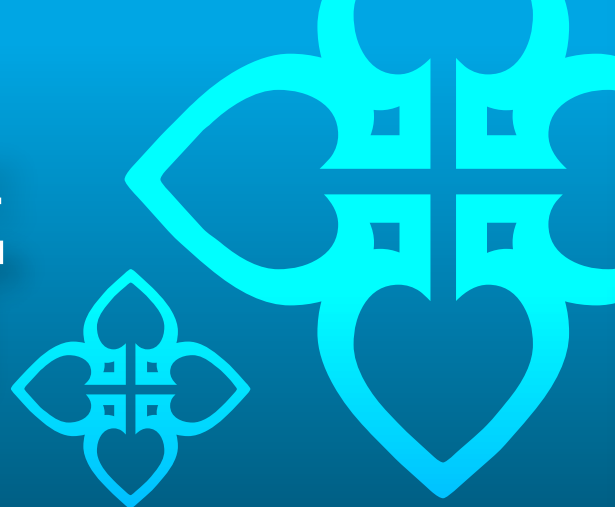
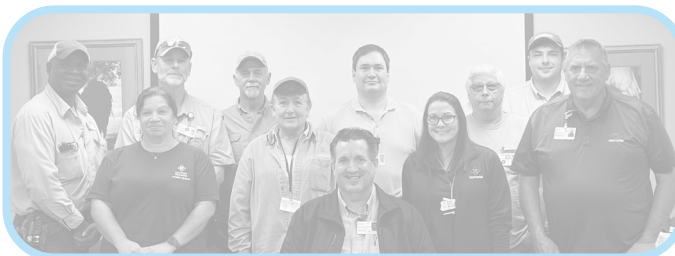
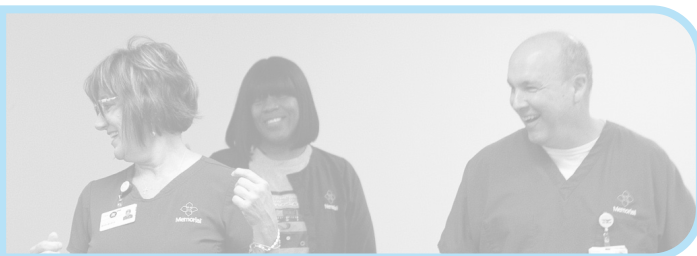


