Our Culture of Employee Engagement

2026 Annual Report

KVC Health Systems

We all need connection.



















Creating a positive, supportive KVC, where we love doing our best work.

Dear KVC Associate,

The combination of economic pressures, social dynamics, organizational challenges, and technological shifts created a complex landscape affecting employee engagement across the country this past fiscal year. While we were not immune to these obstacles at KVC, we intentionally focused on creating meaningful interactions, actions, and relationships. Improving employee experience through the culture of engagement required targeted strategies focused on manager development, feedback mechanisms, quality communications, thoughtful recognition, active listening, and wellbeing strategies.

Culture is not just what we say: *it is what we do together, how we support one another, and the relationships we build that define our shared identity.*

By listening to our teams and adapting to their needs, we transformed challenges into opportunities, fostering a culture of engagement where every voice matters and engagement thrives.

The latest June Q12 survey recorded ***2,121 voices.*** *This is Impressive!*

KVC showed unwavering commitment to continuous improvement and strengthened our organizational resilience by **increasing the Q12 Mean from 4.18 to 4.21** and achieving the *highest engagement in KVC history* with 60 percent of employees at KVC Engaged.

Becoming a world-class organization comes from compounding improvements over time. Let us continue to demonstrate discipline through our daily habits, structured routines, prioritization, resilience in the face of obstacles, accountability, and personal reflection.



Move the conversation through Q12 ACTION PLANNING; empowering our employees to voice their ideas, collaborate effectively, and contribute to a shared vision of success at KVC.

Thank you to the Engagement Champions for their commitment to excellence in our work.

We love collaborating with you and your team.

Renny Arensberg

Executive Vice President, Employee Engagement

Arranger, Connectedness, Responsibility, Individualization, Self-Assurance

Why Gallup?

GALLUP®

Gallup is the research-based company that administers the Q12 employee engagement survey. Since 2019, KVC has partnered with Gallup. Gallup defines engaged employees as those who are involved in, enthusiastic about and committed to their work and who contribute to their organization in a positive manner.

Through Gallup's research, they discovered 12 questions that directly link to business outcomes and these questions formed the foundation of the Q12 survey. When managers and teams work to improve engagement, **KVC's key performance indicators** reach maximum benefits.

Healthy Employee Engagement + Positive Service Experience + Meaningful Impact and Financial Sustainability = Increased Retention, Reduced Safety Risks, Increased Client/Patient Satisfaction, Reduced Absenteeism

"At KVC, purpose isn't simply something written in a mission statement — it comes to life through their elite engagement success. Employees share a deep connection to the difference they are making, and that sense of meaning is reinforced by a culture of care, connection, and commitment. **KVC's engagement success shows what is possible when people don't just understand the mission — they see themselves in it.** I am extremely grateful to be associated with anything KVC does."

Mike McDonald

Gallup Senior Workplace Consultant

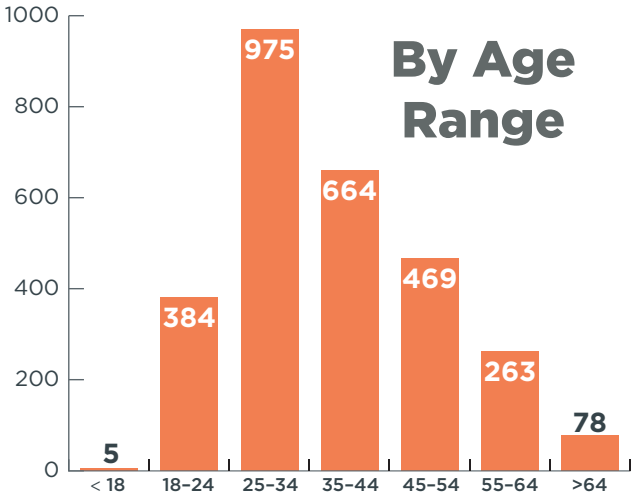
Ideation, Input, Learner, Achiever, Focus

