General Information 8.1

Please provide us with a brief description of your company's primary business in lay terms. Include a description of your primary industry; products and/or services, and main customers and competitors.

UPDATED! Hoag’s Culture Audit Website:
Simply click on the link and use the username and password below to be transported to Hoag’s Culture Audit (Part I & II, including supplemental materials) All links require the user name and password

www.theresnoplacelikehoag.org
Username: hoag
Password: rhythm123

UPDATED! Hyperlinks throughout Culture Audit 8.1-8.17
By clicking on any blue links throughout our submission, you will be redirected to the corresponding document, video, etc. This is an easy way to connect our reader to the items on our website! When prompted, please enter the username and password provided below:
Username: hoag
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Hoag For Life
Hoag Memorial Hospital Presbyterian is a nonprofit, regional healthcare delivery network in Orange County, California, consisting of two acute-care hospitals with a total of 639 licensed beds, seven healthcare centers, five urgent care centers, and a network of more than 1,500 physicians, approximately 5,000 employees and 2,000 volunteers. Hoag is a general medical and surgical facility with 30,040 annual inpatient and 354,099 outpatient admissions. The emergency rooms had 93,628 visits. [view Hoag’s Fact Sheet]

Hoag Hospital Newport Beach has served Orange County since 1952. Hoag Hospital Irvine, a new addition to Hoag’s network, opened in September 2010. Both are designated Magnet hospitals by the American Nurses Credentialing Center (ANCC). Hoag also is fully accredited by DNV Healthcare (the only accreditation organization that includes an internationally-recognized quality management system called ISO 9001 - considered by many as the most demanding for healthcare). [View Hoag’s Backgrounder]

Hoag offers a comprehensive blend of health care services, including Institutes in cancer, heart and vascular, neurosciences and women's health, as well as orthopedics through Hoag’s affiliate, Hoag Orthopedic Institute. The Emergency Department (ED) also plays a key role at Hoag. In addition to the newly renovated Joan and Andy Fimiano Emergency Pavilion at Hoag Hospital Newport Beach, life-flight helicopter services and paramedic radio base stations support Hoag’s emergency efforts.
On an annual basis Hoag, including the hospital and ambulatory sites, experiences total inpatient admissions of 30,040 with 120,960 total patient days. There are 639 staffed beds, 93,628 emergency visits (includes inpatient admission through ED), 6,027 births and 354,099 outpatient visits (includes surgeries and ED visits).

Hoag was recently named one of the 100 Great Hospitals in America by Becker’s Hospital Review and a Top 50 US Hospital by Healthgrades, and Leapfrog awarded Hoag an “A” Hospital Safety Score. National Research Corporation has endorsed Hoag as Orange County’s most preferred hospital for the last 17 consecutive years. And for an unprecedented 17 years, residents of Orange County have chosen Hoag as the region’s best hospital in a major local newspaper survey.

In March 2013, Hoag and St. Joseph Health announced formal completion of an unprecedented affiliation laying the foundation for sweeping changes in the delivery and accessibility of high-quality health care in the community. Physicians and staff members will develop solutions and innovative services that neither organization could achieve alone.

Hoag’s story, however, is so much more than who we are today. From our humble beginnings in 1944 to our ongoing evolution, it is the community and our people that have enabled us to expand our continuum of care and develop new strategies in a pivotal era for healthcare to support Hoag’s vision as a trusted and nationally recognized healthcare leader.

**Our Customers**
Hoag’s main customers are Orange County residents, both patients and donors, and physicians who refer to Hoag specialists and services, as well as physicians who admit to the hospital.

**Our Competitors**
Hoag’s main competitors are located in Orange County and include Saddleback Hospital, Fountain Valley Hospital and UC Irvine Medical Center. Southern California competitors are Long Beach Memorial, Cedars-Sinai, LAC+USC Medical Center and Ronald Reagan UCLA Medical Center.

**A Glimpse into Hoag’s History**
In the beginning, it all started because of a vision and the diligence of a local physician, a community Reverend and seven church members who convened in the study of a Presbyterian Church in Laguna Beach. The group formed a small corporation, which began fund-raising efforts with the goal to build a much-needed coastal hospital in Orange County, California.

Although the shortage of hospital beds in those days affected all of Orange County, nowhere was the deficiency more painfully evident than along the Pacific Coast shoreline. At that time almost all of Pacific Coast Highway was a simple two-lane winding road that was often shrouded in ocean fog and darkness. As a result of the elements, Pacific Coast Highway was often besieged with traffic accidents and critical injuries. Even though more than 50,000 people lived in the coastal area in the early 1940’s, the nearest hospitals were miles inland. For those with emergency medical needs, traveling the long distance to the inland hospitals often proved fatal.
Eventually a site for the hospital was located on the bluffs of Newport Beach. Once secured, the corporation changed its name to the Presbyterian Hospital of Orange County. To make the hospital a reality, after considerable community fundraising efforts left the project short of funds, in 1950, the Hoag Family Foundation – established 10 years earlier by George Hoag Sr., who was an early partner in the J.C. Penney Company, his wife Grace Hoag and their son George Hoag II, – learned of the hospital project and donated the final remaining funds needed to begin construction. With the support of the Hoag Family Foundation and the community, the hospital was completed in just two years and renamed Hoag Memorial Hospital Presbyterian.

The hospital opened on September 15, 1952, with 75 beds, 68 physicians and 60 employees. George Hoag II was a leading factor in the history, growth and achievements of Hoag Hospital. He frequently visited the hospital, always visible by his plaid shirts, and carrying a cigar, knowing most of the employees on a first name basis. He would continually stop and talk to employees and introduce himself to those he didn’t know. He continued this dedicated practice until his death in 1995.

To this day the Hoag Family Foundation continues to be actively involved with Hoag Memorial Hospital Presbyterian along with the Association of Presbyterian Members. Both represent the two founding organizations of the hospital and continue to provide leadership to the Corporate Members of the hospital corporation. In addition to annually electing the hospital's board of directors, they provide representation on the board, together with the member of the community-at-large and the hospital’s medical staff.

**Our Mission, Vision and Values**
From the CEO throughout every part of the organization our mission, vision and values are the foundation for all that we do. They define who we are, how we perform and how we view each other, our patients and our communities.

**Hoag's Mission**
Our mission as a not-for-profit, faith-based hospital is to provide the highest quality health care services to the communities we serve.

**Hoag’s Vision Statement**
Our vision statement is: Hoag is a trusted and nationally recognized healthcare leader.

*Trusted: Providing our community and patients with safe, effective, and convenient care for all of their healthcare needs*

*Recognized: Patients and physicians from throughout the country will look to us as the benchmark of exceptional outcomes and innovations*

*Leader: At the forefront of clinical care, customer service, use of information technology, and physician partnerships*

**Hoag’s Values**
Our core values are principles that were set in place when Hoag first opened its doors in 1952:
Excellence
Respect
Integrity
Patient Centeredness
Community Benefit

These five core values play a key role in our newly launched employee performance review system; REACH (Rewarding Employee Achievement and Collaboration at Hoag.) Employees’ performance in these areas is a significant part of their performance review.

The Hoag Brand
The brand encompasses Hoag’s commitment to health and wellness for all Orange County residents, but remains rooted in Hoag’s promise to deliver world-class care through our patient-centered approach.

What has made Hoag who we are: our mission, vision, and values have not changed. In fact, it’s the hard work of everyone associated with Hoag that has created the Hoag brand and made this new chapter in Hoag’s history possible.

Hoag’s brand positioning expresses in words what our hard work and commitment communicates about us every day. Three brand pillars clarify Hoag’s principles and what we stand for:

- Integrity means we have a collective and steadfast adherence to a strict moral or ethical code. We strive to do the right thing, even when it is the most difficult thing to do.
- Community means we are a community of dedicated professionals and a network of facilities coming together for the common good. In short, we support the community and are supported by the community.
- Vitality means there is a defining spirit that runs through the entire organization like a wave of energy. It reflects the passion and the commitment of us all to constantly improve for the good of our patients and our community.

“By any measure – compassionate doctors, nurses, orderlies and administrators, leading-edge technology and our pledge to serve Orange County’s vulnerable and underserved populations – Hoag continues to emerge as a national model for the future of health care,” shares Hoag President and CEO Robert Braithwaite. “Hoag’s first 60 years were simply amazing, but none of what we achieved would have been possible without extraordinarily talented, compassionate people who share an uncommon commitment to the common good.”

Employer of Choice
Today, Hoag is a recognized healthcare facility attracting job applicants from nearly every state in the U.S. On average we receive over 5,000 job applications per month. In spite of the national shortage of registered nurses, our vacancy rate for RNs and other positions is five percent for calendar year 2012 which is essentially unchanged from 2011. Hoag is recognized across Orange County as an employer of choice, and its strong culture and hiring practices are
well-respected. When a potential employer sees Hoag on the resume of a candidate there is a certain anticipation of high standards that can be expected from the prospective employee.

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Hiring and Welcoming 8.2

What characteristics do you seek in prospective new employees, aside from the skills needed to do their jobs? How does your hiring process (recruiting, interviewing procedures, etc.) ensure that a job candidate will fit into your culture?

Hoag Pride
Hoag Pride—it’s truly the way that our employees feel about the organization and each other. The Hoag pride exists in our employees through integrity, community and vitality. Hoag’s employees strive to do the right thing even when it is the most difficult thing to do. They are committed professionals who support the community with a united purpose of serving the common good. There is a dedication and defining spirit that runs through the entire organization that drives the spirit of compassion at Hoag. The extensive national, state and local recognition (as mentioned in Section 8.1) certainly reinforces a sense of pride in our employees – this is our unique and special “Hoag Pride.” Hoag Pride translates to applicants and candidates which is why Hoag is able to consistently attract some of the best candidates from across Southern California and the nation. During the past twelve months, Hoag received more than 63,000 applications to fill our open positions.

H      Helping Others
O      Outperforming Expectations
A      Anticipating Needs
G      Greeting with a Smile
P      People
R      Recognizing and
I      Identifying
D      Dedication to
E      Excellence

The Hoag Experience and Own It!
In 2011, The Hoag Experience was developed by employees. Developed by focus groups with hundreds of employees, interviews with dozens of leaders and Board members, and pilot introductions in four departments a Hoag mind-set was validated.

The Hoag Experience is one of the cultural guardians of Hoag creating and leading a comprehensive strategy and system designed to maximize employee and organization success of the Hoag Experience – customer service aligned with Hoag’s Mission, Vision, and Values. (More details on The Hoag Experience and Own It throughout the Culture Audit, specifically Section 8.4).
The commitment that each of Hoag’s employees will provide the Hoag Experience is expressed in five Hoag Ownership Declarations and associated Actions. The Declarations guide our behavior and interactions along our customer service continuum. These are specific expectations by which Hoag staff is rewarded and evaluated against; these are the “how” we make the Ownership Declarations and Actions real, and Own It! They are also what we “do” on-the-job to customize a Hoag Experience, as well as, provide guidance and set expectations for each of us.

Hiring employees who are committed to the Hoag Experience is Hoag’s priority. Hoag’s behavior-based interviewing process and new employee and volunteer orientations have also incorporated Own It into their messaging. This helps to ensure that employees are selected in part on their ability to provide the Hoag Experience and that the importance of customer service and patient satisfaction are set from the beginning.

**Hoag Experience and Own It: Behavior-Based Screening Tool, “SkillSurvey”**

One of Hoag’s organizational goals is to increase our quality of hire effectiveness to ensure we have the best employee fit. US News and World Report states that over 500 leading healthcare organizations and over 50 Magnet hospitals use an on-line reference checking solution. This is one component to improve efficient hiring that delivers candid feedback on potential hires. Hoag began using on-line reference checking in 2012.

SkillSurvey allows Hoag to:
- Hire candidates that better align with Hoag’s mission and values to improve Patient Satisfaction and HCAHPS scores, in other words find employees who can Own It!
- Avoid candidates that do not exhibit behaviors for success;
- Gain actionable information from up to 4-5 references in less than 2 days to guide interviews;
- Provide a mobile version for faster responses and reports;
- Improve retention and reduce turnover costs;
- Reduce reference check turnaround time; and,
- Use references to create a database of passive candidates to easily recruit for hard-to-fill positions.

**Hiring for Potential and Character**

At Hoag, we look for applicants that have all of the requisite skills, experience, and best references. In addition, we look for those who are able to communicate and treat people in a way that is in sync with Hoag’s culture and core values. Hiring for the qualities most critical to Hoag is important to all involved. This approach is used across the entire team responsible for the selection of new employees -- from recruiter, to hiring authority, to executive leader. Hoag takes a systematic approach to hiring by using targeted selection interviewing. We also combine a pre-hire “360 style” approach that focuses on consistent question sets. This process examines essential skills and behaviors necessary for success in the specific job we are seeking to fill. Our goal is to hire right and retain those employees for their future growth throughout the organization.
Our Reputation Attracts the Best
Hoag is fortunate in that we rarely need to source job candidates outside of our database. This is because of our reputation for outstanding, high-quality and safe patient care. Hoag’s recruiting organization has some of the most dedicated and experienced professionals in any industry. Hoag’s strategy and planned approach to our selection, including the active involvement of each hiring authority, ensures Hoag’s reputation remains strong.

Magnet Status
Hoag Hospital Newport Beach and Hoag Hospital Irvine are both Magnet designated facilities. The Magnet Recognition Program® was developed by the American Nurses Credentialing Center (ANCC). The Magnet Program recognizes health care organizations that provide nursing excellence. It is regarded as one of the top nursing designations in the country. The Magnet Program recognizes quality patient care, nursing excellence, and innovations in professional nursing practice. This Program® provides consumers with the ultimate benchmark to measure the quality of care that they can expect to receive.

Magnet Program hospital applicants undergo an extensive evaluation. Members who are awarded Magnet status must continue to maintain rigorous standards as part of their four-year designation. Magnet hospitals must reapply for Magnet status for an additional four year term. This is confirmation of the hospitals resolve to deliver the highest level of care in nursing today. Hoag’s Magnet designation validates the outstanding nursing staff and care provided to our patients and community. This designation highlights Hoag as one of the best hospitals in the country, demonstrating an exceptional team of staff and physicians.

Orange County's Top-Rated Medical Facility
From Hoag’s Career Website:
“Hoag offers challenging work, a commitment to personal career growth and a reputation for delivering the highest quality care. We provide advanced medical programs in many specialties so that you can reach your fullest potential in your specialty.

Our reputation as a leader is unsurpassed and is acknowledged by several consumer groups and healthcare industry organizations across the nation. Hoag Hospital Newport Beach is one of only three hospitals in the Pacific region to earn The Regional Benchmarks for Success Award given by The Health Network and the Health Care Information Association. Hoag also continues to receive accolades as Orange County's Quality Leader by National Research Corporation and is accredited by DNV. For an unprecedented 16 years, residents of Orange County have also chosen Hoag as the County’s best hospital in a local newspaper survey.”

Recruitment Strategy – The Human Touch
Like most companies, selection begins with a concrete recruitment strategy, a well-defined process, and strategic partnerships. We have a dedicated Hoag Talent Acquisition team committed to being a guardian of our unique culture. The Talent Acquisition team also ensures the candidate experience is personalized and the individual will thrive as a member of the Hoag team. Consistently, there are more qualified applicants than open positions. The Talent Acquisition team makes all applicants feel warm and valued. The Talent Acquisition team knows that they are “the face at the door” to Hoag and always strive to make excellent and lasting impressions.
Hiring for Hoag Irvine
Hoag Irvine opened in September 2010. Our on-site job fair in May 2010 yielded more than 400 prospective applicants. In fact, during the past 2012 than 72,000 applications have been received to fill approximately 900+ positions in support of opening Hoag Irvine.

Hoag Career Website
In 2012, Hoag updated the Career Website. The candidate experience begins on our website which describes the organization and its culture. Hoag’s website describes our legacy, mission, vision, values, goals, business strategies, executive leadership and the Hoag work experience. The experience continues with our online application. This process was designed to ensure consistency and to maximize our ability to personalize the selection process. Many referrals come directly from employees and the Hoag community.

During the initial interview with the recruiter, the applicant is screened for appropriate fit. Regardless of the screening outcome all applicants remain in our database for future consideration. Our database is used regularly to hire qualified applicants. In fact, for Hoag Irvine, 55% of the 900+ employees came from our own database to open the facility in September 2010.

Hoag Career Website’s new features include:

- Careers Home
  - Commitment Lives Here Video
  - Are you connected? (LinkedIn page)
  - Featured Jobs page
  - Community Benefit (AKA Community Health) information
  - Twitter Link
  - Events Page
- Why Choose Hoag
  - Overview
  - Culture
  - Training
  - Benefits
- Events
- Nursing/Nursing Support
- Locations
- FAQs
- Job Search by Area of Talent, Talent Category, Shift, Status, Keyword
  - Videos under key Areas of Talent

The candidate experience begins at our website. It is full of facts about the organization including our legacy, mission, vision, values, goals, business strategies and executive leadership. The applicant experience continues with our easy-to-use online application. The application process was designed to ensure consistency and to maximize our ability to personalize the selection process.
**Referral Reward Policy**

In 2013, the Referral Reward policy was updated. The policy now states the Referral Reward is designed to award the recruitment efforts of employees. Any employee who refers an external applicant who is subsequently hired into an open and available difficult-to-fill position may receive a cash bonus in the form of a Referral Reward. Amount of the reward will be determined on a position-by-position basis, and is subject to change at the discretion of Human Resources. This policy may be withdrawn at any time without notice based upon staffing needs.” In 2012 26% of Hoag’s hires were from our Employee Referrals. Hoag’s employee referral bonus is approximately $100,000 plus per year depending on the position filled by an employee referral.

Positions eligible for the Referral Reward are:
- CDI Manager
- CDI Specialist
- Clinical Lab Scientist
- Coding Manager
- Dietician
- EEG Tech
- Hemodynamic Tech
- Housekeeper
- Inpatient Coder
- IT - All positions (except administrative support)
- Patient Care Assistant
- Pharmacist
- Physical Therapists
- Polysomnagraphic Tech
- Radiation Therapist
- Respiratory Therapist RNs
NEW! E-mail to all employees regarding Referral Reward
On March 21, 2013, an Internal Bulletin was sent to all employees to remind them of the Referral Reward. This was in an effort to fill Registered Nursing positions Per Diem both days and nights. Employee referrals continue to be our number one source of hires.

Screening Candidates
We customize the hiring plan for specific departments or a particular hiring authority in close collaborative partnership. We align each recruiter into specific job categories. Working as a team the hiring authority, and recruiter gain faster results in hard-to-fill skill set positions. If the candidate is qualified for another area, the team will reroute the candidate accordingly. We often receive a high volume of applicants for specific positions; we have the capability to add “qualifying questions” to the application process to further screen applicants.

Our goal is to make a positive lasting impression on candidates and reinforce that we take selecting the right person seriously. We want the entire selection process to be a win-win for the individual and for Hoag.

The Interview
By using behavioral based interviewing techniques we focus our attention on learning about the candidate's skills, core values and if they are a match for the Hoag culture. When appropriate we also conduct multiple interviews using multiple team members. This creates a multi-faceted insight into the candidate’s potential fit at Hoag and gives them a sense of the Hoag culture.

STORY: Newly Hired Employee
Ebru, Centralized Patient Scheduling, writes about his experience as a newly hired employee at Hoag:

“I have a very diverse background and I have worked in several different countries due to family relocations. What made Hoag different for me was that wherever I go I heard the Hoag name and brand and it stood for Quality, Satisfaction and Best care out there. I have met people who came to US and got treated at Hoag and left with perfect results and satisfaction. As I continue my journey and further education in Health Care I used to dream about working at Hoag! One day I got this call and they said my resume stand out for an entry position would I like to work at Hoag? Would I? That was the best news I got!

I choose to work at Hoag because it is a brand name in Health Care! I stand by its mission and vision and I am deeply humbled to work here. At departmental level I could see that people are guests here not just names or numbers on medical charts. At work and office level everyone is so friendly; even though I am a distinct minority everyone has embraced me at Hoag like one of their own. I see Hoag staff is exceptionally warm people and professional at the same time, they think nothing but meeting the expectations of the patients in the best way possible. You enter any one of the doors of Hoag first thing you will see the gleaming friendly faces of volunteers greeting you by the door. Hoag health care and its technology are second to none. You are sure to be at great hands because best of the best here at Hoag. As I further realized Hoag cares deeply and gives back to community, to the people who made it all possible for us. I am so happy and honored to be part of this organization. I know with every function I do portray Hoag to outside world and I use this chance to shine and reflect to show my love and appreciation back to Hoag. What a great place to work.”
Hoag’s Rehires: “You’ll Be Back!”
Many of Hoag’s hires are former employees. In the last year we have rehired 44 former employees which is not uncommon for Hoag. We value our rehires and have a generous rehire package for any employee who has returned to Hoag after a break in service of less than two years. Rehires will be eligible for benefits on the first of the month following their rehire date and accrue PTO (paid time off) at the rate when they left Hoag. When an employee leaves Hoag, the familiar goodbye often includes a, “You’ll be back!” 44 of Hoag’s hires in 2012 were former Hoag employees.

Uniquely Known for Our Hiring Strategies
As a collaborative partner, our Senior Vice President, Clinical Operations and Chief Nursing Officer, is frequently invited to present at major healthcare systems to share our recruiting model and success to reduce agency nurses and travelers. Hoag has developed a best practice in this area, with a compelling story of success to tell.

New Grad Nurse Information Session
In years past, Hoag hosted an information session for New Grad Nurses who are not Hoag employees. Our most recent New Grad Information Session was hosted by Hoag in May 2012, with an attendance of 150 plus RN New Graduates. This session is a service that Hoag provides to the New Grad Nurses who are seeking employment. The two hour presentation given by Rick Martin, Chief Nursing Officer and his staff of nursing Directors proved to be outstanding. Audience questions lasted until 7:00 pm and most of the nursing Directors voluntarily stayed on to speak with the new grads one on one. This year Hoag will host the RN New Grad Information Session on August 14, 2013.

Pharmacy Residency Program
Hoag offers a one-year program to accommodate two residents, both of whom are required to rotate through the individual practice areas and complete at least 2,000 hours of residency requirements within the residency year (July through June). The residents work closely with preceptors to meet mutually agreed upon, predetermined goals set by the residency program director.

Each pharmacy resident is considered a hospital employee and receives compensation according to normal hospital policies. The yearly stipend for residents remains competitive with local industry standards. Benefits include medical, dental and vision coverage. Over the course of the year, the resident may accrue up to 28 days of paid time off (PTO), which may be used as vacation/holiday time, sick leave, or can be cashed out. In addition, reimbursement for registration to the California Society of Health-Systems Pharmacists annual Seminar and the Western States Conference is provided, as are the resident’s corresponding travel expenses. The program is structured to meet the accreditation standards of the American Society of Health-Systems Pharmacists (ASHP). All residency candidates must be members of ASHP and participate in the National Matching Services program. All candidates must be graduates (or senior level in good standing) of an Accreditation Council for Pharmacy Education (ACPE)-accredited Doctor of Pharmacy degree program. Residency candidates must be in possession of a valid intern’s license and working to earn the required intern hours for licensure in California. The resident should be licensed as a pharmacist by the state of California as soon as possible after starting the residency, but must be licensed by the end of the first quarter of the residency to remain in the program.
The scope of clinical services is comprehensive, and designed to prepare the resident to excel in:

- Pain Management & Palliative Care
- Antithrombotic Therapy
- Antimicrobial Management
- Pharmacokinetic Dosing
- Renal Dosing
- Nutrition Support – Total Parenteral Nutrition (TPN)
- Fluid-Electrolyte Replacement
- Critical Care
- Maternal-Child Services
- Oncology
- Drug Information
- Precepting Senior-Level Pharmacy Students

The resident will gain administrative skills through involvement with:

- Pharmacy & Therapeutics Committee
- Antimicrobial Stewardship Subcommittee
- Clinical Pathways and Teams
- Continuous Quality Improvement
- Medication Usage Evaluations (MUEs)
- Safety Management or Formulary Review Projects
- Adverse Drug Reaction Reporting
- Management Lectures
- Nursing & Pharmacy Education

Ambulatory care programs in which the resident will be involved include:

- Pulmonary Rehabilitation Clinic
- Cardiac Rehabilitation Clinic
- Other Community Education Lectures

Clinical electives:

- Information Technology Pharmacy
- Neonatal Pharmacology at CHOC
- Surgical-Neuro Intensive Care
- Outpatient Diabetes Center
**Project management skills:**
Residents are required to complete a research project suitable for presentation at the Western States Conference held in the spring.

**Practice management skills:**
Residents will gain distributive skills through hands-on participation in the medication-use process, learning:
- Clinical Information Systems
- Pharmacy Automation
- Unit Dose Drug Distribution
- Sterile Products / Intravenous Admixture
- Controlled Substances Management
- Chemotherapy Preparation
- Pharmaceutical Care Services

Once residents receive their pharmacist license, they will start their distributive rotation of approximately one day per week. This amounts to approximately 40 shifts of staffing spread throughout the year. It may include every other weekend and/or evenings. Pharmacy residents often take a full time job at Hoag after completing the program.

**Key Characteristics Important to Hoag**
At the end of the day Hoag is looking for applicants who balance passion with compassion for the care of our patients. Hoag seeks employees with commitment to quality, and patient satisfaction.

A great “Hoag-fit” is a person who is: easy to talk with; accountable; able to put people (including fellow employees) at ease; has an enthusiastic smile; possesses willingness to contribute to a team; able to display personal drive to do an outstanding job; and genuinely cares for others. Most importantly, we want to see our newly hired employees to have a commitment to “Hoag Pride” and to the Hoag Experience; in essence someone who can “Own It!”

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Hiring and Welcoming 8.3

How do you welcome new employees and integrate them into your culture?

There are numerous dimensions to the employee welcome process and all are firmly grounded in our mission, vision, values and core strategies. Our investment in our future employees begins from the moment they connect with a recruiter or hiring manager. The tone we set in this initial interaction is intended to capture and embrace the candidate and potential future employee with the feeling that Hoag cares about them and wants their experience to be positive and memorable. This is the very same way we care for our patients - by providing them with a nurturing and positive experience.

Integrating Hoag’s New Employees
Hoag’s Talent Acquisition team stays closely connected to new employees. The Talent Acquisition team assures new employees we care and we want them to consider Hoag a great place to work. This builds a strong bond between the individual and Hoag. It reinforces who we are and what we are all about. At the on-boarding visit to Human Resources, the new employee is provided new employee orientation (NEO) information. This includes information such as where to park; what to wear (business casual); other written materials; and maps to ensure new employees are comfortable and prepared for their first day at Hoag.

On the first day of employment new employees attend NEO (New Employee Orientation). We provide a comfortable atmosphere starting with breakfast and new employees getting to know each other immediately. This helps enhance the Hoag experience and connection even though each employee may work in a different department or on a different shift. The Talent Acquisition Team connects with the new hires during their lunch break to welcome them on their first day and answer any questions they may have about their first week at Hoag. This is a well planned first day at Hoag.

New Employee Orientation (NEO)
Orientation Topics
This full-day session covers a wide range of topics to help new employees get off to a good start.

Every attendee receives a detailed Agenda for the day which clearly communicates what the full day of Orientation holds. Topics covered include:

- “Hoag Vision” video which includes messages from our hospital board, physicians, employees, and patients
- Various employees across the organization provide information on a variety of staff and departments to help new employees understand who their resources are during their journey at Hoag.
NEW! Theme – “My New Career @Hoag” and Game Board Format

*My New Career @Hoag uses an interactive table map game board format* and is grouped into four message areas:

1. ‘Where do I fit in?”
   - There’s no place like Hoag presented by Robert Braithwaite, President/CEO
   - Hoag’s mission, vision, core values and strategies
   - Charting your course
   - Introduction to employee relations (employee handbook), including how and where employees can provide feedback, suggestions, issues and concerns to senior management

2. “The Journey Begins”
   - Navigating the Basic Elements
   - Communication channels, including our two-way communication strategy

3. “What you can expect from Hoag a great place to work”
   - Communication, Feedback and Celebrating Success
   - Employee recognition and involvement opportunities
   - Employee benefits

4. “What does Hoag expect from you?”
   - **Own It**: A motivating session on our commitment and mindset to customer service and high-quality patient care at Hoag. (more on this in Section 8.4 and below)
   - Introduction of required compliance components such as confidentiality of patient information, safety and code of conduct
   - Quality and Lean thinking

The four areas of the game board address in a thoughtful manner, what Hoag’s culture consists of and how they (the new employee) fits into this culture. The discussion about what is expected of them at Hoag and what they can expect from Hoag is a key to their journey at Hoag. The segment on “What does Hoag expect from you?” is one of the highlights for the orientation for these newly hired employees; it is extremely motivating and uplifting to hear from about how Hoag expects quality, customer service, and that they Own It, everyday in their work.

**Own It 1.0 for New Employee Orientation**

Newly hired employees experience a highly interactive 1-hour Customer Service segment in New Employee Orientation. The intention is to set the tone for how the new hires will impact patient’s lives throughout their careers. It begins with an introduction to the Own It 5 Declarations:

- I own how I greet and welcome you.
- I own how I show you respect.
- I own how I engage you and discover your needs.
- I own how I assist you and personalize my actions for you.
- I own how I assist you in transitioning your continuum of care and services.

The Own It Introduction Video is played and leads into a customer service table top discussion. The participants are asked to discuss the customer service skills acquired throughout their professional experiences and apply them to their new role at Hoag. Through these discussions, the groups see
that they are joining an organization of over 8,900 employees, leaders, doctors and volunteers that believe in providing high quality service to patients and the community. Focusing the discussions around customer service and the patient’s experience inspires the new employees to understand the value of their knowledge and their future contributions to the organization.

There’s No Place like Hoag – CEO Welcome – the Personal Connection
The most talked about segment of NEO is the participation of Hoag’s President and CEO, Robert Braithwaite. During this section Robert welcomes each new employee with his warm and sincere style. He talks about Hoag’s proud history. Robert has a long history at Hoag; he started out as an administrative intern in the early 1990’s. Robert touches on topics including the Board of Directors (the governing body of Hoag and who they are). He also talks about the criteria for being chosen as an employee, what each employee can expect, how employees contribute to the future, the owner versus the renter mindset needed, and why being at Hoag is more than just a job. In the main portion of his discussion, Robert provides a clear picture of Hoag’s culture, sets the essentials for success, and describes how each employee contributes to the continuum of care strategy and the evolution of healthcare reform. This key message allows our new employees to fully understand why Hoag and its employees are so different from other hospitals and healthcare systems, giving us a spirited advantage.

NEW! Example: When Hoag’s Senior Managers Substitute for Robert
The use of a “Senior Management Team” picture executive organizational chart is important to put a face with a name and it also creates recognition and a sense of camaraderie, which helps with the friendly ‘in-touch’ impression about our leaders.

Attending the NEO is Robert’s first priority each Monday morning and rarely is he unable to attend. If for some reason Robert cannot attend NEO, another senior manager will step in and present accordingly.

This was the case on May 20, 2013, and Rick Martin, Senior Vice President of Patient Care Services and Chief Nursing Officer was able to attend and speak to Hoag’s NEO. In his presentation he shared his very motivating personal story of success. He told of being a coal miner’s son from West Virginia and how his first job in healthcare was as an orderly in a hospital. He went on to train as a Registered Nurse (RN), obtained his Bachelor of Science in Nursing (BSN), complete his Masters of Science in Nursing (MSN). And recently graduated with his PhD. Rick stated that, “I’ve worked here at Hoag for a very long time because I don’t feel like I am coming to work.” He went onto say, “If I didn’t love it, I wouldn’t be here.”

He shared with the new employees that passion for their work and motivation is a requirement of success for all Hoag employees. He encouraged them by saying, “set your bar high and get to the place you want to be.” He shared the importance of having a personal vision and how important it is to be able to identify your vision and put it on paper. He used the example from Alice in Wonderland:

“One day Alice came to a fork in the road and saw a Cheshire cat in a tree. ‘Which road do I take?’ she asked. ‘Where do you want to go?’ was his response. ‘I don’t know,’ Alice answered. ‘Then,’ said the cat, ‘it doesn’t matter.’”

— Lewis Carroll

Later in his talk, Rick gave personal examples of customer service and care at Hoag. He told the audience that a few years ago when his mother was diagnosed with cancer he flew her out to California for cancer treatments at Hoag. He said, “People have a choice, I could have taken her to
Mayo or Cleveland, or anywhere but I knew that Hoag is the best, so I brought her here. Hoag is the best of the best. People think of you as a person, an individual.” He went on to say, “Sure, people can be nicer because they know me (or that she is my mother) but they simply cannot fake the care.” His mother did beat cancer through her treatments here at Hoag.

**On the Spot: “Why did you choose Hoag?”**
Before the first morning break, one-by-one, we ask new employees to stand, introduce themselves, identify the department they work in, and describe why they chose Hoag as their employer. By far this is one of the most rewarding moments of NEO as each employee realizes they are now a member of the Hoag family. During each break employees are encouraged to interact and connect with each other and are sometimes pleasantly surprised to discover there are some who may be in their own department.

**Hoag Provides a Get-Acquainted Lunch**
NEO continues with a get-acquainted lunch in which the Human Resources Benefit staff is available to answer and clarify questions regarding employee benefits individuals may have. Employee managers, educators and Human Resource recruiters are available to answer a wide range of questions involving department locations and resources for day two of department orientation. Employees enroll in benefits through the Benefit Portal on-line. The portal also includes a Wellness page and a Reference Center.

**Hoag Pride! A Gift for Each New Employee**
Each employee departs at the end of the day with a Hoag tote bag, a signature canvas bag that can be used to carry their personal items, orientation materials. Hoag Employees are very proud of these tote bags. Employees love them so much that they often wear out and ask to purchase new ones.

**New Employee Feedback**
New employees are asked to evaluate NEO and share what they feel is the most valuable idea presented. Right from the start, we are asking for their feedback and opinions on Hoag’s practices. This evaluation is based on a measurement scale of 1-5; we average 4.8 out of 5, as a further indicator this first day helps jump start employees career at Hoag.

Comments from new employees often reflect their excitement to work at Hoag. This shows how Robert connects directly with Hoag employees from the very first day.

Here is an example from an employee evaluation: “I believe the introduction and mission/vision statement of Hoag was the most valuable idea presented. I learned how important quality of service is and how Hoag is focused and supported by its community. It helps me focus more on my personal and professional mission of helping others versus just collecting a paycheck.”

**Hoag Listens, Responds**
As part of the NEO evaluation, new employees also provide feedback on what can be improved. Each evaluation is reviewed and as a result improvements are implemented. For example, at one time the benefit session was presented at the end of the day. However the feedback from new employees indicated there was not sufficient Q & A time during this session to ask questions and get the answers needed. NEO was revised to have the benefits information presented prior to lunch, enabling the benefit staff to remain through lunch to answer all outstanding questions.
**Computer Orientation and Required Compliance Modules**
Following lunch, new employees attend computer orientation where they receive information on topics including their personal network passwords, accessing e-mail (all employees at Hoag have e-mail), navigating The Wave, Hoag’s intranet; Information Technologies support services and access (available 24/7), and Hoag policies and procedures (all of which are located on The Wave).

**Personalized Welcome in Every Department**
In addition to Human Resource’s NEO, each department creates a customized orientation plan for every new employee. This personalized plan welcomes and provides direct support from the department to the employee. Preceptors and mentors are assigned to each new employee to ensure a successful welcome and transition to their new department. Department orientation can be anywhere from two weeks to six months, depending on the individual training program. Individual departments have the ability to post their department information on The Wave (Hoag’s intranet), allowing employee access at anytime. Departments also use The Wave as a tool to introduce new employees to the department by placing their photo and information on their department page.

**One-on-Ones Keep New Employees Connected**
In the weeks and months following orientation, department supervisors and directors connect with their new employees on a regular basis to ensure their orientation and progress is flowing smoothly and resources are provided to meet their needs. By remaining engaged with our new hires, Hoag was able to reduce turnover of full time and part time employees with less than one year of employment at Hoag by 8% for calendar year 2012 and for our largest workforce group, bedside registered nurses, by 12%.

**Welcoming New Leadership**
Our monthly leadership meeting with Robert Braithwaite, which includes management and front line supervisors from all shifts and departments, starts off with introducing and welcoming any new members to the group. Hoag’s leadership also has a monthly orientation class to learn about all of the management level tools and practices.

New leadership employees and newly promoted employees into leadership roles attend a session of “Expectations of a Hoag Genuine Leader.” The objective is to integrate new leaders to the expectations at Hoag and introduce the foundations to be a genuine leader. We have a department director kick-off each class with their own philosophy of what it means to be a leader at Hoag, their philosophy, and to share any challenges they have encountered. We have our HR Business Partners co-facilitate and include subject matter experts from talent acquisition, compensation, benefits, employee health and wellness, organizational and leadership development and the Own It Hoag mindset. Participants are asked to evaluate the program. This evaluation is based on a measurement scale of 1-5; we average 4.8 out of 5, which indicates that attending this program is a valuable resource for our newly hired and/or recently promoted leadership employees.

