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Thanks everyone for joining us today for our first ever manager and above webinar on Children's People Pulse.

Traditionally, our Leader updates have been phone calls. But, given today's topic, we wanted to do something more interactive.

Creating a culture where our employees feel happy, supported, respected, motivated—the list goes on—is something that's up to all of us. This webinar gives us the opportunity to share with you our insights into our people culture based on the data we've collected, and it also gives us the chance to hear what you, our leaders, have to say in return.

Research has confirmed for many years that direct supervisors are the most important factor in an employee's level of engagement. And, when I say direct supervisors, I mean anyone who has a team that they lead—managers, directors, VPs, SVPs. Today's webinar is about you as a direct supervisor, the impact you have on our employees, and what you need from us to ensure we have a culture in place that puts people at the center.

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Here's our agenda:

First, I'll quickly walk you through our People Journey and why we chose to become a people-focused organization. [Elaborate on why for new leaders]

Second, we'll talk about our 2011 System goal to refocus on people, why it's a priority for this year, and what we're doing to make it happen.

Next, I want to celebrate our successes. We have so many things to celebrate, it's hard to pick just a few, but I wanted to highlight a few specific areas where we feel you are doing an outstanding job when it comes to managing our employees.

There's always opportunity for improvement—and I mean that across all leadership levels. Based on the research and data we've gathered so far this year, we've noted a couple of areas where we feel we can all make a bigger impact, so we'll talk about that as well.

As I talk about our successes and opportunities today, I want you to think about how it relates to you as a direct supervisor...about what it means to you and your department. We'll be opening up the floor to a live question-and-answer session at the end.

You don't have to wait until the Q&A session to submit your question. Please feel free to go ahead and submit your questions as you think of them throughout the presentation. And, we will respond to as many as we can at the end.

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To start and to get some context to our topic today, let's take a quick look at our people journey for the past 13 years since the merger.

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In 1998, as Egleston and Scottish Rite merged, we had a lot to consider when bringing these two cultures together to function as one. Dr. Tally used to say that the most successful mergers are those that take into account culture. So, this wasn't just about integrating financial systems or operations. We knew we must also take an active role in how we bring our people together. Shortly after the merger, we conducted a culture study, which told us we had a lot of work to do. We began acting on the key points from that survey.

As we evolved as a system, the Children's Star was created to articulate the key areas of focus for our system. People was placed at the top of the star – as our highest priority. While that was good, we still didn't have a clear people strategy. And, around 2002, our board was asking: What is the long-term people strategy? (Elaborate on nursing shortage at the time and external landscape)

We knew we wanted to create the kind of place that our employees never wanted to leave. We wanted to be an "Employer of Choice." But, what did that mean? So in 2003, we went to our employees to find out. We held focus groups to ask employees how we could become the greatest place to work they could imagine. This gave them an opportunity to describe in words and even pictures, what they needed and wanted from us. Some of you may have even been a part of this process. And, as a result, we defined our Employee Promise, a description of what employees can expect from Children's and also what Children's expects from employees. During the following years, this roadmap allowed us to create and align our programs to make Children's a best place to work.

In 2005 and 2006, we started seeing some exciting results. Our employee engagement survey results came in at 88% which exceeded our target of 75% which is benchmark performance. We were recognized as one of the Top 100 companies by *Working Mothers* magazine. In 2006, we made the *Fortune* "100 Best Companies to Work For" list for the first time. (Elaborate on this significance)

By 2008, we believed we had made significant progress and could say we were truly an employer of choice. We also realized that while the Employee Promise addressed the needs of our employees, it didn't fully encompass what it means to work in our special environment. So with your help, we began an effort to define what it takes to work at Children's. We conducted focus groups and launched surveys with employees and those in the community. By the following year, we launched *Strong Enough to Care Enough*, which really embodies what it means to work at Children's and continues to serve as a strong internal message and our recruitment focus.

Over the next several years, we exceeded our people strategy goal of 92% retention. We filled over 65% of our leadership positions from within. Vacancy reached an all time low.

But, some big changes were starting to unfold at Children's.

First: Dr. Jim Tally, the CEO at the time retired and Donna stepped in to lead the organization. While the transition has been smooth, this is always a big shift for any organization.

Next, the bottom fell out in the national economy, which created a lot of uncertainty. Employees started to worry about their jobs and about the health of our organization. And, naturally, we had to focus on tightening our belt. While we had guiding principles that said no decisions would be made at the expense of our people—this troubling time had an impact on many employees.