The Strength of Our People

Total Employees: 2,838

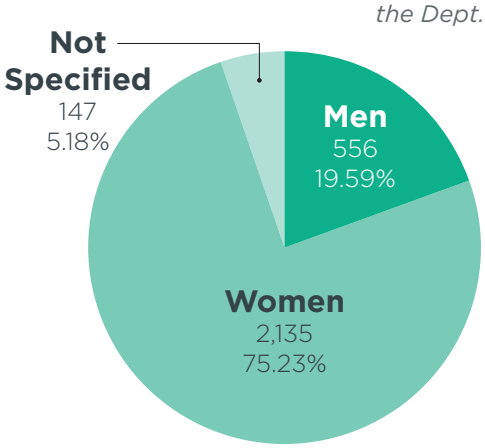
77% was our fiscal year 2026 overall retention rate — Our goal was **75%***

By Age Range

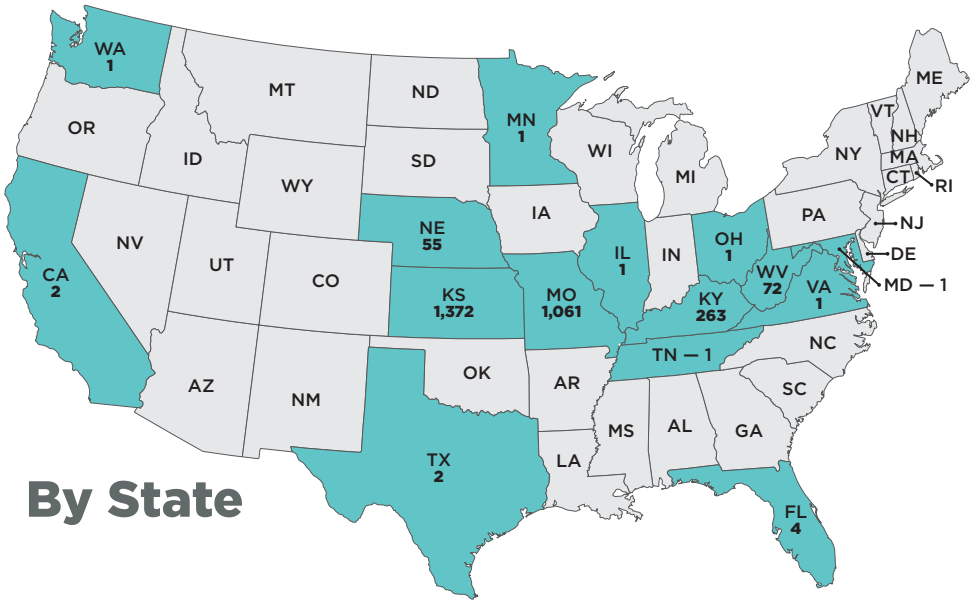


By Gender

KVC will be expanding gender categories in conjunction with the Dept. of Labor regulations.



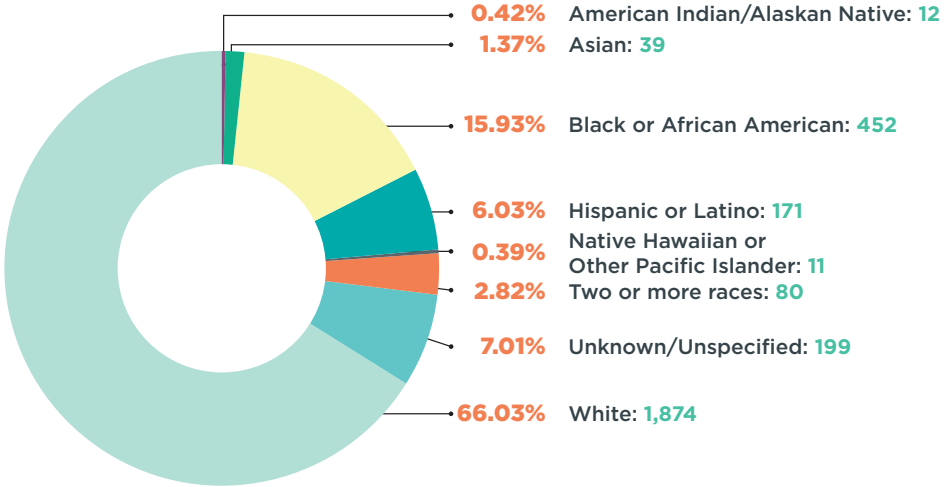
By State



KVC's promise is to make meaningful, impactful connections with people in everything we do, from our biggest organizational decisions to our smallest daily interactions.

