



To all Commonwealth Care Alliance Leaders

As part of our Workplace Values roll-out throughout the organization, I am very pleased to enclose a *Leader Toolkit* for you to use as you introduce our newly-defined values to your staff, and help them embrace and live the values on a daily basis. The materials are also designed to provide a common understanding among leaders and staff of the expected behaviors that reflect the guiding principles and standards that serve as the foundation for our values.

These workplace values were developed with input from employees at all levels across our organization. I am proud of this work and of the invaluable, honest, and thoughtful contributions of our staff. It is now our challenge, as leaders, to help entrench the values by example, and reaffirm—particularly in the face of rapid change and growth—that all of us here at Commonwealth Care Alliance remain true to the organization's early culture and values, which are at the root of our identity and success.

Enclosed you will find:

- Leaders' Role in Embracing and Living Our Workplace Values
- Presentation deck for use with your staff
- Major talking points
- Samples of supporting Workplace Values material

We will further support making these workplace values the reality of our lives at CCA by fully incorporating them into the hiring process and performance evaluations, as well as establishing programs to recognize employees for their manifestation of the values, and by tracking their adoption through employee surveys.

On the longer term, as many of you and your staff underscored during our discussion sessions, to sustain our values, we will need to enhance and further develop the following areas of our organization: communications; organizational infrastructure; employee training, development and career advancement; recognition, morale and work life balance.

I am proud to join all of you in these efforts. They are critical to the continued success of our company and to the well-being of our employees and members. They are also very close to my heart.

Thank you.