“Preparing Banner for the Future: Leadership Matters!”

Peter S. Fine
President & CEO
Banner Health
# Leadership Behaviors

## Leader Behaviors (additional for all leaders)

<table>
<thead>
<tr>
<th>People Above All</th>
<th>Excellence</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Optimize Organizational Talent</td>
<td>Shape the Future</td>
<td>Executive Presence</td>
</tr>
<tr>
<td>Creates an inclusive and safe environment where people can thrive</td>
<td>Acts as a change champion</td>
<td>Exhibits energy, excitement, enthusiasm, and courage</td>
</tr>
<tr>
<td>Identifies and promotes talent by providing opportunities for growth</td>
<td>Performs effectively in an ambiguous and complex environment</td>
<td>Effectively communicates to, and influences a variety of audiences</td>
</tr>
<tr>
<td>Engages employees in improving individual and team performance</td>
<td>Actively engages others in our goal of achieving Industry Leadership</td>
<td>Builds credibility and trust through visibility</td>
</tr>
</tbody>
</table>
3 Pillars

Accountability

Transparency

Discipline
Talent Management Review Cycle

**Purpose:**
- Organizational process that helps to ensure Banner has the necessary talent to fulfill our non-profit mission and achieve Industry Leadership
  - Right People, Right Skills, Right Roles, Right Time

**Process:**
- 5-step process over 6-month period
  1. 1:1 with direct report to check-in on aspirations
  2. Gather data in preparation for calibration session
  3. Conduct calibration session with peers
  4. Provide feedback to direct report
  5. Enter information into online profiles (9-box placement, readiness, succession plans, etc.)

