

# FOCUS

2016 EXTRA VOLUME 27, NO. 10

*Focusing on the people and initiatives that distinguish Christiana Care Health System*

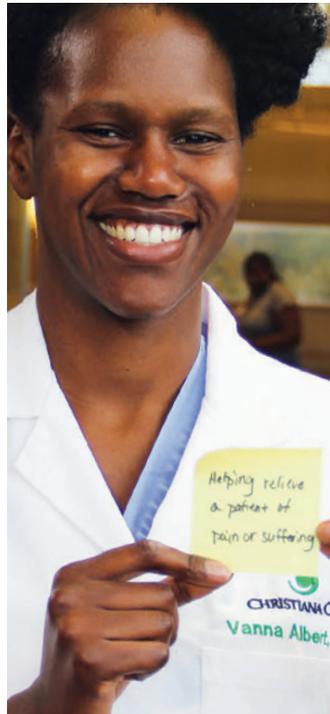
SPECIAL  
ISSUE

## Extraordinary People advance The Christiana Care Way

As one of the country's largest health care providers, Christiana Care recognizes that it is only through the efforts of more than 11,000 Extraordinary People — you, our valued employees! — that we can serve our neighbors as expert, caring partners. Here are some of the many ways we support you.

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DEAR COLLEAGUES,

At Christiana Care, our purpose is simple: We take care of people. Our roles vary, but each of us shares this purpose. Each one of you takes care of people.

Some of you take care of patients and their families face-to-face. Some of you take care of patients and their families behind the

scenes. And some of you take care of your colleagues and support the work that we all do.

You are Extraordinary People, because you are the ones who deliver on the promise of The Christiana Care Way. Your courage and empathy, your growth and learning, your creativity and commitment to excellence are the future of Christiana Care.

Because of you, that future is brighter than it's ever been.

As we begin a new fiscal year, let's take a moment to reflect on the work you did in Fiscal Year 2016, because it was nothing short of amazing.

As an organization, we met or surpassed our targets in all of our performance metrics, enabling us to again share this success among our employees through the Transformation Rewards Program.

Christiana Care was the only hospital in the greater Philadelphia region to earn a place on this year's Truven Health Analytics list of 100 Top Hospitals in the U.S.

Even more exciting: We are the only major teaching hospital in the nation to win the Everest Award consecutively in both

2015 and 2016. The Everest Award singles out health systems demonstrating the highest performance and fastest long-term improvement over five years, exceeding benchmarks for quality, safety and efficiency of hospital care.

In August, we were recognized for excellence as the best hospital in Delaware and No. 3 among the 96 hospitals in the Philadelphia region by U.S. News & World Report. Christiana Care was named among the top 50 in the nation in four specialties: Nephrology, Pulmonology, Diabetes & Endocrinology, and Gastroenterology & Gastrointestinal Surgery. U.S. News and World Report also ranked Christiana Care as a high-performing hospital in the specialties of Geriatrics, Gynecology, Urology, Orthopaedics and Neurology & Neurosurgery.

Christiana Care was one of only 63 hospitals in the nation that earned a high-performing rating in all nine inpatient surgical procedures and chronic conditions that U.S. News evaluated: colon cancer surgery, lung cancer surgery, heart bypass surgery, aortic valve surgery, abdominal aortic aneurysm repair, hip replacement, knee replacement, heart failure and chronic obstructive pulmonary disease.

Christiana Care earned a new distinction as one of the nation's "Most Wired" hospitals by the American Hospital Association's Health Forum, recognizing our national leadership in integrating care and technology to connect with the people we serve and help them achieve optimal health.

For the fifth consecutive year, Christiana Care was recognized as a Leader in LGBT Healthcare by the Human Rights Campaign Foundation, the educational arm of the country's largest lesbian, gay, bisexual and transgender civil rights organization.

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And of course, Fiscal Year 2016 began with the announcement of our Magnet redesignation, a truly outstanding achievement by everyone in the organization in demonstrating sustained excellence in nursing practice and adherence to national standards.

Each of these awards and recognitions is exciting in its own right. But equally exciting is the work that we are doing to Advance the Way and build the future of health care in our community.

Over the past year, we transformed the way we work, organizing into a new structure of service lines and essential services. We embarked on a new process of developing clinical pathways to provide highly coordinated, optimal care to many of our most challenging populations. And we embraced new payment models that support a focused drive toward high-value care in which patients get the right care, with the right team working together, at the right time. These are the strategies that enable us to achieve Optimal Health and an Exceptional Experience for the people we serve, while ensuring Organizational Vitality so that we can provide for our community now and in the future.

We are building new infrastructure and innovative new tools that allow us to work in entirely new ways. Christiana Care

Care Link is helping us to coordinate care and reach out to our patients, helping them to manage their health with a team of Christiana Care experts behind them. Care Link provides vital support to our clinical teams, including Christiana Care Quality Partners and Christiana Care Quality Partners ACO, changing the way that we deliver care.

This is just some of what we accomplished over the past year. There is so much more.

