



# careers that change lives

OUR PEOPLE REPORT

**Children’s Health<sup>sm</sup> is more than a pediatric hospital.**

It is a place where care is driven by purpose, where compassion and empathy shape every interaction, and where every person plays a vital role in something greater than themselves. Here, children can embrace their childhood even as they face illness, and the people who support them do so with unwavering dedication. Every individual plays a vital role, and we move our mission forward – together.

In this report, you’ll hear from the extraordinary people who make it all happen. They come to Children’s Health with a desire to change lives, and in return, they find a career that transforms their own. We are deeply committed to supporting our team members – not just in the work they do, but also in the ideas they bring, the families they care for and their overall well-being. Their perspectives shape our programs, their dedication strengthens our purpose and their voices guide us as we grow.

Children’s Health is more than a pediatric hospital – it is a community bound by values – selfless service, passionate advocacy, commitment to excellence and unwavering integrity. These principles drive everything we do, from how we care for our patients to how we support and uplift our people. Because at Children’s Health, we believe that when people feel valued, inspired and empowered, incredible things happen.

**Kim Besse**

Chief People Officer | Children’s Health







# making life better for children for more than 100 years

For more than 100 years, our mission – to make life better for children – has served as our North Star. Throughout our history, our mission has been brought to life by our people and the values that guide us.

Our team members join Children's Health to create a brighter, healthier future for every child in North Texas, and to build a career that changes their own lives and the lives of the people they care for.

For 13 of the last 17 years – and every year for the last seven – Children's Medical Center Dallas has been recognized as one of the top pediatric hospitals in the nation across all pediatric specialties in *U.S. News & World Report's* annual Best Children's Hospitals report.

Through our partnership with UT Southwestern, our groundbreaking research and world-class physicians in more than 50 specialties and subspecialties, we treat the most complex, acute pediatric cases in North Texas. [Click here](#) to learn more.

great place to work response\*

91%

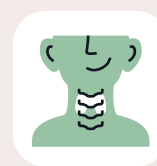
my work has special meaning.  
this is not just a job.



behavioral health



cardiology & heart surgery



diabetes & endocrinology



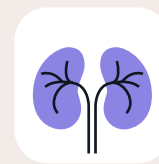
gastroenterology & GI surgery



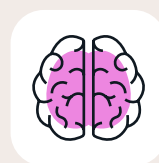
cancer



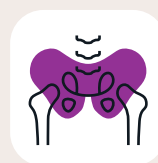
neonatology



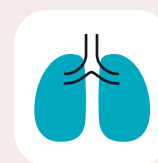
nephrology



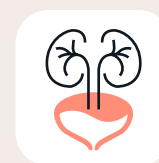
neurology & neurosurgery



orthopedics



pulmonology & lung surgery



urology

\*This reflects Children's Health responses to the 2024 Great Place To Work Trust Index Survey. Conducted annually by The Great Place to Work Institute, the survey measures the level of trust employees have in an organization and the consistency of the employee experience.



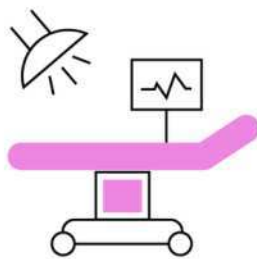
As our communities grow, so do we. To meet their ever-expanding needs and provide greater access to care, we continue to evolve.

system metrics

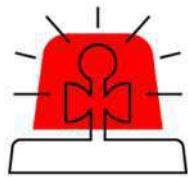
employees  
**10,643**



Solid organ  
transplants  
**66**



Total emergency  
room visits  
**153,510**



**four key pillars to building careers that change lives**

Our team members power our mission and values. We support them by focusing on four key pillars that serve as a foundation for an environment where people feel empowered to build a life they love and a career that changes lives.



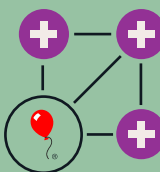
**the children's way** ↗



**engagement every day** ↗



**caring for the whole you** ↗



**career well-being** ↗





# the children's way

leading according to our values  
and recognizing those who live them

A career at Children's Health is more than a job – it's a calling – and that's reflected in our team members' dedication to children, to each other and to shaping the future of care. We show our appreciation by celebrating their commitment to living our values every day and turning possibilities into realities. That's the Children's Way.

## our values are our roadmap

selfless service | passionate advocacy | commitment to excellence | unwavering integrity

## a patient experience anchored in our values

Our team members deliver an unparalleled patient experience one human connection at a time – driven by the ideas at the heart of our values. We are committed to providing family-centered, safe, equitable and collaborative care for all, with resources that include spiritual care, therapy dogs, interpreter services and more.