**Outcome:**
- Snapshot of bench strength, succession plans, developmental needs, and areas of risk
<table>
<thead>
<tr>
<th>Seasoned Professional</th>
<th>High Professional</th>
<th>Superstar</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Results:</strong> Meets the needs of others and is highly competent in fulfilling all responsibilities of current position. Promotes the talent of others by identifying and implementing opportunities for growth and development. Recognizes and implements change appropriately and facilitates the complex transitions associated with change. Thinks strategically and presents their ideas using calm, sincere, and authentic communication. Performs successfully in current role and looked upon with high regard as a “Seasoned Professional”.</td>
<td><strong>Potential:</strong> Problem-solver with awareness of broader strategies and ability to connect the dots to improve team, department, and/or facility. Either has expressed desire to stay in current position or requires substantial growth as a leader in order to effectively move into a higher level of leadership. Well placed in current role.</td>
<td><strong>Results:</strong> Consistently achieves successful and high-impact results. Strives for continual improvements and works tirelessly to optimize the talent of others. Anticipates systemic changes and effectively leads others through complex changes by stimulating innovative ideas and simplifying ambiguities. Embodies the essential qualities of composure, self-confidence, and honesty expected of senior leaders at Banner Health. Respected by others and looked upon as invaluable employee and member of team/department (i.e., a “Superstar”).</td>
</tr>
<tr>
<td><strong>Potential:</strong> Problem-solver with awareness of broader strategies and ability to connect the dots to improve team, department, and/or facility. Either has expressed desire to stay in current position or requires substantial growth as a leader in order to effectively move into a higher level of leadership. Well placed in current role.</td>
<td><strong>Results:</strong> Proactively seeks out and secures opportunities for development for self and others. Serves as a catalyst of change and successfully leads others through significant change. Maintains an organizational lens, identifies interdependencies, and takes planful action. Passionate about their work and routinely exemplifies the values of Banner Health. Performs exceptionally in current role and looked upon as a “High Professional”.</td>
<td><strong>Potential:</strong> Visionary, facilitative problem -solver who promotes proactive stakeholder engagement and empowers others to implement and achieve organizational initiatives.Expressed aspirations and is immediately ready to adeptly and successfully perform in higher level(s) leadership position(s) or position(s) with greater scope and responsibilities.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Solid Professional</th>
<th>Valued Contributor</th>
<th>Rising Star</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Results:</strong> Meets the expectations of the position, and looked upon as a &quot;Solid Professional&quot;. Makes some efforts to optimize and develop the talents of others, and is effectively able to navigate and/or lead through complex change. Comes across to others as thoughtful, confident, trustworthy, and open to new and innovative ideas.</td>
<td><strong>Potential:</strong> Tactical problem-solver with an awareness of broader strategies and a focus on incremental improvements within team/department/facility. Either has expressed desire to stay in current position or requires substantial growth as a leader in order to effectively move into a higher level of leadership. Well placed in current role.</td>
<td><strong>Results:</strong> Performs all aspects of position well. Makes efforts to both develop the talent of others, and to engage others to improve performance in order to collaboratively achieve Industry Leadership. Maintains stability, and is an effective leader during times of change. Provides clear direction and communication to others while simultaneously focusing on both short-term objectives and long-term strategies. Consistently demonstrates energy, excitement, enthusiasm, and courage, and is looked upon by others as sincere and as a “Rising Star”.</td>
</tr>
<tr>
<td><strong>Potential:</strong> Tactical problem-solver with an awareness of broader strategies and a focus on incremental improvements within team/department/facility. Either has expressed desire to stay in current position or requires substantial growth as a leader in order to effectively move into a higher level of leadership. Well placed in current role.</td>
<td><strong>Results:</strong> Effective in meeting the needs of their customers and fulfilling the requirements of the position. Demonstrates interest and makes significant effort to grow and develop the talent of others. Performs effectively in an ambiguous and complex environment, and acts as a change champion. Builds credibility and trust with others and utilizes this to effectively communicate to, and influence a variety of audiences. Viewed as a “Valued Contributor” to dept/facility/organization.</td>
<td><strong>Potential:</strong> Facilitative orientation with focus on proactive stakeholder engagement that promotes participation and empowerment in accomplishing organizational initiatives. Expressed aspirations and is currently ready to competently and successfully perform in higher level(s) leadership positions or a position with greater scope and responsibilities.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Learning Professional</th>
<th>Future Utility</th>
<th>Diamond in the Rough</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Results:</strong> Consistently performs below expectations and fails to meet the requirements of the position. Makes no effort to develop the capabilities of others or to challenge self or others to improve. Resistant to change, and comes across to others as inconsiderate, judgmental, insecure, and aloof. Viewed by others as a “Learning Professional”.</td>
<td><strong>Results:</strong> Does not meet the minimum requirements of their position, but looked upon as individual with some potential for growth and advancement (i.e., “Future Utility”). Places little effort to develop self and no effort to develop those around them. Often, opposes and/or avoids change, and does not engage others in achieving Industry Leadership. Shows little or no excitement and energy for their work, may sometimes come across as hypocritical of others, and generally communicates in an ambiguous or unclear manner.</td>
<td><strong>Results:</strong> May not always meet the expectations of the position, but shows glimpses of excellence and ability to perform beyond expectations. Maintains inadequate balance between focus on self-development as compared to the development of others, and between short-term goals and long-term perspective. Occasionally, but not consistently, presents him/herself in the way a senior leader at Banner Health should. Viewed by others as a “Diamond in the Rough”.</td>
</tr>
<tr>
<td><strong>Potential:</strong> Tactical problem-solver whose focus is primarily on incremental changes within team/department/facility. Either has expressed desire to stay in current position or requires substantial growth as a leader in order to effectively move into a higher level of leadership.</td>
<td><strong>Potential:</strong> Strategic outcome orientation with focus on stakeholder input and buy-in to accomplish organizational initiatives. Expressed aspirations for higher level leadership positions or positions with greater scope and responsibilities but needs additional development as a leader.</td>
<td><strong>Potential:</strong> Facilitative orientation with focus on proactive stakeholder engagement that promotes participation and empowerment in accomplishing organizational initiatives. Although current performance is below expectations, he/she expressed aspirations for and is expected to perform effectively in a higher level leadership position or a position with greater scope and responsibilities.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Keepers</th>
<th>Growers</th>
<th>Movers</th>
<th>Keepers</th>
<th>Growers</th>
<th>Movers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low</td>
<td>Middle</td>
<td>High</td>
<td>Low</td>
<td>Middle</td>
<td>High</td>
</tr>
<tr>
<td>Effective</td>
<td>Highly Effective</td>
<td>Perfect</td>
<td>Effective</td>
<td>Highly Effective</td>
<td>Perfect</td>
</tr>
</tbody>
</table>
Rising Star

Results: Performs all aspects of position well. Makes efforts to both develop the talent of others, and to engage others to improve performance in order to collaboratively achieve Industry Leadership. Maintains stability, and is an effective leader during times of change. Provides clear direction and communication to others while simultaneously focusing on both short-term objectives and long-term strategies. Consistently demonstrates energy, excitement, enthusiasm, and courage, and is looked upon by others as sincere and as a “Rising Star”.