I am grateful for the privilege to serve my neighbors, my community and the Extraordinary People of Christiana Care Health System. You truly inspire me. Your amazing work and enthusiasm push me to always want to do better, to go farther, to give more.

I am excited to work with all of you in the year ahead to achieve even greater heights. The work that we do is making our community a better, healthier place.

To all of the Extraordinary People of Christiana Care, I say:

Thank you.

*Janice E. Nevin MD*  
JANICE E. NEVIN, M.D., MPH



## Hiring and retaining extraordinary talent

Fiscal year 2016 was another successful year in hiring and retaining top talent. Christiana Care welcomed nearly 1,500 new employees to the system. More than 600 employees leveraged their skills and experience to move into new roles to further their careers within the organization.

We continue to receive recognition through employment and training programs, including:

 *IT Works technology training program that helps prepare unemployed and underemployed urban young adults for an entry-level IT job and provides them with a pathway to a career in technology.*

 *Recognized with the Top Workplace award from The News Journal for 12 consecutive years.*

 *Achieving Magnet redesignation for excellence in nursing by the American Nurses Credentialing Center.*

 *Project Search National Award for 100 percent job placement for 2014-2015 class of interns.*

 *Named one of only 17 Everest Award Winners and ranked as one of the top 100 hospitals in the nation in a study of nearly 3,000 hospitals.*

Our talented staff and educators supported student clinical rotations last year in areas such as nursing, medicine, podiatry, pharmacy and dentistry, ensuring that we will continue to have talented individuals to support our community.

We also are privileged to partner with nearly 1,500 providers as part of our Medical-Dental Staff. Our recent physician recruitment season brought 59 new physicians to our community, of which 10 are finishing their residency or fellowship training.

In 2016 we welcomed nearly 1,500 new employees!



We are committed to building a diverse pool of qualified candidates and expanding our community partnerships to remove employment barriers for individuals with disabilities and veterans. Our strong relationships with local and regional universities, colleges and trade schools enable us to partner with faculty in curriculum development and communicate our opportunities.

We continually identify talent pipelines to supplement our phenomenal teams through national provider/nursing/clinical job boards, career websites and job fairs regionally and nationally, as well as through social media.

Fiscal Year 2017 is shaping up to be as successful as Fiscal Year 2016. Thank you to all of our Extraordinary People for all you do to live The Christiana Care Way, serving our neighbors and each other as expert, caring partners in health! 🌟



New employee orientation team.

## Generous benefits support health and wellness

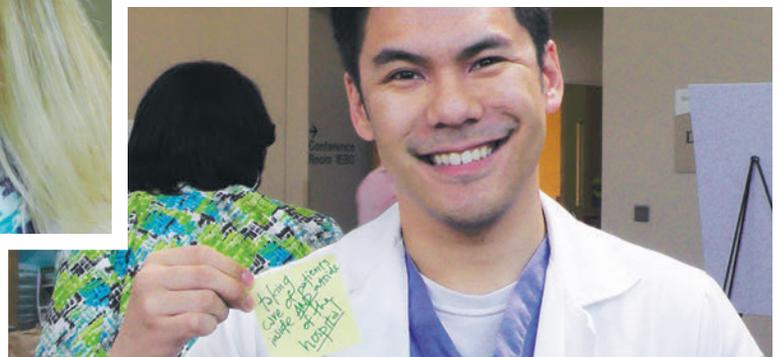
### Recent benefit enhancements

- Christiana Care Care Now telehealth service makes receiving care for routine types of illness easier and more convenient, with access any time of the day or night, 365 days a year, right in your home, with no copay through the end of 2016.
- A new, voluntary short-term disability plan provides additional income protection and a bridge between our disability leave account and long-term disability benefits.
- Expanded medical plan coverage for gender dysphoria treatment options with \$75,000 lifetime maximum.



### Ongoing benefits

Employee Health Services had 42,500 employee encounters from pre-employment screenings, occupational injuries, episodic sick visits, exposure to bloodborne pathogens or infectious diseases, vaccinations and annual TB and respiratory fit testing to maintain the health of our Extraordinary People.



## Employees receive personal accident insurance up to \$250,000 including family coverage.

We strive to bring you a competitive benefits package richer than what other organizations offer. Our core group of benefits includes medical, prescription drug, dental and vision, covering the employee, spouse, children or family. Further, we provide company paid life insurance at one times salary and long-term disability insurance coverage for 50 percent of salary, free of charge. To enhance the insurance offerings, we allow additional coverage at competitive group rates.

Christiana Care offers personal accident insurance up to \$250,000 including family coverage. In addition, we also offer two flexible spending accounts for dependent care and health care.

We offer a wellness incentive as a credit toward employees' medical premiums for participation in our employee wellness program. And we offer a host of voluntary benefits:

- **Legal assistance.**
- **ID theft protection.**
- **Pet insurance.**
- **Home and auto insurance.**
- **AFLAC critical illness insurance.**
- **Blood Bank membership.**
- **Weight Watchers discount.**
- **Credit union.**

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HEALTH AND WELLNESS BENEFITS | CONTINUED

As another way to support your wellness, Christiana Care offers you and your family an industry-leading Employee Assistance Program, as well as an onsite financial wellness coach.