Our work includes a vision where every person is **Safe & Connected**™ to a strong family and healthy community.

By Race/Ethnicity



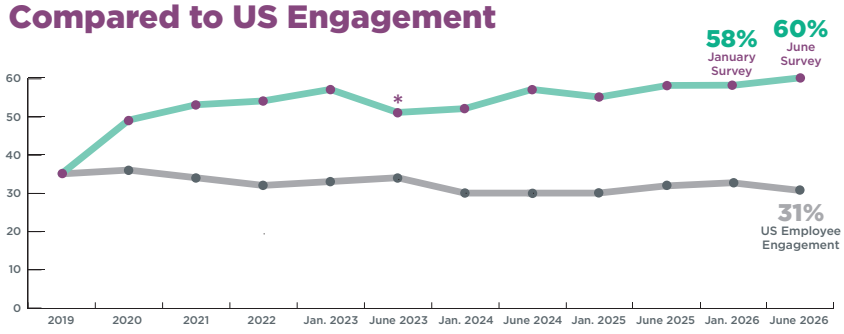
Building an Engaged KVC

KVC Engagement Ratio

Engaged Employees : Actively Disengaged

8.3:1	8.6:1
Jan. 2026	June 2026

KVC's Engagement Trends Compared to US Engagement



*Survey following integration with Great Circle



"It's an honor to lead our KVC team and I'm proud of the culture we're building together and the way we've prioritized the importance of listening, staying connected and continuing to invest in employee engagement. When we feel empowered to do our best work, the impact reaches thousands of children and families at KVC. **Our team is, without question, our greatest asset, and I'm incredibly grateful for the compassion, expertise and commitment they bring to our mission every day."**



Jason Hooper | President & CEO, KVC Health Systems

Belief, Connectedness, Developer, Learner, Achiever

Overall Distribution of Q12 Engagement Items

*Numbers may not add up to 100% due to slight rounding differences.

Overall GrandMean						**4.21**	**4.18**	**+0.03**	**82nd**
						June Mean	Jan. Mean	Change	Current Percentile
Q00: Overall Satisfaction	5%	19%	37%	37%		4.04	4.02	+0.02	70th
Q12: Learn and Grow	4%	12%	24%	57%		4.29	4.26	+0.03	87th
Q11: Progress	4%	9%	21%	62%		4.34	4.22	+0.12	91st
Q10: Best Friend	9%	8%	16%	21%	46%	3.85	3.78	+0.07	76th
Q09: Committed to Quality	5%	16%	29%	47%		4.12	4.16	-0.04	51st
Q08: Mission/Purpose	3%	9%	25%	61%		4.41	4.44	-0.03	93rd
Q07: Opinions Count	7%	7%	16%	27%	44%	3.94	3.93	+0.01	82nd
Q06: Development	4%	12%	24%	57%		4.28	4.26	+0.02	90th
Q05: Cares About Me	4%	9%	20%	66%		4.44	4.44	±0.00	90th
Q04: Recognition	9%	8%	12%	21%	50%	3.96	3.84	+0.12	90th
Q03: Opportunity to do Best	4%	12%	31%	51%		4.26	4.27	-0.01	55th
Q02: Materials & Equipment	6%	14%	32%	47%		4.18	4.19	-0.01	55th
Q01: Know What's Expected		8%	32%	57%		4.42	4.42	±0.00	18th

7 of the Q12 elements increased!

Accountability Index

Overall GrandMean						**4.17**	**4.14**	**+0.03**	**76th**
						June Mean	Jan. Mean	Change	Current Percentile
1. I received feedback on the last Employee Engagement Survey conducted at my workplace.	4	3	10	21	62	4.34	4.31	+0.03	79th
2. My team participated in an effective action planning session following the last Employee Engagement Survey.	6	4	11	24	55	4.17	4.11	+0.06	80th
3. My team has made progress on the goals set during our action planning sessions after the last Employee Engagement Survey.	7	6	15	26	46	4.00	4.00	±0.00	66th

↑ **GOAL:** Increase this to **55**

Engagement Involves Everyone

Take Action in 2026–27!

