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*The Leadership Institute
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Mission

Partnering for healing and a healthy future.

Vision

MultiCare will be the Pacific Northwest's highest value system of health:

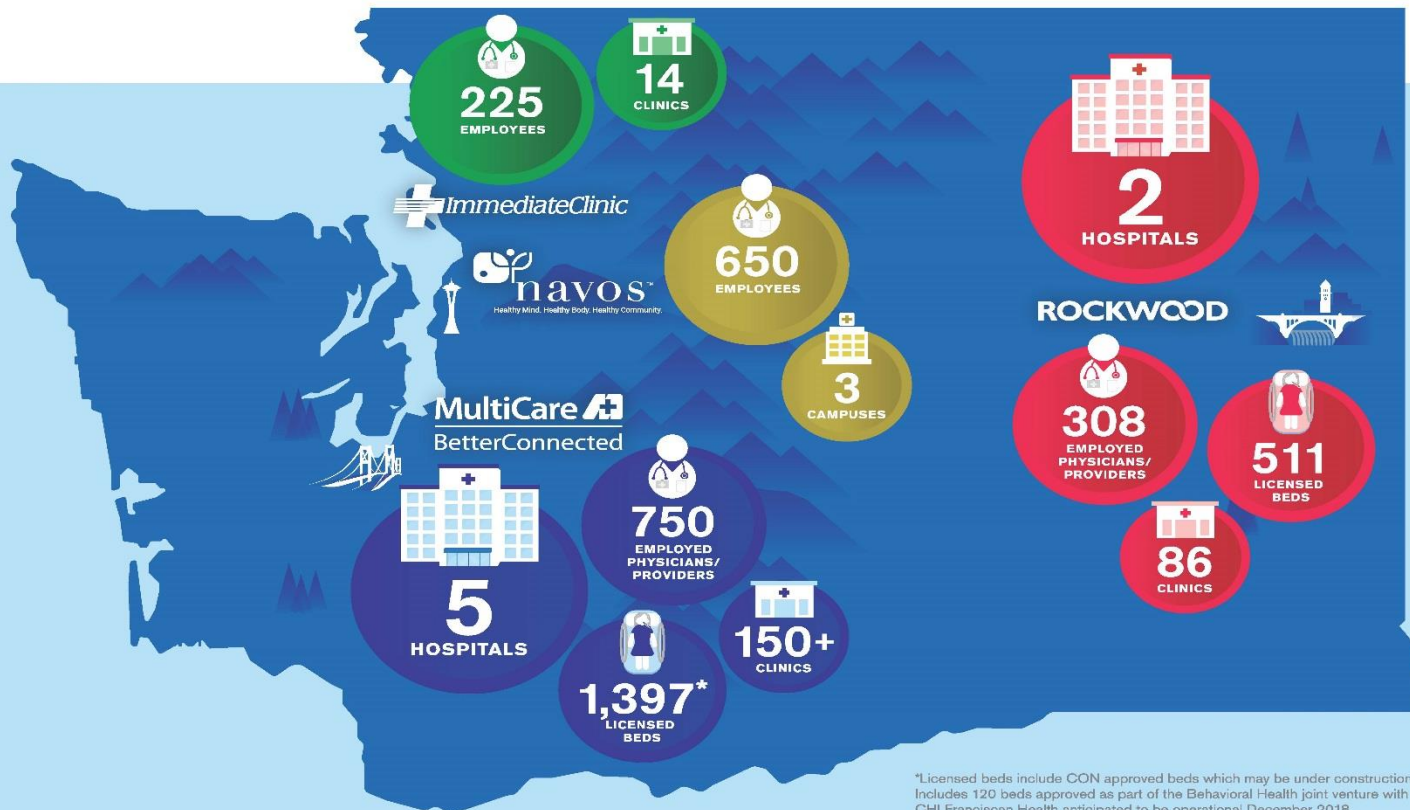
- Leading as a people-centric community asset
- Integrating a full continuum of high-performance, customer-focused health and health related solutions
- Delivering world class health outcomes and exceptional experience at a competitive price

Values

Respect, Integrity, Stewardship, Excellence, Collaboration, Kindness

Essential Growth

MultiCare has taken major steps to achieve our vision: to become the highest value system of health in the Pacific Northwest. Our growth with other like-minded organizations positions us to create the healthy future our patients, employees, providers, partners and communities deserve. We are always looking for innovative, collaborative ways to partner to serve even more people and communities.



