



OUR VALUES, OUR CULTURE

YOUR ROLLOUT TOOLKIT

WPS Health Solutions has earned a reputation as a leader in the insurance industry through our commitment to excellence and high-quality service. But what are the core values driving that commitment?

Over the past year, the WPS senior management team considered that question and defined the values that guide our daily activities to ensure we achieve our high-performance culture.

WPS Military and Veterans Health pioneered this highly visual effort with colorful pillars and chalkboards in the Madison Nordby Building, and senior executives chose to share these values throughout the company:



**CUSTOMER
FOCUSED**



**MUTUAL
RESPECT**



**INDIVIDUAL
RESPONSIBILITY**



**DRIVEN AND
PASSIONATE**

Soon, the Values Project chalkboard will be installed in your work areas. When MVH implemented this project, its leaders employed a successful communication plan to reinforce these messages, which is the foundation of this toolkit.

Corporate Communications created this toolkit to help directors, managers, and supervisors speak with one voice about our new company values. For help with implementation, please contact your senior vice president or executive vice president. You may also consult with Eric Roell, Creative Manager in Corporate Communications, at 1-608-223-5913 or email at Eric.Roell@wpsic.com.

DEFINING OUR VALUES

Everyone on the MVH leadership team played a role in identifying and defining WPS values with much collaborative discussion over the course of a year, in numerous meetings, off- and on-site.

The MVH team built the model for all divisions. MVH brainstormed a list of important values and then culled it to the principles that are elemental to our success.

The MVH leadership team defined precisely what those values meant, then followed up by citing behaviors that supported those core values.

While your team will not need to repeat this step, you may want to share the seeds of this effort with your team.

After hearing about the plan, company leaders determined these foundational values should guide us and will allow us to grow in the future.

OUR VALUES

are not WORDS...
THEY ARE PROMISES

that we make about our character:

→ to each other, to our customers,

→ and to the

military community

These values are shared across our company, but are **MOST POWERFUL** when we are accountable for them **INDIVIDUALLY.**



CUSTOMER FOCUSED

The chalkboard at Madison's Nordby Building.

GENERATING A BUZZ

The Values Project hit big with MVH employees in March 2016. The pillars painted vibrant colors, highlighting each value, and the interactive chalkboards made an immediate impact and helped reinforce the message.

Marlene Kremer, the Director, Quality Assurance, Improvement and Training for MVH, was instrumental to the launch of the Values Project. She says employees greeted the changes with enthusiasm.

“Shortly after we met with all MVH teams and they all received (the ringed cards), the painting happened. That caused quite a bit of buzz,” Kremer says.

One employee asked Kremer an interesting question at the rollout meeting. “Why has it taken so long to identify these (values) and talk about them?”

President and CEO Mike Hamerlik emphasized that the core values always have been the foundation of the company's success.

“These are our guiding principles,” Hamerlik says. “By focusing on these four values, WPS is articulating a clear vision—to our employees, to our customers, and to the public—of who we are now and who we want to be in the future.”

IT'S WHO WE ARE

It is important to remember and share with your team that these values are not new. They reflect who we are and how we have conducted our business on a daily basis

for many years. By articulating these values, they are now more visible in our workplace. The prominence of the values will help set the expectation that everyone must use them in their work setting every day.

This is why we chose the catch phrase: *It's who we are.*

IT'S WHAT WE DO

Common values help us deliver our best work to our customers. They also help create a positive work environment built on respect, accountability, and empowerment.

These common values must be reinforced by behavior. By demonstrating them daily for your team, we can focus on what matters most. These common guiding principles will strengthen our foundation and ensure ongoing success for WPS Health Solutions.

As company leaders, we set the example: *It's what we do.*

“These are our guiding principles. By focusing on these four values, WPS is articulating a clear vision—to our employees, to our customers, and to the public—of who we are now and who we want to be in the future.”