All KVC Associates:

- **Own your role** in shaping both your career and the experiences of those around you.
- **Speak up and share your thoughts** during survey periods to ensure your voice is heard.
- **Engage fully in State of the Team discussions** and take responsibility for contributing to the team's success.
- Reflect on how you've supported and connected with your colleagues. **What have you done to be a great teammate?**
- Collaborate on ideas to **create a more positive, productive workplace** where trust and relationships can grow.
- Consider: **What is one specific action I'm taking to boost team engagement?**

KVC Managers Have a Unified Voice

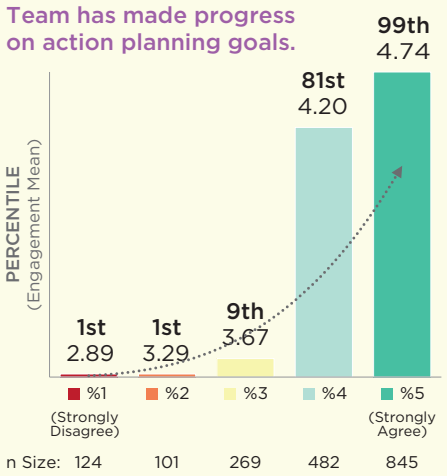
- **This defines how we operate, how we collaborate and what our culture stands for.**
- **Engagement is tied to both process and performance** through ownership and the ability to adapt to evolving needs.
- High-performing team leaders **prioritize action planning and making progress on Q12 goals.**
- **Managers shape the daily work experience by fostering engagement.** This includes seeking input when making decisions and showing up as a supportive, reliable teammate (Q10: being a best friend at work).
- **Aim high! Recognition matters!** Meeting employee expectations through meaningful praise can drive results. The most impactful recognition is authentic, fair, consistent with our culture and personalized.
- Recognize the strong link between a culture of inclusion. **This means treating everyone with respect, valuing strengths and acting with integrity when concerns arise.**

From Boss to Coach, your leaders must ask themselves these questions:

1. What's one specific action you're taking to boost engagement personally?
2. What's one key action your team is focused on to improve engagement together?
3. What new insights have you gained about your team?
4. How have those insights influenced or changed your approach to leading the team?

Making Progress on Q12 Goals is the Strongest Predictor of Engagement

When colleagues strongly agree that their team has made progress on action planning goals, their average engagement is at the 99th percentile. The more employees who agree or strongly agree to this item will strongly impact overall engagement.





"I know change can create uncertainty, so I make communication a priority. **I share information early, explain the "why" behind decisions, encourage questions and honest feedback, and create regular opportunities to check in.** My goal is for every team member to understand what is changing, what it means for their work, and to feel supported and confident as we move forward together."

Mary Segneri
Associate Vice President of Development, KVC Foundation

Harmony, Achiever, Consistency, Analytical, Learner

Mentorship in Motion

Across KVC, mentorship is happening in all directions. It happens when experience is shared, questions are welcomed, feedback is offered and successes are celebrated. **Meaningful mentorship is directly tied to the Q12 and employee engagement model:** knowing what is expected (Q01), having the opportunity to do what you do best (Q03), receiving recognition (Q04), having someone who cares about you (Q05), being encouraged to grow (Q12), and having people at work who support your development (Q06).

Mentorship Brings Engagement to Life!

When we invest in one another, we strengthen relationships, unlock potential and create opportunities for people to grow. And when people grow, our teams grow stronger.

