



The Children's Way: Q&A

ABOUT THE CHILDREN'S WAY

Q. Why is Children's introducing the Children's Way?

A: The Children's Way defines what our organization is when we are operating at our very best. It's a common understanding of the expectations that we hold for our employees and affiliated members in order to be extraordinary for our patients, families and community. This culture will help us be extraordinary navigating the challenges of today and tomorrow while never losing sight of what's most important to us.

We know health care is changing rapidly. As the regional leader in pediatric care, we need to lead the evolution of pediatric care delivery. Our vision lays out a clear direction to move us forward in the face of these challenges and ensures we continue to provide the best care to kids and their families.

Some of the external challenges driving our need to reimagine pediatric health care:

- **Technology:** We live in an era where information is accessible 24x7 by smartphone or computer, disrupting the delivery and experience of health care – i.e. Apple Health, telehealth, 23 and me genetic kit.
- **Payment reform:** Changing pricing and reimbursement models, to address the skyrocketing cost of health care in the U.S., has put pressure on health systems to reduce costs, improve quality and focus on the patient experience (e.g. HCAHPS, CGCAHPS).
- **Medical consumerism:** As more of the health care cost burden is put on individuals, people are shopping for health care and will want great care that is easily available and affordable.
- **Population health:** Managing and improving the health of the community through preventative care and health education is expected to be part of payment models of the future, requiring a shift in how we operate and engage with the community now.
- **Partnerships/mergers:** Due to financial pressures, large systems are growing as smaller systems and individual clinics/practices face difficult times ahead. We must seek partnerships where it makes sense, and not duplicate services within the community.

In addition to external challenges, through various studies, including employee engagement and culture of safety surveys and a patient experience analysis by Baird Group, we have determined a few internal issues currently standing in our way of building a strong, change-driving culture, including:





- **Communication and collaboration:** We work well within our work units, but collaboration between departments has been a point of concern for several years. These silos can create artificial barriers to open lines of communication and collaboration across the organization.
- **Accountability:** If we don't have a consistent level of accountability across our organization, we diminish our ability to deliver a consistent, positive experience to our patients and our team members.
- **Transparency and openness:** Safety is of the utmost importance to our patients, their families and our people. In some areas of our system, people feel the organization has created a culture of fear and shame, particularly as it relates to addressing quality and safety issues.

We have great people, clinical programs and most importantly, a commitment to improving kids' health care – which means we are uniquely poised to drive the change needed to confront these challenges. Adapting to this new environment is vital for our success. This won't be easy, but we all must join in to help lead the change.

Q. What's changing? What's not changing?

A: Children's is introducing a new vision, strategy, values and brand position. We are doing this to better serve our mission, which has always been and will continue to be centered on kids and families. Our mission statement is: We champion the health needs of children and families. We are committed to improving children's health by providing the highest-quality, family-centered care, advanced through research and education.

While this mission won't change, what is changing is how we achieve it – and that starts with our vision. As we look to the future and what lies ahead of us, our goal is to be every family's essential partner in raising healthier children. To do this, we need an organizational culture that consistently delivers engaged and empowered employees, partners and volunteers and that's what we hope to build together.

Q. Why is it important to have a set of core values?

A: Our values are the day-to-day expectations that guide how we act as individuals and as an organization in order to achieve our vision. They ensure that no matter where or how kids, families, our people or our community interacts with us, they will have a Children's experience that is delightful, consistent and makes them feel personally cared for.

Q: What are the values?

A: Our values are:

- *Kids first:* It's all about the kids. We are inspired by children – they are optimistic, resilient and see endless possibilities. We channel that spirit, bringing courage and curiosity to find better solutions and do the right thing.
 - I take it personally to create a safe environment, free from harm.





- I speak up when there is a better way or I'm concerned because "good enough" doesn't work at Children's.
- I make decisions that prioritize the needs of kids.
- I understand that health equity starts with me, and I strive to treat each person as they would like to be treated.
- I embrace the spirit of a child, applying a sense of joy, wonder, playfulness and fun to my work.
- *Listen, really listen:* Each person has a story to tell, so we listen with compassion, ask meaningful questions and build trusting relationships with individuals and communities. We respect each person's uniqueness.
 - I am present in every conversation. I take time and give my full attention to others.
 - I respond to what's being said with words and body language. I work to make it safe for others to share their opinions, ask questions and tell their stories.
 - I manage my reactions. I understand the power of my words and body language, and commit to considering their impact on others.
 - I appreciate opinions different from my own and seek to understand the situation from the other person's point of view.
 - I ask questions to learn more about each individual's beliefs and priorities. I show respect by using people's names whenever possible.
- *Own outcomes:* Results define us, so we are all in 200% - accountable to ourselves and to one another to provide extraordinary service. We are tireless in our pursuit of excellence and never stop learning and improving.
 - I do my best. I know what's expected of me. I know what I'm good at and where I can improve.
 - I help others to be their very best. I go above and beyond. I always ask, "What more can I do?" and never, ever say, "It's not my job."
 - I view feedback as a gift. I seek and also provide honest and constructive feedback in the moment.
 - I try out new ideas and learn from what goes well as well as what doesn't go as planned.
 - I identify and solve problems quickly.
- *Join together:* We are stronger together with our patients, families, community and one another. Super teams trump super heroes. We are all caregivers.
 - I view us as one Children's team, working toward the same goal.
 - I collaborate with others and trust the skills we each bring to the team.
 - I communicate often and clearly. I don't assume that I'm understood.
 - I think of the impact on others before making any decision.
 - I believe mistakes create opportunities for improvement and I share what is learned from them with others.





