

**Well Workplace Award  
Executive Summary**

**Children's  
Memorial Hospital  
Gold Recertification Award**

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**WELLNESS COUNCILS  
OF AMERICA**

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# Basic Information

**Name of Organization:** Children's Memorial Hospital

**Address:**

**Work Telephone:**

**Fax:**

**Contact Person:** Peggy Gutman

**Title:** Director of Occupational Health Services

**Alternate Contact:** Judy Walker

**Parent Organization:** Children's Memorial Hospital

**Number of Sites covered by Application:**

Main Campus (Including Belden, CMIER, Bakery Building, Research Building 2675 Lincoln Avenue, Westchester, Glenbrook, and satellite locations).

**Number of Employees covered by Application:**

3000 employees

**Nature of Business or Industry:**

Pediatric Health Care Industry

**Name of CEO:** Patrick MacGoon

**Date of Application:** June 25, 2004

# PREFACE

## Organizational and Program Background

### ***Organization Description***

Children's Memorial Hospital is a specialty hospital with a primary focus on the needs of children and their families. The staff members are specially trained in pediatrics; the hospital environment is catered towards children's emotional and social needs; the care is fabricated around family needs. Thirty three hundred employees under the direction of Patrick Magoon, CEO, support this work. Children's Memorial Hospital received its first Well Workplace award in 1999 and received a Gold award in 2001.

### ***History of Health Promotion***

The delivery of wellness services has evolved over 16 years from health tips and monthly health promotion newsletters, to a full menu of options including classes, educational programs and materials, and a full work/life balance program accessible by telephone or computer. We continue to provide screenings, fairs, and risk assessments. Today not only do we publish useful information for employee reference, but we also offer Internet access to programs for any employee wishing to improve or maintain their wellness habits. Technology has been coupled with incentives to motivate accountability.

### ***Vision/Mission for the Organization***

Children's Memorial Hospital is dedicated to being a leader in Advocacy for children. Our mission is "A Brighter Future for All Children". To achieve this goal, we have recognized and supported employees' personal and professional growth. We have linked with other children's hospitals in nationally promoting the education of nurses, physicians, and allied health professionals.

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### ***The Organization's Vision/Mission for Wellness***

The wellness vision for the hospital took shape in the effort to become an employer of choice.

The mission to create a compassionate work environment, addressing employee needs, balance in work and home life and support for personal and professional growth, evolved from the "100 Best" task force.

The wellness committee was born and continues to incorporate wellness goals in the strategic plan.

Through collaborative efforts, we can effectively offer exceptional employee benefits and options for health, job satisfaction and increased productivity.

### ***Organizational Structure***

Wellness is a key function of the Occupational Health Services Department, a division of Human Resources. The Director of OHS reports to the Chief Human Resources Officer, who reports dually to the Chief Operating Officer and the Chief Executive Officer. Because Human Resources has primary responsibility for employee issues, Occupational Health services is well placed and well supported in meeting its operational goals. (see chart)

### ***Current Activities***

As this report will demonstrate, Children's Memorial works in teams and collaborates to offer a variety of activities catering to physical, emotional, and social well being of its employees. Funding for wellness programs is primarily in the OHS and Benefits budget under Human Resources and all departments now have discretionary funds available to support programs for employees.

Throughout the organization, health promotion events abound. There is support and participation from chief executives and leadership staff. New leadership accountabilities effective in the 2004 performance

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evaluation year will provide a means of documenting management support. Programs that once were fund raisers such as “Step up for Kids” (stair climbing event) and “Team Children’s” (a 50 member employee group participating in marathons, triathlons and other athletic events), are now incentivized activity opportunities for employees. We have 20 new employee sports teams for soccer, baseball, tag football, tennis, beach volley ball, and basketball and bowling. The food services department has enhanced the pre-packaged Healthy Choice cafeteria program extending it to two other building locations on the main campus. This “Clever Endeavor” (employees submit ideas for change that are reviewed by a committee and selected for implementation) converted a storage closet and small conference room into “cafes”. Occupational Health Services sponsored a Weekly Weight Watchers program for 3 years and continues to offer nutrition counselors. Fitness opportunities include onsite Yoga and NIA classes. Hip Hop Aerobics and Pilates classes are offered at nearby gyms. OHS also manages a popular incentive awards program for logging personal fitness activities. “Health Points” awards gift certificates and paid time off to those participating. We have moved from blood pressure, glucose, and cholesterol screening to offering a Health Risk Assessment and continue to offer annual flu shots at no charge. LifeWorks, the online EAP and work/life balance program initiated in May 2001, is now one of the most popular self-accessed and self-referred programs.