Finally, our employee demographics were starting to shift, and they still are today. While our employee population remains predominantly clinical working mothers, more than three-fourths of our current employees were not here at the time of the merger. In fact, over half of our employees have been here five years or less.

We believe it is time to take a step back and re-evaluate how we are supporting our people, and make sure it gets the attention it needs as one of the critical strategies of our organization.

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The purpose of this goal is to re-focus on people and the culture we have created for them.

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Before we can define our priorities to focus on people, we must first clarify our culture. As a reminder, culture is defined as shared perspectives on: who we are, how we get work done, and what we strive to be. Once we clarify who we want to be as an employer, we'll evaluate how our current programs align with who we want to be.

Today's webinar will share the results of feedback we've been gathering from you and your staff through focus groups, surveys and anecdotal data. Your ideas and input after this webinar will be a huge part of shaping the next steps of this goal.

We plan to share the progress on this goal with you at our next internal Leader Day in August.

Our goal—overall—is to ensure Children's fosters a working environment where our employees are engaged and excited about our Mission and can thrive and grow, both as professionals and individuals.

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As I just mentioned, our overall goal is to ensure Children's fosters a working environment where our employees are engaged and excited. As our leaders, you are doing a great job getting us there.

We know your jobs aren't easy—you have to handle your own heavy workloads while also leading your teams. It's a constant balancing act, and I just want you to know that we sincerely appreciate what you are doing.

In this next section, I want to point out and celebrate some of the specific things you are doing to make Children's a great place for our employees.

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Children's is not an ordinary workplace—and our employees aren't ordinary, either. They are passionate, driven, strong and nurturing, and they believe in our Mission. You truly don't find employees like ours at many other organizations. They are special and unique, and we want Children's to be a place that they love.

Like I mentioned at the beginning, direct supervisors are the most important factor in employee engagement. And, you have done a great job engaging your employees by creating an environment where:

- Employees strive for excellence, but still have fun
- There's a strong sense of team and family. A real community.
- They know that everyone is in it together
- They are able to achieve success in their work and their personal lives
- They have pride in what they do

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Here are some of our Fortune survey results since 2009 that support these success areas. The blue bar represents Children's, and the green bar represents the Fortune benchmark, which is the average rating of the 100 Best Companies.

(READ STATEMENTS)

- 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

As you can see, on all four of these, employees saw significant improvement last year and they rated Children's well above the benchmark.

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Here are four more statements where employees ranked us very high:

- I am proud to tell others I work here
- I feel good about the way we contribute to the community
- My work has special meaning; it's not "just a job"
- When I look at what we accomplish, I feel a sense of pride

You are our direct connection to employees, so when we see statements like this, it tells us that our leaders are doing an excellent job creating an environment where employees are proud of and truly enjoy what they do.

We hear this feedback directly from employees, too.

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Here are actual quotes from employees.

- This is a friendly, helpful atmosphere.
- We are in this together: We are 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.
- The love and support from my team when my son was injured will never be forgotten.
- Thanks to the support of my manager, I can balance being a working mother and nursing student.
- When I tell people I work here, I do so with great pride and honor.

These are just a few I selected from many of quotes we've gathered so far that say similar things. Our employees truly do feel like they are connected here. They are connected to our Mission, and they are connected to each other. We would not be hearing wonderful quotes like this if you weren't working hard to ensure our employees feel that way each and every day. (Give T-shirt at Chastain Park example)

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I love hearing stories about the unique ways you make work fun and meaningful for employees, whether it's celebrating a birthday, it's welcoming a new hire, or it's welcoming a co-worker back from maternity leave. You all do a great job making sure our employees feel special on these important days. I love walking down the halls and seeing a big "Welcome to Children's" banner across a new employee's cube, or "Happy Birthday" streamers across another's office door.

