

# Aligning HR Strategy with Organizational Strategy

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## About me

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**Todd Horton** is the **Director of Culture, Insights & Planning** for CommonSpirit Health in San Francisco, CA. Todd has been with the organization for 17 years and is responsible for people analytics and insights, culture accountability and measurement, workforce planning, benchmarking and employee surveys. By focusing on qualitative and quantitative data with potential for "action-ability" the team is delivering insights that inspire the business to make evidenced-based decisions about human capital and culture.

Prior to CommonSpirit Health, Todd was the Director of HRIS for a large financial services organization and an Associate Director for a large consulting services organization focused on global ERP implementations.



CommonSpirit Health™ is committed to building healthier communities, advocating for those who are poor and vulnerable, and innovating how and where healing can happen—both inside our hospitals and out in the community.

- More than 150,000 nurses, caregivers and other staff
- Covering 21 states, and accessible to nearly one in four US residents
- More than \$4 billion annually in charity care, community benefits, and government program services



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## Learning Objectives

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- Conduct effective interviews with key stakeholders to understand your organizational strategy
- Draw the direct connection between the organizational strategy and your HR priorities
- Use an effective road map exercise to build the HR strategy
- Communicate the HR strategy to the organization effectively

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- Consulting Model

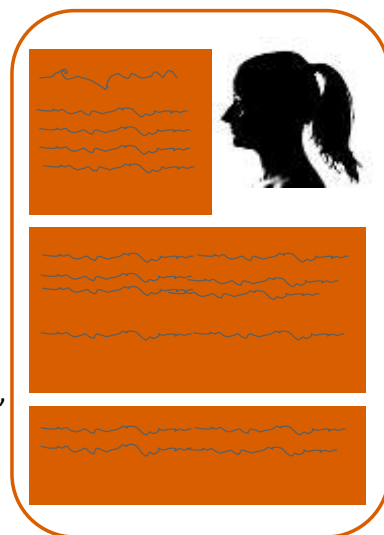


- Something simple & easy to follow
- A common language
- Consistently applied/repeatable
- Iteratively develop deeper skills

*\* Adapted from Peter Block's, Flawless Consulting*

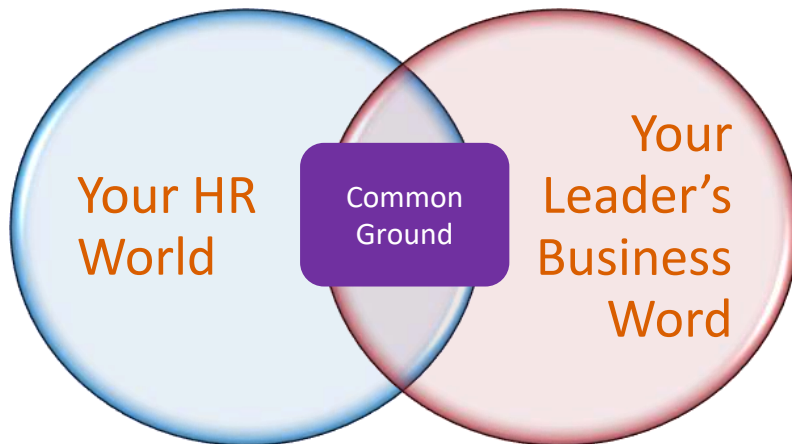
### Preparing to meet and discover

- A vital part of preparing is knowing your leader
  - What is their personality?
  - What is your relationship with them?
  - What is their history of partnership with HR?
  - What initiatives are they working on?
  - What pressures might they be under?
- Take time to write a leader profile
- Think of how things may go “off script” and ways of getting back “on script”



## Your reality vs your leader's reality

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## Exercise to build Common Ground

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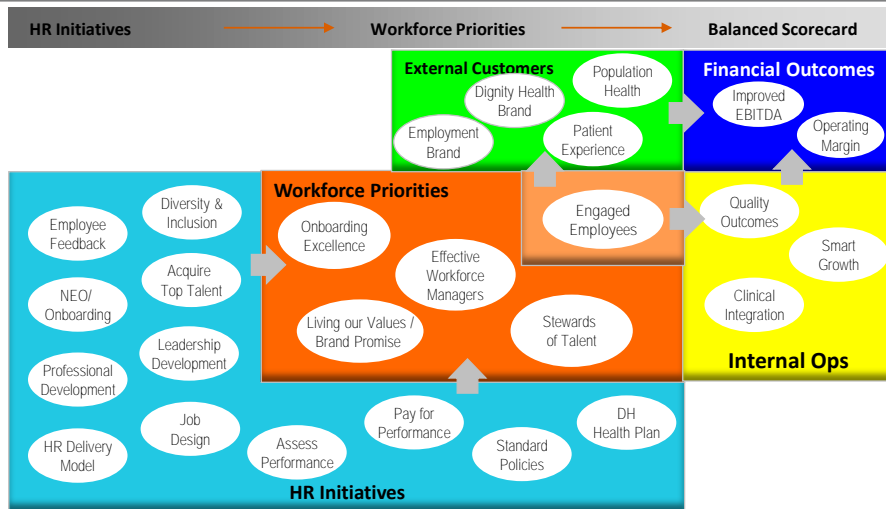
What are a few big projects your HR team is working on?

What are a few key performance goals your business leader is focused on?

