Jackson Health System has undergone dramatic changes since Carlos Migoya joined the organization as president and CEO in 2011. When Migoya stepped into the role, the public healthcare network had experienced year after year of financial losses. Community leaders looked to Migoya to leverage his 40+ years of banking experience to turn the organization around. Migoya knew that to fix the financial state of the organization, he would need to focus on the people strategy.

Julie Staub knew Migoya from her time spent as Vice President of HR at AutoNation and heard through a colleague that he was looking for a CHRO to join his executive team at Jackson Health System. Staub reached out to Migoya, even though she didn’t have healthcare experience, and during their conversations it became clear that she was the right person for the job. Staub joined the team in 2016 and has worked closely with Migoya and the other executive team members since then to develop a people strategy that benefits the entire organization.

DEVELOPING A PEOPLE STRATEGY
Upon joining the organization, Staub’s primary focus was talking to employees so she could gain a better understanding of the industry and the current state of the organization. She heard common themes from employees and developed a people strategy roadmap to address those issues. The roadmap includes items such as HR business alignment, workforce planning, employee wellness, technology and analytics, and rewards and recognition. The focus then transitioned to getting the HR department in order so they could be role models to help move the organization forward.

LEADERSHIP DEVELOPMENT
Migoya and Staub partnered together to improve leadership development at Jackson Health System. They understood that the people managers of the organization were the key to changing the culture and that having influential leaders in people manager roles was imperative to that culture change. Culture transformation revolved around the phrase, “Care is our cause, care is connecting.” This phrase and the acronym CARE (compassion, accountability, respect, expertise) was more than just a new slogan; they wanted every employee to experience CARE as well.

THE CARE EXPERIENCE
The CARE experience was a one-hour program that helped reconnect caregivers with the the importance of caring for patients, one another, and themselves. More than 8,000 employees progressed through seven CARE experiences including an escape room, the Hands of CARE art project, and a self-care yoga class. Those who participated were transformed and ready to lead their teams in changing the culture. The result: a June 2018 employee survey revealed that engagement was at an all-time high.

EXECUTIVE LEADERSHIP
Migoya, Staub, and the rest of the executive team are facing challenges in 2019 such as cost reductions, pressure, and other business headwinds but they are partnering together to lead the organization forward. The entire executive team has open, transparent dialogue about how to lead the organization. They ask hard questions, rethink strategies, and move with agility in the changing healthcare landscape. The result is a public healthcare system that provides top of the line signature services, trains some of the best physicians in the world, and continues to provide outstanding patient care to the community.