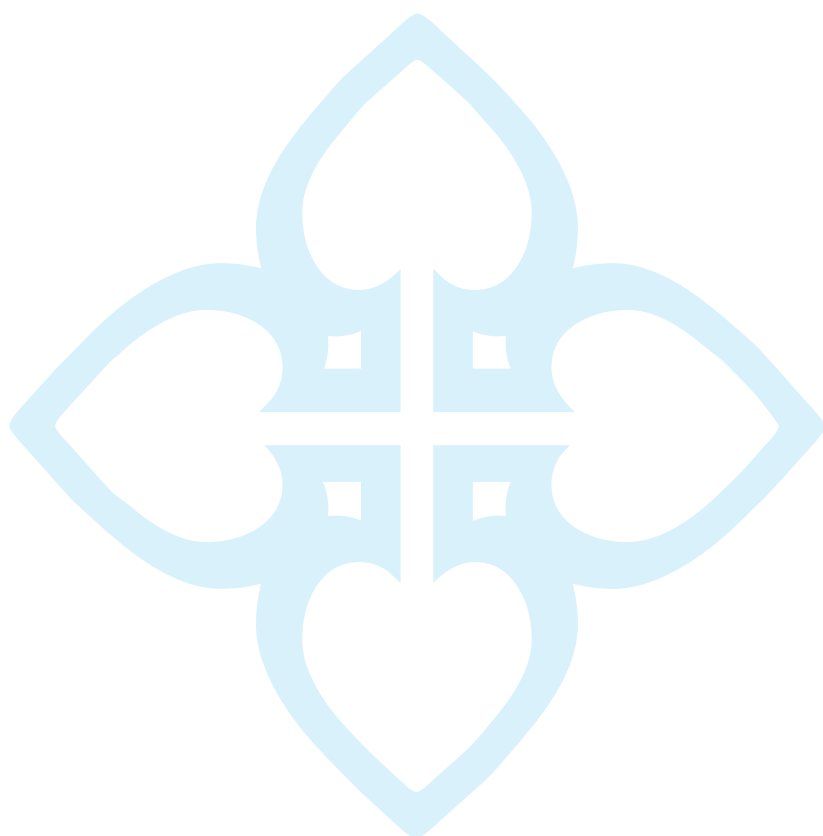
PEOPLE & CULTURE REPORT



Lake Charles
Memorial Health System



20 24





Shana Scales

Vice President of Human Resources

From the moment I entered the doors of this health system nearly two years ago, I immediately felt at home. The smiling faces, warm greetings, and attention to high-quality care simply engulfs you into this culture. This is apparent as you walk the halls of the hospitals, clinics, or offsite offices. LCMHS is the epitome of a Great Place to Work. Are we perfect?--No workplace is. Do we listen to our employees and work toward viable solutions? Absolutely! We are excited to present LCMHS's first *People and Culture Report*. This report is a reflection of the collaborative efforts of the Human Resources team, the Employee Health team and you, our valued team member. It's based on the 5 C's that we govern ourselves by Culture, Communication, Community, Collaboration, and Compliance. The hope is that you will review this report in totality to see that your input matters. On behalf of my entire team, we are here to serve and are grateful for the opportunity to do so every day by delivering a great experience. And to my team, you are all rockstars! That's the embodiment of the "Experience Memorial" brand.



EXPERIENCE MEMORIAL

COMMUNITY



Create new partnerships that will fill current and future talent pipeline gaps. Volunteer with local charities and schools representing Memorial to help ensure visibility is not diminished.

COMMUNICATION



We will have a direct focus on improving communication for both internal and external clients.

CULTURE



We will serve as the conduit of a highly engaged and productive workforce.

COMPLIANCE



We will continue to be the trusted partner and ensure we are adhering to and staying abreast of applicable HR laws and regulations.

COLLABORATION



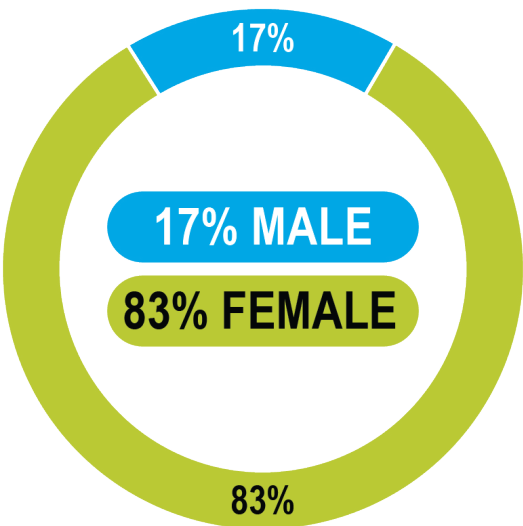
We will seek ways to work cross-functionally to better educate, process improve, and implement HR strategies.

