



# Workforce T/TA Professional Development Series Session 2 People Are Your Organization: A Responsibility to Care for the Well-Being of Your Workforce

Tuesday, April 16, 2024

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# ASSOCIATION OF CLINICIANS FOR THE UNDERSERVED



Access to Care & Clinician Support

Recruitment & Retention

National  
Health  
Service Corps

Resources

Training

Networking

- National Cooperative Agreement awarded in 2014
- Funded by the Bureau of Primary Healthcare
- One of 22 National Training and Technical Assistance Partners (NTTAPs)
- Produces **FREE** Resources, Training, and Technical Assistance

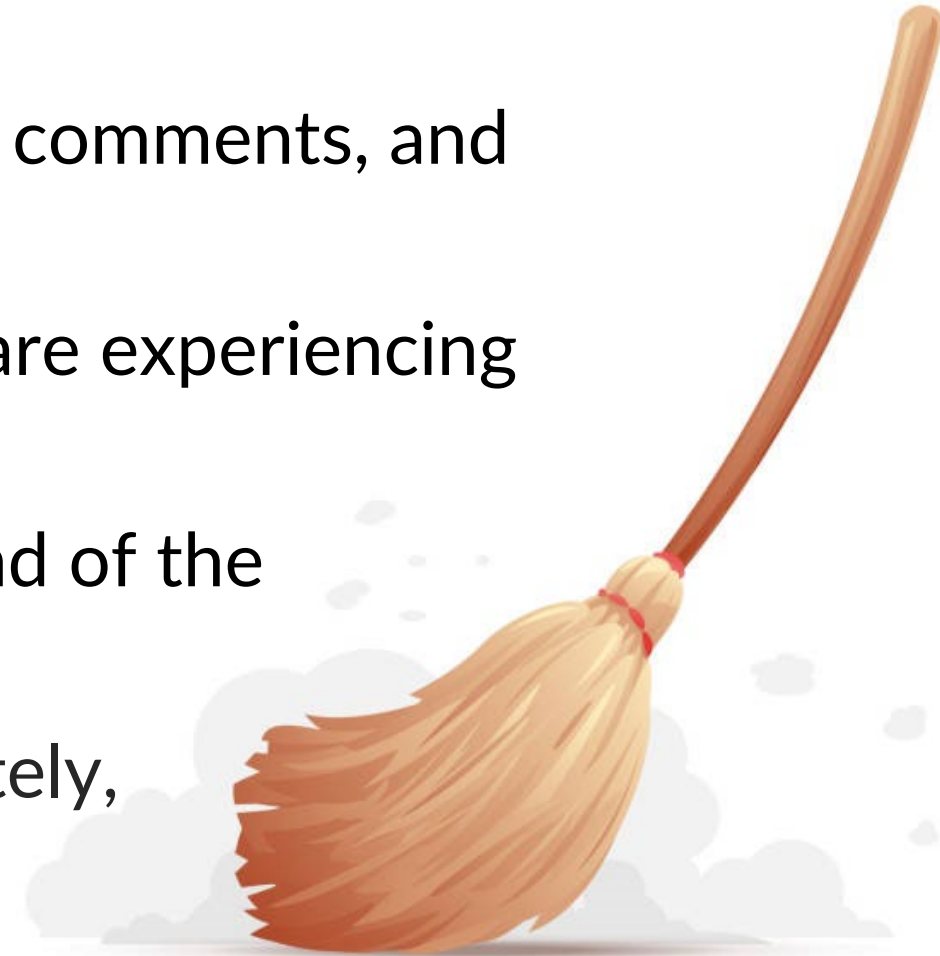
[www.chcworkforce.org](http://www.chcworkforce.org)

Contact us: [info@chcworkforce.org](mailto:info@chcworkforce.org)

# HOUSEKEEPING



- This session is being recorded. The **recording and slides** will be sent to all registrants.
- Use the **chat box** to ask questions, share comments, and thoughts.
- Send a message to **Mariah Blake**, if you are experiencing technical difficulties.
- Please complete the **evaluation** at the end of the session.
- Be as present as possible, listen deliberately, share generously



