarships

Awarded by the Friends of Children's each year in honor of Jessie M. Candlish who was the first Director of Nursing for Children's at Egleston, Children's offers a scholarship to employees who are enrolled in an undergraduate nursing program. The award is a one time gift from the Friends, usually awarded in the spring.

- Tuition or School Loan Repayment

Another area where recruiting is a challenge is Anesthetists and Nurse Anesthetists. The Anesthesia Department at Children's created a program to remain competitive with what Emory and other healthcare institutions are doing by offering tuition or school loan repayment. The program is available to Physician Assistants and CRNAs currently enrolled or graduating from an accredited program. The program covers tuition and the cost of books while the student is attending Anesthetist school. If they have already graduated, Children's will provide them with two payments over a two year period to apply toward their loan repayment. In exchange, the employee agrees to work at Children's for three years and signs a commitment letter and a promissory note.

- Alumni Network

Many times children's employees have to leave for personal reasons – whether it's a spousal job transfer, new baby or family illness. Many come back when they are able. Children's keeps in touch with former employees through our alumni network. There are pages on our web site dedicated to keeping in touch with alumni, and we invite alumni to special events.

- Volunteer Recruitment

At Children's, our network of volunteers is amazing. In 2012 more than 130,000 hours of dedicated volunteer time were donated to Children's. As a not-for-profit, we wouldn't be Children's without our volunteer network, so we recruit regularly to support ongoing patient needs or short-term projects. Because we believe "every child needs a friend," our volunteers are called "Friends." We have many avenues, like the VolunTeen and College programs, which allow volunteers to start giving of their time at a young age, many of whom find future employment at Children's.

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Advertising

- Employee Referral Program

Children's provides an incentive program to reward current employees who refer optimal candidates who become employed within the Children's system. The incentives range from \$500 to \$3,000 and in certain situations, we have offered as much as \$10,000 for RNs. Our employee referrals have been as high as 50% of our annual hires.

- Targeted Recruiting/Branding

While creating recruiting materials for 2008, we conducted research with our employees, nursing students and professionals outside of our organization to help define what it means to be at Children's and what makes a person succeed here. What we found is that individuals who thrive at Children's are people who are "Strong Enough to Care Enough." These are the kind of people who are emotionally resilient while positively impacting the lives of children and their families. By identifying these characteristics, we knew that finding people who fit this description might consider a job in pediatrics, even if they had not in the past. We have started to roll out this new positioning with employees, and the connection and effect have been immediate. Our new recruiting campaign is centered on the "Strong Enough to Care Enough" employee value proposition to attract the candidates with this unique attribute, and we're trying the positioning inward to celebrate the unique nature of our employees.

Selection

- Prehire Assessments

In 2007, we launched an online assessment tool. A scientifically designed series of questions that helps ensure candidates are a good cultural fit. When a candidate applies for a position at Children's, they are required to complete a questionnaire that helps determine if the candidate possesses the basic judgment, service and teamwork skills necessary to thrive in Children's culture.

In 2009, we launched the PREP (Pre-Requisite Exam for Pediatrics) test; a validated 55-item multiple choice exam for nurses that assesses pediatric nursing knowledge and critical thinking ability. In a research study of 182 just-hired new grad and experienced nurses conducted at Children's Healthcare of Atlanta, low scores correlated with an extended length of time in orientation and termination during the first year. Since March 1, 2009, we have used the test as a pre-hire screening tool for RNs. Nurses scoring below 750 may remediate via online modules and retake the exam in six months. Nurses scoring between 750 and 850 may be hired, but will be required to complete remediation during their orientation period. Managers and clinical educators will customize and optimize the orientation period for newly hired nurses based upon a detailed exam report that identifies areas of strengths and weaknesses. We will continue to track length of orientation and first year retention for all nurses as we implement this exam.

- Leadership Assessment with Industrial Psychologist

Children's uses an Industrial Psychologist to assist in the selection and development of director and above leaders. The areas assessed include: general intellectual functioning; emotional

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and motivational factors; social style; judgment and problem solving style; and approach to work.

The assessment also provides information related to: strengths and weaknesses of the individual with regard to a specific position in the organization; keys to managing the individual; keys to interacting with the individual; ideal placement of the individual; areas in need of development; and evaluation of fit with the position in question.

