

Caring For Our Employees 2020 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 our 2020 performance highlights includes:

Workplace Goals

Focus Area	Goals	2020 Progress
Diversity, Equity and Inclusion	Adopt strategic goals to drive diversity, equity and inclusion at Texas Health and in the communities we are privileged to serve.	Began building capabilities and a framework to advance diversity , equity and inclusion internally and externally.
Recruitment and Retention	Hire and retain experienced, compassionate and forward-thinking employees who embody Texas Health's beliefs and core values.	Ended the year without furloughs or layoffs despite fluctuations in patient volumes due to the pandemic. We also hired employees and opened the first few of 20 Texas Health Breeze Urgent Care™ clinics.
Safety	Create an injury-free workplace and hazard-free care environment.	Reduced patient handling injuries by 15% and needlesticks by 28%.
Learning and Development	Develop the training and development function at our new Texas Health Breeze Urgent Care™ facilities.	Provided education and training to orient new urgent care employees on Texas Health's policies and practices.
Compensation and Benefits	Optimize the well-being of our employees and their families while managing future health plan costs.	Kept health plan cost increases below 3.5% by developing and promoting our employees' health and wellness programs. Our costs are well below the national average.
Health and Wellness	Optimize health and productivity by reducing the risk of chronic disease.	Conducted biometric screenings of nearly six in 10 eligible employees (57%). Of those, 87% met at least three of the four metrics measured to prevent chronic disease.
Employee Engagement	Achieve top decile performance.	Increased overall engagement to 84%, up 2% from 2019.
Recognition	Honor at least 75% of our workforce through Applause.	Recognized 82.5% of employees through Applause.

2020 Workplace Recognitions

- Fortune magazine's list of Best Workplaces in Health Care and Biopharma™ (No. 1)
- Fortune 100 Best Companies to Work For® (No. 15)
- Great Place to Work® Best Workplaces for Women (No. 24)
- Fortune's Best Large Workplaces in Texas (No. 41)
- Fortune magazine's Best Workplaces for Millennials™ (No. 63)
- Platinum recognition from the National Business Group on Health®
- Gold-level status on the American Heart Association's Workplace Health Achievement™ Index

Highlights



Health and Safety

- Implemented COVID-19 risk protection measures following guidance from the U.S. Centers for Disease Control and Prevention and the Occupational Safety and Health Administration. This included appointing dedicated operational and clinical teams to manage the evolving changes and communicate them systemwide.
- Created a COVID-19 Guidance Hub that contained resources for employees to access at any time.
- Transitioned system employees to [work from home](#) to reduce COVID-19 exposure.
- Provided access to additional [mental health resources](#) to help increase mindfulness and reduce pandemic stress.



Diversity, Equity and Inclusion

- Delivered in-depth virtual curriculum to more than 650 senior leaders to help them address workplace inequities more effectively and navigate uncomfortable conversations. The training also increased awareness of how unconscious biases impact others and can hinder an inclusive environment. Plans are underway to cascade this training to all care team members in 2021.
- Elected three new persons of color to our Board of Trustees and filled 10 of 19 executive positions with women and/or people of color. Within our workforce, we increased people of color by 12% from 2019 to 2020.



Compensation and Benefits

- Provided [numerous benefits](#) to help our care teams cope while working in a pandemic.
- Paid 4,867 employees up to 80 hours of time off while waiting for COVID-19 test results or who tested positive, regardless of where they were infected.
- Added a health savings account (HSA) option and funded the account with \$500 for employees only or \$1,000 for families.
- Expanded tuition reimbursement to \$5,250 annually for employees pursuing both clinical and non-clinical degrees.
- Avoided increasing medical insurance premiums for employees earning less than \$50,000.

