

# Caring For Our Employees 2019 Performance



Our employees feel called to work in a healing ministry that improves the quality of life for millions of North Texans. We invest in our workforce so they can prosper and deliver exceptional consumer care. Read more about our people readiness strategies and programs in our [Social Purpose Report](#). A summary of 2019 performance highlights follows:

Focus Area	Goals	2019 Progress
Recruitment and Retention	Hire and retain experienced, compassionate and forward-thinking employees who embody Texas Health's beliefs and core values.	<b>We hired and onboarded 105 new employees to open our Texas Health Frisco hospital and health campus, and recognized 5.3% of systemwide employees who have worked at Texas Health for more than 25 years.</b>
Employee Engagement	Achieve top decile performance.	<b>Employees rated overall engagement as 82% favorable this year, which exceeded external benchmarks by seven percentage points.</b>
Health and Wellness	Optimize health and productivity by reducing the risk of chronic disease.	<b>More than half of eligible employees completed a biometric screening and of those, 86% met at least three of the four metrics measured to prevent chronic disease.</b>
Recognition	Honor at least 75% of our workforce through Applause each year.	<b>Recognized 94% of our workforce through Applause.</b>
Safety	Create an injury-free workplace and hazard-free care environment.	<b>Reduced patient-handling injuries by 19% and injuries caused by physical attacks by 10%.</b>
Diversity and Inclusion	Enable employees of all backgrounds to contribute to our Mission fully.	<b>Promoted various cultural awareness events through our Diversity Action Teams to help us better understand each other and our consumers.</b>
Compensation and Benefits	Optimize the well-being of our employees and their families while managing future health plan costs.	<b>Managed to keep health plan cost increases to below 3.5% by developing and promoting health and wellness programs for our employees. Our costs are well below the national average.</b>
Learning and Development	Help employees bridge the gap between knowledge and learning and effectively apply what they've learned.	<b>Deployed a deep learning platform that is customized to individual learning needs. It helps reduce on-the-job errors and prevent avoidable harm and financial losses.</b>

## 2019 Recognitions

- Fortune magazine's list of Best Workplaces in Health Care and Biopharma™ (No. 1)
- Great Place to Work® Best Workplaces for Women (No. 5)
- Fortune 100 Best Companies to Work For® (No. 9)
- Fortune's Best Large Workplaces in Texas (No. 19)
- Fortune's Best Large Workplaces for Millennials (No. 23)
- Great Place to Work® Best Workplaces for Diversity™ 2019 (No. 44)
- Fortune's Best Workplaces for Diversity (No. 140)
- Platinum recognition from the National Business Group on Health®
- Gold-level status on the American Heart Association's Workplace Health Achievement™ Index

## Highlights

### Recruitment and Retention



We adjusted staffing early in 2019 to improve efficiencies and reduce costs by transitioning employees into other roles and reducing about 2% of our positions. We are proud to say that we were able to find other positions within the organization for 70% of the affected individuals.

### Health and Safety



We improved our overall safety performance and provided employees with new guidelines and resources to reduce the risk of workplace violence, including a violence prevention and intervention toolkit for managers.



### Engagement

As a system, we scored in the 75th percentile nationally for overall and core engagement. Four entities achieved top decile engagement, another ranked in the 85th percentile and seven ranked in the 75th percentile.



### Development

Texas Health began deploying a situational leadership training program that aligns our leaders' management style with the type of employee or situation he or she is managing. For example, new employees are more likely to need direction on tasks to complete while seasoned caregivers need minimal assistance and can make team decisions simply with some guidance. Aligning leadership style to unique circumstances improves employee engagement and the adoption of behaviors that we are trying to achieve.

We also aligned our leadership development strategy to Texas Health's strategic priorities so that senior leaders at all levels have the competencies they need and trained more than 100 new staff at Texas Health Frisco on our policies and processes.



### Diversity

Ethnically diverse employees comprised 45.4% of our workforce, and we hired 7% more military veterans and disabled staff than in 2018. Gen Xers represented 39.2% of our employees, Baby Boomers accounted for 21% of our team and Millennials represented 39%.

# PERFORMANCE METRICS

RECRUITMENT AND RETENTION	2015	2016	2017	2018	2019
Workforce size	~23,000	23,000	24,569	25,000+	24,337
Retention	86%	86%	89.3%	83.4%	81.6%
ENGAGEMENT AND SATISFACTION					
Overall engagement	96%	93%	84%	84%	82%
Satisfaction with benefits	85%	98%	80%	80%	79%
HEALTH AND SAFETY					
OSHA incident rate (versus national average)	5.6 (6.0)	4.3 (5.9)	3.7 (5.7)	4.1 (5.6)	4.0*
OSHA lost time rate (versus national average)	1.3 (1.4)	1.2 (1.3)	0.9 (1.3)	1.2 (1.3)	1.2*
OSHA restricted work rate	0.7	0.7	0.5	0.5	0.6
Employees who quit tobacco	41.1%	41%	41%	41.2%	41.3%
DIVERSITY					
Men	23%	23.1%	21.3%	21.3%	21.5%
Women	77%	78.7%	78.7%	78.7%	78.5%
Age <30	16%	16%	16.4%	15.8%	14.3%
Age 30-49	52%	52.1%	52.5%	52.7%	52.9%
Age 50+	32%	31.9%	31.1%	31.5%	32.7%
Ethnic minorities	40%	40.9%	42.4%	43.5%	45.4%
RECOGNITION					
Thank you cards distributed	88,000	90,237	92,466	112,000	103,210
Spot financial recognition (millions)	\$938,000	\$1.8	\$1.3	\$1.3	\$1.3
Incentives for achieving KPIs (millions)	N/A	\$10+	\$11	\$54.3	\$26.14

\* National averages will be available in November 2020.