In order to prepare our employees for retirement, we offer educational seminars and onsite assistance from Lincoln Financial representatives. Our retirement plans:

- 403B Matching Contribution Plan – 50 percent match on an employee contribution of 6 percent.
- Defined Contribution Plan – Graduating scale beginning with 3 percent up to 5 percent employer contribution based upon service.

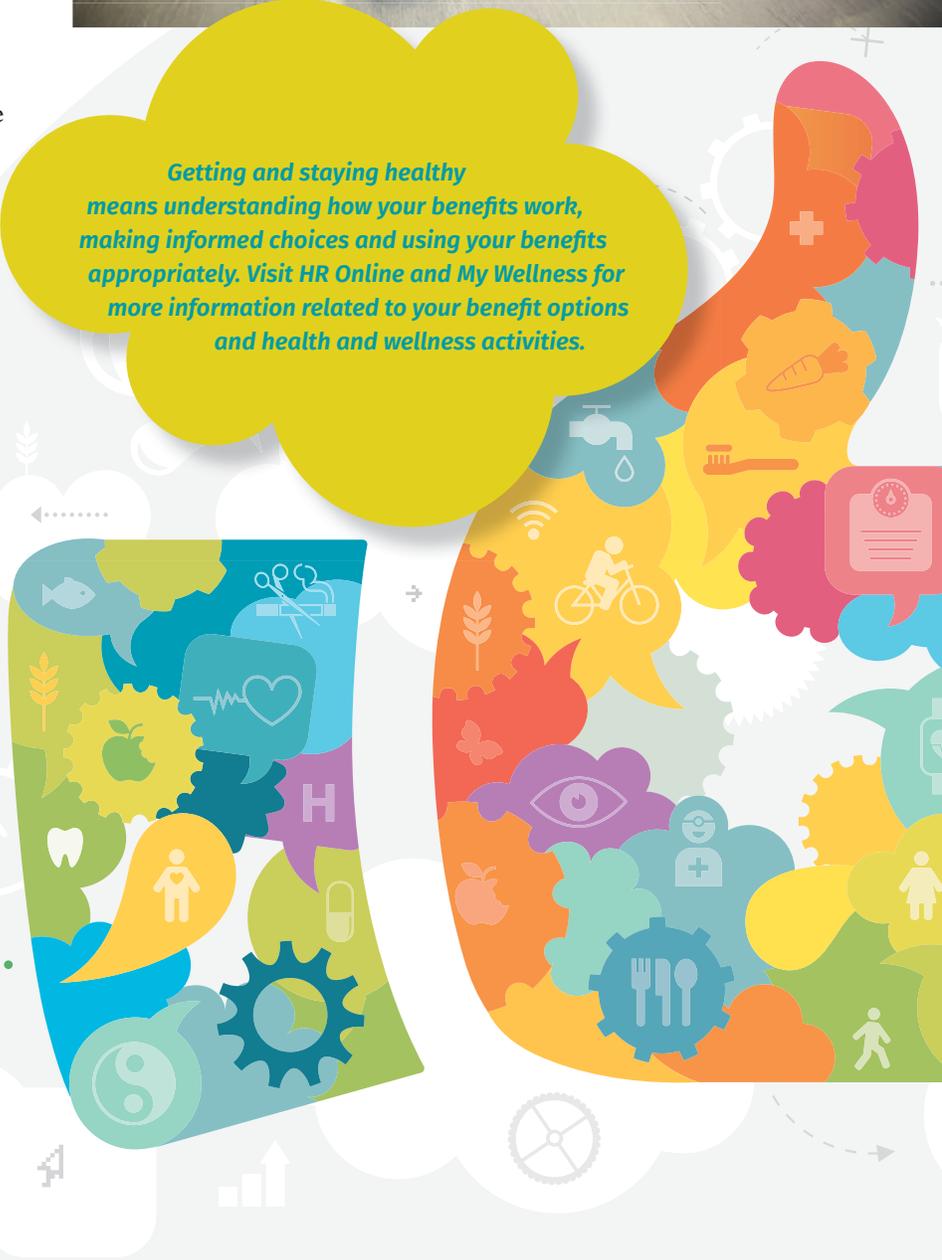
Health and wellness activities are a fun way to keep on track. The My Wellness website provides a multitude of healthy challenges and resources to help any level of fitness. This year fitness programs won two Focus on Excellence Awards, the People’s Choice and Great Place to Work awards. Other health promotions include:

- Annual health and wellness calendar.
- Onsite fitness centers.
- Labyrinth walks.
- Group exercise classes. 🎯



*Getting and staying healthy means understanding how your benefits work, making informed choices and using your benefits appropriately. Visit HR Online and My Wellness for more information related to your benefit options and health and wellness activities.*