"Leading our systemwide Mentorship Program has been a rewarding experience. The program encourages connections with colleagues we might not otherwise have met and has given us the opportunity to learn about goals, passions, experiences, and strengths of others across business units. ***Mentorship is about recognizing potential, supporting growth, and helping others envision possibilities.*** *By investing in one another, we're strengthening relationships across KVC, fostering a greater sense of belonging, and contributing to a culture where people feel valued not only for what they do, but for who they are."*







Joseph Berry | PMTO Clinical Supervisor, KVC Kansas
Developer, Woo, Positivity, Learner, Input

Dr. Abyssinia Washington Tabron | Vice President of Clinical Engagement, KVC Health Systems
Ideation, Intellection, Relator, Futuristic, Achiever

Renny Arensberg | Executive Vice President, Employee Engagement, KVC Health Systems
Arranger, Connectedness, Responsibility, Individualization, Self-Assurance

Mentorship

- Storytelling and Experience Sharing
- Guidance & Advice
- Role Modeling
- Knowledge Transfer
- Career Path Guidance



"Our organic mentoring program invites employees to volunteer as mentors, build their skills through training, and create profiles that enable teammates to self-match based on their development needs. **Mentoring relationships are flexible, allowing participants to determine how often and how frequently they meet, while recognizing the distinct role mentors play alongside managers and CliftonStrengths coaches.** At KVC Nebraska, every teammate has a mentor, a manager, and a coach available to support their growth and development."

Cassandra Dittmer
Director of Quality & Impact, KVC Nebraska
Strategic, Achiever, Self-Assurance, Input, Futuristic





"I believe my team is successful because I care more about their success than my own. Because when they succeed, I succeed.

My role is to equip them with the resources they need, empower them to reach their full potential without fear of micromanagement, and trust them to make sound decisions. When mistakes happen, I coach them in a way that is encouraging rather than punitive.

As their manager, my job is to clear the path so they can carry the ball across the goal line. When people talk more about how amazing my team is than they do about me, I know I have done my job."

Lonnie Johnson | Chief Information Officer, KVC Health Systems

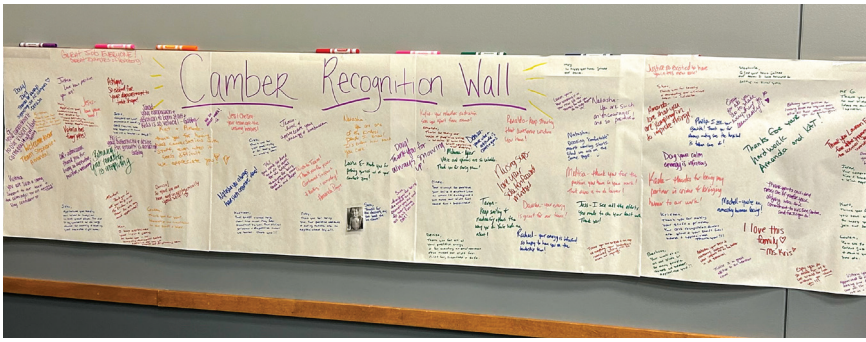
Developer, Positivity, Arranger, Belief, Connectedness



"Camber has embraced and prioritized leadership development and mentoring for our people. Some of the ways we're building skills and connection include: hosting a Dare to Lead middle manager course; site leadership development around navigating cultural change and team building; and middle manager and director retreats."

Annmarie Arensberg | Vice President of Clinical Access & Outreach, Camber Mental Health

Empathy, Developer, Maximizer, Adaptability, Arranger















"This year, we've continued to invest in leadership development through two ongoing cohorts—one for our administrative team and another focused on middle management. We meet monthly with both groups, creating dedicated time for learning, connection and growth. I lead the middle management cohort with support from members of our administrative team, making this a truly collaborative effort to develop and strengthen our leaders."

Sara Schlagel | Senior Vice President, Children's Mercy + Camber Mental Health

Individualization, Achiever, Restorative, Empathy, Relator



Creating a Culture that Cares through Wellbeing



Five Elements of Wellbeing

Wellbeing is the catalyst to create an engaged and thriving culture. It involves the things that are important to each of us, what we think about and how we experience our lives.

Employee wellbeing is a priority at KVC! **We score an ultra-rare "86" in Work Wellbeing,** placing us in the **Top 1% of employers nationwide.**

Check out our High work wellbeing score on Indeed!