And, your holiday celebrations take it to a whole new level. I was blown away by the decorations throughout the System for last year's holiday contest. It seemed like everywhere I went, there were paper Christmas trees, or snowflakes hanging from the ceiling. It was fun for our employees, and it was fun for our patients too. (Discuss impact on parents too)

More than celebrating holidays or personal events, you make sure our employees are engaged and excited about our Systemwide events too. You encourage your team to participate in Spirit Days, sending in photos of everyone posing together in their T-shirts. You come up with fun, unique ways to celebrate Hospital Week and Nurses Week, like Sherry Gadra [Gaad-ruh], manager of Day Surgery at Scottish Rite. Each year, Sherry comes up with a new activity for her employees to celebrate Nurses Week. One year, she set up a paper doll scavenger hunt, and the next, she had her team write an interesting fact about themselves and she hung them up throughout the department for employees to guess whose facts belonged to whom. I know many of you come up with similar activities for your teams, and we thank you for that. Those are great ways to get staff excited about their workplace and feel more connected to their teams at the same time.

As we all know, our jobs aren't always fun and games. It's a serious business taking care of kids, and you all do an amazing job giving your teams the support they need by creating a team environment where they feel like they are part of a family. There are countless examples of staff chipping in to help their team members every day. Stories of how our managers and employees took care of each other during the Code White in January could probably fill a book.

(SLOW)

That support extends beyond work situations. It's evident how our staff is there for one another when they are affected by a personal tragedy. When Luke Geng, a beloved member of the IS&T team, passed away last year, his co-workers came together in a way that was truly moving. At the memorial service Children's held, many team members stood up to speak about Luke, including Praveen Chopra, Chief Information Officer, and Ellen Mauldin, Director, IS&T Business Partnerships. Luke's family could not make the trip from Asia for the service, so the team videotaped it and sent it to them so they would know how much Luke meant to Children's. Luke's department has now set up an employee award in his honor, and they recently awarded the first one.

I think we all get accustomed to the overwhelming feeling of family and togetherness here, that we forget how special that type of camaraderie and support is. Each of you has made that happen at the departmental level. Thank you for that.

There are many, many more stories I could tell right now that illustrate the wonderful job you're doing as leaders. (SLOW) I can't stress *enough* how thankful we are to have such a dedicated group of people leading our organization.

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There are, however two areas that we've identified through surveys, anecdotal data and employee feedback where we believe we can improve to make sure we have a culture in place that truly puts our people at the center.

But, before I move on, I want to really be clear. You are doing an awesome job as leaders. You have created special, unique team environments that our employees love, and we value and appreciate all of the effort you put in each day. [Elaborate on how we wouldn't be on Fortune or have results like we do without you.]

We all know there are ways we can improve as leaders, and what I'm going to talk about applies to all direct supervisors across all leadership levels. As I go through the two improvement areas, be thinking about what they mean to you as a direct supervisor. Also, think about what some of your barriers may be, what you're already doing well, and what support you need to excel.

As a reminder, don't forget to submit any questions that are on your mind.

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The opportunity areas we want to talk to you about today revolve around the ideas of value and listening.

Let's look at value first. Here are three statements that represent what employees want from their direct supervisors in this area:

- You value my contributions
- You trust me to do my job
- I feel appreciated

As I just mentioned, you do a great job of making our employees feel special when it comes to celebrating milestones, holidays and personal events.

However, employees also want to feel valued for their individual, unique contributions to the organization. They want to feel appreciated for who they are and all the hard work and extra effort they put in each day. And they want to feel like we trust them to do the jobs we hired them for, without looking over their shoulders.

I know we all thank our staff when they do something out of the ordinary. But, it's important to determine how we can let employees know we do appreciate and value them for their day-to-day hard work and contributions and that we trust them to be capable, productive members of our teams.

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Here are some more Fortune survey results that may help put the idea of employee value into perspective. As a reminder, the blue line represents Children's, and the green is the Fortune benchmark.

- Management shows appreciation for good work and extra effort
- Everyone gets 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

With these four statements, our employees continually rate us below the benchmark. We did see improvement in all four last year, which means we are making progress but there's still a gap.

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So, what are some ways we can show employees we value them as individuals and for their daily contributions to Children's? It's not about making more work for you. We all have a lot on our plates, and we don't want to add to that. This is about how we can change what we already do in our interactions with employees.