# LEARNING OBJECTIVES



- Understand the importance of workforce well-being by supporting the financial, emotional, physical, and communication needs of staff
- Identify the integral connection between well-being and justice, equity, diversity, inclusion, and belonging (JEDI-B)
- Adopt a people-centered approach to well-being that places the needs of people above productivity and workflows
- Learn about the importance of properly investing in the workforce and the savings it may yield when compared to the financial loss associated with turnover

# WORKFORCE PROFESSIONAL DEVELOPMENT SERIES **SESSIONS**



~~Session 1 – Back to Basics: Comprehensive Workforce Planning  
(Tuesday, March 9<sup>th</sup>, 2-3 PM ET)~~

**Session 2 – Workforce Well-Being (Tuesday, April 16<sup>th</sup>, 2-3 PM ET)**

**Session 3 – Compensatory Selection with expert faculty Steven Bennett from the Florida Association of Community Health Centers (Tuesday, May 21<sup>st</sup>, 2-3 PM ET)**

**Session 4 – Audience Choice (Tuesday, June 18<sup>th</sup>, 2-3 PM ET)**

# WORKFORCE IS THE FUEL

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A health center with a **full tank** identifies workforce as an essential organizational issue, invests in appropriate operational and staffing resources, and has some key features...





# 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

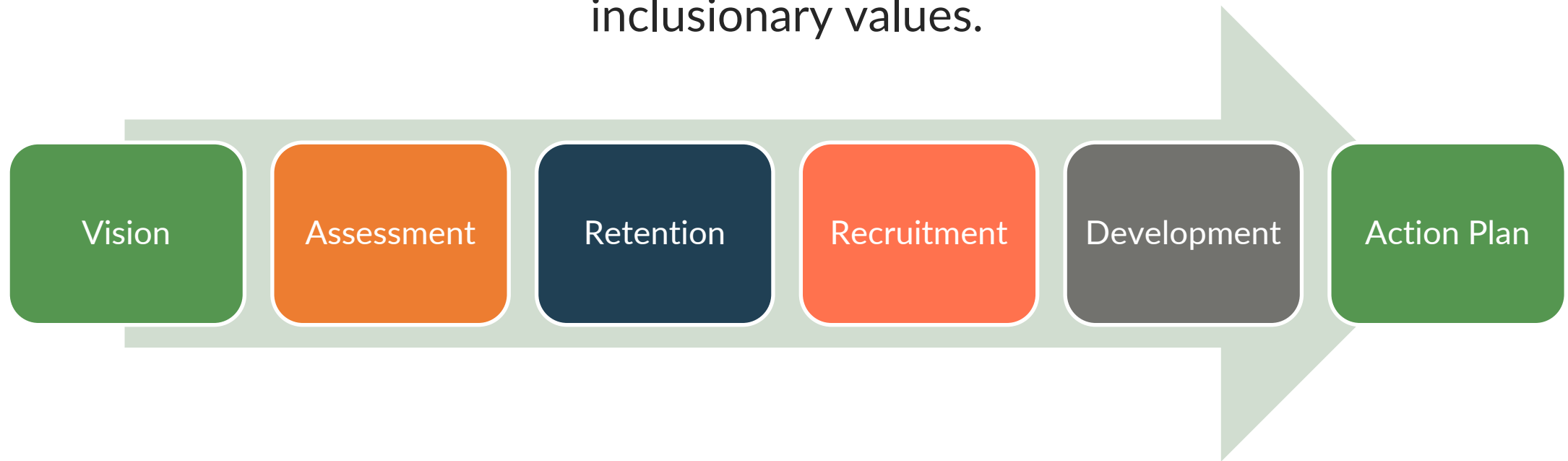


# COMPREHENSIVE WORKFORCE PLAN

## Definition & Components



A comprehensive workforce plan describes the process for which a health center assesses the needs of its patients and community while identifying strategies for building and sustaining its capacity to support those needs through qualified personnel that embody mission-driven, equitable, and inclusionary values.



Click [here](#) to access the STAR<sup>2</sup> Center's Comprehensive Workforce Plan Definition.

LET'S HEAR FROM YOU!