**New! New Leader and Team Assimilation Process**
The New Leader Assimilation (NLA) process helps new leaders get to know their team members faster, and identify what is working and what could work better. This process is for Director/Manager level and above leaders new to Hoag or new to the group they manage.
NLA requires commitment from both the new leader and the team. It is facilitated by an internal OD Consultant/facilitator to help create a safe environment and professional support for the new leader.

**NLA for a Team**
NLA was created to help teams and leaders successfully transition to a new direction. The process requires high team involvement and feedback to provide the leader with a solid foundation on which to build an action plan. The NLA facilitator obtains feedback from the team and then discusses the feedback with the leader to determine how to work with the team to address challenges or concerns identified in the process.

**NLA for Leaders**
NLA was created primarily for teams. Leaders participating in an NLA also can use this process to gain insight into team concerns and challenges and to evaluate how to lead a team based on the leader’s experiences, preferences, skills and abilities. Once the team completes the process, the leader works with the NLA facilitator to understand how he/she can support the team as it transitions.

**Tool Overview**
The NLA process includes two formats: interview or real-time. The leader works with the certified facilitator to determine which format will work best, based on the level of anxiety and change within the team.

In the interview formats, the facilitator obtains interview feedback from team members. The facilitator summarizes the feedback, to ensure confidentiality, and meets with the new leader before the NLA session. The leader and facilitator then meet with the team to address the feedback and determine appropriate action steps.

In the real time format, the facilitator obtains feedback from the team members in a brainstorming session, summarizes the data and meets with the new leader. The leader and facilitator then meet with the team to address the feedback and determine appropriate action steps in a follow-up session.

**New Leader and Team Assimilation Process - Team Questions**

- What do you already know about the new leader?
- What don’t you know, but would like to know?
- What questions do you have for the new leader?
- What advice do you have for the new leader that will help him/her be even more effective?
- What are you concerns about the new leader becoming the leader of the team?
- What major obstacles are you encountering as a team?
- What opportunities exist for this team?
- What are you most proud of as a team?
- What is going well that you would like to continue?
- What is not going well that you would like to change?
- What do you need from the new leader to allow you to be even more effective?
- What are you committed to do to ensure the new leader is successful?
New Leader and Team Assimilation Process - Questions for the Leader

- What do you need to know about your team?
- What don’t you know about your team?
- What are your concerns?
- What things are most important to you as a leader?
- What does the team need to know about your expectations and operating style?
- How can the team best support you in your transition into the new role?
- What key messages would you like to send to the team?

Updated! Hoag’s Culture Audit Website:
Simply click on the link and use the username and password below to be transported to Hoag’s Culture Audit (Part I & II, including supplemental materials)

www.theresnooolkehoag.org
Username: hoag
Password: rhythm123

Updated! Hyperlinks throughout Culture Audit 8.1-8.17
By clicking on any blue links throughout our submission, you will be redirected to the corresponding document, video, etc. This is an easy way to connect our reader to the items on our website! When prompted, please enter the username and password provided below:

Username: hoag
Password: rhythm123
Inspiring 8.4

How does your company inspire employees to feel that their work has more meaning than being just a job? You may find it helpful to detail such features as:

- Programs designed to reinforce your company’s values, mission, vision, etc.
- Practices that show employees the value of their work for customers and/or society.
- Stories shared with employees that foster a sense of pride in the company.

There’s No Place Like Hoag!
There is a saying familiar to all Hoag employees, “There’s No Place Like Hoag.” This goes hand-in-hand with the spirit of “Hoag Pride.” Both invoke the kind of care we provide – just like being at home. No other healthcare system has such an excellent reputation in the communities we serve. Hoag, as an organization, inspires its employees to know that their is more than “just a job.” They feel true ownership and pride in Hoag’s vision, mission and core values.

Hoag’s Mission
Our mission as a not-for-profit, faith-based hospital is to provide the highest quality health care services to the communities we serve.

Vision Statement
Hoag is a trusted and nationally recognized healthcare leader

Core Values
Excellence ♦ Respect ♦ Integrity ♦ Patient Centeredness ♦ Community Benefit

Hoag’s Vision – What It Means
Hoag’s vision is to be a nationally-recognized and trusted healthcare leader. This means that patients will come to us from outside our service area because of our exceptional outcomes, high-quality patient care and customer experience. It also means that physicians will actively seek to establish practices here and healthcare colleagues across the country will travel here to study our innovations in the provision of care and customer service. We will deliver healthcare outcomes among the top 5% in the United States. Finally, it means that we will remain an employer of choice in Southern California, and we will be part of the movement to redefine the role of a health system in healthcare.

The Hoag Experience and Own It!
The Hoag Experience Mission:
To Provide Curatorship of our Customer Service and Patient Satisfaction Legacy

In 2011, The Hoag Experience was developed by employees working in groups. The Hoag Experience is one of the cultural guardians of Hoag Memorial Hospital Presbyterian. The department creates and leads a comprehensive strategy and system designed to maximize employee and organization success of the Hoag Experience – customer service aligned with Hoag’s Mission, Vision, and Values.
The main focuses of this department is to guard the Hoag legacy, ensure consistency across all point of internal and joint venture customer contacts and accelerates improvement where necessary to assist Hoag to achieve its vision to be a trusted and nationally recognized healthcare leader, especially in the areas of patient satisfaction and loyalty.

The Hoag Experience drives the development of Hoag’s Customer Service and Patient Satisfaction vision, direction and mindset at both the strategic and tactical levels, working with the sponsorship and involvement of executive leadership to advance cutting-edge experiential service design and delivery.

The overall goal for the department is to set a multi-year strategic direction embraced by leadership, recommend enhancements in operating strategy, establish metrics, manage strategic partnerships, build sustainability and develop implementation processes across Hoag’s continuum of care structure.

The Hoag Experience Vision:
Our future vision is for Hoag to be a trusted and nationally recognized leader in providing customer service and patient satisfaction in the continuum of healthcare and population health offerings.

The Hoag Experience Situational Assessment - Statement of Need:
- Our Patient’s clinical quality and perception of their care cannot be compromised
- Today, as measured by surveys, such as HCAHPS, our patients are not consistently experiencing a level of satisfaction that reflects Hoag’s Mission
- Lower results than we desired on the survey (HCAHPS and Press Ganey) puts us at risk of not delivering on the strategy of our Mission

The Hoag Experience Purpose:
Lead the efforts to design and implement the next generation Hoag Customer Service and Patient Satisfaction Framework; represented by the employee mindset of “Own It” and the Five Declarations that guide our behaviors and interactions. “Own It” is a mind-set and phrase that expresses the Hoag Ownership Commitment each of us has to provide the Hoag Experience.

Strategies:
- Reground our legacy in Customer Service
- Sync - Up and bring priority to a consistent, true to Hoag, Customer Service and Patient Satisfaction mind-set
- Align our efforts to always provide the Hoag Experience to every patient and customer
- Get Results – Demonstrate our quality by increasing Hoag’s HCAHPS and other Surveys Patient Satisfaction ratings
Own It Mind-Set

The Hoag Experience, as a phrase, refers to customer service aligned with Hoag’s Mission, Vision, and Core Values. In our quest to craft this definition our employees repeatedly asked for one common approach to Customer Service and Patient Satisfaction. Through focus groups with hundreds of employees, interviews with dozens of leaders and Board members, and pilot introductions in four departments a Hoag mind-set was validated.

The common approach from our employees is expressed in their phrase – Own It. This phrase and mind-set captured our 60 year legacy of service to our community and represented how they feel about providing service to patients, their families, customers, and fellow employees. It is their belief that Owners accept full responsibility, believe deeply in their mission, collaborate with others, take initiative and hold co-workers accountable to the same high standards.

Ownership Declarations and Actions

The Hoag Ownership Commitment each of us has to provide the Hoag Experience is expressed in five Hoag Ownership Declarations and associated Actions. The Declarations guide our behavior and interactions along our customer service continuum. These are specific expectations by which Hoag staff is rewarded and evaluated against.

The Hoag “Ownership Declarations” are about making customer service delivery a planned, conscious decision, differentiating, and systematic as well as an awesome, memorable, and essential experience for the customer in light of the circumstances. As we so often say, most people don’t want to be visiting us to begin with and it may be one of the worst days of their lives.

“Ownership Actions” are expected service conduct or practices; applicable for customers and colleagues. They are “how” we make the Ownership Declarations real and own it! They are also what we “do” on-the-job to customize a Hoag Experience.

Own It – Five Ownership Actions

1. I own how I greet and welcome you
   - Greet others in a manner best-appropriate to the situation
   - Respond to implied or stated preferences for interactions
   - Eye contact, facial expressions, and speech should be welcoming, friendly, and match the circumstances
   - Seek to create a spontaneous connection
   - When significant to the customer, introduce yourself by name/role

2. I own how I show you respect
   - Respect the diversity of each person
   - Exercise courtesies and manners
   - Guard safety and confidentiality in all situations
   - Represent Hoag with professional behaviors and appearance
   - Work efficiently and effectively in an ethical manner, aligned with Hoag’s Values

3. I own how I engage you and discover your needs
   - Engage with genuine, sincere, and focused communication
   - Make it easy for others to explain or ask questions
   - Guide the conversation, seek out information, be appropriately inquisitive
   - Actively and attentively listen
   - Follow their communication cues
   - Validate their needs
4. I own how I assist you and personalize my actions for you
   • Assist with great customer service gestures
   • Provide for needs in the safest, and highest quality manner appropriate
   • Collaborate and work in partnership with the customer and others to fulfill needs
   • Solve issues by providing multiple solution options when appropriate
   • Include others in decisions, explain what is being done, and seek permission before acting
   • Add personal finesse, customize assistance, and be creative when challenged or given an chance to exceed their expectations

5. I own how I assist you in transitioning your continuum of care and service
   • Transition customers appropriately between people and through our continuum of services
   • When fitting, escort the person so they are not alone, confused or lost
   • Explain what will be happening next, make introductions and extend an offer for further assistance at the point of exchange
   • Provide an appropriate, authentic departing remark

These Declarations and Actions provide guidance and set expectation for each of us. They also provide predictability for our customers; ensuring them that our interactions and communications with them will provide for their needs.

Actions also build trust, reduce fear, and give the customer confidence in our ability to help them. These are the right things to do. This is how we show we Own It.

Additional clarity can provide further guidance for our behaviors. The Actions can be customized to our jobs and our customer. These second level Actions are what differentiate each customer interaction from another, respecting various jobs, customer needs and circumstances.

The second level of Actions may also establish or support our safety policies, procedures, and regulations, as well as Hoag’s Patient Rights and Responsibilities, our accreditations, and our quality systems and metrics such as HCAHPS and ISO9001.

The second level of Actions is also how we make it our own.

**Own It Integration into Hoag Culture**
Own It has naturally been integrated into everyone’s work and the dialogue of our employees. It has also been an inspirational phrase, invoking pride and creativity.

**Own It Integration Videos**
The intention of integrating the videos is to inspire the employees to think about their work from the patient’s perspective. They are played for several areas of the hospital, for newly hired employees and for the various departments as they apply.

- **Beep Beep!**. The Beep Beep! Video was created in response to a patient’s comment about the lack of understanding what the IV alarms were. A team of nurses and the Hoag AV team collaborated to create an educational video on explaining the IV alarms to a patient.
- **Own It Noise Video**. In an effort to understand the patient’s experience, this video was created to capture the noise of the hospital from the patient’s perspective. The Hoag Experience, the Hoag AV team and volunteers recorded actual noise from a live nursing station. The video captures sounds that employees have complete control over.
including the sounds of doors closing, trash bins, toileting flushing, IVs beeping, people talking, phones ringing, etc.

- Own It Introduction Video. For 60 years Hoag has built the reputation of a trusted organization. There is a “family feel” at Hoag and it is important to reground that legacy. The Own It Introduction Video portrays what it means to Own It and gives the “recipe” for what it means to deliver the Hoag Experience.

**Story: Emergency Department Rap**
One of the most uniquely creative applications was the writing of a poem, translated into a “rap” song, captured on video, sung and performed by our Emergency Department. The words provide a contemporary interpretation of our legacy. The video was introduced to the entire leadership staff (management and supervisors) at one of our monthly meetings and truly inspired everyone to “Own It”. The video was also made available for all employees on our internal intranet site.

**“Yeah...We Own It”**
Each of us at Hoag has a great responsibility
And caring for our patients is what we do brilliantly
We are defined by our natural ability
To show all the people in our wonderful community
That each and every patient has an equal opportunity
For great care from a team that works in unity

Chorus: So, it’s time to show our excellence the way we’ve always shown it
And when we take responsibility......we own it.

“Own It” is a mindset and a phrase that expresses
Our commitment to provide patient care that impresses
All our patients, and their families and each other as a team
The Hoag Experience train is picking up steam
On a mission with a vision locomotion like a dream
We’re on board giving care that is nothing but supreme

Chorus

For nearly 60 years we’ve lived a legacy of service
It’s ingrained in every one of us, so don’t be getting’ nervous
Making George Hoag proud with the care that we’re providing
And Hoag’s evolution is successful and exciting
So make your commitment to guard Hoag’s reputation
And make “thinking differently” an every day occasion

Chorus

There are many truths in life, but this one is for real
Our patients won’t forget how we make them feel
Hoag’s a lean machine with one mentality
Care for your patients like you would your family
Let’s do what we do, cuz we do it like no other
You know Hoag’s the place where you’ll always bring your mother

Chorus

Our talent to evolve with continuous improvement
Is the reason that we’ve taken on this grassroots movement
We are innovators in this grand institution

With our eyes to the future we will make our contribution
Each and every one of us will make a resolution
Which brings us back around to our foregone conclusion
That we know we gotta own it, and we’re gonna take a vow
You know we’ll make it happen, and we’ll make it happen now

Chorus

Lyrics by Tammy Valencia, Clinical Nurse III, Hoag ED
Original video featuring Hoag ED, with spoken word performed by Tammy Valencia
Own It HR Processes and Work Place Integration

Own It Integration: Interviewing Process, New Employee Orientation, Volunteer Orientations
Hoag’s behavior based interviewing process and new employee and volunteer orientations have also incorporated Own It into their messaging. This helps to ensure that employees are selected in part on their ability to provide the Hoag Experience and that the importance of customer service and patient satisfaction are set from the beginning.

Own It Integration: Rounding
Own It has been blended in with operational initiatives. One of the most prominent is the integration of the five declarations into the Nursing Practice of “Rounding”. Clinical Rounding is a repetitive patient centered activity for patient safety, comfort, satisfaction and everyone’s piece of mind. It involves an hourly, scheduled, and assigned room visit that involves a purpose-driven interaction between the Nurses/Nursing Assistants and the In-Patient patient and their family.

Hourly Rounding is an initiative that is evidenced based and through numerous research studies has demonstrated to improve patient care outcomes and create a healthy environment for healing. Recent studies have statistically demonstrated that hourly nursing rounds: increase patient satisfaction, decrease patient falls, decrease amount of patient calls, decrease hospital acquired pressure ulcers.

Each hourly rounding visit is structured so that the 4 Ps are addressed each time...Pain, Potty, Positioning and IV Pump along with assuring all personal belongings are within reach.

The five Own It Declarations form a service cycle that provides structure to the activities and tactics of Hourly Rounding. This structure shows the sequencing of the interactions they have with their patients during Rounding. The Declaration Actions (such as “Greet others in a manner best-appropriate to the situation”) connect the behaviors and dialogue they use during each part of the service cycle, and blend with the tactics they are performing.
<table>
<thead>
<tr>
<th>OWN IT</th>
<th>Hourly Rounding – Actions</th>
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| I own how I greet you. | ▪ Knock on the door prior to entering, introduce yourself, use appropriate greeting.  
▪ Visibly demonstrate to the patient, the use of sanitation gel or hand washing as you enter the room.  
▪ Explain the purpose of your visit. Describe the hourly rounding schedule. |
| I own how I show you respect. | ▪ Be present and mindful. Make eye contact with the patient as you actively listen.  
▪ Explain the use of the white board and update it with the plan of care/goals, RN name, PCA name and appropriate contact numbers.  
▪ Demonstrate and explain the use of the call light and alternative methods of calling for assistance.  
▪ Give explanations in the way the patient understands. |
| I own how I engage you and discover your needs. | ▪ Complete scheduled tasks (medications, treatments, etc.)  
▪ Pain- Check the patient’s pain level. Offer alternative solutions for controlling pain.  
▪ Position- Assist with repositioning. Check pressure points and skin integrity every shift.  
▪ Potty- Offer assistance to the restroom.  
▪ Pumps- Check machines and alarms around the room to prevent them from alarming after you leave.  
▪ Scan the room for cleanliness and noise.  
▪ Check room temperature, cleanliness and quietness with patient. |
| I own how I personalize my actions for you. | ▪ Speak with your heart and your head.  
▪ Focus your attention on the present.  
▪ Acknowledge the patient’s feelings.  
▪ Speak loudly with your actions.  
▪ Clarify your positive intent.  
▪ Say something nice. |
| I own how I assist you in transitioning your continuum of care. | ▪ Document at bedside  
▪ Assure that the call light and personal items (telephone, table, water, etc.) are within reach.  
▪ Ask: “Is there anything else I can do for you?”  
▪ Inform the patient of what to expect next. “We will round again in about an hour...” or “Your next dose of medication is due...”Visibly demonstrate to the patient, the use of the sanitation gel or hand washing as you exit the room.  
▪ Use appropriate departing remark. |

**Dot Up – Helping Employees Understand the Metric of In-Patient Satisfactions**

The Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) formal public reporting initiative asks our patients to rate their experiences with respect to various health care delivery systems. Our patients perception of their care, as provided through tools such as surveys, are the metrics we use to determine if our patients and customers are receiving clinical and customer service that is aligned the Hoag Experience. Since these ratings are available to the public and posted online at [http://www.hospitalcompare.hhs.gov](http://www.hospitalcompare.hhs.gov), they can potentially affect our hospital's reputation and standing in the community it serves, and will be used in calculating value-based purchasing payments going forward.
**Transparency – on Hoag.org**

*Hoag HCAHPS scores are posted on the WAVE > Transparency. HCAHPS data is reported on a Quarterly basis and categorized by Unit. Our HCAHPS, Press-Ganey should be utilized as the official Patient Satisfaction data for Hoag.*

As one of the official metrics used to determine Patient Satisfaction accomplishments and challenges, the understanding and utilization of the survey data is extremely important. The survey is distributed by mail to 75% of our in-patient discharges. Hoag’s return rate by our patients is 10% above the national average, with Hoag receiving feedback from approximately 43% (source – Press Ganey).

Even with full transparency to all employees, the issues with the data being impactful were that the quantitative, numerical and percentage driven reports were not easily understood. Clearer employee communication was seen as a solution to the lack of understanding and engagement the employees felt to the results, especially in the areas where we were underperforming and patient were expressing dissatisfaction. Dot Up was introduced as the communication and marketing campaign to increase exposure and understanding to the Patient Satisfaction data.

The phrase Dot Up evolved from a visual display of the HCAHPS percentile ranking information. The percentile ranking compares Hoag with other benchmark Hospitals. Different colored dots were used to represent Hoag, hospitals that were performing worse, and hospitals that were performing better. Dot Up is literally a translation of our goal to move our “dot” up, that is to increase (up) our percentile ranking to the 90th percentile. The phrase is now used as a rally call to increase our customer service and patient satisfaction in order to increase our ranking. Dot Up is becoming a symbol of the qualitative feedback we receive from our patients and our drive to consistently deliver service by always providing for our patients. Dot Up posters of all nine categories and questions used to report the results of the HCAHPS are displayed in employee areas, along with a simple dashboard to compare the numbers and percentages. This newly formatted and designed information has begun to increase the understanding and the conversations peers and leaders can have about the feedback from our patients and customers that is so critical to our improvement efforts.

**Hoag Own It Leadership Declarations**

The foundational aspects of Own It were introduced to all Hoag Leaders in April, 2012. At that time all leaders were asked to commit to Hoag Leadership Declarations in addition to the five Own It Declarations. The five Hoag Leadership Declarations are:

1. I own living and modeling the 5 Own It Declarations.
2. I own how I introduce and implement Own It.
3. I own how I communicate, educate, and affirm Own It.
4. I own how I create an environment of accountability and ensure sustainment.
5. I own the outcomes and results achieved.

As of June 1, 2012, the mind-set of Own It has been communicated directly to all Hoag employees, approximately 5,200 and over 700 volunteers.
Employees “Own” Awards and Recognition
Each year Hoag receives numerous accolades and awards. Hoag employees are proud of the outstanding achievements Hoag has received in the areas of clinical excellence and outstanding patient satisfaction. Hoag’s distinctive awards are listed on Awards and Accolades.

The extensive national, state and local recognition instills a sense of pride in our employees – this is part of our unique and special “Hoag Pride.” We make it very clear to employees in communications and celebrations that none of it would have been possible without them. Our staff is aware of our awards, they are involved in receiving them, and each of them personally owns a sense of accomplishment in our awards and accolades.

Hoag’s Senior Management Communicates the “Wins”
On an “as-it-happens” basis, Senior Management communicates clearly the impact Hoag employees have in patient’s lives. The healthcare environment is inherently “more than just a job” because Hoag’s employees know that through their work lives are born, improved, saved, and lost everyday. There is no more meaningful work than this and with great work comes grateful patients. Hoag’s Senior Management regularly receives letters, and e-mails from these grateful patients and passes them onto the employees.

Patient Letter: Caring Environment – Stroke Patient
The numerous letters and recognition cards we receive from our patients also inspire employees. Hoag’s Chief nursing Officer, shared this letter with all employees as a testament to Hoag’s extraordinary patient-centeredness and quality care. Every employee whether mentioned or not, reading the letter felt part of a special, winning team; The Hoag Family.

Gentleman,
Early Monday morning I suffered a mild stroke and drove myself to your emergency room. Upon entering I informed the woman at the desk that I thought I was having a stroke; I was taken in and asked a few questions. After a few short questions and evaluation I was taken back to the ER. Scott was my nurse; he took immediate action and provided me excellent care; this is where and how my experience began.

After meeting the ER doctor, forgive me, his name escapes me, I was taken in for an MRI. Wendy was the woman who did my MRI. This was my second MRI in the last six months. When I explained my reservations re the MRI, Wendy too swung into action and set me at ease, speaking to me through speaker to calm me through the thirty minute MRI. After having confirmed my worst fears, I was admitted. I was assigned to the third floor stroke unit. This is where I encountered Selena. Selena and your entire staff of nurses could not have been more professional.

The kindness and humanity displayed by all was tremendous. Barbara was my night nurse. Everyone, the nurses, the nursing assistants, technicians, transport, all we’re nothing less than amazing. In a time when healthcare is expected to be lackluster, your staff stands out. Please convey my thanks to everyone. You should be very proud of your staff. I am grateful to leave Hoag hospital. If I were a wealthy man, I would donate millions, so that others could experience what I experienced.

Warm regards,
Patient name
To know how much we impact the lives of the people we touch and make a difference in what we do keeps us inspired to strive to be our very best.

In addition to Senior Managers, Managers and Supervisors will share customer feedback to their employees.

**Story: Great Customer Service Shines over the phone**
Mark, Business Services-Managed Care - Newport Beach: A patient called Lettie’s supervisor to let him know how much he appreciated the assistance Lettie provided. He said he could “tell she was smiling and that made it a very pleasant experience.” She was able to answer his questions with confidence and he was sure he was getting the correct information from her. He wanted to make sure she was “given a big star in her file” and recognized for being an exceptional employee. Way to go Lettie!

**High Quality Patient Care and Exceptional Patient Outcomes  
Employee Recognition Program**
Hoag provides avenues for employees to recognize – and be recognized by - each other, their department, and the organization.

Our Hoag Pride Recognition template (on our intranet, “The Wave”) makes it easy for employees to complete a recognition card for any employee at any level. These are immediately sent via e-mail to the Hoag Pride Recognition Outlook mailbox and the employee’s direct supervisor.

Every two weeks, five individuals are selected to be showcased in our bi-weekly newsletter publication, “Hoag Times”. Employees selected for our Hoag Times receive $20 in gift cards of their choice. Whether selected or not, nominees receive special recognition by having their names prominently displayed in many departments for everyone to see. Frequently our winners will comment, “I was just doing my job,” but they are truly inspired by the recognition from their peers. They feel the support, teamwork, and camaraderie of their fellow employees which contributes to our strong recognition culture.

**New! Story: Rick off duty**
Costa Mesa city officials honored Hoag employee Rick .... at a City Council meeting on April 2 for his role in resuscitating a 67-year-old man who’d gone into cardiac arrest at a 24 Hour Fitness gym. Rick and two 24 Hour Fitness gym employees performed CPR for almost three minutes before paramedics arrived. Their quick response was critical in saving the man’s life. Rick is the Radiology CT-Scan supervisor at Hoag Hospital Newport Beach and for the Hoag Imaging Center at Hoag Health Center- Newport Beach. Hoag would like to thank Rick for his quick action and demonstrating Hoag Pride outside of the work environment.

**NEW! Story: Hoag Care**
**Jason - Emergency Department Irvine**
Jason was working with me with a particularly challenging patient on a hold who would not allow us to take the service animal to give to his mother because he would be transferred for further care. Rather then escalate the patient’s behavior, Jason sat very patiently for a considerable amount of time explaining why this patient could not take the service animal with him to his next destination at the other facility. Jason then was able to persuade the animal away from the patient with some treats and discuss with the patient that the dog needed
water, which was in a bowl outside. The patient allowed the dog to leave the room and safely go home with the patient’s mother. What a way to think outside the box, and keep us all safe! Jason always keeps us on our toes with his innovative thinking! Thanks for your dedication! – Jillian, co-worker

NEW! Story: Care ‘Just Like How You Would Want Your Mother Treated’
Mike - CT Scan Radiology - Newport Beach
While I was in the Radiology waiting room on Wednesday, Mike came out to check on an elderly patient sitting a few chairs over from me. He was so kind and gentle with her. The situation reminded me of my mother who, at 84-years old, just passed away a few months ago. He was sweet and helpful to her. That is how we all should treat the elderly - with dignity and compassion. When it was my turn for a CT scan, Mike was warm, funny and kind to me. He is a stellar example of how we should treat everyone we come in contact with throughout our day. - Debbie

No One Dies Alone
In March 2010, Hoag launched its No One Dies Alone Volunteer program. No One Dies Alone was created at Sacred Heart Medical Center in Eugene, Oregon, when a nurse caring for a dying patient was unable to fulfill that patient’s dying wishes: that he not die alone. The patient had requested that she stay at his bedside, but she had to step away to check on her other six patients; when she returned to his bedside, the patient had died. This nurse, Sandra Clarke CCRN, worked together with the spiritual care department at Sacred Heart and created the very first No One Dies Alone Program.

No One Dies Alone is a volunteer program that provides the reassuring presence of a volunteer companion to dying patients who would otherwise be alone. This companionship offers patients the most valuable of human gifts: a dignified death.

Facilitated by Hoag’s Palliative Care Team, the program taps Hoag employees to fulfill these compassionate companion positions. Training is provided, and volunteers then choose the time, date and number of hours that he or she will be available to volunteer. The expectation is simple: quiet reading, or perhaps holding a hand. Being present is the most important thing. As the CEO of Sacred Heart Medical Center stated, “We create moments of grace in a world that does not expect kindness.” At Hoag, our goal is that No One Dies Alone.

Since beginning the program March 15, 2010 we have approximately 80 trained vigil volunteers and six volunteers to coordinate vigils on evenings and weekends. Hoag also trained 36 Clinical Care Extenders (CCE’s are highly-trained volunteers from a local university). In the program’s first year, (March 2010-March 2011) Hoag served 23 patients in the No One Dies Alone Program.

Hoag is proud of the efforts of employees and volunteers to do what is the most honorable and best thing for our patients and their loved ones. Programs such as this inspire our employees to volunteer to meet the needs of the people we serve.

Story: No One Dies Alone – A Nurse’s Heart
Leslie, an RN in Pulmonary, wrote about why she volunteers for No One Dies Alone: “Working as an RN on the floor, it’s difficult to stay with a patient that is actively dying. We have other patients to care for and feel torn. When the opportunity came up to volunteer I was happy to be able to help. I myself was unable to be with my father at his passing and was thankful to his caregivers for being able to provide comfort in my absence. While sitting at the bedside of a
NEW! Story: End of Life Care
Amanda - Sub ICU - Newport Beach
Amanda advocated for her patient who was at the end of his life and was not receiving orders in a timely manner without multiple calls. Amanda stayed with her patient and grieving family and provided the best care possible while trying to facilitate the best care she could in his last hours. Thank you for always dealing with bad situations in the best possible way. Thank you so much for all your hard work today. - Angela

Story: No One Dies Alone – Compassion for the Patient’s Family
Debbie, Surgery Scheduling: As a long-time employee of Hoag, Debbie has been actively volunteering in the community for many years. Her compassionate servant’s heart drives her to help those that are alone and in need. She read about Hoag’s No One Dies Alone program in the Hoag Times. Debbie said, “it touched me to the core,” she went on to say, “I knew I had to sign up. But I was scared since I don’t have any clinical experience – I am from the business office.” She received her training and offered her day of availability (which is one of her days off). She had requested to be placed with another volunteer to shadow them for her first vigil but when she arrived, she discovered that she’d be sitting vigil alone. She met with the nurse and learned about the patient, then came into the room and the room was full of family. Debbie said, “It was daytime but it was very dark in the room. The curtains were pulled shut and the lights were off.” She met the family and put on the lights and opened the curtains. They hadn’t eaten a meal all day. They knew that their loved one could pass away at any moment. They were so scared that they would not be there for their family member’s last moments. She urged them saying, “Taking care of your loved one is important but he’d want you to take care of yourselves.” So they family went to get a meal and get some rest. The patient was in a coma and the room was very quiet. Using the training she was given, Debbie began to rub his feet and his arms. She sat and waited with him until the family was able to return. “It was a very peaceful experience,” Debbie said. Her shift ended without the patient passing away; as these vigils oftentimes do. The next NODA volunteer came that evening and the patient passed away and was not alone. Debbie’s own father passed away a month ago. “I just think about myself in the same condition, knowing that I can help that family,” she said, “...maybe it’s just the kind of person I am... I put no second thought to helping people.” It is wonderful to know that during this very difficult and significant time, while the patient is receiving comfort and end-of-life care through Hoag’s Palliative Care and nursing staff, Hoag’s care and attention extends beyond the patient to their family.

NEW! Story: Licensed Clinical Social Worker, Hoag Mental Health Center
I began seeing a female client in her 60’s in the fall of 2012. She came in as a result of debilitating anxiety and panic attacks. She had been in and out of the hospital thinking she was suffering from heart problems, when indeed her symptoms were related to her anxiety. We began working on identifying the root of her anxiety through exploration and I began teaching her various coping mechanisms she could use to assist with the anxiety. The client was always consistent and worked diligently to reach her personal and therapeutic goals. Within a couple of months she began to do much better. Unfortunately, around Thanksgiving, she lost her youngest son in a sudden and tragic accident. However, this client did not regress. Instead she used her new found strength to find the greater meaning in her son’s passing. As a result, she has been an inspiration to many in her community and often preaches at her church to help others who have also gone through similar hardships. I can truly say that I am genuinely proud of my client, and she is
certainly an inspiration to me! This is absolutely more than a job, this is helping people in a real, tangible way, everyday!

**Story: Float RN in a New Area**
Lauren, Float RN: On 3/28 night shift I was floated to ER to hold sub patients. It was my first time floating there, and I was unsure of what to expect. Fran was in charge that night and was a great support system. I would like to commend all of the nurses whom I worked with that night. I felt supported and appreciated, everyone was more than helpful with any questions I had. These nurses have a tough and crazy job down there and deserve positive recognition. Thanks to all who played a role in making my float a great one!

**Story: Art Being Helpful Along the Way**
Art, an employee in Hoag’s Mailroom, drives a daily mail route from building to building across Hoag’s campuses. The mailroom staff has a very rigid schedule that they follow. They are in a hurry to make all their stops. This is a story about how one of Hoag’s employees made a difference. A patient’s daughter called Human Resources because she was so happy and thankful for the kind act that Art did for her and her mother. The woman was on the side street next to the Superior building pushing her mom in her wheelchair towards the Blood Donor office and there was a curb without a ramp that she couldn’t get her mom up on to. She, with her small son, was stuck, standing on the street, trying to figure out what to do as many cars passed them by with no offers of help. To her relief, Art drove by in the Hoag van and stopped, rolled down his window, and asked if there was anything he could do to help. He immediately got out of the van and helped lift her mom up onto the curb. The woman was so appreciative that she wanted to express her gratitude and let us know how lucky we are to have an employee like Art. - Patient’s family member

**NEW! Story: A Nurse’s Care Through the most Difficult Situations**
Jessica - Sub ICU - Newport Beach
Jessica performed with excellence caring for a patient undergoing bowel prep on 6/11. Stools were copious and frequent, and care was complicated by an unstageable PU on coccyx. Jessica performed complex and demanding clean-up care for this patient over eight hours of the shift, and usually completely unaided. She remained cheerful and uncomplaining, and most importantly she made the patient, who was extremely embarrassed at stooling in bed, understand that this was just part of standard care for his condition and that he should not be ashamed by the stooling. The patient remarked to me how unbelievably caring and tender Jessica was during a difficult night for him. For Jess, patients are number one; what a professional! -Bo

**Hoag as Employer of Choice in Southern California**
**Employees Are #1 Source For New Hires**
Hoag employees are proud to work at Hoag and are our greatest champions in recruiting new talent. They are our #1 source for new hires year after year. In recognition of their efforts to attract qualified candidates, we increased the amount this year that an employee can receive for referring an applicant who is hired at Hoag to $4000 ($4000 is the maximum and the amounts vary based on position, status, and shift). For calendar year 2011, Hoag paid $186,000 to our employees for referral bonuses.
**Story: Nurse Mentors for a day**

Article from the Newport Beach Daily Pilot:
“Students in yellow hospital gowns, blue booties, hair nets and face masks stood around the chilly operating room as Nurse Denise ten Bosch took them through a C-section procedure. She pulled them into the imagined surgery in the labor and delivery wing to play the mother, nurse and anesthesiologist. It started with giving the mother warm blankets before the operation, then giving her an epidural and ending with making sure no sponges were left inside her. She even gave the pretend father something to do. ‘Put a hand on her forehead,’ the ever-smiling ten Bosch instructed. ‘Tell her you are sorry. Tell her you're so sorry.’ She is a nurse in the Sue and Bill Gross Women's Pavilion at Hoag Hospital in Newport Beach, where she has delivered numerous babies — 562 in her career — and won her own battle against breast cancer. She showcased her day-to-day activities for four Corona del Mar High School juniors as they spent Wednesday morning in a nurse's shoes as part of the Newport Beach Chamber of Commerce's Mentor for a Day program.”

This story represents how employees share their Hoag Pride with the community and even more, how Hoag supports its employees who contribute to the communities we serve. Inspiration and compassion are not separate from our culture; it is our culture.

**Story: Students at Hoag**

When our employees are inspired, they in turn, inspire others. A recent student nurse sent this letter following her rotation at Hoag:

Nurse Educator- Hoag Hospital  
I Hoag Dr  
Newport Beach, CA 92663  
June 24, 2013  
Dear Nurse Educator-  
I sincerely appreciate the time & energy your nursing staff has given me & my fellow peers over the last 12 weeks. I appreciate the time they spent reviewing my individual goals for the day & recommending strategies for achieving them. Their advice was very helpful & gave me a new perspective on critical thinking. Overall the nursing staff at Hoag Hospital are extremely wonderful, friendly & very encouraging to nursing students such as me. I had the wonderful opportunity to work with several of these nurses. On the 7'h floor (7W) during my rotation on that unit I was assigned to Cici & Kelly on multiple occasions. Both of these nurses were wonderful to work with & made my rotation on the unit very memorable. They involved me & allowed me to engage in all aspects of our patients care, they took the time to review orders with me. Overall, a very wonderful experience. I was fortunate again to have Svetlana on the 10th floor (Sub-ICU).Svetlana is a very passionate caring nurse that seems to love what she does. She is great with student nurses, she critiques our work in a very professional manner & makes suggestions for improvement which will only benefit myself & fellow peers in the future. I recently completed my preceptorship in CCU/CVICU with Cindy. She is a wonderful nurse & really pushed me to the limits. By the end of my preceptorship I felt like a real nurse & that I could handle the daily challenges of acute care with minimal assistance. I owe this all to my preceptor & the wonderful charge nurses in these two units.
I truly enjoyed my clinical rotation at Hoag Hospital & would love to thank you & your nursing staff for a great experience.
Thank you,
Kathleen (Katie) H.- Santa Ana College Registered Nursing Program.
Hoag has hundreds of students who come to us to learn and grow. Our employees take the time to teach and inspire them to be the best at what they do.