“we are better positioned than ever before to ensure our patients have access to the resources, tools and high-quality care they need to thrive today and in the future. and we've set the groundwork for other pediatric health systems across the country to be able to do the same.”

STORMEE WILLIAMS | MD, FAAP,  
SENIOR VICE PRESIDENT AND  
CHIEF HEALTH EQUITY OFFICER





great place to work response\*

95%

I feel good  
about the ways  
we contribute  
to the  
community.



In 2024, we expanded screening for Social Determinants of Health across our entire system. These factors, such as financial and housing stability, access to food and transportation, affect a child's entire well-being and guide recommendations for system and community resources. The tool, which was championed by our Health Equity team, has become a model for health systems across the country.

## identifying and removing barriers to equitable care

Throughout North Texas, we work to identify and close gaps to providing equitable care for our most vulnerable children. For almost 30 years, Children's Health has published [Beyond ABC](#), a detailed look at the Social Determinants of Health (SDOH) and how they impact the quality of life for children in our communities.

Our team members play an active role in breaking down barriers through [HEDIC](#) – our Health Equity, Diversity and Inclusion Commission. The commission works to ensure our patients receive equitable, culturally effective, language-appropriate care by identifying gaps and recommending solutions.

In October 2024, Children's Health held its first Community Resource Fair, a meaningful step in our ongoing efforts to improve health outcomes and strengthen community connections. The event brought together more than 150 families and a wide range of local community-based organizations offering critical services tied to Social Determinants of Health. By facilitating these direct connections, the fair helped bridge gaps between patient needs and available support.



one year of data  
showed that

50%

of the patient  
families screened  
reported at least  
one social need.







## voices matter

Throughout the year, we check in with our team members to stay informed on what's most important to them. Through our annual Experience, Inclusion & Engagement (EIE) and regular pulse surveys, Great Place to Work surveys, focus groups and other feedback forums, our team members make their voices heard. We turn their feedback into actionable improvements across our system to help shape our culture and provide better experiences for team members and patients.

team members ranked Children's Health in the  
**82<sup>nd</sup> percentile**  
with favorable responses to the statement,  
**"my opinions count."**

Gallup's 2024 Q12 healthcare and social assistance company level database

great place to work response\*

**93%**

when I look at  
what we accomplish  
I feel a sense  
of pride.



people know when they walk in here that our approach, our culture, our relationships with patients are all different here, and I'm proud to be a part of that."

BARBRA SILVERMAN | SENIOR SOCIAL WORKER,  
CHILDREN'S MEDICAL CENTER PLANO





this is the only job where I get paid for putting a smile on somebody's face when they need it, being goofy, teaching kids at their level and supporting families. it's amazing. I love it."

JULIANN KUYKENDALL, RN | CHRONIC CARE COORDINATOR, CHILDREN'S MEDICAL CENTER DALLAS



## recognizing excellence

Our RED program – Recognizing Employee Dedication – spotlights our team members through both individual and team recognition. The program continues to evolve and expand thanks to input from our team members and leaders.

Leaders celebrate accomplishments with the RED Cart, which is stocked with Children's Health branded swag and snacks – personally delivered by leaders – creating an opportunity for individualized, in-person, meaningful recognition for specific achievements. RED Online is an additional resource that both leaders and team members can use to recognize teams and individuals for exceptional contributions.

Special RED events, like Paint the Park RED – a day at Six Flags Over Texas exclusively for team members and their families – are shared celebrations, recognizing the contributions of all Children's Health team members. They are our opportunity to show our appreciation not only for the amazing work of our team members, but also for their families who support them.



**expressing our gratitude  
for all you do, today  
and every day.**

**you are our heroes.**





I've grown my career more in the 12 years I've been here than I have anywhere else in my career. through the programs from the Learning and Leadership Institute, programs like tuition reimbursement... they really support our growth.

JONATHAN BEAL-KNIGHT | LABORATORY DIRECTOR  
CHILDREN'S MEDICAL CENTER PLANO

team members ranked  
Children's Health in the

**96<sup>th</sup> percentile**

with favorable responses  
to the statement,  
**"my workplace is committed  
to building the strengths  
of each team member."**

Gallup's 2024 Q12 healthcare  
and social assistance  
company level database







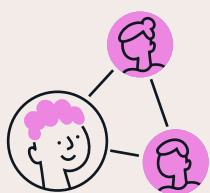
## more than leaders – people leaders

Exceptional people deserve leaders who see their potential and help them grow. At Children's Health, our leaders do more than guide their teams – they listen, support and invest in the people around them. They create spaces where everyone feels valued, encouraged and empowered to do their best work and continue growing.