**Our 403B Matching Contribution and Defined Contribution retirement plans help you prepare for the future.**

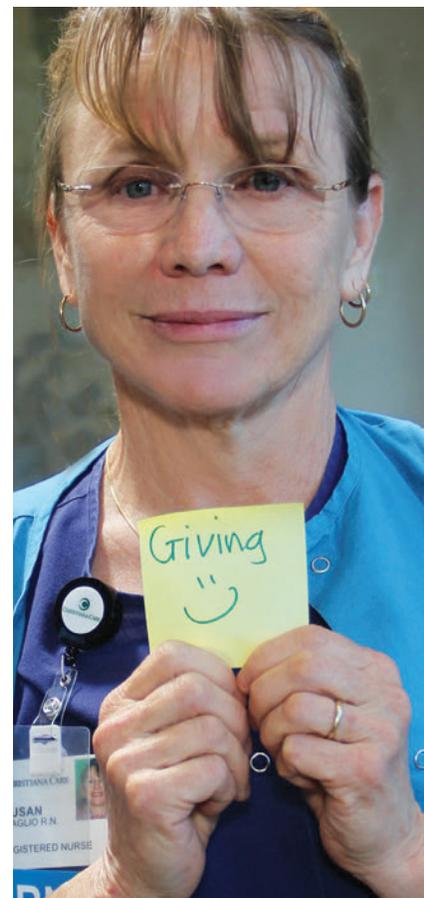


## Promoting work-life balance

At Christiana Care, we understand that life's demands can add stress, affecting our performance on the job or at home. Here are some of the Work-Life programs we offer to assist with everyday situations:

- **Employee Assistance Program**  
for legal, financial and stress related assistance and more.
- **Louviers Federal Credit Union**  
for banking.
- **Stand By Me**  
for financial counseling.
- **Tuition reimbursement**  
up to \$5,000 per year.
- **Voluntary benefits**  
for pet, home and auto insurance.
- **Children and Families First**  
for daycare search assistance.
- **Employee fitness centers**  
spacious facilities at Wilmington and Christiana hospitals.
- **Employee discounts – Working Advantage**  
for discount tickets for movies, videos, amusement parks, Broadway theaters and gift certificates, plus discounts for travel, cell phones and more! 🎯

For more  
Work-Life program  
offerings, visit HR  
Online and look under  
Work/Life.



## Salary and benefits attract and motivate employees

Your loyalty and commitment enables us to achieve excellence. That's why we are continually recognized as one of the top workplaces in the Mid-Atlantic region. We offer competitive wages, generous benefits and a variety of programs that support home and work-life balance.

Total compensation includes the pay and benefits that attract, motivate and retain employees to provide expert care that our neighbors value. It is essentially everything that we provide our employees in exchange for working.

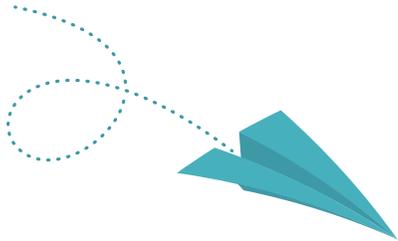
Your pay includes base salary and, when applicable, overtime pay, shift differentials, bonuses, incentives and the Transformational Rewards Program (TRP) award. Over the past three years, Christiana Care has paid out \$25 million in TRP awards. The value of your pay can be easily measured. Your paycheck, compensation statements and W2 forms provide clear and simple pay information.

Your benefits include health care coverage, life insurance, disability insurance, retirement programs and any other insurance plans, including dental and vision, that provide you or your family

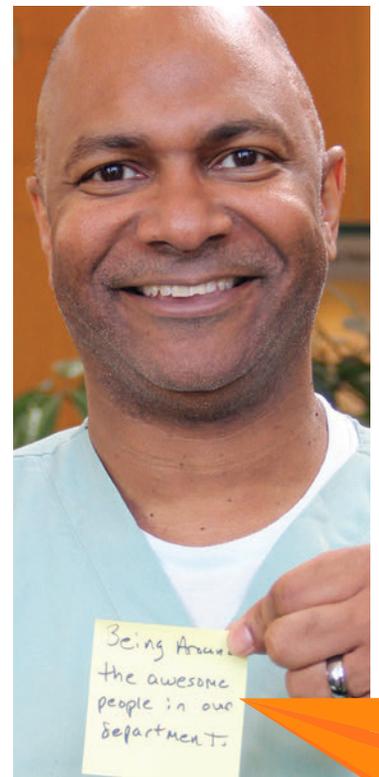


Over the past three years  
Christiana Care has paid out  
\$25 million in TRP awards!

with financial protection. The value of the benefits portion of total compensation is dependent on each individual's benefits selection. For example, your medical plan limits the amount you pay out of pocket for eligible health care expenses in a calendar year. Your dental plan provides benefits up to a predetermined amount. Christiana Care may make payments toward your life insurance selection. And the retirement plan provides income upon retirement. Additional benefits include company-sponsored programs and activities that employees can use under certain conditions, such as tuition reimbursement, product discounts, fitness facilities, wellness programs and flexible work schedules. The total dollar value of your benefits depends on your use of the available services and programs.