**UPDATED! Hoag’s Culture Audit Website:**
Simply click on the link and use the username and password below to be transported to Hoag’s Culture Audit (Part I & II, including supplemental materials)

- [www.theresnoplacelikehoag.org](http://www.theresnoplacelikehoag.org)
- Username: hoag
- Password: rhythm123

**UPDATED! Hyperlinks throughout Culture Audit 8.1-8.17**
By clicking on any blue links throughout our submission, you will be redirected to the corresponding document, video, etc. This is an easy way to connect our reader to the items on our website! When prompted, please enter the username and password provided below:

- Username: hoag
- Password: rhythm123
Speaking 8.5

What are the distinctive ways in which managers, especially senior managers, shares information with employees and foster a culture of transparency?

Hoag makes every effort to be transparent with employees about what is going on within the organization, regardless of whether the news is positive, disappointing or challenging. This transparency is the vanguard of Hoag’s communication with employees. Hoag’s leadership disseminates news of all types through many avenues including the management structure and also using personal, clear communication. Although we have had a change in CEO effective March 1, 2013, Hoag is committed to ensuring communication to our employees remains open and transparent. This section highlights communication from our former and current CEO.

Transparency Starts with New Employee Orientation CEO Welcoming
Hoag’s President and CEO, Robert Braithwaite), takes the time to attend each and every New Employee Orientation because it is Hoag’s culture to have communication that is open, direct, and two-way - from the CEO to the entry-level employee and back to the CEO. The human touch personal connection to our employees on their first day as an employee of Hoag sets the stage as to what Hoag is all about and the importance of their role to our the success of the organization for the community we serve.

NEW! Daily George Walk – Connecting the Dots between employees and patients
The Hoag legacy of service has highly distinguished and differentiated Hoag for over 60 years. This legacy is built on the simple philosophy of listening directly to our patients, their families and our employees.

To keep that legacy alive, Hoag leaders, Director level and above set aside the hours of 10:00 – 11:30 a.m. each day to connect with our people by way of Leadership-Rounding called “George Walk”. During the George Walk, leaders focus on:

- Listening to employees, their ideas, suggestions and challenges
- Brainstorm with employees on ways to improve quality and/or make processes simpler and more efficient
- Connecting the dots for employees on the information they need to know including organizational and departmental strategies, goals and initiatives
- Letting employees know that they matter

George Hoag II, was instrumental in the founding, development, and success of Hoag Memorial Hospital Presbyterian. He famously spoke with and listened to employees and patients daily by walking the Newport Beach hallways. Many tenured employees remember George in his bold
Hawaiian styled shirts, speaking with everybody and helping all those in need. George’s walks helped build our legacy and reputation.

As we create our future here at Hoag, we are entrusted with this legacy of service. Our leader are the guardian of the simple philosophy of listening to our employees, our patients and their families by loyally following in his footsteps and taking a “George walk” daily.

See George Walk Journal Tools used to record rounding discussions
Front Cover
Lined Pages for Manager Notes
Letter From CEO Robert Braithwaite
Tips for Managers to Dialogue with Employees
A Guide for Managers to Connect the Dots from employees to patients

Dr. Afable’s Video Communication Series (CEO thru February 28, 2013):
As Hoag has grown to over 4,800 employees at numerous locations, it has become increasingly clear that more communication is necessary. To reinforce our two-way communication strategy in the Spring of 2011 Hoag launched a monthly communication video series from Dr. Afable that is e-mailed to all employees and also available to all employees in every location 24/7 on The Wave (Hoag’s intranet).

These seven to ten-minute videos are designed as a way for employees to hear from their CEO on a monthly basis. The videos feel “in the moment” with relevant topics of interest to all employees. Dr. Afable’s videos are filmed in different areas of Hoag each month as different areas are relevant. For example, when the Cancer Center renovation was complete, the video was filmed there to serve as a tour of the area. Each edition informs, educates and provides valuable and timely information.

The videos are produced in-house very intentionally to allow for employee involvement in the production, editing, topic and location suggestion ideas.

The videos are archived on The Wave and prior to each launch, Dr. Afable sends an email announcement inviting each employee to view his new message and he personally asks for feedback.

Town Hall Meetings with CEO – Video Conferencing for two campuses
Since spring of 2010, Dr. Afable conducts Town Hall meetings (also known as State of the Union) for all employees at Newport Beach and Irvine. He sets aside several dates and times to make these available in small venues. This year, our technology changed so that the town halls were available via video conference between Newport Beach and Irvine so that each facility has more opportunities to attend. He speaks candidly about Hoag and where Hoag is financially, how national health care reform will change Hoag, what new innovations are happening at Hoag, who our brand promise serves, and at the end of each town hall he provides a generous question and answer session. He leads his meetings with personal message and touch. He has a unique ability to connect with his audience in a meaningful way for employees.

An example of his invitation is below from the March/April sessions:

Please join me at one of my upcoming Town Hall meetings to discuss Hoag’s future in our ever-changing healthcare environment. I look forward to talking with you about our
vision, strategy and role in the development of an integrated healthcare delivery system to better meet the needs of the communities we serve.
Thank you for arranging to take the time to participate in one of these important gatherings:
[List of dates, times, and locations]
As always, thank you for your commitment to Hoag and I look forward to meeting with you soon.
Sincerely,
Richard Afable, M.D. President and CEO

Town Hall Meeting with COO Robert Braithwaite (CEO effective March 1, 2013)
Three times a year, Robert Braithwaite, Chief Operating Officer Hosts a series of Town Hall meetings. Employees from Newport Beach, Irvine and our Out Patient Healthcare Centers, are invited to attend one of the five sessions offered at various times in Newport Beach and Irvine. To accommodate employees work schedules, sessions are scheduled early morning, mid-day and in the evening to provide an opportunity for everyone to attend.

The purpose of the Town Halls is to provide Hoag employees an opportunity to meet and chat with Robert in an open forum where they get to ask questions, share their opinions and suggestions, and find out what’s happening at Hoag. In these sessions, Robert talks openly and shares his commitment of increasing two-way communication with employees. At the end of each meeting, he closes the session by encouraging employees to reach-out directly to him via email or as he is rounding in departments throughout the hospital to share what’s on their mind.

Roundtables with Robert
Robert Braithwaite, Hoag’s Chief Operating Officer is a very hands-on Executive. As Hoag saw a need for increased two-way communication, Robert put in place a series of quarterly meetings with frontline employee representatives from each of Hoag’s departments. This group of people is called Roundtable Ambassadors. They are opinion leaders in the organization and meet with Robert to discuss topics important to employees.

The monthly sessions are open, honest, and an opportunity for Hoag employees to share ideas, concerns and solutions with senior leadership. They stimulate employee ownership and engagement and create an opportunity for meaningful, effective two-way communication. As CEO of Hoag, Robert continues to host these important town hall meetings to ensure open lines of communication with employees on the frontline.

Management Staff Meeting
Hoag conducts a monthly management staff meeting with senior leaders, managers and front-line supervisors. The goal is to communicate freely about what’s going on at Hoag, whether it’s good news or challenges we face. This forum allows everyone to hear the same messages so there is no misinterpretation of key information. Managers and supervisors are then tasked with taking meeting highlights back to their staff.

During the meeting managers also have an open forum to ask questions and provide opinions and suggestions. This allows front-line management to have a voice and be heard. It also supports two-way communication as managers are able to present ideas and issues originating from their staff. Hoag created a tool for managers to share information called @Hoag. Created and distributed within 24 hours from the Management staff meeting, @Hoag is a key tool for all
leaders in the organization. It highlights the key focus and themes from management staff meeting and creates talking points that leaders can easily verbally communicate back to their teams. In the past year, this has been a highly successful tool in Hoag’s all leader level two-way communication and ensures consistency in the information communicated.

**Session with Administrators**
At least once a year, each department in the hospital holds a “Session with Administration” for employees. Department employees are encouraged to attend and chat with the senior leaders responsible for their area along with our Human Resources leader. This is an informal meeting with no set agenda or topics for discussion. During this casual forum, employees can freely discuss what is on their minds and offer suggestions or feedback. Additionally, the senior leadership can share news of what is going on at Hoag – both positive and negative. These sessions have become a tradition at Hoag, and employees will check on the date for their “Session with Administration” in anticipation of the event.

**Communication through E-mail**
If a communication needs to reach all Hoag employees, the CEO will send an email to the employee population so they can quickly and conveniently read it during their shift. Prior to the communication going out from the CEO, front-line managers and supervisors are apprised of the information so they are prepared to discuss it with their staff. This ensures that as employees go to their manager or supervisor with questions, comments or concerns, the manager or supervisor is equipped to respond. This knowledge transfer is accomplished in most cases when the CEO (or another executive leader) shares the information/news with the executive leadership team, who in turn, cascades the information down to their front-line managers and supervisors. The executive leadership team takes an active role in coaching and mentoring their directors and managers so they are prepared to answer questions and discuss with staff.

If the information impacts each area differently across Hoag, the senior leader will communicate to their areas via email, team meetings or impromptu rounds so that the information is individualized for that group of employees. This allows the message to be clear and unambiguous for the staff in that area.

**Hoag Times**
Another successful employee communications tool is the “Hoag Times,” our bi-weekly newsletter to all employees. This newsletter goes out electronically via email every payday, and print copies are available in every department break area. “Hoag Times” is a trusted vehicle that communicates key messages, news and updates important to staff. It also regularly recognizes and features employees for outstanding service and performance.

**The WAVE: Hoag’s Intranet**
Hoag has a robust intranet, “The Wave” that is primarily used as a knowledge and informational exchange site. Key announcements are posted on the front page of “The Wave” and employees quickly get in the habit of checking the site for news. The main page of The Wave has the Transparency link for all information. Employees see this message after accessing the link:

**Transparency Web Page**
“At Hoag, we believe that good information helps you make better decisions about your health and health care. In an effort to be more transparent with our patients and their families, our Quality Report section provides accurate and honest information about the care we provide at
Hoag. We also report what our patients say about the care they received while at Hoag (see Patient Perception of Care section). Monitoring the quality of our care helps us evaluate and improve the way we deliver health care to our patients. We emphasize areas where experts agree on the best treatment for a certain condition.”

Our Transparency webpage includes:
- Breakthrough Measures
- Institutes (formerly called Centers of Excellence) and Service Line Reports
- Executive Summary Dashboard
- Infection Prevention Data
- Reportable Never 28 Events (28 events that should never happen in a hospital)
- Core Measure Reports

The main page of The Wave alerts staff to how many days since a Never 28 Event (a list of 28 events that should never happen in a hospital) occurred, emphasizing the critical importance of patient safety. When a Never 28 Event occurs, this information is shared in the organization and employees can click the link, Reportable Never 28 Events, to see all events for the current and previous years. We willingly share this information with our employees so we can all learn from these types of events as we strive to be the best.

**Policy Updates via Memo**
In an effort to keep employees informed about the policies that have changed. An e-mail to all employees is now sent to let them know that the policy has changed. Additionally, this e-mail contains the locations of the policies and serves as a reminder for employees to look at the Employee Information tab on the WAVE Hoag’s Intranet. New or updated policies are placed on the main page of the Wave for easy access to know what is new or changed.

**Transparency through Major Technology Upgrades**
Hoag has several high priority technology updates and projects in progress currently. Through these changes over the past year, Hoag’s IT department has been communicating via e-mail to all employees on a regular basis. These e-mails state exactly where Hoag is on the projects and initiatives that are in progress; including what is required of employees. Many of these technology upgrades create majors changes to process workflows, and so on. The Leadership in Hoag’s Information Technology regularly sends e-mails communicating successes.

**Example: Tim Moore, Senior Vice President and Chief Information Officer, E-mail:**
“Today marks Hoag’s 5th day of our most recent system activations designed to fully achieve our quality of care commitment (eliminate medication related errors) to the communities we exist to serve. In relative terms, directly associated to the committed support from each of you, the transition from system "activation" to care delivery "transformation" is well under way. Please know that it is expected, and normal, for these types of complex activations to require several weeks for each of Hoag’s direct care and support team members to be focused on ingraining and refining the modified workflows, identifying opportunities for additional improvements and for the command center staff to be providing 7 X 24 as real time as possible issue resolution. The vast majority of all Hoag employees, either directly or indirectly, have come to appreciate over the past 20 months, that the success of these activations are only possible through the numerous team collaborations that occur daily focused on the common objective of continually improving the quality of patient care throughout the Hoag enterprise.”
Our next major activation will occur on Sunday, 15 July 2012, and at that time Hoag Newport Beach will join the Hoag Orthopedic Institute and Hoag Hospital Irvine in utilizing Computerized Provider Order Entry (CPOE).

On behalf of all of Hoag's senior management team, thank you for your many contributions towards the honoring of Hoag’s quality of care commitment to our communities.

Regards, Tim Moore  
Senior Vice President and Chief Information Officer”

Hoag’s senior leadership promotes and creates a culture of transparency with employees through personal, clear communication. Through the years, Hoag’s leadership has refined and developed a variety of programs that are personal, integrated, and inclusive. Communication with employees is a priority for Hoag’s Senior Leaders.

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www.theresnoplacelikehoag.org  
Username: hoag  
Password: rhythm123

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By clicking on any blue links throughout our submission, you will be redirected to the corresponding document, video, etc. This is an easy way to connect our reader to the items on our website! When prompted, please enter the username and password provided below:  
Username: hoag  
Password: rhythm123
Listening 8.6

What are the ways in which employees can ask questions, provide feedback, or otherwise communicate with managers, especially senior managers?

Employees at Hoag are comfortable speaking directly to senior leadership. Our culture is one of openness and inclusiveness. Senior executives such as Hoag’s President and CEO, Dr. Richard Afable (Dr. Afable), our COO, Robert Braithwaite, and our SVP of Clinical Operations and Chief Nursing Officer, Rick Martin, make frequent rounds throughout the hospital to talk with employees and listen to what is on their minds. Executives, senior management, and line supervisors often eat in the cafeteria and have the opportunity to have informal, casual conversations with staff. Various forums such as hosted town halls, sessions with administrators, open houses, staffing meetings and one-on-ones are also used by our leadership team. Both formal and informal opportunities are available on a regular basis for employees to ask questions, provide feedback and communicate with senior leadership.

Employees at every level have the opportunity to communicate with senior leadership in the following ways:

- New Employee Orientation
- Town Halls
- Session with Administrators
- Being a department Ambassador or contributing a question or topic at Roundtables with Robert
- Through E-mails and “We Care”
- Management and Administrator “Rounding”

“We Care” Dedicated to Employee Feedback

Hoag has a formal feedback program called “We Care.” With a simple click on Hoag’s intranet site, employees send suggestions, complaints, ideas and opinions. Feedback can be either anonymous or self-identified at the employee’s choice. Whether or not employees identify themselves, each “We Care” is handled with care and followed up on by the SVP of the corresponding department.

All “We Care” submissions are tracked, answered, and closed when complete. Employees have several topics to choose from including patient care, patient safety, operations, human resources, security, information technology, corporate compliance, environmental health and safety, or other concerns. Depending on which topic the employee chooses, their e-mail is routed to the appropriate member of the senior leadership team who is committed to respond directly to the employee, when possible. During our recent Magnet status hospital recertification, the surveyors were so impressed with our “We Care” intranet template they requested a copy to showcase to other organizations. We also have a “We Care Hotline” that allows employees to call and leave a message directly with the CEO.
The “We Care” hotline submissions are trended by each area to determine the frequency of a concern, isolated or a pattern, so that appropriate measures can be taken to fix the concern.

Example: We Care, We Listened: Food Facility
Michael Hovatter, Retail Operations Manager Food and Nutrition Department:
“Our ‘system’ is simple – If the person identifies themselves we respond immediately and in almost every case we provide a positive outcome for the customer/comment provider. We fix the problem or explain why it is what it is and with regard to food quality/pricing/customer service issues we provide a ‘Thank You’ meal voucher or full credit for the full meal purchased that was at issue, and for bringing the issue to our attention. We believe in ‘JUST FIX IT’.”

NEW Example: We Care, We Listened: Shift Differential
One of Hoag’s process improvement initiatives last year was to automate how we pay shift differential for those who work evening and night shifts and bring Hoag in line with market practices. Based on valuable feedback via emails to Leadership and Hoag’s We Care program we modified the planned process to accommodate the special concerns and needs of these employees. Updates to the process were communicated both globally and personally to all who had sent their feedback. Below are responses from several employees noting their appreciation that we listened, we acted, and we owned it.

“Thank you so much for responding to me personally. I’m sure I was not the only one to have something to say about it, so I appreciate you taking the time.”
Thanks again,
MM, 3E RN

“Thank you so much for the quick response and quick resolution to our concerns. It is very encouraging and empowering to the staff to know that their voices are being heard and their concerns are being addressed. I also appreciate you reaching out to me personally with feedback and assurance”
Sincerely
RM RN, PCCN
6th floor night shift charge nurse

“Good morning Robert (COO),
We had three very respectable people visit us last night in CCU/CVICU! Jennifer Mitzner (CFO), Jan Blue (SVP HR), and Rick Martin (CNO) wondered into the unit carrying cookies. They said hello to everyone and they asked me about how the nurses felt about the recent adjustments to the nightshift differential. I told Jan that they were very pleased to be heard and that sometimes those who don't work nights can easily forget how difficult it really is for us. Jan owned it and said, "Obviously they're tellin' us we did something' wrong and we need to fix it, so we did." I explained that I've only heard good remarks about the last HR email announcing the changes to the program.

I cannot tell you how much it meant to me personally to see this gesture from our leadership team. Although I was really the only person who recognized them, everyone was thrilled that they visited us. The cookies were apparently not too shabby either. So, I wanted to say thank you to all of you for this surprise VIP visit. The night went crazy after that, so the timing was
Perfect. We appreciate the visit, the kind gesture, and the questions about how staff is feeling. Thank you.

Sincerely

PS, RN, CCRN Charge Nurse CCU/CVICU

**We Care, We Listened: Employee Benefits**

In an effort to provide employees the best health coverage for the least amount of money out of their pocket for medical expenses, Hoag once again made changes to accommodate employees health care needs. Hoag added a Health Savings Account (HSA) along with two HMO plan options. Employees have the option of saving tax-free money to pay for qualified health care expenses for themselves and their covered dependents ($3,050 for employee only and $6,150 for family coverage). The goal of this plan is to improve employee’s health and make more efficient use of health care dollars over the long term by keeping the employee healthier. In addition to their own HSA contributions, Hoag automatically makes a contribution to their HSA account of $750 for employee only or $1,500 for family.

Hoag continues to offer the following:

- Opt-out credit for employees who have access to their spouse’s medical plan which provides them a credit of $46.15 per pay period.
- Choice of two HMO plans giving the employee flexibility to choose the plan that meets the need for themselves and/or their family.
- Separate vision plan for those who want vision coverage. Vision was previously included in the cost of the medical plan and many employees paid for this coverage and did not need it.
- Basic Life and AD&D Insurance paid 100% by Hoag; Full-Time employees benefit amount is 2x their annual salary and Part-Time employees benefit amount is 1x their annual salary.
- Long Term Disability paid 100% by Hoag; Non-exempt employees receive a monthly benefit of 50% of their annual earnings up to $5,000 per month and Exempt employees receive a monthly benefit of 60% of their annual earnings up to $15,000 per month.
- Access to home, auto, and boat insurance, saving employees 15% automatically with employee group discount.
- Pet insurance
- Legal Plan with consultation for an unlimited number of matters with a plan attorney of their choice. This includes wills, trusts, immigration assistance, document review, personal bankruptcy, etc. at a low cost of $7.27 per pay period.
- Critical Illness Insurance provides a lump sum benefit payment in the event an employee or covered dependent experiences certain serious health conditions.

**NEW! EXAMPLE: Total Rewards Statement**

In 2011, we announced the creation and mailing of the personalized Total Rewards Statement. It was mailed to employees homes directly. This personalized statement reflected 2011 compensation including Hoag’s contribution towards employee’s health benefits and 401(k) retirement plan. The statement breaks down employee’s cash compensation, benefit contributions, estimated tax savings, total compensation value and the value of their PTO. It also included two pie charts; the first pie chart reflects the percentage of the employee’s and Hoag’s benefit contributions and the second pie chart reflects the total compensation value. Shortly after it was sent out, a survey was sent to our employees for feedback about their Total Rewards Statement:
“We hope you have received your personalized Total Rewards Statement for 2012 and made some time to review its content. At Hoag, we highly value your feedback. Please take a few minutes to complete this quick five question, multiple-choice survey. The survey is confidential and the summary of information from those who participate will be used to improve future Total Rewards Statements. Simply click on the link below to give us your opinion.

We appreciate and thank you for your continued contributions to Hoag and the community we serve. “

Thank you,
HR Team at Hoag

We Care, We Celebrate
Hoag holds many celebrations throughout the year, including a chili cook-off, In-N-Out Burger days, holiday meals, appreciation days and George Hoag Pride Awards. Senior leadership readily signs up to welcome, serve, host and interact with employees at these very coveted events. These recognition and celebration events are lively, fun, interactive, and most importantly an expression of gratitude to the employees who make Hoag shine within our community.

Roundtables with Robert
COO Robert Braithwaite hosts a series of intimate gatherings of direct line employees as a forum to create two-way communication, idea generation, best practice sharing and brainstorming ways to bring forth innovation to Hoag. In these sessions, Robert answers questions and gathers feedback directly from employees. These employee sessions are called “Roundtable with Robert.”

The “Roundtable with Robert” format is designed to create two way conversations and to give the Ambassadors an opportunity to get to know Robert and share with him what is important to employees at Hoag.

The invited ambassador for each department is responsible for communicating and sharing the learning’s from the sessions with their department after attending the roundtable meeting. Every department selects an alternate representative as a backup; in the event the Ambassador is not able to attend a session the alternate will attend in their place.

The Ambassador (and alternate) must:
✓ Be an employee that will represent his/her workgroup’s best interest and views
✓ Be willing to gather information and questions from his/her team and share these items at the roundtable meetings
✓ Be an advocate of our 2-way communication
✓ Be open to new ideas and sharing different points of view in a professional manner
✓ Be willing to take back information from the meetings and share with his/her team
✓ Be an employee in good standing and well respected
✓ Available to participate in 3 meeting dates for 2011 or inform their department manager if unable to attend in advance of the meetings so the department alternate can attend in their place.

NEW! An Ambassador in Her Own Words
Amy, RN, Interventional Radiology: “I am representing Interventional Radiology and began as an ambassador over a year ago. I have attended the majority of sessions that were offered. I
mostly gather questions and comments just by word of mouth and try my best to bring them up during the sessions. Most of the questions that come up are not unique to my department and are often related to organization wide issues, so they are often addressed during the sessions. After a roundtable session, I take the information to our UPC or Staff Meetings and disperse it during our open forums.”

NEW! Here is an example of how the Ambassadors communicate with their department:
Tenealle, represents four Hoag Imaging Centers, and has attended the Roundtables with Robert from the start. Tenealle is a great contributor to these sessions. Below is a Q&A with Tenealle:

Q: How do you gather questions from your co-workers/department?
A: Tenealle, “I send out a mass e-mail notifying my co-workers when the meeting is and ask them to let me know if they have any questions, concerns, hot-topics, etc. (Everything that is e-mailed to me is kept anonymous). I also try and talk to my co-workers and ask them directly.

Q: How do you get the answers to those questions in the Roundtable session?
A: Tenealle, “I cut and paste the questions from their e-mail and e-mail it to Robert and cc Denise (in HR).”

Q: How do you take that information back to your co-workers/department?
A: Tenealle, “I type my notes from the meetings, and type the headings “Questions you asked:” and “Answered by Robert”. Then e-mail to my distribution list for all four sites. I try to keep everyone involved, and make everyone feel important by asking them directly if there is anything they would like me to share or if they have any ideas for improvement. I try and keep my notes colorful and fun.”

NEW! Here is another example of how the Ambassadors communicate with their department:
Sent: Tuesday, April 03, 2012 9:46 AM
Subject: FW: Roundtable with Robert
This week Fely and I will be participating in the Roundtable with Robert sessions as your ambassadors from Human Resources. These sessions are an opportunity for us to discuss hot topics at Hoag, bring questions from our colleagues, and ultimately provide our departments with information and feedback directly from Robert.
We are interested in hearing your thoughts and obtaining questions for Robert from you. If you have any topics you would like us to address, please send your comments and questions directly to myself or Fely and we will pass them along to be discussed at one of the upcoming sessions.
We will provide a summary of the sessions after we have both attended in the coming weeks.
Thank you,
Teresa

The Ambassadors are also asked to preview and give feedback to a variety of project, and initiatives including Dr. Afable’s Monthly Video, the Own It Rollout and a broad set of issues that impact the organization and the employee. Additionally, Hoag’s newly rolled out program, Own It, the Ambassadors were supposed to agree to sign a commitment card stating that they will adhere to the Own It Actions; the Ambassadors feedback was that these commitments weren’t necessary because they are already committed to “Owning It” in their actions everyday. Recently this team participated in a video production that highlighted patient letters that gave us both positive and constructive feedback about our service and employee interactions. Leaders reached out to the Ambassadors and in a very short amount of time (2 weeks) this powerful video was created.
**Town Hall Meeting with COO Robert Braithwaite**

Three times a year Robert Braithwaite also hosts a series of Town Hall meetings. Employees from Newport Beach, Irvine and our Out Patient Healthcare Center locations, are invited to attend one of the five sessions offered at various times in Newport Beach and Irvine. To accommodate employees work schedules, sessions are scheduled early morning, mid-day and in the evening to provide an opportunity for everyone to attend.

The purpose of the Town Halls is to provide Hoag employees an opportunity to meet and chat with Robert in an open forum. Employees ask questions, share their opinions and suggestions, and find out what’s happening at Hoag. In these sessions, Robert talks openly and shares his commitment of increasing two-way communication with employees. At the end of each meeting, he closes the session by encouraging employees to reach out directly to him via email or as he is rounding in departments throughout the hospital to share what’s on their mind.

**Session with Administration: Q & A Session**

One of the most popular standing forums is Session with Administration. Employees in a department are invited to attend and chat with the senior leadership team responsible for their area along with a Human Resources senior manager. This is an informal meeting with no set agenda or topics for discussion. Employees ask questions, offer suggestions or feedback and in turn, senior leadership can readily share news of what is going on at Hoag.

Frequently senior leadership asks if employees have enough of the right equipment to do their job or will inquire if there is anything else employees need to make their jobs easier or to be more productive. Human Resources attend these sessions to respond to any questions regarding their benefits, policies, etc. Issues that arise are noted, researched, and feedback is returned to the staff. These sessions have become an important tradition at Hoag.

**Management Staff: Q & A**

Monthly leadership meetings known as “Management Staff” are conducted by CEO and President Dr. Richard Afable. These monthly meetings include management and front-line supervisors from all departments and shifts (approximately 180 attendees). Information about events and news in the organization is presented. Hoag’s CFO gives a financial update with detailed information on how we are doing compared to budget, our successes, where we could focus on cost containment, and our progress toward our annual bonus for all employees. Hoag’s CIO provides updates and information regarding Information Technology updates and projects. Any department can present information at these sessions by scheduling time on the agenda.

Some monthly meetings include a session by our director of materials management titled, “Name that Price.” This game presented various supply items for the group to guess the cost of each item. This interactive presentation educated everyone on the cost of small to large items and how we can work together to save money. The person with the guess closest to the actual price received a gift card on the spot.

The last 30-45 minutes of every meeting is reserved for anyone in the group to ask questions of any of our senior leaders or CEO. Frequently our CEO also shares his insights on the future of
healthcare, Hoag’s direction, or changes happening globally in healthcare that may impact us in the future.

**Leadership Communications Tool “@Hoag”**
To support managers in communicating consistent, key information to their staff, each month following the Management Staff meeting, managers receive a “hot sheet” called “@Hoag” with simple bullet-point highlights. “@Hoag” recaps important topics from the meeting in simple, easy-to-explain terms, offering sterling communications support to managers. Feedback has been overwhelmingly enthusiastic as managers now have a valuable quick-reference information sheet at their fingertips. This tool is produced and distributed to Hoag’s leaders within 24 hours of every management staff meeting.

Here is the description of “@Hoag”:
“This monthly tool, aligned with our two-way communication strategy, is designed to help leaders share essential information with their employees in a simple to use, transparent and consistent way. This communication tool is not intended to be copied and distributed to employees. The value of the information is in the conversation that you have while rounding or holding a staff meeting with your team.”

**Staff Meetings**
Managers conduct monthly staff meetings with their employees on all shifts, sharing information from the management staff meetings and department specific information.

**“Hoag Times” Publication**
Another successful tool for communication is the “Hoag Times” which is a bi-weekly newsletter to all employees. This newsletter goes out electronically via email every other week corresponding with pay day, and print copies are available in every department break area. This is used as a consistent communication vehicle for newsworthy items, to reiterate any key messages or news that needs to be shared, and also to communicate kudos to those employees who merit applause. When Hoag embarks on a new technology or has some kind of advancement, an article in the Hoag Times will give employees the details. If there is an issue that isn’t urgent enough to require an e-mail, yet all employees need to know about it, Dr. Afable often will write an article devoted to the issue or topic.

**Hoag’s Culture: Inclusive and Open**
Hoag’s employees are able to speak directly to senior leadership because our culture is one of candidness and inclusiveness. Senior executives make themselves available to employees that they normally wouldn’t contact on the day-to-day in an effort to keep the dialogue open across all levels of Hoag. The Session with Administrators and “We Care” programs are both excellent examples of Hoag’s strong desire for all employees to be able to express their views and opinions and truly be heard. Through all of the interactions described above, Hoag leadership actively listens to employees and gathers feedback. Communication vehicles such as Hoag Times, team meetings, huddles, intranet, talking points, “We Care,” Q&A’s and email blasts keep employees informed of answers, solutions and changes within the organization.

**Employee Feedback from Dr. Afable’s Monthly Communication Video Series**
Dr. Afable distributes a monthly video on current Hoag topics and employee feedback has been positive, and in fact, the direct communication from employees to Dr. Afable as a result of these messages has been outstanding. Many employees are taking the opportunity to email
the CEO directly, express appreciation, and ask him to address specific topics in future videos such as our continuum of care strategy.

Dr. Afable closes each of his video communication series with this (or a similar) message, “I appreciate you very much taking the time to hear me and to hear about the things happening at Hoag. As always, I ask you if you have a question, comment, concern, send me an e-mail, give me a call, I am always available to you whenever there might be a need for something that you think is important to know about. I am also very interested in any ideas you may have to make our care and service better.”

In spring 2012 an employee reached out to Dr. Afable in an email:
“Dear Dr. Afable,
I was very delighted to see our Nurse of the Year participate in this month’s leadership video. It was very professional to see Rebecca in such an esteemed role representing an important issue. In the past this prestigious award was celebrated for a couple of days and then the nurse was forgotten. I wish that from now on this award carries a professional responsibility as well. She or he should represent us in vital meetings and committees. I also believe she should be invited to all hospital functions and have a speaking role whenever warranted. Thank you so much for listening.
Gudrun”

Dr. Afable personally responded saying:
“Thank you, Gudrun. I too am very proud of our nurses, especially those honored as nurse of the year. I will convey your thoughts to the leadership team for their information and future consideration.
Best, Richard Afable

NEW! Rick’s Corner: A Message from Hoag’s Chief Nursing Officer
Featured in the Annual Nursing Report is a message from Hoag’s CNO to all nurses. Since nurses are Hoag’s highest population of employees, this is a wonderful example of how executive leaders customize their communication with employees. The letter is below:

Dear Fellow Nurses:
Our Annual Nursing Report reflects the remarkable accomplishment filled year of 2012. Nursing faced unprecedented change with the development, deployment and mastery of multiple technological initiatives all geared at fulfilling the Enterprise priority of closing the loop for patient medication safety. Hoag nurses led the way with participation in all stages for eMAR, CPOE, KBMA and Outpatient Medication Review. Our nurses additionally provided a strong presence at the annual national Magnet conference as a co-host with over 80 Hoag nurses volunteering at the 4 day event held at the Los Angeles Convention Center. Hoag nurses continued their commitment to developing evidence-based practice with increased participation in the Translating Research Into Practice (TRIP) Fellowship program. The 2012 outcomes demonstrated Hoag Nurses commitment to quality. Performance Improvement statistics reflected lower than National Averages for falls, pressure ulcers, VAP and CAUTI. Finally, nursing continued to enhance structural empowerment through the creation of three new governance councils: Nursing Diversity, Professional Development and Clinical Technology Innovation. Please take a moment while enjoying the details of your successes expounded upon in this report to reflect upon our outstanding world-class nurses! You are a member of a remarkable professional community embodying why we “Choose Nursing, Choose Hoag.” Thank you to each and every one of you for your dedication, commitment and hard work.
Sincerely,
Rick Martin, Ed.D., MSN, RN
Senior Vice President, Clinical Operations & Chief Nursing Officer

Over the past two years, Hoag’s Two-Way Communication has increased dramatically through the programs and practices above. Through open and inclusive programs, employees at Hoag are confident communicating with senior leadership.

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- Password: rhythm123
Listening 8.7

*What programs are available for employees to make suggestions and/or become involved in making decisions that affect their jobs, work environment, or the direction of company as a whole?*

Hoag’s two-way communication is increasing exponentially. As a non-profit, community based health care system, we strive through our people to provide the best possible outcomes during the patient’s continuum of care while at Hoag. Our employees on the front-lines and in every job know what’s required to do their work more productively, efficiently, and gracefully. We value their ideas and decisions by including employees in strategic planning and decision-making as they serve on project teams, governance committees and help select new technologies.

**Employee Project Teams**

Employees actively join project teams for the design and implementation of new systems, products, and workflows. Some examples from 2010-2011 include the current IT project called Portal (an IT project), as well as ISO 9001, Ethics Committee, Medication Error Elimination and 30-In-3. Last spring, Hoag initiated a cost transformation program called “30 in 3” to focus our efforts aimed at transforming the delivery of services, how we manage overall costs and continue to improve how we manage our shared community resources. The goal of this program is to reduce $30 million in operational expenses for the next 3 years by eliminating waste over the next three years. Input and suggestions from all of our employees is important in this initiative so a 30-In-3 link was established on our internal employee intranet for employees to provide suggestions from the front lines of their department. Employees have provided valuable suggestions related to unnecessary duplicate printing from software systems, revising staffing models, supply wastage, changing to reusable versus disposable items, etc. Every suggestion submitted is forwarded to one of the five 30 in 3 team leaders for follow up or discussion with their team members and a reply to the employee who submitted the suggestion. The work for all of the teams and employee suggestions, the hospital realized a cost savings of 16 million dollars for fiscal year 2011.

Members of the project teams are selected across the organization and include a diverse group of employees, line supervisors, super users, physicians and administrative departments. Each session held with these teams is designed to be inclusive, break down silos, and create the best outcomes possible for our patients.
NEW! Story: LEANing the Call Light Response Times
In response to feedback from the patients about our call light responsiveness, The Hoag Experience team partnered with Quality/Process Improvement to utilize the LEAN methodology to learn about the current call light process. Each patient has a device that looks like a remote control which they can use to call the nurses station when they need something (for example: they may need assistance to go to the bathroom or need a drink of water, etc). The Clerical Coordinators are the people who answer the initial call from the patient, then they page the nurse and the patient care coordinator (PCA). The call light responsiveness is a measurement we ask for feedback from patients using the Hospital Consumer Assessment of Health Plans Survey (or Hospital CAHPS®) which is a nationally standardized survey developed by CMS and AHRQ for measuring how patients perceive the care they receive in hospitals. The survey asks patients to answer questions about their experiences in the hospital. To make sure the HCAHPS survey data is meaningful; patients only answer questions about topics with which they have experience.

Below is the actual questions used in the HCAPHS survey:
- During this hospital stay, after you pressed the call button, how often did you get help as soon as you wanted it? (Q4)
- How often did you get help in getting to the bathroom or in using a bedpan as soon as you wanted? (Q11)

A collaboration of RNs, PCAs, Clerical Coordinators, and Clinical Care Extenders gathered to form the Call Light Project Team. The team served as subject matter experts for the in-patient units of the hospital. In an effort to learn and understand each role, the team discussed the process and identified around 40 steps. Then they looked at the challenges associated with each of the steps and they identified 140 problems. These discussions became a learning platform for a deeper understanding each other’s roles and contribution to the patients’ experience when calling for help. They were able to come up with some solid feedback to provide to the clinical staff that is responsible for call light response. They were able to come up with minor improvements to the process and to begin a shift in these results. They noted that in order to make this work they must have three things: Team, Accountability, and Leadership. They came to realize that they could make simple changes to manage the patient’s expectations by communicating with the patient and with providing care to meet their expectations. This is an ongoing project which will be measured by the results of the patient satisfaction survey scores.