LCMHS at a Glance

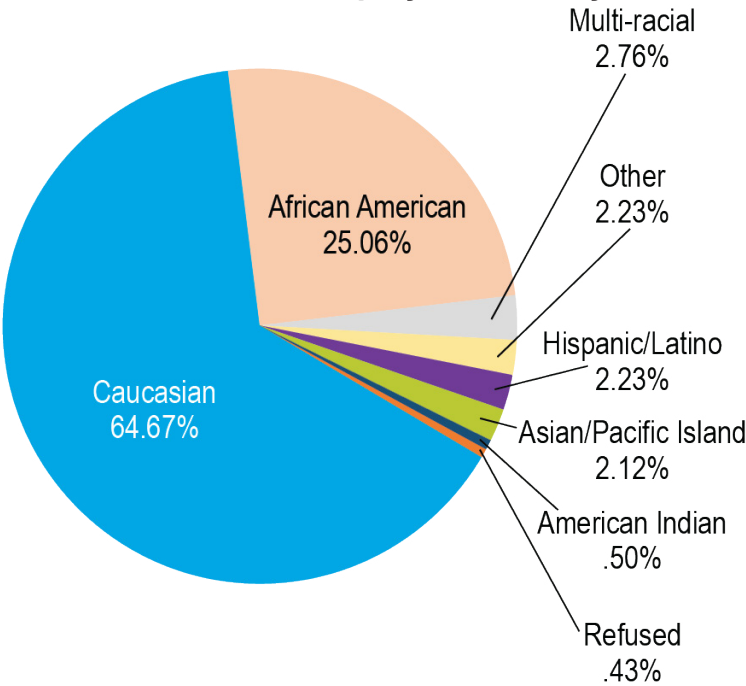
Data as of 9/30/2024

It's important for us to understand the demographics of our health system for several reasons. We use the data to make informed decisions around recruitment, compliance and risk management, organizational culture, diversity and inclusion efforts, and employee development.