The testing includes: a battery of objective paper and pencil tests and a personal interview with the Industrial Psychologist. This initial assessment has proven to be effective in hiring leaders who are a great fit for Children's.

- **Behavioral Interviewing**

All managers are required to take "Targeted Selection" training, which is a form of behavioral interviewing. This training provides managers a consistent approach to effective interviewing and focuses on three processes crucial to successful hiring and promotion: identifying the right selection criteria; gathering pertinent candidate information; evaluating the information gathered; and making an accurate hiring decision. Participants are required to demonstrate skills and knowledge in order to obtain certification as a Targeted Selection Interviewer. Targeted Selection is designed to ensure the people hired will embrace and enhance our culture.

- **Pre-hire job shadowing**

To help strengthen our RN hiring decision, we have instituted shadowing as part of the interviewing process. We require RN candidates to spend time on the unit before extending an offer. The shadowing experience provides an opportunity for both the unit and the candidate to determine if the position is a best fit

Orientation and On-Boarding

Staff

- **NEO**

Every new employee attends New Employee Orientation (NEO) designed to reinforce employees' decision to come to Children's and equip them with the necessary information they need to be productive day one on the job. It is a two day orientation session.

- **Department Orientation**

During Department Orientation, employees are oriented to their specific work area and job. They also receive information and training on policies and practices and are introduced to their coworkers. Department members go the extra mile to help new employees feel like a special part of the team, and often host scavenger hunts to help new employees learn their way around the hospital.

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- **On-boarding Check-Ins**

After 60 days, new employees are surveyed to capture their feedback and suggestions on NEO and their experience at Children's thus far. Additionally, employees come back in 90 days for an NEO Reunion to meet with an executive team member, provide additional feedback, learn how to build their network and focus on development planning.

For the first 90 days, employees wear a yellow Careforce Star ribbon so that others can welcome the newest members of our team to Children's. At the 90-day NEO reunion, employees "graduate" by turning in their ribbon.

- **On-Boarding Process**

Managers and employees use tools from the New Employee On-Boarding Process online guide to allow for a thorough and meaningful introduction to Children's.

Clinical Staff

- **Patient Care Provider Orientation (PCPO)**

We recognize that the first year experience for a nurse is critical to their employment longevity. Beyond classroom orientation and a multi-week unit based orientation with a preceptor, we have dedicated additional resources to make this first year meaningful.

Following NEO, new clinical staff attend PCPO, a three day classroom, hands-on clinical skills lab, and computer-based learning experience. PCPO is designed to prepare new staff to begin a productive unit-based clinical orientation. Additionally, all new nurses attend a one-day IV (intravenous) class. Unit-based educators plan the balance of the orientation which varies in length for a nurse from 6-16 weeks, depending upon the nurse's experience level and the complexity of care delivered on the unit. During this period, the new nurse is paired with a preceptor who provides the nurse with a customized orientation, increasing her responsibilities as competencies are built and assessed.

- **New Graduate Acceleration Program**

At Children's and around the nation, we have seen a steady increase over the past five years in the hiring mix of new graduates to experienced nurses. In fact, over one-third of the current U.S. workforce is over the age of 50, the average nurse is 48 years of age, and there will be a 27% increase in demand for nurses from 2002 to 2012 (U.S. Bureau of Labor Statistics, 2004). The 2006 Task Force on Health Professions Education in Georgia reported that we are 42nd among the 50 states in our supply of registered nurses. Nursing graduates are our pipeline of nurses for the future, but attracting, developing, and retaining them present a special challenge. We know that members of Generation Y desire a high-feedback environment and also that new graduate nurses have received very limited Pediatric clinical experience in school (usually less than 7 shifts in the hospital with Pediatric patients). We developed a strategy to engage and accelerate the development of new grads while addressing the competency and confidence gap of these novice nurses...the New Grad Acceleration Program. The four key components of the high-touch, experiential New Grad Acceleration Program are: Floating Preceptors, Nurse Mentoring, Nurse Residency, and Teach-Learn Care Program.

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— Floating Preceptors

The “Floating Preceptor” program works with new nurses following their orientation period to build their confidence in the clinical arena; foster safe, competent practice; and build trusting relationships with teammates, physicians and families. Typically, there are one to two Floating Preceptors on each night shift where the need is the greatest. Floating Preceptors do not have their own patients, which allows them to dedicate as much time as necessary to each nurse.

