NJBIA New Jersey Business & Industry Association

Awards for Excellence
Deadline:
May 25, 2018

For A Business Like Yours

Thank you for your interest in the New Jersey Business & Industry Association (NJBIA) Awards for Excellence competition. This nomination application must be completed and returned by **May 25, 2018.** Please answer all questions on the pages that follow. It is important to give the independent panel of judges all the information they will need to select the winners. Before completing this application, take the time to carefully read and follow the rules and instructions on the next page.

If you have any questions about the nomination process, please contact Katie Wittkamp at 609-858-9481, or kwittkamp@njbia.org.

This year's winners will be honored at an awards reception later in the year. The winners will be given prominent recognition in NJBIA's magazine, *New Jersey Business*, which is read by over 114,000 top executives across the state and in its daily news service, *New Jersey Business Today*. A news release announcing the winners will also be sent to media statewide.

Good luck, and we hope to see you at this year's Awards for Excellence Reception!

Person filling out this form:

Name Patrick Malone Title Site Leader

Company: Medtronic Phone 7325446231 Ext.

I certify that the information provided in this application is true and accurate to the best of my knowledge. I understand that this information may be subject to verification.

Signature

Nominee Name:

Company Name Medtronic

Address 51 James Way

City Eatontown State NJ Zip + 4 07724-2289

Phone 7325446231 Ext. Fax

Name of President/CEO Omar Ishrak Title CEO

Company Contact Michele Napolitani

Phone 7325786637 Ext. Email michele.napolitani@medtronic.com

NJBIA Membership # 22578 Year Founded 1949 2017 Revenues $29.71 billion

# of Employees working in New Jersey: Full-time ~200 (NJ) Part-Time

# of Employees working in United States: Full-time ~90,000 (WW) Part-Time

☑ Public Company ☐ Privately Held Company

Type of Business: ☐ Construction ☐ Education ☐ Finance, Insurance, Real Estate ☑ Healthcare ☑ Manufacturing ☐ Retail ☐ Services ☐ Transportation ☐ Wholesale/Distribution ☐ Other Medical Technology

Upload files to:

New Jersey Business & Industry Association
https://njbia.org/afe_upload

Please attach answers to the following based on the categorie(s) your organization was nominated for. Any supporting materials that the judges might find useful when evaluating your application should also be included. Keep a copy of this information for your own records.

Did any of the following business entities contribute to this activity? If so, please provide: Company Name, Contact, Telephone Number.

☐ Accounting Firm ☐ Financial Institutions ☐ Law Firms ☐ PR/Marketing Firm ☐ Real Estate Firms
☐ Other_____

NA

☐ **Community Service:**

1. Describe the company, the type of business and its principal products or services. If the nominee is a manufacturer, describe the manufacturing process as well.
2. Describe the community service activity or activities that you wish to have considered for this award, including the actual work that the nominee completed, including and use of company staff resources.
3. Describe the people, organizations and/or communities that benefited from those activities and how they benefited.

☐ **Executive of the Year:**

1. Describe the Executive, their type of business and its principal products or services.
2. How did the executive reach their level?
3. What experiences or character trait(s) make the executive a good leader?
4. What affiliations or programs is the executive involved in outside of their work?

☑ **Outstanding Employer:**

1. Describe the company, the type of business and its principal products or services. If the nominee is a manufacturer, describe the manufacturing process as well.
2. Describe the program or programs that you wish to be considered and how this program benefited the employees.
3. To the extent possible, quantify the benefit to the employees.

The Rules:

1. A nominee must be a member in good standing of the New Jersey Business & Industry Association and their dues paid in full. If you wish to inquire about the membership status of a nominee, call NJBIA's Katie Wittkamp at 609-858-9481.
2. The nominator may be a representative of any private or public organization. A nominator is also permitted to nominate its own company. A company may be nominated in more than one award category.
3. All nomination application forms and any appropriate documentation must be received by NJBIA on or before May 25, 2018.
4. The number of employees (full and part time) at the nominated company must be included.
5. Previous winners cannot submit for three years in the same category.