Care Team Insights

Despite the uncertainty of the virus and the breadth of challenges our employees faced, we continued to rank high on core engagement measures. Our 2020 Pulse Check survey scores revealed employees:

- **Would recommend Texas Health as a place to work. (90th percentile)**
- **Were proud to tell people they work for Texas Health. (90th percentile)**
- **Were motivated to go beyond what is normally expected to help Texas Health be successful. (85th percentile)**
- **Would choose to stay with Texas Health even if offered the same pay and benefits elsewhere. (85th percentile)**
- **Rated their overall satisfaction at Texas Health. (75th percentile)**

Highlights



Recruitment and Retention

- Averted furloughs or layoffs despite drops in patient volumes due to COVID-19.
- Leveraged employee referrals, social media and other recruitment mechanisms to fill critical positions.



Development

- Leveraged a learning platform to help clinical and infection control teams identify and correct what is known as “confidently held misinformation” — topics they are confident they know a lot about but are, in fact, misinformed. We are committed to regularly examining common misperceptions to avoid potential harm and improve consumers’ health outcomes.
- Completed a systemwide training program on change management to help leaders and employees understand and embrace organizational changes.
- Partnered with a local university to immerse nursing students in a highly engaged learning program that strengthens student-educator collaboration, expedites clinical proficiencies and builds our pipeline of future nursing professionals.



Engagement

- Achieved engagement scores in the 90th percentile at seven entities, compared to four in 2019. Another three ranked in the 85th percentile.
- Developed many [information channels](#) to impart the latest insights in response to rapidly changing public health authorities’ information.
- Continued evaluating our care teams’ needs by asking employees to share their concerns, needs and observations through various listening channels, such as our Anytime Feedback tool.

PERFORMANCE METRICS

RECRUITMENT AND RETENTION	2016	2017	2018	2019	2020
Workforce size	23,000	24,569	25,000+	24,337	24,708
Retention	86%	89.3%	83.4%	81.6%	84.23%
ENGAGEMENT AND SATISFACTION					
Overall engagement (employees)	4.39*	84%	84%	82%	84%
Overall engagement (physicians)	4.12*	82%	79%	83%	87%
Satisfaction with benefits	4.20*	80%	79%**	79%	80%
HEALTH AND SAFETY					
OSHA incident rate (vs national average)	4.3 (5.9)	3.7 (5.7)	4.1 (5.6)	4.0 (5.5)	4.2***
OSHA lost time rate (vs national average)	1.2 (1.3)	0.9 (1.3)	1.2 (1.3)	1.2 (1.3)	1.7***
OSHA restricted work rate	0.7	0.5	0.5	0.6 (0.9)	0.5***
GENERATIONS****					
The Silent Generation (1928-1945)	0.68%	0.50%	0.45%	0.34%	0.30%
Baby Boomers (1946-1964)	27.24%	24.00%	22.67%	21.01%	20.70%
Gen X (1965-1981)	40.59%	40.00%	39.01%	39.25%	39.20%
Millennials (1982-1996)	31.44%	35.48%	37.47%	38.57%	38.80%
Gen Z (1997-2012)	0.05%	0.17%	0.40%	0.83%	0.90%
AGE, GENDER AND ETHNICITY					
Men	21.3%	21.3%	21.3%	21.5%	21.9%
Women	78.7%	78.7%	78.7%	78.5%	78.1%
Age < 30	16%	16.4%	15.8%	14.3%	14.6%
Age 30-49	52.1%	52.5%	52.7%	52.9%	53.2%
Age 50+	31.9%	31.1%	31.5%	32.7%	32.2%
Ethnic minorities	40.9%	42.4%	43.5%	45.4%	45.8%
RECOGNITION					
Thank you cards distributed	90,237	92,466	112,000	103,210	148,587
Spot financial recognition (millions)	\$1.8	\$1.3	\$1.3	\$1.3	\$2.3
Incentives for achieving KPIs (millions)	\$10+	\$11	\$54.3	\$26.14	\$10

* Press Ganey survey scores were expressed via mean scores in 2016 rather than favorability %.

** Revised our 2018 benefit satisfaction score from 80% to 79% due to the transition to a new platform in 2017.

*** National averages are not available until November 2021.

**** Employees were born during these timeframes.