— Nurse Mentoring Program

Children’s provides a structured year-long Nurse Mentor Program for most new nurse graduates. The mentoring relationship is designed to promote professional development, enhance communication, and build relationships. Each mentor and mentoree receives a comprehensive manual containing tools they can use throughout the year to provide a successful mentoring relationship.

— Pediatric Nurse Resident Program

New graduate nurses are also enrolled in the Pediatric Nurse Resident Program, a monthly half-day opportunity for learning and support that spans a twelve-month period. New grads practice pediatric assessment, recognition and response to shock, physician communication and other skills with high-fidelity human patient simulators in a safe environment. Key clinical competencies are also assessed periodically throughout the first year using the simulators. Additionally, new grads also introduced to concepts of dealing with death and dying, care of the grieving family, and self-care in high-stress situations.

○ Simulation Training

Clinicians have rare opportunities in the workday to respond to emergency situations. In 2007, we purchased four high-tech human patient simulators which provide unlimited opportunities for practice in recognizing and responding to critical and emergency situations in a safe environment. All of our nurse residents and general care nurses will train on respiratory and shock scenarios this year.

— Teach-Learn-Care Program

This four-week experience on the TLC unit is designed to facilitate accomplishment of basic competencies in a nurturing environment. New nurses work at Children’s on an eight hour shift instead of the standard twelve hour shift to allow them to make a smoother transition from school to the working environment and become less overwhelmed. At the end of their eight hour shift, they will spend an additional hour in a group setting discussing their learnings for the day. Shortening the workday for the first four to six weeks allows these novice RNs to better grasp patient care and quality practices and actually reduce their ramp up time.

Physician

• Physician Orientation

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All Children's Healthcare of Atlanta, employed Physicians have the opportunity to experience a newly-revised Physician specific orientation process congruent with the needs relative to a clinical care practitioner in our system. An in-depth professional staff orientation manual has been created and is provided to all practitioners at the point of their initial appointment to our medical staff. This document is also available to them via our physician portal. To date, this is the most requested download on our portal site.

Leaders

- Executive On-Boarding

Our Executive On-Boarding Overview provides a road map for newly-hired executives to help them during the critical transition period. The overview outlines how executives should spend their first 90 days on learning, assessing and strategizing in four focus areas: You (as a leader), Your Team, Your Business and Your Network, with review periods every 30 days.

- Leader Acceleration

All new leaders experience a full day leader acceleration with their team. The session is organized around a set of key questions the team wants the leader to know and the leader wants to know about the organization and the team.

Develop and Deploy

- Leadership Development

We offer various levels of leadership development programs under our Center for Leadership (CFL) that Nurses and employed Physicians may participate in. The purpose of CFL is to build “bench strength” within Children’s so that we have the right people with the right skills as we continue to grow as an organization. It also helps us decrease our need to depend on external talent as we grow. Our CFL leadership development programs include:

- Executive Experience

The Executive Experience is designed for all Directors and VPs to enhance leadership skills and broaden perspective.

- Manager Acceleration Experience

The Manager Acceleration Experience is designed for high performing managers with strong promise for leadership and as such, it is not intended for all managers.

- Manager and Supervisor Certification Programs

Manager and supervisor certification programs are designed to give young or new managers the necessary skills and tools to be proficient at supervising or managing teams. Both experiences take a holistic approach to developing leaders using a specific sequence of assessments, workshops, mentoring, and projects over time designed to build leadership capability.

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- Clinical Staff Development

Nurses and allied health clinical staff comprise the greatest proportion of the workforce; their competence is critical to organization success. Through our clinical staff development area, we work to improve our quality and patient safety measures, meet regulatory requirements, and provide professional development of our clinical staff.

- Physician Development

Recognizing physicians as lifelong learners, Children's offers a variety of Continuing Medical Education (CME) opportunities to our medical staff as well as physicians around the country. We provide four to six medical conferences each year for general pediatricians and subspecialists, seven community CME dinners located throughout the metro Atlanta area, and over thirty-five ongoing in-hospital CME activities such as Tumor Boards and Grand Rounds. We also offer online learning, providing forty CME courses through web-streamed modules.