health care coverage,  
life insurance,  
disability insurance,  
retirement programs,  
dental and vision

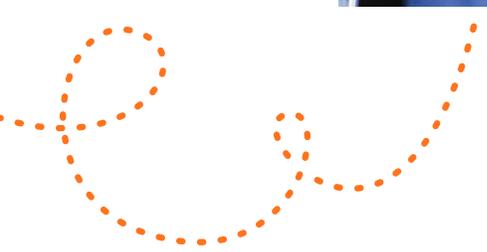


Your total compensation is significantly higher than your annual salary or wages — it also includes the value of all of your benefits. The cost to Christiana Care for providing benefits equals approximately 32 percent of your salary or wages per year. As your length of employment increases, additional years of service may further enhance the value of your benefits, particularly your retirement benefits. ☺

*Review your total compensation in Workday by clicking on the Pay worklet, and under View, select Total Compensation. You can also log onto the Lincoln Website for a comprehensive view of your retirement benefits.*



tuition reimbursement, product discounts, fitness facilities, wellness programs and flexible work schedules



## Supporting a culture of appreciation and recognition

Christiana Care values our Extraordinary People and makes praising and appreciating our employees a top priority in ensuring an exceptional employment experience. By rewarding individuals who exceed expectations, each of us has a hand in creating a positive work environment. Our recognition program is an integral part of our talent management strategy and supports our culture of appreciation. Highly engaged employees who feel valued are able to provide superior care to our family, friends and neighbors.

The RAVE Reviews program provides opportunities for peers, patients and leaders to express appreciation for contributions by offering several methods for recognition, such as verbal feedback, written recognition, departmental recognition and on-the-spot “bonus cash” awards. Some of the programs include:

### Positively Personal

The Positively Personal program allows for a personalized recognition experience centered on the unique interests of the employee. This program is designed for managers to customize a gift experience for staff members.

### Diamond Recognition

This resource allows us to acknowledge which aspect of the Christiana Care Diamond was most impacted by the work effort: Exceptional Experience, Optimal Health, Organizational Vitality, Strategic Priority, Extraordinary People, Innovation and demonstration of The Christiana Care Way Behaviors. Diamonds can also be highlighted on the cafeteria monitors.

### Mementos Program

Mementos are a great way to present a token of appreciation to staff who go above and beyond. Managers are responsible for authorizing these items and sharing with staff when the work effort warrants.

### You're a Gem! Program

The You're a Gem! program allows for custom recognition of significant employee achievement or outstanding performance. It is highly rewarding for employees to receive recognition for contributions to patient safety, patient satisfaction, teamwork, financial stability, clinical excellence and overall contributions to the work place. Christiana Care supports a culture of appreciation and encourages leaders to reward and recognize staff for exemplary work. ☺

## Recruiting and engaging a diverse workforce

Keeping a positive employee workplace leverages the talent of our workforce and enables us to respectfully partner with each other and our patients in their care.

In our efforts to recruit and retain a diverse and talented workforce, Christiana Care routinely solicits feedback about Human Resources policies and practices. We support the growth and development of all individuals, including our leadership team,

who maintain responsibility for day-to-day management of employees and operations.

Employees can routinely provide feedback to leaders informally or formally through staff meetings, focus groups, the problem-solving process and the employee engagement survey. Employees can always speak with a member of the Employee Relations team. Maintaining open lines of communication encourages respectful

partnerships and increases workforce engagement.

We strive to ensure a positive working environment that minimizes unnecessary breakdowns in teamwork that can distract from our staff's ability to provide the best care to our patients. We are fortunate to employ more than 11,000 talented individuals who collectively enable our community to receive an overall exceptional experience. ☺



We are fortunate to employ more than 11,000 talented individuals.



## Promoting respectful relationships among colleagues and our patients

The Office of Health Equity's departments of Diversity and Inclusion and Cultural Competency, Equity and Language Services promotes a diverse, inclusive and culturally competent culture at Christiana Care.

An inclusive working atmosphere that respects and values diversity among individuals leads to a culturally competent environment. Cultural competence is a key contributor to a safe, high-quality health care experience for our patients and community.

The Office of Health Equity provides cultural resources and language services that enhance culturally competent patient care and aims to:



We offer opportunities for employees to be involved in the design and implementation of our diversity and inclusion strategy and also educational programs to support our colleagues in broadening their cultural viewpoints and enhancing interpersonal skills.

### Creating an inclusive culture:

#### For our colleagues

- **Learning:** We continue to collaborate with iLEAD to build skills and competencies in our leaders and colleagues. Incorporating diversity and inclusion into our established programs as well as coming into departments to do in-services. We also provide Language Services and Culturally

and Linguistically Appropriate Service Standards awareness sessions and Get REaL training to support staff in collecting accurate information on race, ethnicity and language. We have also created educational tools for staff to understand the workforce and patient implications of various religious observances. These tools have been successful in engaging staff to learn about spiritual practices different from their own experience and also creating an environment of inclusion where employees feel appreciated in their diversity.

