

# FANTASTIC FOUR

## Parkview Hospital Quartet Earns Honors

By Charlee Beasor

Speak with representatives from Parkview Health, the Fort Wayne-headquartered health system, and it's clear that their colleagues are "co-workers."

Not "employees" or "staff." Co-workers.

That's intentional, stresses Dena Jacquay, chief of human resources for Parkview Health System.

"It's really about the work that we each do together. This isn't about the leadership and 'employees', or some say 'staff'. This is about how all of us are interconnected to achieve the mission of the organization. We are co-workers," she expresses.

Intentionality is another theme, including the strategic move from applying just as a health system for the Best Places to Work in Indiana program to having several individual hospital facilities participate. Jacquay acknowledges that after several years of not making the list as a health system (the last time Parkview Health was named a Best Places company was 2010), it was time to try something different.

It's a move that paid off.

Four Parkview Hospitals – Parkview Huntington Hospital, Parkview Noble Hospital, Parkview Wabash Hospital and Parkview Whitley Hospital – are members of the 2018 Best Places class.

"For the last several years, we have been applying as a system. We have 11,000 co-workers. We're a large and complex

organization," Jacquay comments. "We have so many different facilities. We wanted to apply individually and the reason is that so many of our smaller community hospitals, they are able to do things in a much more flexible way."

### Forums and feedback

Parkview Huntington Hospital President Juli Johnson notes that her approximately 352 employees can take part in conversations in smaller forums about the hospital's culture and offer opinions for improvement.

"We are able to do four quarterly meetings with the front-line co-workers and it allows us to have our little piece of what we can contribute to the (overall) health system," she explains.

Getting feedback from the Best Places to Work in Indiana confidential employee survey is more important than making the list, Jacquay asserts. But what's even more vital is using that feedback to make positive changes. The health system also hosts its own employee engagement survey on an ongoing basis.

"We have done tremendous work over the last several years and applied (to Best Places) as a system and each year gotten the feedback of why we have not made the list," she notes. "I feel like we've learned a lot and wanted to highlight the great work that all of our facilities are doing (by applying separately)."

Jacquay and Johnson assert the company's various awards – whether it's Best Places to Work or other accolades in its display case – are not the ultimate goal of applying.



Parkview Health team members are contacted regularly by the health system's corporate human resources department for engagement surveys. Feedback from those surveys and other discussions often leads to improvements throughout the health system.

“Being awarded – whatever the source – that is all very positive for us and it helps us know we’re doing good things,” Jacquay says. “We also take the feedback from our co-workers very seriously.”

Putting words into action has proven the Parkview Health commitment over time.

“I think that if you ask me any single reason why we’re winning these awards, it is because we are involving the co-workers, listening to them and getting the results from it,” Johnson remarks.

Jacquay points to one area as an example of where feedback has resulted in corporate change: retirement flexibility.

“We haven’t been able to do this all across the system, but some have been able to allow phased retirement,” she explains. “As someone wants to retire, sometimes they don’t want to go from full co-worker to full retirement; some wanted to go part time for awhile. At the smaller facilities, that has been something we are able to accommodate.”

### Ensuring the ‘right fit’

Employee morale is aided by the Best Places to Work in Indiana designation.

Johnson notes that her team at Parkview Huntington Hospital has been “so proud and so excited” of the honor. And she mentions recruitment as another perceptible benefit.

“For a recruitment piece, that’s also huge. They see you’re a Best Places to Work and a 100 Top Hospital. Who wouldn’t want to work in a system or a facility like that? And for a small community, that’s huge,” she says. “I say it’s not about the awards, but what it does result in, which is so wonderful, it confirms that we are providing that best patient care. And that best patient experience for our patients is what we’re all here for.”

With recruitment as a potential benefit of the Best Places recognition, ensuring the potential co-worker is the right fit for Parkview Health is critical to continued success.

“Those (awards) are great and they do drive individuals to come and want to see what Parkview is about. But not everyone that applies

to Parkview is the right fit for us,” Jacquay cautions. “We spend a lot of time ... making sure we are selecting the right people.”

Johnson notes that the individuality of Parkview Health facilities is evident at each hospital, but that the culture ascribed to the overall health system is prevalent at all.

“If you would go to each of the community hospitals, we all have a very different culture. You can definitely feel and tell that. But still the overarching goal is that the patient is front and center,” she offers.

And every role – not just those that are in the medical or front-line positions – is integral to that patient-focused mission.

“When you’re coming to Parkview, everyone impacts the patient experience. It doesn’t matter what role you’re coming into. It could very well be sitting behind a desk. But – directly or indirectly – every role we have impacts that ultimate patient experience,” Jacquay affirms. “We start that from the new hire orientation, that direct connection to the work we’re doing.”

### Management change, culture change

Johnson acknowledges the difference in Parkview Health after President and CEO Mike Packnett came on board in 2006. Packnett was named Business Leader of the Year in 2015 by the Indiana Chamber of Commerce.

“I remember Mike Packnett coming in and saying, ‘This is what we’re going to do and change going forward.’ ... I worked at the hospital prior to becoming Parkview and the difference is night and day,” she recalls.

“All of this emphasis, this is one of our main goals each and every day: You take care of quality and patient experience and everything else falls into place.”

“I’m extremely proud to say I’m a Parkview co-worker and that is the emphasis, that the patient should be our No. 1 priority and you never doubt that for a minute. (Becoming part of Parkview Health) is the best move we ever did as a community hospital.”

**RESOURCES:** Dena Jacquay and Juli Johnson, Parkview Health, at [www.parkview.com](http://www.parkview.com)