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**JUSTICE, EQUITY, DIVERSITY, INCLUSION, & BELONGING**

# WHAT DOES IT MEAN TO APPLY A LENS?

Putting on Our JEDI-B Glasses



**“[A lens is simply a] framework to guide decision-making policies, procedures, programs, or decisions that are being considered.”**



# JEDI-B DEFINITIONS



**(Social) Justice:** An analysis of how power, privilege, and oppression impact the experience of our social identities. It reflects a society, community, and institution mutually shaped to meet the needs of all groups through full and equal participation and creates physically and psychologically safe and secure spaces for all.

**Equity:** Actively working to identify and eliminate barriers that have prevented full participation across differences in culture and circumstance. It reflects processes and practices that both acknowledge that we live in a world where **everyone has not been afforded the same resources and treatment while also working to remedy this fact.**

**Diversity:** Having a **variety of social identities** (sex, race, gender, class, religion, ability, health, ethnicity, migration history and many others) that spend time in shared spaces, communities, institutions or society.

**Inclusion:** Creating environments in which individuals and groups feel **welcomed, respected, supported, and valued** by eliminating practices and behaviors that marginalize. An inclusive climate **embraces differences** and offers respect in words and actions so that all people can fully participate in the organization's opportunities.

**Belonging:** At work, belonging takes the form of employees actively wanting to bring their **true selves** to work because they know it will be **celebrated and admired.**

# JEDI-B (BELONGING)



## INCLUSION

Action



## BELONGING

Feeling

# WHY JEDI-B MATTERS

## The Wellness Case



- Improved wellbeing and productivity
- Addressing systemic injustices
- Enhance well-being through inclusion and belonging
- Increase staff retention, longevity, mental health, and engagement





# STAR<sup>2</sup> CENTER RESOURCE HIGHLIGHT

## Building An Inclusive Organization Toolkit



Click [here](#) to access the Building An Inclusive Organization Toolkit!





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**A CULTURE OF WELLNESS**

# WHY WELLNESS MATTERS?



Resignation  
Headaches  
Insomnia  
Hopelessness  
Tired  
Cynicism  
Loneliness  
Moral Distress  
Isolation  
Lacking Support  
Triggering  
Depression  
Anger  
Sadness  
Moral Injury  
Frustration  
Compassion  
Fatigue  
Worry  
Exhaustion  
Pain  
Mental Health  
Anxiety  
Stress  
Burnout  
Suicidality  
Maladaptive Behaviors  
Crisis  
Guilt  
Vicarious Trauma  
Vulnerable