- **Multicultural Heritage Committee:** Employees have joined together to educate and raise awareness regarding nationally recognized monthly observances such as Black History Month, Women's History Month, Hispanic Heritage Month and National Employee Disability Awareness Month. We created an "It Gets Better" video to support our LGBTQ employees during Pride Month. This video also will be shared with Delaware's high school Gay Straight Alliances.
- **Health Care Disparities:** Through the creation of the new Office of Health Equity, we are positioned to begin the work of addressing health care disparities, a key aspect of our strategy. Health care disparities are differences in the rates of disease, injury, violence or opportunities to enjoy optimal health care that are experienced by disadvantage populations. Our Health Equity Council is a collaboration of clinical staff that looks at the processes, practices and policies that impact fair and equitable care for all patients. We published our first annual report to spotlight the ongoing work of our health system aimed at addressing health disparities and improving health equity in our community. We recently introduced the Poverty Simulation at the new resident orientation to help create a sensitization and awareness of issues some of our economically disadvantaged patients and families experience, such as navigating between buying food and buying medicine.
- **Physicians' Diversity Alliance:** This group of residents, fellows, attending physicians and faculty focuses on recruitment, mentoring, development and outreach to create an inclusive environment for prospective and current medical staff. This group has also reached out to the community by mentoring with students from the University of Delaware's Minority Association of Pre-Med Students and students from Delaware's high school Gay Straight Alliances.

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## For our patients and families

- **Language services:** We support our patients by providing a variety of language services to ensure equitable care unencumbered by language differences. Our services include telephonic, face-to-face and video remote interpretation based on the needs and level of complexity of patient care.
- **Document translation:** We provide translations of key documents for our patients.
- **Cultural competency consultations:** We provide expertise to serve our diverse patient population.



## For our community

- **United Way:** We have a strong partnership with the United Way, including collaborations and leadership with their affinity groups such as Women Leadership Council, Revive the Village, Latinos Unidos and Pride@Work.
- **YMCA:** We support the YMCA Young Achievers Program by sponsoring adult mentors each year. The Black Achievers spend their weekends providing personal development programs for African-American teens in grades 7-12 in New Castle County.
  - **SPARC:** The Success Pathways and Road to Careers (SPARC) is a public-private partnership, led by the Delaware Business Roundtable Education Committee, Delaware Department of Education and United Way of Delaware. Our employees have opportunities to serve as career coaches to middle school and high school students across the state that are from diverse backgrounds.
  - **Project Search:** This program is a nine-month school-to-work internship for individuals with cognitive and developmental disabilities.
  - **Delaware Veterans:** Our efforts targeted to employ veterans have proven successful with the hiring of 34 veterans in 2014. Outreach has also included free resume building workshops through our Recruiting Services staff.
  - **Delaware Hispanic Commission:** State partnership with the Health & Social Services committee promotes health communities, fostering health equity, access to services and increasing the availability of culturally competent health care professionals. ☺

National recognition



**National Organization on Disability 2016 Leading Disability Employer Seal** – one of only 27 organizations in the country to earn the designation.



**Health Equality Index:** We were recognized for the third year in a row as a Leader in LGBT Healthcare Equality in the Healthcare Equality Index 2016 report, an annual survey conducted by the Human Rights Campaign Foundation, the educational arm of the country's largest lesbian, gay, bisexual, transgender (LGBT) organization. Christiana Care earned top marks for its commitment to equitable, inclusive care for LGBT patients and their families, who can face challenges in accessing adequate health care.

## iLead supports our extraordinary people

To meet the challenges ahead, a variety of educational and professional development resources and services are available including:

### Organizational learning and change management

- **Leadership and staff development programming**, including formal programming and some coaching, includes onboarding, which has recently been redesigned with a new “Day One” program that launched in July. iLead is also working on revisions and improvements to our new leader orientation and development programming, and expects to introduce significant improvements later this fiscal year.
- **Quality improvement education**, including formal programming as well as support for implementation of improvement projects and pathways.
- **IT training.**
- **Systemwide mandatories.** Working in partnership with our subject matter experts, iLead supports the development of systemwide mandatory education, including annual and new employee eLearning activities.

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### Care for the Caregiver

iLead supports continued expansion of the Care for the Caregiver peer support program:

- **OASIS Project:** iLead will support and expand the MICU OASIS project to additional units.
- **Provider vitality programming:** iLead will be working with Christiana Care leaders to develop programs to advance provider resiliency and vitality and reduce burnout.



