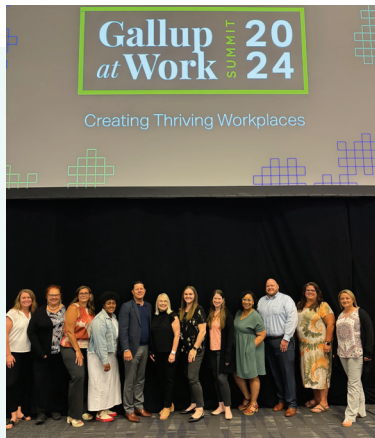


# KVC's Culture of Engagement

Creating a positive, supportive KVC where we love doing our best work

## Our Commitment to Engagement

No one person, or group of leaders, can make KVC a great place to work on their own. It takes the energy, commitment, creativity and resolve of every KVC employee to manifest that goal. To achieve that vision, we give each and every employee an opportunity to have their voices heard in the Gallup Q12 employee engagement survey. From there, teams work together through action planning, best practice sharing, and a mutual commitment to improvement that involves everyone from the CEO to each employee on the front lines of care.

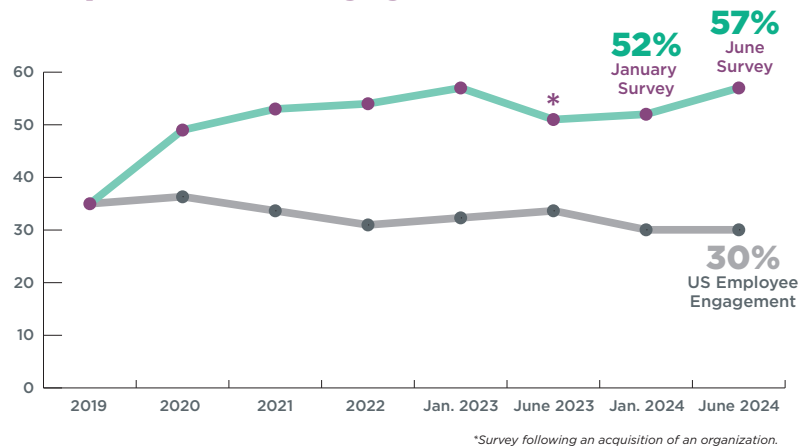


## Gallup

Since 2019, KVC has partnered with Gallup to administer the Q12 employee engagement survey. Gallup defines engaged employees as those who are involved in, enthusiastic about and committed to their work and who contribute to their organization in a positive manner. Through Gallup's research, they discovered 12 questions that directly link to business outcomes and these questions formed the foundation of the Q12 survey — the 12 questions that measure the most important elements of employee engagement. And, perhaps most important of all, these 12 questions are actionable. When managers and teams work to improve their scores on these items, business impact rises.

## KVC's Engagement Trends

### KVC's Engagement Trends Compared to US Engagement



**“Employee engagement, at its core, is a commitment to**

**becoming the best possible version of ourselves.** These efforts directly translate to how we support one another, how we support the children and families we serve, and how that support enhances the experience/outcomes for all who engage with KVC. We are raising the bar for the culture we want at KVC.”

**Jason Hooper** | President & CEO  
KVC HEALTH SYSTEMS

*Belief/Connectedness/Developer/Learner/Achiever*

# KVC is a Strengths-Based Organization

KVC is a strengths-based organization. Our community of managers is built on knowing *what we do best* and emphasizing strengths over weaknesses. All managers and a majority of teams at KVC are invited to take the CliftonStrengths assessment through Gallup. The assessment measures an individual's unique talents and top strengths. We intentionally integrate a strengths-based culture because it promotes teamwork, productivity, wellbeing, learning & development, and overall increased employee engagement.



“What would happen if we studied what was right with people versus what’s wrong with people?”

— Don Clifton

KVC is rated **High** for work wellbeing on Indeed!

Check out hundreds of employee reviews:



“At KVC we are unlocking the full potential of our workforce with the Gallup Q12 survey, a powerful tool designed to enhance employee engagement and drive meaningful culture change through continuous improvement and coaching. By focusing on the essential elements that contribute to a thriving workplace like leadership development, CliftonStrengths and the five aspects of wellbeing, Gallup Q12 survey empowers organizations to foster collaboration, boost morale, and increase productivity, ultimately leading to a more motivated and committed team.”

**Renny Arensberg** | Executive Vice President, Employee Engagement | **KVC HEALTH SYSTEMS**  
*Arranger/Connectedness/Responsibility/Individualization/Self-Assurance*

# KVC is Building Great Managers



The quality of management is the driving force behind exceptional employee engagement and successful outcomes. Research shows that 70% of the variance in team engagement is determined solely by the manager. This means that managers have a significant impact on their team's performance and engagement, more than any other factor. At KVC, we invest in our managers because they are leading our teams who are leading our services. We are building great managers through ongoing learning and development, providing a community of support, and infusing the Q12 mindset of engagement into their everyday practices.

70%  
of the variance in team engagement is determined by the manager.

We produce an annual **Employee Engagement Annual Report** to celebrate our culture wins and successes.

Check out the report here:



“As a leader, I think if you practice active listening, encourage feedback and remain empathetic, the foundation of engagement and trust is built.”

**Taylor Ziegler** | Vice President of Nursing  
**CAMBER MENTAL HEALTH**

*Achiever/Learner/Strategic/Responsibility/Developer*



“My biggest practice used is the open-door policy and same goes for the team. We always want people to know ‘my door is always open’.”

**Ka'Neeshia Gay** | Associate Director of Operations  
**KVC MISSOURI**

*Belief/Restorative/Input/Adaptability/Responsibility*