



SAINT JOHN
REGIONAL HOSPITAL
FOUNDATION

CULTURE REPORT

2025

**EMPOWERING OUR PEOPLE.
LIVING OUR PURPOSE.**

Empowering our people is at the heart of our purpose-driven culture. Our second People & Culture Report celebrates a team that lifts each other up and stands with our donors and health care partners every day — fueling what's possible in health care for New Brunswickers.

LEADING WITH A PEOPLE-FIRST MINDSET

We foster a positive, inclusive culture where people are empowered to reach their potential and make meaningful impact. Through a collaborative, mission-driven environment that prioritizes engagement, retention, and leadership capacity, our team is equipped to excel. A People-First Mindset reflects our belief that when people feel valued and supported, they deliver extraordinary impact for our donors, partners, and New Brunswick's health care community.

Our focus includes:

- Investing in professional development and leadership to support growth.
- Attracting, retaining, and developing top talent across all functions.
- Building a collaborative, inclusive culture that reflects our values and drives high performance.

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.

OUR WORKPLACE VALUES

Trust
EMPATHY
Support
Respect
Collaboration



INVESTING IN AN INCLUSIVE, PEOPLE-FIRST CULTURE

We're proud to be recognized as one of Atlantic Canada's Best Places to Work in both 2025 and 2026. Our people-first approach ensures a positive, inclusive, and high-performing workplace where everyone shines — individually and as a team.

Highlights of our culture and employee experience include:

- A transparent, feedback-driven environment, with 100% staff participation in engagement surveys
- Weekly all-staff check-ins, one-on-ones, open-door leadership, and strong cross-functional collaboration
- Competitive compensation with employer-paid RRSP contributions and merit-based incentives
- 75% employer-paid health benefits (dental, vision, EAP, travel insurance, and more)
- Minimum three weeks' vacation, five flex days, volunteer days, and a year-end holiday closure
- Annual learning funds, professional memberships, workshops, coaching, and ongoing development
- Themed team-building days, milestone recognition, and an active events committee
- A DEI strategy grounded in inclusive hiring and equitable compensation reviews
- A flexible hybrid work model to support balance and connection

NURTURING AN EXCEPTIONAL WORKPLACE

In 2025, we strengthened our culture by investing in new initiatives and continuous improvement:

- Partnered with MESH Diversity to strengthen leadership by understanding and activating the behaviors that drive results — aligned with our mission and values
- Launched an enhanced focus on psychological safety through our annual Employee Happiness & Engagement Survey, supported by pulse checks using the MESH Diversity Inclusive Culture Benchmark to track team health and progress
- Introduced the Health & Wellness Spending Program to help employees cover additional health, wellness, and preventive care expenses not included in the primary benefits plan

Two-thirds
of employees
100%
accessed professional
development and
formal learning in
FY25.

CELEBRATING OUR PROGRESS

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
- Four volunteers on professional association Boards