- *Be remarkable*: Kids are counting on us to deliver an experience unlike any other. We are innovators, reimagining what health care can be today and in the future. We go beyond what's expected because we have higher standards. We love our work and let it show.
 - I give whatever makes me special and am generous with my time, creativity and support of others.
 - I never overlook someone who needs help or something that needs attention.
 - I am positive. I expect the best and give my best to find a real connection with each person. I meet and personalize my approach so each person feels unique.
 - I care. I anticipate the needs of others and take action.
 - I do whatever it takes to provide the best service.

Q. How were these values developed and why were they selected?

A: These values were developed over the past nine months through input and ideas obtained from a broad group of employees at all levels, physicians, executive leadership, the Youth and Family Advisory Council and our board of directors. Various disciplines and levels of staff were and continue to be involved in workgroups relating to the development, implementation and sustainment of the values.

The broad workgroups and our leadership felt these values best reflected what Children's stands for when we are at our best collectively and individually. While the words that define these values may be new to us, what these values represent is the best of what we uncovered when reaching into and reflecting on what's always been true and helped to make this organization extraordinary.

Q. How is our business strategy impacted by the values and the Children's Way?

A: Our business strategy is the guide for how we achieve our vision. It includes strategic pillars that set the direction of our overarching business objectives, tactics and priorities that we will employ to succeed in the future. Our five strategic pillars are:

- **Care experience**: Go beyond patient-centered. Redesign the entire care experience so that it is created for a child's world. A world defined by curiosity, possibilities and optimism. A world where fear and pain are tirelessly minimized.
- **Care delivery**: Reimagine how we deliver care for kids and establish the national model. The hospital and the clinic are not always the best places and times for children. Let's reimagine how, where and when we care for them.
- **Community relationships**: Make a measurable difference in the health and wellbeing of children by engaging with the community in innovative ways.
- **Clinical excellence**: Be a national leader in the elimination of preventable harm and clinical outcomes through enhanced safety, quality, innovation and research.
- **Leading by growth**: Advance our market position through strategic growth, partnerships and financial stewardship.





Q. Are these values replacing the Service Standards?

A: Yes, the values are replacing the service standards moving forward. The service standards were not driving the consistent level of change and service that we want throughout the organization, so we developed these values to guide our behaviors in a more effective and empowering way.

Q. What's different this time opposed to previous efforts/initiatives?

A: This difference is us – it starts here with us passionately joining together around these values designed to guide the way we communicate and engage with each other, our patients and our communities. We will see the difference through the commitment each one of us makes to embracing and living the values in every interaction, and by being integrated into recognition, hiring practices, training systems and more.

Q. What is Children's brand and why does it matter?

A: Our brand is our north star, defining what we stand for and how we stand out in the market. It's more than a logo, a tagline and marketing speak. Our brand is the promise we make to our customers to fulfill our mission and achieve our vision, and is reinforced through living our values. Going forward, our promise is that we are *reimagining health care for the most amazing people on earth*. This is a big, important promise and one we all must work together to fully understand and help deliver. While our marketing and communications teams have the good fortune of telling and shaping stories about our brand and how it impacts children and families, every one of us impacts how the world perceives us. When we promise to our patients that they will be viewed as the most amazing people on earth, it is important that we keep that promise by living our values and caring for, communicating and connecting with them in a way that no other pediatric system does.

Q. What can we expect to see and when?

A: There are many activities and communications planned to help employees understand and start to apply our values.

- Week of July 6: Values Introduction Week
 - During this week we will introduce The Children's Way by communicating about the external and internal challenges and opportunities that are driving the need for change. Employees will receive emails and videos and engage in activities about The Children's Way.
 - Starting this week, leaders will receive training on how to model and incorporate the values within their teams.

- July 13 – August 14: Values Celebration Month
 - Over these five weeks, we will spend one week on each value, providing a deeper understanding of that value and its associated behaviors. We will do this through communications from the executive leadership team, brief videos and departmental/team-based activities to promote engagement with the values.
 - We will also kick off a values roadshow at each unit/department. Leaders and values team ambassadors will visit each location to introduce the values.





provide treats and engage teams in values activities. All employees are highly encouraged to participate.

- Early Fall: Internal Brand Campaign Launch
 - We will provide a preview for how our new brand position of *reimagining health care for the most amazing people on earth* will come to life both inside our organization and to those outside our walls.
- September: Engagement Survey
 - In the spirit of our value to “Listen, really listen” we will conduct our engagement survey. This year’s survey combines the employee survey, professional staff survey and culture of patient safety survey, with questions customized to you role.