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**

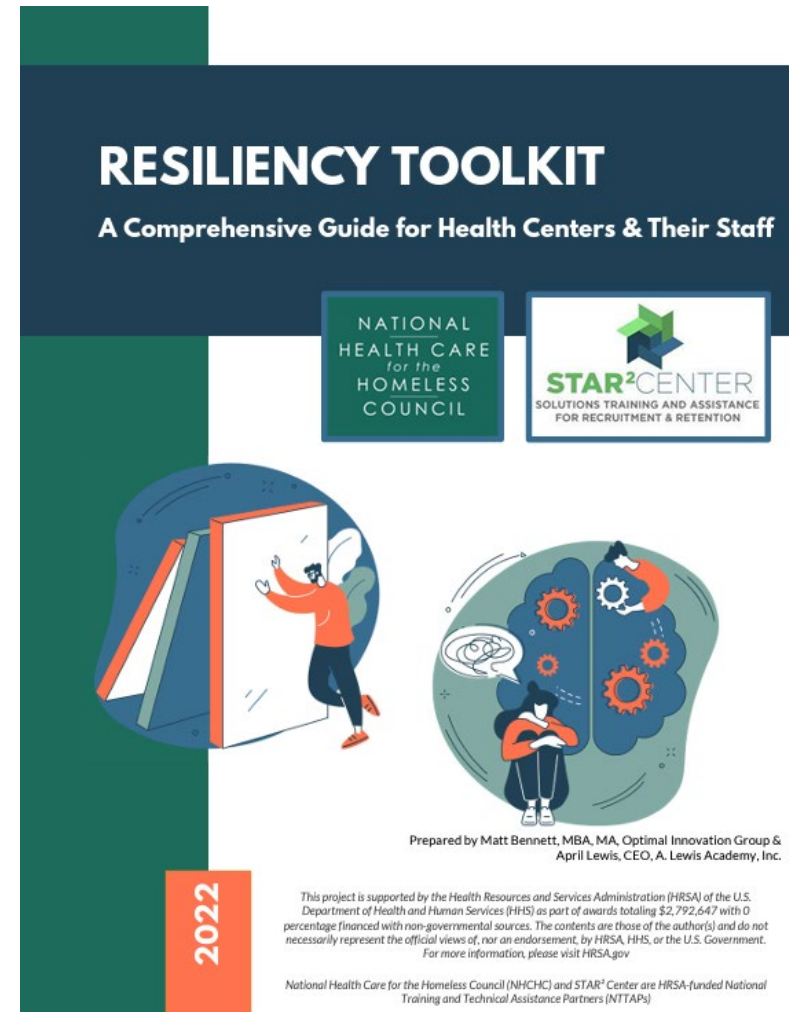


# STAR<sup>2</sup> CENTER RESOURCE HIGHLIGHT

## Organizational Leadership & Resiliency Toolkit



Click [here](#) to access the Organizational Leadership and Resiliency Toolkit



This project is supported by the Health Resources and Services Administration (HRSA) of the U.S. Department of Health and Human Services (HHS) as part of awards totaling \$2,792,647 with 0 percentage financed with non-governmental sources. The contents are those of the author(s) and do not necessarily represent the official views of, nor an endorsement, by HRSA, HHS, or the U.S. Government. For more information, please visit HRSA.gov

National Health Care for the Homeless Council (NHCHC) and STAR<sup>2</sup> Center are HRSA-funded National Training and Technical Assistance Partners (NTTAPs)

# A CULTURE OF WELLNESS



There is no magical solution to keep every employee and team member well and happy. What is important is offering a variety of services that will benefit *them the most*. Some areas of focus include:

- Physical
- Emotional
- Financial
- Communication



Sources: [Open Source Workplace](#) & [Forbes](#)

# A CULTURE OF WELLNESS



**WELLNESS**



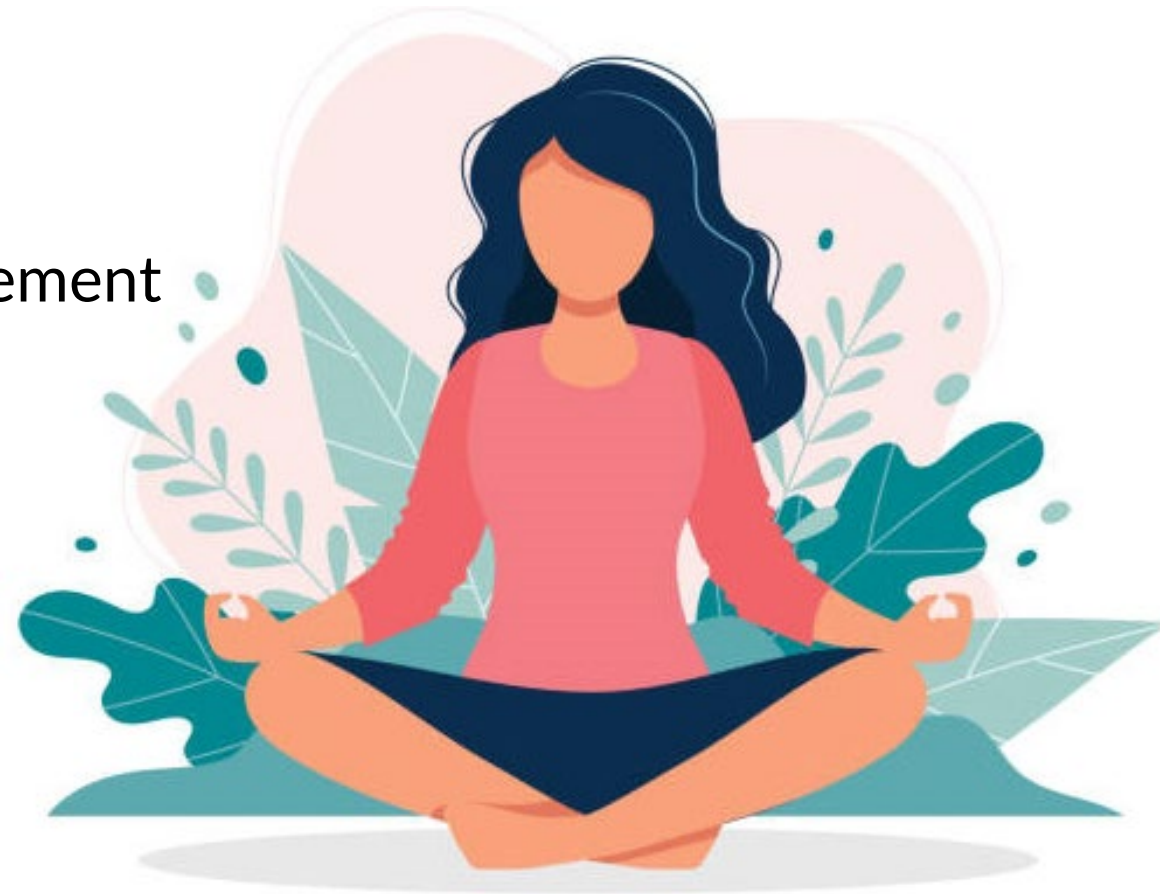
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# HOW TO CREATE A CULTURE OF WELLNESS