- Thank your employees often, and be specific. We have a great saying at Children's, "Thanks for all you do" and it's great but we need to remember to be specific and also say things like "thanks for coming in on your day off to help us when we were slammed."
 - We recently looked at the percentage of managers using our Celebrations program, and it was less than 20 percent. As part of this System goal, we are looking at these types of programs to see if they are right for our managers, and we'd love to hear your thoughts. Celebrations cards aren't just for major accomplishments or achievements, they are a great way to show your employees you recognize them for the unique work they do to make your team and Children's so special.
- Another suggestion is to take time to recognize successes before discussing lessons learned. I know one manager at Children's doesn't allow her team to start saying "what could we have done better" for 24 hours after they finish a project. Instead, they spend that time recognizing each other and celebrating what they did right.
- Trust your employees enough to delegate increasingly challenging work in a way that shows them that you believe they will do a good job, and that you want them to learn and grow with the organization.
- Another way to let your employees know their value is to help them connect their specific job to the bigger picture so they can understand the individual impact they have here. I know some of our non-clinical staff members can sometimes feel disconnected from what's happening over at the hospitals, and they don't always see the way their role connects to patient care. Tom Brems, VP of Corporate Finance does a great job of holding quarterly division meetings at one of the hospitals, and then takes his staff on a tour of the facility each time so the employees can stay connected to our mission.

So be thinking about, What are some others ways you can show your employees you value them? And what does that look like for your department?

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Employees also want to know that their direct supervisors are listening to them, that they trust them, and that they are involving them in decisions that affect them. They want to have a voice.

This is something we are looking at a system level, as well. We admit we don't always do this well. We don't always ask for input from you. Today's interactive webinar is one of the ways we are hoping to improve in that area.

Here are three statements that reflect what employees want from their direct supervisors:

- I can approach you no matter what
- You ask for my input and ideas
- I feel like I am heard

We work in a fast-paced environment, so we are all constantly pulled in different directions. It can be extremely difficult to balance your heavy workload with the demands of making time for your employees on a regular basis, but it's important for them to know you are available to them.

It's also important that they know you are listening to their input and ideas, and that you give them the opportunities to provide those thoughts, especially when it comes to decisions that involve them. And, then, they want to see transparent feedback and action.

To borrow a phrase from nursing...Our employees know we are using their hearts and their hands, let's make sure we use their minds, too.

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Let's quickly look at some survey results.

- 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

As with the statements about value, our employees continually rate us below the benchmark on these statements that have to do with listening. And, as with the value statements, we did see improvement in all four last year, but there's still a gap.

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So, what can we do to ensure our employees have a voice? Here are some examples, both informal and structured, of how we can show employees we are listening to them:

- These examples are getting back to the basics, but think about how you are standing when you interact with your staff members. Do you stop and look at them, or are you walking and talking? Planting your feet during hallway conversations with your staff is an easy way to ensure they have your full attention. We also can't let our blackberries take precedent over our employees.
- Another easy trick is for you to listen first and talk second. We tend to jump to action here—we're an action-oriented organization. Let's make time to stop and listen.
- Ask for input, and then genuinely follow through with feedback. Let employees know you truly value the insight they offer.
- We all get bogged down in meetings and our daily job duties, so establishing set office hours is another great way to make yourself available to employees.
- Many departments have regular team huddles or staff meetings. One manager I know has team members go around the room and share one success they've had since the past meeting, and another gives out "kudos" for things he knows they've done. Staff meetings are also a great time to ask for input and ideas from your team members, and then provide an update in the next meeting so they know where their suggestions stand.
- I've heard about some departments doing their own employee polls to make certain decisions, which is a fun and unique way to get everyone involved and engaged. In fact, a few years ago when the lobby in Tullie 1600 was being redesigned, we opened up a contest to the HR division and had departments submit their plans for what the lobby should look like, then the leadership team voted on a winner.

So be thinking about, what are some others ways you can listen to your employees? And what does that look like for your department?

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These are some basic examples that may seem like common sense, but sometimes we just need to get back to the basics.

We also want to hear your ideas. For these two areas of improvement--value and listening--we'd like you to answer some questions with your leadership teams after today's webinar, and ask that you submit your responses by July 1. We will send out an email out with specific instructions following the webinar.

Today's webinar has been focused on you as a direct supervisor. As you think about the follow-up discussion questions, I want you to put on two hats. Think about them in terms of you as a direct supervisor, and you as an employee.

We also want to hear about what else is on your mind and want to know what we may have missed.

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Before we go into the Q&A session, I want to emphasize again that I can't thank you enough for the role each of you plays in making Children's such a great place to work. We could not be the organization we are today without our leaders.

In general, I want to point out that our employees are happy, and they are engaged. Let's see how we can make sure they feel valued and listened to, as well.

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Now, let's open up the floor to questions.