LCMHS Employee Gender Count

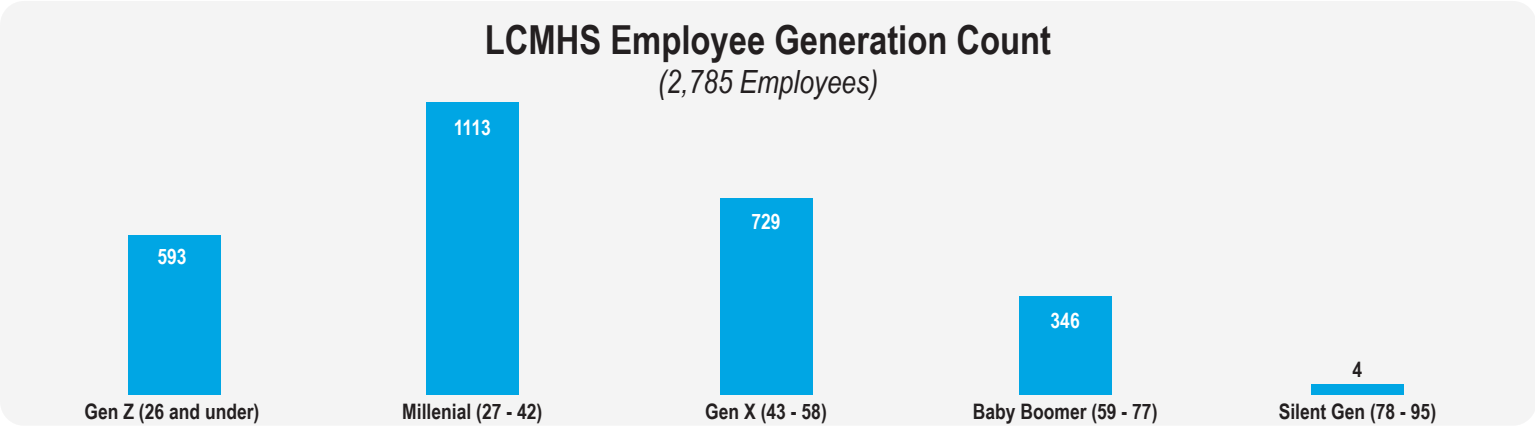


LCMHS Employee Ethnicity

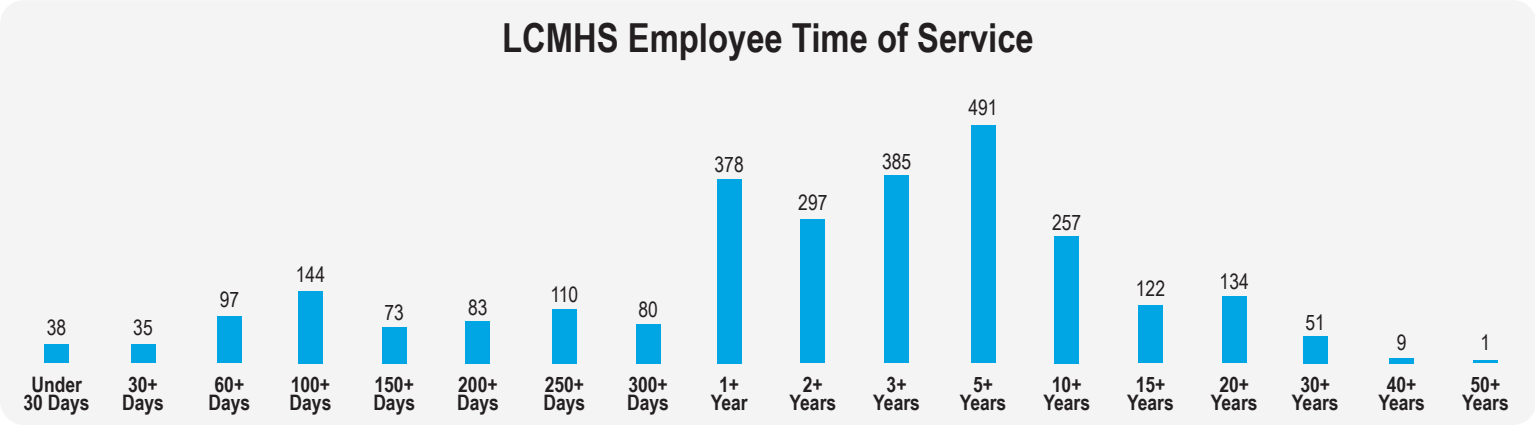


LCMHS Employee Generation Count

(2,785 Employees)



LCMHS Employee Time of Service



CELEBRATION OF WINS

In April 2024, the health system celebrated the tremendous efforts of our staff to help us accomplish several new milestones for the organization.

Newsweek

Identified as America's Best-In-State Hospital for 2024. This prestigious award is presented by Newsweek and Statista Inc. "It's an honor to be named among other renowned healthcare leaders in the country and to be considered as a top hospital in the state," says Devon Hyde, President & CEO. "This recognition is a direct reflection of our entire healthcare team and their tireless commitment to providing quality care to our family, friends, and neighbors."



Becker's Healthcare

We also celebrated Lake Charles Memorial Health System being named a Great Community Hospital in 2023, according to Becker's Healthcare, a trusted resource for healthcare organizations across the world with over one million subscribers.

Great Place to Work

This year we were also recognized as a Great Place to Work! This national certification is a huge accomplishment for LCMHS and was a direct result of a survey where 75% of our entire staff rated LCMHS as a great place to work.



We're Great Place to Work-Certified™!

85%

of our employees said that when you join the company, you are made to feel welcome



COMMUNITY

Our commitment to the community goes beyond the walls of our health system. In 2023, we embarked on a new Partner in Education relationship with Oak Park Middle School. This program allows organizations to connect with schools to enrich the lives of local children and families. Over the past year, we have hosted sno-cone parties, delivered lunch to staff for Teacher Appreciation Week, donated school supplies for the year, and much more. The health system also has a sponsored section within the campus library highlighting healthcare-related careers, African American Heroes, and concepts of Science, Technology, Engineering, and Mathematics (S.T.E.M.). Calcasieu Parish School Board recognized Lake Charles Memorial Health System this year for our efforts at the annual Partner in Education Breakfast. We plan to further invigorate this relationship for years to come.



