

ACU's STAR<sup>2</sup> Center R&R Workshop

# KNOWING YOUR HEALTH CENTER'S HISTORY, MISSION, & CULTURE

MAY 4, 2022





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# MISSION & CULTURE

# HEALTH CENTER PROGRAM

## It's Roots & History



“The Health Center Movement traces its roots in the United States back to the Civil Rights Movement, Migrant Workers Movement, and President Lyndon B. Johnson’s “war on poverty” in the 1960s. Leaders including Dr. H. Jack Geiger, Dr. Count D. Gibson Jr., Dolores Huerta, Cesar Chavez, President Jimmy Carter, Senator Edward M. Kennedy, and many others paved the way for the successful health center model that serves over 28 million people today.”

Written by: Helen Rhea Vernier, ACU’s Training Specialist, for [NW Pulse](#).

Out in the Rural

Take a moment and look up your  
health center's mission.



How has your health center's mission remained true to the legacy and history of the health center movement?



# Core Components

Data-Informed  
Workforce Plan

Equitable &  
Effective  
Compensation  
Structure

Positive Culture  
Focused on  
Engagement

Tested Recruitment  
& Retention  
Strategies

Health Professions  
Training Program

Chief Workforce  
Officer

High-Functioning  
Managers

Policies that  
Support Diversity &  
Cultural Respect

# CORE COMPONENT

Positive Culture Focused on Engagement



Focuses on a **culture of two-way communication** to continually improve the practice experience, reduce burnout, and support transdisciplinary teams in a consistent way.



# RETENTION PLANNING

It Starts with the Mission



# Mission is the Bridge

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It underscores all retention and recruitment planning, lays out the values of the organization, and drives the work and services offered by the health center to its community, patients, and employees.



Leadership needs to **reflect** the organization's values in its day-to-day actions

Alignment of a health center's mission with the beliefs and values of its workforce is **critical**



# A CULTURE OF RETENTION

## Mission



**MISSION**



**VISION**



A CULTURE OF...

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# RETENTION

- Engaged
- Consistent
- Positive
- Transparent

# A CULTURE OF RETENTION

## Staff Wellness



## Focus wellness services on:

- Physical
- Emotional
- Financial
- Communication

There is no magical solution or right way to practice wellness, but it *must be* a focus of the organization.



# A CULTURE OF WELLNESS

## Physical



- Free wellness screenings and health risk assessments
- Learning session with health insurance provider
- Promotion of seasonal wellness topics
- Hosting wellness speakers
- Onsite gym/fitness center discounts
- Provide space and time for movement
- Walking meetings



# A CULTURE OF WELLNESS

## Emotional



- Work/life balance programs
- Flexible, remote, hybrid work options
- Inclusive, creative benefits and leave packages
- Employee Assistance Program (EAP)
- Emotional wellness tips and strategies
- Don't demand continuous/unnecessary overtime
- Recharge from high-pressure environments

# A CULTURE OF WELLNESS

## Financial



- Provide financial literacy classes
- Hold annual workshops about retirement planning and financial goals
- Host speakers and trainings about major financial considerations
- Offer solutions to ease financial stress
- Focus on compensation equity
- Pay a thriving wage

Source: [Open Source Workplace](#)



# A CULTURE OF WELLNESS

## Communication



- What you say and what you do matters
- How you say it and the actions you take matter
- Practice bi-directional communication
  - Create a dialogue
  - Don't be dismissive
  - Be open – listen, learn, adapt
- Take a strengths-based perspective
- Appreciation goes a long way!



What area/s does your health center excel in when it comes to building a culture of wellness?



Your mission and values need to reflect both the work you do externally with your patients and community and the way you take care of your staff internally.



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ASSOCIATION OF CLINICIANS  
FOR THE UNDERSERVED



**STAR<sup>2</sup>CENTER**  
SOLUTIONS TRAINING AND ASSISTANCE  
FOR RECRUITMENT & RETENTION