- Staff Development

In addition to our extensive focus on clinical staff and physician development, Children's is committed to helping staff be both personally and interpersonally effective. To that end, we offer approximately 250 different classes, coupled with expert counseling, to help employees work with their managers to design and follow an ongoing development plan.

- Interpersonal Effectiveness Courses

Over the past few years, Children's has expanded our interpersonal effective course offerings to include "Crucial Conversations", "Building Trust", "Increasing Personal Effectiveness", "Valuing Differences", "Interaction Skills for Success" and more.

- Technical Training

Children's provides a variety of technical training on office communication and productivity tools, including Microsoft Office and other more specialized applications.

- Annual Employee Assessments (AEA)

Our comprehensive Annual Employee Assessment provides staff with a needed refresher on a variety of topics including: Infection Control, Civil Treatment, Compliance, Safety, and HIPAA regulations. All employees must pass the AEA with a score of at least 80%.

- Customer Service Behaviors Training

All employees complete a training course on improving customer service behaviors, which helps employees and patients/families equally.

- Career Development

- Career Advancement for Nurses (CAN) is a career levels program designed to build nurse leaders. Expectations for professional and clinical competencies increase at each level. Nurses who wish to improve their proficiency at their current level or prepare to advance

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to the next level can complete an online self-assessment. The online assessment, designed around competencies and an associated curriculum, generates a customized development plan that includes in-role experiences and training.

A number of courses are designed to build the capability at the unit level to onboard and nurture newly hired nurses. For example, the Preceptor Workshop was created to prepare nurses with one or more years of experience to nurture and orient new nurses to the unit and clinical skills during their 6-16 week orientation period. Mentoring courses are provided for nurse mentors, equipping them with the skills to support and coach new nurses. The Floating Preceptor Course trains specially selected nurses to work with new grads on the night shift.

— School at Work (SAW) Program

Our School at Work (SAW) program is a career development system for entry-level workers in the healthcare industry. The program provides a bridge to prepare employees for better-paying jobs and for entrance to local community colleges. The program includes a personal coach, career counselor, online classes and workbooks which are delivered onsite. Children's hosts a formal graduation for all graduates. Class members speak at the graduation ceremony about what the program has meant to them, and a few of them have recommended family members to participate in the program to advance their careers as well.

— Career You

Children's launched Career You in 2008 with a career development pilot in our Patient Access department. The goal of Career You is to implement a career development system that supports our employees and managers to easily understand themselves, the needs of Children's, and take planned, skilled steps to create long-term, fulfilling careers at Children's. We are working to expand the program to other areas, targeting areas of higher turnover due to lack of opportunity.

— Project SEARCH

Children's also participates in Project Search, which is a program that places students and adults with cognitive and physical disabilities in healthcare jobs that have a repetitive nature and are traditionally hard to fill.

• Educational Assistance

Additionally, Children's offers educational assistance for employees who want to further their education. Assistance is available for degree programs appropriate for the development of the employee's job related skills and is consistent with the strategic direction of the organization. Employees requesting assistance for critical or hard to fill programs are eligible to receive \$5,000 for full-time employees or \$2,500 for part-time employees. Employees requesting assistance for non-critical programs are eligible to receive \$3,500 for full-time employees or \$1,750 for part-time employees.

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- **Performance Excellence**

The Performance Excellence process at Children's includes performance planning, development and coaching, and performance reviews. This process is supported by a technology platform through Taleo.

- **LeaderShifts**

Another avenue for leaders to stay connected within our organization is through the LeaderShifts program. LeaderShifts emerged after a tough 2003 flu season. At its peak, many non-clinical employees volunteered in emergency departments and immediate care centers as a way to provide extra hands during this high census period. Volunteer efforts were so successful in bringing together clinical and non-clinical staff members that Children's implemented LeaderShifts. The program asks non-clinical leaders to work eight hours at the emergency department or immediate care centers between October and March each year. Participants have voiced how valuable they found the opportunity to help on the front lines, and the emergency department and immediate care center staff are able to get to know management on a personal level.

Engage and Retain

Recognition

- **Celebrations**

Manager and employees can recognize each other for modeling our values, helping us achieve our Strategy, or fulfilling our Employee Promise. To mark a success using Celebrations, employees and managers use an online tool to send cards and points, which are redeemable for awards.

