



CRAFTING NEMOURS COMMUNICATION STRATEGY

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CRAFTING NEMOURS' COMMUNICATION STRATEGY

EXECUTIVE SUMMARY

Nemours has been transforming itself over the past few years with new leadership, new strategy, and concerted efforts to change the culture. Communication has played a significant role in helping to make positive progress. It is also seen as the biggest challenge and opportunity for improvement at all levels.

Communication issues were identified as the top opportunities for improvement in the recent Associate Perspectives Survey. Associates want greater opportunity for input. Also, while there is progress, there is still concern regarding leadership 'walking the talk.'

In leadership's zeal to implement changes, there has been a significant increase in the volume of communication and it is recognized and appreciated by many. However, the sheer volume contributes to a sense of overload, there is question as to whether people really do understand the strategy or simply are aware that it exists, and the communication is still very much top down and one way.

The report that follows characterizes the current reality of internal communication within Nemours based on several existing sources (e.g. surveys, meeting feedback, etc.) and interviews conducted specifically for this report. In addition, the report profiles the internal communication practices of other organizations based on interviews and literature search. Recommendations are presented through the lens of best practice research conducted by Watson Wyatt. Further considerations are provided based on the major shifts that appear to be needed:

FROM	TO
Informing	Engaging
Telling	Asking
Presenting	Conversing
Concentrated <ul style="list-style-type: none">• Executives¹	Distributed Structure <ul style="list-style-type: none">• Executives +• Primacy of Directors/Managers
Lean	Rich Channels
Factual presentation (primarily)	Stories, that include the facts ²
Overload	Simplicity

Last, strategies and tactics are recommended to transition from where Nemours is to where it wants to be in motivating Associates to align their behavior to advance the mission and strategy. Major opportunities include:

- 1) Increase capability for meaningful input from and dialogue with Associates.
- 2) Clarify roles and expectations in the communication process.
- 3) Strengthen the foundation for communication that informs, engages and aligns action with strategy.
- 4) Create a communication structure that facilitates engagement and aligned action.
- 5) Attend to content and structure of key messages for meaning and efficiency.

Exhibit 1 (below) provides a summary overview.

¹ Terms are used as follows: 'executive' = top few leaders, 'ET = Executive Team, 'Leaders' = broadest group from Executives to managers, 'Directors/Managers' = lower than ET, responsible for managing people

² Stories enable the leader to express their authenticity more fully and provide a more memorable and relevant call to action than simply presentation of facts.

CRAFTING NEMOURS' COMMUNICATION STRATEGY

EXHIBIT 1: Summary: Communication Best Practices, Nemours' Current Reality, and Recommendations

BEST PRACTICE	NEMOURS CURRENT REALITY	RECOMMENDATIONS
1) Maintain the customer at the center of all employee communication.	<ul style="list-style-type: none"> Nemours' strategy identifies centrality of customer in 2015 strategic destination & strategic objectives. 'Whatever it Takes' assures enterprise-wide attention on the customer and builds capability to align action to deliver on behalf of customer. 	(Close feedback loop in rounding process, addressed in #1 below.)
2) Engage employees in the success of the organization i.e. structure & behave in a way that invites communication flow all ways.	<p>Significant increase in communication enterprise wide over the past few years; opportunities for improvement include increasing:</p> <ul style="list-style-type: none"> portals for 'bottoms up' communication use of rich media channels for greater engagement & understanding executives' face to face interaction with Associates, in informal ways and in support of managers' role. 	1) Increase capability for meaningful input from and dialogue with Associates.
3) Position managers for success as a key part of the employee communication structure to increase understanding and aligned action.	<ul style="list-style-type: none"> Senior executives appear to play the primary communication role, with limited clarity as to others' role in supporting the process Potential unintended consequence of executives' sense of responsibility to be primary messengers could be inhibiting the sense of empowerment Nemours is seeking Given Nemours' objective re empowerment & the best practice research, a greater explicit role and support for Directors/Managers would be beneficial 	2) Clarify roles and expectations in the communication process.
4) Link communication to strategy and business objectives and build capability for effective change management.	<ul style="list-style-type: none"> Much of Nemours' increased communication has been strategy-related. However, communication is not strategically planned in a disciplined and long term way tied to the annual strategy refresh. Current communication efforts contribute to a sense of overload and lack clarity as to what is most important. 	3) Strengthen the foundation for communication that informs, engages and aligns action with strategy.
5) Measure the impact of employee communications on key business metrics.	<ul style="list-style-type: none"> Nemours assesses communication effectiveness in a few ways e.g.: Associate Perspectives Survey; surveys, focus groups, dialogue in leadership meetings on effectiveness of particular communication, etc. However, Nemours does not measure the impact of employee communication on business metrics. 	4) Create a communication structure that facilitates engagement and aligned action.
6) Ensure a solid foundation for effective employee communication i.e. strategy, structure, and effective technology use.	<ul style="list-style-type: none"> Nemours does not have a formal communication strategy development process; planning is more episodic for particular initiatives. Nemours communication structure is not explicitly defined, technology use is growing and neither are focused to support a communication strategy 	5) Attend to content and structure of key messages for meaning and efficiency.
7) Maximize the employee experience brand.	<ul style="list-style-type: none"> Nemours branding initiative, perceived as a high quality effort, has included focus on the employee experience i.e. integrating into orientation, etc. 	

BACKGROUND

Objective: Raise the strategic impact and maximize the value of Nemours communications.

Communication is defined here as: *A process by which we assign and convey meaning in an attempt to create shared understanding and aligned action in service of the organization's mission and strategy.*

Purpose and Value:

Nemours has been actively transforming the way it operates over the past few years with greater explicit attention to and more widespread Associate involvement in: crafting strategy and implementation initiatives; leadership development; and process/system development to increase clarity, accountability, and service. Communication is seen as an essential part of this transformation. However, while there has been a significant increase in communication, there has not been a comprehensive assessment of how communication can most effectively contribute to achieving Nemours' strategy.

The communication programs produced by Nemours' Communications department have not significantly changed during this time of transition. As a result, there is concern that they may no longer be strategically targeted and impactful in achieving Nemours' strategy. There is a sense that perhaps the role of Communications staff may need to shift—from primarily creating programming that tends to be more top down to one of providing greater consultative support to leaders in increasing their communication effectiveness and increasing engagement of Associates that aligns action toward mission, vision and strategy.

Last, there is an increased need for effective stewardship and demonstrable value of communication, given Nemours' commitments to new hospital facilities and the current global financial crisis.

A recent Watson Wyatt 2007/2008 Communication ROI study identifies the importance of effective communication to business results. While the business results are framed in for-profit terms, they provide a sense of the important impact of effective employee communication.

- Effective employee communication is a leading indicator of financial performance.
- Companies with the most effective employee communication programs provided a 91% total return to shareholders from 2002 to 2006 compared with 62% for firms that communicated least effectively. Significant improvement in communication effectiveness is associated with a 15.7% increase in market value.
- Firms that communicate effectively are 4 times as likely to report high levels of employee engagement as firms that communicate less effectively.

Methodology:

The methodology included the following:

- Initial assessment of the situation with the Nemours Communications team
- Research on effective internal communication, i.e., studies, articles, etc.
- Review of existing Nemours' research and meeting feedback that provided a perspective on the current and desired future state of communications within Nemours:
 - Nemours Associates Communications Survey (January 2009)
 - Nemours Communications Focus Group research (November 2008)

- Press Ganey Employee Perspectives Report - November 2008 (hereinafter referred to as Associate Perspectives Survey report)
- Enterprise/Local Strategic Conversation sessions held at each clinical operating unit with the three most senior Nemours leaders and leadership of the clinical operating unit (April 2008)
- Interviews conducted specifically for this project:
 - Twenty leaders across Nemours
 - Representatives of organizations recognized as high performing by their peers and/or nationally
- Consideration of Nemours' current reality (formed from information above) against best practice research by Watson Wyatt.
- Synthesis of all findings and formulation of a set of recommendations.

Additional information regarding data sources is included as Appendix A. To follow is an overview of findings and recommendations. Further detail is provided in the appendices and in a more detailed report prepared for the Nemours' Communications team.

Needs and Interests from a Strategic Standpoint:

Effective Communication is essential for executing strategy.

Nemours has charted an aggressive strategy with the strategic destination of being recognized in the top 5% of health care organizations for clinical and service quality by 2015. To effectively execute strategy, associates need to understand it and how they can contribute. Nemours Leadership recognizes the importance of effective communication:

"We know that successful implementation of our strategy requires that it be completely integrated into all facets of our operations. Thus, communication to all levels of leadership and throughout the enterprise remains a top priority for Nemours."

David Bailey, MD, A Letter from the President & CEO, Blueprint for the Future, Nemours Strategic Plan 2009-2013

Effective communication is particularly integral to the following Nemours' objectives:

- Integration requires communication across the organization in new ways.
- The service and quality process objectives are all enabled through effective communication – 'family centered,' 'partner.'
- The people and learning objectives are all heavily dependent on effective communication:
 - Obtain desired results and behavior through clear expectations and feedback (L2)
 - Build a culture that encourages open communication, respects diversity and fosters trust (L3)

BEST PRACTICES:

Highlights of seven best practices culled from the research on communication effectiveness are provided below. They draw heavily upon findings of Watson Wyatt Communication ROI study³.