## Virtual Education and Simulation Training Center

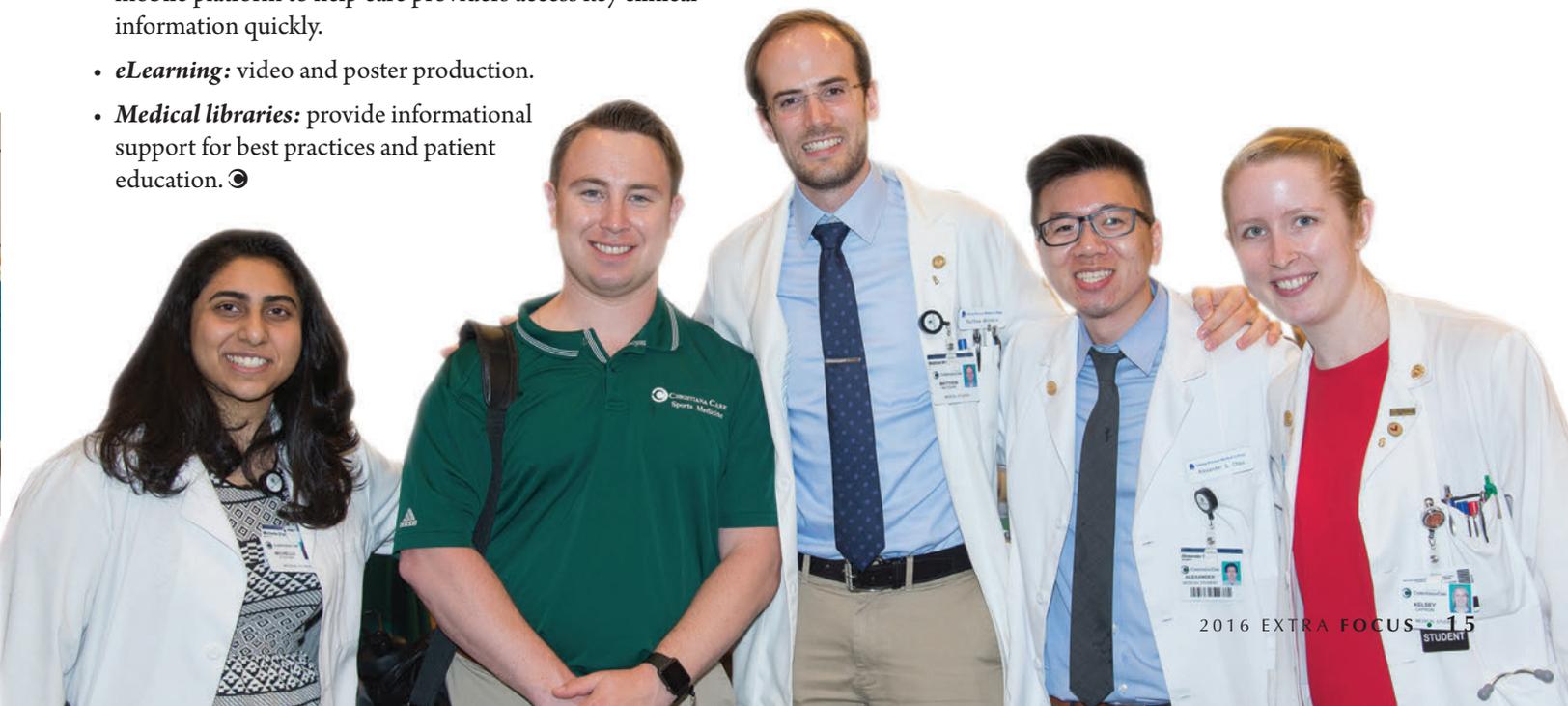
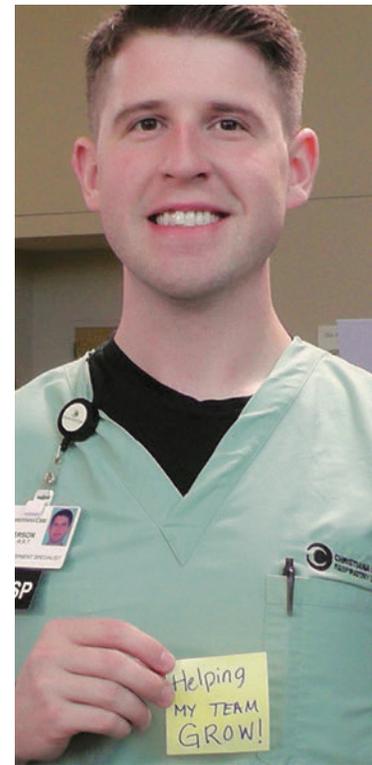
The Virtual Education and Simulation Training Center within iLEAD provides educational programs to all employees, students, residents and Medical-Dental Staff for training, education and credentialing using simulation. Our role is to assist departments in the development and administration of programs using simulation to ensure patient safety. Expert staff and resources can support sessions with the use of high-fidelity mannequins, virtual reality simulators, standardized patients and task trainers.

### Clinical education

- **GME:** Support for residency and fellowship programs to ensure excellent educational experience and outcomes.
- **Allied Health:** Clinical education for allied health professionals.
- **UME:** Manage clinical rotations for third and fourth year students.
- **Nursing Education:** Support unit-based educators, CNE accreditation, systemwide education, patient education.
- **CME:** Accreditation of learning activities for CME and MOC credit.