- **Spirit Day**

At least once per year, Children's hosts a Spirit Day for employees with a celebration, fun food and T-shirts. For example, in 2013 Hospital week was celebrated with the distribution of 8,200 umbrellas and a different employee theme each day. Also in 2013, Children's celebrated the successful completion of the Joint Commission Survey with healthy frozen yogurt parties at main campuses and King of Pop popsicles at neighborhood locations.

- **Appreciate and Celebrate cards**

Showing we value and recognize employees has become an even larger part of Children's because our engagement survey results indicated this was important to employees. To help managers identify the types of recognition their employees wanted, Children's created Appreciate and Celebrate cards, which includes special cards for employees to enter their recognition preferences and return to their manager. Also included were note cards that provided a quick and easy way for managers to recognize and thank their employees. In the rollout, we asked managers to write a minimum of 10 appreciation notes per week, and included tips for providing positive feedback, such as making sure feedback is frequent, specific and personalized.

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- Hope and Will Awards

Employees below the director level are eligible for Hope and Will Awards. Winners of this award are formally recognized by their fellow employees for demonstrating behaviors such as outstanding customer service, exemplary attitude and spirit, exceptional skills and a strong commitment to Children's. Their outstanding contributions exemplify our five Values: Excellence, Integrity, Nurturing, Respect and Teamwork. Every month up to five winners are chosen from throughout the System. Each of these winners receives 50 Celebrations! AwardPerQs, and their picture is taken and displayed on the Children's intranet site, Careforce Connection. At the end of the year, monthly winners are considered for the Hope and Will Award of the Year, and annual winners are announced at our annual Hope and Will Awards Luncheon. This event, hosted by our entire Executive Team, celebrates all the winners until the "big" winners are unveiled. Annual winners receive 500 Celebrations! AwardPerQs and System recognition.

- DAISY Awards

Started by the DAISY Foundation, this recognition is for nurses across the country for excellence in their field. Winners receive flowers, a certificate, Celebrations points and recognition by their peers.

- Service Awards

Children's also celebrates the dedication of employees with Service Awards for every five years an employee has been with the organization. Employees with 10 years of service attend a special luncheon in their honor, and the big Children's gala for the year is our evening event for employees with more than 15 years of service. At this "Oscar-worthy" event, employees bring a guest to a ballroom, complete with a band, impeccable décor and a wonderful dining experience. Employees with 35 or more years of service spend the day being chauffeured in a limo to a full day at a spa to prepare for the evening. We record their special day and share clips at the evening event, to everyone's enjoyment. Additionally, all Service Award winners are given a special gift, based on their years of service.

- Holiday Visits

During the Holiday Season, we hold Holiday Visits, where our senior executives personally deliver food and treats to every department within the Children's System to thank employees for all they do and visit with them in their work setting.

- Veteran's Day Celebration

Our Veterans Day breakfast is a special event at Children's, and it's our way of honoring those employees who have served or are serving our country. In 2005, we lost one of our nurses in Iraq, and we were touched that his widow joined us for recognition on this day. In addition to the color guard salute, our officers read letters from our young patients who express their gratitude to them for all they have done.

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Work/Life

- Expectant Parents Program

This program is designed to help employees understand the active role they can take in avoiding risks to pregnancy and offers prenatal screenings and checkups and a 24-hour Babyline staffed with pre-natal and perinatal nurses. Children's also provides a \$100 savings bond in the baby's name for participating in the program. Information about this program is provided at our "Great Expectations Showers," which are held quarterly to celebrate pending births or adoptions. During these showers, expectant moms and dads are provided a "Welcome Back Pack," which includes information about making the transition back to work after having a baby. This Welcome Back Pack also includes a baby blanket and brochures and information on our childcare benefits, childcare centers, lactation rooms and other items of interest for new parents.

- Small Wonders

Pregnancy health interviews, access to a toll-free Baby-Line, a reference guide and a \$100 savings bond are available to expectant parents.

- Infertility Assistance Plan

Children's will pay a lifetime benefit of up to \$10,000 to cover expenses incurred due to infertility.

- Adoption Assistance Plan

Children's will pay a lifetime benefit of up to \$10,000 to cover expenses associated with the adoption of children.