### LEADER AS COACH

A team member's leader provides in-the-moment coaching while serving as a career coach and advocate, helping build on strengths and partnering with them to identify development opportunities both inside and outside of Children's Health.



### LEADER AS TEAM BUILDER

Leaders build collaborative, highly effective teams by leveraging each team member's strengths and encouraging communication and mutual trust and support.



### LEADER AS WELL-BEING CHAMPION

A true leader takes a genuine interest in their team members' well-being – both physical and mental – and makes sure they're aware of all the resources available to them so they can thrive at work and in life.







# engagement every day

creating an environment where team members play an active role in ensuring exceptional patient and team member experiences

How we care for and collaborate with one another every day plays a vital role in our patient and team member experiences. This is why it's so important that we create an environment where team members feel safe and empowered to make their voices heard.



## making it easier to make life better

Our team members are focused on our mission, so when it comes to making their lives easier, we want to make that happen. We're always working to streamline processes, simplify tools or introduce better ones, and find ways to be more responsive to their needs so they know their opinions count. Understanding what those needs are, what's working and what's not is crucial for continuous improvement that benefits everyone.



the Plano Virtual Nurse program is a great example of a nurse-led initiative that enhances patient care and safety in a unique way. by providing real-time support and mentorship to our bedside nurses, we are ensuring that our patients receive the highest quality of care."

JOSH BOURGEOIS, EVP | CHIEF NURSING OFFICER  
& HOSPITAL OPERATIONS, NORTHERN MARKET







team members ranked  
Children's Health in the  
**89<sup>th</sup> percentile**

with favorable responses  
to the statement,  
**"progress was made on goals  
set during our action planning  
sessions after the last employee  
engagement survey."**

Gallup's 2024 Q12 healthcare  
and social assistance  
company level database



## making their voices heard

In addition to being encouraged to share in-the-moment feedback, our team members are also asked each year to participate in our Experience, Inclusion & Engagement survey. This survey provides a closer look at team member engagement and the factors that influence it.







For more on how our nurses continue to advance patient care and elevate the nursing profession throughout our industry, view our [2024 Nursing Report](#).

## nursing at Children's Health built on empowerment, engagement and action

Nurses at Children's Health hold a special place in the hearts of patients and patient families. They are clinicians, caregivers, advocates and counselors. With such an important role, they are deeply engaged in their practice and in the decisions being made that affect their patients. Through our Professional Practice Model, nurses are encouraged to take the initiative to address challenges and bring about meaningful change. This commitment to excellence has earned us four consecutive Magnet designations.



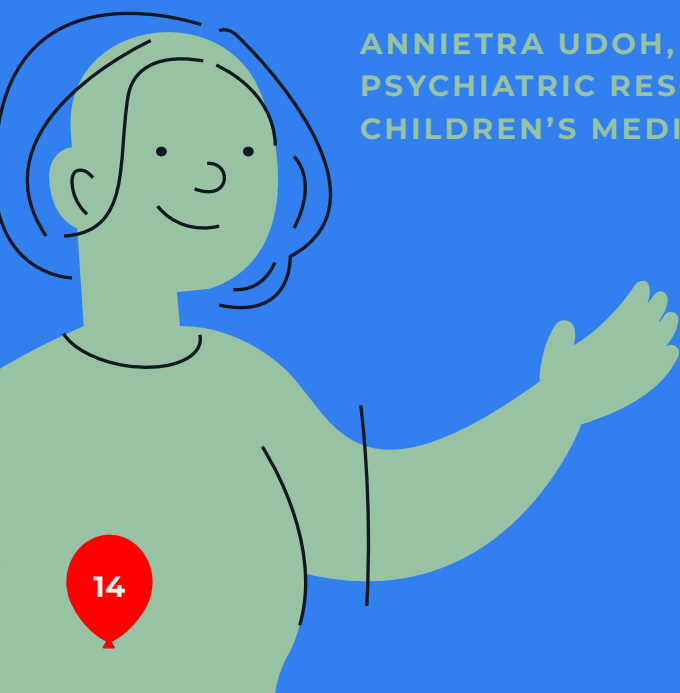
**4.28**

Overall RN  
satisfaction score

“while precepting nurses new to psychiatrics, several of us recognized the need for a formal orientation manual. we developed one so that nurses without psych experience would have a good base knowledge for the role. I presented the manual at the American Psych Nurses Association conference in October 2024.”