Ready to develop a culture of wellness at your organization?  
Here are some ideas to help get you started:

- Encourage movement
- Offer healthy choices
- Encourage healthy habits
- Provide opportunities for social engagement
- Be flexible
- Encourage comradery
- Lessen stress
- Foster a sense of belonging
- Focus on justice, equity, diversity, and inclusion (JEDI)





# HOW TO CREATE A CULTURE OF WELLNESS

## Physical



- Having a wide variety of offerings that benefit physical wellness is a great start.
- Potentially offerings:
  - Free **wellness screenings** and health **risk assessments**
  - Hosting speakers onsite or via video call – utilize your own staff if they are interested
  - Host a **learning session** with your health insurance provider (especially around open enrollment)
  - Having flyers, posters, TV monitor announcements, intranet articles about seasonal wellness topics can inspire and remind your team to stay active and safe
  - Onsite gym or discount to local fitness centers
  - Schedule walking meetings when possible or just **offer space/time** to get the blood moving a bit

# HOW TO CREATE A CULTURE OF WELLNESS

## Emotional



- Put **work-life balance** programs into place
- Offer flexible work schedules and hybrid work when possible
- Consider inclusive, creative benefits and leave packages
- Provide an Employee Assistance Program (EAP)
- Work to **end mental health stigma** and offer emotional wellness tips and strategies visibly
- Create a **culture that doesn't demand overtime work** in a high-pressure environment

Source: [Open Source Workplace](#)

# HOW TO CREATE A CULTURE OF WELLNESS

## Financial



- Provide **financial literacy classes** either online or onsite
- Host speakers and training opportunities for employees on some of the major financial considerations that they may be facing
- Offer solutions to ease your employee's financial stress
- Hold annual workshops for retirement planning help and setting long-term financial goals
- Pay employees a **thriving wage**
- Work towards **pay equity** at your organization.



# COMPONENTS OF COMPENSATION

- Salary
- Bonuses
- Benefits
- Professional Development
- Career Pathways
- Promotions
- Culture
- Wellness



# WHAT IS A THRIVING WAGE?



*A thriving wage goes beyond a living wage. While a living wage focuses on necessities, a thriving wage accounts for necessities, disposable income, and savings. This may mean providing salaries that are 50% or more above an area's living wage estimate*

– Mala Nagarajan, Vega Mala Consulting, [How do we quantify a thriving wage?](#) (as cited in the [STAR<sup>2</sup> Center Pay Equity White Paper](#))

# STAR<sup>2</sup> CENTER RESOURCE HIGHLIGHT

## Pay Equity Checklist



Click [here](#) to access the Pay Equity Checklist!