- Family Support Programs

- Child Care and Child Care Credit

Regular full-time or regular part-time employees may enroll dependent children in one of four three centers accredited by the National Academy of Early Childhood Programs. Additionally, a child care credit can be used at any child care center.

- Backup Care

Children's provides backup care for all employees seeking temporary care for loved ones – children, pets and elderly, whether they are healthy or mildly ill. Backup Care Options provides 24/7 access to carefully selected childcare centers and highly qualified home care professionals available to deliver temporary care for loved ones. Children's subsidizes this program to ensure it is very affordable at \$2 per hour per child for center-based care or \$4 per hour for home care (home care rate applies for up to three dependents). All caregivers are FBI background checked, CPR/First Aid Certified, licensed, insured and experienced in childcare or adult/eldercare. All active employees, including

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PRNs, may use the program for up to 80 hours per calendar year. During times of high census, Children's has subsidized 100 percent of the premium for backup care.

— Sittercity.com

Through one of the first corporate partnerships with Sittercity.com, employees have access to 3,000 sitters, nannies, pet sitters and house sitters in the Atlanta area. Parents have the opportunity to e-mail the sitter through Sittercity's privacy protected e-mail accounts, or if the sitter has released their phone number, the employee can call directly. This Web site includes a message board where employees can swap information, including names of good sitters, pictures, and parenting advice. Children's was referenced in The Wall Street Journal and Redbook magazine for giving employees access to this service.

— Speed-sitting Events

In partnership with Sittercity.com, Children's has hosted two speed-sitting events providing parents with the opportunity to meet and interview up to 50 background checked sitters from across metro Atlanta in just two hours. On-site childcare is provided for employees who bring children to the event, as well as food, prizes and entertainment.

• Commute Alternatives

Children's offers support and incentives to employees choosing commute alternatives. These include public transportation, carpooling, van pooling, biking, walking and telecommuting. Incentives come in the form of monetary subsidies for rail, bus and vanpooling as well as the cash for commuters sponsored by the Clean Air Campaign. A guarantee ride home program is also available in the event of an emergency.

— Flex-time

As we have worked to understand how employees view work/life success and what enables it, the leading catalyst for work/life success, according to our employees, is flex-time. So, we offer a variety of flex-time options for nearly all employees. We even instituted electronic scheduling in some of our areas where flexibility is difficult; via this technology, employees can "bid" on time slots, and have even greater control around when they work.

— Telecommuting

If possible for the responsibilities of the position, employees are provided the option to work from home as needed. We even have a number of nurses who elected to use this option by serving on our nurse advice line.

• Concierge Services

Based on employee input, Children's introduced a new onsite concierge service, At Your Service, to employees in 2007 that helps them arrange personal services (placing gift and flower orders, making spa, travel or dinner arrangements, etc.) and fulfill event/attraction ticket requests.

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- Entertainment and Leisure Discounts

We provide discounted movie tickets, tickets to amusement parks, vents and regional vacation destinations. Also, employees are provided discounts and participation opportunities in fun family activities like the Children's-sponsored Festival of Trees and the launch of the pink Pig ride, both holiday traditions in Atlanta.

Wellness

- Strong4Life

In 2008, Children's launched the System-wide Strong4Life at Children's wellness initiative to help employees reach their personal wellness goals. Strong4Life builds off of our "Strong Enough to Care Enough" value proposition, and the program is designed to make it simple for employees to take part in the four key areas of wellness: 1) support; 2) activity, 3) nutrition; and 4) fun. Strong4Life was launched with Employee Wellness Fairs, and employees who completed health metrics and an online health profile received \$75.

- You4Life

After initial Health Profiles are complete, employees can sign up for YOU4Life, a 23 week customized, comprehensive lifestyle management program under the Strong4Life initiative. Through YOU4Life, employees have access to weekly classes conducted by a fitness trainer, a nutritionist, ongoing coaching and a variety of onsite exercise programs.

- Onsite massages

Children's employees can call for an onsite massage when they're feeling stressed. Our contracted third-party partner offers massages by the minute at a reduced rate and can do simple chair massages or full body relaxation. Managers frequently provide massages for staff as an alternative to "food parties" and are encouraged to do so.