New Jersey Business and Industry Association Outstanding Employer Award Nomination

Medtronic is a global healthcare solutions company committed to improving the lives of people through their medical technologies, services, and solutions. The Medtronic Mission, written in 1960, dictates that the company's first and foremost priority is to contribute to human welfare. The Medtronic Mission is to contribute to human welfare by the application of biomedical engineering to alleviate pain, restore health and extend life. The fifth tenet of the Medtronic Mission is to recognize the personal worth of employees by providing an employment framework that allows personal satisfaction in work accomplished, security, advancement opportunity and means to share in the company's success. Medtronic is committed to creating a work environment where employees thrive, grow and work together to create a better, healthier world for patients, communities and the environment. Fortune Magazine listed Medtronic on its 2018 World's Most Admired Companies list.

Medtronic in Eatontown, New Jersey is the Global Leader in the processing of human bone and connective tissue for transplantation and an innovator in the manufacturing of biologic, biomaterial and device systems for musculoskeletal surgery. Medtronic Eatontown plays a critical role in transforming *The Gift* of donation to enhance lives and make a better day for patients around the world. Medtronic Eatontown is the "bridge" between those who unselfishly donated and those who have received the gift and all the life-changing benefits that come with it. The Medtronic Eatontown Employee's commitment and passion to their work and the role they play, truly makes the site special and differentiates it across industry.

The Medtronic Eatontown employees are at the core of everything we do and are so critical to the success of the site and the fulfillment of our Mission. Medtronic Eatontown demonstrates a strong commitment to the employees and strives to create a work environment that fosters a high level of employee engagement, inclusion and innovation. Through higher levels of employee engagement, better outcomes are achieved for both our employees and our patients and customers we serve. An Organizational Health Engagement Survey (OHES) was launched in March 2016 to assess the level of engagement, inclusion and innovation across the company. The OHES helps foster open dialogue and feedback at all levels of the organization. All employees are invited to participate in this confidential quarterly survey and results are summarized for each team. Leaders review survey results with their teams and working together, they develop an improvement action plan that is specific to the localized team. The results of the most recent OHES survey for Eatontown showed indices scores of 74, 75 and 74, respectively, for Engagement, Inclusion and Innovation. These scores represent the percent of favorable employee responses to a variety of key driver questions that comprise the index. The Eatontown OHES scores are quite impressive and represent a large improvement over many companies as it is not uncommon to see the level of employee engagement as low as 20 – 40 percent of the employee base. To facilitate the development of team improvement action planning, an Organizational Health "workout" was created for work teams to go through a structured process that helps the team build upon the positive aspects of their current environment and create a focused action plan for improvement. The process also helps the team identify best practices that they can share across other teams. Improved communication, employee recognition and professional/career development have been three main themes identified by Eatontown teams as improvement opportunities. Listed below are specific actions that have been taken to address each area:

Communication

- Quarterly All Employee Meetings are conducted to recognize employees for key service milestones and achievements, help improve understanding of the "big picture," share the status of key business strategies/initiatives and communicate key upcoming events.
- Weekly Site Updates from Site Leader that provide timely communication of critical performance objectives and highlights key individual and group accomplishments.
- Site Leader Engagement Forum discussions provide employees a direct line of communication to the Site Leader in a small group setting.
- HR Forums provide employee direct access to the site HR leader, again in a small group setting.
- Skip-level meetings between employees and upper levels of local and corporate business leadership.
- Professional Insight series with visiting Medtronic executives who share their professional and personal experiences with employees in an informal setting.