### STAR<sup>2</sup> CENTER Health Center Pay Equity Checklist

#### WHAT IS PAY EQUITY?

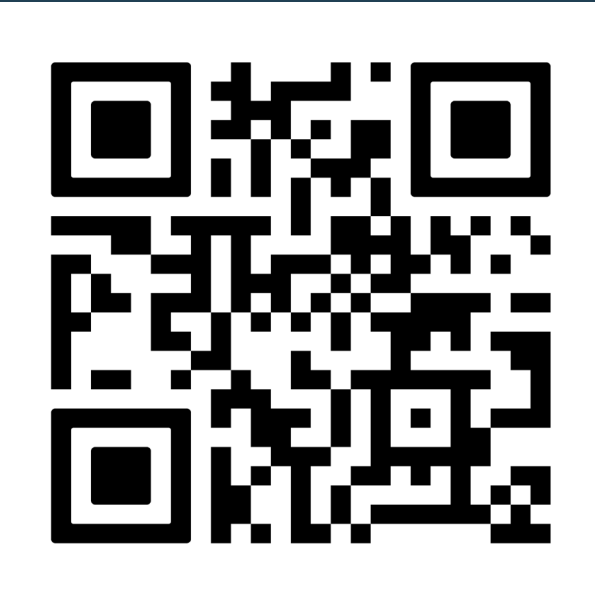
Pay equity means equal pay for work of equal value. It is important to distinguish pay equity from pay equality, which means equal pay for equal work. Pay equality overlooks the inequities and restrictions marginalized groups face when seeking to access the same professional opportunities as other employees in an organization; who are often times, the most highly compensated individuals. Pay equity bridges that gap by connecting equal pay to work of equal value.

#### HOW TO STRIVE FOR PAY EQUITY?

- Conduct regular and ongoing pay audits
  - Gather employee data
  - Account for pay differentials
    - Questions to consider when assessing pay differentials:
      - Are there clear and written policies that outline decisions for pay differentials? Does staff know and understand this information?
      - Are pay differentials based solely on non-subjective factors? (i.e., experience, education)
      - Does your organization provide pay raises that align with salary increases for new hires?
  - Identify the causes of pay gaps
  - Assess the role race, gender, age, disability status, etc. play in the identified pay differentials
  - Implement remediation policies and practices
  - Update operational procedures

# STAR<sup>2</sup> CENTER RESOURCE HIGHLIGHT

## Pay Equity White Paper



Click [here](#) to access the  
Pay Equity White  
Paper!



The cover of the white paper features three photographs at the top: a group of diverse people sitting and talking, two women looking at a tablet together, and a person in a wheelchair being assisted by another person. Below the photos is an orange banner with the text "EQUAL PAY FOR WORK OF EQUAL VALUE:". Underneath, the title "Establishing Pay Equity Principles to Advance Workforce Financial Wellness" is written in a white, serif font. To the right, the text "STAR<sup>2</sup> CENTER WHITE PAPER 2023" is displayed in a white, sans-serif font. At the bottom, a small paragraph of text provides funding information, and the logos for ACU and STAR<sup>2</sup> CENTER are shown on the left, with the websites www.clinicians.org and www.chcworkforce.org on the right.

**EQUAL PAY FOR WORK OF EQUAL VALUE:**

*Establishing Pay Equity Principles to Advance  
Workforce Financial Wellness*

**STAR<sup>2</sup> CENTER**  
WHITE PAPER 2023

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  [www.clinicians.org](http://www.clinicians.org) [www.chcworkforce.org](http://www.chcworkforce.org)

# HOW TO CREATE A CULTURE OF WELLNESS

## Communication

- What you say and what you do matters
- How you say it and the actions you take matter
- When and where you say it matters
- Practice **multi-directional communication** that is clear, concise, direct, and mindful
  - Create a dialogue
  - Don't be dismissive
  - Be open – listen, learn, adapt
- Take a **strengths-based perspective**
- Appreciation goes a long way!