1. Maintain the customer at the center of all employee communication

- Companies that use communication to facilitate understanding of how employees' work affects the customer are rewarded with improved business performance. They are 15 times as likely as low effectiveness organizations, to keep managers and employees focused on customer needs⁴.
- Customer focus can boost employees' sense of pride and job security.
- Both customer focus and communication are key drivers of employee engagement⁵.

2. Engage employees in the success of the organization i.e. structure & behave in a way that invites communication flow all ways (e.g. top down, bottom up, across, etc.).

- Frequent, effective communication from senior leadership is a critical component.
- Best practices call for ensuring that employee communication flows not only from the top down but also from the bottom up. Yet, less than one-fifth of companies (18%) give employees an opportunity to provide input into decisions that affect them. High effectiveness firms are:
 - a. Nearly 10 times as likely to engage in this practice – asking employees to share suggestions on programs, changes, and how to get the work done.
- This practice of inviting input, however, has a greater impact when followed by action.
- High effectiveness companies are more likely to listen, act and communicate. They are:
 - a. Nearly 3 times as likely to implement policy change as a result of employee opinion surveys and 3 times as likely to communicate changes they have made
 - b. More likely to measure the impact of communication on employee engagement.

3. Position managers for success as a key part of the employee communication structure to increase understanding and aligned action.

- When managers communicate effectively, employees receive clear, concise messages about organizational goals and performance which reinforces the direction from senior management and increases line of sight.
- Employees with strong line of sight understand how their actions influence company goals and the bottom line and are better able to adjust their behavior for positive results.
- Line of sight is high in companies that share financial information, business plans and goals, customer feedback and other business information.
- Top performing companies recognize the value of the day-to-day contact front line managers and supervisors have with their employees. These companies:
 - a. Work through their managers to reinforce key messages, gather employee input, and establish individual objectives that align with corporate goals.
 - b. Support their managers' success in communicating. They:
 - i. Package information for easy, effective delivery,
 - ii. Provide early access to information so managers have time to absorb it,
 - iii. Reward managers for communicating effectively, and
 - iv. Invest in training to help managers improve their communication skills.

³ Watson Wyatt 2007/2008 Communication ROI Study

⁴ 76% for high effectiveness companies; 5% for low-effectiveness companies.

⁵ Watson Wyatt WorkAttitudes survey

Watson Wyatt's research suggests driving supervisor/manager behavior and driving employee behavior are two "behavioral" dimensions in the Hierarchy of Effective Communication (Appendix B). A marked improvement in both areas is associated with a 5.9% increase in market value, the highest of any of the three tiers. Therefore, investment in helping managers become more effective communicators to foster the right employee behaviors provides the greatest return. Many companies treat managers as a distinct and important audience. High performing companies are 50% more likely to provide managers with advance information than low-effectiveness companies.⁶

4. *Link communication to business objectives and build capability for effective change management*

- High effectiveness companies use communication to manage and plan for change; they are nearly twice as likely to implement an effective communication initiative to support change.
- However, these companies typically have comprehensive change management programs that help managers facilitate change and address employee concerns during times of change.
- Eighty-two percent of these high-effectiveness companies say their managers support the organization's vision through their actions and attitudes, compared with only 27% of low-effectiveness companies.
- High-performing companies are 9 times as likely to report that managers enthusiastically implement new approaches to work⁷ and almost 5 times as likely to say they address the needs and concerns of the employees who remain after reorganization.⁸

5. *Measure the impact of employee communications on key business metrics*

- High effectiveness companies do better than low-effectiveness companies in regularly measuring the impact of employee communication on business metrics such as: employee engagement, business performance, retention of critical talent, workforce productivity and strategic business goals.
- They use multiple methods including focus groups of employees and of managers.
- They are also 4 times as likely to determine success based on customer measures such as volume growth and customer satisfaction.⁹

6. *Ensure a solid foundation for effective employee communication via a formal communication strategy process, solid communication structure, and effective technology use.*

- Foundational practices ensure consistent and efficient communication including:
 - Following a formal communication process
 - Engaging in a dialogue with employees
 - Aligning total rewards
 - Leveraging technology
- These practices generally don't contribute as much to market value as practices in the other tiers, but they are essential to achieving results in the other tiers.
- Strategic practices: link communication to business objectives such as facilitating change, measuring progress and incorporating messages about the business strategy.

⁶ 90% for high-effectiveness companies; 59% for low-effectiveness companies

⁷ 65% for high-effectiveness; 7% for low-effectiveness

⁸ 72% for high-effectiveness; 15% for low-effectiveness

⁹ 35% for high-effectiveness; 9% for low-effectiveness

7. Maximize the employee experience brand

- Employment brand is the communication of the employment deal. It links the employment deal with business goals. It encompasses language, messages, positioning, graphics, packaging, and media. It addresses current, future, and former employees as well as stakeholders such as external recruiters. Branding the employee experience encompasses three primary activities:
- Integrating employee programs and policies with organizational culture and business strategies,
- Examining all aspects of the employee deal throughout the employment life cycle, and
- Building employee loyalty to a company the same way a consumer brand builds loyalty to a product.

What are other organizations, recognized as successful, doing to communicate internally?

Common themes from interviews and research into other organizations perceived as effective communicators are described briefly below. An overview of organizations profiled in Appendix C. More detailed information on the common themes and for each organization is included in Appendix D:

- Multiple communication channels in multiple directions are used with increasing emphasis on:
 - electronic communication to replace print and invite input and
 - targeted face to face forums.
- Executives interact with small groups of individuals within the organization in a meaningful way that sets a tone for people to understand them better (e.g. breakfasts, lunches, etc).
- CEOs initiate important enterprise wide communications and it is then reinforced, personalized, and made relevant and actionable by successive levels of management.
 - CEO communication is best when their 'voice' is heard in written communications and when the practices they use to engage employees are consistent with their personal style (e.g. John Chambers of Cisco walking around handing out ice cream sandwiches to employees who provide an idea for improvement).
- Support to managers is provided in multiple ways:
 - Providing advance information to managers impresses the importance of their role in the communication process and supports their success in that role.
 - Providing 'tool kits' is an efficient and effective way to assure a consistent message is provided, delivered by the person closest to the employee i.e. their manager.
 - Video-taping meetings (e.g. town halls, management councils, etc.) and posting the video and meeting support materials on the Intranet, impresses the importance and increases access.
- Every effort is made to communicate information to employees before it is announced externally.
- Communication strategy development is typically a routine practice by these organizations.
- Evaluation is a part of most organizations' practice yet most are tactical and episodic rather than strategic, routine and comprehensive.

NEMOURS' CURRENT REALITY

Perceptions regarding Effectiveness of Nemours' Communication

Communication effectiveness is perceived to have significantly improved during the past few years. However, it is rated as "barely average" by leaders interviewed, and not as effective as needed to be a high performing organization. It is seen as one the greatest challenges in moving the organization ahead.

At the time of interviews, the Associate Perspectives Survey results were fresh in leaders' minds, and there is a clear perception of the need to do better. In an effort to improve communication, the Executive Team has tried many approaches. There is a sense that it is working in some areas. Yet, some feel they are being bombarded with information and it is difficult to discern what is truly important.

Perceived Effectiveness in Helping People Understand and Engage in Achieving Nemours' Strategy

Leaders interviewed that while there has been a lot of communication on strategy they are uncertain as to whether it has been effective in helping people understand and engage in achieving the strategy. The initial communication regarding Nemours' four strategic goals, shared in face to face meetings by executives, is perceived as having been effective in helping people understand the strategy. However, the move to the strategy management system has made communication more complicated than necessary. There are questions as to whether much has been accomplished with all the printed material around strategy and questions as to how well people really do understand the strategy. Several noted the importance of face to face communication related to understanding and engaging on strategy.

There is a perceived need to clearly articulate and communicate why the organization wants to achieve 'One Nemours.' The fact that it is desired has been communicated but not what it means and why it is important. There is a sense that if this were done, many other things would take care of themselves.

Associates perceive that "Senior leadership is planning for the future," based on results of the Associate Perspectives Survey. This does not, however, say whether Associates actually understand the strategy.

What is Working Well?

Nemours' communication is improving. It is considered more open and the significant efforts made to communicate more effectively and in a humanistic way, are recognized and appreciated.

Dr. Bailey is seen as a significant part of the improvement in communication. He is seen as genuine and someone people want to follow. His transparency is admired and appreciated. "From the Desk of David Bailey" is seen as an effective tool.

- *"The way it looks gave a sense of 'Open Me' and the tone was David as well. More of this would be good."*

A few noted the positive impression he made in a recent Delaware Valley Leadership Development Institute (LDI) meeting in November 2008.

- *"On the heels of the announcement regarding the hiring freeze, he scrapped the whole presentation he prepared and talked with people about what was on their minds. We walked away feeling like we were in good hands. It was a beautiful thing."*

Executive Leadership efforts to be visible and interact throughout Nemours are seen as effective and are appreciated. People greatly appreciate leadership visiting their site and taking the time to converse with

them regarding important issues. They gain a better sense of the people behind the decisions and greater context for understanding subsequent memos and email communication. It helps to increase confidence in the organization and trust in leadership. Positive examples cited include: participation in local Town Hall, staff and work group meetings; group rounding; the visits of Terri Young, Robert Bridges and Roy Proujansky, M.D.; strategic conversation sessions held in spring 2008.