Calcasieu Parish School Board
Partners in Education
improving student lives one partnership at a time



CULTURE & COLLABORATION

The culture of an organization is one of the most fundamental elements for a thriving workplace. Statistics prove that a strong and positive culture can improve employee engagement, boost productivity, attract top talent, and ultimately contribute to the organization's overall success. This past year the Human Resources and Employee Health departments prioritized how we could partner and collaborate with operational leaders to impact culture. We understand the importance and value of gathering input from all facets of the organization, therefore in 2023 we began listening sessions with leaders and surveying our staff to better understand where we could increase our employee valuation. We then compiled those results and formulated the road map that would guide us in decision-making that is centered around our employees.

EXPERIENCE MEMORIAL

"Experience Memorial" is more than a slogan, it's the care we provide our patients and it's the commitment to our community which all begins and ends with engaged employees like you. The idea of ensuring that our employees have the same exceptional experience we provide our patients is relevant to ensuring we can carry out the mission and values of this organization. This has a direct correlation to the culture of our health system.



CULTURE DAY

In January 2024, we launched a new concept of New Hire Orientation which is now called Culture Day. This is our way of reiterating the "Experience Memorial" culture and brand to our newest team members. In this multiple-day experience, new hires are introduced to senior leadership, create comradery through games, and learn various key concepts of working in the health system such as corporate compliance, emergency preparedness, infection control, and workplace violence. A new feature is the manager's luncheon where the new hire can chat with their new leader. As of September 30th, 553 new team members have completed the new Culture Day process.

CULTURE INFLUENCERS

This year we launched a new and contemporary approach to organizational culture. We leverage the ideology of a “social media influencer” and incorporated it into the workplace. We have a Culture Influencer program that is comprised of team members from various departments within the health system. These employees help drive employee engagement from a system-wide perspective by inspiring contemporary methods, along with proven strategies. The influencer is a voice for employees and a resource to leadership to set initiatives that provide a high-value proposition for all employees. This team launched mid-year and has already contributed in a great way by organizing a successful school supply drive and assisting with the Celebration of Wins event.



You will start to see these influencers rounding with employees, assisting with employee engagement events, and partnering on community-related efforts.

S.T.E.M.- H. Camp

The idea of “bringing your child to work” is memorable for both the parent and child. This summer we placed a twist on that idea. We hosted a free, one-week camp that provided an incredible opportunity for young minds to dive into the fascinating worlds of Science, Technology, Engineering, Mathematics, and Health. Throughout the week, campers engaged in a diverse array of hands-on activities designed to ignite their curiosity in healthcare and expand their horizons.

The feedback from participants was overwhelmingly positive. Many campers expressed newfound enthusiasm for STEM-H careers and a deeper appreciation for their parents' work. Parents also praised the camp for providing a stimulating and enriching environment where their children could explore their interests in a supportive and engaging way.



Wellness

The well-being of our team members is very important. One of the jewels of our health system is our Employee Health Clinic. This is an onsite health clinic that serves employees for a small fee related to minor illnesses. The clinic is open Monday – Friday from 7:30 to 4:00 and located at 2000 Oak Park Blvd. We encourage employees to leverage this benefit as the outpour of utilization has increased. In 2024, the clinic experienced a 13% growth in visits. This team is here to assist and help get you well.



We also have an enthusiastic wellness team that focuses on assisting you in your short and long-term goals from a holistic perspective. They have hosted courses like, *What’s New with GLP-1’s*, *‘Tik Tok: Trend vs. Truth’*, *Ergonomics: Functionally Fit*, *Financial Focus*, and *Beating Burnout*.

We have over 1,300 employees participating in the Wellness Program. Did you know participation earns a discount on your medical insurance premium? This year we have over 800 employees going to receive a discount for 2025.

2024 Wellness Program Highlights

- 102 Total Health and Wellness seminars implemented
- 106 Employees who attended an individualized one-on-one sessions
- 858 Employees who completed at least one Wellsteps Campaign
- 1540 Employees who attended health and wellness seminars
- 870 Employees who turned in screening lab results
- 843 Employees who attended an annual wellness visit

COMPLIANCE

Compliance is a main driver for Human Resources and Employee Health. We are currently in our busiest time of the year for compliance items such as the performance evaluations (last year achieving 100% completion), flu shots, FIT testing, wellness points submission, and Open Enrollment. Information related to deadlines is communicated via LCMHS emails, your manager, and Memorial HQ. This component of our work allows us to ensure clinical licensing is up to date, DNV standards are accomplished, and ensures our policies adhere to labor laws and regulations.