Potential: Facilitative orientation with focus on proactive stakeholder engagement that promotes participation and empowerment in accomplishing organizational initiatives. Expressed aspirations and is currently ready to competently and successfully perform in higher level(s) leadership positions or a position with greater scope and responsibilities.

Growers
Seasoned Professional

Results: Meets the needs of others and is highly competent in fulfilling all responsibilities of current position. Promotes the talent of others by identifying and implementing opportunities for growth and development. Recognizes and implements change appropriately and facilitates the complex transitions associated with change. Thinks strategically and presents their ideas using calm, sincere, and authentic communication. Performs successfully in current role and looked upon with high regard as a “Seasoned Professional”.

Potential: Problem-solver with awareness of broader strategies and ability to connect the dots to improve team, department, and/or facility. Either has expressed desire to stay in current position or requires substantial growth as a leader in order to effectively move into a higher level of leadership. Well placed in current role.

Keepers
Talent Management Review Process
Two Cycles Using the 9-box Grid

<table>
<thead>
<tr>
<th>[Potential / Promotability]</th>
<th>Low</th>
<th>Middle</th>
<th>High</th>
</tr>
</thead>
<tbody>
<tr>
<td>Seasoned Professional</td>
<td>27.54% (26.83% in 2015)</td>
<td>High Professional</td>
<td>14.49% (15.85% in 2015)</td>
</tr>
<tr>
<td>Solid Professional</td>
<td>36.23% (32.93% in 2015)</td>
<td>Valued Contributor</td>
<td>17.39% (17.07% in 2015)</td>
</tr>
<tr>
<td>Learning Professional</td>
<td>1.45% (2.44% in 2015)</td>
<td>Future Utility</td>
<td>0% (1.22% in 2015)</td>
</tr>
</tbody>
</table>

N = 69 (Direct reports of EVPs & SVPs – does not include any SOT Members)
# Talent Showcase

## Banner Health - TMR Talent Profile - Administration Use Only

**Data as of:** 2/10/2016 @ 11:11 am  
**Supervisor:** Kuhn, Rebecca C; 180423

**Employee:** Johnson Foote, Mystie Leona; 103581

### Employee Picture

#### Position:
CEO BMG

#### Service Line:
Administration

#### Department:
2088110 - Physician Admin

#### Facility/Entity:
0700 - Banner Medical Group

#### Date of Hire:
5/31/2011

#### Date of Last Promotion:
1/31/2016

#### Last 2 Performance Ratings:

<table>
<thead>
<tr>
<th>Strength</th>
<th>StrengthPriority</th>
</tr>
</thead>
<tbody>
<tr>
<td>Builds Credibility/Trust</td>
<td></td>
</tr>
<tr>
<td>Coaching Skills</td>
<td></td>
</tr>
<tr>
<td>Interpersonal Communication</td>
<td></td>
</tr>
</tbody>
</table>

### Mobility
- **Mobility - Interim:** No
- **Mobility - Permanent:** Yes
- **Mobility Location - Permanent:** Arizona, Region
- **Flight Risk:** Low

### VOICE Scores - Employee

<table>
<thead>
<tr>
<th>Dimension</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Active Engagement</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leadership Effectiveness</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Job Satisfaction</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### VOICE Scores - Clinician

<table>
<thead>
<tr>
<th>Dimension</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Active Engagement</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leadership Effectiveness</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Job Satisfaction</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Successor(s)

<table>
<thead>
<tr>
<th>SuccessorName</th>
<th>IsInterim</th>
<th>Readiness</th>
</tr>
</thead>
</table>

### Development Position(s)

<table>
<thead>
<tr>
<th>Type</th>
<th>Title</th>
<th>Readiness</th>
</tr>
</thead>
</table>

### Development Opportunity(ies)

<table>
<thead>
<tr>
<th>DevelopmentOpportunity</th>
<th>OpportunityPriority</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Presence</td>
<td>1</td>
</tr>
<tr>
<td>Coaching Skills</td>
<td>2</td>
</tr>
<tr>
<td>Strategic/Systems Thinking</td>
<td>3</td>
</tr>
</tbody>
</table>