A really great outcome of this LEAN project is that the Clerical Coordinators have championed it. As the first point of contact to the patients, the Clerical Coordinators actions and communication can have a very important impact on this patient care. They have provided initiative and engagement in the adoption of new processes and techniques. By sending out group e-mails to other Clerical Coordinators to make suggestions and solicit ideas, they are positively influencing their peers.
NEW! Story: Peer-to-peer recognition of Owning it!
Mirna - Stroke Unit - 3 East - Newport Beach
I wanted to take a moment to recognize Mirna for her efforts with the 3 East call light project. Mirna’s patience and “buy-in” with the project has already yielded favorable results. Today, several patients complimented Mirna regarding her helpfulness and courteous demeanor when answering the call light. Additionally, patients stated that being addressed by name made their experiences more “personal.” Thank you, Mirna, for “owning it” and contributing to the patient’s positive Hoag experience! - Stacye

Roundtables with Robert – Ambassador Program
Robert Braithwaite, Hoag’s Chief Operating Officer is a very hands-on Executive. He saw a need for increased two-way communication and put in place a series of monthly meetings where each of Hoag’s departments sends an employee Ambassador to discuss topics. These topics are put on the agenda by the Ambassadors. Roundtables with Robert encourage employees from every level to be involved in sharing their opinions about Hoag, the work environment and anything affecting their jobs. The Ambassadors reach out through personalized ways (each department has their own communication) to find out what topics and issues employees want to know more about. The Ambassadors then go to the meeting, discuss the topics, take notes, and return to their areas to share the outcome of their discussions.

NEW! Own It Sessions Customized by Need: Hoag Medical Group Customer Service
The Hoag Medical Group (HMG) and The Hoag Experience Team partnered to establish the standard for customer service in the out-patient medical office setting. The Hoag Experience teamed up with a HMG physician office to understand the processes and opportunities to impact the patient’s experience. Focus groups with dedicated groups of physicians/NP, front office assistants, and medical assistants collaborated with the Hoag Experience to discuss a deeper understanding of the patient interactions from the different role perspectives. The observations and lessons learned made up the creation of an Own It 2.0 Manual for Front Office Staff/Medical Assistants and Physicians. To introduce the Own It 2.0 Manuals, the Hoag Experience and The HMG Marketing Department joined facilitated the Hoag Medical Group Customer Service Orientation.
The attendees of the sessions were physicians, front office staff, medical assistants, nurses, nurse practitioners, and medical staff leaders. The day began with a welcome message from the Medical Staff Director and an overview of the organizations strategic plan by the HMG Marketing team. Leadership Development facilitated team building and trust building table top discussions. The day concluded with open discussions about patient interactions from the different role perspectives. Participants exchanged stories and learned about the importance of understanding the relationships with the patients, with each other and their connections to each other.
Example: Mother/Baby Unit Patient Flow Project

In summer of 2011 (and continuing) the Mother Baby Unit Patient Flow Project began in an effort to:

- Increase the functional capacity of Maternal Child Health (MCH) without compromising quality and patient satisfaction
- Provide appropriate length of stay based on clinical need
- Improve efficiency and effectiveness, eliminate delays
- Minimize variation in the care process and patient journey

Women’s Health Institute leadership formed a Patient Flow Committee to address these issues. The committee was comprised of employees; these are individuals in the Mother Baby Unit (MBU) who formed the MBU Process Improvement Team, as well as, collaboration with Quality Improvement, Facilities Design & Construction, and Mother Baby Unit Practice Council.

Using the “Define, Measure, Analyze, Improve, and Control” method, this group addressed this situation and made improvements:

**Define** - MCH was challenged with an increase in census which caused severe patient flow issues. There was a length of stays for our maternity patients were high, and the cost of care was higher than desired.

**Analyze** – MBU Patient Flow Committee partnered with Quality Improvement and Facilities Design & Construction to analyze what some of the barriers in nursing care were for early discharges. They shadowed nursing staff for 3 days to observe our routine. They followed two different cesarean section mothers and infants and a normal delivery mother and her infant. During their time they spoke with physicians, nursing staff and patients about their experience and frustrations. They documented their observations and created a timeline which showed the different interactions the patients had with staff during their stay. They found 47 “defects” with the nursing processes that (later re-named “variations”) that could contribute to delayed discharges. They grouped the different variations into five categories and took this to Mother Baby Unit Practice Council to discuss. The group teamed up with direct care staff (40 of the Mother Baby Unit staff) to fixing the variations and to be the solution finders, to discuss the different issues and prioritize them. The Unit Practice Council created a Mother Baby Unit Process Improvement committee that would take on these variations and work to create solutions. This committee met weekly through the summer and into the fall.

**Improvements**

- **Journey Board** - One of the most exciting products of our project was the creation of a Journey Board. It’s a communication tool that helps set the expectation of an early discharge. It also has a checkbox list of all of the tasks that need to be done before discharge. It lists the daily caretakers, as well as the daily goals. It gives the patients a visual cue for discharge, and includes them as partners in their care.

The Mother Baby Unit Process Improvement team provided training to the staff for the rollout of each of the new processes. We kept a sign in for the in-services for the journey board and supply cabinet process, since it was crucial to get everyone on board. We provide the training to new staff during their orientation.
Control – This is the follow through section. The team committed to four actions that they do to make sure that their improvements are consistent; for example, to ensure Journey boards are being completed daily, to ensure that correct lengths of stay are occurring in patients and to ensure that the supply budgets are within budget.

As a result of all of the members of the team working together and having a say in how work should be done, the length of stay for an uncomplicated C-section decreased 18.6%, normal delivery length of stay decreased 4.4%, patient satisfactions scores increased and supply costs decreased 8.5% which is the first time in 5 years that their supply budget expenses dropped.

One-on-Ones
Employees outside of management are given opportunities to make suggestions and become involved in decisions by their department heads in forums such as ad hoc teams, project teams and formal teams that represent the employees in the department.

Vendor Fairs
At Hoag, employees are invited to select new technologies by attending vendor fairs hosted on-site. Once a vendor selection has been made by various project team members, an event date is set and flyers, posters, email and newsletter information is sent out inviting employees to participate. Vendors are stationed at their “booths” and demonstrate their products to employees while answering questions. Prior to leaving the fair, employees score the products for each vendor. Hoag makes its final selection of the technology based on the majority of votes from all participants, even if the vendor selected has the highest price point.

Story: Hoag Highlighted in Healthier Hospitals Initiative Report for Reformulating Operating Room Kits
Hoag was highlighted in the first Healthier Hospitals Initiative report for reformulating our operating room kits. By reformulating these kits, we were not only able to reduce cost, but also go green by reducing excess materials and waste.
After our current vendor significantly increased pricing, Hoag’s Supply Chain Team reviewed several other vendors with OR management teams to create a new partnership with Professional Hospital Supply. Hoag had new prototype packs assembled based on our previous vendor’s component list, and did live reviews with department clinical leaders to identify any adjustments that needed to be made. This evaluation process allowed Hoag to reduce waste and cost from outdated surgical packs.
By changing vendors, Hoag was able to shift from having 61 custom surgical packs used hospital-wide to having only 28, resulting in $46,038 in savings and having 86,000 less items that are ordered, opened and disposed of.

Employees are Included: Governance and Councils
Governance and councils are often required oversight in a healthcare setting. However, the typical make-up of these groups does not necessarily require employee participation. At Hoag, we ensure our employees actively participate by taking roles on the Quality
Improvement Council Board, Joint Quality Council, Hoag Enterprise Council, Safety Council, Regulatory Council, Medication Error Elimination Committee, Clinical Operations Meetings and others within the organization. ANCC Magnet Recognition Program and DNV Accreditation Program have congratulated Hoag on employee involvement and note it is a best practice within the industry.

Sessions with Administrators
Another great opportunity for employees to provide feedback and be heard is during their department’s annual “Sessions with Administrators.” At least once per year, each department in the hospital holds a “Session with Administration” for employees to attend. The employees in the department are encouraged to participate and chat with the senior leaders responsible for their area along with our Human Resources leader. This is an informal meeting with no set agenda or topics for discussion. During this casual forum, employees can discuss what is on their minds and offer suggestions or feedback. These forums have become a tradition at Hoag and employees will check on the date for the “Meal with Administration” for their area in anticipation of the event.

NEW! Clinical Information Systems (CIS) – Upgrade and Innovation
Hoag is undergoing what could be described as a technological overhaul. Hoag’s Clinical Information Systems (CIS) top priority is to achieve a Closed-Loop Medication Management, and transitioning from a paper-based culture to an electronic state. Employees were solicited for their direct feedback at a “Bar Code Fair” over three days. Their purpose was to have the front line staff determine which model to purchase.

Why is Hoag Implementing SCM eMAR and CPOE?
• To improve Patient Safety and Clinical Outcomes!
• To eliminate unsafe and inefficient manual paper processes; errors resulting from illegible or misinterpreted handwriting
• To follow industry Best Practice for Hospitals
• SCM eMAR and CPOE are key components of Hoag’s Medication Error Elimination (MEE) initiative for Closed-Loop Medication Management, and foundational for future bedside medication barcode

This CIS project requires great flexibility and employee engagement. There is testing, up-time and down-time to navigate through all while maintaining excellent customer service and patient care. The Pharmacy Department is affected greatly by the project and below are two (of many) stories about how the employees are helping:

Story: Innovation through Changes
Pamela, Pharmacy - Newport Beach: “Marlene is a shining example of a superstar employee! Because of Marlene, Pharmacy was prepared for the latest downtime in March. She came up with the idea of pre-printing labels for most of our drips, ivpb and IV meds, so that we would not have to hand write most of our labels. This saved us a tremendous amount of time and energy. What could have been a very labor-intensive process was smooth because of Marlene. Thank you Marlene for going above and beyond and helping out our whole department!”
**Story: Teamwork through Changes**
Cari, Pharmacy: “Jeanne showed amazing teamwork during a stressful change in the pharmacy this weekend. Jeanne went above and beyond her scheduled duties by checking numerous cassettes, checking most pyxis items, answering numerous phone calls and especially relieving technicians for not only breaks but lunches as well. She was a huge asset this weekend and I know I speak for everyone when I say we were absolutely thankful she was here! Thank you so much Jeanne!”

**Hand Hygiene Campaign**
Pre-op and PACU at Hoag Hospital Irvine (HHI) and respiratory care practitioners at HHI were the spring 2012 “It’s In Your Hands” Hand Hygiene Challenge Champions! Both groups achieved 100 percent hand hygiene compliance, which is the first time a clinical area and/or healthcare provider has reached 100 percent compliance since the program was launched. “This is a great example of team effort between the staff, volunteers, physicians and everyone on the floor to reach this new level of hand hygiene compliance and ultimately improve patient safety and satisfaction,” shares Robert Braithwaite, Hoag Senior Vice President and Chief Operating Officer.

Hoag Prevention Infection launched this campaign to raise staff awareness of hand hygiene with the goal of reducing Hoag’s infection rate. Since this program has been launched, there has been a 44 percent reduction of hospital-associated infections.

*A music video, “Gellin’ Queen,” made by Preop/PACU and the Respiratory Care Practitioners at HHI about hand hygiene. What a fun way to remind everyone to Gel-in and Gel-out!*

**LEAN Initiatives at Hoag**
The healthcare environment is changing across the country. With increasing challenges in the areas of patient safety, reimbursement, performance, and automation, the ability to work smarter not harder is critical. We are an increasingly dynamic organization. Analyzing the problems, alternatives, and choices is hard work. Documenting that work to build consensus presents yet another challenge. As part of Hoag’s Performance Improvement efforts, Hoag is offering a 4-part introduction to Lean in Healthcare. At course conclusion, students have the opportunity to take a certification test offered by the Institute of Industrial Engineers (IIE) to receive a Lean Green Belt. The class is broken into four 4-hour sessions over 6-8 weeks. Students are expected to work on an initial Lean project, including workflow and identifying waste which are learned in the course, and present to the class. Further information about the project requirements will be provided in the 1st class session. Hoag’s Performance Improvement trained and certified over 100 staff to date!

**Story: Lean Blood Culture Team**
Last year, members of the existing Blood Culture Contamination team attended a 2-part problem solving and A3 class. At the end, they asked if Lean methods and tools could be applied to their initiative and provide a deeper dive into possible causes. At the end of 2010, the team met for several half-day sessions to map out the current process from
physician order to test results. Each part of the process was represented by at least one member on the team. For the first time, the team developed a deeper understanding and appreciation for all the parts of the process and the work performed by each department! This information was put into a one-page rough draft covering process steps and revealing process questions. A second sheet was developed that contained ideas of area for improvement. Since then, the team's work has been presented at Management Staff and an article in the Wave. This page includes some of their work and example of the forms and tools used to dive deeper into the process. These tools and ideas can work anywhere in the hospital and are relatively simple to learn and use. Keep an eye out for more information on the next process to undergo a ‘Lean’ review!

**We Care, We Listened: Employee Benefits**

In an effort to provide employees the best health coverage for the least amount of money out of their pocket for medical expenses, Hoag once again made changes to accommodate employees health care needs. Hoag added a Health Savings Account (HSA) along with an HMO and PPO plans. Employees have the option of saving tax-free money to pay for qualified health care expenses for themselves and their covered dependents ($3,050 for employee only and $6,150 for family coverage). The goal of this plan is to improve employee’s health and make more efficient use of health care dollars over the long term by keeping the employee healthier. In addition to their own HSA contributions, Hoag automatically made a contribution to their HSA account of $750 for employee only or $1,500 for family.

Hoag continues to offer the following:

- Opt-out credit for employees who have access to their spouse’s medical plan which provides them an opt-out credit of $46.15 per pay period.
- Choice of two HMO plans giving the employee flexibility to choose the plan that meets the need for themselves and/or their family.
- Separate vision plan for those who want vision coverage (it was previously included in the cost of the medical plan and many employees did not need this coverage yet paid for it).
- Basic Life and AD&D Insurance paid 100% by Hoag; Full-Time employees benefit amount is 2x their annual salary and Part-Time employees benefit amount is 1x their annual salary.
- Long Term Disability paid 100% by Hoag; Non-exempt employees receive a monthly benefit of 50% of their annual earnings up to $5,000 per month and Exempt employees receive a monthly benefit of 60% of their annual earnings up to $15,000 per month.
- Access to home, auto, and boat insurance, saving employees 15% automatically with employee group discount.
- Pet insurance
- Legal Plan with consultation for an unlimited number of matters with a plan attorney of their choice. This includes wills, trusts, immigration assistance, document review, personal bankruptcy, etc. at a low cost of $7.27 per pay period.
- Critical Illness Insurance provides a lump sum benefit payment in the event an employee or covered dependent experiences certain serious health conditions.
NEW! Story: Breaking “Procedure” in an Effort to Provide Excellent Care

Madelene - Registration ECU - Newport Beach

Today, like everyday, Mady went above and beyond to show great customer service. A patient had been promised a bus pass by the night shift and was told she would have to wait for the social worker to come in around 9 a.m. This patient waited patiently for hours until Mady, on her lunch break, ran into her as she tried to find the cafeteria. She then escorted the woman to the cafeteria and proceeded to buy her coffee and a breakfast sandwich. Mady, upon talking with her and hearing her situation, came back upstairs and talked to the charge nurse who gave the patient a bus pass. It turns out there was no reason for this woman to sit and wait for a social worker to begin with. It is acts like this that really make me feel honored to be a Hoag employee and work alongside such wonderful people as Madelene. She really is a wonderful employee with a big heart. She definitely deserves some recognition. - *Leah*

UPDATED! Hoag’s Culture Audit Website:
Simply click on the link and use the username and password below to be transported to Hoag’s Culture Audit (Part I & II, including supplemental materials)

[www.theresnoplacelikehoag.org](http://www.theresnoplacelikehoag.org)

Username: hoag
Password: rhythm123

UPDATED! Hyperlinks throughout Culture Audit 8.1-8.17
By clicking on any blue links throughout our submission, you will be redirected to the corresponding document, video, etc. This is an easy way to connect our reader to the items on our website! When prompted, please enter the username and password provided below:

Username: hoag
Password: rhythm123
How can employees address an undesirable workplace situation or resolve conflicts with their manager(s)?

At Hoag we recognize the importance of providing a multitude of ways employees can address an undesirable situation or resolve conflicts in the workplace. As such, we provide formal and informal processes, as well as confidential and self-identification methods for employees to voice their concerns. Each of these services is available 24/7 to meet the round-the-clock nature of our employee shifts. These methods include:

- **Human Resource Business Partners**
- **Compliance hotline** (third party confidential reporting)
- Environmental health and safety manager
- Employee health services
- “We Care” hotline and confidential intranet email
- **Pastoral care and health ministries**
- **Employee Assistance Program**
- Risk Management
- **Conflict resolution process**
- Interactive facilitation sessions between an employee and their manager to open the lines of communication.
- Community Benefit Programs

**Employee Relations**
Our compassionate Human Resource Business Partner Team acts as a resource for employees by offering support and hearing the employee through an unbiased perspective. Then, the team member must determine the best outcome for each unique situation while considering the employee’s desires. The common practices of support the team provides include: confidential advice and counsel in the areas of interpersonal relations, conflict management, and time management. Another way in which the Human Resource Business Partner team supports employees is by facilitating open discussions between or among employees, peers and/or their supervisors.

**Conflict Resolution Process**
Hoag offers a formal conflict resolution process in which employees may appeal any decisions related to their performance or work environment. The process involves four steps.
1. A discussion with the employee’s supervisor
2. A discussion with the employee’s department head
3. A meeting with a Vice President
4. A meeting with a Senior Vice President

As part of the process, employees may elect to skip the first and/or second step if they reasonably believe the supervisor or department head would not be impartial based upon the circumstances giving rise to the grievance. Additionally, employees may have another employee assist them throughout the grievance process, and are encouraged to provide any information they believe is relevant to their situation. In this way employees are able to have meaningful input into the consideration of their grievances.

**Pastoral Care and Health Ministries**

Pastoral care and health ministries offers a program called Tea Time for the Soul (for more details read Caring 8.12). This program is uniquely designed to assist clinical staff with their grief when a fellow employee or patient dies. It allows the group to get together and discuss their feelings, remember the individual and assist each other through the grieving process.

**Employee Health Services**

This department actively interacts and/or consults with all staff regarding their health and well-being on an annual basis. The clinical team ensures they ask employees questions focusing on safety, security and their well-being in the workplace. If a concern cannot be addressed by Employee Health the issue will be elevated to a supervisor or Employee Relations to help resolve.

Employee Assistance Program

Hoag offers all employees access to a confidential employee assistance program. Employee can have up to five sessions paid by Hoag which can be used to assist them in handing difficult issues.

Hoag’s additional best practices include providing confidential methods such as the “We Care,” Compliance, and Risk Management hotlines for employees to submit concerns or report incidents. It is an option to identify oneself or be anonymous. We simply want the feedback. These three lines are monitored on a daily basis, recorded, tracked and followed up on to completion.

These programs actively demonstrate our focus on two of our five Hoag values - Respect and Integrity.

**NEW! Daily George Walk – Connecting the Dots between employees and patients**

The Hoag legacy of service has highly distinguished and differentiated Hoag for over 60 years. This legacy is built on the simple philosophy of listening directly to our patients, their families and our employees.

To keep that legacy alive, Hoag leaders, Director level and above set aside the hours of 10:00 – 11:30 a.m. each day to connect with our people by way of Leadership-Rounding called “George Walk”. During the George Walk, leaders focus on:
• Listening to employees, their ideas, suggestions and challenges
• Brainstorm with employees on ways to improve quality and/or make processes simpler and more efficient
• Connecting the dots for employees on the information they need to know including organizational and departmental strategies, goals and initiatives
• Letting employees know that they matter

George Hoag II, was instrumental in the founding, development, and success of Hoag Memorial Hospital Presbyterian. He famously spoke with and listened to employees and patients daily by walking the Newport Beach hallways. Many tenured employees remember George in his bold Hawaiian styled shirts, speaking with everybody and helping all those in need. George’s walks helped build our legacy and reputation.

As we create our future here at Hoag, we are entrusted with this legacy of service. Our leader are the guardian of the simple philosophy of listening to our employees, our patients and their families by loyally following in his footsteps and taking a “George walk” daily.

See George Walk Journal Tools used to record rounding discussions
Front Cover
Lined Pages for Manager Notes
Letter From CEO Robert Braithwaite
Tips for Managers to Dialogue with Employees
A Guide for Managers to Connect the Dots from employees to patients

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Username: hoag
Password: rhythm123
Thanking employees and recognizing their achievements is an area where Hoag is fully committed and “walks its talk.” We realize that Hoag and the reputation of Hoag would not exist without our employees. For fiscal year 2012, Hoag spent over $502,000 on events for the purpose of thanking our employees. Even during recessionary years, we are committed to recognizing and thanking our employees for all they do.

The events and gifts to thank and recognize our employees include:

- **Gift Cards** (Costco, Trader Joes, Target, American Express, Arco Gas, Movie Passes, Von’s Supermarket, In and Out, Subway, Coldstone Creamery, Starbucks, Amazon) for “on the spot” employee appreciation (year-round)
- **George Hoag Pride Award** (awarded annually)
- Length of service pin - a gold and gemstone pin indicating years of service for 5, 10, 15, 20, 25, 30, 35, 40, and 45 years.
- Five-year employee recognition celebration with the fabulous themed menus and décor (annually).
- Employee Recognition Dinner celebrating employees with ten years and up at a local upscale hotel (annually)
- Nurse’s Day luncheon and dinner on-site fully funded by our Hoag Medical Staff and catered by Turnip Rose Catering (annually)
- Nurse of the Year (annually)
- **Holiday Party feast on-site at Hoag for all employees, physicians and volunteers with the gourmet holiday menu prepared by our own Chef** (annually)
- Clinical Support Services Day luncheon and dinner on-site for all of our clinical support staff (non RN staff) (annually)
- **Hoag Store Items** as prizes (Hoag bags of various types, mugs, picnic coolers, barbecue sets, etc.) (on-the-spot)
- Caring Hearts Award (as they happen)
- Daisy Award for nurses (monthly)
- Referral Bonus (as they happen)
- NEW! 2012 – Apple Gift Card, Von’s Gift Card, or Hoag Hoodie!
- NEW! 2012-2013 FY 2012 Annual Incentive Reward + “Sweet Celebration”
- **NEW! Jersey Mike’s Sub Sandwiches (twice a year)**
NEW! Gift! Apple Gift Card, Von’s Gift Card, or Hoag Hoodie!

In addition to the many ways we continue to recognize and reward our employees, 2012 was a special year for our employees. Fiscal year 2011 ended with no employee bonus for the first time in Hoag’s history of giving this annual bonus to our employees. When Hoag realized the hard work and success our employees brought to our organization in 2012, Hoag wanted to make sure our employees were doubly recognized. In October of 2012 every employee was given the choice of $50 in gift items of their choice. With nearly 5000 employees the event was carefully planned to ensure every employee received their choice of any of the following items to total $50: $25 Apple or Von’s gift cards or a Hoag Hoodie. Employees had two weeks to choose their gift selection online. A team of staff was selected and spent the entire day bundling the gifts for each department for distribution. Along with the employees’ choice, Hoag also included a Hoag key chain wallet for every employee. Employees were also thanked with a cookie distribution to every employee later in the week as an added thank you. The event was appreciated by all and employees enjoyed spending their gift cards or wearing their Hoag hoodie!

Gift Selection instructions
Letter from Robert

NEW! Funding of Fiscal Year 2012 Employee Bonus and “Sweet Celebration”
Letter from Dr. Afable on October 23, 2012 to all employees

Dear Colleagues:
I know many of you are well on your way to embarking upon your FY2013 plans, however, I would like to take this time to pause and thank each of you for the hard work and collaboration you demonstrated this past year. We shared many great successes in serving our community and patients in addition to the milestones we achieved in technology, process improvement, productivity and budget performance.

I am pleased to report there will be funding of an employee incentive award for FY2012 as part of our REACH goal achievement and pay for performance philosophy. This incentive will be paid in February 2013 and you can expect additional details later this year. In the meantime, I would like to invite all employees, volunteers and physicians to help us celebrate our FY2012 accomplishments by attending one of our “Sweet Celebrations” on Tuesday, October 30. It is a wonderful opportunity to come together with your colleagues from all departments and commemorate our collective success...

In addition, “Sweet Celebration” deliveries will be coordinated to our offsite Radiology Centers, Newport Imaging and Newport Surgicare.

Thank you all again for your tireless efforts this past year, and I encourage you to remain focused on our organizational goals and continued high performance in 2013.
Keep up the good work!
Sincerely,
Richard Afable, M.D., M.P.H.
President and Chief Executive Officer
NEW! Recognition Website
This year, we rolled out a new website on our intranet highlighting the Employee Recognition programs we offer at Hoag. The website serves as a central location for our recognition programs and includes a link to Peer Recognition, Employee Recognition Events, Service Awards, George Hoag Pride Award and a Manager Recognition Portal.

New! Manager Recognition Portal
The Manager Recognition Portal is a new tool we rolled out this year to assist management in recognizing their employees. The webpage includes Tips & Tools and quick references about why, when, and how to recognize staff. Key references include: appreciating and valuing employees; building a positive work environment; and improving team work and culture. Management is also encouraged to order recognition supplies to keep on hand and provide to employees as appropriate. Recognition supplies include gift cards, Hoag merchandize and blank cards with the Hoag logo to add a meaningful note to recognize employees.

Great Job! Well Done! Thank you!

Gift Cards
All managers (and above) are given gift cards that they keep on hand for “on the spot” awards to employees. Gift cards range in prices averaging $10 or more. The awards are given to employees who are observed doing the right thing for patients and/or visitors, by co-workers to thank them for their great teamwork, or during regulatory surveys to thank employees for taking the time to speak with a surveyor. The awards are in the form of gift cards for merchants such as Starbucks, Target, American Express, Trader Joe’s, and several popular eateries. During the holidays Hoag provides every employee with a $25 gift card. The gift card is for Von’s supermarket chain in So. Ca. that is convenient to all of our employees regardless of where they reside. They can use the gift card to purchase food or another gift card from the variety that Von’s sells.

In February 2012, management wanted to reward all employees due to an extremely busy winter season when the hospital experienced a high census with very sick patients. Every employee received a $25 Von’s gift card. The cost of this recognition totaled $122,000. These cards were hand distributed by senior management (vice presidents, senior vice presidents, COO and CEO) not directly related to that department. We wanted our employees to know they are appreciated from “all of senior management” especially those not directly over their department. If the employee was not available over the several weeks these gift cards were distributed, a personal note with the gift card was sent to the employee’s home.

In April 2012, each director/manager was given for each of their employees two $5 meal vouchers for our onsite café’s and cafeteria. This recognition meal voucher was signed by senior leadership as a way of “thanking” our employees. Offsite locations were given $10 Panera gift cards for each of their employees. The cost of this recognition totaled $50,000.
Hoag continuously strives to provide multiple ways to recognize and thank the employees ensuring that every employee is “touched” by this recognition.

**The George Hoag Pride Award**

In his memory, the George Hoag Pride Award was created in 1997. George Hoag II had a soft spot in his heart for the employees of Hoag Hospital. He believed that they “made a difference” and they are the reason for the fine reputation of the hospital. This coveted and most prestigious award at Hoag recognizes outstanding employees each year. The criteria used in the selection of the winners are that the employee must have demonstrated excellence and commitment in all of these areas:

- Dazzle the Customer
- Positive Image
- Teamwork
- Service Recovery

Employees are nominated by their peers and honorees are selected by previous George Hoag Pride Award recipients. There are now 84 recipients of this award averaging only five employees per year to receive this prestigious recognition. The George Hoag Pride Award recipients are honored at the annual employee recognition dinner where they are given an engraved ‘Tiffany & Co’ crystal commemorative piece along with a gift certificate for $200. This is a very special event and this award is one which they will be known for here at Hoag.

Dr. Afable sent an e-mail this year, to all employees announcing the George Hoag Pride Award. His message included information about the award and its past recipients, as well as criteria for receiving the award, and information on how to nominate a colleague.

**NEW! The George Hoag Pride Award Winners**

Congratulations to the 2013 George Hoag Pride Winners

The George Hoag Pride Award is our most prestigious award to recognize outstanding employees. This coveted award was developed to identify those who truly Own It and best represent the Hoag tradition of providing exceptional service to our patients, their families, our customers, and our co-workers.

2013 Winners:
- Julie B., Information Technology, 11 Years of Service
- Fely C., Employee Health Services-Irvine, 8 Years of Service
- Dottie D., Chemical Dependency, 24 Years of Service
- Monica F., Neuro Support Services, 8 Years of Service
- Glenda S., Human Resources, 6 Years of Service

Thank you for the many contributions you have made to our organization. It is employees like you who give this organization its reputation of excellence.

**NEW! Hoag Pride Card – Peer Recognition**

Submitting a Hoag Pride Card is a great way for employees to express their appreciation for the contributions of their co-workers. This recognition helps Hoag stay true to ‘Hoag
Pride’ culture. Selected individuals may be randomly chosen to be included in the bi-weekly Hoag Times and will receive a prize ($20 in gift cards of their choice) for their participation. Because when you really think about it, doesn’t it feel great to be recognized by your peers? They know how hard you work, because they are in the thick of it on the day-to-day. The card below is a wonderful example of how our employees are working together and recognizing each other’s hard work.

NEW! Example: Hoag Pride Peer-To-Peer Submission
Michelle - Surgical-6th Floor - Newport Beach
Michelle has been my mentor, since the very first day I started working on the floor as a new nurse. Since then, I have seen her take pride in her job as a nurse, and strive for excellence everyday. She works diligently to provide outstanding care to our patients, while maintaining an amazing work ethic. Michelle goes above and beyond, while keeping a smile on her face (despite the sadness we see everyday). She recently said she feels a sense of accomplishment when giving her patients bowel prep. I thought it was funny and sarcastic at first, but realized she was taking pride in her job- making sure the next day’s events went well. One event that stands out to me in particular was when she was taking care of a patient, who was going to have cardiac surgery the following week. There were several things on the checklist for the RN to complete before the patient was ready for surgery. She went through that checklist with a fine-tooth comb, highlighting different parts in different colors, noting completed tasks and what needed to be done. This made it easier for the next nurse to see exactly what needed to be done without anything being missed. The most recent event, which reminded me why I love her so much, is when she went above and beyond for a patient who was VERY uncomfortable. The patient was already on a PCAE, but was still vomiting, having anxiety and pain. She called the MD several times to try and add/adjust medications. When nothing seemed to work, she spoke with the pharmacist at length about what the patient was already receiving and what could be added or increased. Michelle used all her resources to give her patient the best care possible. I am so proud to have Michelle as a coworker and friend. -Sarah

Here is another!

I would like to thank Socorro for the hard work she does for our patients, visitors and staff at Hoag. Like all of our Housekeepers, Socorro is tasked with the important responsibility of making sure our environment is clean, safe, and pleasant for all who are here. This is not an easy job, and during stressful times, I imagine it can be pretty tough. During the last several weeks, we’ve had multiple staff members making rounds in response to our CMS survey efforts organization-wide. I had been one of those who rounded multiple times in the Cancer Center.

By the time I made a particular round, I knew that she’d been asked by multiple people to focus attention to items all over her area. I heard others asking her for things, and knew I needed to ask yet another task of her for the outpatient treatment center. What stood out to me is the positive response she had, showing commitment to her job with respect and integrity to do the best she could when we needed it most. Socorro has been at Hoag for over 7 years, and we are lucky to have this dedication and willingness to pitch in each day - especially when it’s most critical.
From what I heard while there, the staff and patients have great respect and appreciation for the work she does, and I’m appreciative to have seen it as well. I am proud to work at Hoag with individuals like this.

_Aren’t these wonderful?! Here is another!_

The people listed are just a few of the very dedicated employees who work in our Catering, Dietary and Cafeteria Departments. These departments continually show the highest level of customer service and dedication to our hospital. They are all truly phenomenal people, who go the extra mile.

On this unsuspecting day, I ran into Chef Sam’s office because we had 6 VIP guests joining us for lunch, scheduled to show up in 15 minutes, that he didn’t know anything about. Chef Sam sprang into action; he immediately gathered the troops, Jackie, DJ who called in their troops Raul, Chelsea and Francisco. Sam went to work on the meal. Jackie and Raul went to work on the set up. Peppering those within ear shot with quick orders, yet never failing to say “thank you” as each person they asked to help jumped quickly to action. Together they had a 6 person lunch ready in a matter of minutes. Working fast but steady, assuring me all would be fine. It is a special grace and kindness that allows people to come together during another’s emergency. I didn’t know how it would turn out but the minute they started working I knew these people wouldn’t let me down.

We talk about the Hoag Spirit and sometimes it is a small light that shines. This time it was a bright beacon that drew me into a safe place where people care about what they do and how they do it. I am truly blessed to work with each of these people. They pulled my feet out of the fire and didn’t ask “why”, just asked “what can I do?” and in the end said, “thank you for letting me help you.” We have a special community and today I feel a glow of thankfulness that I work at Hoag. - Thank you, Lisa

_And one final example:_

Anthony willingly came to CT during a very busy time to help calm a Vietnamese speaking inpatient. She understood the procedure & spoke little English but was comforted to have someone speak to her during the procedure that knew her primary language. Anthony also assisted Julio with what he could while Julio was by himself and swamped with outpatients and inpatients in CT. It was nice to see CT & X-Ray techs working together for the good of the patient!!

_NEW Process! Service Award Automation - Length of Service Pin_

In recognition of milestone anniversaries, employees receive a gold and gemstone service award lapel pin celebrating their years of service at Hoag. Milestone anniversaries at Hoag start at five years of service and continue every five years thereafter (5, 10, 15, 20, 25, 30, 35, 40, and 45 years of service). Service award pins display the company logo and years of service featured in a high quality pin with gold overlay, synthetic and genuine gem stones. Each pin is presented in a deluxe box and valued at $30-$130. We are proud to announce
that most years we are celebrating 35 years and higher milestone anniversaries and employees are proud to wear their service pins on their name badges. In addition to the lapel pin, individuals celebrating 15 years of service or more receive an American Express gift check. American Express gift checks start at $150 for 15 years and increase by $50 for each subsequent five year milestone anniversary.

This year we added some additional features and automated the process. We are now celebrating milestone anniversaries on a monthly basis instead of a quarterly basis. We are also encouraging direct supervisors instead of department heads to recognize their employee’s anniversaries and present the employee with the service award. We believe that anniversary recognition has the greatest impact and creates more satisfaction coming directly from the employee’s leader. One of the new features we added this year is an automated monthly e-mail to direct supervisors informing them that one or more of their employees is celebrating a milestone anniversary soon. The e-mail reminder includes the honoree’s name and their anniversary date and encourages the leader to acknowledge and celebrate the milestone anniversary in a memorable way. We also automated the distribution process of the pins. The pins are now sent directly from our vendor to the honoree’s direct supervisor, eliminating an intermediate manual process for Human Resources to sort and distribute the pins to individual department heads. Another feature that we introduced this year is the addition of an anniversary card so leaders may write a personal and meaningful note for the honoree. Each anniversary card is preprinted with the honoree’s number of years of service and includes a special message from the organization recognizing the employee’s achievement and acknowledging the honoree’s contributions.

J. Brandt Automatic Response E-mail for Service

Five-Year Service Recognition Celebration
Each year Hoag holds an employee Five-Year Service Recognition luncheon and dinner on-site at Hoag’s Conference Center. It is a festive themed event that recognizes those employees who have achieved at least five years of service in any position. Throughout the event, there are special drawings for door prizes of gift certificates and Hoag-themed merchandise. The employee attends with their supervisor during their lunch or dinner meal break. The average number of employees being recognized is 250. [See our website for photos!]

Annual Employee Recognition Dinner Celebration
A larger formal event, the Annual Employee Recognition Dinner Celebration, is held off-site for employees who have achieved 10 years or more of service. It is generally held in the ballroom of a local upscale hotel with a gourmet menu. Employees being recognized are printed in the program brochure. The employee is gifted a generous certificate ranging in value from $150 to $450 based upon the length of service. Robert Braithwaite, long with our executive and medical staff present the service awards. The average number of employees being recognized is 275-300.

Nurses Day Luncheon and Dinner
Our traditional nurse’s day luncheon and dinner during National Nurses Week is fully funded by our medical staff in recognition of the nurses who care for their patients. This
Nurse of the Year Award
Each year, in conjunction with Nurse’s Week, Hoag selects a Nurse of the Year as voted for by their peers. This award is Hoag’s highest honor in nursing.

NEW! Congratulations to Candi Rogers, Hoag’s Nurse of the Year
Hoag would like to congratulate Candi Rogers, RN on being named Hoag’s Nurse of the Year! Candi has been serving Hoag and its patients for over twelve years and was presented this award at the Annual Nurse’s Day event at Hoag Hospital Newport Beach. Candi currently works as a Charge Nurse in the Oncology Unit on the eighth floor, and is a true role model for professional nursing. She demonstrates clinical excellence on a daily basis, leads by example and has the utmost respect of her peers. In her own clinical practice, as well as when she guides others, Candi seeks out policies and procedures, evidence based practices, expert resources, and always collaborates with the team. Her ability to keep up with practice and issue trends that bedside nurses experience is critical to the success of the Oncology unit. Candi always goes above and beyond, and is truly deserving of Nurse of the Year. Congratulations!