This year, the Organizational Development component of HR collaborated with nursing leadership to revise several inpatient evaluation measures which further validates the pay-for-performance methodology.

Leadership training is mandatory for new leaders and this year 23 leaders were developed and trained. In addition to required training, ongoing leadership topics are presented quarterly and over 270 leaders voluntarily participated in these sessions.

COMMUNICATION

As highlighted in the Engagement Survey, communication with employees is very important. As a health system, one of the most pivotal items our Information Technology team deployed was emails to every employee. This allows every employee to stay informed of the health system’s announcements. The other hub of information is our amazing Memorial HQ page developed by the Marketing Department. This is a great way to start or end your day. On Memorial HQ, you can use Webclock, access HealthStream, submit an incident report, or view the employee newsletter that is released monthly. The newsletter is another communication tool that is used to help ensure employees are kept informed. From a Human Resources and Employee Health perspective, this is our way to communicate with employees regarding Open Enrollment, Flu Shot compliance, Engagement Surveys, Great Place to Work information and so much more. Please make sure you are regularly checking your email.



Pay + Benefits = Total Rewards

A foundational piece of a total rewards package is the base wage an employee earns for the job they perform. Your concerns have been heard, and we are pleased to announce that we are making significant strides in this area. We have invested a total of \$1.5 million in wage adjustments, impacting 22% of our workforce.

These investments are part of our broader commitment to aligning our wages with market standards and recognizing the invaluable contributions each of you make to our organization. We understand that fair compensation is not only about financial reward but also about acknowledging your critical role in delivering exceptional care to our patients.

We want to assure you that this commitment is authentic. It reflects our dedication to creating a workplace where every team member feels valued and respected. While achieving market pay is a multi-year journey, we are steadfast in our resolve to see it through.

Question:

How are the new rates determined?

Answer:

We subscribe to several salary surveys that include local, regional, and national data sources to establish what the job is worth in the Lake Charles area.

Question:

Will everyone receive a market adjustment?

Answer:

No. Some of our positions are within market range and an adjustment is not necessary.

Question:

When will I receive an adjustment?

Answer:

If your position is scheduled for an adjustment, your manager will notify you upon confirmation from Human Resources of how much the adjustment is and when it will be reflected on your paycheck.

Benefits Survey Results

Base compensation is only one portion of the total rewards equation. Survey results also encouraged us to review our benefits and offer new items that would further support you and your families. In 2023, as a collective, you identified the top four benefit offerings that our health system should consider as part of our benefit plan.



Financial Planning – We partnered with Lincoln Financial this year to offer more one-on-one counseling sessions, centered around retirement planning, due to the demand. As a result, over 1,200 meetings have occurred, nearly 100 employees were assisted with Social Security projections, and several were counseled in areas such as budgeting, debt management, and investment education. We understand that financial wellness is important to our employees. As a result, we are planning to expand our financial planning resources in 2025.



Volunteer Time Off – The ability to take paid time off to volunteer was identified as the second priority for employees. In 2024, we received administrative approval to launch this benefit. However, issues regarding timekeeping tracking arose, forcing us to push this initiative to 2025. Additional details will be posted on Memorial HQ when all components are functional. We celebrate that our employees have a sincere desire to be embedded into our community on behalf of the health system. Rest assured we are dedicated to making this initiative possible.



Student Loans – As a non-profit health system, we qualify for forgiveness under the Public Service Loan Forgiveness plan. We recognize student loan debt is a huge burden and the forgiveness process can be difficult to understand and navigate. We have started conversations with vendors to learn more about how employers can help educate and contribute to the forgiveness process.