### Development Plan

<table>
<thead>
<tr>
<th>DevelopmentPlan</th>
<th>DevelopmentPlanEE</th>
<th>DevelopmentProgress</th>
<th>ModifyDate</th>
</tr>
</thead>
<tbody>
<tr>
<td>70% Development Experience</td>
<td>Recognize circumstances that trigger responses and manage responses in the moment.</td>
<td>Start Immediately</td>
<td>7/24/2016 11:32 am</td>
</tr>
<tr>
<td>70% Development Experience</td>
<td>Spend each month reviewing the Blue Book</td>
<td>Started Sept 2013, occurs monthly</td>
<td>8/8/2014 10:07 am</td>
</tr>
<tr>
<td>20% Coaching and Feedback</td>
<td>Create feedback team.</td>
<td>Invitations sent to feedback team on</td>
<td>7/24/2015 11:32 am</td>
</tr>
<tr>
<td>20% Coaching and Feedback</td>
<td>Discuss impressions of information with feedback person</td>
<td>7/24/2015 11:32 am</td>
<td></td>
</tr>
<tr>
<td>10% Formal Education</td>
<td>Identify an educational resource. Consider a coach.</td>
<td>1/2014 - completed</td>
<td>8/8/2014 10:07 am</td>
</tr>
<tr>
<td>10% Formal Education</td>
<td>Enroll in MBA program in 2014</td>
<td>Complete by 8/1/2015</td>
<td>3/5/2015 11:32 am</td>
</tr>
</tbody>
</table>

### Education

<table>
<thead>
<tr>
<th>Degree</th>
<th>Major</th>
<th>College</th>
<th>DateGraduated</th>
</tr>
</thead>
<tbody>
<tr>
<td>Master's</td>
<td>Executive Masters Business Admin.</td>
<td>Grand Canyon University</td>
<td>4/17/2015</td>
</tr>
<tr>
<td>Doctorate</td>
<td>Medicine</td>
<td>University of Arizona</td>
<td>5/31/1998</td>
</tr>
<tr>
<td>Bachelor's</td>
<td>Biology</td>
<td>Grand Canyon University</td>
<td>6/30/1994</td>
</tr>
</tbody>
</table>
# Talent Showcase

**Banner Health - TMR Talent Profile - Administration Use Only**

**Data as of:** 2/8/2016 @ 10:22 am  
**Supervisor:** Groves, Robert Hamilton; 214913  
**Employee:** Holland, William W; 104797

## Employee Information

**Position:** CMIO  
**Service Line:** Clinical Services  
**Department:** 9073108 - Medical Informatics-Corp  
**Facility/Entity:** 0101 - BH Corporate Office  
**Date of Hire:** 6/20/2001  
**Date of Last Promotion:** 7/20/2014  
**Last 2 Performance Ratings:**

## Competency Ratings

<table>
<thead>
<tr>
<th>Competency</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Active Engagement</td>
<td>61</td>
<td></td>
</tr>
<tr>
<td>Leadership Effectiveness</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td>Job Satisfaction</td>
<td></td>
<td>100</td>
</tr>
</tbody>
</table>

## Successor Information

**Successor Name:**  
**Is Interim:**  
**Readiness:**

## Education

<table>
<thead>
<tr>
<th>Degree</th>
<th>Major</th>
<th>College</th>
<th>Date/Graduated</th>
</tr>
</thead>
<tbody>
<tr>
<td>Doctorate</td>
<td>Family Medicine Residency</td>
<td>Banner Good Samaritan Family Medicine Residency Prog</td>
<td>6/1/2004</td>
</tr>
<tr>
<td>Doctorate</td>
<td>MD</td>
<td>Baylor College of Medicine</td>
<td>6/1/2001</td>
</tr>
<tr>
<td>Bachelor’s</td>
<td>Microbiology</td>
<td>Texas A&amp;M University</td>
<td>5/1/1997</td>
</tr>
</tbody>
</table>

## Development Opportunity

- Delegation
- Employee Development
- Financial Acumen/Budgeting

## Development Position(s)

<table>
<thead>
<tr>
<th>Type</th>
<th>Title</th>
<th>Readiness</th>
</tr>
</thead>
</table>