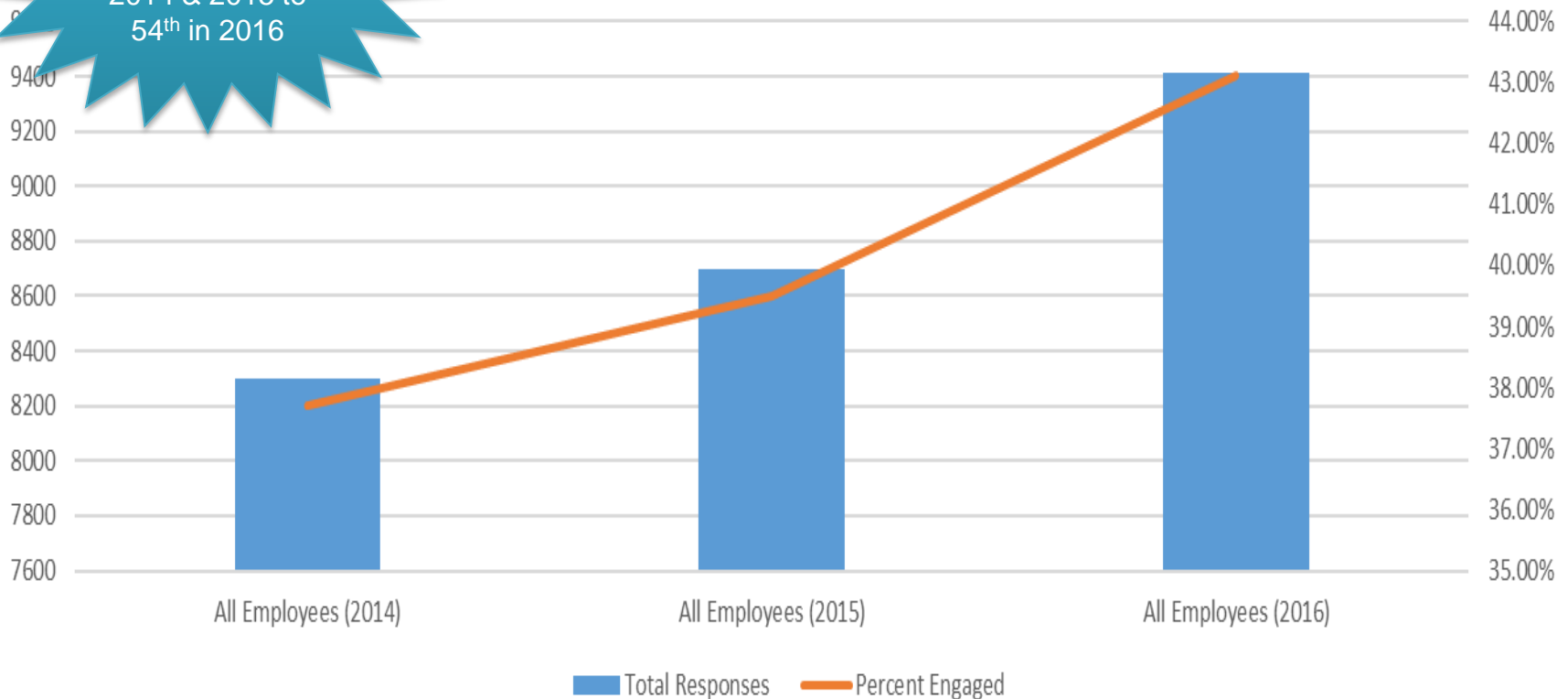
*Licensed beds include CON approved beds which may be under construction. Includes 120 beds approved as part of the Behavioral Health joint venture with CHI Franciscan Health anticipated to be operational December 2018.