Q. What's required of me and what training will be provided?

A: We want everyone to become familiar with and live the values. In the coming months, there will be many communications and activities rolled out relating to the values. We encourage all employees to participate in trainings and meetings when they have the opportunity.

We also invite everyone to ask questions, provide feedback and bring up potential issues or concerns about living the values to your managers, leaders and at values events.

Leaders and managers will also receive training on the vision and values so they can understand what they mean for their team. Leaders will hold smaller sessions with their teams to discuss the vision and values, and how they should guide them as a team and as individuals. Finally, managers and leaders will be evaluating and providing feedback to employees on living the values on a regular basis.

Q. Where can I find more information about our vision, values and brand promise?

A: We have provided a host of materials about the Children's Way on Star Net <http://khan.childrensmn.org/blogs/thechildrensway/> and employees will receive more information through many of the events previously discussed.



WHAT THIS MEANS FOR OUR PEOPLE

Q. What does this mean for me?

A: As we continue to introduce our values, we invite employees to do three things:

1. We want people to *participate* in activities to help them learn about and understand the values.

We want everyone to know and understand what the values mean to them, their role and the organization. As training, resources and activities are introduced, please participate as your job function and time allow.

2. We want people to *activate* and live out the values every day.

Each of us – no matter our role at Children's – has ideas and the ability to help shape our culture and the care we provide. It is our hope that every employee will personalize and internalize the values so they can determine how to best live them out within their job function and as part of their team.

3. We want people to *communicate* with and *support* each other.

It is important that people hold themselves and others accountable to the values, and share successes and challenges related to living the values. Employees living the values will be rewarded for supporting business priorities and contributing to a positive corporate culture.

Q. What does this mean for our patients?

A: Consistency in our values will lead to a more clearly defined Children's experience and better outcomes. In order to fulfill our vision, we want to move beyond episodes of illness or injury and be there for kids and families throughout childhood. To do this we must deliver an experience unlike any other, make access to health care easier and organize with the community in innovative ways.

Q. What will this mean for clinical and professional staff who are not employed by Children's but work in Children's facilities?

A: They are expected to understand and live our values any time they are working in a Children's capacity, whether interacting with our patients or working in our facilities. Professional staff should work with their medical director to determine how to incorporate the values into their work.

Q. If I don't interact with patients regularly, what does this mean for me?

We are in this together. Everyone has the ability to make a positive difference on the day of a colleague, a patient and family walking around our facilities. It has little to do with role. It can start with a friendly hello to everyone we pass in a hallway. Or when someone appears lost, ask how you can help them. Let patients and families use the elevators first on our hospital campuses, and no matter what we are doing, we can constantly ask





ourselves, “How can I help make the experience for the people we serve better?”

Q. How will the values impact volunteers?

A: Volunteers are essential members of our organization, and we will help them to understand and embody the values as our employees do. Our volunteer coordinators will work with them to determine how to incorporate the values into their efforts.

EXPECTATIONS

Q. Are we expected to communicate this to our patients or change how we talk with our patients?

A: While the vision and values may be visible in our facilities, we don't expect that people will communicate them directly with patients. Instead, the values should guide our interactions with patients and be consistently demonstrated through our actions and behaviors.

Q. How will this be measured or how will we drive accountability?

A: Our human resources team will ensure company policies and procedures are aligned to our values and managers are equipped to determine accountabilities for their teams. We will also be measuring values adoption on individual and system-wide levels over time through several different mechanisms.

Q. What should we do if we see actions, processes or decisions that don't seem to align with our values?

A: Our goal is to foster an open and transparent culture. If you experience or see these kinds of issues, we invite you to talk to your manager or team leader right away.

Q. If living out the values seems to conflict with my clinical and performance requirements, how do we reconcile those issues?

A: Company systems and policies will fully support the implementation of these values. If you feel the values conflict with your ability to do your job, please reach out to your manager with your concerns and they can be discussed and brought to the attention of your department leader or HR as appropriate.

Q. What will be expected of our managers and leaders?

A: Leaders are expected to model the desired behaviors, use the vision and values as tools for decision-making and recognize employees who live the values. We will help leaders by training them on how to teach their teams about the values and integrate them into daily work. It's expected that each leader will hold small group or individual sessions with their team to determine what the values mean to them as a team and as individuals, and track against their performance. Finally, we want our leaders to bring questions, concerns and roadblocks to the attention of the values activation team or their directors for discussion.





Q. Is the employee recognition program, Kudos, going to change given the values?

A: Yes, we are realigning the Kudos program to incorporate the values. You can expect to see additional information later this year.

Q. Will the employee engagement survey in July include questions about living the values? Will that be too early to gauge values adoption?

A: Yes, we will include questions about the values in the employee engagement survey this summer, but we recognize that the values will be introduced just shortly before the engagement survey so we may not be able to truly measure values adoption with this survey alone. Therefore, we have a variety of other metrics we'll use to measure values adoption this year and moving forward it will be part of every employee engagement survey.

Q. Will the values factor into our performance goals and reviews?

A: Throughout 2015, we will focus on generating awareness of the values. Beginning in 2016, values will be integrated into our goal setting and performance review process to make sure we are all holding ourselves accountable to the values.