Employee Recognition

- Increased use of Medtronic Recognize award system where managers and supervisors can send employees thank you cards, cash and "points" which can be redeemed for merchandise or gift cards.
- Distribution of Recognize "point" cards where managers provide cards to their teams to facilitate greater levels of peer to peer recognition.
- "Pay it Forward" recognition cards where employees receive two Recognize point cards for exhibiting behaviors consistent with our Operations Guiding Principles. The first card is for their personal use and the second card is for them to "Pay it Forward" to recognize a fellow employee who exhibits behaviors consistent with our guiding principles.
- Quarterly Safety Superhero recognition where employees are recognized for their performance in promoting a safe work environment.
- Quarterly Quality Crusader recognition where employees are recognized for demonstrating the four behaviors that support "Quality Begins with Me" – Courageous, Preventative, Accountable and Patient-focused
- Monthly Operations Review recognition for employees who delivered "above and beyond" results for a given month.

Professional/Career Development

- Career development dialogues occur with all employees during their bi-annual performance and career development discussion. During the mid-year discussion, 80% of the dialogue is targeted on discussing an employee's career aspiration and corresponding development action plan. The remainder of the dialogue is focused on monitoring performance to the annual individual goals that were established at the beginning of the year via a cascading and collaborative goal setting process with Sr. Leadership.
- Access to coaches and mentors.
- New Employee Orientation with focus on understanding the Medtronic Mission and the local Safety and Quality imperatives. The site 5-yr strategic agenda is also reviewed during this orientation session.
- 30-60-90-day plans in place for new employees and for employees in a new role.
- Regular one-on-ones with Supervisor and Manager conducted.

- Emphasis and encouragement on cross-training.
- Tuition reimbursement program.

The improvement ideas and actions above are in addition to a strong employee engagement foundation that has been built and strengthened over time. The site excels in actions associated with demonstrating the Medtronic Mission, engaging in the local community, creating a culture of "Quality First, Safety Always," and workforce diversity and inclusion. Below are additional details that help define the Medtronic Eatontown site in these areas.

Medtronic Mission and Community Engagement

- **Mission Support Team (MST) –** Medtronic Eatontown has had an active Mission Support Team for over 10 years. The MST plays a critical role in organizing site-level initiatives, activities and events that support employee satisfaction and appreciation, commitment to the gift of donation, community engagement and social responsibility. Annually, the MST selects a "Most Valuable Player" to recognize the MST member who demonstrated "above and beyond" performance during the year.
- **Neighbors Helping Neighbors (NHN) Annual Food Drive –** The "***Neighbors Helping Neighbors***" project is scheduled each year during the months of October through the first week of December, in time to replenish Fulfill (formerly, the FoodBank of Monmouth and Ocean Counties) for the winter. Each year, small and large neighboring companies unite to reinforce this mission by hosting food collections and raising monetary donations to support the FoodBank. Donations of non-perishable food and financial contributions are accepted from over 60 local businesses in the Eatontown, Industrial Way Corridor, Shrewsbury and neighboring communities. As part of our NHN Food Drive, we kick off with Eatontown's Community Day which is held each October and then follow up with a weekend of volunteering at Boscov's Ocean County Mall and Boscov's Monmouth Mall in November. We collect monetary donations for the FoodBank at these events. In December 2017, the site successfully completed our 10th Annual NHN Food Drive raising over $26,000 and 6,300 pounds of food donated! As part of our 10 Year NHN Food Drive, we held a celebration with our neighboring companies for their dedication and support through the years!
- **Community Service and Medtronic Project 6 events –** Medtronic Eatontown also participates in Community Service events and Medtronic Project 6 events. Some examples of our **Community Service** events include: *Back to School Drive* where we collect backpacks, notebooks, pencils, rulers, memo pads, pencil boxes, binders, calculators, art supplies, glue and crayons to name a few. The school is then presented with these items. We also hold a *Socks and Sweatpants Drive* for children who are less fortunate, and we hold quarterly blood drives. Our **Medtronic Project 6** (named after Medtronic's 6th tenant of the Medtronic Mission) event consists of volunteering at soup kitchens, Popcorn Zoo clean up; Summer Children's Breakfast Drive, and we collect 100% real Fruit Juice boxes, hot & cold cereals, Pancake Mix, Granola Bars, Fruit Snack Cups as wells monetary donations. We also engage in food sorting at the Food Bank and Beautification projects, such as clean up flower beds for spring planting and vegetables.
- **Infinity Donor Memorial Garden –** The Infinity Donor Memorial Garden was created to honor donor families and recognize our industry partners. The design of the garden consists of two facing heart-shaped flower beds that together make the shape of the infinity symbol. The infinity symbol signifies how the donor gift is limitless in how it enhances the lives of others. The Infinity Donor Memorial Garden provides a

tranquil environment for personal reflection and re-commitment to the core of our vision, "…*Transforming the* **Gift** *of Donation to Enhance Lives…",* and is a beautiful and constant reminder of how important the work of our employees is.