Memorial Perks – This is a new 2024 benefit that allows Memorial Employees to take advantage of discounts at both a national and local level. You can review these offerings on the Human Resource Benefits page on Memorial HQ. We will continue to search for discounts that our employees can enjoy.



Childcare – It is important to know that your child is well cared for while you are at work. LCMHS understands this and provides an assistance program for full-time and part-time employees. In 2024, we increased this benefit to \$30/week for full-time and \$20/week for part-time.

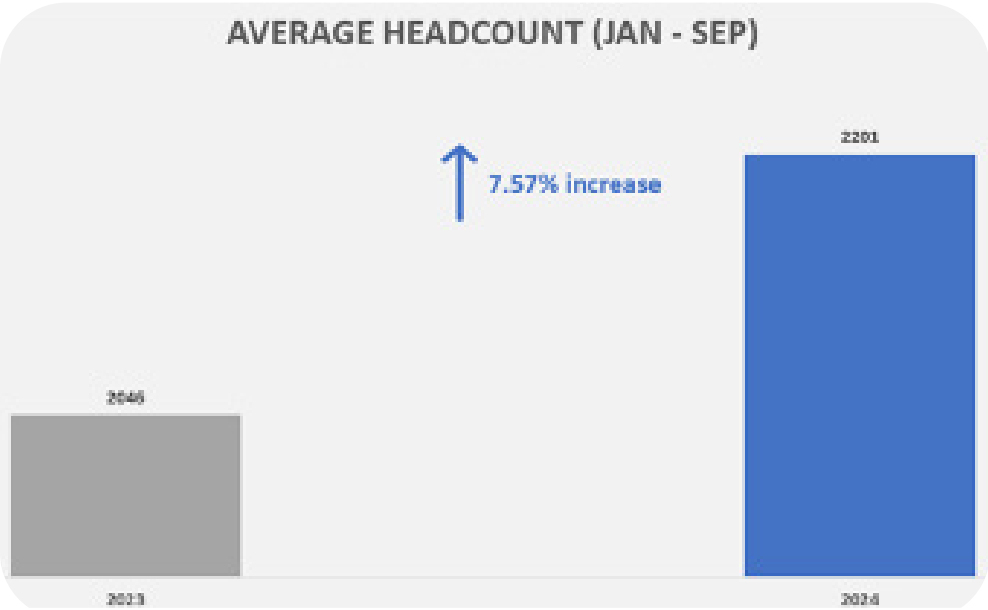
Compensation and benefits have been a priority over the past year and a half and will continue to be as we look to ensure we are attracting and retaining our top talent via our total rewards.

Staffing

From a national perspective, the workforce is slowly rebounding, however, LCMHS is seeing it at a bit faster rate which is driven by our great work culture.

Our overall headcount is up compared to last year by 7.57%.

Our overall voluntary turnover rate was 13% compared to the national benchmark of 20%. Our recruitment team has developed great working relationships with hiring managers to establish interview guides, job description validations, and creative recruitment strategies.



WHAT’S NEW & NEXT?



People Analytics

We are approaching our first full year of launching a new component in Human Resources that focuses on people analytics and Human Resource Information Systems. We now produce monthly turnover reporting to executive leadership, create custom reports requested from managers, perform data clean-up, suggest process improvement efforts and other special projects. This new component allows us to establish and review metrics related to people and help drive business decisions. This component will be vital as we embark on exploring a new Human Resource Information System to replace our current system.



Diversity, Equity, Inclusion, Belonging (DEIB)

Next year, we will begin targeted efforts around DEIB. This is another component of Human Resources that employees have requested. DEIB is a high priority for LCMHS, and an area of value celebrated by DNV, our accrediting agency. While some may think that DEIB only focuses on gender, race and age, it also includes educating and encouraging ideas of inclusiveness and belonging that goes beyond demographical information. For example, one of the first topics will be generational diversity based on feedback from listening sessions with front-line managers.

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EXPERIENCE **MEMORIAL**