ANNIETRA UDOH, BSN, RN, PMH-BC |  
PSYCHIATRIC RESOURCE NURSE AND PRECEPTOR  
CHILDREN'S MEDICAL CENTER DALLAS







team members ranked  
Children's Health in the  
**78<sup>th</sup> percentile**  
with favorable responses  
to the statement,  
**"the company addresses issues  
regarding ethics and integrity."**

Gallup's 2024 Q12 healthcare  
and social assistance  
company level database

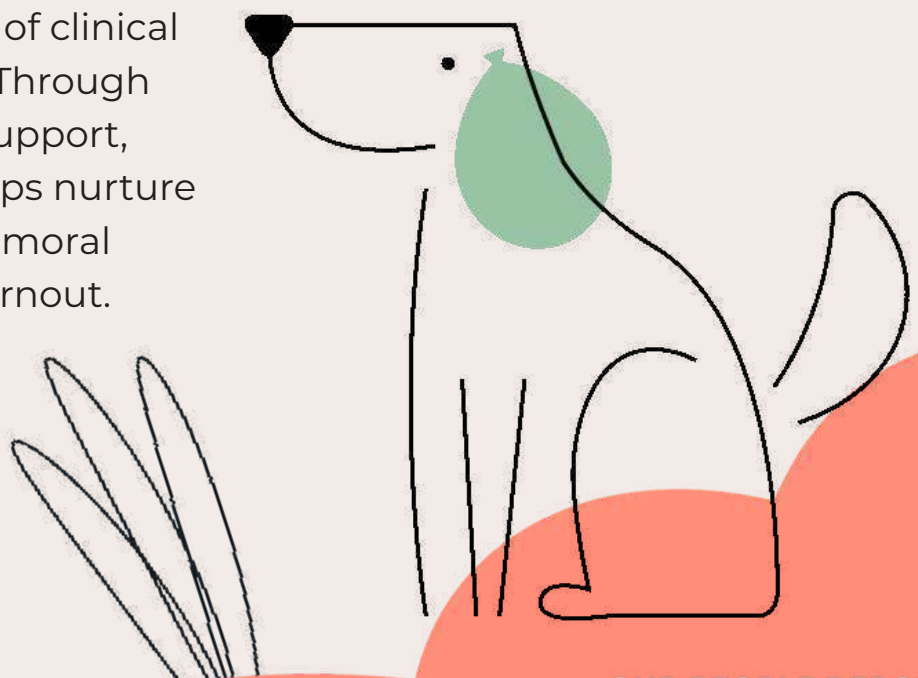
## fostering a culture of safety

Keep me safe, Heal me, and Be nice to me. This is our basic philosophy behind the patient experience. YES to Safety. NO Exceptions, is part of that experience from the moment they walk through our doors.

To deliver on our philosophy, team members are encouraged to report any safety events through SafeLink, our reporting system. Here we capture all safety-related observances, moments of excellence, team member injuries and more. This resource enables them to play an active role in our safety culture.

## helping our team members RISE

We all have great days and difficult ones. RISE helps our team members find support when they need it. RISE – Resilience, Integrated Ethics, Staff Support and Engagement – is our peer support team comprised of clinical and nonclinical team members. Through group and one-on-one peer support, training and more, RISE helps nurture an ethical climate, create moral spaces and mitigate burnout.







more than  
**30%**  
of team  
members  
belong to an  
employee  
work group.



**Our employee workgroups** reflect our diverse workforce, providing mentorship and friendship to team members with unique shared experiences.

**a culture of inclusion grounded in our values**

Our culture, engagement and inclusion programs, including our employee workgroups, are rooted in guiding principles that align with Children's Health values:



**CARE ALIGNED WITH SELFLESS SERVICE**

we will listen to, invite and respect the beliefs, identities and experiences of our colleagues and patients to deliver culturally effective care.



**COMMUNITY ALIGNED WITH PASSIONATE ADVOCACY**

we embrace diverse populations in the community through meaningful partnerships and mission-focused initiatives.



**COLLABORATION AND INCLUSION ALIGNED WITH COMMITMENT TO EXCELLENCE**

we equip and develop our team members to support an inclusive environment in which all can contribute.



**CAREERS ALIGNED WITH UNWAVERING INTEGRITY**

we recruit and build talented, diverse teams that reflect the backgrounds, traditions and experiences of the communities we serve.



“really, the goals of all our employee workgroups are the same. we want all our team members to have a place where they feel like they belong and know that they have support and resources available to them.”

LAQUIN OLIVER, MHA, RDMS, LSSYB |  
ULTRASOUND RADIOLOGY MANAGER AND  
VET EMPLOYEE WORKGROUP CO-CHAIR



team members ranked  
Children's Health in the  
**86<sup>th</sup> percentile**  
with favorable responses  
to the statement,  
“employees are treated  
with respect.”