Holiday Party
Our fabulous holiday party planning begins each July with key departments. Of course, the food is the major topic of discussion. Our traditional cheese enchiladas are always part of the menu regardless of other selections – it has been a favorite of our employees for many years. The variety of foods selected is carefully chosen to ensure we reach all employees food groups/choices (vegetarian, diabetic, etc.) The selection of desserts is always the highlight of the day.

Management staff serves the employees during the entire day event from 10:30 a.m. to 11:30 p.m. For any staff members who are unable to get to the cafeteria due to patient case load (Emergency Room, Operating Room, etc.), our Chef Sam prepares 250 microwave holiday meals in advance and they are delivered to the departments. As always, every detail is considered to provide all of Hoag’s employees with the utmost feeling of being honored and appreciated, and all are able to enjoy these great events.

The event itself is held in the hospital cafeteria at both our Newport Beach and Irvine locations and adjacent conference rooms. The décor transforms the space into a Winter Wonderland (complete with a tiny train that speeds around its tiny track). Employees are able to have a picture with Santa Claus. It is a great celebration that employees anticipate each year!

Clinical Support Services Day
Clinical Support Services Day is celebrated with luncheon and dinner on-site for all of our clinical support staff. Clinical Support Staff consists of patient care people (who are not registered nurse) like: Patient Care Assistants, Instrument Techs, Peri-op Services, Sterile Processing Department, Case managers and more. Annually, they are treated to a wonderfully planned event with over-the-top décor. This year, the theme was “Under the Sea!”

The Caring Heart Award for Excellence in Palliative Care
Throughout the year, the Palliative Care department honors employees with the Caring Heart Award. Palliative care is active, total care for people with advanced medical illness, especially chronic and progressive life limiting conditions. The primary goal of palliative care is to help patients and their families live as fully and comfortably as possible and have the best possible quality of life by helping relieve their suffering. It is about managing treatment options according to patient goals.

The Caring Heart Award for Excellence in Palliative Care has been created by the Hoag Palliative Care Team to honor those caregivers who demonstrate on an ongoing basis such skill, compassion, courage and sensitivity in caring for our patients. This Palliative Care special award was created in an effort to develop mentors in this area of care.

How it is awarded: The staff member or physician can complete a nomination form which is reviewed by the hospital-wide Palliative Care Team. The review and selection process is judicious; the award is not a “given” to all nominees. There are not a specified number awarded annually. There is not a specific timeframe; it is awarded “as it happens.” There is a pin (See Supplemental Materials for a picture of the pin) and a certificate that is presented at the staff meeting in front of the honoree’s department.

Recipients of the Caring Heart Award are the face of Palliative Care within the hospital and as such take a leadership and mentoring role with their colleagues in caring for these patients. Over time, the recipients have ranged over different job titles (Registered Nurse, Unit Secretary, Physical Therapist, and Case Manager). This is the nature of the award, it is given as it is befitting.

STORY: Caring Heart Award Winner
Lisa, RN, Stroke Unit: As a long-time Registered Nurse, Lisa was awarded the Caring Heart Award for providing excellent comfort care for a Palliative Care patient during one shift.

Palliative Care patients at the end stages of the dying process require a lot of time and attention from their nurse. The patient’s ‘Comfort Care’ is a pretty involved process. There are: adjustments of dosages, objective observations, skin signs, you have to medicate appropriately and all while helping the family navigate through this time on a psychosocial level. There are systems of complicated IV pushes that require being completed in specified time frames – so, it takes a lot of coordination. These medications are to allow the patients to be comfortable, to relieve their pain and symptoms. The goal is to take away symptoms (like gasping) and help them find comfort.
When asked how it made her feel to provide that level of quality care to her patients, she said, “Caring for patients at the end of life is one of the toughest tasks as a nurse; it is also one of the most rewarding.”

Now that Lisa won this award she acknowledges that death and dying can be an uncomfortable process for many people, co-workers included. She proudly wears the “Caring Heart Award” pin.

Caring hearts award winners’ co-workers know that they can be tapped as a resource in this area of patient care.

NEW! Story: Peer-to-Peer Recognition of Excellent End of Life Care
Deborah - Medical-8th Floor (Oncology) - Newport Beach
I received a patient on the comfort care pathway from Deborah. This patient and his family are well known to the 8W staff and have been chronically ill. When I walked into the room, I had never seen the patient’s parents more comfortable or more knowledgeable of the dying process. Deborah had taken most of the day to spend with them and to discuss with them this process, which is normally very hard to experience. Deborah was able to put them at ease and she facilitated a more comfortable experience for the patient and family. This patient means a lot to our unit and we all owe Deborah for providing him and his family with the best possible care during this time. - Katlyn

NEW! DAISY Award for Nurses
DAISY is an acronym for Diseases Attacking the Immune System. The Foundation was formed in November, 1999, by the family of J. Patrick Barnes who died at age 33 of complications of Idiopathic Thrombocytopenic Purpura (ITP). Patrick was a wonderful person, to honor his life, his family created the DAISY award. Here at Hoag, the DAISY award is given monthly honoring the super-human work nurses do in direct care of patients and families every day. The nurses below are a sampling the recipients.

September – Adrienne F. - 4 East GYN/Urology
Adrienne Franklin is the Charge Nurse on 4 East. She is the epitome of what nursing is all about. She is kind, compassionate, nurturing, and fair. Adrienne is an absolute favorite with patients as she always wears her “Hoag smile” to work and “owns it.” Adrienne is one of a kind and a very special nurse. She deserves to be recognized for her service to our community.

October – Christine F. – HHI CCU
Christine Fortin has been an employee at Hoag for almost six years. She started in July 2007 as a Charge Nurse in the CCU at Hoag Newport Beach. Christine is extremely involved in councils and committees. In addition, she set up a simulation for the CCU staff for the tPA administration for stroke patients. Christine always maintains a positive attitude and takes on countless roles in the department including Infection Control, which is her main passion. She maintains a clean and organized department using the LEAN standards that she helped implement at Hoag Irvine. While maintaining infection control, her ultimate goal is focusing on patient safety by having zero HAPU, medication errors and patient falls. Christine maintains a positive attitude and is a great team member.
November – Judy K. – Perioperative Educator
Judy brought a wealth of Perioperative Education experience with her when she joined Hoag nearly five years ago. With decades of OR experience, Judy has been a staff nurse, charge nurse, supervisor, manager, director and educator giving her the expertise to be a great mentor and teacher. She has been commended often by staff for her willingness to help wherever needed and her flexibility to serve in the many and varied departments of Perioperative Services such as Endoscopy, Pre-Admission Screening, the Short Stay Unit, PACU and SPD. With the recent and very emotional loss of two long-time OR educators, Judy has done an amazing job of providing support to all areas. Judy is appreciated and embraced for her extraordinary support and kind, sincere, and caring attitude.

December – Lynette L. – Short Stay Unit
Lynette started at Hoag in 1987. She is married to her husband, John, and has two children, Elizabeth and Scott. She has a twin sister that also is a nurse at Hoag. Lynette has a long list of glowing achievements, including her MSN, Certification in Medical Surgical Nursing, member of Sigma Theta Tau, Chair of CNER, and a CLIV. Lynette continually strives for achievement of excellence.

Communicating the Gratefulness: Nursing
Rick Martin is able to send e-mails to all Registered Nurses and he regularly sends them notes; this is wonderful way of communicating Hoag’s leadership and patient’s gratefulness. Please see the note below.

“Please see the wonderful note below and open the attachment to see his poem.
Another tribute to you as amazing Nurses!!
Thanks for all you do to care for and comfort patients!! As you can see from his comments and poem, you make a lasting impression on people’s lives.
Thanks again, Rick

‘I still remember Hoag where my younger brother and sister were born. I can still remember the nurses there and their care.
I wrote a poem thanking them and would like to send it to you for your Nurses. Let me know if it comes through...’ -Patient Name”

Communicating the Gratefulness: Facilities
In an article written in Healthcare Design Magazine Hoag’s 2012 Award for design is described: The 2012 Vista Awards were presented Monday by the American Society for Healthcare Engineering (ASHE) of the American Hospital Association at the annual ASHE International Summit and Exhibition on Health Facility Planning, Design and Construction, commonly known as the PDC Summit in a ceremony that took place just prior to the opening keynote session. The Vista Awards recognize the importance of teamwork in creating an optimal healthcare physical environment. The winning teams showed a unity of purpose that helped their projects succeed from pre-planning to implementation, and that focus on teamwork was reinforced throughout the awards presentation.

The winners 2012 Vista Awards are the new Virginia Commonwealth University Health System Critical Care Hospital in Richmond, Virginia; the renovation of Hoag Hospital Irvine in Irvine, California; and the cardiology addition and central plant relocation at Liberty Hospital in Liberty,
Missouri. The projects won in the categories of best new construction, renovation, and infrastructure, respectively.

The Hoag Hospital Irvine renovation project started as a three-phase "patch-and-paint" project and eventually grew to 13 stages that touched every corner of the hospital. Hospital officials said the fact that the hospital was completed three months ahead of schedule and nearly 5% under budget was an amazing accomplishment and reflection of teamwork.

**UPDATED! Hoag’s Culture Audit Website:**
Simply click on the link and use the username and password below to be transported to Hoag’s Culture Audit (Part I & II, including supplemental materials)

www.theresnoplacelikehoag.org
Username: hoag
Password: rhythm123

**UPDATED! Hyperlinks throughout Culture Audit 8.1-8.17**
By clicking on any blue links throughout our submission, you will be redirected to the corresponding document, video, etc. This is an easy way to connect our reader to the items on our website! When prompted, please enter the username and password provided below:

Username: hoag
Password: rhythm123
Developing 8.10

How does your company help employees discover and develop their talents, challenge themselves professionally, manage their careers, and/or enhance their personal growth?

Performance Management - REACH
Hoag is recognized as an innovator at the forefront of new practices and developments in the changing healthcare industry. We are dedicated to nurturing a learning environment, and we are committed to developing each employee’s full potential.

To further align and integrate our Mission and Vision with our People Strategies, Hoag’s performance management practice called REACH (Rewarding Employee Achievement and Collaboration at Hoag) is one opportunity for employees to formally identify areas in which they would like to grow themselves and their careers. The practice also provides an opportunity for managers to help identify areas of accomplishment, goal achievement and development. This process is generally conducted on an annual basis; it can however be revisited through the year periodically.

REACH is a practice of employee performance expectations that has created a language of development, integration and measurement in our culture. It was created by Hoag and is unique to Hoag. In the words of Dr. Afable, “REACH will further help us become a trusted and nationally-recognized healthcare leader.”

The ratings assigned to the REACH practice also do an excellent job of blending with, and describing, our culture of development and recognition. The word REACH has two acronyms. First, it states its purpose - Rewarding Employee Achievement and Collaboration at Hoag. Secondly, it defines the rating system of employees:

\[
\begin{array}{ll}
R & = \text{Role Model} \\
E & = \text{Exceeds Expectations} \\
A & = \text{Achieves Expectations} \\
C & = \text{Contributions Need Improvement} \\
H & = \text{Has to Improve (At Risk)} \\
\end{array}
\]

Rating and Description

Role Model
Performance is exemplary by a significant degree and surpasses expectations. Consistently exceeds expectations and the normal scope of the job requirements, takes on additional complex responsibilities, and participates as a leader or key resource in a team or cross-functional activity. Employee is viewed as a problem-solver, essential resource and role model for Hoag.
**Exceeds Expectations**
Performance is superior and above expectations. Performs major aspects of the job very well and usually exceeds expectations in many aspects of the job. Employee can manage higher level responsibilities. Employee is viewed and recognized as a significant contributor to their Department and the Organization.

**Achieves Expectations**
Performance fully meets all performance expectations and occasionally exceeds the expectations of the job. Employee performs the job proficiently, successfully completes expected duties of the job, and makes a solid, reliable and meaningful contribution to their Department and the Organization.

**Contributions Need Improvement**
Performance occasionally falls below what is required of the position, and the employee needs to improve in specified areas. Performs part of the job proficiently, but consistently performs one or more aspects of the job in a below-expectations manner.

**Has to Improve (At Risk)**
Employee fails in most aspects of the job, is unable to complete job duties and needs regular supervision in order to complete assignments. Immediate and sustained performance improvement is mandatory.

**New Leadership Development Strategy**
**REACH the Dimensions of Hoag Leadership**
To align with our performance management practice and support the growth and success of managers and executives, a new Leadership Development Strategy was created and launched. This Leadership Development Strategy was built on the foundation of seven leadership dimensions that define what it means to be a genuine leader at Hoag and to strive to perform at a “role model” level.
The dimensions vetted and approved by the executive leadership team are:

- Trust and Accountability
- Inspiring Leader and Coach
- Talent Development
- Innovation
- Strategic Agility
- Business Acumen

This leadership strategy consists of a variety of tools and processes designed to create trusted, synergistic and collaborative leaders from employees with titles of supervisor through executive, including our CEO. The attached plan document describes each phase in detail, including a structured learning map for all levels, as well as a physician leadership focus.
Own It 2.0: RN and PCA Role Application
To further apply the Own It Declarations to the RN and PCA role, the nursing employees experienced a 2-hour work session on integrating Own It into their work. The work sessions were kicked off by an inspiring message from the Nursing Directors, followed by an introduction to Own It by the Hoag Experience team. The Charge Nurses and Nursing Educators led discussions about Hourly Rounding and its benefits for not only the patients, but for the nursing teams as well. The sessions evolved into a platform for sharing stories about personal patient experiences, professional practices and sharing tips and tricks for impacting the patient’s experience. The RNs and PCAs participated in an open discussion about applying Own It to Hourly Rounding and understanding the patient’s perspective. Inspired by each other’s point of views, RN, PCAs and Charge Nurses leave these sessions realizing that their contribution to patients is more than just their job, its an opportunity for them to learn from the patients and inspire each other.

UPDATED! English Language Program
Hoag has partnered with Executive Language Training (ELT) to provide a language training solution for Hoag employees whose second language is English. The purpose is to assist employees in gaining confidence with speaking English in the workplace as well as with the community, i.e., patients, family members, and visitors.

300 employees were identified needing additional skills or confidence to communicate effectively in English in the workplace. Hoag is committed to helping our employees at all levels and needs. So Hoag decided to implement a new tool to bolster these employees’ confidence and skills in English.

Qualifying participants meet the following criteria in order to participate in Hoag’s English Program:
- Have the desire and motivation to enhance work-related English skills
- Have a good attendance record for the past 6-months
- Not be in any form of disciplinary/corrective action for the past 6-months
- Successfully pass probationary status and/or have a REACH rating of “Achieves” or better
- Commit 2x’s a week, 2-hrs each class during the 11-week program (7:00a.m.–9:00a.m.)
- Approval required from direct supervisor and department head.

The program is structured in such a way that allows each employee to be met where they are at educationally (level of understanding). On the first day, a verbal pre-assessment will be conducted with each employee to identify language needs and level of English proficiency. Based on the outcome, program goals will be based on assessment and participant’s requests.

The objectives are to not only support the employee’s on-the-job communications skills and opportunities for advancement but to ensure increased patient safety and customer service.
Hoag fully sponsors this program on-site for employees and compensates the employee for their in-class time. From what we are able to determine this is a unique program for a hospital environment. This is a win-win for the employee and for Hoag. Once again, Hoag realizes a need for development and takes the lead to better support our employees and ultimately, our patients.

All classes will be conducted by a Language Program Coordinator (LPC) who will monitor all aspects of the language program. The LPC will fine tune the program plan with the trainer and participant, track program hours and attendance of each participant, provide progress reports and evaluations, and ensure program goals are met.

A couple of employees who have participated in Hoag’s English Program shared the “boost of confidence” they gained. Sandra A., Clerical Coordinator for 4-East, said, “It has been a great class for me, not only as a benefit but it’s convenient, as classes are held on-site.” Lucero S., Housekeeper for EVS, said, “It is a good feeling to be able to speak in English with co-workers, family members, and nurses. I used to be embarrassed to speak in English. This is no longer the case.”

Each participant will be provided with the necessary materials including program text, workbook and a CD with supplemental classroom instructions including communicative approaches.

**Story: Employees who graduated, said:**

“I like the small class.”
“I would take this class even if I wasn’t getting paid.”
“I want to be a lead. This is helping me reach my goal.”
“This is what makes Hoag different from other places I’ve worked.”
“I used to be afraid of going into a patient room. Now I have confidence. I am not afraid anymore.”

**Hoag’s English Language Program - Recognition Event**

Hoag celebrates the completion of the program with the Recognition of Completion event. The students and their key supporters attended a breakfast and presentation. It was a great event hosted by Human Resources Business Partner, Glenda. The invitation read:

“Please join us as we recognize the following employees who for the past 11-weeks have been attending this great program to help improve their work related English skills! We will be recognizing the following employees with a Certificate of Completion:

- **Porfirio, Oscar, Roberto** -- EVS (Housekeeping/Laundry/Linen)
- **Bertha, Nelly, Libia** -- Patient Care Assistant

The instructor for the class presented each student with a certificate. She had every student stand in the front and after she presented their certificate and said something about them. Then she had the other students affirm that person also. It was a very endearing presentation to see how they grew in their language through these affirmations.
**Tuition Reimbursement, Scholarships, Continuing Education Units**

Another benefit and way that we help employees enhance their personal and career growth is through a variety of tuition reimbursement and scholarship programs. Hoag offers tuition reimbursement up to $5,200 per employee depending on their position and course of study. Employees pursuing a GED, Associate, Bachelors or higher degree related to a position at Hoag are eligible to participate. In addition to our tuition reimbursement program, employees can apply for scholarships.

Hoag has a Tuition Reimbursement program to financially assist bilingual employees to complete coursework in Spanish Medical Interpretation to ensure medical information and consents are conveyed clearly and accurately to our non-English speaking patients. Under this program, Hoag will pay the school directly for the employee to complete the Medical Interpretation program offered through the Southern California School of Interpretation. Once the employee/student has completed the course and passed the necessary tests and receive their certification, they may begin as a Spanish language medical interpreter assisting patients, families, physicians and clinical staff.

This program is paid in full by Hoag for any employee in a full-time or part-time status willing to assist with patient interpretation. Employees can complete the courses online and work with an instructor throughout the course or by attending class sessions. Hoag’s leadership recognizes that our employees are a valuable asset and by investing in our employees who are bilingual in Spanish is a win-win for the employee and the organization.

The employees are supported knowing that their co-worker is well-qualified and the patients can be assured that their care giver is able to translate their needs (without using the interpretation phone service). Employees wanting to further their abilities can continue with the Southern California School of Interpreting program and become a certified court interpreter. The additional training beyond the medical interpreting is paid by the employee.

Many of the hospital’s clinical staff is required to obtain continuing education credits (CEU’s) to maintain their licensure or certification. Hoag reimburses these CEU’s annually up to $240 for full-time employees and $120 for part-time employees. **Hoag provides access to continuing education programs for clinical staff thru CiNet, GEHealthcare, and Skillsoft. This access is paid for upfront for the employee so there is not paperwork or costs they must submit.**

**NEW! Hoag Partners with Brandman University for Nursing Scholarships**

Hoag has partnered with Brandman University to bring educational growth and development opportunities to our nursing staff. Brandman will be providing scholarships to select Hoag RNs interested in earning their Bachelor of Science in Nursing (RN to BSN). Candidates must meet Brandman admission requirements to be considered for the $8000 scholarships, which apply to nurses starting on January 7, 2013 or August 2013. For more information on Brandman University, visit www.brandman.edu.

*Brandman’s Marybelle and S. Paul Musco School of Nursing and Health Professions has several campuses in Southern California, including Irvine, Moreno Valley and San Diego.*
NEW! Story: Nursing Education $2.5 Million Dollar Donation
Newport Beach philanthropists George and Julia Argyros have donated $2.5 million to Hoag Hospital to support nursing education, the hospital announced Thursday. The gift from their family foundation will be presented Thursday at the hospital's Nurses Day event. Julia Argyros’ sister, Connie Jones, was a nurse for more than 40 years. "Of course doctors deserve and should receive recognition for their contributions to healing," Julia Argyros said in a statement. "But in the end, it is often the nursing care that patients talk about the most." The money will be used for a variety of educational programs for nurses, the hospital said.

Choose Nursing, Choose Hoag
Hoag's leadership has approached the nursing shortage with vision and action. The Choose Nursing, Choose Hoag (CNCH) initiative addresses the challenges facing Hoag in attracting, developing, retaining and providing career advancement opportunities for nurses. To address this issue, CNCH has set the following objectives:
- Educate the community about the nursing shortage and the need for nursing education
- Endow nursing professorships and scholarships at local universities
- Provide conferences, specialty training and continuing education for Hoag nurses
- Provide operational expenses for the Marion Knott Nursing Education Center
- Retain Hoag's status as a Magnet hospital for excellence in nursing services
- Seek community partners who recognize the importance of nursing and nursing education.

CNCH calls for the further development of nursing education and enhanced relationships with nursing schools. Hoag now funds several professorships at area nursing schools and the nurses from these programs are required to do their clinical rotation at Hoag. CNCH also funds nursing scholarships that allow Hoag nurses to continue their education and earn advanced nursing degrees. This builds relationships that have had a dramatic effect on nurse recruitment and retention.

Supported by the Hoag Foundation, it provides funds for up to $2000/year for any nurse going to school for their BSN or MSN degree.

Hoag Nurse Scholarship Recipients Express Heartfelt Gratitude
Here are excerpts from thank you letters from nurses who received scholarships through Choose Nursing, Choose Hoag and are overflowing with gratitude.
- “Thank you all so very much for your financial support towards the obtainment of my Master’s in Nursing Science. As a single mom with a daughter attending UCLA I really appreciate your generosity. Education is a gift that provides opportunity for real and lasting change. Thank you again from me and my family.
- “It is my privilege and honor to be able to write this letter of sincere appreciation and thanks. With the economy in crises and education fees being increased, this scholarship makes it possible for me to continue another year toward my Master’s degree in Nursing and become a nurse practitioner.”
• “I believe nursing is not just a job but also a responsibility to the public and community you serve. I believe in excellence in nursing. That is why I chose Hoag. It has a vision and a community that supports it. Thank you.”
• “I wanted to keep a promise made to my father in which I would achieve my bachelor’s degree. I also wanted to set a good example for my son. This would not have been achievable without your donation. Thank you for your help.”
• “The field of nursing is a profession unlike any other. We touch so many lives; providing each individual with careful, thoughtful and precise services. It’s those who support nursing education that make this possible. Thank you for your generosity, our patients thank you as well!”

Promoting a Learning Environment
All of our employees, regardless of status, have access to a variety of traditional classroom and online learning through SkillPort (online courses for business departments, nursing, etc.), CiNet (continuing education for clinical staff), and GE Healthcare (education for clinical staff and leadership), for their continuing education. This is free-of-charge to employees and fully paid for by Hoag. Employees may choose courses depending upon their interests to either further develop their talents or explore new areas for growth. All of our on-site classes are free to employees regardless of position and include clinical and leadership courses.

New this year is the addition of the Microsoft suite of online training thru our Skillsoft partner (Skillsoft professional foundations). Employees can learn the new versions of Word, Excel, PPT, or take these courses if they are beginners.

Hoag University
Hoag also has its own learning management system which allows training to take place 24/7 making it easy for employees to access online training or review training that has been completed. Our goal is to educate those who need to know. Employees can access education 24/7 via our learning management software “Hoag University” including printing their transcript of completed classes.

All-Employee Training
In addition to regulatory required training, department training, etc., employees are also assigned training that is needed to improve patient outcomes, safety, or personal health. As a national stroke certified receiving center, all of our employees receive training on stroke awareness. We want our employees to be aware of the signs of a stroke and know how to take action for our patients and their family or friends.

A Community Leader in Education
Throughout the year, Hoag also conducts numerous educational events and conferences for the medical, healthcare professional and general communities. Employees, regardless of position, may attend any of these events free-of-charge. The event or conference does not have to be relevant to their current job so these can provide a unique opportunity to explore new areas of interest. Also, they are excellent forums for employees to network with others and challenge themselves professionally.
In the last fiscal year, tuition reimbursement paid for our employees was $554,442 and Hoag spent an additional $335,884 for employees to attend outside conferences/training to enhance their skills and maintain current knowledge about trends in their jobs. Orientation for a new employee or current employee transferring into a new job or learning a new skill is important to the employee. For fiscal year 2012, Hoag paid 85000 hours of orientation for our employees at a cost of $2,825,000. This is part of Hoag’s supporting employees to stay current in their disciplines and at the top of their game.

**NEW! Leadership Training - Leading at The Speed of Trust**

*Leading at the Speed of Trust* is a highly interactive workshop based on the Stephen M.R. Covey’s research on the behaviors that create trust in the workplace among leaders and their teams. Customized for our Hoag leaders, incorporating our GPTW Trust Index results we’ve engaged leaders at all levels in the real work of identifying and closing the trust gaps that exist within their teams. This workshop is a highly dynamic session where leaders learn how much trust impact personal and professional effectiveness.

During the session, leaders experience interactive exercises, case studies, preview video clips and learn from the experiences of others.

Topics covered in the session include the 13 trust behaviors and:
- How to develop behaviors that increase trust with others
- How to engage in the real work of identifying and closing trust gaps
- How to restore trust when trust is lost
- How to build a Trust Plan to inspire trust within your team

In the session participants complete the 4 Cores of Credibility assessment to enhance their learning. 60 – 90 days after completing the session workshop participants are invited back for the 2.5 hour Speed of Trust refresher to reinforce the skill learned and to provide additional coaching and encouragement to keep working at developing trust behaviors.

Participants receive a copy of the best seller by Stephen M.R. Covey, The Speed of Trust in addition to the following tools: *Trust Action Cards, Trust Action Planner, Weekly Integration Worksheets, Trust Quotient Assessment and Participant Workbook and DVD*. The target audience for this program is Executive Directors, Directors, Managers, Supervisors, CNs, and Leads.

This program has been added to the core leadership development curriculum. 130 Hoag leaders at every level of the organization have participated in this program to date.

**A Final Word on Developing Employees**

Hoag is a designated Magnet Hospital and achieved Magnet Status for excellence in nursing services by the American Nurses Credentialing Center. In order to be a designated Magnet Hospital Hoag has to have well-defined professional growth opportunities that support autonomy and shared governance models. To meet this requirement Hoag has robust clinical ladders in both nursing and allied health areas that provide significant growth opportunities and professional challenges for these employees.
NEW! Charge Nurse Leadership Development Series
Great Leaders, Great Teams, Great Results
The Charge Nurse Leadership Development series enhances Hoag’s Genuine Leadership Strategy with a customized focus on Charge Nurse development. This program was created to provide Charge Nurses across the organization with a plan and commitment to continued growth, development and ongoing achievements that prepare this team for the new world of healthcare. More than just a training event, this program takes a process-oriented approach to developing great Charge Nurse Leaders.

Charge Nurses enrolled in the program receive some minimal pre-work assignments to help them prepare for the experience, including defining a personal leadership challenge or opportunity to focus on over the course of the program. They also complete a Leadership Quotient assessment to measure their leadership capability against the 4 Imperatives of Great Leaders. Their direct leader is invited to complete the same assessment providing feedback directly to the participating Charge Nurse.

This 12 month program is designed to build leaders capability in the following 4 Leadership Imperatives:
1. Imperative 1: Inspire Trust
2. Imperative 2: Clarify Purpose
3. Imperative 3: Align Systems
4. Imperative 4: Unleash Talent

95 Change Nurses have made the commitment to enroll and participate in the program for 2012.

UPDATED! Hoag’s Culture Audit Website:
Simply click on the link and use the username and password below to be transported to Hoag’s Culture Audit (Part I & II, including supplemental materials)

www.theresnoplacelikehoag.org
Username: hoag
Password: rhythm123

UPDATED! Hyperlinks throughout Culture Audit 8.1-8.17
By clicking on any blue links throughout our submission, you will be redirected to the corresponding document, video, etc. This is an easy way to connect our reader to the items on our website! When prompted, please enter the username and password provided below:
Username: hoag
Password: rhythm123
Caring 8.11

In what distinctive ways does your company help employees balance their work lives with their personal and/or family lives? Include brief descriptions of your company's unique approaches to time-off, health and wellness, on-site services, etc.

An excellent work life balance is key to ensuring safe, productive employees. Hoag offers a variety of options to help employees balance their lives. Employees’ lives are varied; different people have different priorities, so finding a work life balance that fits the range of employees is important. We take a holistic view with our employees. Healthy, happy, balanced employees make Hoag a better place to work. Whether becoming a new parent, going to school or nearing retirement, Hoag provides support and information for all generations in the workforce.

Work Schedules
Alternative work schedules and flexible scheduling options provide opportunities for employees to balance their personal and family lives. Hoag offers various alternative work schedules to include three 12-hour days per week which is considered full time as well as eight, nine and 10-hour shifts. Additionally, job sharing and telecommuting are other options available if they can be accommodated by the needs of patients and the department. The flexibility of these schedules allows employees to have time in their personal lives for those people and things that are important to them. Employees who work three 12-hour shifts essentially have four days off each week. Our onsite Childcare is open from 6:15am to 7:30 pm to accommodate our 12 hour shift employees. This gives them maximum freedom to live life in a unique way that other shifts employee cannot.

Generally speaking, the shifts are scheduled in advance for practical planning purposes. Employees may make scheduling requests well in advance, and this allows for personal vacations, events and even leaves of absence to cause the employee much less stress.

NEW! Story: The 5 Choices to Extraordinary Productivity open to all employees
Our top priority is our employees and in response to feedback directly from them related to work-life balance and stress on the job we added a new program to our curriculum: The 5 Choices to Extraordinary Productivity. This program provides employees with the skills to take control and make more selective, high-impact choices about where to invest their valuable time, attention and energy to measurably increase professional and personal productivity. Employees learn life skills that go far beyond the workplace by teaching them the life-skills required to focus on their goals and priorities and strategies for managing technology and personal burn out.
Not Just Time Management - Participants attending the workshop learn to make more selective, high-impact choices about where to invest their valuable time, attention and energy to measurably increase professional and personal productivity. The response to the workshop has been positive. Each session is filled to capacity. Individual Contributors, Team Leads, Managers, Supervisors and Director level employees who are looking to increase their personal productivity at work and in life are invited to attend. While we cannot change the industry at a macro level, we can certainly position Hoag and our leaders and employee manage through the changes more effectively and efficiently.

**NEW! Employee Comments about The 5 Choices:**
- The tools presented will help me reorganize the way I thing about work/life. – Director
- I feel what I learned will help me in my personal life. – Ortho Coordinator
- I’m grateful to have a day to re-examine my approach. –Frontline Employee
- I learned how to simplify my goals and roles – Clerical Coordinator
- I love the tools and materials – Thank you Hoag! – Charge Nurse
- Time Management/prioritizing skills are things that I will use in all areas of my life –Scheduling Secretary

**Story: Flexible Schedule**
Amanda, Chemical Dependency: “After I had kids, I played around with the idea of reducing my hours. My boss is so flexible and understanding. I tried every other Friday and I tried working less hours. What finally made the most sense for my family and for Hoag was for me to take every Friday off. I am thankful to work in such a flexible department at Hoag.”

**Story: Flexible Schedule Reduced Commute Time**
Rita, Medical Records: A long-term Hoag employee commutes from the Inland Empire, about 50 miles from Hoag. She was scheduled to work “normal” work hours (8:00 a.m. to 5:00 p.m.) and the traffic was making her commute time about two hours each way. She spoke to her leader and they came up with the idea to shift her work schedule. Rita now works an earlier shift and avoids the traffic in both directions. She is grateful that Hoag cares to accommodate her schedule because that directly improves her quality of life.

**Child Care Center** – [Quality Care at Hoag Child Care Center](https://www.hoag.com/childcare)
Hoag is proud to offer [Hoag Child Care Center](https://www.hoag.com/childcare) to its employees and provide a high quality childcare facility with an educational and developmental focus. The center provides a creative environment in which your child’s talents and personality will flourish by promoting discovery and exploration, with an emphasis on education and developmental growth in a safe and secure environment.
At Hoag Child Care Center, your child is viewed as a unique individual. The center will encourage and help your child mature at a developmentally-appropriate pace, through a variety of daily activities suitable to their personal interests and abilities. Activities encompass both indoor and outdoor settings that range from active to quiet, both teacher-directed and child-initiated. Each classroom is staffed with a team of highly skilled teachers who have successfully completed an approved Early Childhood program, specific to the age group with which they are working. Healthy meals and snacks, that meet the daily nutritional needs of the children, are provided at no additional charge. The center offers reasonable rates and as a convenience, parents employed by Hoag can make arrangements with their childcare fees through payroll deduction.

For employees with small children, Hoag offers an on-site Child Care Center that is owned and operated by Hoag. This center enables employees to be near their children. The close proximity also allows a reduced commute time to work since employees drop their child (children) off on main campus instead of driving to another location off-site. Hoag’s Child Care Center is open from 6:15 a.m. to 7:30 p.m. daily to accommodate our employees who work 12-hour shifts. Employees only pay for the days or hours their children attend the center.

An additional bonus to employees includes meals that are provided to the children free of charge. This is made possible by a grant from a generous community donor. The provision of meals is a huge help to working parents as it gives them added time in their busy days and frees them up from having to prepare a meal(s) for their child (or children).

Hoag subsidizes the Child Care Center with approximately $1 million per year thru the generous donation from the Hoag Foundation in order to keep the costs affordable for our employees so they can take advantage of this valued, convenient benefit.

The Child Care Center also offers events for parents to make them feel special. For example, there is a Mother’s Day breakfast and a Father’s Day breakfast. These events allow parents a special time to connect with their child (or children) and celebrate as a family. The Child Care Center realizes that parents are missing so much of their child’s day and they help ease this loss by taking pictures of different events, activities, crafts, and playtime. They post these pictures on a secure website for parents to privately view their precious kids. The staff at the Child Care Center writes a monthly newsletter that is e-mailed to all parents. This newsletter contains important details about policies, dates to remember, events or subjects are in the curriculum for the month (for example: space, sun, moon, stars, planets), as well as, fun things such as recipes, at-home craft ideas, celebrations and birthdays. Hoag also provides an out of school program in the summer for our employees with older children making it easy to have accessible and affordable child care during the months they are off from school.
NEW! Story: Excellent Staff!
Keisha - Child Care Center - Newport Beach
Keisha is an absolute joy to have as a teacher in Hoag’s preschool 1 class. Every morning when I drop off my daughter, Keisha exhibits excellent customer service and engages in conversation with us. She is an excellent communicator on what we need to know about events or activities coming up and is able to address any questions or concerns I might have. We absolutely love having Keisha for a teacher, and I feel confident and blessed that she watches over my toddler while I am at work for the day. Her positive can do attitude is contagious and she is always ready for the day’s adventure. The preschool 1 classroom would not be the same without Keisha! - Shiloh

Story: Hoag’s Child Care
My son started preschool 2 [classroom] a couple of weeks ago and he was having a hard time with the transition. Elva went above and beyond to help my son cope with his anxiety and sadness when I was not around. He was so excited that Elva helped him look for lizards, ants, and bugs out on the playground. She encouraged him to pick up flower pedals that were on the ground and put them in a bag so he can give them to me when I picked him up. Everyday it was something different that he was excited about doing and that would keep his mind off of how long it was until I came to pick him up. It makes me feel secure when I leave him when she is around because I know that he is loved and is going to have a great discovery or adventure that day to tell me about when I pick him up. Just want to say thank you to Elva for doing “whatever it takes” to make my son feel welcomed and making his new transition a little bit easier. – Leslie, grateful mother and Hoag employee

Paid Time Off
Paid Time Off (PTO) at Hoag is generous by market standards and empowers employees to manage their time off. New employees earn 28 days per year, and after 5 years, employees earn 33 days per year, with a cap of 38 days per year at 10 years of employment. Employees may accumulate up to 300-500 maximum hours (amount dependent upon years of service) in their bank. They are allowed to cash out PTO each year. If employees need extra money or find themselves in a financial bind, cashing out PTO can help relieve the stress of a financial burden.

PTO offers the peace of mind to employees that when they have a personal need, they can take off work to take care of it without any worry of loss of pay.

Hoag also provides the opportunity to go negative in their PTO accrual balance during the holiday time-off period. This is for employees that do not have any accrued PTO but need to get paid during the holiday season when their departments are closed.
NEW! PTO Policy Change
On October 2, 2011, the organization’s policy regarding PTO changed. Surrounding this change, a very clearly written e-mail including a well thought-out 3 page Frequently Asked Questions (FAQs) document was included. Here is a portion of the e-mail sent to all employees:

“For 2011, we were asked by employees and leaders to review the PTO program to better serve our employee population and business needs while maintaining the attractiveness and integrity of the program. To do this, we analyzed industry standards and our competitors programs. The final proposed recommendations were presented to leadership and approved in July of 2011. The following changes to the PTO benefit will allow employees to have more flexibility to utilize their PTO according to their individual needs. These changes will take effect at the beginning of Hoag’s 2012 fiscal year or October 2, 2011.”

