We’re made for leading

Leader guide to the employee promise
**Introduction**

We talk a lot about building the culture we want at work. We all own the culture of Northwell Health. We create our own experience at work. We believe that our culture – and our organization – is ours to shape. As a leader, you play a crucial role in this.

As we continue on our journey of becoming a “best place to work,” we want to understand our culture more fully. We want to express it proudly and authentically. We want to be able to clearly describe who we are and what we do.

We’re in a great place to take this on. Our engagement results tell us we’re on the right track and, as a team, we’ve already achieved so much together. But, we still have much to do. So we listened to 2,000 of our team members to see Northwell Health through their eyes. We’ve used this work – and their voices – to develop an employee promise. Our promise is by the people, for the people. A powerful statement of intent. It’s us on our best day and us on the more challenging of days; now our goal is to make it us, every day.
Our promise was built from 2,000 voices. People shared their reality with us. Much of it was good. Some of it was great and some of it made us think, you need to do better.

Then, we pulled everything together into our promise and shared it back with our people. We wanted to check that it was truly representative, authentic, and that it mirrored every aspect of their experience with us.

Our people agreed that our promise was a true picture of the organization they belonged to and wanted to be part of. These are their words. Let’s trust them. They’re truly us on our best day, and they’re us every day.
Our employee promise

From the smallest gesture to life-changing treatment and research, we always act with intent, with heart and with passion to make people’s lives the best possible. It’s not a normal 9 to 5. We’re flexible, hardworking and not afraid to push boundaries to go the extra mile for our colleagues, our patients and their families. We are true to our beliefs and our quest to define the health care industry of tomorrow. Caring runs through everything we do. It’s who we are.

Northwell Health was not made for just anyone. Here we aren’t satisfied with settling, so we search for innovation in everything we do. We are the explorers made for extraordinary discoveries, the pioneers made for breaking with convention and the team players made for unwavering support. It’s not for the faint-hearted. It doesn’t just take courage and determination to do what we do – it’s that spark and instinct to care that changes lives.

We want you to spread your wings, grab unbelievable opportunities, and fulfill that desire to make things better. You are made for Northwell Health; made for caring and protecting our patients and communities; made for leading innovation and change that inspire our colleagues and turn tomorrow into a breathtaking opportunity.

We are Northwell Health and we’re Made for this™
It’s our promise to each other

It’s the deal. Since our brand launch we’ve started a journey to build on our culture and understand how best to articulate who we are and what we do.

Now it’s time to act. We’ll be looking at every aspect of what it feels like to work here and making things better for everyone. No matter where people work, no matter what they do, we want everyone to have more opportunities, more support and a more consistent experience.

What you get
Defines what Northwell Health colleagues can expect.

For what you put in
Defines what Northwell Health expects in return.
“Great workplaces are built through the day-to-day relationships that employees experience — not a checklist of programs and benefits.”

greatplacetowork.com
# Delivering our strategic objectives

**Our employee promise**
- Employee experience / employee journey touch-points
- The employee promise communications and engagement campaign

**Outcomes**
- Increased employee engagement / motivation
- A consistent employee lifecycle
- Differentiation from the talent market

**HR strategic business objectives**
- A “best place to work” by 2020
- Workforce engagement 90th percentile by 2020

**Organizational strategic priorities**
- Building the brand
- Customer and patient experience
- Enhancing organizational effectiveness
Our mission, vision and values remain central to the success of our brand and who we are. And, now we have three promises we can make. As an organization we make promises to our customers and communities and patients. As we develop the story of Northwell Health, you’ll start to see these elements come together.

Our employee promise is our touchstone:
It’s how we make sure we’re doing the right thing for everyone in the Northwell Health family. It runs deep — far deeper than a campaign or a slogan. Delivering on the promise we’ve made is the very fabric of our organization. It doesn’t replace our brand or our Culture of C.A.R.E. language. In fact, this is the missing piece of our puzzle.
Our promise to our communities

Our Brand Promise

Our Values

Our Employee Promise

Our Mission

Our Vision

Culture of C.A.R.E

Our promise to our patients

Our promise to each other
Our values are now in the voice of our people

Our organizational values were developed many years ago. Although their core meaning and beliefs remain the same today, we’ve updated the language used to describe our values in order to make them more relevant to our organization today.