Building a Best Place to Work

PERFORMANCE
EXCELLENCE

Employee
Engagement
moved from 39th
Percentile in
2014 & 2015 to
54th in 2016

Employee Engagement

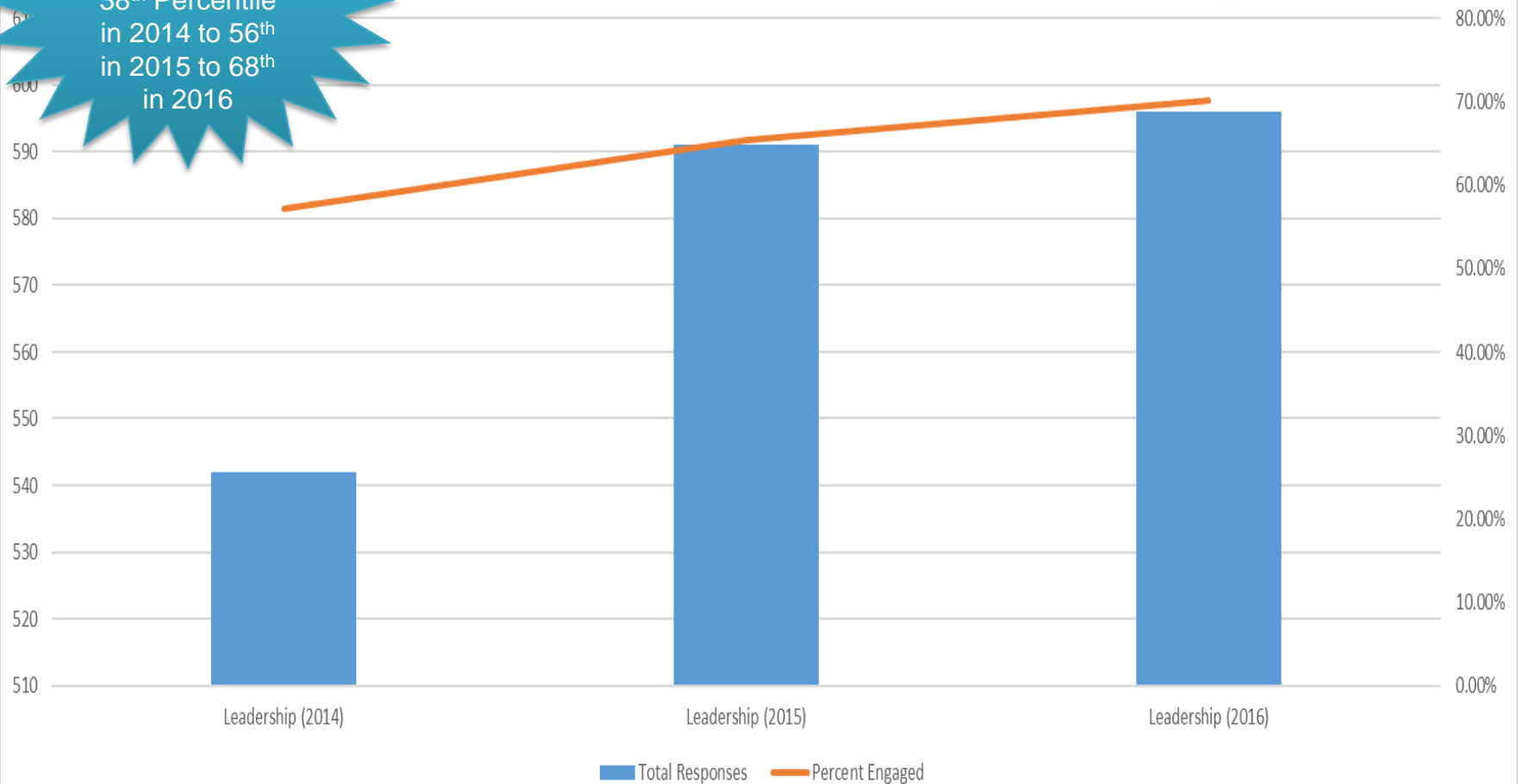


Leading toward Journey of Excellence

Leader Engagement moved from 38th Percentile in 2014 to 56th in 2015 to 68th in 2016