How is the work of HR supporting the focus of the business?

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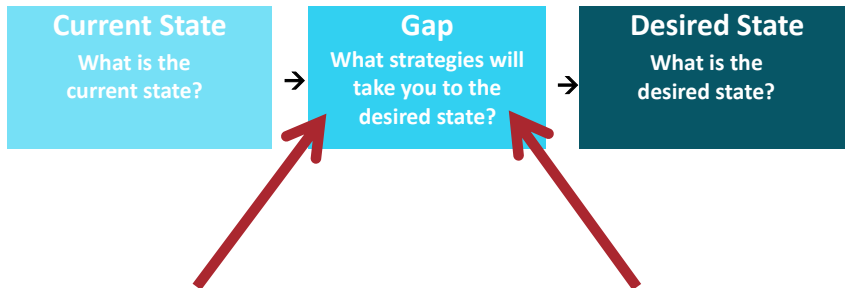
## How Dignity Health created common ground and connected the dots



## Consulting Model



## Developing Recommendations (Discovery)



*These strategies make great recommendations for potential next steps.*

### Create a shared understanding of a what it could look like

- Onboarding excellence future state

- New employees feel welcomed, supported, valued, and understand what is expected of them.
- Managers are actively immersed in our culture, and understand the importance of onboarding and their role in it.
- The new employee experience is viewed as strategically important for the organization.
- [How we live] our brand attracts and retains key talent.

- How does that differ from current state

- Employees may not make a connection with their manager for several days or even weeks
- Managers tend to be over capacity and not out with employees playing an active role in onboarding
- Welcoming new employees is something that's a nice to have and when there is time, not a must have or viewed as strategically important.
- Onboarding tools and processes are complex, slow, and not at all enjoyable

# MyCulture Index

Our people are the heart of Dignity Health – enriching our culture and helping to advance our healing ministry. MyCulture Index is a shared accountability model focused on vital cultural priorities that supports our people and our business now and into the future.



## People Strategy

ATTRACT | HIRE | MANAGE | DEVELOP & GROW | RETAIN



## Business Strategy

HORIZON 2020 ACCELERATION

## MyCulture Index Pillars



### Onboarding Excellence

#### WELCOMING

New employees connect with people, work, and our mission and values.

#### LEARNING

New employee resources foster understanding and success.



### Effective Workforce Managers

#### CONNECTING

Accountable managers inspire through relationships and integrity.

#### EMPOWERING

Accountable managers advance innovation and excellence.



### Talent Stewardship

#### CULTIVATING

Opportunities abound for personal growth and development.

#### ADAPTING

Talent quickly aligned towards organizational goals.



### Living our Values & Brand Promise

#### BELONGING

Employees demonstrate our values and humankindness as whole people at work.

#### ORIGINATING

Grounded in our mission, values, and heritage, enlightened leaders thoughtfully move the organization forward.



### Engaged Employees

#### TRUSTING

Employees know they are cared about and valued.

#### CARING

Empowered employees connect to meaningful work.

For more information about MyCulture, please contact your local HR leader.

## What, So What, Now What

### WHAT

What is the situation?

What is the background?

### SO WHAT

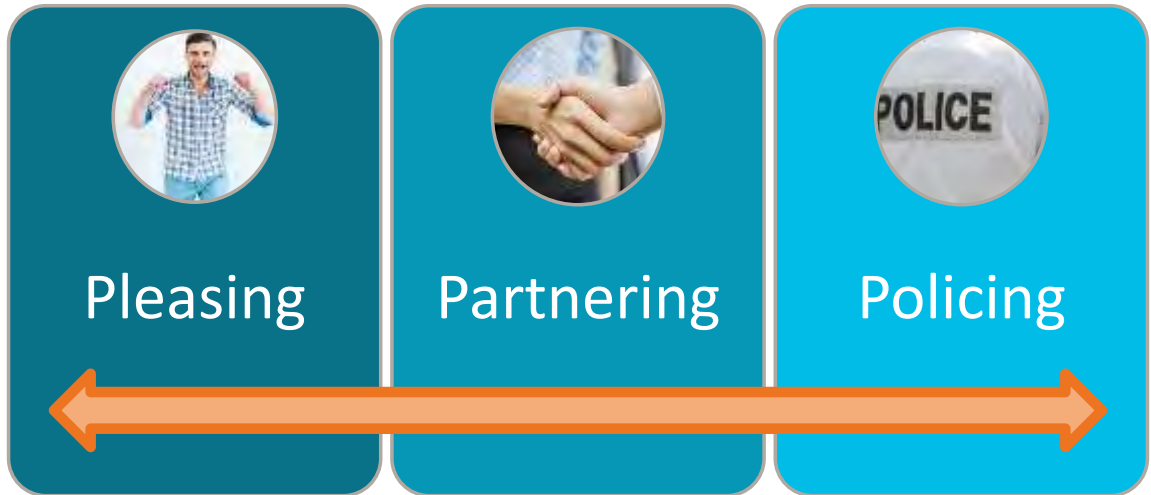
What are the data trends, patterns, or insights?

How this relates back to the situation?

### NOW WHAT

What are the potential next steps and recommendations?

## The Role of HR when coaching & consulting



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# Thank you!





**Your opinion matters!**

Please take a moment now to  
complete the evaluation.

Thank You!