Source: [Open Source Workplace](#)





# CREATING A CULTURE OF WELLNESS

## Self-Care: Organization



- Adopt robust anti-discrimination policies
- Reduce administrative burden
- Acknowledge feelings of grief and loss
- Share resources to support mental health
- Nurture a supportive work environment



# CREATING A CULTURE OF WELLNESS

## Self-Care: Employees



- Sleep
- Avoid doomscrolling
- Set boundaries and take breaks
- Practice something you love to do every day
- Acknowledge feelings of grief and loss
- Nurture gratitude



# STAR<sup>2</sup> CENTER RESOURCE HIGHLIGHT

## Self-Care Checklist



Click [here](#) to access  
the Self-Care  
Checklist



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FOR THE UNDERSERVED



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

STAR<sup>2</sup> Center

### Self-Care for the Health Center Workforce

A Practical Guide for Leaders, Organizations, and Individuals

Prepared in partnership with Eileen Barrett, MD, MPH, FACP for  
The Association of Clinicians for the Underserved



#### What is “Self-Care” and the purpose of this guide?

Self-care is critical to every person’s mental and physical health. It encompasses nearly any activity that helps a person manage or resolve stress, from both psychological and physiological points. Self-care looks different for everyone, but usually involves a combination of tools to reduce mental strain and fatigue, like making lists or scheduling break time, as well as physical stress relievers, such as exercise or breathing techniques. One of the most critical—but often overlooked—aspects of self-care is the need for organizations to take the lead in creating an environment that lessens stressors and is conducive to practicing these individual techniques. Employers and leaders can take many steps to reduce the stress-inducing aspects of their workplace environments as a whole, and to encourage self-care practices among individuals. Routine self-care, building a workplace that fosters resiliency and supports self-care practices, and properly addressing stressors that we all face is critical to building and maintaining a strong workforce. This guide lays out some tips for organizations, as well as for individuals, to help promote a healthy working environment and to properly manage stress that cannot be avoided.



<sup>1</sup> National Institute of Mental Health. “Caring for Your Mental Health.” April 2021. National Institutes of Health, National Institute of Mental Health. [www.nimh.nih.gov/health/topics/caring-for-your-mental-health](https://www.nimh.nih.gov/health/topics/caring-for-your-mental-health)