A wellness committee meets 2-3 times a year to establish goals and set programs for the year. Wellness at CMH is a commitment to provide programs, access, and benefit support. From the executive office to the management team the wellness mission is supported and communicated to staff. Wellness team members serve as liaisons in the field. We recognize and celebrate work well done. We look at attendance and read feedback on survey forms. We have included objectives to raise the participation numbers in programs as documented by questions on the employee opinion surveys completed every 18

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months. Twice a year, summary reports are given to the 100 Best steering committee and new objectives for the year are approved. The culture of CMH is changing and employees are valued as the “kids” are valued. This was documented as a significant change on the corporate culture audit for 2003. We set a new objective for a 5% increase in this result on the next audit.

In 2005, the employee wellness survey will be repeated. The past two surveys demonstrated recognition, appreciation, and a desire to continue the program. This survey and the employee opinion survey provide the direction for goal setting. Recognizing that advertising and access is key to the participation of our employees, bulletin boards, posters, e-mail, Internet and newsletters are used to reach staff. Educational offerings include handout materials, presentations, participatory discussions, and resource and referral information on line. Behavior Modification opportunities are provided in a variety of classes, online-modules, and self-administered formats. Incentive and recognition programs entice participation and continuation in the programs.

### ***Thoughts, Key People, and the Wellness Initiative***

As Director of Occupational Health, I came to Children’s Memorial Hospital in October 2000 and was asked to lead the 100 Best Team for employee wellness. In collaboration with the Chief of Human Resources and the Chief Operating Officer, a commitment to fund and implement programs was obtained. I was given opportunity and support from the top to the bottom of the organization. Reflecting on the past three years I note that I am fortunate to have a company culture that supports its employees and demonstrates their value through programs and benefits. I collaborate with the Director of Compensation and Benefits and with many directors from Marketing to Food Services to Environmental Services. In fact, a program called “Clever Endeavors” encourages employees to generate ideas for improvement and acknowledges those great ideas with recognition and financial

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reward. Several wellness ideas came from this program. Employees at CMH create, enhance, respect, and enjoy their work, their lives, and their health.

This program has grown from offering health tips to offering classes, creating sports teams and group recreation events to on line access to work/life balance opportunities. The 2005 wellness program will add 1-2 new resource packets, unit specific health talks, and refinement of the Health Points reward program. LifeWorks (work/life program), and Focused Health (disease management program), will provide detailed data on areas of concern for our employee groups. The objective is to identify key areas of need for the population based on utilization numbers. In concordance, we will offer programs tailored to their needs.

As the wellness leader I continue to use the wellness team for input and implementation, the OHS nurses for management and facilitation, and the CMH management team for ongoing program initiatives. We will focus on the analysis of workforce data, LifeWorks data, Focused Health data, and disability and health insurance utilization. We aim to maintain stable utilization of existing services and increase by 5% in new services.

### ***Unique Strengths***

In 2001 we wrote the *Promise* to employees supporting personal and professional growth. We have continued to demonstrate this commitment with new programs and benefits each year. Because CMH sponsors wellness as a promise, it commits to action and evaluates its outcomes. Children's Memorial Hospital is all about being supported and feeling great! Our unique strengths include designated funding, and the freedom of online access and self-referral to our programs. From school at work, teleconferencing, and satellite learning opportunities, to LifeWorks; our program offers

