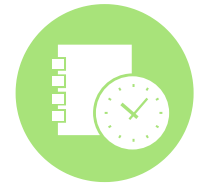




A Big Company Focused on Individual Needs



One of Indiana's largest healthcare providers is moving away from rigid schedules and one-size-fits-all benefits for its thousands of workers.

Parkview Health is the largest employer in northeast Indiana, with more than 12,000 employees at the network of community hospitals and clinics it operates in that region. Parkview's Chief Community and Human Resources Officer Dena Jacquay is continually focused on finding ways to retain more of those employees and attract new ones.



"In this tight labor market, everyone is prioritizing talent," said Jacquay. "That's the sense of urgency. It's the competitive advantage to find unique and creative ways, and they don't always cost a lot of money. You have to listen and understand your workforce. Ask the right questions."

The healthcare provider assembled employee focus groups, ensuring a variety of roles were represented. Input from those groups helped to influence implementation of policies that include flexible paid time off and work schedules, work-from-home options and phased-in work hours for parents returning from having a baby to *"make the transition as smooth as possible."* Parkview Health locations also offer lactation rooms and prepared meals.

"We have the luxury of having a cafeteria and dining services in all of our hospitals. You can pop in and just grab a meal for 5 or 10 people, and it's good food. People come from all over the community to have a meal from the Regional Medical Center."



Employees also have the option of setting up flexible spending accounts for dependent care that allow for tax-free contributions of up to \$5,000. In 2021, Parkview's benefits will undergo a significant transformation to include the My CHOICES program. The adaptive benefits program will allow employees to make selections based on their needs and preference and will increase dollars available to put toward higher-quality early education for dependent children. Jacquay says there was some concern about returning to "cafeteria style" offerings, but that it makes sense for Parkview's diverse workforce, both in the present and the future.



"We have to provide options. We have so many different people in the workforce, it's not one size fits all. It's about choice. It's about how do we recruit and retain top talent. If you don't listen, if you don't provide choices, then you could miss out on key talented individuals or lose them after a short time, and all the dollars spent to recruit that person go out the window."
Dena Jacquay, Chief Community and Human Resources Officer

Beyond benefits, Parkview is exploring additional child care supports for employees. The healthcare provider, which operated its own child care center for 18 years, now offers near-site care through Early Childhood Alliance location in Fort Wayne and is looking to create a new option for employees at its Regional Medical Center on the city's north side. Jacquay says the goal is to partner with other local employers on the project.



"There are developers and investors who know that area of town is booming. Let's get some other employers to also invest and perhaps reserve a number of spaces for each of those employers."

Parkview Health is also looking into providing child care options for children who are sick and unable to go to their regular care setting, a situation which often prevents parents from going to work. Jacquay is the first to admit she is "never satisfied" and is constantly looking for ways to expand Parkview's offerings, recognizing both the short- and long-term benefit of every effort to improve them.

"These are our coworkers, but also – to look at it from both sides – this is the future workforce we're going to employ."