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# OTHER THINGS TO CONSIDER

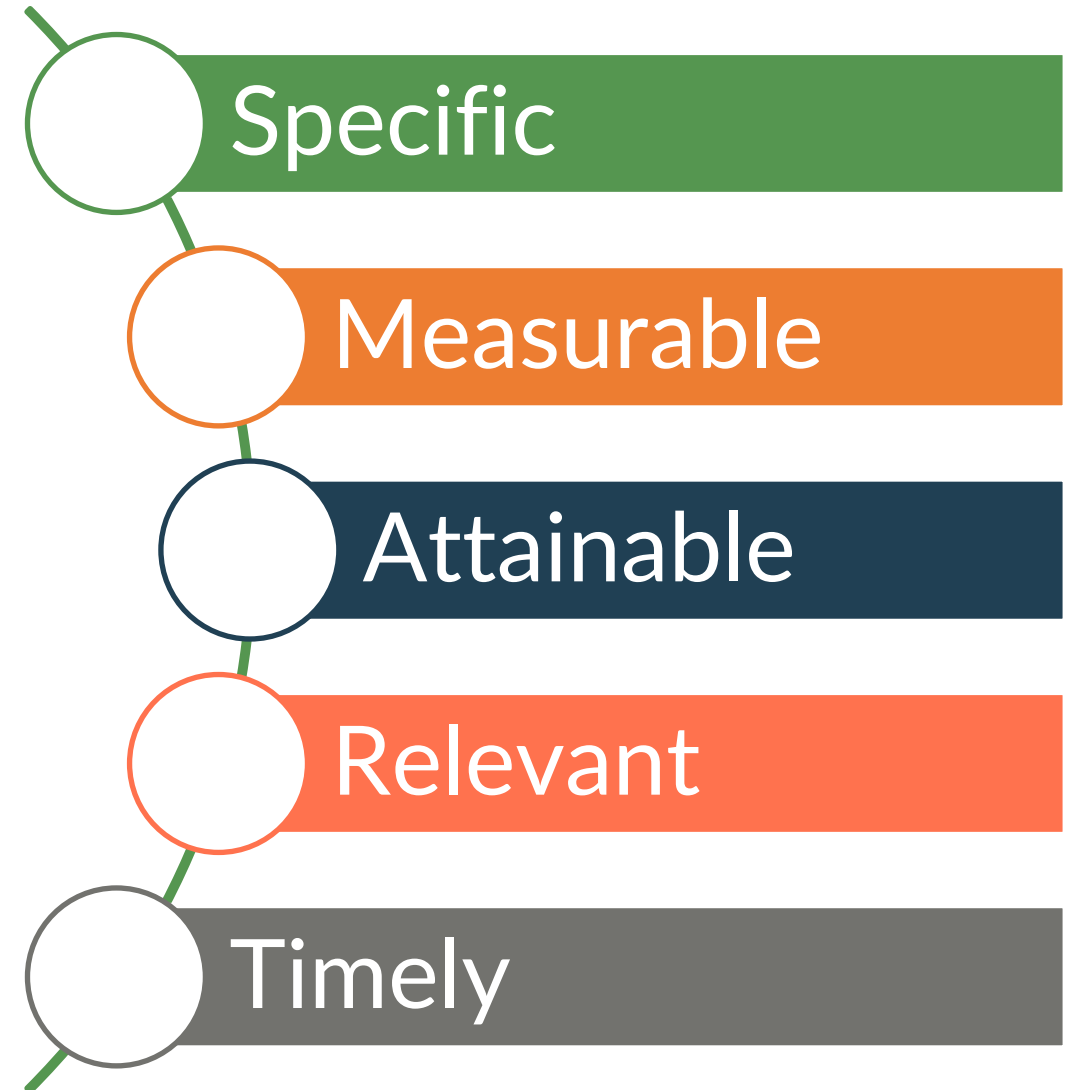
# MEASUREMENT & IMPROVEMENT



Whatever steps you take, make sure you are measuring their effect.

Look for ways to continue building and growing:

*Sustain / Improve*  
*Add / Remove*



# DESIGNING AN WELL-BEING PROGRAM

## The Value of Human-Centered Design



### Inspiration

How to better understand people?  
And, engage them in the process



### Ideation

Generate ideas, test, identify opportunities, and refine solutions



### Implementation

Make the design available and maximize its impact



# BUILD A BUSINESS CASE

Define the Value of Retention with Data



## Turnover is **EXPENSIVE!**

\*Calculate your health center's turnover costs by using the [STAR<sup>2</sup> Center Financial Assessment Tool](#)

Therefore, use data to make a business case for retention:

- What's the actual cost of turnover?
- What's the cost of a provider vacancy?
- How much does it cost to recruit?
- How much money is your organization losing to these workforce issues?
- How can you better invest money to retain staff and minimize losses?

LET'S HEAR FROM YOU!



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# QUESTIONS



**Thank you!**  
**Please fill out the evaluation!**





# STAR<sup>2</sup> CENTER RESOURCES

- [Recruitment & Retention Self-Assessment Tool](#)
- [Health Center Comprehensive Workforce Plan Template](#)
- [Implementing Staff Satisfaction Surveys Infographic](#)
- [Building a Resilient & Trauma-Informed Workforce Factsheet](#)
- [Turnover Calculator Tool](#)
- [Onboarding Checklist](#)
- [Supporting Mental Health Through Compensation Equity Factsheet](#)
- [C-Suite Toolkit: Health Professions Education & Training for Recruitment and Retention](#)

[You can find all of the STAR<sup>2</sup> Center's free resources here](#)

[Sign up for our newsletter here for new resources, trainings, and updates](#)

# INTERESTED IN TRAINING ON YOUR OWN TIME?



Check out the STAR<sup>2</sup> Center Self-Paced Courses: [chcworkforce.elearning247.com](https://chcworkforce.elearning247.com)

And the ACU & STAR<sup>2</sup> Center Video webpage:

[www.youtube.com/channel/UCZg-CFN7Wuev5qNUWt69u0w/feed](https://www.youtube.com/channel/UCZg-CFN7Wuev5qNUWt69u0w/feed)

And the STAR<sup>2</sup> Center Podcast page:

[www.chcworkforce.org/web\\_links/star%c2%b2-center-chats-with-workforce-leaders/](https://www.chcworkforce.org/web_links/star%c2%b2-center-chats-with-workforce-leaders/)



## STAY IN TOUCH!

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