- *"In 30 years here, we have never had this kind of candid conversation with senior leaders. I hope it's a beginning."*
- *"We really are all one group."*

Nemours Communications team led by Patrick McCabe is seen as an asset. Their professionalism, guidance, and genuine willingness to help Nemours improve communications are appreciated.

Several communication mechanisms are cited positively i.e.:

- QuickLinks' predictable delivery, streamlining of emails, ability to skim, with link options;
- Vision's quality, attractiveness, reliability and availability; concern that it is being discontinued.
- 'Whatever It Takes' initiative - positive effort to increase and structure communication
 - LDIs bring people together differently, strengthening working relationships and capabilities.
 - Rounding provides an opportunity and expectation for increased conversation-style communication in the context of strategy.

Nemours has a wonderful message – the mission and vision. People feel drawn to the reason Nemours exists. This serves as a powerful foundation to engage Associates in aligning to achieve greatness.

Nemours Branding Initiative has a positive unifying effect. Nemours brand promise helps Associates connect to the mission. Nemours brand look provides a quality, oneness to all communication materials.

Advances in electronic communication have been made. Email has been used effectively to reach people across the enterprise with a consistent message. The use of the Intranet and Internet are improving.

What are the opportunities?

While improvement in Nemours communication is recognized, it remains a concern. Six of the top ten opportunities for improvement identified in the recent Associate Perspectives Survey specifically relate to communication, while only one of the top ten strengths specifically relates to communication (Appendix E). To follow is an overview of key themes from the multiple input sources.

There is too much one way/top down v. Face to face with feedback loops. In leadership's efforts to improve communication they have increased the volume of communication. While this was needed, some have a sense of 'bombardment' and difficulty discerning what is truly important. The increased volume has not necessarily created the widespread understanding that leads to the coordinated action Nemours desires to achieve the strategy. Nor has it been sufficient to create significant trust needed to inspire people to unleash their discretionary energy to advance the strategy.

There is over-reliance on email and the Executive Team (ET) as central to communication. There is no clear feedback loop to channel questions that could aid in clarity and understanding. There is inconsistent and inadequate attention paid to seeking input before decisions are made. The recent Associate Perspectives Survey results indicate the need for greater two-way communication. Four of the top 10 opportunities for improvement relate to opportunities to be involved, provide input, or influence decisions before they are made and Associates do not have a sense that senior leadership really listens

to Associates. Yet, there is a perception that anyone can call an ET member and share their concerns. These are then generalized to the population as a whole and construed as a failure of communication.

While face to face communication with leadership has increased, there is a perception that there is still not enough. There is also a sense that the Executive Team 'talks to itself' and 'hasn't really listened to understand what Associates want and need' in terms of communication.

There is no cohesive communication system or strategy. It is perceived as a "haphazard afterthought" and "poorly coordinated." Messages are not always targeted or simple, which hinders understanding. There appears to be an assumption that if the message was sent, people received it. Some important messages are "buried" (e.g. hiring freeze message in QuickLinks). There is little linked reinforcement of messages so that people know what to pay attention to.

New communication forums are not yet fully optimized. Rounding has been received positively. However, issues shared with leadership during rounding are not consistently addressed and communicated back to Associates. This could be contributing to poor ratings in the Associate Perspectives Survey on the following: 'Senior leadership really listens to employees' and 'Senior leadership responds promptly to most problems.' Focus group participants expressed growing frustration since the input they provide in rounding and Town Hall meetings are not making a difference.

Leaders shared that the rounding process could be more strategically focused e.g. location and messages focused on areas in most need of attention. The current expectation is fairly vague and thus left to each ET members' initiative and comfort.

Town Hall meetings are seen as a positive addition. However, the size, schedule and lack of a consistent structure across Nemours are perceived as sub-optimizing their potential. Some focus group participants expressed that these forums do not provide enough time for questions and the more difficult questions have been left unanswered.

The Leader/Manager role and expectation in communication may be unclear. When enterprise-wide email messages are sent there appears to be varying practice and some confusion as to what role the leaders and managers are to play. Some call their staff together to reinforce the message, personalize its meaning for the individuals within their line of responsibility, and ask if there are any questions. Others are unclear as to their role and some are hesitant to say anything. Also, there does not appear to be a clear and consistent pattern of when managers receive important news before it is communicated throughout the enterprise.

The Executive Council (EC) is missed. The Council has not met for some time and no mention has been made of it. Not only is it perceived as having left a gap in the communication structure but it has left questions in the minds of individuals as to the intent of eliminating this forum i.e. centralization by the ET, 'information is power,' 'act of commission or omission,' how much does the ET value leaders development and inclusion, etc. Some believe there is a need for some group of leaders broader than the ET but smaller than the 300 who attend the LDI meetings, as a place to 'test' some decisions and communications before they are fully decided or implemented.

- "It's like eliminating the sales force at a time when they are demanding increased sales."
- "We underestimate who the real knowledge people are."
- "Even worse than not meeting is indifference ... no mention. It sends the message that ... we don't need them."

Executive Team decision clarity, at times, impacts communication clarity. It appears that periodically there is a lack of clarity among the ET when decisions are made as to: what the decision is, how it should be communicated, when and by whom. ET members construe different meanings from a discussion and act according to the meaning they take away. This can lead to a perception within Nemours that practices (e.g. 'rules' related to budget tightening) are uneven and results in unintended confusion, rework and credibility challenges. There is apparently no consistent discipline to summarize important decisions and check for meaning among the ET. Nor, is there a discipline to explicitly discuss what the communication plan will be once a decision has been made. In addition, decisions made at the executive level, while well-meaning, at times have unintended consequences e.g. the 'gift of time.' There are no consistent agreed upon processes to assure that certain types of decisions are always shared with certain people before they are finalized, to prevent unintended consequences.

Lack of communication expertise on the ET inhibits effectiveness. There is recognition that it communication could be more effectively integrated into the ET's work, versus a 'sidebar' or afterthought, if the ET included a Vice President of Communications.

- *"So often the ET is in a vigorous discussion on something and it grinds to a halt because we realize we need to involve Patrick. When we go to him after the meeting, the communication among the ET often breaks down into little subgroups."*

ET visibility and approachability has improved and is still an opportunity. Leadership's efforts to be more visible and interactive with Associates on all campuses are appreciated.

- *"I often hear people say 'Suits come in to town and they don't even stop to say hi.'"*
- *"The ET is not easy to talk to; they are so busy talking to themselves. They are overcommitted. Their own processes take precedence over anything else. Their first priority is always to each other. They have it wrong. Their first priority should be to those they are leading."*

Messages are not as clear as they could be – One Nemours, simplicity, and relevance to receiver. Clarity and simplicity were common themes raised in the interviews. This is a multi part issue:

- The sheer amount of information makes it difficult to discern what is important.
- The language used is not fully understood by all Associates and more complex than needed.
 - *"Talent Acquisition Manager" announcement creates resentment among clinicians in part because people don't understand what the person has been hired to do and also because the relevance of that person's job to the rest of the organization has not been clearly articulated.*
 - *"There is an assumption that everyone understands the acronyms and Lawson and Project Hart. We take ourselves too seriously and don't speak as plainly as needed to create understanding across a diverse workforce."*
 - *"Things that come from HR are written in gobbledygook."*
- Word choices, at times, connote a different meaning than intended. For example:
 - a. being "slammed" in certain clinical areas to connote heavy volume
 - b. Use of words such as "to" and "on" vs. "with" (one way vs. two way; static vs. dynamic)
- There is a sense that the messages are not always sufficiently relevant to the receiver.
 - *"I don't think we have listened to understand what is important to Associates."*
 - *"ET talks to itself."*
 - *"We all use Blackberries heavily yet many things are sent in a way that can't be read on Blackberry."*
- The meta-message is not yet complete, i.e., One Nemours – what it means and why it is important.
 - *"We have said One Nemours is important but we haven't said why or what it means...We have not developed the message or attempted to communicate how it all fits together, e.g., how or why a trauma nurse at AIDHC should care about our success in Orlando or an orthopedist in Jacksonville should care about our success in New Jersey.... The idea of One Nemours needs to be believed and bought into. A lot would take care of itself if that was achieved."*

- Strategic communication is typically provided only from either a one year or the 2015 time horizon. There is a perception that this may leave Associates with lack of clarity and may also contribute to the trust issue.
 - *“... since it's not clear what we'll do next year and the year after...it would also set context for example with why we are doing Project Hart ... to provide trust in the payroll system...” and decrease the anxiety of us starting something new and potentially unrelated to the strategy.*

Increasing reliance on electronic communication has left those without workstation access at a disadvantage. There is recognition of the benefits of increased use of electronic media. However, a proportion of the workforce does not have consistent and reliable access to computer workstations during their work schedule. This appears to be an issue of which many are aware, yet a comprehensive enterprise-wide review and solution to this issue has not been addressed.

Trust issues continue, in part, from concerns stated above and because actions don't always match words. Trust has been a consistent concern within Nemours. There has been progress in efforts to address it, and it is spoken of more openly. Many of the concerns outlined above contribute to this lack of trust. In addition, a perception that leadership's actions do not always match their words was identified in the Associate Perspectives Survey ('Senior leadership actions reflect the mission'- Opportunity rank 15), in focus groups and in leader interviews.

