



Culture Report

2024-2025

Empowering Our People. Living Our Purpose.

Empowering our people is at the heart of our purpose-driven culture. Our inaugural People & Culture Report (2024) celebrates our team of fundraisers and community leaders who show up for each other, our donors, healthcare workers and New Brunswickers, every day.

Our commitment to a purpose-driven culture

We are committed to creating a positive, inclusive team culture that empowers our people to achieve their potential and create meaningful impact.

Through the “Empower our People” pillar of our Strategic Plan, we are determined to:

1. Attract and retain top talent
2. Invest in our people, growing our pool of internal leaders
3. Ensure high levels of employee satisfaction and engagement
4. Attract and engage diverse, highly aligned board members and utilize their talents
5. Engage all board members in personal giving and fundraising activities

We are pleased to share our key investments, milestones and progress to date in 2024.

Our Culture Statement

We are united by our shared vision of creating a culture that celebrates equity and positivity, and empowers us to thrive.

We are committed to working together and bringing out the very best in one another by embracing workplace values that shape our work environment and guide our interactions with each other and our community.



Investing in an inclusive, people-first culture

Nurturing an exceptional workplace

We're working together to nurture a positive, inclusive and high-performing workplace where everyone shines—both individually and collectively.

We made key investments in our culture in 2024, including:

- Partnering with Culture Check – an award-winning learning and development social enterprise that promotes racial equity in the workplace – to further embed practices of anti-racism, psychological safety and belonging in our workplace culture
- Participating in an offsite workshop with ConsciousWorks, an organization that supports leaders, teams and organizations to be proactive about their mental health and performance
- Developing a team charter and culture agreement to define our team's values, behaviours and ways of working together
- Appointing culture ambassadors to lead the implementation of our team charter and culture agreement and to help reinforce our values throughout the year, as catalysts for positive change
- Continuing to embrace a hybrid work model that maximizes work-life balance and team connection.

Our Workplace Values

Trust **Respect** EMPATHY
Support
Collaboration

Investing in an inclusive, people-first culture.

Supporting our employees

We're investing in employee happiness and engagement to recruit, develop and retain talented team members. In 2024, we prioritized work in the following areas:

- An Employee Happiness & Engagement Survey to gather feedback and evaluate employee engagement, satisfaction and morale
- In-person pulse checks between the CEO and each employee to gauge team engagement, morale and overall well-being
- Professional development with a 70-20-10 learning model that incorporates on-the-job training and cross-functional work, social learning through coaching and peer feedback, and formal learning through funded opportunities like webinars and conferences.
- An employee engagement and support budget to encourage recognition and celebrate personal and professional milestones
- Annual review of our employee benefits and our ongoing approach to investing in our people

Two-thirds
of employees

66%

accessed professional
development and
formal learning in
FY24.

Celebrating our progress

In independent surveys with anonymous reporting, our team and board members describe the Saint John Regional Hospital Foundation as a positive, inclusive, supportive, collaborative and high-performing organization. Here are some of our points of pride:

We develop and empower our people

Thanks to the Foundation's investments in continuous learning and professional development, the organization now has:

- Three Certified Fund Raising Executives (CFRE)
- Two 40-under-40 award recipients from the Association for Healthcare Philanthropy
- 10 members of professional associations, including the:
 - Association of Donor Relations Professionals (ADRP)
 - Association of Fundraising Professionals (AFP)
 - Association for Healthcare Philanthropy (AHP)
 - Canadian Association of Gift Planners (CAGP)
 - Chartered Professional Accountants (CPA) of New Brunswick
- Two volunteers on professional association Boards



Our investment in employee development also enabled us to internally promote 30% of our team as part of a reorganization in 2024, supporting talent retention and succession planning for the Foundation's long-term growth and impact.

We care about employee happiness

We achieved a 100% response rate on our annual Employee Happiness & Engagement Survey in 2024 for the third consecutive year. Here are the top-line results:

Overall Workplace Happiness	• 8.3/10
Satisfaction & Belonging	• 100% of employees recommend the Foundation as a great place to work • 100% of employees agree that the Foundation acknowledges people who deliver outstanding work • 100% know their work contributes to the success of the Foundation
Team Cohesion & Collaboration	• 93% feel that their team inspires them to do their best work
Equity, Diversity, Inclusion & Accessibility Journey	• 100% of employees agree that the Foundation's policies, practices and culture foster positive momentum on the organization's equity, diversity, inclusion and accessibility (EDIA) journey
People Leadership	• 100% of employees feel that their direct manager genuinely cares about their well-being • 100% agree that their direct manager is a great role model for employees
Flexible Work Environment	• 100% of employees feel genuinely supported if they choose flexible work arrangements

“I feel empowered to do things because I feel there's so much trust within our team.”

(2024 Employee Happiness & Engagement Survey)

“This is truly the best place I have ever worked.”

(2024 Employee Happiness & Engagement Survey)

We value our board members

We continuously seek to use the talents of the esteemed community leaders who make up our board and identify ways to ensure they are supported. Here are top-line results of our 2024 Board Assessment Survey:

Net Promoter Score (NPS)	<ul style="list-style-type: none">• 89% of board directors would recommend an opportunity to serve on the Saint John Regional Hospital Foundation Board to a qualified friend or colleague
Satisfaction & Fulfillment	<ul style="list-style-type: none">• 100% of directors find the experience of being on the board satisfying and rewarding• All directors strongly agree (22%) or agree (78%) that the Board has been effective in achieving its goals
Engagement & Ambassadorship	<ul style="list-style-type: none">• 92% of directors participated in onboarding and development sessions• 100% of directors reported being active and engaged as ambassadors of the Foundation• 100% of directors made a financial contribution or supported fundraising in some way (donor events, volunteering, etc.)

Future focus

Nurturing employee happiness and engagement, retaining top talent and remaining focused on board engagement and effectiveness will remain central to our strategic planning and daily work in the year ahead.

We look forward to continuing our journey to maintain and further build an exceptional, inclusive and high-performing organization, together.