- Free Fitness Classes

Children's offers free fitness classes at our four main locations this year. Employees can attend step, yoga and cardio fusion classes during the week and easily meet their fitness goals

- StairGym

Our StairGym is designed to encourage employees to take the stairs to be more physically active at work. The StairGym sports motivational murals and inspirational quotes and provides a pleasant exercise destination for staff.

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— Weight Watchers at Work

Employees are provided access to half-price Weigh Watchers at Work meetings on each of our 3 main campuses.

— Other Wellness Programs

Wellness programs at Children's also include classes offered on stress management and ergonomic workstation development for employees to enhance the comfort of their work area. To encourage healthy hearts, free hypertension and cholesterol screenings are available as well as discounted gym memberships.

Children's has partnered with Fresh n' Fit Meals to provide free delivery of nutritious meals for employees to order at a discount. These meals allow employees to stay on a 1,200, 1,500, or 2,000 calorie-a-day regimen.

In 2008, Children's became a tobacco-free organization, inside and out. Employees were informed months in advance and offered a smoking cessation program to support those who wanted to quit smoking.

Additionally to support and promote the health and well-being of our employees, Children's established a Wellness Committee. This group is responsible for activities and policies that contribute to the physical, emotional and psychological well-being of employees, including educational awareness, behavioral and lifestyle changes and creating a supportive environment. Members have a passion for wellness, can envision how wellness affects different aspects of our business, are resourceful, have good communication skills and can serve as positive role models for others.

• Supporting Employees in Times of Need

— Critical Incident Stress Management

People who work in healthcare encounter stressful events almost daily, such as deaths, serious injuries or threatening situations with patients and their families. These events are known as "critical incidents." Recognizing employees may experience significant emotional, physical, cognitive, behavioral and/or spiritual reactions and symptoms, Children's created Critical Incident Stress Management (CISM) to provide support to staff during such difficult and stressful times. The CISM team is composed of hospital peers, including nurses, physicians, child life specialists, social workers, chaplains and others, and the teams can be called by any employee to provide support to other employees who may be coping with the after-effects of a critical incident. All responders have completed specialized training in critical incident stress management approved by the International Critical Incident Stress Foundation, Inc. When our downtown hospital was impacted by an unexpected tornado, our CISM team worked with employees to help them talk about their fears.

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— Employee Assistance Program

Employees also have access to an Employee Assistance Program, which offers confidential counseling resources and referrals for family matters, legal issues and eldercare.

— Care for the Caregiver Workshops

Children's offers Care for the Caregiver Workshops in beautiful retreat locations, as a way to get our staff to slow down and focus on themselves and the stress they might be facing in their personal and professional lives. During the workshops, we provide tips on managing stress, and attendees develop a self-care plan.

— Hardship Program

Our Hardship Program assists employees with monetary support in times of catastrophic events or need. The monetary amount differs depending on need and is administered through our Human Resource department. For example, a Children's employee had her house damaged by fire and didn't have permanent housing for her family. Children's employees kindly organized their own drive for clothing and toiletries, and through this fund, she received financial support from Children's to support her during this time.

Compensation and Benefits

Compensation

• Competitive Compensation

Children's aims to maintain a fair and competitive pay as measured within and outside the organization. Each job at Children's is assigned to a pay grade. Every pay grade has a corresponding pay range made up of a minimum, midpoint and maximum. At least once each year, Children's looks at market competitiveness and internal equity to ensure pay is fair at all levels, and makes adjustments as necessary.

Benefits

• Health and Welfare Benefits

Children's offers access to three different deferent health plans, dental and vision insurance, flexible medical and dependent spending accounts, paid life and disability coverage and generous paid time off and holidays.

• Supplemental Benefits

Children's provides a wide range of supplemental benefit programs with discounted rates for Long Term Care insurance, Pet insurance, Auto and Homeowner insurance, Legal Services and Computer purchases.

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- **Retirement Plans**

Children's maintains two retirement plans. The Growth Plan (summarized earlier) is a 100 percent employer-paid retirement plan for eligible employees. Employer contributions are subject to a five-year graded vesting schedule. The Share Plan is a retirement plan in which Children's matches employee contributions. For each dollar an employee contributes to the plan, Children's puts in a matching dollar, up to 4 percent of their eligible base annual income. Children's also offers a Roth 403(b) for employees who want to contribute to an after-tax savings account.