One of the changes made was to the PTO accrual schedule. A year was added to the time table (e.g., 0-4 years, 4-9 years and 9+ years change to 0-5 years, 5-10 years and 10+ years). Hoag’s decision-makers generously allowed those employees hired prior to the change effective date to keep their previous PTO accrual by years. The majority of Hoag’s employees were hired before the effective date; Rather than those employees “losing” a year toward their reaching the higher accrual level, Hoag allowed them to keep the accrual schedule with which they were hired. This is a generous practice that is an example of how we care about how changes impact our employees.

Another option employees have when they request PTO cash out is to designate a certain percentage to their 401(k) retirement plan account.

The Hoag Benefits Center
In an effort to meet the needs of our employees, Hoag implemented The Benefits Center. This Benefits Center includes: a 24 hours a day 7 days a week web-based portal accessible from home or work, as well as a toll-free call center available 6:00a.m. – 5:00 p.m. It is a centralized place for employees to complete enrollments, qualifying event changes, gather information about their 401k, LOA and much more. Once employees complete a one-time registration, all of the Hoag benefits information is at their fingertips.
Hoag Benefit Center screenshots, below:
Benefits Contact Information
Benefits Enrollment

Departmental Events and Birthday Celebrations
Employees are encouraged to have fun and celebrate with their co-workers. Throughout Hoag events are held for the sole purpose of having fun. Each department determines their events that best fits their employees work schedules and choice of event. Managers have access to employee birthday dates (month/day) via our manager self service software making it easy to know dates for existing and new employees.
The Emergency Department has an annual fishing trip that everyone enjoys. Departments celebrate birthdays either individually or monthly depending on the department. People love to feel special and that they are valued as individuals. These events and celebrations are reminders that work can be fun as well.

**Employee Assistance Program**
Hoag offers an Employee Assistance Program (EAP) 24 hours a day, 7 days a week, 365 days a year. This is a free benefit available to all Hoag employees and covers any family member that lives with the employee. Hoag understands that anyone who lives with the employee who may be experiencing a personal problem affects the employee’s well-being. There is a toll free number to call and a website available 24 hours a day.

Through the EAP, employees may receive up to five free in-person counseling sessions annually for issues such as grief counseling, family or marital concerns, alcoholism or drug addiction and depression and stress management, among others. If further counseling assistance is required after the five free sessions, the employee may continue to see a counselor through their health insurance coverage. In addition, Guidance Resources offers resources for finding elder care, legal and financial information.

**Wellness – CIGNA**
Promoting wellness among our employees is another option that Hoag offers employees to help them balance their lives. We have sponsored walking programs where pedometers have been distributed to employees with walking trails or paths identified throughout the campus. Free nutritional consultations are offered through our Food Services department to help employees better manage their diets and nutrition. Wellness benefit discounts are offered through our medical plans.

Many of our employees work in direct patient care positions and do not live in close proximity to their job. Our new Cigna plans for our employees include [discounts to fitness centers](#) close to their homes, making it easy for them to join and stay fit. The Cigna Plan and Website include the following resources and tools for employees to access 24/7:

- Health Management Tools
- My Health Assessment
- WebMD Pregnancy Center
- WebMD Health Record
- 24-hour Health Information Line
- [Healthy Babies](#)
- WebMD Dental Health Resource Center
- WebMD Pregnancy Center
- Personal Health Coaching Programs
- Healthy Pregnancies, Healthy Babies
- Lifestyle Management
- Strength and ResilienceSM Stress Management Program
- CIGNA Quit TodaySM Tobacco Cessation Program

- Healthy Steps to Weight Loss
- Disease and Condition Management
• CIGNA Well Aware for Better Health®
• Asthma Cancer Care Resources
• Online Health Coaching Programs
• Nutrition Management (Feel Better, Look Better)
• Physical Activity/Fitness (Energy and Performance)
• Sleep Improvement (Sleep Better, Feel Better, Live Better)
• Stress Reduction (Strength and Resilience)

Additionally, Hoag provides:
• Smoking cessation
• Parent-To-Be Class – on-site informational session on Leave of Absence and coordination of disability benefits for the parent-to-be.
• Hoag Prayer Line
• 401k enrollment and Fund Information meetings
• Ergonomics assessments
• Tips for saving money within CIGNA’s plans
• Access to Recreation Connection website for discounts
• Employee discounts to car rental, Sears household products, Scrubs and professional medical apparel, moving services, office supplies Access to Computer and Mobile phone discounts from national carriers
• 45 minute complimentary one-on-one financial planning sessions
• Ready to Retire - Retirement income calculator
• Benefits, Wellness Rewards and Financial Wealth Fair
• On-site Mobile Learning Lab with interactive activities on nutrition, exercise and stress prevention
• One-on-one on-site 30 minute health coaching provides support, practical advice and strategic steps to improve the health and quality of life
• Educational Seminars monthly:

NEW! CIGNA Home Delivery Pharmacy
CIGNA Home Delivery Pharmacy is designed for individuals who take prescription medications on an ongoing basis. Examples of ongoing prescriptions include asthma medications, birth control, diabetes, high blood pressure and many others. Prescriptions can be filled with up to a 90-day supply for the cost of two co-pays. This results in less out-of-pocket expense over time. The CIGNA Home Delivery Pharmacy provides the convenience of mail delivery – no more waiting in line at the pharmacy for refills. Reminders are also sent to the member by email when the refills need to be ordered.

Story: Comprehensive Financial one-on-one 45 minute on-site session
On a quarterly basis employees can sign up to receive a free, 45 minute one-on-one financial session. Several employees have received great benefit from these sessions; below is the story of one employee’s experience:

Hoag’s employee came in with a concern that though she had been saving for years, she didn’t feel that retirement was a realistic possibility within the next ten years. She had no idea if her allocations within her 401k plan were appropriate based on her retirement
goals. She also had questions if she should pay off her home early, refinance her home, or just keep her current mortgage.

Over the course of 2 appointments, we did comprehensive retirement analysis based on her current situation to determine if her current course of action, or inaction, had her on track to the successful retirement she envisioned. The first appointment entailed information gathering including an in-depth questionnaire. Also, we collected all of her financial, insurance, mortgage, and asset documents for analysis.

Three weeks later, we had our second appointment where I presented the completed retirement analysis and financial plan. This lead to the following actions:

- Reallocated her 401k into a more diversified and age-appropriate portfolio.
- Increased her 401k contributions from 4% to 8%.
- Consolidated 3 unmanaged IRA’s and one old 401k plan into a single professionally managed Traditional IRA.
- We referred her to a mortgage consultant who is currently reducing her rate from 5.25% to 3.75%.
- A detailed look at her expenses opened her eyes to areas that she felt she could cut back on.
- A Long Term Care analysis showed that the costs of Long Term Care Insurance would far outweigh the risks at this point in her life.
- Without the need for a legacy amount or protection for heirs at death, she liquidated in her cash value life insurance policy to establish an emergency fund that will sit in cash, for use while she is alive if necessary.

As you can see she only had a couple of basic questions, but through the planning process we were able to uncover other areas of opportunity to better her current and future standing. The primary benefit conveyed has been a relief of anxiety or peace of mind regarding the prospect of retirement. With the generosity of Hoag’s 401k plan for long term employees (Hoag’s additional contribution to their plan beginning at 10 years of employment and increasing to the maximum at 25 years) we want to be sure that they have the help needed to manage their portfolio.

**Hoag’s Trail to Wellness**

Hoag continues to offer a Wellness Program called “Travel the Hoag Trail to Wellness.” Free on-site biometric screenings were offered to all employees for cholesterol, diabetes, blood pressure, and BMI. Additionally, we offered an online Health Risk Assessment where employees could enter their results in for an overview of their wellness level. We have implemented a robust wellness program around our employees’ needs, which will include wellness incentives of a discounted rate on health insurance premium and a generous contribution to the Health Spending Account (if they select that plan) of $750/employee only or $1500/family. Additionally, Cigna provides Health Coaching sessions for chronic conditions (like diabetes, migraines, etc) for either the Hoag employee and/or their spouse. The employee or their spouse have 3 phone sessions with a Cigna Health coach and upon completion they will receive $300. If they are able to complete a health goal (such as, weight loss, smoking cessation, etc), they receive another $300. This is an amazing benefit for employees and their spouses.
NEW! Story: Dana from Wound Center has an incredible story that inspires!
My name is Dana M. and I am a Wellness success story! When I began my journey two years ago, I was a size 28 and miserable. I couldn’t go up a flight of stairs and was unable to keep up with my two boys. I have now lost 158 pounds and 14 pant sizes! After my initial weight loss, I’ve been losing a steady two pounds per week by making smart food choices and portion control. In addition to cardio, I do strengthening exercises using bands and small weights. I no longer have sleep apnea, and was able to cease taking my blood pressure and cholesterol medications. I work out four times per week and have picked up running. I am now full of energy and am able to enjoy my family. My boys can’t keep up with me!

Lets all inspire each other to improve the quality of our lives by taking steps to improve our health. We challenge you to start your own walking group today or find your own way to inspire! Share your story with us and see the wonderful spark that you could inspire!

NEW! Story: Here is how Erin from IT Inspires:
In IT we have pretty sedentary jobs. Many of us, however, have worked directly in patient care and miss the hustle and bustle and walking around. Recently, we started a walking club for the IT department. It’s so fresh that we haven’t really decided on a name yet! At first, it was two of us walking, then three, then more. Now there are more than six people who have calendar appointments every day at lunch to walk the Trail to Wellness. It started with just a few people going for a walk and now people are forwarding the walk invite left and right. Everyone is invited and we are really enjoying ourselves!

NEW! Story: The Present Moment Class
Kate – Chemical Dependency Op Services - Irvine
Kate is responsible for providing a lecture to our patients on “The Power of the Present Moment.” I had the pleasure of sitting in on her presentation this week. She did an outstanding job and helped focus the patients (and me) on being mindful of our own reality and truly be accepting and present; A tough concept that she did a great job explaining. Thanks for the great work you do! - Tom

NEW! Story: Jacklyn Inspires Wellness with Salad Nights!
Here is how Jacklyn in Catering and Nutrition Services inspires:
Last year was a remarkable year for me, and this year will be even more so! Together my family decided to make more time to do creative projects with each other by having watercolor evenings, cooking projects and outings that include picnics, roller-skating and other physical activities. We eat mostly vegetarian and have a salad night at least three times a week, to which my 7-year-old daughter will always say, in an exhilarated voice, “Oh, I love salad night!” I have myself been a part of gyms but now with a new baby that is out of the question – so I actually started spending 1 of my work breaks every day taking the 10 flights in the west tower. I invite friends to take the stairs with me when they can – and I know I have encouraged my co-workers to drink more water and start their own salad nights!

NEW! Story: Inspiring a Life-Change
When Jane arrived to work in 2003, she told her co-worker, Amy, about her cheeks “being
flushed.” Amy told her she had just run five miles that morning. Amy went on to tell Jane that she was training for the Ironman in Hawaii.

Jane said that she had always been active in swim, golf, and tennis, but was not a runner and never thought about competing in a running event until that day. While talking about the Ironman, Jane told Amy that she would like to get involved in an event with shorter distances or a beginners level event. Amy told Jane about “sprint triathlons,” which motivated Jane to go on active.com and sign up.

“I registered for my very first Sprint Triathlon that day. I researched the training online and started that next week. I had 12 weeks to train. I finished the race, had a great time, and became hooked. Now, I stay involved and look at it as a way of staying in shape. I have done one Sprint Triathlon every year since, and this will be my tenth year. I also enjoy the occasional 5k & 10k throughout the year, and now that I am always in training I feel great.” Thank You, Amy!

**BREATHE at Work**

**BREATHE for wellness** is an online video program for daily use in the workplace to decrease stress and enhance overall wellness, available on the Hoag Benefits Center website. BREATHE is a relaxation technique using a combination of two proven forms of relaxation – guided imagery and breath work.

**NEW! Sleep Awareness Week**

Hoag promotes a good night’s rest with National Sleep Awareness Week

Set your alarm clocks because the Judy and Richard Voltmer Sleep Center is celebrating National Sleep Awareness Week from March 3-10, 2013. This annual public education and awareness campaign promotes the importance of getting enough sleep and comes just in time for Daylight Saving Time, Sunday, March 10, when many already sleep-deprived Americans lose another hour of sleep. Insomnia is considered the most common sleep complaint according to the National Center for Sleep Disorders Research at the National Institutes of Health. Symptoms of insomnia are present in about 30-40 percent of adults within a given year, and about 10-15 percent of adults say they experience chronic insomnia.

**Hoag Cafeteria Going Fry-less for Wellness**

As part of the Hoag Trail to Wellness program and in alignment with the Healthier Hospital Initiative, Hoag is bringing more healthy foods to the cafeteria in Newport Beach.

Facts: The U.S. spends billions of dollars to treat diet-related, chronic diseases, $147 billion to treat obesity alone, another $116 billion to treat diabetes and hundreds of billions to treat cardiovascular disease and cancer. Hoag is teaming up with other health systems to improve the health of our patients, staff and communities by encouraging healthier food consumption. To do this, Hoag Hospital Newport Beach’s cafeteria has been introducing healthier options such as entrée gourmet salads, meatless entrées, flat bread pizzas with healthier toppings, baked potatoes in place of French fries, in addition to the vast fruit and vegetables served daily. Nutritional information is posted for almost every item with a sign indicating the Weight Watchers Points Plus values calculated. This is a wonderful tool for employees (and guests) who are in Weight Watchers to keep an
accurate track of their food intake and a wonderful benefit for their weight loss goal! In addition to the healthier items available at the Newport Beach cafeteria, construction will begin to remove the deep fat fryer, which will be replaced with more oven capacity. More fry-less and whole grain, healthier baked items will be available in their place. Another major change to the vending machines no longer offer sugary sodas. The only options are diet sodas.

**UPDATE! Green Team Trivia: Taking the “FAT” out**

In conjunction with the Food and Nutrition Services Department at Hoag and as part of the Healthier Hospital Initiative, the Green Team has eliminated all of the deep fat fryers at the Newport and Irvine Campuses. This effort is to increase healthy food options and align offerings with the mission to promote healthy life choices.

As a health care organization, there is an obligation to provide healthier options in order to promote health. Obesity and diabetes are among the top public health problems in the United States today. The good news is that diabetes and other chronic illnesses can be prevented with modest lifestyle changes, including diet. The fries are gone, but have been replaced by baked potato wedges and sweet potatoes.

Since the deep fryer at the Newport Beach and Irvine campuses was removed, Hoag has taken the “fat” out of the system annually, including:

- 18,000 gallons of fat
- 288,000 cups of fat
- 65,317,301 grams of fat
- 587,855,711 calories
- 167,959 pounds of fat

Perhaps the best news of all? Removing the fat saves Hoag $10,000 per year, which is equivalent to $.035 per pound.

**Sweet Life Program: Free Community Education and Support Program**

The American Diabetes Association estimates that nearly 26 million Americans live with diabetes. Recognizing that Orange County is deeply affected by this fast growing chronic diseases, the Mary and Dick Allen Diabetes Center at Hoag offers educational and support services designed specifically to meet the needs of patients with diabetes and their families through prevention, early detection, prompt care, education and support.

In an effort to reach and offer support to every individual with diabetes in our community, the Allen Diabetes Center is offering Sweet Life - a free community education and support program. The Sweet Life program offers classes focus on insulin pump and sensor training, weight and nutrition management, and psychosocial support. Sweet Life gives an educational and support overview and is not a substitute for the Diabetes Self management education program, and is not meant to replace a patient’s physicians.

**Here are some of the program offerings:**

- On the first Monday of every month the Center offers its “Insulin Pump and Sensor Education Series” which focuses on the latest technology in diabetes management, including pump and sensor training.
- A “Diabetes and Nutrition Series” is held on the second Monday of every month and educates attendees about making healthy food choices while dining out and cooking at home, while also providing cooking presentations for a variety of
healthy foods (including BBQ, Mexican, Vegetarian, Chinese and South Asian dishes).

- The Center also provides a safe environment for people with diabetes to connect with one another, share their experiences and discuss coping techniques in its “Connections Series”, held on the third Wednesday of every month.
- Guests can hear from experts in the field and learn more about managing their diabetes during the “Lectures by the Experts Series”, held every fourth Monday each month.

**Free Flu Shots for Employees**
Hoag’s seasonal flu vaccine clinics began in early October and are available through December. The vaccine is available to all employees, volunteers, physicians/allied health professionals and contract workers. Student volunteers and vendors will receive the vaccine based upon availability once the first group of people has received the vaccine. In the 2012-2013 flu season, Hoag achieved a 97% vaccine rate among Hoag employees (not all employees can receive the flu vaccine due to medical conditions). That is up 5% from last year (92%)! Vaccines are offered at scheduled clinic times and locations. Additionally, peer-to-peer vaccinations can be performed in clinical areas. Even our Chief Nursing Officer rounds with the flu vaccine!

**School Physicals**
Hoag’s Employee Health Services (EHS) provides school physicals. If a current employee is returning to school and needs a physical our office will perform that service, including vaccine updates and some lab tests. EHS charges employees a nominal fee of $25. Normally this would cost $50 - $100. Hoag provides several opportunities for employees to schedule physicals within the summer months.

**Carpool**
Hoag has partnered with carpoolworld.com to enable employees to locate potential partners within the Hoag employee database. Since many of our employees have significant commutes on congested freeways, this service helps provide some relief from driving stress as well as the price of gas.

**Nutrition**
Hoag recognizes that nutrition and wellness are essential to high-performing employees. Knowing that our employees working off shifts need a nutritious meal, our main cafeteria is open 24/7 from 6 a.m. to 3 a.m. every day including holidays. Our Irvine location cafeteria is open from 6:30 am to midnight. Employees can purchase food including take-home meals at a 16% discount off the regular price. Our menu includes healthy food choice items in addition to a grill that serves up delicious custom orders.

**Weight Watchers and Points Plus in the Main Cafeteria**
Weight Watchers is an ongoing program at Hoag. This past year, the participants have lost over 4,000 pounds combined. To encourage success, the cafeteria began calculate the Point Plus for every item in the food service area that is prepared by Hoag; including the salad dressing, grill items, etc. Also available to employees is a food scale to weigh sandwich items. Hoag is integrating wellness programs into Hoag’s culture by providing
the tools and information employees need to make healthier choices. Employees who participate in the weight watchers program at work and attend at least 80% of meetings (14 or more out of 17 meetings total) will receive a $100 incentive!

NEW! Story: Weight Loss Success
I wanted to share with you what a difference having Weight Watchers @ Work has made in my life.
I am a busy Mom of twin 10 year old girls and work full time at Hoag. I joined the Weight Watchers @Work program when it started in January 2011. Though it took me quite a while to do all the steps of the program needed to be successful, I was determined to keep coming until I reached my goal.
It has been extremely convenient to have the opportunity to attend the meetings during my lunch hour on-site at work. The Weight Watcher Leaders are inspiring and positive and have great tips each week. Having the support of a group and hearing about people’s difficulties and successes has been another motivating part of this experience. Three of my department co-workers have joined the program after noticing my success and one of them has recently reached her goal weight. I am about to reach my goal weight and will have lost 24 pounds. I have changed my eating, exercise and sleep habits over time on the program. My self-confidence and job satisfaction have both increased exponentially as a result of having successfully lost the weight I needed to loose.
I am very grateful to Hoag for offering Weight Watchers @Work and would like to see more people taking advantage of this wonderful opportunity to be healthy.

NEW! Free Hereditary Cancer Screening for Hoag Employees
Although most cancers are not hereditary, about 10 percent of cancer can be due to an inherited susceptibility. Knowing your hereditary cancer risk can help in prevention and/or early detection, or may give you the peace of mind. Hoag’s Hereditary Cancer Program invites all Hoag employees to participate in a free cancer family history assessment. All employees needed to do was visit the intranet to download the Cancer Family History form, complete it and return it via email for analysis. Information on the employee’s family history form is of course kept completely private and confidential. Hoag’s board-certified genetic counselors will then carefully analyze your family history of cancer and send you their analysis. In some cases, they will suggest an individual consultation with a cancer genetics expert, in order to discuss your history with you in more depth and give you personalized information about the possibility of genetic testing. The fees for this consultation are often covered by insurance.

Hoag recognizes that if our employees are worried at work about something outside of work, it may impact their ability to provide outstanding patient care. We do our best to stay in tune with what is going on with our employee population.

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Caring 8.12

How does your company support employees at times of significant life events - a personal crisis, family illness, birth, marriage, etc.? If applicable, you may cite individual stories, as well as descriptions of your programs.

Hoag supports our employees in times of need by recognizing and celebrating personal life milestones. Hoag’s actions express genuine care for employees as valued individuals – not just valued employees.

Employee Assistance Program
Several programs provided through our Cigna Health Plan offer support for employees facing traumatic, challenging life circumstances. They include:

- Support Groups and other Free Resources
- Preventive Health Programs
- Information on Alcohol and Substance Abuse
- Knowing What to Expect: Diagnosis and Treatment of Depression; Depression: What is it and How to Treat it; Depression Information; Depression: Participant Guideline; Mood Tracker for Depression; Bipolar Disorder Information; Mood Tracker for Bipolar Disorder; Knowing What to Expect: Diagnosis and Treatment of Panic Disorder; Attention-Deficit/Hyperactivity Disorder Information
- National Alliance on Mental Illness (NAMI) Resource Programs including NAMI Family-to-Family Education Program and NAMI Peer-to-Peer Program

Support Groups Sponsored by Hoag Hospital
Hoag has many support groups focused on a wide range of health issues including breast and other site specific cancers, Parkinson’s, stroke, sleep disorders, heart disease, pregnancy and infant loss and loss of spouse or significant other.

NEW! Pastoral Care Receives Accreditation by the Association of Clinical Pastoral Education
Hoag’s Clinical Pastoral Education (CPE) program was formally accredited on May 12, 2013, and publicly announced at the Annual ACPE meeting in Indianapolis, Indiana. Since the inception of the CPE program on September 13, 2012, Pastoral Care has had 55 students from numerous faiths graduate. Hoag is now one of only two nationally accredited CPE programs in Orange County. CPE is a key component of Pastoral Care at Hoag. Clinical Pastoral Professors train chaplain interns and residents, as part of their seminary education or after their ordination, to give professional, nondenominational pastoral care to patients and families. Each student is assigned to clinical areas with the responsibility to minister patients, the families of those patients, and the medical center staff. “The importance of the program is to expand the presence, hence the number of chaplains available to provide spiritual care to patients, families and staff in Newport and Irvine,” Chaplain Don Oliver said. The goal of CPE is to help those seeking careers in
Tea Time For The Soul
When a job-related experience affects an employee, the Pastoral Care Department is available to support Hoag’s employees. Pastoral Care has three different interfaith pastors. Their philosophy is that caring for our employees who care for Hoag’s patients is critical. To that end, Tea Time for the Soul, a program characteristic to the care Hoag provides, acknowledges the many challenges our employees face in meeting the needs of our patients and offers them a moment of seclusion and an atmosphere of personal care. We understand that ‘compassion fatigue’ is experienced by many caregivers in the helping professions, and support can be rallied among employee’s co-workers with similar concerns and challenges. Tea Time for the Soul hopes to fill the gap that is often felt when employees give until it hurts. The spiritual and emotional care of employees is just as important as it is for patients and families.

Tea Time is offered to each nursing unit on a rotation basis. Tea time may be offered upon special request if there is a need. Some examples of need include: unusually high census, multiple patient deaths, low employee morale, changes in personnel, concern for bereaved employees, and relocating an entire unit.

Pastoral Care arrives at the Tea Time location with an assortment of hors d’oeuvres, drinks, a prayer box, CD player and pictures with an interfaith spiritual theme. Employees are asked to write a prayer and place it in the prayer box. Pastoral Care prays for the cards and offers support and a listening ear for the employees. Employees enter and exit the one-hour Tea Time session as their schedules allows.

Paid Time Off (PTO) Donation Program
Through the PTO program employees may donate PTO from their bank to an employee who is off work for at least two weeks for a personal crisis and who does not have any PTO to cover these absences. Hoag also allows employees to cash out their PTO in emergency situations.

Personal Leave of Absence
Hoag assists employees in times of need by providing employees with a personal leave of absence if our business needs allow. For example, an employee may not qualify for a standard leave of absence, but nonetheless, may have a family or health situation that they need time off to handle. An employee who has successfully completed new-hire probation may be eligible for a personal/educational leave if approved by the department supervisor. The maximum allowable leave period for a personal/education leave is 30 days in any 12 month period. Each personal/educational leave will be considered on a case-by-case basis in light of the nature of the leave and potential impact of the leave on Hoag or the department operations. Often employees may take this leave for any personal reason. Hoag recognizes the importance of a healthy work-life balance and the
Examples of Supporting Our People and People Supporting Each Other
Over the years Hoag has been given the opportunity to support many of our employees when they’ve needed it most:

- We have provided time off and information regarding temporary shelter and various Relief Funds to employees who were impacted by Southern California’s wildfires and landslides.
- For the holiday season in November/December, employees who did not have enough PTO were able to borrow against their future PTO before they accrued it in order to spend time with family and friends for the holiday season. This gives them a welcome financial break, as many have used their PTO during the year or are new employees to Hoag and have not accrued sufficient hours.
- Hoag provides a quick and easy way to change personal information (e.g., home address, and phone number) so that employees do not have to worry about going through a cumbersome paperwork process when life events (for example: moving) happen.
- Hoag also provides bereavement pay.
- Employees who have a team member who needs time off for an urgent personal emergency and the team member do not have Paid Time Off available will donate their Paid Time Off to assist their fellow peer. This program is coordinated with the Director and Human Resource Business Partner.

NEW! Story: Helping Each Other
Every parent who has needed to take their child to the hospital knows what a uncertain or scary place it can be for kids. So recently, Jennifer, had to bring in her son, they were treated with great care by Mike in CT Radiology.

Jennifer, Child Care Center: “After crashing his bike, my 11-year-old son was rushed for a cat scan to check for internal injuries by his doctor. He was in a lot of pain and naturally nervous. Not only did the entire team get him in quickly for the procedure, Mike (CT Scan Radiology) put him at ease (me too!) and talked him through the entire process. He treated him as any parent seeing her child in pain and fear would hope they would be treated. According to my son, Mike is “cool”…but we hope we don’t see him again soon!”

NEW! Hoag’s Pastoral Care
Hoag’s Pastoral Care Department provides services that meet the spiritual needs of patients and their families, physicians, employees and the community at large.

Pastoral care programs and services include:
- Pastoral Contact, Conversation and Care for Patients and Families
- Chaplains of different faiths, including: Jewish (a female Rabbi), Presbyterian, Catholic, and other (as needed)
- A ministry of visitation, prayer and spiritual exchange throughout the hospital and community.
- Pastoral Counseling (3-6 sessions) is available for patients and their families, hospital employees, community referrals and referrals from local faith groups.
✓ Bereavement Support Groups - You may participate in the following support groups, which are made available to you, free of charge, by the Pastoral Care Department at Hoag Memorial Hospital Presbyterian. These groups provide the emotional support that people need to get through their difficult times. Facing Forward, Life Goes On, Growth Through Grief; these are bereavement groups offering support to those who have lost a loved one.

NEW! Lactation Rooms
Hoag strongly supports and encourages the practice of breastfeeding and strives to accommodate the needs of employees by providing adequate facilities to express breast milk for their child. Each room is equipped with a privacy combination lock. As a Certified Baby-Friendly Birth Facility, Hoag’s renowned maternal child services program remains focused on delivering family-centered care through its experienced obstetrical team, maternal-fetal medicine specialists and certified nursing staff. With every element in place to ensure the safest, most comfortable and patient-centered care available, the Women’s Pavilion at Hoag Hospital Newport Beach will continue to be the home of Hoag’s renowned Maternal Child program, and obstetrical care will not be offered at Hoag Hospital Irvine. These new lactation rooms are further proof that Hoag’s commitment to the health and wellness of our employees and their children.

Hoag’s Generous Employee Benefits
When a health situation arises for our employees and their loved one, employees know that Hoag's benefits package is comprehensive. Hoag offers a Health Savings Account (HSA) along with two HMO plans. Employees have the option of saving tax-free money to pay for qualified health care expenses for themselves and their covered dependents ($3,050 for employee only and $6,150 for family coverage). The goal of this plan is to improve employee’s health and make more efficient use of health care dollars over the long term by keeping the employee healthier. In addition to their own HSA contributions, Hoag automatically made a contribution to their HSA account of $750 for employee only or $1,500 for family.

Hoag continues to offer the following:
- Opt-out credit for employees who have access to their spouse’s medical plan which provides them an opt-out credit of $46.15 per pay period.
- Choice of one HMO plan giving the employee flexibility to choose the plan that meets the need for themselves and/or their family.
- Separate vision plan for those who want vision coverage (it was previously included in the cost of the medical plan and many employees did not need this coverage yet paid for it).
- Basic Life and AD&D Insurance paid 100% by Hoag; Full-Time employees benefit amount is 2x their annual salary and Part-Time employees benefit amount is 1x their annual salary.
- Long Term Disability paid 100% by Hoag; Non-exempt employees receive a monthly benefit of 50% of their annual earnings up to $5,000 per month and Exempt employees receive a monthly benefit of 60% of their annual earnings up to $15,000 per month.
- Access to home, auto, and boat insurance, saving employees 15% automatically with employee group discount.
Pet insurance

Legal Plan with consultation for an unlimited number of matters with a plan attorney of their choice. This includes wills, trusts, immigration assistance, document review, personal bankruptcy, etc. at a low cost of $7.27 per pay period.

Critical Illness Insurance provides a lump sum benefit payment in the event an employee or covered dependent experiences certain serious health conditions.

Annual Open Enrollments

Hoag’s programs and practices make taking a sudden leave a manageable process for employees. The goal is to allow the employee the time and space they need to take care of them self or their loved one.

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Caring 8.13

Describe your company’s programs and/or policies intended to promote diversity and/or inclusion. If available, please provide us with data showing how these programs have changed your workplace demographics and diversity within management over time.

Hoag’s Culture is one of respect, which goes hand-in-hand with diversity and inclusion.

Hoag’s Core Values are:

Core Values
Excellence ♦ Respect ♦ Integrity ♦ Patient Centeredness ♦ Community Benefit

Diversity in Race and Gender
Diversity can be defined as many different things, including race, sex, gender and religion. At Hoag, we have a diversity that is normal within the healthcare setting and honestly, it tends to go unnoticed or unrecognized. This diversity is that our workforce is made up of 70%+ women. Aligned with our core value of respect, Hoag maintains a strict policy on discrimination and harassment.

As far as overall racial or cultural workforce diversity at Hoag, especially within management, our numbers are fairly strong for an Orange County employer. Among the 94 executives and senior managers, we have 65 women and 19 minorities; of the 161 managers and supervisors, Hoag has 107 women and 54 minorities.

Hoag currently have 5 generations in the workforce from generation Y to traditionalists. While the majority of our new hires fall into the generation X and Y categories, Hoag hired 76 baby boomer/traditionalist in the previous 12 months. The diversity of our programs designed to help employees who are becoming parents to be, going to school, or nearing retirement make Hoag a desirable employer for all generations that make us a diverse organization.

People with Special Needs
Hoag strongly believes in integrating special needs students/adults into the hospital healthcare setting. These individuals are valuable and productive members of society and simply need to be given a chance to reach their full potential. Hoag supports two vocational education programs through local school districts for students with special needs – Newport-Mesa Unified School District’s Project Search Program and Huntington Beach Union High School District’s Edison High School Program. The Huntington Beach program has been at Hoag for more than 10 years and has provided Hoag with several new employees in the Food Services department. Last year, we added the Newport-Mesa program due to Hoag’s success with the Huntington Beach program.
Hoag has successfully hired several of these students as employees in our Food Services and Materials Management departments. One of the hires from Newport-Mesa in Materials Management was recognized at an awards ceremony last year through the Department of Rehabilitation. This employee was given the opportunity to reach his potential due to the acceptance and support of his work team at Hoag.

Currently, we have students from these programs working in our Emergency Department as well as in our Post Anesthesia Care Unit (PACU).

**Community Benefit – Teaching Youth**

Hoag supports a program called Clinical Care Extenders through an outside third party, COPE. The Clinical Care Extender Program is designed to give pre-health students unprecedented access to direct patient care experience. This program is fully funded by Hoag at both campuses and has 850 clinical care extenders annually. The students participating in the program serve a minimum of one four-hour shift each week until they accumulate 240 hours of volunteer service. Through the program we partner with over 35 local colleges and universities. Many of the students in the program go on to become Hoag employees once they complete their technical or college training. The students come from various racial and cultural groups, and this opportunity allows them exposure to Hoag. This program is extremely valuable because the students work in every department, and they have contact with patients and their families. These students are often seen pushing wheelchairs and helping employees with various tasks.

**Camaraderie and Fun**

During our annual events such as our holiday party, we recognize multiple cultural groups in our decorating themes. Also, each year our food services department celebrates Cinco de Mayo with a menu of employees’ favorite Mexican foods, St. Patrick’s Day with traditional corn beef and cabbage, and throughout the year with various Asian and Mexican specialties served as the Chef special of the day.

Each religious holiday the pastoral staff will hold a special service and employees are invited to attend. Employees of all faiths are welcome to pray, worship or honor their faith at any time in the interfaith chapel located just off the lobby in the hospital.

**Respect for Our Patients’ Cultural Diversity: Translation Services**

Hoag Hospital will financially assist bilingual employees to complete coursework in Spanish Medical Interpretation to ensure medical information and consents are conveyed clearly and accurately to our non-English speaking patients. Under this program, Hoag will pay the school specifically for the employee to complete the Medical Interpretation program offered through the Southern California School of Interpretation. Spanish is the primary language of our non-English speaking patients.
Graduating a New Interpreter: Gilbert
Gilbert M., Surgery Tech Lead, Operating Room: Gilbert is a new graduate of the Medical Interpretation program. In May 2012 he completed his translation program. He was able to complete the requirements so he may go onto be a medical interpreter for patients who are Spanish-speaking. His education was paid for by Hoag. Upon the conclusion of his program, his department celebrated him by presenting him with a backpack cooler and a $100 American Express gift card. It was a very nice presentation in front of his co-workers who were so extremely proud of him and very glad that they can now tap him as a resource to help their patients in their time of need.

Story: Forms in Spanish
Mayra - Mother/Baby - Newport Beach
Mayra always does an exceptional job in making sure that all her department forms are current. She constantly double checks the revision dates and refers to the Forms Web to ensure she has the latest version. Recently, she had a concern about the packets that are given to our Spanish-speaking parents in Mother/Baby. The packet contained an important informational sheet that was only available in English. She suggested we translate this form to Spanish to make sure the parents understood the information. Thanks to her concern, the form is now available in Spanish and the parents can now make appropriate decisions for their newborn. Thank you, Mayra for looking out for our patients. You are a true image of Hoag Pride. – Sandra

Respect for Our Patients’ Cultural Diversity: Authentic Food
From an article in the OC Register written by Hoag’s own, Marcy Brown: "We want the menu to meet the desires and tastes of the community," says Soewono, 45, a Heritage Park resident. ‘Pot roast and beef stroganoff aren’t as popular in Irvine as they are in Newport Beach.’ In his effort to transform the cafeteria into a dining destination, he asked employees to provide recipes for their favorite homemade dishes. He also invented a few of his own. The experiment started a few months ago, when operating-room nurse Zary Kayhan-Mahd offered her grandmother’s recipe for the Persian stew, Beef Mushroom Khoresh. Soewono made a giant pot. The dietician loved it. So did several doctors and nurses, who raved about the authentic flavor. Customers liked it, too. Word spread. It’s now one the hospital’s better selling meals. And it costs less than $5.”

Hoag as a Faith-based Organization and Pastoral Care
Hoag’s Pastoral Care Department provides services that meet the spiritual needs of patients and their families, physicians, employees and the community at large. Pastoral care programs and services include:
Pastoral Contact, Conversation and Care for Patients and Families
A ministry of visitation, prayer and spiritual exchange throughout the hospital and community with the religious chaplain of your choice: Jewish Rabbi, Protestant, Catholic and Presbyterian.

- **Prayer Line**
- **Pastoral Counseling** - Pastoral Counseling (3-6 sessions) is available for patients and their families, hospital employees, community referrals and referrals from local faith groups.
- **Bereavement Support Groups** - You may participate in the following support groups, which are made available to you, free of charge, by the Pastoral Care Department at
Hoag Memorial Hospital Presbyterian. These groups provide the emotional support that people need to get through their difficult times.

- **Facing Forward** - This group meets on Wednesday evenings from 5:30-7 p.m., in Hoag Conference Center, Conference Room #6 (rooms may vary - please check schedule near doors). Marilyn Kaplan, LCSW, is the facilitator. It is a general bereavement group offering support to those who have lost a loved one. No registration is required. Over 18 only, please.

- **Life Goes On** - This group meets in Hoag Conference Center, Conference Room #3, on Friday nights from 7-8:30 p.m., when the group is in progress. Marilyn Kaplan, LCSW, facilitates this group. This is a time-limited group, meeting for 10 consecutive weeks. Regular attendance is required.