MHS Leadership

PERFORMANCE
EXCELLENCE



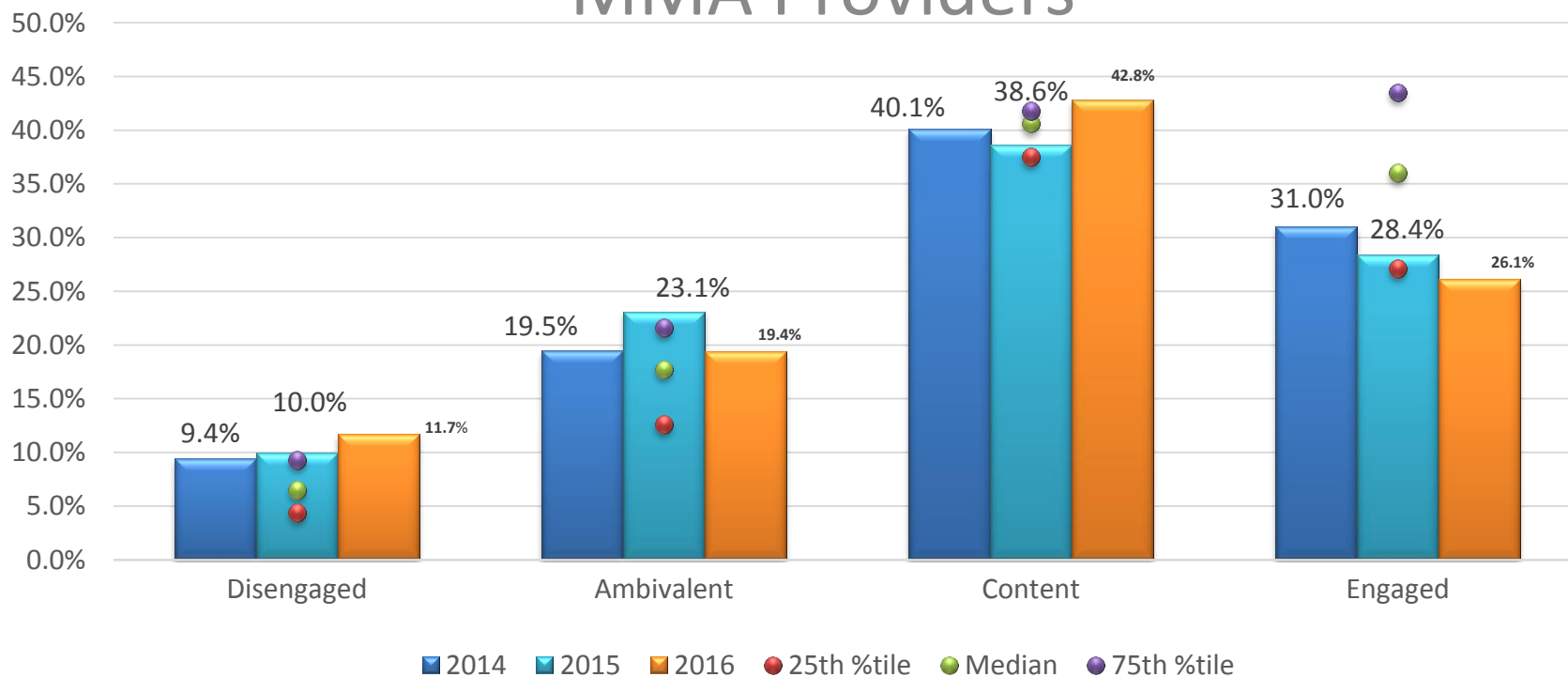
Provider Engagement | MMA

- Provider Survey
- Overall Engagement Relative to PE Benchmark¹

2016 Engagement Index Mean = 4.67

2016 Engagement Index Mean Percentile Ranking = 12th

MMA Providers



- 2014 N=436; 2015 N=596; 2016 N=649

- Engagement distributions reflect removal of respondents who indicated they intend to retire or move out of the region in the next three years

- Source: Advisory Board Survey Solutions' national physician engagement database, 2016.