A robust educational infrastructure to assist Christiana Care leaders with educational needs and opportunities related to change initiatives and ongoing operational challenges:

- **Instructional design consultation and support:** iLead works with our clinical leaders and subject matter experts to support the design and development of learning activities that need to reach a broad audience, including eLearning design.
- **Learning technologies:** implementation of a new Learning Management System, Train by Cell, and CareRef, a new mobile platform to help care providers access key clinical information quickly.
- **eLearning:** video and poster production.
- **Medical libraries:** provide informational support for best practices and patient education. ☺



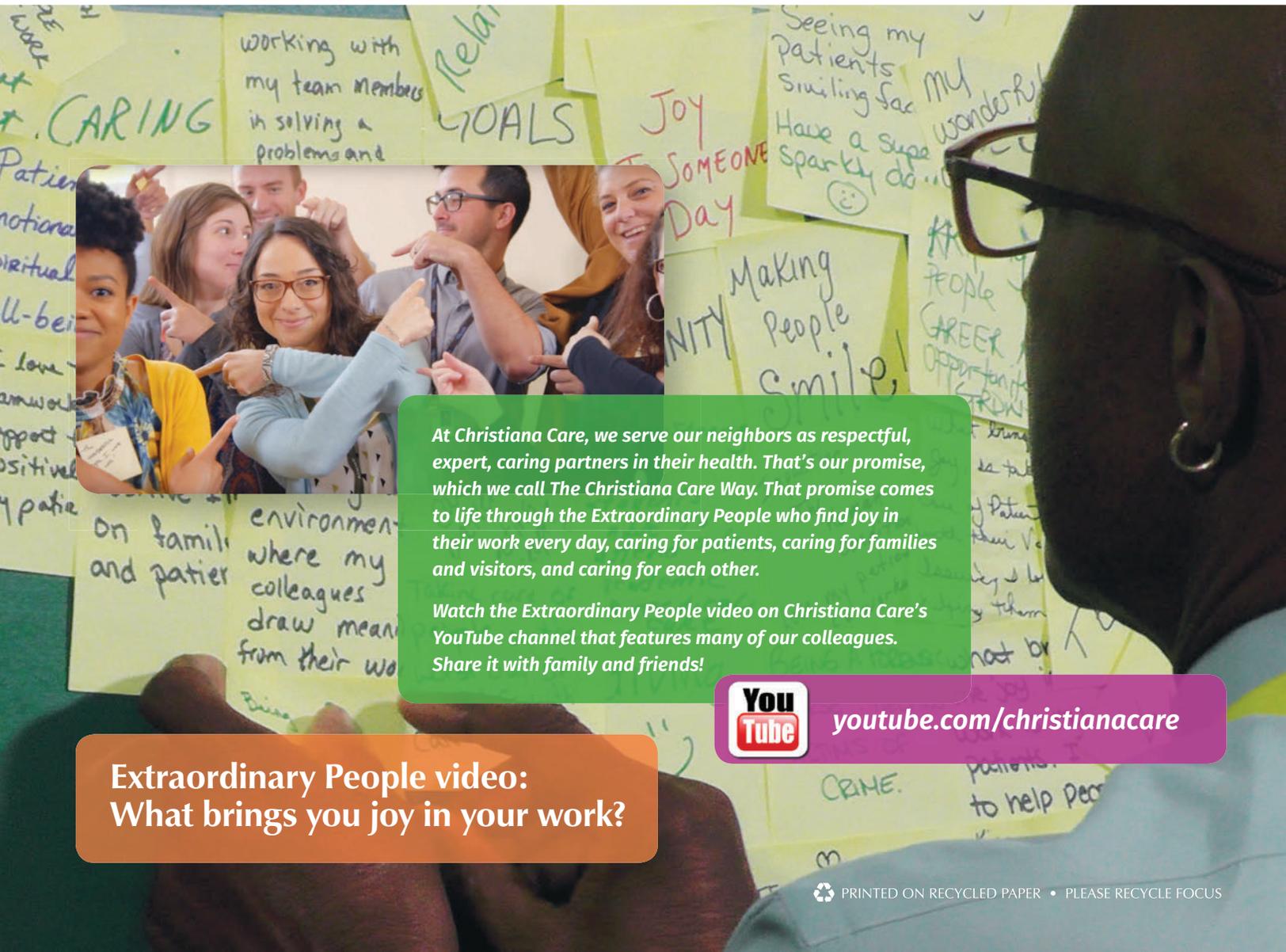


**CHRISTIANA CARE**  
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*Christiana Care is a private, not-for-profit regional health care system that relies in part on the generosity of individuals, foundations and corporations to fulfill its mission. To learn more about our mission, please visit [christianacare.org/donors](http://christianacare.org/donors).*



*At Christiana Care, we serve our neighbors as respectful, expert, caring partners in their health. That's our promise, which we call The Christiana Care Way. That promise comes to life through the Extraordinary People who find joy in their work every day, caring for patients, caring for families and visitors, and caring for each other.*

*Watch the Extraordinary People video on Christiana Care's YouTube channel that features many of our colleagues. Share it with family and friends!*

 [youtube.com/christianacare](https://youtube.com/christianacare)

**Extraordinary People video:  
What brings you joy in your work?**