What Needs Have Been Identified?

Leaders identified some clear needs to strengthen the communication within the organization, particularly as it relates to engaging Associates in understanding and achieving strategy.

Specific collateral is needed to enhance message consistency and distribution enterprise wide e.g. speaking points, slides and/or handouts for most enterprise wide messages, videos of leaders introducing the topic and framing it strategically so that all Associates hear the same message and can see leaders communicate it fully.

Continue practice of leaders from other parts of Nemours visiting sites to share what they are working on and how it relates to the Associates with whom they are visiting e.g. Jeff Green visiting sites to share updates on Orlando hospital; Robert Bridges and Steve Lawless' visits to certain areas' strategic management meetings; etc.

As new initiatives are being planned and/or launched it would be helpful to take a "road trip" to share the initiative objectives, strategic context, and action plan and to gain input e.g. Terri Young, Roy Proujansky, MD and Robert Bridges visit on benefits; strategic conversation visits to each clinical site.

Physician champions are needed to aid in the communication process, particularly for clinical issues. On certain issues, the message can be delivered more effectively from a physician to other physicians.

Dedicated communications resources are desired by some leaders to aid in their work. There is realization that in this economic climate it may not be feasible but this is a testament to the value that people have seen from Patrick McCabe and his team to date.

Creation of a simple message for use by all ET members for a defined period of time is of interest to some ET members. The use of a simple, brief bullet point list would enable ET to deliver and reinforce a common message in their interactions (e.g. rounding, staff meetings, town hall meetings, etc.).

Last, *strengthening Associates' competency in using existing management tools* is seen as a need, e.g., helping managers understand financial statements, helping support staff complete required forms, etc. It is perceived that this could strengthen trust as people are better prepared to meet expectations.

What Recommendations Have Been Offered?¹⁰

A number of recommendations were offered to improve communication.

- Increase 'bottoms up' communication, feedback loops, clarifying conversations
- Increase periodic leader face- to-face interaction with Associates on Nemours various sites
- Create common message for ET weekly
- Strengthen the Town Hall structure
- Use Strategic Communications Committee more effectively
- Balance message so that negative does not overtake ambition and excitement
- Reinforce leaders' role in 'connecting the dots'
- Pay attention to the language
- Communicate from a consumer vs. sender perspective
- Simplify
- Invest in education and development:
 - Provide leaders with feedback on their communication and support to improve
 - Provide communication training &/or basic principles e.g. email, verbal, etc.
 - Improve Nemours' knowledge and expertise in communication on-line
- Address infrastructure issues:
 - Create an inventory of existing forums and distribute
 - Create a policy review committee
 - Evaluate the committee structure and process for determining committee members
 - Improve the website
 - Recreate a high quality operations leadership group
 - Establish a discipline of creating business plans with real rigor
 - Clarify leaders' and managers' roles in the communication process
 - ET consider disciplined process of clarifying decisions and related communication
 - Establish a seat at the ET table for communications
- Approach internal communications strategically:
 - Think carefully about who should be involved and what role they should play
 - Expand the modes of communications used:
 - Continue to communicate successes
 - Incorporate videos more into communication mix
 - Maximize benefit of rounding process
 - Incorporate stories more into communication mix
 - Determine what messages need multiple media
 - Determine what messages are best to send to managers in advance of Associates

¹⁰ Listed in rank order from most to least mentions, items grouped in sub-bullet lists received 1 mention each

TRANSITIONS NEEDED

Now that Associates have begun to see and experience Nemours' new leadership, strategy and efforts to change the culture, there is an opportunity to move to another phase in the evolution, highly consistent with Nemours' aims.

To increase trust, empower and facilitate true understanding that is needed for Associates to commit their discretionary effort to help advance Nemours' strategy, the next phase of communication needs to be through richer channels, shift responsibility to managers more as the primary communicator, and increase the use of conversations and questions. In essence, it needs to shift from that which creates awareness and shares information to that which creates understanding, aligned action and a relationship. Some key transitions are summarized below in Exhibit 3. Further discussion on the reason for the transition and potential ways to effectively make the transition, are included as Appendix F.

EXHIBIT 3: Overview of Transitions to Reach Next Level

FROM	TO
Informing	Engaging
Telling	Asking
Presenting	Conversing
Concentrated <ul style="list-style-type: none"> • Executives 	Distributed Structure <ul style="list-style-type: none"> • Executives + • Primacy of Directors/Managers
Lean	Rich Channels ¹¹
Factual presentation (primarily)	Stories, that include the facts ¹²
Overload	Simplicity

¹¹ Media richness is a function of: its capacity for immediate feedback, the number of cues & channels available, language variety, and the degree to which intent is focused on the recipient. Richer channels can overcome different frames of reference and promote understanding more effectively. See Appendix F for more information.

¹² Stories enable the leader to express their authenticity more fully and provide a more memorable and relevant call to action than simply presentation of facts.

RECOMMENDATIONS

To follow are recommended steps to help Nemours' transition from current reality to desired future.

- 1) Increase capability for meaningful input from and dialogue with Associates.**
 - a) Create feedback loop for all communications.
 - b) Increase the use of rich media channels for increased engagement, feedback and understanding.
 - c) Assure appropriate Associate input on policies prior to adoption.
 - d) Assure appropriate representation on existing and future committees.
 - e) Educate on the importance of, and effective methods for, engaging Associates.
 - f) Increase opportunities for meaningful interaction with executives.
 - g) Address the issue of trust squarely and support people's ability to begin to tell a new story.

- 2) Clarify roles and responsibilities in the communication process.**
 - a) Position directors/managers for success as a key part of the communications process.
 - b) Reinforce leaders' roles in 'connecting the dots'.
 - c) Articulate the role and expectations of Associates.
 - d) Revise the role of Nemours' Communications staff.

- 3) Strengthen foundation for communication that informs, engages and aligns action with strategy.**
 - a) Create an annual process for communications strategy development. (Exhibit 2)
 - b) Build competency for effective communication enterprise-wide.
 - c) Create an evaluation system that informs annual communication strategy development.
 - d) Adopt a discipline within ET regarding decision and communication plan clarity.

- 4) Create a communication structure that facilitates engagement and aligned action.**
 - a) Clarify and maximize the role of the Strategic Communications Committee.
 - b) Consider creation of an operational leadership forum between ET and LDI 300.
 - c) Explicitly address needs of Associates who do not have routine computer access.
 - d) Establish protocols regarding distribution of certain types of messages.
 - e) Establish supports for leaders and managers in fulfilling their communications roles e.g.:
 - i) Create simple message points for ET use in interactions to reinforce common message.
 - ii) Create and distribute an inventory of Nemours' communication channels.
 - iii) Establish a resource library to support leaders' communication efforts.

- 5) Attend to content and structure of key messages for meaning and efficiency.**
 - a) Articulate the tangible benefits of achieving One Nemours and communicate widely.
 - b) Maintain a sense of aspiration in messages and highlight successes.
 - c) Use stories to increase meaning and connection.
 - d) Be conscious of word choice and its alignment with intended message¹³.
 - e) Structure communications from receiver's perspective.

¹³ "Language is one of the explicit means by which culture is communicated within an organization. The language and behaviors of our past are persistent and pervasive in their formative effects on our present. Sustaining positive and meaningful changes in an organization requires the perseverance of leadership throughout the organization at both the staff and volunteer levels: leaders who recognize, model, coach, and reward the behaviors that reinforce the culture they and their organization are seeking to build. These leaders must not only walk the talk--they must also talk the talk, being ever conscious of the language they use in their speech and their writing. This is second in importance only to the continued process of renewing group members' personal connection with the mission and purpose of the organization--if, indeed, you truly want them to successfully abandon their attachments to the old organizational culture." Woodbury, T.J. "Building Organizational Culture--Word by Word" *Leader to Leader*. 39 (Winter 2006): 48-54.

CRAFTING NEMOURS' COMMUNICATION STRATEGY

EXHIBIT 2: Annual Communication Strategy Development Process – Proposed

TIMING	FOCUS	LEAD/PARTICIPANTS
Prior to Strategy Refresh Gather Input from multiple sources to evaluate previous year	Solicit input <i>from key internal stakeholders</i> , e.g., Executive Team, Leader of each major clinical site and business line, Managers, etc. regarding communication, i.e.: <ul style="list-style-type: none"> • What did we, collectively, do well this past year? • What do you we need to better this next year? • What role did communication play in our strategy execution - for those strategies we executed most effectively, for those strategies in which we didn't hit our mark? • What can be done in the coming year to better support you in your communication role? Associate Perspectives Survey	Nemours Communication staff Human Resources
During annual Strategy Refresh (Autumn)	Work with Executive Team (ET) to enable the following as a part of the strategy refresh discussion: <ul style="list-style-type: none"> • To achieve this objective, what behavior do we need? What communication is needed to motivate that? • What are the main key (3-5) messages for the year? • What competencies will we need to have to advance these – Communication and other competencies? 	ET for enterprise Unit Leadership team for other strategy maps Human Resources
Once Strategy Refresh Initiatives are set (December)	Consider and work with ET and initiative champions to address: <ul style="list-style-type: none"> • What role does communication play in each of the major initiatives? • Who are the key stakeholders • Do we know what they think about this initiative or how it will affect them? • How much change will this initiative require? • Has the initiative champion contacted OD staff for assistance in a change management plan? • What role does communication play in that plan? 	ET & Strategic initiative champions
December/January	Draft communication plan based on discussions, evaluation results, knowledge of the communication media, target audiences, etc. In addition to basic strategies and tactics, include master calendar and forum for CEO and other senior executive visits and tactics for authentic connection with associates	Corporate communications
January	Share draft plan with colleagues, CFO & COO for input. Revise draft based on input before sharing draft with others (below).	Nemours Communications, colleagues, CFO & COO
February (preceding budget preparation)	Share draft communication plan: <ul style="list-style-type: none"> • Here are the key messages for this year, proposed modes/forums, timing, etc. • Here is what we'll need from you. • How well does this meet the needs from your perspective (e.g. clinical operation site, business line, etc.)? What, if any, upgrades would you like to suggest? 	Enterprise/Local strategic conversations i.e. sharing by each of current situation (external & internal dynamics, progress achieved on past year plan, financials, etc.) from their perspective and operational plan for year
February/March	Forum of marketers/communicators within Nemours e.g. community engagement group? Similar questions to Strategic Conversations above to gain their input and prepare them for their role in the communications process	