Physician Engagement Challenges

External

Dynamic Macro Environment

Changing Player Models

Volume to value

Declining Reimbursements

EMR (reporting requirements)

Physician Engagement Challenges

Internal

Business model changes

Growth of provider group

Leadership vacancies

Structure

Decision Making

Support

Integration of Provider group in long range planning

Task Force

MD Leaders

Executive Leaders

Leadership Consultants

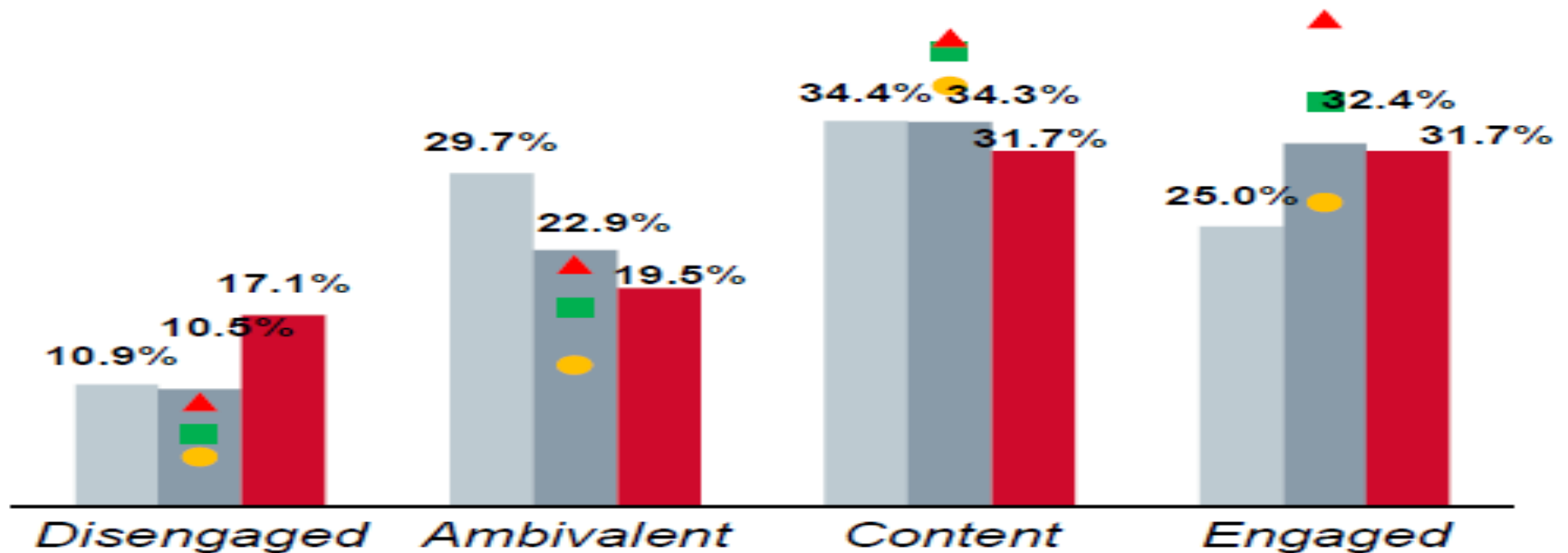
Driver Dimensions



MMA Providers

Overall Engagement Relative to PE Benchmark¹
N=87

Engagement Index Mean:
4.62 = 9th Percentile



■ 2014 ■ 2015 ■ 2016 ● 25th %tile ■ Median ▲ 75th %tile

Auburn Unionization





What is your organization experiencing regarding physician engagement?

What engagement tactics have you experimented with?

What tactics have been successful?

How do you know you've been successful?