Gallup's 2024 Q12 healthcare  
and social assistance  
company level database



**GALLUP EXCEPTIONAL  
WORKPLACE AWARD**

2025 ENGAGEMENT WINNER

**Gallup** recognizes a select few organizations with this distinction, selecting organizations that have implemented strategic initiatives to further engagement and help employees thrive – honoring their commitment to what's possible.







# caring for the whole you

supporting our team members and their families  
at every stage of their lives

When our people have the resources available to care for their own health and the health of their families, they can show up as their best selves to fulfill our mission – making life better for children. These include programs for physical and mental well-being, resources to grow and care for their families and tools to build long-term financial health so they can plan for a future beyond Children’s Health.

**89%**  
of team  
members are  
enrolled in  
a Children’s  
Health  
medical plan.

## helping our team members thrive at work and in life

We are committed to helping our team members thrive, so they can reach their full potential. This commitment is the foundation of our benefits offerings, with resources and programs to support their physical and mental well-being.

To help ensure our team members and their families have support for their physical health, we provide health care subsidies that increase with tenure. To further ease health care costs, Children’s Health services are covered 100% for dependents covered by a Children’s Health medical plan.

Individual health requires individualized care, so in addition to two medical plan options, dental and vision coverage, we provide specialized programs to help team members manage diabetes, digestive conditions, musculoskeletal issues and more.

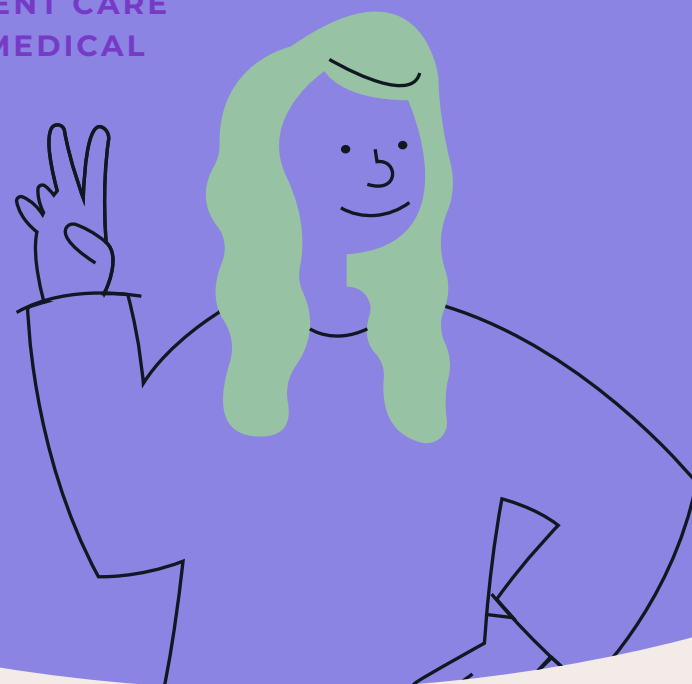






the free mental health coaching and therapy ensures both my family and I have the support we need. knowing that these resources are available gives me peace of mind and allows me to focus both on my job and my family without feeling overwhelmed.”

MELANIE GONZALEZ | PATIENT CARE  
TECHNICIAN, CHILDREN'S MEDICAL  
CENTER DALLAS



team members ranked  
Children's Health in the  
**95<sup>th</sup> percentile**  
with favorable responses  
to the statement,  
“my organization cares about my  
overall well-being.”

Gallup's 2024 Q12 healthcare  
and social assistance  
company level database

Because we know mental well-being is just as important as physical, we provide several avenues for support. From resources through our medical plans and our Employee Assistance Program, Lyra; to peer support through RISE – Resilience, Integrated Ethics, Staff Support and Engagement; to generous PTO and bereavement leave when time away is needed most; we work with our team members to make sure they have the support they need.

## healthy living for life

Life's daily demands can make it hard to live a healthy lifestyle. LiveWell, our employee wellness program, provides an array of tools to help our team members maintain or improve their health. Programs to help with stress management, tobacco cessation, fitness and overall wellness are designed to increase awareness of their health and motivate them to weave healthy habits into their lives.