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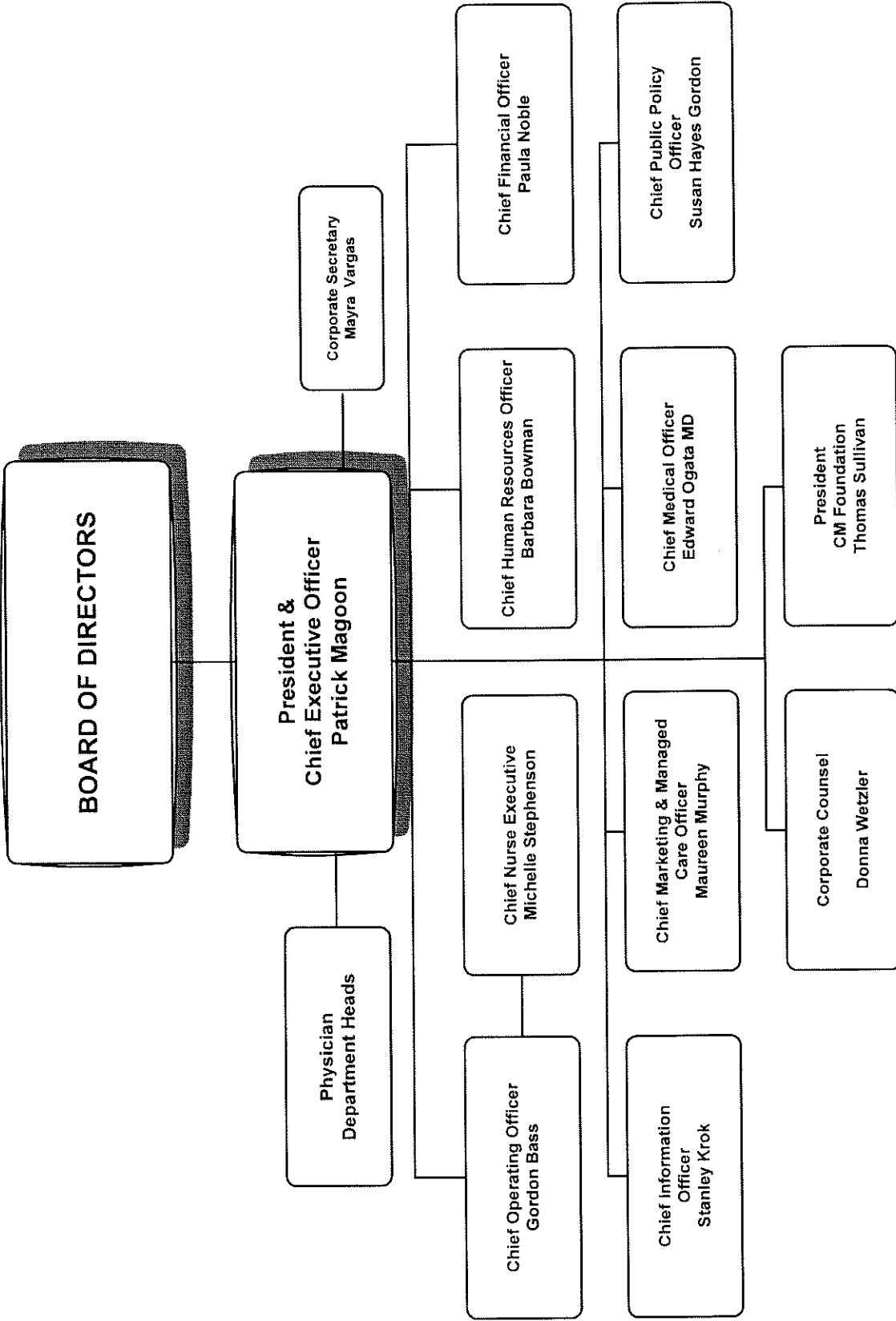
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employees and their families a direct link to services. Health Points, our incentive awards program, boosts the initiative of our staff through rewards and recognition. The popularity contest currently places the LifeWorks program and Health Points programs at the top as the most utilized. To date 75% of employees use LifeWorks and the news about Health Points is spreading across the country in magazine articles for working moms as well as Human Resources professionals. The result is a win-win situation.

### ***Organization Highlights***

Children's Memorial Hospital has committed itself to being a competent productive workplace. This means developing a company culture that will make employees feel supported and successful in completing their job. When you choose to be at work you choose to "make their day", work becomes fun. Yes, Children's believes in the nationally known "Fish Philosophy" and we believe it starts with each one of us each day.

As a wellness leader I facilitate a workshop for employees that focuses on personal awareness and how those dynamics play at work and in teams. We say, "It Starts with You". It is about changing blame, judgment, and demand to compassion, accountability, and respect. In this culture we leave our old patterns behind taking up choice in each moment and having good intentions as we start each day. An onsite MBA and *School at Work* program is offered for employees who wish to gain skills and facilitate advancements within the company. Employee advocacy is our *Promise*.



# Children's Memorial Hospital Organizational Flow Chart