- **Growth Through Grief** - This group meets on Friday evenings from 5-6:30 p.m., in Hoag Conference Center, Conference Room #6. Marilyn Kaplan, LCSW, leads this group, as well. Attendance at Life Goes On or some other bereavement group is a prerequisite for this group.

**Religious Services - Internal Bulletin** – Pastoral Care Events

- Catholic Mass service: Every Saturday from 4-4:30 p.m. This service satisfies Sunday requirements and Holy Communion is offered. All are welcome.
- Hospital-wide Holiday Worship: Christmas and Good Friday
- Sacramental Services: Communion, Baptism, marriages, blessings
- Literature distribution/Other items: Bibles, books, pamphlets, crosses
- Closed circuit television devotions and religious programs to patient rooms on Channel 12.

**NEW! Hoag’s Parish Nurse Program Celebrates 25th Anniversary!**

Hoag has supported the Health Ministries & Faith Community Nursing Program since 1987 originating within the Pastoral Care Department. Today, Community Health oversees the program maintaining a close relationship with Pastoral Care. Hoag currently affiliates with 25 Faith Based Organizations throughout Orange County and includes a variety of religious traditions.

The majority of the 40 Hoag Parish Nurses volunteer their time, talents and services offering faith based prevention and wellness programs to 15,000 congregants. The holistic melding of the mind, body and spirit are the tenets of Parish Nursing. Each program is designed by the Parish Nurse to uniquely meet the needs and to incorporate the religious customs of a particular congregation. Interventions are designed to address the concerns of individuals and their families, congregation groups and the community at large. Hoag’s Parish Nurses have donated over 4,000 hours touching the lives of 50,000 individuals in this past year alone.

The roles of the Parish Nurse include integration of Faith & Health, Health Counselors, Advocates and Educators, Community Resource Liaison, Developing Support Groups and Training Volunteers.

Hoag celebrates the devotion and the accomplishments of each and every Parish Nurse. This dedicated group of nurses is on the front lines each day to assist and provide needed support to their congregations and surrounding communities. As we move into a Population Health direction, the Parish Nurse is uniquely poised to offer the support and education necessary to their congregations to keep them healthy in mind, body and spirit.
Educational Programs
The Pastoral Care Department offers workshops and seminars on topics related to ministry and medicine, supervises ministry with college and seminary students and supports relationships with Hoag Health Ministry (Parish Nurse) programs; Community Outreach (Chaplains), Orange County Chapter of Multiple Sclerosis, and Newport Mesa Irvine Interfaith Council. The members of the Pastoral Care staff have enjoyed a very special relationship with Hoag’s founding organization, the Association of Presbyterian Members (made up of two appointees from each congregation in Los Ranchos Presbytery). Together, we have worked to ensure access to the highest quality physical and spiritual care.

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Celebrating 8.14

How do you encourage fun and camaraderie among your employees? Please include the ways in which your company celebrates team and/or organizational successes.

Celebration plays a vital role in Hoag’s culture. We are always celebrating something, whether it is National Nurses’ Day or a chili cook-off for the United Way. Hoag knows how to throw a fun party. We have events throughout the year including an Employee Awards Banquet, holiday meals, support staff celebrations, retirement parties and other appreciation celebrations throughout the year.

Celebration by Example: Senior Leaders
We encourage fun and camaraderie among our employees by example. It starts at the top with our senior leadership. Each year Hoag has an off-site employee recognition event to celebrate the milestone anniversaries and the George Hoag Pride award winners. At this event, the band Hoag hires is a favorite and all the Senior Manager who attend always dance with employees.

At the annual holiday meals, senior leaders will wear Santa hats along with Hoag-branded t-shirts imprinted with reindeer and “Ho Ho Hoag”. Employees see by example that it’s encouraged and okay to have fun. Our t-shirts have become so popular that we now sell them to employees for the holidays.

NEW! The George Hoag Pride Award Winners
Congratulations to the 2013 George Hoag Pride Winners
The George Hoag Pride Award is our most prestigious award to recognize outstanding employees. This coveted award was developed to identify those who truly Own It and best represent the Hoag tradition of providing exceptional service to our patients, their families, our customers, and our co-workers.

2013 Winners:
• Julie B., Information Technology, 11 Years of Service
• Fely C., Employee Health Services-Irvine, 8 Years of Service
• Dottie D., Chemical Dependency, 24 Years of Service
• Monica F., Neuro Support Services, 8 Years of Service
• Glenda S., Human Resources, 6 Years of Service
Thank you for the many contributions you have made to our organization. It is employees like you who give this organization its reputation of excellence.
Celebrating Service!
Working at one place for five years is an achievement. Working at one place for 40 years necessitates a party! ...And we do! Each department celebrates the service awards of their employees and the department director distributes the gold and gemstone service pin indicating their years of service (for 5, 10, 15, 20, 25, 30, 35, 40 and 45 years). Employee service pins are a long-standing tradition at Hoag. Employees are proud to wear their service pins on their name badge and they do. The annual employee recognition dinner celebration is a larger formal event and is held off-site for employees who have achieved 10 years or more of service.

Nurses Day Luncheon and Dinner
Our traditional nurse’s day luncheon and dinner during National Nurses Week is fully funded by our medical staff in recognition of the nurses who care for their patients. This top-flight event is held on-site so that all of our staff can participate. Our large Conference Center is transformed each year with an elegant theme, and the food and desserts are prepared by Turnip Rose.

NEW! Congratulations to Candi R., Hoag’s Nurse of the Year
Hoag would like to congratulate Candi R., RN on being named Hoag’s Nurse of the Year! Candi has been serving Hoag and its patients for over twelve years and was presented this award at the Annual Nurse’s Day event at Hoag Hospital Newport Beach. Candi currently works as a Charge Nurse in the Oncology Unit on the eighth floor, and is a true role model for professional nursing. She demonstrates clinical excellence on a daily basis, leads by example and has the utmost respect of her peers. In her own clinical practice, as well as when she guides others, Candi seeks out policies and procedures, evidence based practices, expert resources, and always collaborates with the team. Her ability to keep up with practice and issue trends that bedside nurses experience is critical to the success of the Oncology unit. Candi always goes above and beyond, and is truly deserving of Nurse of the Year. Congratulations!

NEW! DAISY Award for Nurses
DAISY is an acronym for Diseases Attacking the Immune System. The Foundation was formed in November, 1999, by the family of J. Patrick Barnes who died at age 33 of complications of Idiopathic Thrombocytopenic Purpura (ITP). Patrick was a wonderful person, to honor his life, his family created the DAISY award. Here at Hoag, the DAISY award is given monthly honoring the super-human work nurses do in direct care of patients and families every day. The nurses below are a sampling the recipients.

September – Adrienne F. - 4 East GYN/Urology
Adrienne Franklin is the Charge Nurse on 4 East. She is the epitome of what nursing is all about. She is kind, compassionate, nurturing, and fair. Adrienne is an absolute favorite with patients as she always wears her “Hoag smile” to work and “owns it.” Adrienne is one of a kind and a very special nurse. She deserves to be recognized for her service to our community.
**October – Christine F. – HHI CCU**
Christine F. has been an employee at Hoag for almost six years. She started in July 2007 as a Charge Nurse in the CCU at Hoag Newport Beach. Christine is extremely involved in councils and committees. In addition, she set up a simulation for the CCU staff for the tPA administration for stroke patients. Christine always maintains a positive attitude and takes on countless roles in the department including Infection Control, which is her main passion. She maintains a clean and organized department using the LEAN standards that she helped implement at Hoag Irvine. While maintaining infection control, her ultimate goal is focusing on patient safety by having zero HAPU, medication errors and patient falls. Christine maintains a positive attitude and is a great team member.

**November – Judy K. – Perioperative Educator**
Judy brought a wealth of Perioperative Education experience with her when she joined Hoag nearly five years ago. With decades of OR experience, Judy has been a staff nurse, charge nurse, supervisor, manager, director and educator giving her the expertise to be a great mentor and teacher. She has been commended often by staff for her willingness to help wherever needed and her flexibility to serve in the many and varied departments of Perioperative Services such as Endoscopy, Pre-Admission Screening, the Short Stay Unit, PACU and SPD. With the recent and very emotional loss of two long-time OR educators, Judy has done an amazing job of providing support to all areas. Judy is appreciated and embraced for her extraordinary support and kind, sincere, and caring attitude.

**December – Lynette L. – Short Stay Unit**
Lynette started at Hoag in 1987. She is married to her husband, John, and has two children, Elizabeth and Scott. She has a twin sister that also is a nurse at Hoag. Lynette has a long list of glowing achievements, including her MSN, Certification in Medical Surgical Nursing, member of Sigma Theta Tau, Chair of CNER, and a CLIV. Lynette continually strives for achievement of excellence.

**Celebrate Events! Creatively Themed**
This year the Five-Year Service was held in the spring (5 year employees who completed their years of service the previous year) and in the fall (employees completing their five years of service in the current year) in order to change the annual schedule. The spring event was a Circus themed party with big top music and décor. Honorees enjoyed mini-hot dogs, bbq beef, salads, and an ice cream Sunday bar. The fall event has not yet been decided.

As mentioned over and over in previous sections, Hoag is continually holding events for the purpose of thanking employees or celebrating successes - including patient successes. Anyone who walks through the halls of Hoag will clearly hear one thing and that is laughter of employees having fun or celebrating large or small successes in a patient’s journey with them.

**Celebrations are Personalized by Department**
In addition to Hoag-wide celebrations, departments celebrate team successes through meals or parties for employees. In many cases, once a project is completed among several departments, one of the departments will host a celebration for their other team members across the various departments. This normally comes in the form of a meal as
food is always a popular reward at Hoag. For example, the annual holiday party is a huge undertaking at Hoag. The Engineering, Environmental Services and Food Service teams along with Human Resources totally transforms the cafeteria into a Winter Wonderland. The decorations are “over the top” and the variety of food and desserts is amazing. This event takes a lot of work by these departmental employees. After the event is over, Human Resources hosts a catered meal from an outside restaurant of choice for the employees from each department who helped. Dr. Afable, our President and CEO, attends as well as other senior management to thank the teams.

If a department wins an external award or a specific individual wins a public reward, a reception or celebration is generally held to honor that individual and recognize them. Recognition items can be obtained from Human Resources to recognize the employee such as our popular cooler/chair combo, barbecue set, Hoag thermos, etc. Departments also celebrate their national recognition days or weeks such as Respiratory Therapy Week, Case Management week, Laboratory week, etc. These events recognize the employees in their specialty with events planned by the department.

In preparing this section we asked all of our departments how they celebrate some of the different fun events in their lives, and here are what they said:

- Chemical Dependency: Department members alternate bringing in snacks on a sometimes daily but definitely weekly rotation. It makes sharing recipes and bonding over treats a fun way to build their team!
- Most departments chip in to buy a gift and bring in a cake to celebrate birthdays, marriages and babies.
- Hoag has on-site Weight Watchers meetings. This encourages great camaraderie since they meet to share tips and ideas on the path to the same goal – weight loss. Hoag’s program began in 2011 and the results and support are astounding. Hoag’s Food and Nutrition department fully embraced the Weight Watchers Points Plus and creates placards that display the WW Points Plus of all items in the cafeteria. This, plus a weight scale, helps employees be extremely successful when making “on plan” food choices!
- Amy, RN, Interventional Radiology: “Our nursing department specifically has excellent camaraderie amongst our staff. We regularly do 5Ks, dinners, happy hours, and just impromptu social gatherings outside of the work environment. There is also a department wide newsletter that includes pictures and plenty of kudos to our staff members who have had big events going on. There are always pictures of new staff members with their families, new babies, weddings, and great vacations. Our newsletter can be found on the wave. We just recently had a dinner gathering where the HHI radiology staff joined us as well as spouses, kids, and even a new baby was present. Monthly get-togethers are almost always on the books with another one coming up next week. During work hours, we make an effort to celebrate all employee birthdays with cake or a snack of their choosing to make a little party in the break room.”
- Each year, Hoag’s on-campus administration building welcomes the Hoag Child Care Center children on their Halloween Parade. It is a fun time for 300+ employees to say hello to kids and pass out candy.
NEW! Recognized by the Organization- REFCO’s Erik L. wins Bronze in Finn Master World Championships Sailing Competition

This story was featured in the Hoag Times and proves that Hoag is proud of our employee’s “wins” in the job and off the job! Erik L., Manager of Utilities and Operations, won the bronze medal in the Finn Master World Championships sailing competition in La Rochelle, France in May. The Finn is a 15’ sailboat that was designed in 1949 to be the ‘monotype’ dinghy at the 1952 Olympic Games. It has remained an Olympic class ever since and is now the longest standing of any Olympic dinghy class. It currently fills the slot for the Heavyweight Dinghy. The Finn Master World Championships was the world’s largest masters regatta ever held, totaling 285 boats. Erik’s third-place win marks the first time an American has reached the podium in this regatta. Erik spent the last year training with his British sailing coach, Ed Wright, the 2010 Finn World Champion. Erik trained for five to six days every week in the gym and on the water, including a weeklong regatta in Miami, in order to properly prepare for the competition. Although Erik plans to continue sailing and competing, he has no plans to return to Europe presently. He will be competing in the 2013 Star World Championship in San Diego this September.

Congratulations, Erik!

NEW! Hoag Radiation Oncology Team selected to receive SCCPI Award for Excellence in Pain Management

Hoag’s Radiation Oncology Team has been selected to receive a Southern California Cancer Pain Initiative (SCCPI) Group Award for Excellence in Pain Management. Janet Batt, the Clinical Nurse Specialist for Palliative Medicine, nominated the Radiation Oncology Team for the award said Rhonda H., Radiation Oncology Charge Nurse. “We have a great nursing staff who advocate for our oncology patients. We also have physicians who work collaboratively with our staff to provide excellent care for our patients,” Rhonda shared.

SCCPI is an organization with more than 3,000 professionals dedicated to improvements in cancer pain management. The organization with be honoring Hoag’s Radiation Oncology Team and other Awards of Excellence recipients at its tenth Gala Awards Banquet later this year.

NEW! Hoag Wound Healing Center Honored with Award

Hoag Wound Healing and Hyperbaric Medicine Center was recently honored by Healogs™ Inc. with the Center of Distinction Award for achieving outstanding patient outcomes for 12 consecutive months.

With a healing rate of 96 percent and an average healing time that is six days faster than the national average, Hoag ranks among the top 25 percent of Healogs wound care centers. As one of only seven centers in the state to receive this distinction, Hoag has patient satisfaction scores higher than 92 percent.

Non-healing wounds of the diabetic foot are considered one of the most significant complications of diabetes, representing a major worldwide medical, social, and economic burden that greatly affects patient quality of life. Almost 24 million Americans—one in every 12—are diabetic and the disease is causing widespread disability and death at an epidemic pace, according to the Centers for Disease Control and Prevention. Of those
with diabetes, 6.5 million are estimated to suffer with chronic or non-healing wounds. Associated with inadequate circulation, poorly functioning veins and immobility, non-healing wounds occur most frequently in the elderly and in those with diabetes. Hoag Wound Care Center utilizes the latest approaches to wound healing and remains current in new scientific advances in wound care. With state-of-the-art treatments available including hyperbaric oxygen therapy, bioengineered skin substitutes, off-loading devices, as well as debridement, people with non-healing and chronic wounds now have a place to turn. The center uses an interdisciplinary model of care, including infectious-disease management, physical therapy, occupational therapy, laboratory evaluation, nutritional management, pain management, diabetic education, radiology testing, and debridement to address total patient health. In addition, the adjunctive use of hyperbaric oxygen therapy has been proven effective in reducing swelling, fighting infection, and building new blood vessels, ultimately producing healthy tissue. Hoag Wound Healing and Hyperbaric Medicine Center is located at 520 Superior Avenue, Suite 140, within Hoag Health Center-Newport Beach. The center was especially designed for patients to receive high-level wound care and hyperbaric treatment while feeling the comforts of home.

Blood Donor Center - Gourmet Food Truck Drive
Hoag is very generous and will pay for employees’ time while donating whole blood or platelets. This can be 1-3 hours of time. Hoag’s Blood Donor Center uses delicious food to solicit new or repeat donors. Locally, Orange County, California has several award-winning food trucks that deliver food. Hoag organized a gourmet food truck drive and it was an extremely popular event. Hoag Blood Donor Services organized a summer series, bringing an assortment of food trucks to Hoag Health Center “I have been hearing a lot about gourmet food trucks, so I was so excited to learn they were coming to Hoag!” exclaims Hoag employee Sherine Barry, administrative assistant for The Judy and Richard Voltmer Sleep Center. “The food was delightful. Both my Mexican-Korean fusion burrito and banana, nutella crepe with ice cream exceeded my expectations! I encourage all employees to take advantage of the next Food Truck Drive!” Hoag encourages employees to come out and enjoy a fun lunch with colleagues. The participating trucks, Crepes Bonaparte and Calbi (Mexican-Korean fusion), are stationed outside of 500 Superior Ave. at Hoag Health Center-Newport Beach, on the surface parking lot. Hoag’s Donor Center offered $10 vouchers redeemable at the various food trucks to the first 50 callers schedule an appointment to donate blood or platelets. The food truck meals are not sponsored by Hoag, except for the first 50 callers to make an appointment to donate and receive a free voucher. What a win-win for Hoag’s Blood Donor Center and for employees/donors.

Hoag’s English Language Program - Recognition Event
Hoag celebrated the completion of the program with the Recognition of Completion event. The students and their key supporters attended a breakfast and presentation. It was a great event hosted by Human Resources Business Partner, Glenda. The invitation read:

“Please join us as we recognize the following employees who for the past 11-weeks have been attending this great program to help improve their work related English skills! We will be recognizing the following employees with a Certificate of Completion:

- Porfirio, Oscar, Roberto-- EVS (Housekeeping/Laundry/Linen)
Graduating a New Interpreter: Gilbert

Gilbert M., Surgery Tech Lead, Operating Room: Gilbert is a new graduate of the Medical Interpretation program. In May 2012 he completed his translation program. He was able to complete the requirements so he may go onto be a medical interpreter for patients who are Spanish-speaking. His education was paid for by Hoag. Upon the conclusion of his program, his department celebrated him by presenting him with a backpack cooler and a $100 American Express gift card. It was a very nice presentation in front of his co-workers who were so extremely proud of him and very glad that they can now tap him as a resource to help their patients in their time of need.

Team Hoag Walks

Each year Hoag employees support each other by participating in charity walks for several different organizations. There are actually so many walks annually that employees take part in it would be extremely difficult to capture them all. One thing is certain, Hoag’s culture and heart is to raise money and help organizations and have fun by walking! Below are a few that Hoag recently completed:

- **MS Walk** - Team Hoag is the top team registered to participate in the MS Walk on Saturday, May 5 at UCI. Team Hoag has doubled their goal and raised more than $22,000 for the National MS Society!
- **Arthritis Walk** – This year Hoag had 29 total individuals supporting Hoag and 14 from HR who are participated in the Arthritis Walk. Photo!
- **The Corona del Mar Scenic 5K Race** , 2 Mile Fun Walk and 1 Mile Kids Dolphin Dash is a signature special event presented by the Corona del Mar Chamber of Commerce and City of Newport Beach. Each year, this event draws thousands of folks for a scenic race/walk along the enchanting streets of CDM. The race finishes along the bluffs of Big Corona State Beach with restaurant row, merchant booths and live entertainment. The race has been in existence for over 25 years and is a traditional community event for all to enjoy. Photo!
- **OC Walk to Remember**
- **Brain Tumor Walk**

Pacific Symphony for Hoag Employees

Hoag is one of the largest employers in Orange County and this May, Hoag partnered with Orange County’s Pacific Symphony to give Hoag employees the opportunity to attend Orange County’s Pacific Symphony’s upcoming Classical series “Schubert’s Ninth” at Segerstrom Center for the Arts’ Renee and Henry Segerstrom Concert Hall.

OC Pacific Symphony was gracious enough to offer those using the promo code half off the cost of a ticket. Schubert’s Ninth is hailed as the first towering masterpiece since Beethoven’s 9th. Schubert composed 9 symphonies before the age of 31; his last of which has been called “The Great” for the last 200 years and will be conducted for the first time by music director Carl St. Clair.

Hoag Pride!

There is a tremendous sense of pride from the employees who work at Hoag. Employees feel that they are fortunate to work at a place where they can contribute to promoting
the health and well-being of the community, as well as working for an employer that recognizes and celebrates successes, fun and teamwork.

**UPDATED! Hoag’s Culture Audit Website:**
Simply click on the link and use the username and password below to be transported to Hoag’s Culture Audit (Part I & II, including supplemental materials)

[www.theresnoplacelikehoag.org](http://www.theresnoplacelikehoag.org)
Username: hoag
Password: rhythm123

**UPDATED! Hyperlinks throughout Culture Audit 8.1-8.17**
By clicking on any blue links throughout our submission, you will be redirected to the corresponding document, video, etc. This is an easy way to connect our reader to the items on our website! When prompted, please enter the username and password provided below:

Username: hoag
Password: rhythm123
How does your company promote a sense of fairness within the organization? In particular, we are interested in:

- Methods for compensating employees, focusing on approaches that employee are likely to consider unique or special (e.g. profit-sharing, bonuses, employee ownership, gain-sharing, etc.).
- Policies and/or practices that promote a sense of equity between employees and managers.

While our compensation is competitive for base pay and benefits, there are certain areas where we are a market leader or provide benefits or incentives not commonly provided in our industry, thus making Hoag unique.

Incentive Plans
Hoag provides an annual incentive plan based upon the hospital meeting key organization quality and financial goals each year. Once the organization targets have been met, employees are eligible to receive a bonus ranging from 2% - 3% of pay based on individual performance. In addition, several departments have developed small group or productivity incentive plans. Per Hospital Council of Southern California, only 12% of hospitals in our area report having these types of plans. The average bonus paid to our employees in February 2013 was 2% of their annual wages for calendar year 2012, though many received 2.5% up to 3% based on individual performance achieved in 2012. We anticipate and are currently on track to pay a bonus in 2014 for fiscal year 2013.

Annual Raises
Hoag is committed to ensuring our employees are provided the benefits and wages they need to support themselves and their families and has continued annual raises (3% budget) throughout the troubled financial times of the past few years.

The annual review process is based on our REACH performance management system, which is detailed in our previous sections, and rewards employee achievement based on hospital goals, department goals, and individual goals. One of the reasons that we designed REACH was to raise awareness by managers and employees of “pay for performance,” as we know this is where healthcare reform is headed. Our employees have always been accustomed to receiving above-market increases as well as an annual all-employee bonus. So REACH redirects their thinking to “pay for performance” in the hopes that as healthcare reform does arrive, our employees will be prepared both philosophically and financially.

The REACH performance review process is applied to every employee at every level, from the entry-level position to the senior leadership. For the 2012 fiscal year, an employee was able to receive up to a 5% increase annually. In addition, if the employee is at the top of the salary range for that position, they
receive the total compensation as a lump sum payment (i.e., if their performance review merits a 4% increase, the employee receives the 4% in a lump sum payment).

The “we’re all in this together” mind-set is across the board, from the budget in general to the way that merit increase is allotted. The merit increase budget is the same for everyone, whether it is for a manager or a housekeeper.

As part of our pay for performance philosophy, we are focusing on more targeted increases based on performance. We are committed to attracting the best and the brightest and ensuring that our overall pay and benefits programs are market competitive; but focus above market compensation on those that demonstrate performance that exceeds average levels.

Career Ladder – Market Leader
Also, almost every clinical specialty has a career ladder. These career ladders provide employees the opportunity to increase their pay through increasing their clinical expertise and knowledge. At the same time, employees are not required to leave their units or departments or change positions. These programs are a “win-win” for the employee and for Hoag.

Salary Ranges – Market Leader
While national survey information indicates most organizations are increasing their salary structures by 2%, we aggressively increased our salary ranges by 3% to ensure we can pay for performance and attract and retain the best talent.

401k
Hoag offers an excellent 401k plan to help employees save for retirement. The first 4% of an employee’s pre-tax contributions to the 401k are matched 50% by Hoag (i.e., 2% maximum). This contribution is immediately 100% vested. Hoag also makes an annual 3% contribution. This contribution is made to all eligible participants and does not require the participants to be employed at the end of the year. This contribution is immediately 100% vested.

Hoag also makes a length of service contribution (service greater than 10 years) for those employees who work 1,000 or more hours per year and have worked until the last day of the calendar year.

This means that Hoag may annually contribute a maximum of between 5%-8.5% to eligible, participating employees. If the employee is eligible for the 401k program, they are automatically enrolled, and they will receive the annual 3% Hoag contribution.

Pay Matches Performance
As the healthcare industry evolves and transforms, Hoag is a market leader in redefining how healthcare workers are paid. Our REACH performance management system is unique for healthcare environments. When Hoag rolled out REACH in 2009 it eliminated our traditional merit and profit-sharing bonus and replaced it with a program based on these goals:

- Reward top performers and key talent based on goal achievement
- Allocate more substantial rewards to key talent and avoid giving small increases with minimal impact
- Empower management with flexibility/resources to identify, develop and reward performance

The fact that Hoag continues to pay bonuses, matches 401k contributions, etc. in this economy today is unique.

NEW! Hoag to Pay REACH Incentive Bonus for 2012 Performance
As a result of excellent financial and operational performance, Hoag will be awarding an incentive to eligible employees for Fiscal Year 2012 under the REACH philosophy of pay for performance and reward for goal achievement. “Hoag developed its operating budget and plans for 2012 coming off of a very difficult financial year in 2011,” said Robert Braithwaite. “Because of the hard work and collaboration that everyone demonstrated in 2012, and the tremendous successes we achieved in process improvement, productivity and budget performance we have met the significant financial performance necessary to fund an employee incentive award.”
As part of Hoag’s REACH performance management system, eligible employees must receive an achieves” or higher on their FY 2012 Staff Achievement Evaluation in order to receive the incentive. Additionally, the incentive amount will vary based on the employee's REACH performance rating for the performance year and a rating of “exceeds” will receive a higher percent award than rating of “achieves,” reinforcing Hoag’s REACH philosophy of pay for performance. Award amounts will range from two percent up to three percent of eligible earnings during the fiscal year for full-time, part-time and per diem employees. Each employee’s date of hire must be on or before June 30, 2012, and they must remain employed with Hoag through the time checks are distributed in February 2012.
“During this unprecedented time in the external economic environment, the Hoag team rose to the challenge, remaining focused on patient value – meaning the efficient delivery of patient care at the most effective price,” explains Jennifer Mitzner. “The organization also demonstrated flexibility and effective management of variable expenses as we worked to size and scale our operating budget in response to changes in volume. These strategies resulted in exceeding our operating goal for the year.” Congratulations on exceeding Hoag’s goals for financial and operating performance!

Safe Harbor Contribution, length of service bonus and true up
Hoag contributed $10.2 million dollars to employees’ 401(k) retirement accounts who were enrolled in the 401(k) as of 12/31/11 regardless if they were participating in the plan or not also including employees who separated employment. Eligible employees received a 3% Safe Harbor Contribution (percent is based on their annual eligible salary from the eligibility date) and this contribution is 100% vested immediately. Employees that have been employed 10 years or more received a length of service contribution of up to 3.5% and this contribution is also 100% vested immediately. One unique aspect that many companies do not do is the true up contribution. The true up contribution is calculated for those employees that met their maximum IRS limits early in the year and did not receive their entire 2% matching, Hoag calculates the 2% they should have received and includes it in the year end contribution.

Hoag’s 401k record keeper mailed a Safe Harbor letter to all employees indicating the individual amounts they received in Safe Harbor, Length of Service and True up. The letter included information on how to take advantage of their 401k plan and the resources and tools available to them.

Total Rewards Statement - The Value of Your Total Compensation Package
Annually, year we provide each employee with a Total Rewards Statement. Within the statement each employee was able to view their total compensation package and use this information to plan for their personal financial future.
“We are glad to announce the creation and mailing of your 2011 personalized Total Rewards Statement. Please look for it in your home mail this week. This personalized statement reflects your 2011 compensation including Hoag’s contribution towards your health benefits and 401(k) retirement plan, which you received as a Hoag employee. The statement breaks down your cash compensation, benefit contributions, estimated tax savings, total compensation value and the value of your PTO as of 12/31/11. It also includes two pie charts; the first pie chart reflects the percentage of your and Hoag’s benefit contributions and the second pie chart reflects the total compensation value. We hope you take the time to review your personalized statement. Your total compensation is not only your cash compensation, but also the contribution Hoag puts towards you and your dependents Health and Dental insurance, your Life and AD&D insurance, Long Term Disability, Social Security and Medicare, 401(k) retirement plan, and Paid Time Off. As always we appreciate your dedication and contribution to Hoag’s success throughout this coming year.”

NEW! Automatic 401K Enrollment
Employees are automatically enrolled in the 401k at 2% and the contribution accelerator that will add a 2% employee contribution every year up to a max of 10%. Hoag will match $.50 cents to every dollar the employee contributes up to 4%, this match is 100% vested immediately. We want to be sure our employees have a nest egg and retire comfortably.

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Username: hoag
Password: rhythm123
Please briefly describe your organization’s philanthropic, environmental, or other corporate social responsibility initiatives, focusing on how employees participate in and/or derive value from these efforts.

Most companies usually define “giving back to the community” as financially helping local charities. This is a noble objective and Hoag recognizes financial support as an important part of giving back and responds accordingly with funds. But Hoag takes a much broader view of giving back by collaborating with those working within our community. Community Benefit is one of Hoag’s core values, and we are devoted to the communities we serve at every level.

**Community Benefit**

Hoag’s Community Benefit Program is guided by five Core Principles:

1. **Emphasis on Disproportionate Unmet Health-Related Needs (DUHN)** - We concentrate on residents who have a high prevalence of severity for a particular health concern and on residents with multiple health problems and limited access to timely high-quality health care.

2. **Emphasis on Primary Prevention** – We focus on program activities that address the underlying causes of persistent health problems as part of a comprehensive strategy to improve health status and quality of life in our local communities.

3. **Build a Seamless Continuum of Care** – We work to develop and sustain operation linkages between clinical services and community health improvement activities to manage chronic illnesses among uninsured and publicly-insured populations.

4. **Build Community Capacity** – We target our charitable resources to mobilize and strengthen existing effective community health services.

5. **Emphasis on Collaborative Governance** – We emphasize Networking to exchange information; Coordination of synergistic activities; Cooperation in sharing resources; and Collaboration to enhance the combined capacity of our community health partners.

**Charity Care**

Hoag Hospital provides uncompensated care (charity) to patients who are unable to pay for the full cost of their care. These expenditures amounted to over $34 million in fiscal year 2012 (October 1, 2011 through September 30, 2012.) The hospital charity care and self-pay discount policy states that self-pay and uninsured patients who are unable to pay for the full cost of their care may qualify for charity or discounts on a sliding scale for incomes up to 400% of the federal poverty level.
Total quantifiable Community Benefit expenditures (excluding Medicare Cost of Unreimbursed Care) for fiscal year 2012 at Hoag amounted to over $30 million.

**Hoag’s support for Not-For-Profits Organizations**

A key organization that Hoag supports is Share Our Selves (SOS) Community Health Center, located less than a mile away from the hospital. SOS was established in 1970 to provide comprehensive health and social services to low-income, medically indigent and homeless Orange County (OC) residents, annually assisting more than 120,000 individuals. Hoag’s Department of Community Health and SOS have nurtured a unique partnership since 1984, when the mission of SOS expanded to include free medical care with Dr. Donald Drake, former Chief of Staff at Hoag Hospital, acting as the Medical Director. Today, SOS is the largest community health center in the county to combine wrap-around social services with health care. In June 2012, SOS received designation as a Federally Qualified Health Center (FQHC) which included designation as a Healthcare for the Homeless Provider. Aside from SOS’ FQHC service area, SOS provides comprehensive quality healthcare for all Orange County residents at three clinical sites located in Costa Mesa, Santa Ana and Lake Forest.

Another organization with which Hoag has continued a long-term commitment is the Alzheimer’s Family Services Center (AFSC) located in Huntington Beach. Since its founding in 1980, AFSC has held close to the belief that memory-impaired seniors from all ethnic and socioeconomic backgrounds have the right to age with dignity in their own homes for as long as possible. Across the last 33 years, this belief has guided our mission to improve quality of life for families challenged by Alzheimer’s disease or another dementia through services tailored to meet individual needs. AFSC has also developed a continuum of research-based core services that address the needs of both memory-impaired individuals and their family caregivers. AFSC is also affiliated with the Hoag Neurosciences Institute and engaged in joint efforts to improve early identification of memory loss as well as hospital and post-discharge care of patients with dementia.

**Community Health Department**

The Community Health Department at Hoag was established in 1995. Since its inception the program has focused on two principal strategies:

1. Provide necessary healthcare-related services not duplicated in the community.
2. Provide financial support to existing community-based, not-for-profit organizations which already provide effective healthcare and related social services to meet community health needs.

Community Benefit grants support a variety of community-based not-for-profit organizations that provide a broad range of services, including the following:

- Free medical and dental care
- Adult day care and education for people suffering from Alzheimer’s disease or mild dementia, along with support and education for their caregivers and families
- Transportation services for local senior centers

The Department of Community Health, led by its Director, Gwyn Parry, MD, is responsible for the coordination of Hoag’s Community Benefit reporting and provides free programs to assist the underserved in the community. The programs include Community Case Management, Mental Health and Psychotherapy Services, and Health Ministries Coordination.
In addition to these services, many other Hoag departments provide community health services such as education and support groups which are free to the community. Hoag also has strong relationships with local colleges and universities to invest in education for various health professions. An example of this relationship is providing funding for professorships for nursing programs to increase enrollment in these programs.

**NEW! Story: Group Therapy**
We offer ten week support groups in Spanish with the emphasis on building self esteem, social capital and bringing awareness to mental health and wellness. Groups are so popular that we created a second level group for those who have completed level one. We have found that women from the community flourish in group settings and become more open- minded about prioritizing their mental health needs. By targeting the matriarch of the family we have impacted the entire family. One group member that stands out completed both groups and by the end of the series she was a different person. The 64 year old female started the group with some apprehension stating she was “old” and did not know if she could keep up. She was also mildly depressed and highly insecure as she had many negative experiences in her life. In group she was able to relate to others and she discovered she was not alone. As one of the older participants she naturally took on a leader role. In that role she was vulnerable and inspiring to others. She became less focused on the negative parts of her life and was able to embrace that her life was also filled with things to be proud of. She also found comfort in learning that she was able to help others in the group. The participant changed her schema of the world and as a result changed her feelings about herself and how she behaved. She smiled more, became more outgoing, she enhanced her personal grooming and she created healthy relationships with others in the group.

**NEW! Story: Grateful patient**
I am writing you to express my sincere and upmost appreciation to the Hoag Mental Health Program especially my therapist. I contacted the Hoag Mental Health Program back in after losing all hope in finding someone to talk with about all the negative events that had recently taken place in my life. Due to lack of insurance for mental health as well as financial hardships, I was at a loss for getting help. After weeks of feeling down and talking with my oncologist, I made a final attempt in searching out options and I contacted the American Cancer Society who led me to Hoag. My life has been full of many painful events; I have survived seeing several beloved family members pass away (grandpa, grandma, father and grandpa), infertility issues, and battling cancer. My father was too young to die and had so many things to live for, but cancer struck and took him away. I had just found out that I was pregnant with my first son (after several attempts in getting pregnant). After his death - I had to stay strong for my mom and sisters. Months passed and my family was blessed with my son. Then 2 years after losing my dad, cancer struck again. Now, I was the one facing the horrible diagnosis of both Endometrial and Ovarian Cancer. After four months of harsh treatment and surgery – I was proud to say I was cancer free. My heart still hurt realizing all the things I had lost. I tried group therapy but it didn’t seem to help I felt like people in the group couldn’t relate to my emotions. After about months of talking and crying – I realized I needed help and because of the Hoag Mental Health Program I was able to receive it. My therapist has taught me coping methods in order to work out some of my anxiety at home or work, introduced me to journaling as a way to express my feelings, and ways to refine my thoughts (turning negatives into positives) and so many other helpful tools. I have been able to go out to my father’s grave site, which prior to therapy – I had only been out there the day of the funeral. And after having a hysterectomy and accepting the reality that I cannot physically
bare another child – my husband and I have thought about others options like adopting. The services provided by Hoag are remarkable and the staff is truly a blessing. Tomorrow isn’t guaranteed for anyone so we have to make the most of what we’re given. Although there are still hard days ahead – I know I can handle the emotions and the fear that have defeated me in the past because of what I have learned from my therapist and the Hoag Mental Health Program.