- **Meadow Wall -** Located in the main building corridor, the Meadow Wall is a vibrant, hand painted wall depicting a meadow of daffodils, the flower of Spring which signifies rebirth. The meadow landscape is also home for our beautiful butterflies, each representing the Gift of donation and our role in transforming the gift to enhance the lives of others. Employees participate in a quarterly celebration and place butterflies in the Meadow to signify the number of gifts we transformed during the quarter.
- **Holiday Luncheon Celebration -** Employees gather for a shared meal and to celebrate all the individual and site-level achievements of the past year.
- **National Donate Life Month Recognition (NDLM) –** Each April, the site recognizes NDLM with a variety of events. During Blue & Green Day, the national day which recognizes organ and tissue donation, a Snack-n-Learn session on the life cycle of a donor is provided to employees.
- **Donor Family Testimonials –** On multiple occasions, Donor families have attended and presented at our All Employee Meetings. Their story about their loved one's life and the role we played in the transformation are truly inspirational.
- **Customer Engagement –** The site is actively engaged in the Medtronic inFOCUS Biologics Customer Experience program and provides monthly in-depth site tours to visiting surgeons and hospital administrators. Multiple employees are engaged in delivering these tours and customer feedback has been extremely positive. The passion and commitment of our employees is clearly portrayed during these tours and our guests walk away with a very positive impression of the site, the employees, our products and our processes.

Quality First, Safety Always

- **Quality Begins with Me (QBwM)** – A quality mindset and culture is throughout the site. You touch a product or a piece of documentation, whatever your role, you touch a patient. QBwM stresses an individual's commitment to ensuring the highest quality each and every day. QBwM messaging is displayed proudly across the site and a large QBwM puzzle is prominently located in the main corridor and includes signatures of all employees signifying their personal commitment to Quality.
- **Quality Day –** During our Quality Day event a connection is made between employees and the patients or recipients who receive our products. Quality Day is the day the site shuts down operations and all employees go off-site to meet patients and hear their testimonials on how the product we produced positively impacted their life. This experience is truly emotional and provides a deep motivation for the work we do.
- **Proactive Safety Culture –** The site focusses on preventive actions to deepen the safety culture. Active Opportunity For Injury (OFIN) and Safe/Unsafe Behavior Observation (SUBO) programs focus employees to identify actions or behaviors that could lead to an employee accident. By proactively identifying these items, appropriate preventive measures can be taken to prevent the accident before it occurs. Each employee is expected to identify at least one OFIN and one SUBO each year. These proactive efforts helped drive a Total Recordable Incident Rate of Zero over the last year with no employee injuries recorded.

- **Safety Team –** The site has an active Safety team with representatives across all areas and functions. This team helps ensure a safety mindset exists across the entire site and safety concerns are escalated appropriately.
- **Take 2 Topics –** Specific Health and Safety topics are highlighted each quarter to draw attention to a specific concern and increase awareness on how to mitigate a potential issue.
- **Safety Inspections –** Work teams are trained to perform regular safety inspections and take appropriate action to mitigate risks that may be found. Potential ergonomic issues have been highlighted and addressed as a result of these inspections.
- **Sustainability -** Employees are actively engaged in identifying and driving actions to reduce energy and water consumption. A recently completed employee-driven water recycling project saved between 2 to 3 million gallons of water each year.

