



# Developing a Thriving Workforce

## About MHM

Methodist Healthcare Ministries of South Texas, Inc. broadens the definition of health care by providing low-cost clinical care for the uninsured and by supporting community-led efforts that improve living conditions that cause people to be sick in the first place. We use our earnings as co-owners of Methodist Healthcare to ensure that people who are economically disadvantaged and uninsured can live their healthiest lives. We do this by advocating for, investing in and providing access to quality clinical care and addressing factors that affect health—including economic mobility, supportive relationships, food security, broadband access, and safe neighborhoods. Ultimately, we fulfill our mission of Serving Humanity to Honor God by advancing health equity so that more resilient individuals & families living in the 74 counties we serve can thrive.



## About our Excellence Journey

MHM began its Excellence Journey a decade ago, beginning with exploring the Baldrige Excellence Framework. We quickly realized we needed more time for internal alignment around the framework. It was not until the development of our '20/20 Vision' strategic plan that our Excellence Journey came into focus through our objective to 'Transform Internal Processes and Culture.'

Beginning by appointing a Vice President in 2021 and then building out an Organizational Excellence department, MHM invested in increasing its own capacity for excellence. Next came applications and site visits with the Quality Texas Foundation (QTF). Those culminated with MHM receiving the 2023 Achievement Award, and the 2024 Texas Governor's Award for Performance Excellence—along with lots of invaluable feedback propelling critical improvements to our other strategic objectives of 'Strengthen Communities' and 'Impact Systemic Change.'



Scan to Visit Our Excellence Journey Site

Building on our learning through QTF, we accelerated our journey through an application for the Malcom Baldrige National Quality Award, where we were honored to be named a finalist and awarded a Best Practice Spotlight for our Thriving Workforce Initiative.

Looking ahead, we remain more committed than ever to continuously improving so that we can serve our communities with our highest levels of care and partnership.

## Our Workforce Approach

Fulfilling our mission for the people and places we serve begins with empowering and equipping our team members to operate at the highest levels of skill and impact. By integrating comprehensive engagement strategies, professional development, and personal safety into cohesive frameworks with continuous evaluation and improvement, MHM provides models that other organizations can learn from and adopt to strengthen their own workforce culture.

## Thriving Workforce Best Practice Spotlight

The Thriving Workforce initiative is a comprehensive model for workforce engagement. Through a cross-functional taskforce, we ensure broad representation and responsiveness to the needs of our workforce by aligning internal practices that empower, engage, and equip our team members. This inclusive design creates shared ownership for engagement, strengthened by a holistic approach to belonging and purpose.



# Thriving Workforce as a Process

01.

**Embed Systematic VOC: Surveys Alone Aren't Sufficient**

MHM combined annual, quantitative employee engagement surveys with monthly officer listening sessions, bi-annual Town Halls, and regional listening tours to build a comprehensive Internal Voice of the Customer.

02.

**Charter Taskforce: Ensure Cross-Functional Inclusivity**

From Internal VOC came the feedback to improve workforce experience. The Thriving Workforce Taskforce was chartered using Lean Six Sigma principles, and included representation across every discipline/hierarchy to ensure approaches met diverse workforce requirements.

03.

**Synthesize Data: Includes Layered Listening**

The Thriving Workforce Taskforce began by supplementing existing knowledge through additional layered listening targeted toward understanding the Social Determinants of Health in team member's lives.

04.

**Make Recommendations: Tiered Financial Impact Options**

After synthesizing workforce listening data, the Thriving Workforce Taskforce presented recommendations to senior and board leadership for approval. Recommendations included No Cost, Low Cost, and High Cost tiers for consideration.

**Sample of Tiered Recommendations**

Recommendation	No Cost	Low Cost	High Cost
401k Loan Flexibility Educational Partnerships Leaderships Development Programs Financial Flexibility Purchase Program PTO Donation Policy	✓		
Bereavement Leave Parental Leave VTO and Personal Day PTO Cash in Policy		✓	
Minimum Wage Increase Team Member Emergency Relief Fund Student Loan Repayment Assistance			✓

05.

**Implement & Repeat: Monitor Impact**

Upon approval, the recommendations were implemented by the appropriate departments through the guidance of the Thriving Workforce Taskforce. Steps 3-5 are then repeated annually to ensure continuous workforce support and engagement.

**Number of Implementations by Categories**

Implementations	#	#	#
Family & Life Events	2		
Financial Well-Being		10	
Worklife Balance/Wellness			4