WE CARE ABOUT EMPLOYEE HAPPINESS

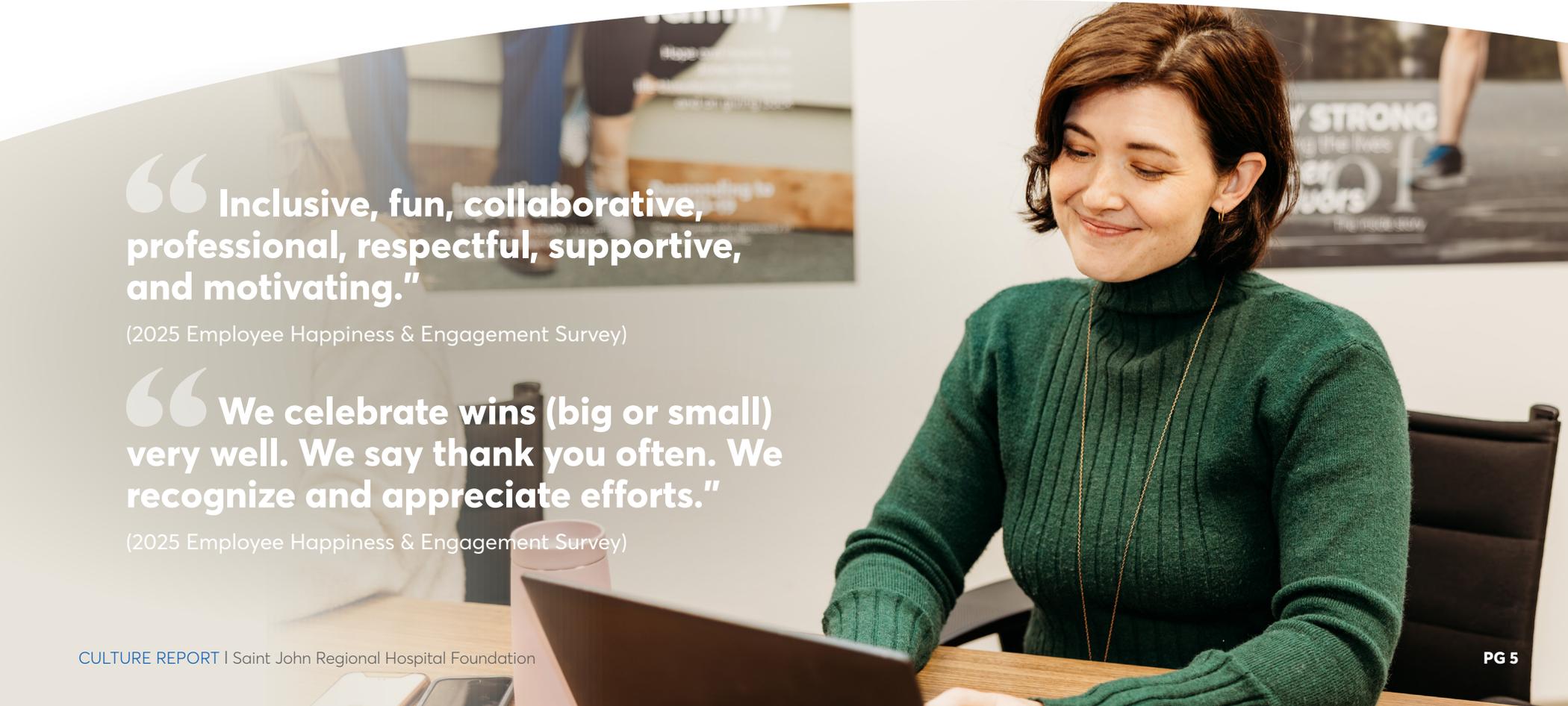
We achieved a 100% response rate on our 2025 Employee Happiness & Engagement Survey — for the fourth consecutive year. Results show that employees feel safe speaking up, connected to their colleagues, and committed to our shared mission. Our culture continues to be defined by compassion, supportive leadership, a growth mindset, and strong communication.

Top-line results include:

- 100% of employees would recommend the Foundation as a workplace
- 86% overall workplace happiness
- 82% ratings for compassion in the workplace

The 2025 survey surfaced clear cultural strengths that reinforce who we are as an organization and what fuels our success:

- A supportive, compassionate culture with a strong team climate and high trust in leadership
- Employees feel empowered, appreciated, and purpose-driven, with strong scores in communication, team building, growth mindset, and purpose
- A resilient, engaged workforce aligned with organizational values can you intro these key themes



“Inclusive, fun, collaborative, professional, respectful, supportive, and motivating.”

(2025 Employee Happiness & Engagement Survey)

“We celebrate wins (big or small) very well. We say thank you often. We recognize and appreciate efforts.”

(2025 Employee Happiness & Engagement Survey)

OUR CULTURAL HEALTH RESULTS

The 2025 Cultural Health Snapshot reflects a strong, stable, and values-driven workplace, with results meeting or exceeding benchmarks across comparable organizations. All four core dimensions — Safety, Belonging, Inclusion, and Drive — scored above 70%, indicating a solid foundation of trust, connection, and purpose.

These results position the Foundation as an organization with high cultural maturity, balanced strengths across all dimensions, and a healthy level of resilience and shared commitment. Overall, the findings provide a strong platform for continued refinement and optimization rather than repair.



ANNUAL
TURNOVER
RATE

100%
of leadership
continuity

78%
of staff retained
year-over-year.

WE VALUE OUR BOARD MEMBERS

Our Board plays a vital role in shaping a people-first culture. In 2025, the Board Assessment Survey confirmed a highly engaged, values-aligned group of community leaders who are deeply connected to the Foundation's mission and impact.

2025 Board Assessment Highlights

- 9.47 / 10 likelihood to recommend Board service (NPS)
- 4.66 / 5 individual Board member performance (highest-rated area)
- 4.41 / 5 strength of the Board-management partnership
- 4.49 / 5 quality of Board meetings, reflecting strong preparation and engagement
- High alignment with Board roles, responsibilities, and governance expectations
- Strong mission alignment and appreciation of the Foundation's evolving health system impact

WHY THIS MATTERS FOR OUR CULTURE

A strong Board amplifies our people-first mindset. Their leadership sets the tone for transparency, accountability, and collaboration across the organization. These results show a Board that models the same values we cultivate among our staff: trust, clarity, compassion, and shared purpose.



“Serving on the Foundation's Board is meaningful, well-supported work, guided by strong governance and a clear commitment to impact.”

(Board Director, 2025 Board Assessment Survey)