"KVC Nebraska's Wellbeing Program helps teammates live thriving lives through learning opportunities, events, and challenges focused on five key elements: career, social, physical, financial, and community wellbeing. Led by a diverse committee of employee volunteers, **the program cultivates connection, growth, and holistic wellbeing across the organization. In 2026, KVC Nebraska's wellbeing work received the Harvester Award, the highest distinction from the Nebraska Governor."**



Cassandra Dittmer | Director of Quality & Impact, KVC Nebraska

Strategic, Achiever, Self-Assurance, Input, Futuristic



"Wellbeing and wellness are a big part of Camber! Some examples include: friendly kickball games, basketball games, a pickleball team, yoga, and creating frequent mental health t-shirts for the team."

Alexandra Beineman | Senior Director of Program Innovation and Staff Development, Children's Mercy + Camber Mental Health

Connectedness, Positivity, Empathy, Input, Activator

Coffee and Meaningful Conversations





















"We've created a wellbeing calendar that brings the Five Areas of Wellbeing framework to life through meaningful activities and events each month. Team members earn tickets for participating, and each quarter, we celebrate participation with prize totes. It's a fun, engaging way to encourage people to prioritize their wellbeing while creating opportunities to connect and build healthy habits together."

Erin Keltner | President, KVC West Virginia

Communication, Includer, Harmony, Arranger, Discipline



"In KVC's Wellbeing Team, we prioritize wellbeing because **caring for the whole person helps us be our best at work and in our lives.** Through our Wellness to Wellbeing Events, we celebrate the six dimensions of wellness: physical, social, emotional, intellectual, occupational, and spiritual, with the reminder: **"Prioritize Your Wellbeing: First Me, Then We."**

Lori Byard | Wellbeing Manager, KVC Health Systems

Relator, Consistency, Responsibility, Restorative, Positivity

12 Elements of Engagement

Universal Needs of Employees

Basic Needs	**Q01.**	I know what is expected of me at work. **Focus Me**
	Q02.	I have the materials and equipment I need to do my work right. **Free Me From Unnecessary Stress**
Individual	**Q03.**	At work, I have the opportunity to do what I do best every day. **Know Me**
	Q04.	In the last seven days, I have received recognition or praise for doing good work. **Help Me See My Value**
	Q05.	My supervisor, or someone at work, seems to care about me as a person. **Care About Me**
	Q06.	There is someone at work who encourages my development. **Help Me Grow**
Teamwork	**Q07.**	At work, my opinions seems to count. **Hear Me**
	Q08.	The mission or purpose of my company makes me feel my job is important. **Help Me See My Importance**
	Q09.	My associates or fellow employees are committed to doing quality work. **Help Me Feel Proud**
	Q10.	I have a best friend at work. **Help Me Build Mutual Trust**
Growth	**Q11.**	In the last six months, someone at work has talked to me about my progress. **Help Me Review My Contributions**
	Q12.	This last year, I have had opportunities at work to learn and grow. **Challenge Me**



"When employees can see how their work contributes to KVC's mission and **know their leaders are committed to transparency and accountability, we build the trust and connection that make engagement possible."**

Chad Anderson
Chief Clinical Officer, KVC Health Systems

Competition, Strategic, Positivity, Adaptability, Arranger



"I've been at KVC for 13 years now and have been fortunate to watch our team grow from one person to over 20. **Hiring talented, hardworking people who share our values is the first half of creating a vibrant team. The other half is really listening to what people need.** When you get that right, you're never carrying the work alone. You've got a team's worth of ideas, energy, and support behind you, and that changes everything."

Jenny Kutz | Executive Vice President of Marketing and Communications, KVC Health Systems

Achiever, Maximizer, Connectedness, Positivity, Strategic



"Three attributes I bring to my own success with my team are leading by example, consistency and an open-door approach. **Leading by example:** I never ask my team to do something that I wouldn't be willing to do myself. My actions set the standard for the team. **Consistency:** My team knows what they can expect from me. I believe consistency creates stability and allows people to feel confident in their roles. **An open-door approach:** I want my team to know that they can always come to me. I make an effort to listen without judgment and create an environment where people feel comfortable speaking openly. Ultimately, I think my success comes from making sure my team knows that I am with them, not just leading them."