APPENDICES:

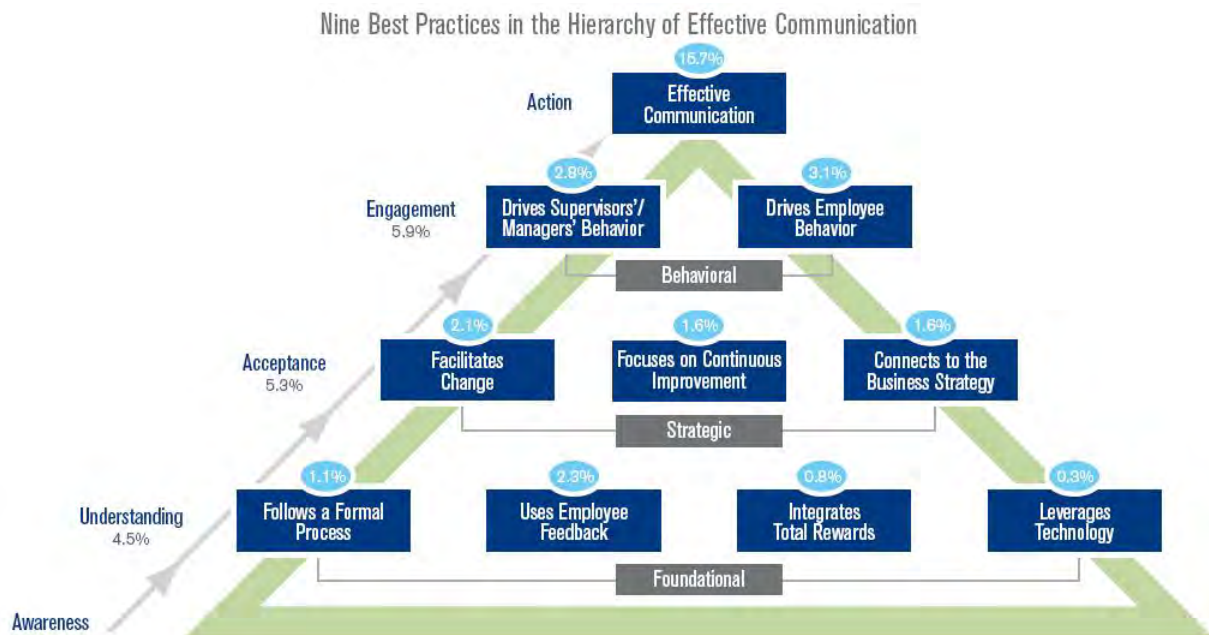
- A. Overview of Data Sources
- B. Watson Wyatt Hierarchy of Effective Communication
- C. Overview of Other Organizations Profiled
- D. Other Organizations' Communication Practices – Summary
- E. Nemours Associate Perspectives Report November 2008:
 - Top Opportunities for Improvement
 - Aspects of Greatest Strength Transitions Needed
- F. Transitions Overview

CRAFTING NEMOURS' COMMUNICATION STRATEGY

APPENDIX A. OVERVIEW OF DATA SOURCES

INFORMATION SOURCE	TIMEFRAME	OVERVIEW
Interviews conducted specifically for this study	December 2008 & January 2009	<p>Objective: Solicit leader input regarding internal communications to inform strategy to raise the strategic impact and maximize the value of Nemours communications.</p> <ul style="list-style-type: none"> • Qualitative interviews of 20 leaders across the enterprise •
Nemours Communications Survey	January 2009	<ul style="list-style-type: none"> • Opinion survey focused on Nemours Communications was sent to 1,083 Associates, all sites and job classifications • Categories included questions on town hall meetings, department/team meetings, the intranet, QuickLinks, and the move to more online communication (less print). Associates could comment on ways to increase the effectiveness and value of all of the above. • Response rate of 44%.
Nemours Communications Focus Group Report - December 2008	October – November 2008	<ul style="list-style-type: none"> • Objective: evaluate how associates perceive communication at Nemours • Five focus groups conducted in Delaware and Florida by Well Put Communications plus an APN meeting • Report summarizes conversations with 55 associates :a diverse range of positions, tenure and locations.
Employee Perspectives Report	November 2008	2172 Nemours Associates participated in survey fielded by Press Ganey
Feedback from Strategic Conversations April 2008	April 2008	<ul style="list-style-type: none"> • Four full day forums held at each clinical operations site. • Three senior executives of the enterprise met with 10-15 local Nemours leaders to discuss enterprise and local situations, strategies, and needs.

APPENDIX B. WATSON WYATT HIERARCHY OF EFFECTIVE COMMUNICATION¹



Note: Percentages relate to each practices' contribution to market value an organization can expect from a significant improvement in that area. While each area contributes, it is the integration of all practices that leads to truly effective communication

- Foundational practices: ensure consistent and efficient communication including:
 - Following a formal communication process
 - Engaging in a dialogue with employees
 - Aligning total rewards
 - Leveraging technology

While these practices generally don't contribute as much to market value as practices in the other tiers, they enhance the effect of strategic and behavioral communication if they are done well i.e. they are essential to achieving results in the other tiers.

- Strategic practices: link communication to business objectives such as facilitating change, measuring progress and incorporating messages about the business strategy.
- Behavioral practices: engage employees and supervisors/managers in the behaviors that drive business success. This tier has consistently had the strongest correlation to financial performance.

¹ Source: Watson Wyatt 2007/2008 Communication ROI Study

CRAFTING NEMOURS' COMMUNICATION STRATEGY

APPENDIX C. OVERVIEW OF OTHER ORGANIZATIONS PROFILED

ORGANIZATION	RATIONALE		INTERVIEWER
Hackensack University Medical Center	Numerous awards as 'Top Hospital' e.g.: <ul style="list-style-type: none"> • JD Power – Outstanding Patient Experience • Leapfrog Group • Child Magazine Top ranked children's hospital in NJ • US News & World Report • 3d in the nation for safety – Consumers Digest http://www.humc.com/index.php?page=recognition	775-bed hospital & large ambulatory campus in Hackensack, NJ 7,200 employees	Robin Gervasoni
Children's Healthcare of Atlanta	FORTUNE Best Companies to Work for 2008 #45 Among top children's hospitals rated by Parents Magazine & US News	474 beds in 3 children's hospitals 15 ambulatory centers 6,700 employees	Kelly Westermann
Cincinnati Children's Hospital Medical Center	US News & World Report #3 Best Children's Hospital 2008 Picker Award for Excellence in Family Centered Care 2008 Numerous best place to work awards	511 bed academic children's medical center 10,680 employees	Kelly Westermann
Mayo Clinic & Foundation <ul style="list-style-type: none"> • Mayo Clinic Jacksonville, FL, Communications Mgr • Mayo Foundation, Director of Marketing 	International Reputation; FORTUNE Best Companies to Work for 2008 #59; K. Seltman coauthored book regarding service recently with Nemours Board member Leonard Berry	55,000 employees across 3 states in direct care, medical education & research serving 520,000 unique patients	Patrick McCabe Carol Gausz
Geisinger Health System	Fully integrated health system based in Danville PA	3 hospitals; 40 community practice sites across 43 county region in PA Health plan membership of 212,000 12,000 employees	Carol Gausz
GE – Manager & Communications staff member	FORTUNE Most admired #1 several years	46,000 employees globally	Carol Gausz
Cisco Systems Manager	FORTUNE Best Companies to Work for 2008 #6 & Most admired #18	38,000 globally	Carol Gausz
Wegman's	FORTUNE Best Companies to Work for	Rochester, NY based grocer with 35,000 employees in 70 stores	Great Place to Work Institute
Nike	FORTUNE Best Companies to Work for	28,000 employees globally	Great Place to Work Institute
Ford Motor Company			Ragans.com article 12/15/08

NOTE: The articles profiling the 3 organizations listed last are included in the unabridged report.

APPENDIX D. OTHER ORGANIZATIONS' COMMUNICATION PRACTICES – Summary Highlights²

CEO's role:

Geisinger: Dr. Steele hosts breakfasts and luncheons.

- Invites approximately 6 people, identified by Human Resources and leadership.
- Secures a table in the cafeteria every few months at each hospital & corporate office
- Asks how things are going and is open to questions and comments from the 6 individuals.
- Someone attends to take notes and handle things if there is follow up needed.
- When on-site for these meals, he will round with one of the hospital executives as well.