—Mike Hamerlik
President and CEO

STEP 1: GET OUT THE MESSAGE

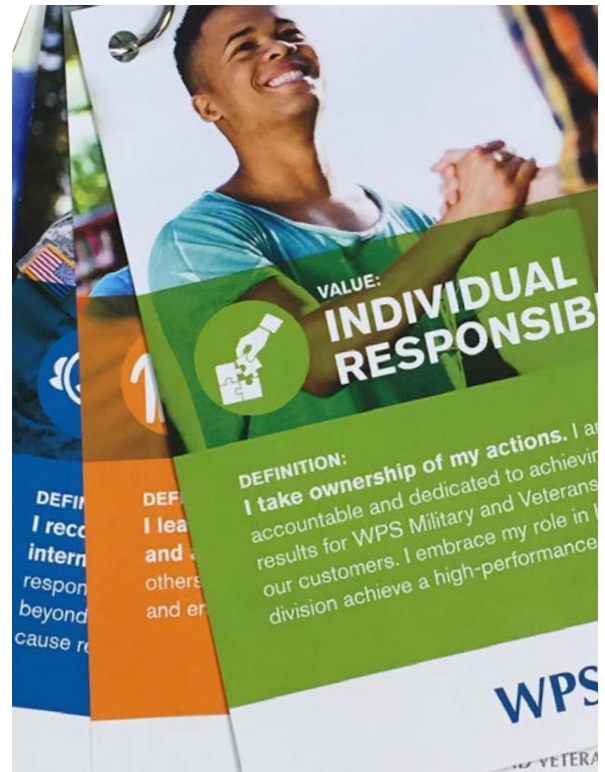
WPS made a long-term commitment to instill these values, so it is essential that employees understand that everyone in leadership supports these efforts, including you—most of all, those of you closest to our employees. There is a 14-week timeline on Page 5 that you can use to organize your rollout.

As company leaders, we rely on you to meet with your teams, face-to-face or virtually, to explain the Values Project. Whenever possible, involve your vice president.

Your department or division should measure the progress of your values rollout. Beginning on Page 8, we have included a sample survey MVH created before and after its effort to measure engagement.

Next, meet with your direct reports. If you are a vice president, ask either directors or managers to meet with each supervisory unit. Introduce the concept of the four values—Customer Focused; Individual Responsibility; Mutual Respect; and Driven and Passionate. We have included a sample meeting guide and agenda on Pages 6-7.

If an employee misses a group session, his or her immediate supervisor should share this material when the employee returns to work.



STEP 2: REINFORCE THE MESSAGE

The next step of the rollout process involves reinforcing our values. This will be done visually through the transformation of our office buildings. Other tools we will use include:

- » Pillars painted in bold colors to illustrate each of the four values and accompanying behaviors.
- » Motivational walls with key phrases related to the values, plus video message boards and chalkboards.
- » Icons associated with each value.
- » Ringed card handouts for each employee that include definitions of each value and descriptions of expected behaviors.
- » Management and supervisory unit meetings.
- » *Connect* articles.
- » Metrics showing employee engagement collected through your own staff survey. (Example starting on Page 8.)
- » Memos from leadership to employees.
- » A branded gift and contests.
- » Role modeling behaviors supporting the values.
- » An update on your division's progress sent to your executive vice president or senior vice president.



This is a mockup of the pillars representing the Values Project.



MUTUAL RESPECT

STEP 3: SET AN EXAMPLE

Our leaders must demonstrate through their actions that they are committed to the core values to encourage front-line employees to buy in to the project. We all need to live it.

“Communication from leaders to employees and communication bubbling up from employees to leaders ensure the values will stand strong for years to come,” Hamerlik says.

Below are examples of how you might demonstrate each of the four values in action:

- » **Customer Focused:** When introducing a new project, explain the benefits that will result for our customers.
- » **Individual Responsibility:** When outlining departmental goals in a staff meeting, explain what you are doing to help reach those goals.
- » **Mutual Respect:** When revamping processes, solicit input from your team and take the time to listen to and consider their suggestions. You can ensure that employees know they are valued by making it clear that their concerns are being heard.
- » **Driven and Passionate:** Talk to your staff about an upcoming project with enthusiasm, emphasizing the opportunity it provides.