Ka'Neeshia Gay | Director of Residential Treatment Services, KVC Missouri

Belief, Restorative, Input, Adaptability, Responsibility



"When I look at what makes us successful, I truly attribute it to the people I get to work with every day. If I had to narrow down what I do to support that, it's focusing on those simple, everyday connections. **I try my best to create a space where everyone feels that their opinion doesn't just exist—it truly matters.** I want every person on my team to walk away from a conversation feeling genuinely heard. At the end of the day, I'm here to support my wonderful team; it's the work we do together that truly makes an impact on others' lives."

Jennifer Gray
Family Preservation Supervisor, KVC Kentucky

Input, Individualization, Learner, Developer, Consistency

Best Practice Sharing from Top-Ranked Managers



"Employees are looking to feel and be invested in. They want to be seen as a whole person, not just an employee. As leaders, **we need to highlight the value of our people individually, help them capitalize on their strengths and truly get to know them.** Having a well-rounded and individual connection with each employee shows them how much we value them and how we are invested in not only what they bring to us, but also in how we can support their continued growth."

Alexandra Beineman | Senior Director of Program Innovation and Staff Development, Children's Mercy + Camber Mental Health

Connectedness, Positivity, Empathy, Input, Activator



"Having open communication that is genuine and meaningful is important when supporting a team. **Listening and understanding others is powerful in our daily interactions with everyone.** Working together as a cohesive team keeps everyone engaged and motivated to do the work we are all passionate about."

Kelly Oliver | Child Placing Agency Supervisor, KVC Missouri

Harmony, Relator, Deliberative, Responsibility, Achiever



"We collectively as a team evaluate our Q12 overall scores and determine what domain would be the strongest indicator of an impact to our team as well as team satisfaction. When the entire team comes to a consensus, we make our plan. **The thought process for the entire team is that our plan must be something functional.** Follow-through and accountability are collective, in which we all share the responsibility of continuing with our plan. The KVC Jackson-Kanawha-Raleigh team usually looks for process improvement to ensure their work, products and services provided to our children and families are of the highest quality, as well as compliant with policy and procedure. **Each member of the team is vested in our plan, which makes follow-through seamless on all levels.** And I am blessed to work with some serious overachievers!"

Maureen Rogers | Medically Necessary Foster Care Supervisor, KVC West Virginia

Connectedness, Context, Input, Achiever, Learner



"What makes the biggest difference in leading a team is **being consistent, approachable, and willing to have honest conversations.** I try to keep my team informed, especially during times of change, even if the update is simply that I'm still working to get an answer. I listen to their concerns, follow through when I say I'm going to do something, and make sure they understand how their work contributes to the bigger picture. I also believe support and accountability go together. **My team knows I will advocate for them, but they also know I will address concerns directly and work with them to find solutions. Consistency helps build the trust that keeps our team connected and moving forward."**

Miriam Wagner | KY Homebuilder Director, KVC Nebraska

Harmony, Adaptability, Consistency, Empathy, Developer



"I make time for each of them individually each week to check in — not only about work but whatever they want to talk about. **I want my team to feel seen and appreciated.** I try to never forget a birthday or work anniversary — I love to celebrate them! I also encourage connection within the team, and we have a very active group chat! Our team is so spread out that something like a group chat helps everyone stay connected. When my team is recognized by our community partners, has a big work anniversary or has gone above and beyond, I share that with leadership. **I want everyone to know how awesome this team is!"**

Kimberly Duncan | Training Specialist Lead, KVC Kansas

Relator, Responsibility, Strategic, Individualization, Analytical



"I truly think the success within our nursing team comes from the relationships my 2 other supervisors and I build with our direct reports. I have first-hand experience working on the floor, charging, and being in their shoes. **I have established trust with them, making them feel safe and able to come to me with any issue that arises, big or small.** They see us working hard both behind the scenes and side by side with them — making us such a cohesive group."

Taryn Neeley | Nursing Supervisor, Children's Mercy + Camber Mental Health

Empathy, Positivity, Developer, Includer, Woo

The next Employee Engagement survey is

January 2027.





Great vision needs a *great culture.*
Great culture relies on a *great team.*
Great teams thrive on *great systems.*
Great systems are built on *strong values.*









Learn more about KVC's Glassdoor recognitions.

'GLASSDOOR'S 2025 BEST-LED COMPANIES

'GLASSDOOR'S BEST CEOs 2026 winner