Mayo:

- Monthly newsletter broadcast to entire organization: CEO of Foundation's voice is heard clearly in the publication (see below re Mr. Cortese goes to the hospital)
 - CEOs of the 3 Mayo campuses also, communicating in their voice to employees each month.
 - Communication frequency increased this fall as stock market became increasingly volatile. "Yes, a number of you are wondering about our endowment and pension fund. Happily, I can report that these are invested in ... I want to assure you ...".

GE: Since Fall 2008, Jeffrey Immelt has been sending enterprise wide emails regarding the environment and what it means for GE. There is a clear protocol as to how that message gets reinforced, which is further described below.

"The email messages have a calming effect. They are informative, timely and calming i.e. "We'll be okay. Yes, things are crazy but we have a plan." They are also collegial and not patronizing; "Dear GE Colleague – Times are tough."

GE(one business within GE HealthCare):

- Leader of one line of business (Vice President) will be starting a 'pseudo-Blog'.
- created an email template for it such that he can update people as he moves through his work e.g. when he is travelling to a customer he'll summarize what transpired, if he is at a GE leadership meeting he'll share key points and their implications, etc.

Cisco:

- John Chambers, CEO, has a Webcam on his computer and records from his desk.
 - Not high quality production value but it is low cost, timely and it is very authentic.
 - People can make comments on CEO messages; comments are typically very casual
 - Holds 'Lunch Bunch' every Friday – Invites every Vice President; very informal.
- Birthday breakfasts - important part of the culture; fits with CEO's style.
 - The month of an employee's birthday they are invited to a town hall meeting.
 - CEO asks 'what's on your mind?' and he will answer anything.
 - Sometimes makes announcements there first.
 - People in remote location can participate via technology.
- 'Walk Arouds' – CEO walks around offices with box of ice cream sandwiches. Says "If you can tell me one thing we should do differently about ... (some topic) I'll give you an ice cream sandwich."
- Many of Cisco's leaders have blogs. Anyone can post a video on CVision (Cisco-created product).
 - To reduce costs, required everyone take time between Christmas and New Years off. Some leaders used CVision as medium for humorous videos to portray the message. It had a business objective attached to it and was fun as well.

² Detail on each organization is included in unabridged report.

Clarity of Expectations related to Roles:

Geisinger:

- Not as clear as it could be; needs to be integrated into performance appraisal.
- Held accountable for having regular meetings; doesn't get at quality or outcome of meetings.
- After employee satisfaction survey results in it receives attention; difficult to maintain.

Mayo: There is a clear expectation that people share relevant information with their supervisees i.e. 'carry along the chain of command'.

GE: Expectations are clearly articulated with regard to enterprise wide communications and the role of successive levels of leadership in assuring that their associates understand the message, its relevance for their area, action leaders wants associates to take, and how questions or concerns are to be addressed.

1. Since Fall 2008, GE CEO has been sending email to all employees that typically has the following components:
 - State of affairs (e.g. external situation and its implication for internal situation)
 - What it means to you
 - What I need you to do
 - Link to a speech he recently gave related to this or some other relevant resource material
 2. Within 45 minutes, the CEO of each major business line sends an email to all within their business e.g.: "As you all know Jeffrey Immelt, our CEO, just sent an email related ..." This second email reaffirms the CEO message, focuses on what it means for this line of business (relevance), and describes expected action by associates ("what I need you to do").
 3. Within three hours, each of the direct reports to the CEO of the line of business sends an email to people within their division with similar components, focusing even more closely on the relevance for employees in that particular division, and providing a specific statement re action.
 4. That then concludes the formal email cascade for a few weeks. Then the next level of leadership typically sends an email to reinforce the message and again bring the relevance even closer to home e.g. "There's been a lot out there related to ... Here's a talk track on it. Here's what you need to focus on ..."
- Attention is also paid to what message people carry regarding GE e.g., if GE stock price is declining it may cause others to question. Staff is prepared with what can and can't be said.

Training and Development:

Geisinger: provides training in interpersonal communication as part of Management Development

GE: Managers participate in communication training

- Manager communication tool kit serves as a guide for effective communication i.e. "converting information to understanding to achieve business goals." Basic framework is below. Guide provides for each section: things to do, questions to ask, ways to guide these conversations.

ASSESS	1. Where are we today?
	2. What do we want people to do?
	3. What do employees need?
PLAN	4. What will we say? What will we do?
	5. What are the right channels?
DO	6. Deliver the message
CHECK	7. Measure the results

- In addition, a guide for leadership to assess their competency in communications is included on Intranet. (Included in unabridged report).

Forums:

Geisinger:

- Senior leaders hold expanded manager meetings, an important forum
- Monday morning updates provide directors, managers and supervisors with important news to be shared with their staff that week
- Round the clock forums, all three shifts at all hospitals, approximately twice a year.
- They use all the forums noted to assure employees are aware and engaged in the strategy. It is a major agenda item on meetings.
- Physicians all have departmental meetings as well.

Hackensack:

- Take 5! - employee huddle used enterprise-wide on a daily basis.
- 5 minute stand up (only) meeting; in department at time of their choice.
- Topics provided by Corporate Communications and posted on intranet a week ahead; emailed to all managers so they get familiar with it first.
- Managers required to speak the messages to their Associates in person and answer questions.
Topics include:
 - News - Organizational Developments
 - Hospital-wide Announcements
 - Department Specific Information (manager adds)
 - HR Corner (benefits/questions)
- Friday is reserved for recognition only.
- Sometimes weeks have themes like Team Building, etc.
- Huddles are also done for weekend staff - On Saturday they receive contents of Monday-Wednesday; on Sunday they receive Thursday – Friday news.
- Management Meeting monthly. Select a great facilitator and train them. They give out candy bars when Associates ask questions. Notes are taken and cascaded along with speaking points.
- Forums/Town Halls – quarterly for one hour by CEO; approximately one third of the meeting is devoted to presentation e.g. industry and organization information; balance is for questions.
 - Questions and Responses posted to Intranet.
 - Promote e.g. Save the Date Cards, Intranet Count Down, Voice & EMail, Rounding, etc.
 - Nurse managers encouraged to send nurse from each unit who reports back to colleagues
 - For others - do quarterly round tables by the units - for all shifts - to help them feel included
 - Swipe ID of those attending to take roll call

Mayo:

CEOs & CAOs of individual campuses hold periodic meetings for management/supervisory staff

- opportunity to update people as to status and initiatives of the organization (e.g. brand survey results, Lean project, etc.) and 'pep talks'.
- videotaped and made available on the Intranet.
- Power point slides posted so that supervisors can access them to share with their staffs.

GE:

- Town hall meetings held quarterly at divisional level via teleconference
 - Video and audio taped and available for download from Intranet

Other Communication Channels - highlights:

Cincinnati Children's:

- No plans to do away with print publications.
- Monthly newsletter for staff physicians also mailed to referring doctors; about 4000 people.
- Every story on the web is "comment-able." Comment emails go to Communications staff.

Children's Hospital of Atlanta:

- Print still plays an important role in their media mix as they believe there are too many employees who do not have easy access to a computer.

Geisinger:

- StatFacts - publication prepared in conjunction with the Chief Medical Officer. It divides information to be shared with medical staff into two parts as shown below. Feedback has been positive as it makes the information more digestible.

Focus	Example of types of topics	Schedule
Important, timely information and announcements that physicians need to know	Credentialing issues Research opportunities	15 th of the month
Kudos for and re physicians	Publications, awards, speaking engagements, etc.	Approximately a week later than above

Mayo:

- The most important communications produced are articulations around the primary values of the organization. They often have the personal touch and the element of story.

Example the centrality of the needs of the patient are clearly communicated in an email communication written by the CEO of Mayo that had a heading "Mr. Cortese goes to the hospital." Starts something like:

"I woke up and had an arrhythmia that didn't seem to want to go away. I went to the ER. The ER decided I should be admitted for observation overnight. It was not until the physician came in on rounds the next morning that people knew I was the CEO. I was 'Mr. Cortese' all night because the staff was giving me the same type of care that they give to every patient." The overall message from the email was 'You're doing a great job. Keep your focus where it is, on the patient.'

- Intranet –
 - Includes interactive employee communication – conversation between Mayo leaders and employees on strategic topics of interest.
 - Some initiated as question e.g. "What can we do to improve quality at Mayo?"
 - Others - topical essays crafted for leaders that employees may comment on.
 - Strategic Plan - 1 page plan & scorecard for enterprise and each campus
 - quality metrics
 - tools that would be useful
 - 'For You' - everything in one place employee might need to manage the administrative aspects of their employment e.g. expense forms; time keeping; important phone numbers; individual's human resource data; leave request etc.

Hackensack:

- Have moved away from print and HR communications are now 100% electronic.
 - Rounding on Direct Reports - more personal, one on one,
 - no meetings can be held Monday and Friday from 9am to 11am (meeting free zone) so that rounding can occur then/meeting rooms are blocked off during those times
 - Email - Continually sending out email standards; rule of 2 emails then call or visit

Cisco:

- Communication is very technology based, in part, because this is their core business:
“the worldwide leader in networking that transforms how people connect, communicate, and collaborate. Our technology is changing the nature of work and the way we live”.
- The Intranet includes:
 - a portal with information and news
 - leaders place blogs, VLogs, etc. to push information to their team
 - mechanisms to solicit employee input which is freely and casually provided
 - an internal ‘Facebook’ -type function which builds familiarity and awareness of associates
 - an employee portal where people can access all the information they need to handle their administrative aspects related to work.