## Development Plan

**Development Plan**

- **70% Development Experience**  
  Will do the foundational work required to move our information systems to those supporting an integrated care delivery system.  
  **Development Progress:**  
  **Modify/Date:** 10/23/2013 8:50 am

- **20% Coaching and Feedback**  
  Will develop a team of physician leaders who can help support informatics vision and goals.  
  **Development Progress:**  
  **Modify/Date:** 10/23/2013 8:50 am

- **10% Formal Education**  
  Will develop and implement a plan to standardize and optimize Banner’s approach to computerized physician documentation, support robust and innovative clinical decision support, and physician experience.  
  **Development Progress:**  
  **Modify/Date:** 10/23/2013 8:50 am
Senior Leadership Team

Peter Fine
President, CEO

David Bixby
SVP
General Counsel

Kathy Bollinger
EVP
Academic Delivery

Ron Bunnell
EVP
Chief Admin Officer

Naomi Cramer
SVP
Chief HR Officer

Dennis Dahlen
SVP
Chief Fin Officer

John Hensing
EVP
Chief Med Officer

Becky Kuhn
EVP
Comm Delivery

Chuck Lehn
EVP
Strategic Growth

Alex Morehouse
SVP
Chief Mktg Officer

Ryan Smith
SVP
Chief Info Officer
Becky Kuhn
EVP, Community Delivery

Dave Caspers
VP Patient Experience

Jim Ferando
President Western Div

Rob Gould
President AZ West Div

Mystie Johnson Foote
CEO BMG

Pam Nenaber
CEO Pharmacy Services

Lynn Rosenbach
CEO BHC

Joan Thiel
VP OPS AZ

Todd Werner
President AZ East Div
2016 Community Delivery Succession Chart

Becky Kuhn
EVP Community Delivery

Peter Fine
Search

David Caspers
VP Patient Experience

Jim Ferando
President Western Division

Rob Gould
President AZ West Division

Mystie Johnson Foote, MD
CEO Banner Medical Group

Pam Nenaber
CEO Pharmacy Services

Lynn Rosenbach
VP Post Acute Services

Joan Thiel
VP Delivery – Outpatient/Phys Svcs

Todd Werner
President AZ East Division

Eric Bryant
Search

John Mills, MD
President AZ West Division

Lindsey Klein
Search

Nicholas Francis, MD
CEO Banner Medical Group

Larry Goode
Search

Steve Howard Marie Benson
VP Post Acute Services

Jim Woodward
Search

Janet Price
President AZ East Division

Search

John Mills, MD
Search

Gregory Hall Lindsey Klein
Search

Larry Goode
Search

Jim Woodward
Search

Janet Price

Mary Parker
Search

Margaret Tool Paula Reed
Search

Amanda Stott, MD Jack Parks, MD
Search

Melissa Anders
Search

Tony Banks Nancy Lowe

Legend
Interim
Ready Now
Ready 1-2 years
Search
Ready 2-4 years
Successor/Emerging Leaders

CNO

Jason Carter, Barbara Caston, Allison Frantz, Angela Grant, Laurina Gomez, Tiffany Harrison, Susan Jenkins, Erika Johnson, Sandy Marks, Darren McKendry, Shelley Parker, Raul Penz, Claudia Sanchez, Kelly Schaefer, Jennifer Thompson, Brett Walker

Hailey Brooks, Barbara Caston, David Edison, Tiffany Harrison, Angela Grant, Sandy Marks, Darren McKendry, Jennifer Thompson, Kathleen Wrender

Ellen Artis, Jason Carter, Erika Johnson, Marianne Largo, Susana Lopes, Jocelyn Rogers, Claudia Sanchez, Julia Segovia

Angie Barnes, Heather Castro, Stephanie Davis, Allison Frantz, Laurina Gomez, Marcela Grotech, Sue Jenkins, James Makinney, Karla Shores, Lisa Taylor, Brett Walker

LEGEND

Interim
Ready Now
Ready 1-2 Years
Ready 2-4 Years
## Leadership Development

### Strategy
- Aligned with competencies/Behaviors
- Matched to needs of each role – what info is needed, modality, when needed
- Leaders as Teachers
  - Builds network of facilitators – leaders learning from other leaders