They reflect the words of our own people and the way they live and work here. Over the coming weeks, we’ll be making sure that our newly articulated values are represented across all of our communications.
Our values

**Truly Compassionate**
Every moment matters. We're passionate about caring for our patients, our communities and each other, keeping everyone safe and well.

**Truly Innovative**
We never settle. We're pioneers, always curious in our everyday tasks and our quest to shape the future of health care.

**Truly Ambitious**
It's our ambitious spark that changes lives. We seek integrity and excellence, while taking every opportunity to spread our wings and redefine what it means to work in health care.

**Truly Together**
We rely on each other. We couldn’t do it on our own, and trust each other to perform seamlessly as one.

**Truly Ourselves**
We are all unique. We stand united, proud and respectful, always celebrating our differences.
“One of the things I always look for in people is whether they’re comfortable with disruption and comfortable with a degree of confusion. If somebody wants total clarity, they’re not the person for me.”

Michael Dowling
NY Times
Actions to take

Over the next seven weeks, we’ll be sharing more tools, messaging and FAQs about our employee promise to help you have great conversations with your teams.

We’ll launch this promise to the entire organization on May 1. This is your time to reflect on our employee promise and on how it will help you lead your teams. How does the promise fit into your world? What will you do to make it a living, breathing entity for your people, patients, customers and community?

Think about your Workforce Engagement Survey results – what do they tell you?

Where are you doing well as a leader, where do you need to push harder to make our promise real?

How do you live the values and encourage your people to do the same?

What do you need to do to get ready for this launch?

How is Northwell Health made for you as a leader?

And more importantly, how are you made as a leader for Northwell Health?
Leader speaking points

We launch our employee promise across Northwell Health on May 1. We can’t do it without your leadership. Please familiarize yourself with these talking points to help you tell the story of our employee promise to your people.

Our employee promise was made by our people.
As we continue our journey towards becoming a “best place to work,” we want to understand our culture and be able to express it proudly and authentically – it’s who we are and what we do. So, we held 74 sessions and listened to 2,000 of our team members where we began to see the Northwell Health employee experience through their eyes. They believe it’s a true picture of the organization they belong to and want to be part of. Our people want to have their best day every day – this articulated promise is how they want to make it happen. Bringing our employee promise to life will build a culture where employees will grow, stretch and thrive. It will become a part of the very fabric of our organization.

We’re bringing the brand to life internally.
We all own the culture of Northwell Health and we all own our experience at work as employees: we believe our culture is ours to shape. We want to make our brand live and breathe for our people. That means, they need to know what our promise is to them, what it means to work at Northwell Health and what we expect in return.

The employee promise will give us a competitive edge – not only will it help us develop, motivate and retain the best people we already have working in the organization, we’ll be able to use it to attract the very best talent as we continue to grow and expand our presence in the marketplace.

As our people become more comfortable embodying our brand and culture in action, we’ll be able to build even stronger emotional connections with the patients and communities we serve.

Our promise is by the people, for the people. It’s a powerful statement of intent. It’s us on our best day; now our goal is to make it us on every single day.

Our values have been refreshed and contemporized by our people.
Our organizational values were developed many years ago and we believe their core meaning still hold true today. All we’ve done is update the language, so our values continue to reflect the words of our people and how they live and work at Northwell Health today.
We'll be sharing some of the research and insights that led to the development of our employee promise.

We'll equip you with some engaging tools to help with your team conversations about your survey results.

We'll make sure you know what's coming, when it's happening and how you can help your teams get involved.

2. Week 2 (3/17 – 3/24) Focus group findings
3-4. Weeks 3-4 (3/27 – 4/7) Tools & resources
5. Week 5 (4/10 – 4/14) Information for teaser campaign
7. Week 7 (4/24 – 4/28) Almost there!