Support for Staff without routine access to computer:

Geisinger, Mayo: Managers are expected to print out information sent solely via email and share it

GE (one business within GE HealthCare): web portal created, “One Stop Shop”.

- centralizes access to all that used to go out via email in an effort to streamline their access vs. receiving numerous email messages.
- time spent creating awareness of the portal so that people would know to go there for their information.

APPENDIX E

2.0 TOP TEN OPPORTUNITIES

The Nemours Foundation's top ten house-wide opportunities for improvement based on performance (mean score and percentile rank) and importance (internal and external correlation coefficients) to overall satisfaction are:

Opportunity Rank	Question	Survey Section/Dimension
1	I am satisfied with my involvement in decision-making	Participation
2	Promotions are handled fairly here	Recognition
3	My work group is asked for opinions before decisions are made	Participation
4	I have opportunities to influence policies and decisions that affect my work	Participation
5	Excellent performance is recognized here	Recognition
6	The current performance review system is fair	Recognition
7	Senior Leadership can be trusted to be straightforward and honest	Senior Leadership
8	Senior Leadership really listens to employees	Senior Leadership
9	My last performance review helped me improve my performance	Recognition
10	Senior Leadership responds promptly to most problems	Senior Leadership

[Found on p. 205 of database report]

5.0 ASPECTS OF GREATEST STRENGTH

The top ten house-wide strengths based on performance (mean score and percentile rank) and importance (internal and external correlation coefficients) to overall satisfaction are:

Strength Rank	Question	Survey Section/Dimension
1	I would recommend this organization to a friend as a good place to work	Overall Org Impression
2	Overall, I am satisfied with this organization	Overall Org Impression
3	Overall, I am satisfied with my job	Overall Job Fulfillment
4	This organization does its best to provide job security for employees	Job Security
5	Overall, I feel confident that my job will be satisfying in the future	Overall Job Fulfillment
6	My work provides me an opportunity to be creative and innovative	Overall Job Fulfillment
7	I would recommend this organization to a friend as a good place to work	Overall Org Impression
8	Overall, the quality of care here is excellent	Overall Org Impression
9	This organization uses customer feedback to improve quality	Overall Org Impression
10	My supervisor recognizes my ideas or suggestions for improvement	Supervisor

[Found on p. 205 of database report]

APPENDIX F. TRANSITIONS OVERVIEW

1. Informing vs. Engaging

It appears that much of Nemours' communication has been focused on informing rather than engaging Associates. Informing is necessary, but not sufficient, for aligned action.

Definitions¹:

- Inform: To give facts or information
- Engage: To participate or involve in

A 2006 report by the Conference Board addressed the issue of employee engagement, synthesizing and building upon the twelve major studies on employee engagement that had been published over the prior four years by top research firms such as Gallup, Towers Perrin, Blessing White, the Corporate Leadership Council and others. From their review, the Conference Board developed their own definition of engagement: "*a heightened emotional connection that an employee feels for his or her organization, that influences him or her to exert greater discretionary effort to his or her work*".²

Some of the key drivers of engagement are highly relevant to effectiveness internal communication:

- Trust and integrity – how well managers communicate and 'walk the talk'.
- Nature of the job –Is it mentally stimulating day-to-day?
- Line of sight between employee performance and company performance – Does the employee understand how their work contributes to the company's performance?
- Relationship with manager – Does the employee value relationship with his or her manager?

The Conference Board study findings further corroborated the importance of the manager in the communication process within organizations. All of the data, from all studies by all locations and age breakdowns agreed that the direct relationship with one's manager is the strongest of all drivers for employee engagement.

Other sources have emphasized the importance of engagement to commitment. Peter Block and Richard Axelrod³ both speak to the fact that all have choices in how fully they commit to anything. The more engaged people are in the process – head, heart, and hands – the more fully people commit.

Engagement/Commitment Continuum

DEGREES OF COMMITMENT	↑ LEVELS OF ENGAGEMENT
Taking high personal risk	Active
Taking a stand	
Personal participation	
Providing resources – no personal involvement	Passive
Not getting in the way	

¹ Oxford English Dictionary

² The Conference Board published "Employee Engagement, A Review of Current Research and Its Implications", 2006

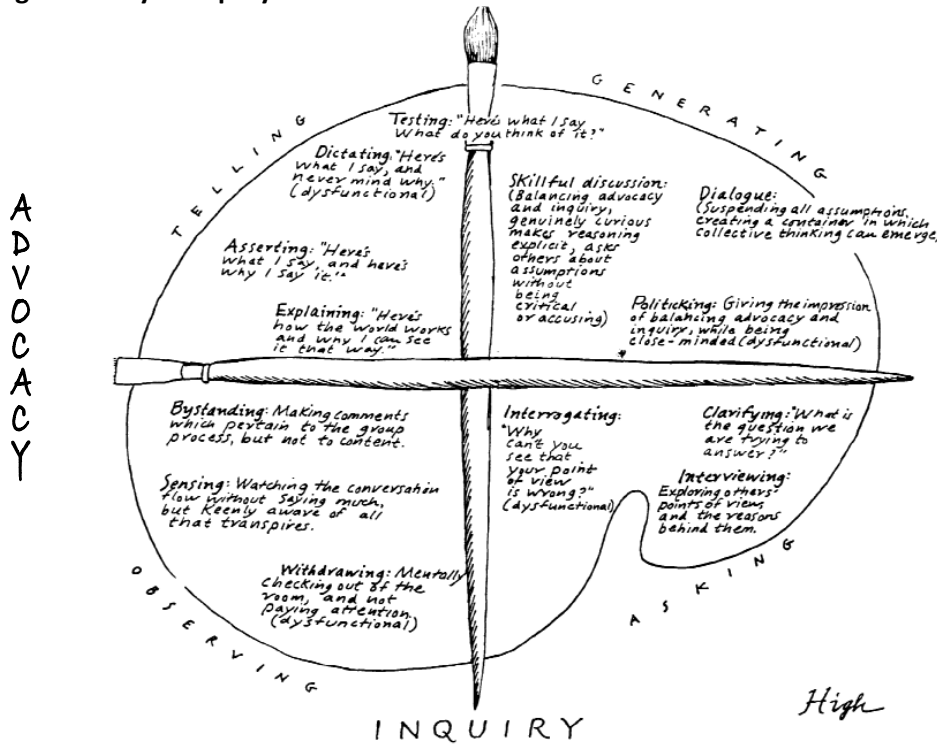
³ Block: *The Empowered Manager, Stewardship, etc.*; Axelrod: *Terms of Engagement*

2. Telling vs. Asking

Nemours' communication appears to be more focused on telling than asking. Striking more of a balance between advocacy or telling and inquiry or asking thoughtful questions, helps to create conditions for:

- o Learning,
- o Creating and strengthening relationships, and
- o Engaging people in the organizational purpose and day to day work.

Balancing Advocacy & Inquiry



Source: Systems Thinking Fieldbook, Senge et al

In an effort to rapidly address problems, some leaders may unknowingly disempower the people they are leading and exhausting themselves in the process. In fact, the ability to ask thoughtful questions, rather than step in and solve a problem, is much more consistent with empowering, building a culture of trust, and increasing capability for competitive advantage. Note a selection of perspectives in the quotes below from *Leading with Questions*⁴:

- "Many executives close off learning. In their day-to-day interactions with staff they are usually either issuing instructions or making judgments about the ideas or performance of others" By telling rather than asking, they are actually contributing to their organization becoming, "less smart, less aligned, and less energized every day." p. 18, Noel Tichy, University of Michigan Business School and consultant to GE since 1982
- "The key difference between leaders and managers is that leaders focus on getting to the right questions and managers focus on finding solutions to those questions." p. 19, John Kotter, Harvard

⁴ *Leading with Questions*, Michael Marquardt, Jossey-Bass 2005

- *"Leading from good to great does not mean coming up with answers and then motivating everyone to follow your messianic vision. It means having the humility to grasp the fact that you do not yet understand enough to have the answers and then to ask the questions that will lead to the best possible insights."* p. 21; Jim Collins, Good to Great
- *"...a questioning culture...helps create a 'higher level of trust that dialogue and debate will occur before major decisions are made...people feel included in the process... and there is more of a commitment to execution when changes have to be implemented."* p. 33 Mark Harper, Conoco Philips

Practicing greater inquiry is highly consistent with Nemours' strategic objective to increase empowerment and accountability. It demonstrates a willingness to enable others to take greater responsibility in achieving the strategy of the organization. It is an invitation, to be a part of something rather than an observer or bystander. In addition, it is a key in creating a culture of trust. Asking for other's input is one of the key behaviors identified as contributing to trust and one of the primary factors identified as needing improvement in the recent Associate satisfaction survey.