Engagement

- **Engagement Survey**

The 2012 Employee Engagement Surveys allowed employees to provide feedback related to their work environment, communication and other critical employee issues. We report this feedback to employees and let them know our specific plans to address issues raised.

The engagement survey results are important because research proves that fully engaged employees increase an organization's performance, deliver powerful results and seldom leave. We perform the survey every other year and use the Great Place to Work survey results to perform further monitoring.

Communication

Below are the key communication tools used for internal communications.

- **Careforce Connection**

Children's are the intranet site, Careforce Connection, is updated daily with timely news, updates on Children's initiatives, feature stories and campus happenings. Employees also reference the robust site to access tools and information needed for work, benefits and recognition, learning activities and any other areas that make up the employee experience.

- **Careforce Chronicle**

Careforce Chronicle is our award-winning, bimonthly print magazine that provides feature stories and in-depth articles that help guide employees in their personal and professional lives. Our communications strategy drives content for the magazine and connects employees with the organization's goals.

- **Executive Memo**

CEO Donna Hyland and other senior leaders regularly communicate via our Executive Memo program and when employees see the distinctive, limited-use e-mail graphic, they know the message is important.

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- CEO Conference Calls

- Children's Town Hall

Our new CEO made extensive use of our Children's Town Hall meetings, which are an effective way to communicate the strategic direction for the company and how it impacts employees. While employees historically have determined the topics of discussion, senior management shares organizational goals, upcoming initiatives and then allows time for employee questions. Due to our employee schedules, the Town Hall Meetings are held at four different sites, several times at each location, and are then rolled out to satellite locations either in person or through packaged video presentations.

- Heroes and Highlights Boards

These bulletin boards placed in hospital common areas showcase employees who have won awards or who have been recognized in the community.

- Nurses Station and Physician Portal

These online portals connect nurses and physicians to pertinent topics, training opportunities and updates on quality initiatives

- Friends Insider

This quarterly publication is sent to the 20,000 people who volunteer their time at Children's. Our volunteer network, Friends, is treated as an extension of our staff because they provide such a valuable service to our organization.

- Careforce Forums

While the Town Hall Meetings are designed to be more "employee-driven"—letting them set the topics—we also use a program called "Careforce Forums" to drive messages from the top down, or from groups within Children's that want to "market" their programs. In these forums, we have rolled out advertising campaigns and launched a light-hearted video on Nurse-Physician Relationships, leaving time at the end of the short sessions for topic discussion. To create a comfortable atmosphere, we decorate the spaces with fun décor, provide food and drinks and frequently offer fun give-aways.

- MedClips

MedClips is the monthly newsletter sent to all physicians affiliated with Children's. The newsletter includes important committee news, educational opportunities and a calendar of events.

- Manager Talking Points

To ensure that managers deliver information to employees, we provide Manager Talking Points on key issues; one-on-one coaching on communications and other management essentials; and other helpful hints via three primary means: 1) Manager's Portal, an online toolkit divided into sections of materials around the Employee Promise, which evolved from our

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Manager's Toolkit; 2) Our weekly publication Management Update (an e-mail newsletter) and; 3) LeadershipPost, an HTML newsletter aimed at directors and above that provides expectations, information and tips for sharing timely news with employees in a format built around What to Know and What to Do.

- Internal Leadership Team Meetings

We also host "Internal Leadership Team Meetings" regularly each year. These off-site meetings bring managers, directors, vice presidents and senior executives together to discuss specific organization topics. All attendees leave with materials used to carry the messages from the meetings to their employees.

- Campus Chats

More localized quarterly Campus Chats invite employees to attend breakfast or lunch with hospital leaders to informally ask questions and learn about the latest news at their location.

Process and Technology

Process and technology are the underpinning of all the programs and service offered by Human Resources. An HR Technology supports the needs of all areas across the division to ensure we are moving to a more efficient and paperless workplace.

Services

The Human Resources Function offers services in many areas in support of the People Strategy. These include:

- Organization Effectiveness Consulting
- Coaching
- Communication Strategy and Planning
- Workforce Planning
- Team Accelerations, Team Effectiveness
- New Leader Accelerations