



Living Our Values

Frequently Asked Questions

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What are the organization's values?

- **Put People First**
 - The behaviors supporting Put People First include being:
 - Service-minded: Anticipating the needs of students, patients, families, and fellow employees to provide a positive experience
 - Respectful: Showing empathy & consideration for the feelings and rights of others; communicating openly & listening without judgment; demonstrating civility
 - Embraces Diversity: Appreciates the differences of others; works well with others to solve problems and achieve results.
- **Be Bold & Think Differently**
 - The behaviors supporting Be Bold & Think Differently include being:
 - Innovative: Thinking outside the box; embracing change and contributing to the success of new ideas
 - Courageous: Respectfully challenging the process to achieve better results; speaking up even if difficult
 - Solution Oriented: Looking for answers to problems & challenges. Seeking out and/or accepting additional responsibilities
- **Do the Right Thing**
 - The behaviors supporting Do the Right Thing include demonstrating:
 - Safety-focus: Speaking up to create and sustain a safe environment; working to prevent errors and reduce harm
 - Integrity: Demonstrating ethical behavior, honesty, and good judgment in all interactions
 - Accountability: Accepting responsibility for individual actions and performance



How will I be expected to incorporate the values into my job?

- There's no need to delay - every Jefferson employee should begin living these values (made clear through Behavioral Anchors) right now.
- Managers will be expected to help their teams understand the actions and values as a framework for how we work. All employees will be expected to uphold the values and will see the values integrated into performance reviews.



How did you decide on the new values & the new language?

- Jefferson's new values have been developed through several phases. Input was gathered through surveys and focus groups that were held across the enterprise. An enterprise-wide Culture Jam further informed the direction of our Mission, Vision and Values. Many employees, managers, physicians, and faculty were asked to provide professional insight and contribution before our values were approved by the Board of Directors in April 2017.



Why are the values expressed in terms of behavior?

- The Behavioral Anchors are the behaviors that all employees should display when doing their work. They allow us to evaluate and coach employees on values in a consistent and systematic way.
- They are also meant to help employees understand what is expected of them across Jefferson's enterprise.



What's wrong with the values we had?

- Nothing was wrong with our previous values. In fact, the words we use to describe the values today may be different, but the essence of our values remains deeply rooted in Abington, Aria, and Jefferson's culture and history of success.
- The addition of 'Putting People First', 'Doing the Right Thing' and 'Being Bold and Thinking Differently' positions us to face the future successfully as a growing and diverse enterprise.



How will the new values be integrated into performance reviews?

- For FY 2017, Jefferson employees will be evaluated on the existing values as they have the past two years. Employees will be coached by their manager on the new behaviors throughout the year and evaluated on them next year.
- While the new Values may seem new and different, the Behavioral Anchors are closely aligned with the behaviors that have always been important to us.
- Beginning with the FY 2018 performance evaluation cycle, all Jefferson employees will be officially evaluated on the 3 new Values and their behavioral anchors.



How else will the values be used?

- Besides being the expectations for behavior every day for every Jefferson employee, we have also incorporated the values into our talent acquisition process.
- We seek to hire individuals whose professional behaviors are aligned with Jefferson's values and behavioral expectations.
- In addition, employees may be rewarded for exceeding expectations related to our values through Jefferson's recognition program.



What is the relationship between my personal values & Jefferson's values?

- We don't intend to tell people what their values for self, family, life, etc. should be, but we do owe it to everyone within the Jefferson family to make clear the behaviors we expect within the Jefferson community and what we should expect from each other.
- To the extent that your values align naturally with Jefferson's values, there is no better place for you to work.