"When we ask questions of others and invite them to search for answers with us, we are not just sharing information, we are sharing responsibility. A questioning culture is a culture in which responsibility is shared. And when responsibility is shared, ideas are shared, problems are shared (problems are not yours or mine, but ours), and ownership of results is shared. When an organization develops a questioning culture, it also creates a culture of we, rather than a culture of you versus me, or management versus employees."⁵

People in a questioning culture:

1. Are willing to admit, "I don't know"
2. Go beyond allowing questions; they encourage questions.
3. Are helped to develop the skills needed to ask questions in a positive way.
4. Focus on asking empowering questions and avoiding disempowering questions.
5. Emphasize the process of asking questions and searching for answers rather than finding the "right" answers
6. Accept and reward risk taking.⁶

Additional information related to building trust and being clear about how input will be used, is included in the unabridged version of the report.

Presentation vs. Conversation

Much of Nemours' communication appears to be in the form of presentation. Especially in helping Associates understand, be engaged in and act on strategy, a greater emphasis on conversations would be helpful.

- *"...thoughtful conversations around questions that matter might be the core process of any company – the source of organizational intelligence that enables other business practices to create positive results."⁷*
- *"an organization's results are determined through webs of human commitments, born in webs of human conversations."⁸*

⁵ P. 28, Leading With Questions, Michael Marquardt

⁶ P. 29, Ibid

⁷ Juanita Brown & David Isaacs, Conversation as Core Business Process (included as Appendix XX)

⁸ Fernando Flores as quoted in the article noted above

CRAFTING NEMOURS' COMMUNICATION STRATEGY

- *“Yet this view of conversation as a way of organizing action contradicts a basic tenet in many organizational cultures – one based on the edict, “stop talking and get to work!” The underlying belief is that conversation takes time away from the more “important” work of the organization.”⁹*

3. Concentrated vs. Distributed Communication Structure

Nemours' current structure for communication appears to be more concentrated, within the executive leadership of the organization. For example, several references were made in interview, to enterprise-wide e-mails. There appears to be no consistent practice or explicitly communicated expectation regarding the role that successive levels of leadership play in this enterprise wide communication.

Contrast this to a GE communications practice, which was without prompting described nearly identically by two separate interviewers. The CEO has been sending emails to all employees more frequently since Fall 2008 as the intensity of the financial crisis increased. A cascade of emails follows in which two subsequent levels of leadership reinforce the CEO's message, add their own message as to the relevance of this to their specific area of responsibility and a relevant call to action for.

Moving toward a more distributed channel in which manager's roles are more clearly articulated and supported is consistent with Nemours' interest in increasing empowerment and accountability, is one of the best practices identified in the Watson Wyatt study, and is consistent numerous other research findings on managers' importance in employees' level of employee engagement.

	FROM	TO
ROLES Primary communicator with broad base of Associates	Executives as main messenger Managers' role – unclear and inconsistent Transmitter of information	Managers as key in communication process <ul style="list-style-type: none"> • After clear and explicit acknowledgement of the primacy of their responsibility and • with support for their capability Executives: <ul style="list-style-type: none"> • Explicitly communicate primacy of managers in communication process • Build manager capability before 'transfer' of responsibility. Otherwise it could feel like a setup and increase distrust. • Set stage with enterprise wide communication followed by clear cascade • Hold strategically selected conversations to: <ul style="list-style-type: none"> ○ Increase mutual understanding of next levels of leadership ○ Increase opportunity for Associates to 'see and hear' & for executives to listen to connect & understand (e.g. breakfasts, etc.) Host for conversations on questions that matter
Corporate Communications' role	Internally: Producer of publications Externally: Marketing, public relations, increase brand awareness & reputation	Internally: Strategic advisor regarding use of communication to create understanding and aligned action; coach to leaders; producer of tangible 'supports'
Executives location 'in the conversation'	Front of the room, central	Side of the room, integral & supportive <ul style="list-style-type: none"> • Support manager when they ask for clarification on questions posed by audience etc. • Observe manager & provide feedback to mentor

⁹ Juanita Brown & David Isaacs, Conversation as Core Business Process (included in unabridged report)

4. *Lean vs. rich channels*

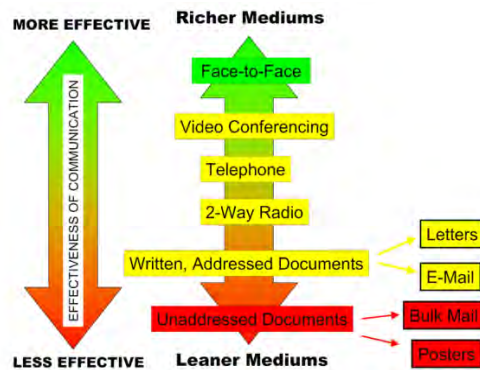
Information richness is defined as "the ability of information to change understanding within a time interval".¹⁰ Communications that can overcome different frames of reference and clarify ambiguous issues to promote understanding in a timely manner are considered richer. Communications that take a longer time to convey understanding are less rich.

Media richness is a function of:

- the medium's capacity for immediate feedback,
- the number of cues and channels available,
- language variety; and
- the degree to which intent is focused on the recipient.

The exhibit below shows how this applies to specific mediums.

Media Richness Continuum



5. *Facts (primarily) vs. Stories (with facts)*

While reporting information factually is necessary, it may not be sufficient to help people 'see' and 'experience' the authenticity of leaders and managers. The use of stories in communication can be quite powerful. Mayo's use of stories is highlighted in the previous section and Wegman's is noted in the unabridged report.

Nemours has used stories in a few ways recently and has opportunity to increase their use to increase the effectiveness of communication. The story of Nemours' founder and benefactor, Alfred I. duPont, is included in print publications and marketing materials. Dr. Bailey has effectively used stories as he shares letters from patients that describe experiences in which the value provided by specific Nemours' Associates is described.

¹⁰ Daft and Lengel, Media Richness Theory

A recent article in Harvard Business Review¹¹ highlighted the value of storytelling in engaging people to achieve business results and provides key success factors which are highlighted below via excerpts.

"Storytelling ... is one of the world's most powerful tools for achieving astonishing results. For the leader, storytelling is action oriented – a force for turning dreams into goals and then into results."

The article notes the importance of truth in storytelling and characterize four types of truths:

1. **Truth to the teller:** Authenticity is crucial i.e. the storyteller must be congruent in appearance, words, and actions, with their story. It also involves willingness to share and express emotion and a level of vulnerability. *"The spirit that motivates most great storytellers is 'I want you to feel what I feel,' and the effective narrative is designed to make this happen. That's how the information is bound to the experience and rendered unforgettable... By willingly exposing anxieties, fears and shortcomings, the storyteller allows the audience to identify with her and therefore brings listeners to a place of understanding and catharsis, and ultimately spurs action."* The storyteller must enter not just the minds but the hearts of listeners and to do so, they must first display their own heart.
2. **Truth to the Audience:** The implicit contract with the audience is that their time will be used wisely. To meet these expectations, *"... the great storyteller takes time to understand what his listeners know, care about, and want to hear. Then he crafts the essential elements of the story so that they elegantly resonate with those needs, starting where the listeners are and bringing them along on a satisfying emotional journey. This journey, resulting in an altered psychological state on the part of the listener, is the essence of storytelling."*

Practical implications regarding this truth to the audience include:

- a. Try the story out on people first
 - b. "Identify your audience's emotional needs and meet them with integrity."
 - c. "Tell your story in an interactive fashion, so people will feel they've participated in shaping the story experience. This requires a willingness to surrender ownership of the story ... and helping people see themselves as the hero of the story."
 - d. Recognize how the audience responds to the story especially at the end. "... a strong emotional takeaway ... fuels the call to action by the business leader ..." "Orchestrate emotional responses effectively, and you actually transfer proprietorship of the story to the listener, making him an advocate who will power the viral marketing of your message."
3. **Truth to the Moment:** Telling the story in different ways to suit the unique context of the situation is important. While the theme is consistent the specifics may be different to suit the context.
 4. **Truth to the Mission:** Great leaders and storytellers are committed to something beyond themselves. *"The story itself must offer a value proposition that is worthy of its audience." "The job of the teller is to capture his mission in a story that evokes powerful emotions and thereby wins the assent and support of his listeners." "People are desperate to believe in something bigger than themselves. The storyteller plays a vital role by providing them with a mission they can believe in and devote themselves to." "State-of-the-art technology is a great tool for capturing and transmitting words, images, and ideas but the power of the storytelling resides most fundamentally in 'state-of-the-heart' technology. ...Words and ideas presented in a way that engages listeners' emotions are what carry stories. It is this oral tradition that lies at the center of our ability to motivate, sell, inspire, engage, and lead."*

¹¹ "The Four Truths of the Storyteller", Peter Guber, Harvard Business Review, December 2007

6. Overload vs. Simplicity:

One of Nemours' communication challenges is information overload and difficulty discerning what warrants individuals' attention most.

"Although information is essentially infinite, demand for it is limited by the number of waking hours in a human day. How you use people's time – (e.g. the context and tools you provide) – has become the key driver of how they'll focus their attention." (Simplicity, The New Competitive Advantage in a World of More, Better, Faster; B. Jensen, p. 51; Perseus Books, 2000).

A review of the following five areas before launching communications can help increase the focus and leverage in gaining people's attention. Additional detail is provided in the unabridged report.

1. Know: knowing which few things are important
2. Feel: considering and planning what the experience will feel like
3. Use: focusing on the tools and resources to be used
4. Do: creating and managing expectations
5. Succeed: creating a teachable view of what you are trying to achieve