Workforce Diversity and Inclusion

- **Employee Resource Groups –** A strong commitment exists across the site to Employee Resource Groups (ERGs). ERGs are communities of employees who gather around common areas of interest, demographics and/or affinities system within Medtronic to foster awareness, diversity, and inclusion within the workplace. Any employee may join any ERG that is of interest to them. The site's most active ERG is the local chapter of the Medtronic's Women Network which has over 35 Eatontown members. Last year, the Eatontown MWN formed three Lean-in circles to allow small groups the opportunity to discuss Sheryl Sandberg's book, Lean In. The MWN also sponsored our first local Professional Insight Series forum which featured a Sr. Operations leader from Medtronic in Minneapolis. The Vice President of Operations shared her personal and professional experiences and offered her insight around career development.
- **Flexible Work Schedule –** To promote the healthy balance between work and personal life, Medtronic Eatontown offers several flexible work programs such as a compressed work week (4 – 10 hour shifts), part-time options, work remotely and Summer Hours between June and August.
- **Friends and Family Open House -** This annual event offers a great opportunity for employees to share and showcase the great things that we do at our site with their loved ones. It's a fun, interactive and informative event and a truly engaging experience for all. Guests of our employees get to see and experience our amazing products and processes, and truly understand the meaning of what we do at the site. They walk away with a better understanding and appreciation of what their loved ones do each day.
- **Eatontown Continuous Improvement Shark Tank Forum** is a fun volunteer development opportunity where "Idea Entrepreneurs" pitch their ideas for improvement to "Idea Investors." The investors vote on projects and the ones that are selected are staffed with a Project Manager, Black Belt mentor, and team of new Green Belts. The team members leverage and apply DMAIC problem solving skills to implement the ideas and deliver business results. The "Shark Tank" methodology was recognized with a Medtronic Business Star of Excellence award (the highest quality award in the business) and has been identified as a best practice and adopted by two other Medtronic sites.
- **Summer-hire Program -** Employees can apply for their college age Children for Summer Intern program.

Medtronic Eatontown is also fully committed and passionate about improving the lives of employees and their families through offering a full employee benefit package as detailed below.

- **Benefits –** Medical/Dental healthcare, 401k, Employee Stock Purchase Plan, Health Club reimbursement, Annual Medtronic Incentive Plan.
- **Medtronic Employee Assistance Program (MEAP) -** MEAP is an easily accessible, locally delivered confidential resource for consultation, support, and problem solving for life's questions and challenges (Lunch and Learns, elder care and other support services).
- **Beneplace –** HR web-based discount program which includes reduced cost options for insurance, day care, car buying and other special services
- **Health and Wellness Program –** On-site annual wellness screenings are offered at no cost to Medtronic employees and their spouses. The screening includes a comprehensive blood draw which tests for 37 different health conditions, in addition to a blood pressure check, waist measurement, BMI and personalized screening results. On-site flu shots are also offered to employees and family members.
- **Healthier Together Program -** Personalized tools and resources to get employees active, healthy, and rewarded.
- **Medtronic Scholar Program -** Scholarships are offered to children of eligible U.S. Medtronic employees and its subsidiaries. The program is competitive, and recipients are awarded scholarships for full-time study at any accredited postsecondary institution of the student's choice.
- **Service Awards -** A wonderful opportunity to recognize and reward our employee's commitment and contributions in a meaningful, impactful way.

In closing, I respectfully and humbly submit this nomination for the New Jersey Business and Industry Association Outstanding Employer award. It would be a tremendous honor for our team to receive this prestigious and well-respected award. If any additional information is required or if you have follow-up questions, please feel free to reach out to me directly (732.544.6231 or pat.malone@medtronic.com) or contact Michele Napolitani, Sr. Materials Manager, at (732.578.6637 or michele.napolitani@medtronic.com). Thanks again for your consideration.

Best regards,

Patrick Malone

Medtronic Eatontown Site Leader

Annual "NHN" Food Drive Presentation

Infinity Donor Garden

Named Best in Medtronic for Service Performance

Project 6: Global Reach. Local Impact

Meadow Wall

Mission Support: Back To School Drive

Eatontown Quality Day

Eatontown Friends and Family