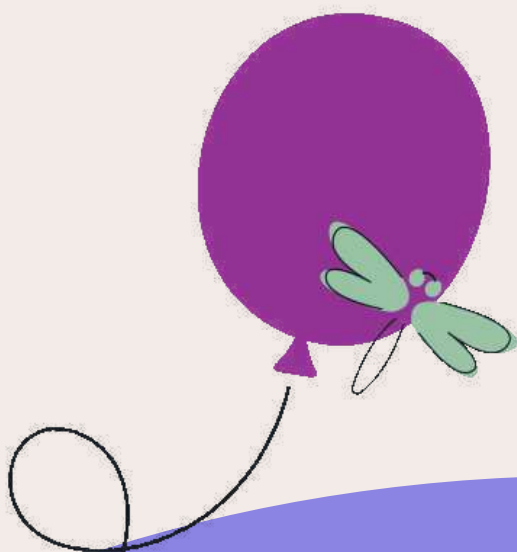




## family benefits for every generation

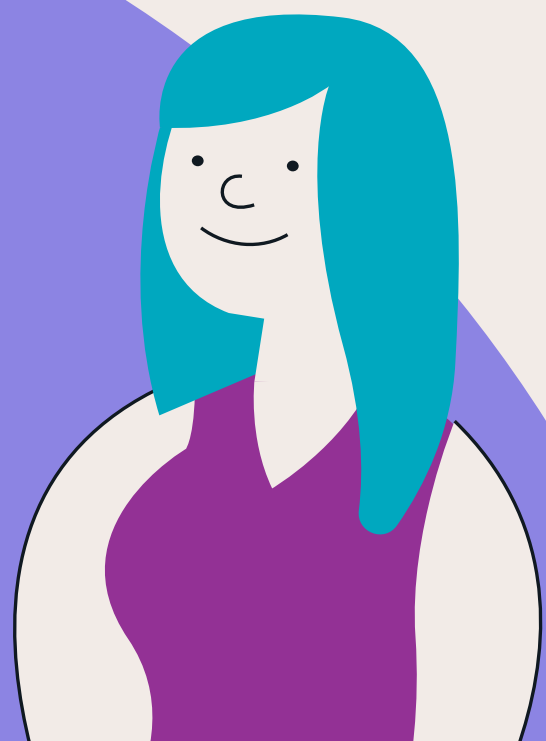
Our families need support at every stage of life, so our benefits start at the beginning. We offer comprehensive coverage for fertility and family building services, including legal and financial support for adoption and surrogacy. We also offer a dependent care subsidy, subsidized backup dependent care and discounts through several local daycare centers, as well as paid parental, caregiver and bereavement leave.

Through our family support benefits, our team members have access to guidance for supporting every generation in their families, from small children to teens to aging parents.

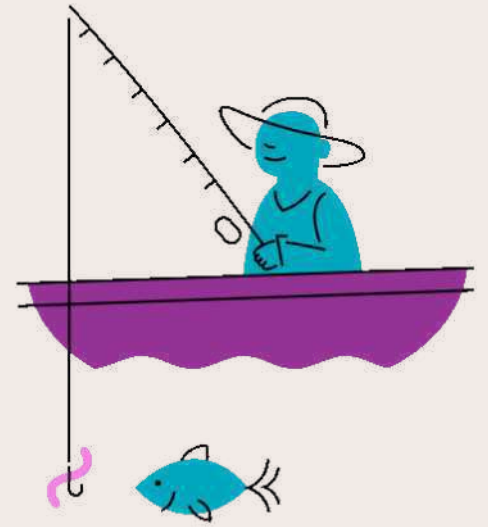


I was able to spend 20 wonderful weeks healing, bonding with my daughter and spending time adjusting to going from a family of 3 to a family of 4. as a breastfeeding mother, I really appreciate all of the lactation spaces provided by Children's Health."

SARA CABRERA | PROGRAM MANAGER, LABORATORY POINT OF CARE TESTING, CHILDREN'S MEDICAL CENTER DALLAS







## financial health now and in the future

We want every Children's Health team member to have an opportunity to build long-term financial stability, to enable them to move into the next chapter of their life with certainty. That starts with a compensation approach that recognizes the diverse contributions made by every team member across our organization.

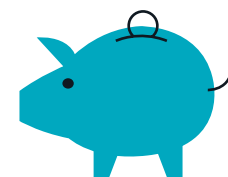
### our guiding principles

🕒 **equitable**    🕒 **understandable**    🕒 **flexible**    🕒 **data-driven and validated**

We continue to make significant investments in our pay programs to ensure we stay competitive and – more importantly – recognize the unique role each team member plays in powering our mission. Our compensation reflects those roles, and the skills and experience each person brings to their position. Our License-Based salary structure for clinical roles is based on years of licensure, while our Living Wage and Market-Based structures meet or exceed the market competitive pay for those roles in the Dallas-Fort Worth area.

