



# HACKENSACK MERIDIAN HEALTH CREATES A CULTURE OF CARE BUILT ON STRENGTHS

## Quick facts

### Company:

Hackensack Meridian Health

**Headquarters:** Edison, NJ

**Industry:** Healthcare

**Employees:** 36,000+

### ADP Products:

StandOut® powered by ADP



**Linda McHugh**  
Chief Experience  
and People Officer



**Tria Deibert**  
SVP, Culture and  
Team Member  
Wellbeing

Hackensack Meridian Health (HMH) is a large, integrated health system spanning the state of New Jersey that includes 18 hospitals and over 500 outpatient clinics and physician offices in multi-specialty health and wellness centers — all dedicated to compassionate, collaborative care for patients. With many healthcare workers leaving the field after COVID-19 and strong competition from other large healthcare systems in New Jersey, Hackensack Meridian Health sought new methods for attracting and retaining talent and turned to StandOut powered by ADP® to redefine the team member experience.

## Business challenges

- Reduce turnover
- Create a workplace culture that transforms healthcare and attract top talent

## A culture of caring

New Jersey, known for its dense population and competitive healthcare landscape, faced significant workforce challenges as many healthcare professionals shifted careers following COVID-19. Senior leaders at HMH recognized that to successfully fulfill its mission to transform health care and be recognized as the leader of positive change, they needed to stand apart from other area hospital systems. The goal: Embody a culture where team members fall in love with, stay in love with and share their love for their workplace.

Tria Deibert SVP, Culture and Team Member Wellbeing states, “Feel, live and work better is our framework for team members well-being. We have over 36,000 team members, but we understand that work life is very local, so outside of compensation and benefits, you must want to love to come to work. Therefore, we’re highly focused on our leaders as Committed Coaches and our goal is to do whatever we can to support them.”

In 2022, HMH partnered with StandOut powered by ADP to incorporate a strengths-based approach, giving team leaders the tools to increase personalized, meaningful and consistent attention to strengthen and increase team member engagement.

## Listening drives meaningful change

Leaders wanted to know more about their teams on a consistent basis. The first step was to build the leadership capacity of its Committed Coaches by creating opportunities for active listening and peer-to-peer recognition. HMH chose StandOut because it provides the opportunities for weekly attention and quarterly insights into team engagement their leaders crave, but also



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People Officer

helps them understand how to interact with team members based on their strengths. Plus, StandOut’s “strength-based approach” resonates strongly with healthcare workers, who are focused on bringing out the best in themselves to better serve patients. Through daily, authentic communication, leaders are now better able to help their teams solve patient- and work-related issues and ongoing team member feedback enables the organization to continuously transform versus reacting to an annual survey. Desired benefits like fertility, doula care, and personal and professional development opportunities such as student loan forgiveness and the ability to earn a bachelor’s or master’s degree debt-free, are all now available to team members, demonstrating that leaders are actively listening and making changes, further driving engagement.

## Increased engagement delivers healthy results

External research shows that increased attention drives employee engagement, but since implementing StandOut, HMM has been able to use its own data, leader by leader, site by site, organization-wide to show that when leaders are consistently providing meaningful recognition, involving team members in decisions and checking in, their teams are more engaged. And, the data is consistent, regardless of what part of the organization it represents.

- To date, 89% of HMM team members have completed the StandOut strengths assessment
- HMM saw a 19% overall increase in team member engagement
- Meaningful attention has strengthened engagement to the extent that engaged team members are six times more likely to consider HMM to be a Great Place to Work
- In 2024, HMM earned a spot on the Fortune Best Workplaces In Healthcare and Fortune Best Workplaces For Women lists. In 2025, HMM received additional recognition on the Fortune 100 Best Companies To Work For list.
- HMM now outperforms 90th percentile benchmark for employee engagement in the healthcare industry
- From 2022 to 2024, HMM’s turnover has decreased by 25% to under 10% in 2024, based on multiple initiatives, including StandOut

Chief Experience and People Officer Linda McHugh, comments, “We’ve been listening, we’ve been responding to what we hear in our engagement efforts and we are seeing the results. We’ve reduced our reliance on external agency support to fill open positions, and the team member value proposition in the brand makes it easier for us to recruit.

People want to work here. Between open positions being quickly filled and people staying, we don’t have that churn and that all translates into reduced expenses for the bottom line. Saving the company money in hiring and training is hugely important, but even more important is having a consistent, stable workforce to deliver quality, safe outcomes for our patients.”