### Leadership Academy
- Courses (virtual & in-person) taught on variety of topics to support leadership growth and development
  - e.g., Trust, Courageous Conversations, Accountability, Generational Differences, Executive Presence

### Highlighted Programs
- Advanced Leadership Program
  - Rigorous high potential program to develop future Executives & Physician Leaders (85% promotion rate)
- Communities of Practice
  - Targeted learning (blend of leadership & coaching principles) for leaders scoring low on measure of Leadership Effectiveness. Last cohort had 150 leaders with 1,750+ direct reports. Resulted in change in behavior, increased engagement, increased productivity, and better budget management.
- Coaching
  - Available to all leaders in support of growth and development for themselves, their teams, and organization. Banner received 2012 Prism Award (from International Coach Federation) for excellence in coaching. To-date, approximately 350 individual leaders have engaged in 1:1 coaching.
New Leader Experience

- Expectation for all new leaders and those hired into leadership at Banner Health (occurs monthly)
- Purpose: communicate Banner’s expectations for new leaders and provide a robust learning opportunity of critical leadership skills and Banner’s strategy and culture
- Combination of Banner-specific content, leader education, learning, and practical application
- Day 5 of content mimics “Day in the Life” of a leader through simulations
- Use of mentors (experienced and high-performing leaders) to evaluate role-play simulations and support new leaders for first 3-6 months on job
- Mentors receive additional education/training to support their own personal development

<table>
<thead>
<tr>
<th>Day One</th>
<th>Day Two</th>
<th>Day Three</th>
<th>Day Four</th>
<th>Day Five</th>
</tr>
</thead>
<tbody>
<tr>
<td>Banner Culture</td>
<td><strong>Be Your Best Self</strong></td>
<td><strong>Lead Your Team</strong></td>
<td><strong>Manage Your Business</strong></td>
<td><strong>Day in the Life Simulation</strong></td>
</tr>
<tr>
<td>Banner Strategy</td>
<td>Situational Leadership</td>
<td>Peer to Leader Scenario</td>
<td>Plan, prioritize, manage day</td>
<td>Modules to Practice:</td>
</tr>
<tr>
<td>Navigating the Future</td>
<td>Goal Setting</td>
<td>Communicating as a Leader</td>
<td>Scheduling Process</td>
<td>Staffing/Budgets</td>
</tr>
<tr>
<td></td>
<td>Analyze team member skill levels and support needs</td>
<td>Creating a coaching culture</td>
<td>Optimize staff</td>
<td>Conflict Resolution</td>
</tr>
<tr>
<td></td>
<td>Productive 1-1 conversations</td>
<td>Difficult conversations</td>
<td>Entering the schedule (Kronos)</td>
<td>Competing Priorities – Critical Thinking</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Team Meetings</td>
<td>Measuring productivity (WFA)</td>
<td>Peer to Leader</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Effective Rounding</td>
<td>Budget</td>
<td>Managing Interruptions</td>
</tr>
</tbody>
</table>

- Expectation for all new leaders and those hired into leadership at Banner Health (occurs monthly)
- Purpose: communicate Banner’s expectations for new leaders and provide a robust learning opportunity of critical leadership skills and Banner’s strategy and culture
- Combination of Banner-specific content, leader education, learning, and practical application
- Day 5 of content mimics “Day in the Life” of a leader through simulations
- Use of mentors (experienced and high-performing leaders) to evaluate role-play simulations and support new leaders for first 3-6 months on job
- Mentors receive additional education/training to support their own personal development
2016 Talent Management Focus

- Launch of Diversity & Inclusion Strategy to improve Representation and Retention.

- Build an Agile Workforce and Provide Tools in support of Employee of the Future.
  - Introduce new assessment that will enable us to “Hire for Attitude, Train for Excellence”
  - Develop workforce compensation strategy in alignment with Banner’s operating model.
  - HR Transformation & Technology that will develop foundation capability for HR’s strategic success and efficiency.

- Updated Banner Brand and Leadership Competencies to continue the evolution of Banner Health as an employer of choice

- Alignment of Talent Management, Culture, and Patient Experience strategies

- Enhanced focus on retention
  - 2016 Management Strategic Initiative
  - Entity goals for many entities (Acute & Ambulatory) for 2016 Performance Management