### A SAVINGS PLAN THAT GROWS WITH YOU

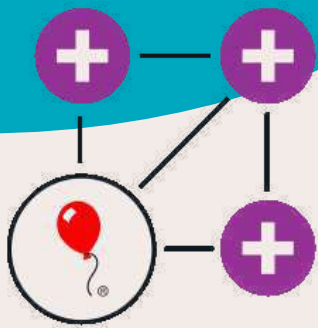
Our employee savings plan builds on our compensation philosophy with a generous dollar-for-dollar match that increases based on years of service. It starts with a 4% match in year one and increases up to a 10% match by year 15.



**95%**  
of team members  
are enrolled in  
the employee  
savings plan.

## guidance for the next chapter

No one can see into the future, so we need someone to help us plan. We offer programs that provide retirement planning, financial guidance, budgeting assistance and more. We also understand that after a career spent saving lives, retirement can be a dramatic change, so we offer counseling resources to help with the transition from full-time work to full-time you.



team members ranked  
Children's Health in the  
**87<sup>th</sup> percentile**

with favorable responses  
to the statement,  
**"I have the opportunity to do  
what I do best every day."**

Gallup's 2024 Q12 healthcare  
and social assistance  
company level database

# career well-being

empowering our team members to build a career  
that aligns with their passions and strengths

In 2024, more than 228,000 people applied for roles at Children's Health, because here, people embark on a career path that is entirely their own. We provide them with tools and encouragement to own their careers and make the choices that are right for them, whether that's to advance within their function, move to other disciplines or stay in the role they love.

## benefits for lifelong learning

Our well-being philosophy centers on caring for the whole you – and that includes career fulfillment. We offer several programs to help our team members reach their educational and professional goals.

- 🔗 **tuition reimbursement**
- 🔗 **tuition discounts**
- 🔗 **PTO student loan swap**
- 🔗 **educational advisors**
- 🔗 **professional certification assistance**
- 🔗 **pipeline programs**







team members ranked  
Children's Health in the  
**80<sup>th</sup> percentile**

with favorable responses  
to the statement,  
**"I believe there is a well-defined  
plan for my professional growth at  
my organization."**

Gallup's 2024 overall  
company level database

## dedicated career coaches

Our dedicated team of career advisors provides concierge career development planning, connecting team members to learning resources and opportunities that align with their goals.



**"I really appreciate the fact that  
Children's Health offers tuition  
reimbursement. it made it possible  
for me to realize something that I'd  
wanted to do for over a decade."**

**CATHERINE RIGGLE | DIRECTOR,  
COMMUNITY RELATIONS**







## nurturing the next generation of team members

We are committed to making life better for children for generations to come. That means helping the next generation of Children's Health team members find their way through our doors and into a career that will change lives. Through our internship programs, graduates and soon-to-be-graduates work in every functional area to learn their craft. Our Nurse Residency Program, Apprenticeship Program and externships help nurses earn critical work experience while transitioning into clinical roles, while our unique Preceptor Program pairs mentors in a variety of clinical areas – not only nursing – with team members new to Children's Health.

## learning & leadership institute

The Children's Health Learning & Leadership Institute delivers training in both clinical and nonclinical settings to meet the needs of all team members. This training is delivered through online, on-demand learning, role-based learning assignments, simulation centers and onboarding for those new to Children's Health.







I was promoted shortly after my Model Leadership Academy graduation last June, and the executive coaching I received could not have been better timed. I've been able to spend the last six months growing in significant ways as a leader, learning more about myself and charting a path for my new role at Children's Health."

ASHLEY JOHNSON | PROGRAM DIRECTOR,  
MARKETING AND COMMUNICATIONS



in 2024  
of our 10,643  
team members,  
**3,500**  
took on **new roles**,  
including  
**999**  
**promotions**

## leaders in their field and for their teams

Exceptional people deserve leaders who support and mentor them. The Institute offers leadership-specific training programs.

### Exploring Leadership and Potential (ELAP)

is a program designed for high-performing individual contributors who want to learn about people leadership and management.