WORKING ROLLOUT TIMELINE

WEEK	ROLLOUT PREP AND ACTIVITY
Week 1	<ul style="list-style-type: none"> » Assemble a committee to discuss values rollout plan. » Using MVH's template, customize a pre-campaign survey about values for your unit. (See sample survey starting on Page 8.)
Week 2	<ul style="list-style-type: none"> » Send out pre-campaign survey by email. Analyze the results.
Week 3	<ul style="list-style-type: none"> » Set committee meeting to refine rollout plan. » Create inventory of support materials, such as the values cards, mock-ups, and more.
Week 4	<ul style="list-style-type: none"> » Call committee meeting: Discuss behavior recognition and how behaviors might manifest values. » Finalize rollout plan.
Weeks 5-6	<ul style="list-style-type: none"> » Design communications training for managers/supervisors based on information on Pages 3-6. » Discuss/define "high-performing culture" and how everyone can develop it.
Weeks 7-8	<ul style="list-style-type: none"> » Arrange managers meetings with staff (staff rollout). See Page 7 for sample agenda. » Send division-wide memo written by executive vice president or senior vice president. » Discuss premium item (possible staff holiday gift), e.g., coffee mugs with the four values. » Develop and submit a <i>Connect</i> article on your efforts. » Note: Modeling these values is vital during this period.
Weeks 9-10	<ul style="list-style-type: none"> » Order premium/gift, if appropriate. » Hold follow-up staff meeting to assess rollout results to date. » Ask managers to circle back with staff; reinforce. » Note: Modeling these values is vital during this period.
Week 11	<ul style="list-style-type: none"> » Discuss content/questions for 90-day survey.
Week 12	<ul style="list-style-type: none"> » Draft survey; decide methodology.
Week 13	<ul style="list-style-type: none"> » Finalize and distribute survey. Analyze results.
Week 14	<ul style="list-style-type: none"> » Submit one-page update to your division executive vice president or senior vice president on your success.

Thank you for your time and attention in sharing our common values.

IT'S WHO WE ARE.

ROLLOUT MEETING GUIDE

Objective: To present and define the four core corporate values and share examples of how to live them every day.

- 1. Present the ringed handout cards.**
 - » Define each value.
 - » Explain each value's accompanying expected behaviors.
- 2. Emphasize that we have always had these values.**
 - » Explain that the only difference is now we are making them more visible.
 - » Use the phrase, "It's who we are."
- 3. Stress the importance of the values.**
 - » Share that the entire leadership team, including you, supports them.
- 4. Explain that leadership expects the values to be understood and lived.**
 - » Use the value of Individual Responsibility to reinforce the point.
- 5. Remind that these values have helped us deliver our best work.**
- 6. Emphasize that these values will assist us in meeting strategic goals.**
- 7. Underscore that these values have helped create a positive work environment.**
 - » Discuss how they foster respect, accountability, and empowerment.
- 8. Share that these values support our goal of being a high-performance culture.**
- 9. Ask members of your team for examples of recent behavior of others that support these values.**
- 10. Open meeting to questions.**



ROLLOUT MEETING AGENDA

Objective: To present and define the four core corporate values and share examples of how to live them every day.

1. **Ringed handout cards.**
 - » Customer Focused.
 - » Individual Responsibility.
 - » Mutual Respect.
 - » Driven and Passionate.
 2. **Longstanding values.**
 - » Increased visibility.
 - » It's who we are.
 3. **Importance of the values.**
 - » Everybody on board.
 4. **Understanding and living the values.**
 5. **Delivering our best work.**
 6. **Meeting our strategic goals.**
 7. **Positive work environment.**
 - » Respect.
 - » Accountability.
 - » Empowerment.
 8. **High-performance culture.**
 9. **Examples of supporting behavior.**
 10. **Questions and answers.**
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MVH Values Survey 1

Thank you for participating in our MVH Values Survey.

Take a few minutes to answer the questions on the following pages about your supervisor.

Give consideration to what you see every day from your supervisor
and avoid responding based on a specific situation.

Your responses will remain anonymous.

Please complete this survey by **5pm Friday, March 11th**.

SAMPLE



MVH Values Survey 1

Respondent Information

* Please select your supervisor

SAMPLE



MVH Values Survey 1

Mutual Respect

Mutual Respect - Definition:

Leads by example and acts ethically, honestly and is trustworthy. Shows appreciation for others by giving and taking constructive feedback and encouragement.

Directions:

For each of the behaviors listed below, enter a score below from 1, 3 or 5 using the following scale:

1 = individual is not likely to demonstrate the values

3 = individual is likely to demonstrate the values over time and with coaching

5 = individual is likely to demonstrate the values immediately

*** Behaviors:**

Respects WPS's business environment by following the work rules and policies.

1 3 5

*** Does not lie, betray a confidence, exaggerate, or withhold information from a peer, customer or stakeholder.**

1 3 5

*** Will not react negatively when someone challenges a process they own. Carefully considers and responds to the input, then implements changes when they improve the process.**

1 3 5

*** Attacks problems and processes, not people.**

1 3 5



MVH Values Survey 1

Your survey is now complete.

Thank you for your participation!

SAMPLE

If you would like help implementing this plan, please contact your senior vice president or executive vice president. You may also consult with Eric Roell, Creative Manager in Corporate Communications, at 1-608-223-5913 or email at Eric.Roell@wpsic.com.

