

Name of your organization: Northwell Health

How do you use the People Insights Platform today?

We have multiple use cases for Perceptyx's products and continue to build new programs into our overall listening strategy. In our two years of partnership with Perceptyx, we've run 2 x annual Experience surveys (53,000+ participation), 2 x annual well-being surveys (20,000+ participation), and multiple projects where we have promoted On Demand and Dialogue. In February once the enhanced People Insights Platform is up and running, we'll engage 4000+ leaders with the tool educating them on the features and benefits of leveraging the insights shared as part of our 2023 Experience survey access and results roll-out. Finally, this year will see the official roll-out of Sense where we will transition our current exit survey vendor to Perceptyx, administer a new hire experience survey and add something unique to our organization within the same framework entitled a Career Mobility Experience survey.

Please share your EX Impact story. Detail your challenge, solution, and impact.

2023 was a year for taking a strategic approach to employee listening where we elevated the work we do, continued to build our internal brand and demonstrated our impact across Northwell HR and the organization as a whole. With innovative thinking and thought leadership as our guiding principles, I led the effort to move from episodic or reactive listening to a more thoughtful and intentional program of holistic listening building an infrastructure to capture employee sentiment across key moments that matter. Here is a sample of some of the work we did.

1.) Developed a strategic approach for team member listening: Northwell Health and its most senior leaders have long recognized and supported the benefits of focusing on employee experience. With respect to capturing feedback however, outside of an annual Engagement survey, there was little direction in how to continue to elevate the work, learn, grow, and continue to make improvements. Further, while leaders were invested in understanding participation and engagement for their teams, there was less emphasis on really understanding insights, the connection between drivers of engagement and the ultimate outcome of higher engagement with loose compliance on the development of action plans. In our new partnership with Perceptyx, we paved the way for a more strategic approach to listening and enhanced the way leaders review and engage with survey data. Beginning with our annual survey in '22, we systemically changed the way that listening was taking place by demonstrating that with an improved technology partner and a strategic vision for what this work can do, leaders can have the tools and insights they need to make meaningful workplace experience changes.

2.) Reimagined the annual org health survey: A highly anticipated event across Northwell, the annual organization wide health survey fared extremely well in promotion and participation year over year, but I sought to make changes in alignment with our moving from Press Ganey to Perceptyx. We realigned the survey design to peer and benchmark organizations to ensure we were asking the right questions that would have the biggest impact. An example of this change was reducing the number of questions within the Engagement category, adding a category entitled Leadership Effectiveness and connected the balance of the design to our values of "Truly Compassionate, Truly Innovative, Truly Ambitious, Truly Inclusive and Truly Together". The latter change was the first time the organizations overall goals were directly

connected to the survey allowing stakeholders across the business see metrics that directly supported their work. To top off the changes, we upgraded the survey name moving from Engagement to Experience reflecting the importance of day-to-day interactions as a precursor to actual employee engagement.

3.) Address the gap in supporting HR and Leaders during off cycle listening: One of the opportunities that we identified within the team member listening space was the ability to support HR or other leaders with ad hoc survey design and administration outside of the annual survey thus giving way to a new Consulting service from our team. With the help of On Demand, Dialogue and our own research we consulted, designed, programmed and analyzed results for over 20 surveys within the first 6 months of the service being available. Across various areas of interests, the primary use-case was for checking in on action plans previously developed and seeking real time feedback on key business initiatives. As of 12/31/23, our customers gave us a perfect NPS score of 100% for the service they received from our team.

4.) Spotlight qualitative data as part of survey result reporting: With 75% participation (or 53,000+ responses), our annual survey data is rich but often difficult to parse through given the sheer volume of qualitative comments. We sensed that our HR and Leader customers with larger teams likely had the same challenges and while the Perceptyx tool offered a good opportunity to review verbatim comments within themes, clouds etc., we decided to engage an internal research group to help build out a model to decipher and quantify qualitative data used to compile executive presentations. This enabled the start of a more holistic way of telling stories with survey data that relied not only on quantifiable feedback but the real comments that help connect us to employees on a more personal level.

5.) Move across the maturity model in our listening work: With the help of the Perceptyx maturity model, we were able to gauge for the first time our current position and visualize where we wanted to go as far as our development in the listening and insights space. We adopted the recommended components required for maturing within our strategic approach including expanding Listening Channels (On Demand, Dialogue), Speed (faster turnaround of results), Agility (responding to business needs and shifting priorities) and Integration (looking at survey results across listening events both internal and external). To put this new understanding into practice, we challenged stakeholders across the organization to leverage and experiment with new listening tools (change management, HR, internal communications, operations) and expanded survey offerings to include key moments that matter to employees with 3 new surveys (new hire, exit, transfer). Lastly, we're finding efficiencies in our data collection and integration within our surveys to improve results turnaround time for quicker access for our customers.

With so many great outcomes in 2023, we're really excited about the potential for the new year ahead. Our focus for Q1 includes:

- Reporting our 2023 survey results through a persona-based approach.
- Rolling out access to those results through the newly designed Perceptyx Listening Home for an enhanced better user experience
- Implementing our Sense surveys to connect the dots across key moments that matter and our point in time Experience surveys to enable an ongoing and holistic view of team member and physician sentiment on a loop.