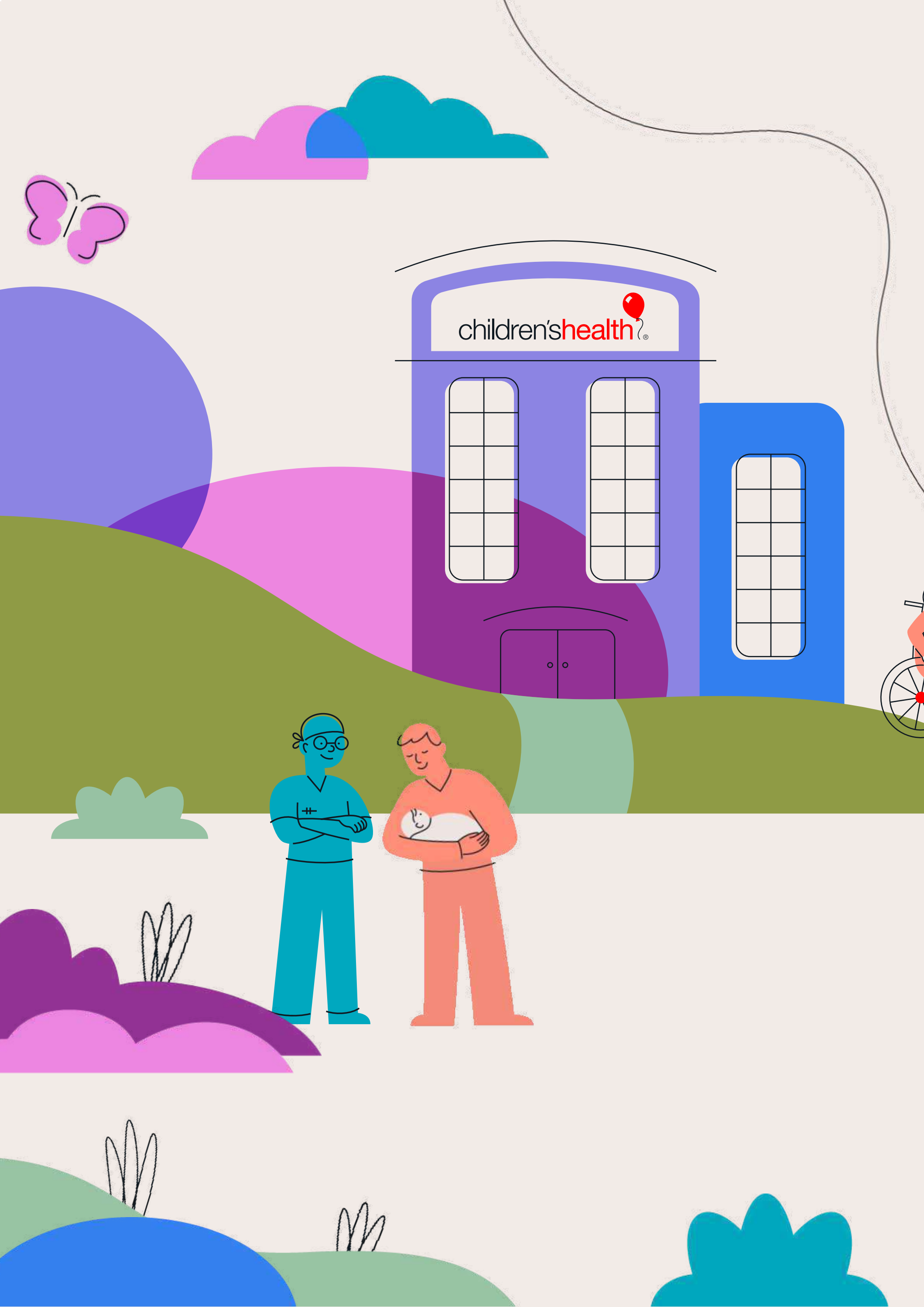
**MODEL Leadership Academy** is an accelerated development program based on our MODEL leadership framework. It is adopted from the National Center for Healthcare Leadership to build competencies and ensure leadership success in these areas:

- Advance the **Mission** and Values
- Ensure Business **Outcomes**
- **Develop** Self, Team and Individuals
- **Engage** Employees, Partners and Families
- **Look** Ahead and Prepare for the Future

## a commitment to internal mobility creates a stronger team for all

We are committed to helping our team members grow their careers at Children's Health. Whether it's through upward or lateral moves, new positions and experience help them learn new skills and find new avenues to explore. Through our internal mobility tools, we're able to recommend opportunities for stretch assignments, mentorships or cross-functional programs; and leaders can easily identify opportunities for advancement. By understanding our team members' skills, experience and goals, we can better invest in our people and build stronger teams.







## A heartfelt thank you to the heroes behind the mission at Children's Health

We are grateful for all the Children's Health team members who work tirelessly to make life better for children. After more than a century of groundbreaking medicine and caring for patients and their families, it continues to be our team members who are our superheroes. We celebrate them and thank them for all they do.

A career at Children's Health is more than a job – it's a calling. Here, you don't just change the lives of patients – you transform your own. You discover purpose, form lifelong bonds, and become part of a team that inspires joy, compassion and unforgettable moments every day. The people you meet will leave an indelible mark on your heart – and you'll leave one on theirs.

- 🔗 [Join us today](#), and help us continue to make the impossible, possible.
- 🔗 [Learn more](#) about Children's Health and how we are advancing pediatric care for children across North Texas.