During fiscal year 2012, Hoag’s Community Benefit Program supported the following organizations/programs:

- Academy of International Dance
- Access California Services
- Access OC
- Adult Day Services of Orange County
- Age Well Senior Services
- Alzheimer's Family Services Center
- American Diabetes Association
- American Lung Association
- Arthritis Foundation
- CA-HI-NV Exchange Club of OC
- Casa Teresa
- Child Help -OC Chapter
- Children's Health Initiative of Orange County
- CHOC Foundation
- City of Huntington Beach
- City of Newport Beach Oasis Senior Center
- Costa Mesa Senior Center
- Council on Aging Orange County
- Crohn's & Colitis
- Dr. Riba's Health Club
- El Sol/SOS Wellness Clinic
- Epilepsy Alliance of Orange County
- Epilepsy Support Network
- Girls Inc
- Health Care Council of Orange County
- Health Funders Partnership of Orange County
- Huntington Beach Council on Aging
- Invest in Children Fund
- Irvine Adult Day Health Services
- Irvine Children's Fund
- Irvine Community Alliance Fund
- Irvine Public Schools Foundation
- Kiwanis Costa Mesa
- Laguna Beach Seniors
- Latino Health Access
- Leukemia & Lymphoma Society
- Mardan Foundation of Educational Therapy
- National Parkinson Foundation-Orange County Chapter
- Newport Beach Police Explorer Program
- Newport Mesa Schools Foundation
- Newport Mesa Unified School District (HOPE Clinic)
Oak View Renewal Partnership  
Orange County Congregation Community Organizations (OCCCO)  
Orange County Health Needs Assessment (OCHNA)  
Orange County Human Relations Council  
Orange County Immunization Coalition (OCIC)  
Orange County United Way  
PADRE Foundation  
Project SEARCH  
Saint Joachim Catholic Church  
Save Our Youth (SOY)  
Share Our Selves (SOS) Community Health Center  
Someone Cares Soup Kitchen  
South County Senior Services  
Susan Komen Race for the Cure  
Sweet Success Express (SSEP)  
UCI Foundation  
UCI Institute of Memory Impairments and Neurological Disorders  
USC Keck School of Medicine  
Youth Employment Services  

Health Ministries/Faith Community Nursing  
Hoag Health Ministries celebrated twenty-five years of serving Orange County faith communities through our Faith Community Nursing (FCN) Program. This silver anniversary represents the on-going dedication of the 40 volunteer Parish Nurses who currently serve 25 congregations throughout Orange County. All denominations are welcome to participate in this spiritually centered wellness program, which seeks to incorporate a balance of the mind, body and spirit.  
Each Parish Nurse works independently within their congregation in creating programs specific to the needs, beliefs and practices unique to their faith population.

During FY 2012, Health Ministries  
- Comprised of 8 denominations amongst the 25 Faith Based Partnerships  
- Donated 4,022 Volunteer Registered Nurse hours  
- Touched the lives of more than 50,000 congregants  
- Administered 6,000 flu vaccine doses to faith members and the community  
- Donated 1,000 flu vaccine doses to the SOS Clinic and other community clinics in Orange County  
- Provided 3 Automated External Devices (AED’s) and training to partners  
- Trained 167 persons in life-saving CPR  
- Provided 91 Blood Pressure Screening Clinics and Health Education, reaching hundreds of people  
- Organized blood donations, receiving 180 units of life-giving blood  
- Collaborated with Alzheimer Family Services Center – 378 individuals received Memory Picnic training  
- Offered disease-preventing hand washing training
Faith Community Nurses – Parish Nurses provide a variety of services to their communities by utilizing a variety of methods:

- Integrate Faith and Health – Listens intentionally and offers guidance that promotes wellness, incorporating the individual’s spiritual beliefs
- Personal Health Counselor, Health Advocate and Health Educator – Discusses health concerns, provides information and clarification, assists with health care assessments and guides options
- Community Resources Liaison – Identifies available health care and social service resources
- Develops Support Groups - Based on the needs of a congregation
- Trains Volunteers – Coordinates volunteer services to support the Health Ministries program goals.

Health Ministries collaborates with a variety of Hoag and community organizations including the Alzheimer’s Family Services Center, City of Irvine, Irvine Senior Centers and a host of other partners who share their information and services with the Parish Nurses. It is through these collaborations that the volunteer nurses can provide resources to guide their congregations along the journey towards a mental, physical and spiritual balance.

**County-Wide Support**

California Community Benefit legislation, with specified exceptions, requires that not-for-profit hospitals conduct a community health needs assessment every three years. The community health needs assessment involves the identification of both unmet health-related needs and existing community assets. For the 2010 Assessment year, Hoag fulfilled this requirement with the Orange County Health Needs Assessment (OCHNA), a collaborative partnership of hospitals and other public and private health-related organizations in the county. Hoag’s participation with the OCHNA ensured the continued viability of this vital source of community health data, which all Orange County hospitals, as well as other organizations, may use to determine priority health concerns. OCHNA conducted 2 separate health needs assessments for Hoag Newport Beach and Hoag Irvine. Hoag is currently in the planning stages for the 2013 Community Health Needs Assessment which will be completed and made available October 2013.

To access the current needs assessment reports in its entirety, please visit www.hoag.org/about/community-health/community-health-reports.

Hoag is a critical partner for the Orange County Department of Education's Center for Healthy Kids & Schools. Hoag provides guidance for Center leaders and has joined a public/private partnership with the Orange County Children and Families Commission and the County of Orange Health Care Agency, Health Services, Prevention and Intervention to support the position of OCDE Medical Officer. Dr. Marc Lerner delivers medical expertise on behalf of Orange County students and helps bridge the gap between County health care providers and educators. He and the Center’s educators, nutritionists, counselors and health professionals offer consultation on youth-related medical and health issues for the education community.

**Charity Care**

Charity care is an integral component of the benefit that Hoag provides to the community. The current hospital Charity Care and Self Pay Discount Policy provide assistance on a sliding scale for uninsured and self-pay patients with family incomes up to 400% of the Federal Poverty Level. The Federal Poverty Level (FDL) is defined as a minimum amount of income that a family needs for food, clothing, transportation, shelter and other necessities. According to the FDL Guidelines
established by the department of Health and Human Services, the current annual FDL for a family of four was $22,350. In FY2012 the hospital served 11,325 Charity Care cases.

Support Lifeguards and Firefighters
Our Employee Health Services provides direct medical care annually to local area lifeguards and firefighters. Each year, flu shots and TB skin tests are administered by Hoag’s staff to the Newport Beach Fire and Marine Divisions, along with other community organizations that work with our Community Benefit program. Additionally, our Employee Health nurses provide Hepatitis B vaccinations at the Huntington Beach lifeguard training. Local firefighters and lifeguards also often use our conference center for meetings and trainings.

In addition to Hoag’s direct support of lifeguards and firefighters, Hoag’s department of Community Health provides financial support for Project Wipeout. The mission of Project Wipeout is to educate and raise awareness on injury prevention at the beach, particularly neck and spinal cord injuries, by distributing beach safety information locally and nationwide.

NEW! Story: OB Education Nurses give to Interval House
Nine OB Education nurses raised funds this year to support Interval House, a shelter for abused women and children, as a holiday gift to the people that need it the most. The nurses gave a total of $100 with a combination of four $25 gift cards to Target and Vons. During the holiday season Interval House expects to serve hundreds of abused women and children. For more information, please visit www.intervalhouse.org. Hoag salutes OB Education on their spirit of giving!

Dollar for Dollar Matching Employee’s Donations – “United Way is coming your way”
For over 15 years, Hoag has proudly partnered with Orange County United Way to improve lives and strengthen our community. In June 2012, during the two week-long “United Way is coming your way” campaign, Hoag employees have the opportunity to combine their resources to help those most in need in Orange County.

Orange County United Way developed our Community Impact Fund to address the county’s most critical needs with a goal of maximum impact—improved lives and a stronger community. We believe that education, income, and health are the building blocks for a good life. However, they are presently out of reach for far too many:

- More than 300,000 people in our community are living below poverty—that’s more than 10% of our neighbors, coworkers, and friends.
- Orange County’s four-year dropout rate rose from 9.5% to 14.3% in the past year alone.
- An estimated 400,000 people are at risk of hunger during the year in our community.

People and nonprofits turn to Orange County United Way for efficient, large-scale solutions to these problems. There are no quick fixes—but every day, Orange County United Way sets in motion a chain reaction of strategies that produce far-reaching results.

Hoag’s United Way Campaign will be run via an online system so giving back will be as simple as a click of a button. Giving through the workplace provides an easy and effective way to participate and help make a difference in your community.

At the end of the campaign, Hoag has an annual employee chili cook-off. Employees participate by entering their chili in the contest or attending the event and purchasing the chili for lunch. The cost is $5 (includes a bowl of chili, cornbread and a drink). All proceeds from the chili cook-off go directly towards Hoag’s United Way campaign total. [Internal Bulletin Update]
United Way campaign results 2012
We have completed our Hoag United Way campaign. We are pleased to announce that because of the generosity of our employees we were able to raise nearly $50,000. Combined with Hoag’s match of your contributions this brings the total to nearly $100,000.

2013 Campaign
Uniting to Improve Lives and Strengthen our Community with United Way
Did you know, during this year’s Workplace Giving Campaign (now - through June 11), Hoag’s Community Benefit Program will match your gift dollar-for-dollar, effectively doubling your impact! Living United means gathering together as engaged, committed residents to create lasting, positive change for our community. Orange County United Way partners with nonprofit organizations, like Hoag, to work in the areas of Education, Income, and Health in order to address underlying causes to community wide problems. Together, we can strive to make sure everyone receives a quality education, can meet their basic needs, and have the tools necessary to build a self-sufficient life. When you give to United Way, you improve lives. For example, just $5 per pay period can provide:
• 208 hot breakfasts to homeless individuals seeking refuge from the streets
• 10 days of career exploration for an out-of-work parent
• 18 days of academically enriched homework assistance for a struggling student.

We invite our employees to Live United by pledging today to improve lives and strengthen our community during Hoag’s Orange County United Way 2013 Workplace Giving Campaign.

Thank You for Investing in Change
With the Hoag-Orange County United Way 2013 Workplace Giving Campaign coming to a close, we hope that you have chosen to give and Live United. As a partner for change, your gift to Orange County United Way’s Community Impact Fund provides hope by strengthening our community in the areas of education, income, and health— the building blocks for a good quality of life. What’s more, Hoag’s Community Benefit Program has ‘pledged’ to match your gift dollar-for-dollar, maximizing your generosity by doubling the impact.

Last year, with the help of people like you, nearly 200,000 individuals in our community—our neighbors, coworkers and friends—received assistance. This year, we hope that by partnering with Orange County United Way, we can help improve even more lives. Whether your contribution supported a student’s graduation from high school, offered a single mother the job training to gain financial independence, or provided a senior with food and access to critical medical care, thank you for your support.

A pledge form was mailed to each Hoag employee home, but if you did not have a chance to donate yet, there is still time. To receive a form, please contact Orange County United Way’s Director of Development, Bill Vaughn, at bill@unitedwayoc.org or 949-263-6136. Your support means the world to our community and neighbors in need.

Hospital-Wide Green Initiatives
Hoag Hospital’s Green Team Committee embarked on an initiative to reduce Hoag’s carbon footprint on the environment and to be as green, cost-effective and efficient as possible while maintaining quality service. Several new initiatives have been adopted and are in place due to the planning and participation of Hoag’s employees. Real Estate, Facilities, Construction and Operations (REFCO) is the area that is chiefly responsible for large green projects.

NEW! Hoag Receives LEED Gold Certification
The recently completed Hoag Hospital Newport Beach Emergency and Radiology Department project achieved the prestigious LEED Gold certification for Building Design and Construction from the U.S. Green Building Council (USGBC). The project encompassed a 64,000 square-foot
renovation of the Emergency and Imaging Departments over a 5 ½ year time period. The renovation included a major consolidation of imaging services to one patient-centered location and an expansion of the ED to a 58-bed facility.
Hoag uses the new Emergency and Radiology Department to meet the goal of incorporating sustainable design and construction practices throughout every aspect of the healthcare environment. For example, the new facility uses approximately 36 percent less potable water each year (or 300,000 gallons) compared to a conventional facility. Additionally, the building saves nearly 3 million kWh of electricity per year, reducing energy costs by 35 percent compared to a conventional facility. Over the course of the project, at least 3,500 tons of construction waste were recycled or diverted from landfills.
Through an integrated process, Hoag agreed on a set of goals focused on a reduced environmental footprint and improved working environment for employees. This commitment to sustainable design fostered collaboration from all levels, from senior administration to staff members of all involved departments, which continues to improve environmental performance and enhance patient care.

NEW! E-waste Recycling Event Collects more than 4,000 pounds
In recognition of Earth Week, Hoag sponsored a Household Electronic Waste Recycling event from April 15 through April 30. The event, which was held at Hoag Hospital Newport Beach, Hoag Hospital Irvine, and Hoag Health Centers Newport Beach and Huntington Beach, brought in more than 4,000 pounds of e-waste items. Items collected include mixed electronics, desktops/CPUs, LCD monitors, UPSs, laptops and alkaline batteries.

E-waste totals:
• Hoag Hospital Newport Beach -- 2,730 pounds
• Hoag Health Centers, Newport Beach and Huntington Beach -- 1220 pounds
• Hoag Hospital Irvine -- 135 pounds Thank you for your support and participation!

Employee Participation
Hoag is a champion in encouraging employees to participate in community organizations. Employees hear about many of these groups through word of mouth, by reading “Hoag Times,” or through email communications highlighting upcoming volunteer opportunities. Our senior leadership team frequently makes rounds to the facilities we support in our immediate area and volunteer their time and talents. The goal of our Community Benefit Program is to work collaboratively with organizations that have a passion for the mission, making them stronger when partnering with Hoag employees. Many Hoag employees are actively engaged with the local community organizations through board involvement and other volunteer roles.

UPDATED! Toshiba Classic
2013 Toshiba Classic Donates to Hoag’s Mary & Dick Allen Diabetes Center
The Toshiba Classic continued its legacy as the leader in charitable contributions on the PGA Champions Tour by raising $1,148,500 million for charity, which primarily goes to the Mary & Dick Allen Diabetes Center at Hoag, and other deserving groups in Orange County. The tournament has raised more than $3 million for the Allen Diabetes Center since 2011.
Over 80,000 golf fans filled the galleries March 11-17 to watch the popular tournament at The Newport Beach Country Club. The field included World Golf Hall of Fame members Fred Couples, Tom Watson, Bernard Langer, Tom Kite and Ben Crenshaw. David Frost shot a 65 to tie the tournament record of 19-under-par and win.
Other tournament highlights include:
• The Toshiba Classic Scholarship Fund honored two Orange County high school students with a $10,000 scholarship and a Toshiba laptop to continue their education. Ten additional finalists received a Toshiba laptop.

• The Toshiba Classic Skills Challenge partnered a Champions Tour professional, a celebrity, sponsor and media member into teams of four to test their golf skills with three challenges on Hole 10. The event helped raise funds for the Allen Diabetes Center.

• The Women’s Business Day, presented by UPS, brought over 260 women executives together for a luncheon and clinic featuring LPGA legend Nancy Lopez. The day concluded with a clinic featuring Lopez and PGA Champions Tour star Corey Pavin.

• Ron Bloes was named the 2013 Toshiba Classic Volunteer of the Year. Over 800 volunteers help to make the tournament a success each year. To join the team, visit ToshibaClassic.com/volunteers.aspx.

The 2014 event will be held on March 10-16, and will celebrate the twentieth anniversary of Toshiba America, Inc. as title sponsor. Mark your calendars to watch David Frost defend his title. For additional tournament information, visit ToshibaClassic.com.

Hoag Employees Step Up with Support
The affluence in Orange County is often publicly emphasized but poverty is widespread too. There are many individuals and families affected by the need for food, water and shelter. Hoag employees show their support in a variety of ways. Throughout the year, employees serve food at a soup kitchen, “Adopt-A-Family” during seasons such as Back-to School and December holidays, as well as make contributions to a local food bank.

Adopt-A-Family
During the holidays, Hoag departments adopt families in need through local charities. Employees in each department receive a list from the organization of the family members’ wants or needs. Employees sign up to purchase Christmas gifts and food so the family will be able to have a joyful Christmas, complete with presents and a delicious meal. Oftentimes, the generosity of employees goes above and beyond and they provide additional grocery store gift cards and extra presents for the kids. This annual event makes the holidays so much more special for our employees because they know their efforts are helping those less fortunate.

Food Drive – Food Bank (may want to contact Kathleen from SOS: kbruski@shareourselves.org
Our annual food drive occurs at Thanksgiving and supports the Share Our Selves (SOS) Community Health Center with much needed food for the individuals they serve and for the past two years, we have had quarterly food drives. Large containers are placed at selected locations for employees to deposit food items during that week. These provide a simple, yet effective way for busy employees to give food and feel the reward of helping those in our community who are hungry and in need. In 2011, over 800 Thanksgiving meals were distributed to SOS clients which included a turkey, side dishes, rolls and pie for the recipient to prepare and feed a family of five.

SCAMP
Our employees have provided their professional expertise to such programs as SCAMP (Southern California Asthma Medical Program) Camp through the American Lung Association. Hoag nurses support the camp by providing children with asthma education, along with their medications.

Story: Tias Arms Joanne Baker
In 2010, Hoag made a $3,500 donation to Tias Arms, a non-profit, non-denominational organization that believes in providing a dignified, nurturing, and compassionate environment for orphaned or
abandoned children affected by HIV/AIDS in South Africa. Their goal also is to provide a hospice environment to comfort these children in their final stages of life. One of Hoag’s nurses, Joanne, was born, raised and educated in South Africa. She came to the US in her early twenties. She founded a charitable organization called Tias Arms in 2001. On her website Joanne writes:

“I realized how much could be done with so little, as at that time the exchange rate was the strongest the dollar had even been at R14 to $1, which meant that certainly our dollars could go a long way. I returned to California with my head swirling and this seed of a dream began flowering - the concept of TIAS ARMS was born. With one in four people being affected by HIV/AIDS it was easy to feel overwhelmed. We decided to focus on the most innocent - that of the children.

A 50th birthday happened to be around the corner and I took the opportunity to invite friends, old and new, to a party asking for support in beginning the dream of TIAS ARMS. We collected donated goods including art, trips and items left from my former Timbuktu Folk and Tribal Art Gallery and held a silent auction along with dinner and dancing. Friends unable to attend sent generous donations and a surprisingly sizable amount of money was raised. I was overwhelmed at the volume of support.”

Joanne’s goal on her 50th birthday was to raise $50,000. For her 60th birthday this past January her goal was to raise $500,000. She has nearly reached her goal and she has given herself all of 2012 to do so.

Joanne says, “It changes lives: ours and theirs.”

Hoag has helped Joanne’s cause throughout the years; Joanne estimates that 90% of her co-workers have donated money to Tias Arms. In fact, one of Joanne’s co-workers lost her dad and requested that in lieu of flowers or gifts that a donation be made to Tias Arms.

Hoag also made a $3,500 donation to Families Forward, a community supported non-profit agency that assists homeless families with housing, counseling, food, referrals, school supplies, career coaching and other services.

Serving others is simply in the fabric of our organization, whether we are serving our patients or serving our community. Hoag Hospital works hard to be part of the integration of health in our community and serves as a beacon of hope and support. Being an active part of the community allows us the opportunity to listen and learn about how we can make this a better place to live. Since our employees reflect many of the communities we serve, this is the foundation that creates our unique “Hoag Pride.”

**Hoag helps the Irvine Public Schools Foundation Fund School Nursing Jobs**

*In an article from OC Metro:*

“The Irvine Public Schools Foundation (IPSF) and Hoag Hospital Irvine have united to help raise money for nursing positions in the Irvine Unified School District (IUSD). Hoag features its Generations Wall, which gives donors an opportunity to purchase a personalized recognition tile that will be installed and permanently displayed at the medical facility. In turn, Hoag will match every donation cent for cent to help fund IUSD nurses for the next three years.

Thanks to the fundraising effort, a total of nine nurses in the Irvine Unified School District will serve at all 33 of the city’s schools and be available for 28,000 students. Currently, 50 donors have contributed over $128,000 to help fund the nursing positions.
The donors recently attended a breakfast reception, where they were given the first opportunity to view the Generations Wall and were honored, along with Hoag Hospital officials, for their support of Irvine schools by Neda Zaengle, the ISPF’s CEO. Other speakers included Robert Braithwaite, Hoag Hospital Irvine’s COO; Marcy Brown, executive director of Hoag Hospital Irvine; and Dr. Gwyn Parry, Hoag’s director of community medicine.

“The addition of a full-time nurse for the next three years funded by these donations to the Generations Wall significantly improves the level of service we can bring to students, by reducing the number of schools each nurse serves from five schools down to four,” said Marcia Noonan, health services coordinator for the IUSD.

Although the first phase of the Generations Wall is complete, a limited number of tiles are available for purchase to be applied to the Wall’s second phase.”

**Nurse Education in the Community**

Teresa, an RN in our GI lab, has visited the Brethren Christian School for the last eight years to talk with junior and senior students in anatomy classes about the GI system. She reviews the anatomy of the GI system and digestive process and describes the procedures in the GI lab (colonoscopy, EGD and capsule endoscopy). She always receives great feedback, and students are especially interested in learning about what we do in the Hoag GI Lab. They are intrigued by the photos Teresa shares and real-life samples of capsules we use for capsule endoscopy. Teresa challenges the class to correctly spell out "esophagogastroduodenoscopy" and gives a prize to those who spell it correctly.

**NEW! This same, wonderful nurse was featured in the Orange County Register with her family.**

*Article from OC Register*

"It's been one of my dreams to get my whole family over to Hoag to all donate blood at the same time," said Teresa Castle, a registered nurse at Hoag Hospital in Newport Beach for more than 25 years.

Teresa is the proud mother of Alicia and Daniel, and wife to husband, Bob, chief information officer of Roland DGA in Irvine. Over the years, her family has donated blood in a number of ways to many organizations, including Hoag, but has never had the chance to donate together.

"As a nurse, I definitely understand the importance of blood donation, and donating to your local hospital," Teresa said. "When you donate at a hospital, your blood is going directly to that hospital's patients. I like knowing that my donation directly supports my community, friends and family."

In an average month, Hoag needs more than 2,000 units of blood, with blood type O being the most in demand. One blood or platelet donation can benefit up to three patients in need.

Teresa, who started out working in the critical care units at Hoag, now serves the Gastrointestinal (GI) Lab, assisting doctors with colonoscopies and upper endoscopies.

"In many areas of the hospital there are patients in need of blood transfusions, sometimes in massive amounts," she said. "Years ago, I donated blood for a fellow co-worker who delivered twins and was very anemic from the blood loss. Another time I donated for a co-worker’s newborn that was hospitalized and needed a transfusion. I enjoy donating through the Hoag Blood Donor
Center because they make it easy with appointments and are available at all different times. They always treat you like a VIP when you donate there."

Hoag Blood Donor Services holds blood drives each month, sponsored by local eateries, gourmet food trucks and offering opportunity drawing prizes as a way to thank donors.

**NEW! Team Hoag Walks**

Each year Hoag employees support each other by participating in charity walks for several different organizations. There are so many walks annually that employees take part in it is difficult to capture them all. One thing is certain, Hoag’s culture and heart is to raise money and help organizations and have fun by walking! Below is one example of an invitation for a walk that Hoag recently completed:

**Spreading Epilepsy Awareness, One Step at a Time**

Join Team Hoag for two upcoming walks in support of epilepsy awareness. Team Hoag is participating in the Cinco de Mayo half marathon event in Irvine on Sunday, May 5, 2013, from 8 a.m. to 12:30 p.m. at the Irvine Spectrum. Sponsored by the Children’s Cancer Research Foundation, the event will include a 10k or 5k run, and a 5k walk. If you love to cycle, there is a 50k bike tour as well. Bring your family and enjoy the Kid’s Fun Zone or huge food festival with free treats. Team Hoag will also be participating in the Epilepsy Walk Orange County on Saturday, May 18, 2013, from 8:30 a.m. to 2 p.m. at TeWinkle Park in Costa Mesa. Sponsored by the Epilepsy Support Network of Orange County, this walk will help build a community of support to help children, teens and adults with epilepsy. There will be a carnival with games, barbeque lunch, silent auction and more. Epilepsy is one of the nation’s most common disabling neurological conditions. More than 2.2 million Americans are living with epilepsy, with 32,000 of those residing here in Orange County. Yet, epilepsy continues to be a disorder that people won’t admit to, let alone champion. May is National Epilepsy Awareness Month and Hoag Epilepsy Center is committed to raising awareness about epilepsy and seizure disorders. Hoag Epilepsy Center offers comprehensive treatment through a patient-centered, integrated approach. Hoag’s multidisciplinary team of specialists utilizes the best in evidence-based practice, state of the art technology and advanced research.

**NEW! Story: Crohns and Colitis Walk**

Christal - Hoag Endoscopy Center - Newport Beach

Christal organized and participated in the Crohns’ & Colitis fundraising walk on July 24, 2012. She spent a month promoting the event and collecting donations. She raised twice her goal in donations! The walk was fun and everyone who participated felt good about the event. Christal did this out of the goodness of her heart. This represents Hoag Pride at its best. Thank you for being a wonderful team leader. - Ann

**NEW! Story: March of Dimes Walk**

Julie F-O - Marketing/Communications - Newport Beach

Julie was outstanding in her support of Team Hoag at this year’s March of Dimes March for Babies Walk! She gave us the support we needed to make the event memorable for our walkers and the numerous NICU families that were at the event. Without her creativity, supplies of Hoag materials, give-aways for walkers, and her cheerful hands-on help the day of the walk, our team would not have been able to have such a presence at the event or raise over $3,700 to support the March of Dimes research to ensure all babies have a healthy start. She truly OWNed this task and is the embodiment of Hoag Pride! - Julie W
Donate Blood
Hoag is very generous and will pay for employees’ time while donating whole blood or platelets. This can be 1-3 hours of time. Hoag’s Blood Donor Center uses delicious food to solicit new or repeat donors. Locally, Orange County, California has several award-winning food trucks that deliver food. In April of 2012, Hoag organized a gourmet food truck drive and it was an extremely popular event. Hoag Blood Donor Services organized a summer series, bringing an assortment of food trucks to Hoag Health Center-Newport Beach this June, July and August! “I have been hearing a lot about gourmet food trucks, so I was so excited to learn they were coming to Hoag!” exclaims Hoag employee Sherine Barry, administrative assistant for The Judy and Richard Voltmer Sleep Center. “The food was delightful. Both my Mexican-Korean fusion burrito and banana, nutella crepe with ice cream exceeded my expectations! I encourage all employees to take advantage of the next Food Truck Drive!” Hoag encourages employees to come out and enjoy a fun lunch with colleagues. The participating trucks, Crepes Bonaparte and Calbi (Mexican-Korean fusion), are stationed outside of 500 Superior Ave. at Hoag Health Center-Newport Beach, on the surface parking lot. Hoag’s Donor Center offered $10 vouchers redeemable at the various food trucks to the first 50 callers schedule an appointment to donate blood or platelets. The food truck meals are not sponsored by Hoag, except for the first 50 callers to make an appointment to donate and receive a free voucher. What a win-win for Hoag’s Blood Donor Center and for employees/donors.

Climb the Clinical Ladder
Registered Nurses at Hoag can now receive clinical ladder credits for donating whole blood and platelets. It is highly rewarding to donate blood without clinical ladder credits because each whole blood donation can save up to three lives. The clinical ladder credits are the perfect way to reinforce Hoag’s nurses’ dedication to their patients.

NEW! Spirituality Conference – Keeping the CARE in Care Giving
Hoag Community Health, collaborating with the Hoag Neurosciences Institute and Alzheimer’s Family Services Center (AFSC), hosted the 2013 Spirituality Conference: Keeping the CARE in Caregiving. Over 160 healthcare professionals, clergy members, and caregivers gathered at the Hoag Conference Center in March for an informative morning. A prestigious panel of speakers led participants on a journey including information on early recognition and diagnosis of Alzheimer’s disease, options available to identify and slow the progression of the disease, and resources and support systems to assist families as they face the challenges involved with memory lost.

Speakers included:
- Robert Braithwaite, Hoag President and CEO, who welcomed conference attendees. He shared his own personal experience coping with a parent with memory loss.
- Chaplain Don Oliver, PhD, Hoag Director of Pastoral Care, provided the invocation.
- Dr. William Shankle, MS, MD, FACP, Shankle Clinic, discussed specifics of dementia and explained the benefits of annual memory check-ups, early detection and treatment. Hoag’s Vital Aging Program offers the baseline memory assessment.
- Lori Berberet, RN, Hoag Nurse Navigator, spoke about the value of Hoag’s Family Caregiver Programs. She reminded the audience that caregivers share feelings of guilt and conflict, and urged them to reach out to others for support.
- Cordula Dick-Muehlke, PhD, Director of Education for UCI MIND, discussed the stigmatization of dementia as well as pathways to reduce the negative connotations associated with the disease.
- Father Brad Karelius, Associate Professor at Saddleback College, and Sister Paula Cooney, Retirement Home Administrator for the Sisters of St. Joseph of Orange, explored some of the challenging aspects of care giving and how to incorporate spirituality into one’s daily routine.
Attendees left the conference moved, inspired and enlightened. Thank you to Hoag Community Benefit for sponsoring the Spirituality Conference and to everyone who contributed to the success of this event.

**UPDATED! Hoag’s Culture Audit Website:**
Simply click on the link and use the username and password below to be transported to Hoag’s Culture Audit (Part I & II, including supplemental materials)

  - [www.theresnoplacelikehoag.org](http://www.theresnoplacelikehoag.org)
  - Username: hoag
  - Password: rhythm123

**UPDATED! Hyperlinks throughout Culture Audit 8.1-8.17**
By clicking on any blue links throughout our submission, you will be redirected to the corresponding document, video, etc. This is an easy way to connect our reader to the items on our website! When prompted, please enter the username and password provided below:

  - Username: hoag
  - Password: rhythm123
Optional Questions 8.17

8.17 Do you have any evidence (either hard data or anecdotal) to suggest that your company's workplace culture does, in fact, contribute to the organization’s success?

Hoag’s core values of excellence, respect, integrity, patient-centeredness, and community benefit are the culture at Hoag. Hoag’s workplace culture is the driving force behind our success. Our culture is what attracts and retains top talent, and it’s what makes Hoag so special to our patients and families. Hoag employees are proud to be part of this organization and its achievements. At Hoag, we say, “There’s No Place Like Hoag” because we know we work for an organization that is run with integrity and is highly respected in the community.

Everyday through our work, whether on a nursing floor or not, we are helping restore health and providing support to those who need it most. Our customer service and our patient satisfaction shape Hoag’s reputation but that starts with the quality of people we hire and retain. Hoag’s most valuable asset is our team; Hoag and its employees are so different from other hospitals and healthcare systems, giving us a spirited advantage. This is Hoag’s legacy, we Own It!

NEW! Employees Display Patient Centeredness and Integrity
Stories of Hoag employees going above and beyond in their daily tasks, as recognized by their peers, are shared regularly. From a small gesture to a life-saving effort, Hoag Pride is demonstrated thoughtfully and often. Here are just a few examples:

I want to give a very big thank you to Ivan M. at HOI! On Thursday, February 21, he was Relief Charge RN and it was a very busy night. At the beginning of the shift I was concerned with my patient who had difficulty speaking and was lethargic, with no improvements when he was alert. I called Ivan informing him of this urgent issue and he came to my patient’s room right away and assessed the patient with his great critical thinking skills and was proactive. He went out of his way without even asking to draw labs, start a second IV, and even helped take care of my other patients during this time. With Ivan’s awesome leadership and implementations, he made this very stressful situation a less stressful experience. I was very happy and proud that because his teamwork, we were able to be very proactive and get things done for the patient so he could have the best outcome. Thank you so much again, Ivan!

• • •
Recently, we had a patient come in for X-rays on her birthday. Emilia S. gathered a few roses out of her personal vase of flowers and tied a ribbon around them and presented them to the patient in celebration of her 75th birthday. The smile on that patient’s face was priceless! This is just another example of how Emilia goes out of her way to make her patients feel special.

• • •

It was Christmas Eve and a very distraught woman carrying a small toddler came into our ED waiting room. Medics told her that they might be bringing her husband to Hoag ED or Kaiser ED. Her husband was in full arrest. With fear and sadness in her eyes, we contacted the Kaiser ED and found out that her husband was in the ER and that the staff was still working on her husband. Brett H. saw how upset, lost and scared she was while holding her son in her arms. Brett willingly drove the woman to Kaiser’s ED and walked back after taking her there. What a blessing it is to know that Hoag staff have caring spirits and a selfless nature.

NEW! A Special Patient Letter
A heartfelt and touching patient letter was sent to the Nursing Department from a family who had much to say about the outstanding care they received at Hoag. It reveals that every single interaction with our staff can impact patients and their families.

My wife and I had a beautiful baby girl at your hospital on 12/8/12. I wanted to write you to share with you how moved we both were by the incredible care and professionalism we experienced. With an emphasis on “care.” We live in San Diego and I absolutely did not want to birth in OC, but my wife had recently lost her mother (after 5 months of battling cancer in Oregon) and switching OB/GYN was just too much. Our daughter also came three weeks early and 45 days into moving into a new house; so our planning and preparation were seriously lacking. Our water broke and we drove the hour to the Hospital at 2 a.m. just having faith that God owed us one.

From the moment we arrived we had an AMAZING experience. We were scared, still struggling with grief and kind of shocked by the early arrival. We were greeted with such warmth, our family was made comfortable and we fell into a crazy, wonderful ride. I was so grateful for one nurse sharing her birthing story and making the epidural decision so easy for my wife. It wasn’t clinical, it was personal, and that is just what we needed at the time! Her willingness to be a mother with my wife was so valuable and appreciated.

Our daughter had respiratory failure an hour after she was born and turned purple/blue and scared us beyond our wildest fears. The staff handled it with deft brilliance and reassured us as necessary. I was just so grateful for all of them! It takes true talent to inspire confidence and caring-warmth at the same time and they did it. We have tried to capture all the names but we know we missed a couple, so we are so sorry to not name one person in particular; but we want to thank: Kim, Brittany, Danielle and Mykelle.

Our little miracle had to spend three nights in the nursery and those were scary for us first time parents; especially since we thought she would be sleeping with us in our room. We found those nursery nurses to be so empathetic and once again inspire confidence. We had another respiratory occurrence and a couple minor ones, so we were scared constantly, but the nurses and the visiting NICU Doctor made us feel as safe as we could.
To: Kim, Joni, Holly, and Alyssa- thank you so much for making some dark nights a little brighter for us. You were little angels for our angel and us. Over the 4 nights we were there, we moved between 4 rooms and had so many nurses. Even our last night when we were “boarders” as technically only our daughter was a patient, the staff went out of their way to help however they could; including helping my wife with her dietary needs (gluten free) that the cafeteria couldn’t accommodate. They also helped me as if I were a patient whenever they could. So to: Laura, Julie, Josie, Minah and Noonosh, thank you so much for your compassion and empathy. What you do is so much more than a job!

We existed in your little ecosystem for 4 days, with little to no prep. But we felt like we were with family with all the staff.

I have a consulting firm that works with businesses on Culture, Planning, and Leadership and I have to say that as a professional, I am floored by the strength of the culture you have created at Hoag. And as a man, father and husband I get tears in my eyes when I think of all the love, experience and brilliance that went into our four-day miracle at Hoag. And it didn’t stop with Nurses; it went to the security guard who let us in the door the night we arrived, the cafeteria and the Engineers and everyone who worked there. I went to the cafeteria at midnight and someone saw my wristband and just told me to take a coffee because they could tell, “I needed it.” There were men rushing to fix things, but stopping to ask me if I had a “boy or a girl.” It was another person (not even sure what they did) asking about the fear and sadness in my eyes. It was truly top down culture. And the culture was fantastic. That doesn’t happen by accident and it doesn’t happen very often, in any business.

So we wanted to say THANK YOU, kudos to good leadership and Keep up the Good Work. I pray thousands of more parents have the same exact experience that we had. Thank you to Hoag!

NEW! Demonstrating Teamwork and “Owning It”
Our “Own It” program and the Hoag culture encourage working as a “team” — and we all need to be on the same “team” for the people we serve. This applies to all employees, from the leaders of the organization all the way to the front line staff.

An employee of the Emergency Department wrote this about her leader:

Words can hardly express the teamwork demonstrated by our Emergency Department Nursing Director, Carla S.. We were on code EST today in the ED with 40 plus patients in the Lobby and multiple patients holding for inpatient beds. Carla jumped right in and started helping transport patients, cleaning beds, talking to families, and assisting staff and patients with care and concern. Her high standards of care, willingness to make positive changes, and true act of professionalism and efficiency demonstrates a leader who can do it all! You are awesome today and everyday, Carla!

Who wouldn’t love to work for this organization that truly makes a difference in people’s lives? These are the stories that make us all smile and further validate that we’re doing the right thing by hiring the best employees possible to care for these patients and then doing our best to keep them happy so they stay with us and continue to provide great care for our patients. Hoag is proud of its achievements but even more so of our dedicated employees whose contributions make it all happen. What our patients and families will remember most is the small act of kindness or caring by our employees that made a difference in their lives.