



Creating and Sustaining an Organizational Culture of Wellness – Part 2

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YOUR SPEAKER



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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 21 National Training and Technical Assistance Partners (NTTAPs)
- Produces **FREE** Resources, Training, and Technical Assistance

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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



A CULTURE OF WELLNESS

WHAT IS A CULTURE OF WELLNESS?



- Physical
- Emotional
- Financial
- Communication



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

WHAT IS A CULTURE OF WELLNESS?



WELLNESS



HEALTHISM

HOW TO CREATE A CULTURE OF WELLNESS

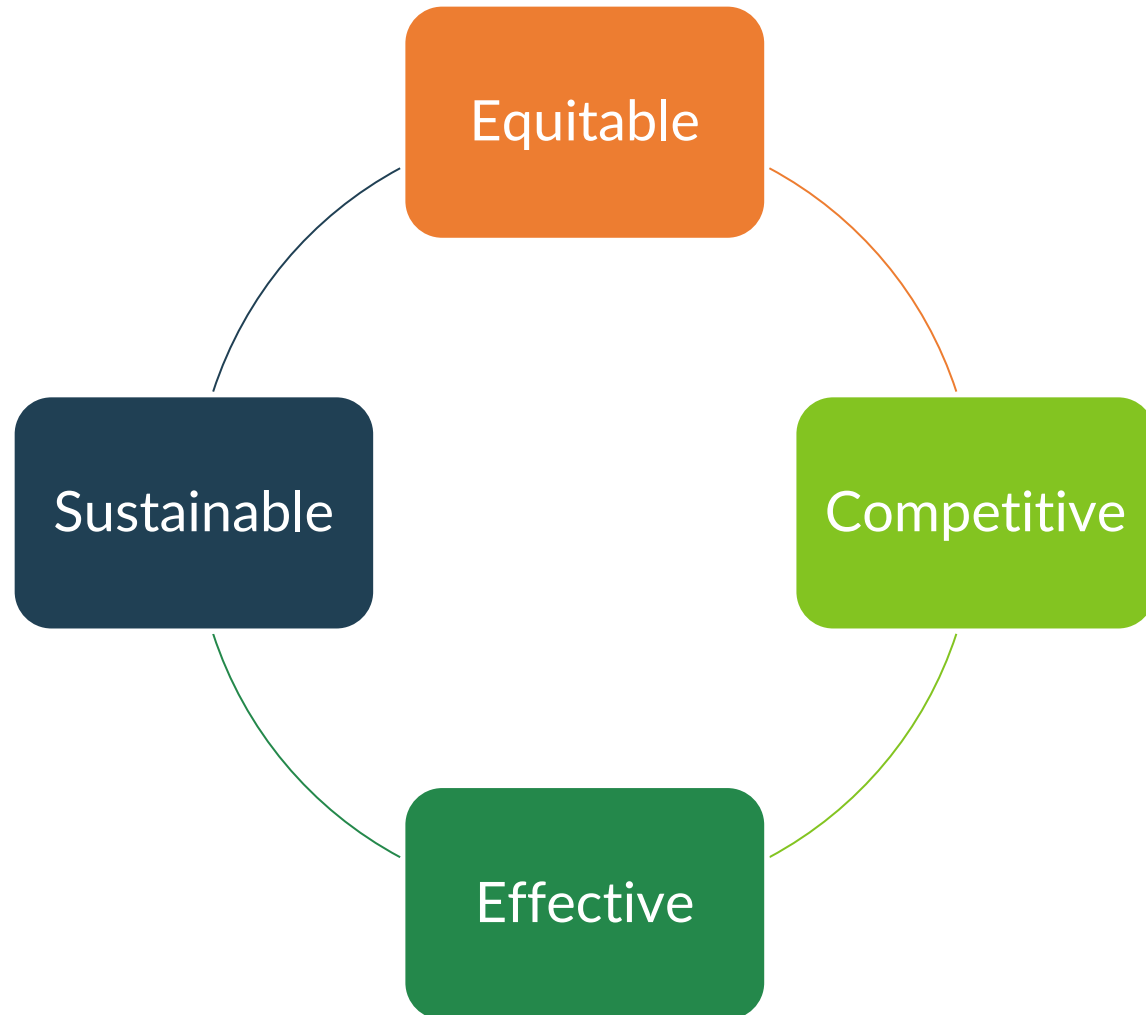
Financial



- 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;
- 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.



FOCUS ON COMPENSATION



Equitable and **effective** compensation structure defines a **sustainable** approach to total compensation that is **competitive** and attractive to potential and current staff and maintains fairness.

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When did you last
review/revise your
compensation
philosophy? Who was
involved in that process?



WHAT IS JEDI?



DEFINITIONS



(Social) Justice: An analysis of how power, privilege, and oppression impact the experience of our social identities.

Equity: The notion of being fair and impartial as an individual engages with an organization or system. Acknowledgement that **not everyone has 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: The notion that an organization or system is welcoming to new populations and/or identities. This new **presence is not merely tolerated but expected to contribute meaningfully.**

IN THE WORKPLACE



(Social) Justice: Working to recover from historical harms through efforts such as pay equity, employee development opportunities, and career paths. Health centers were built on the principles of health justice and accessibility for all.

Equity: Distribution of resources and opportunities to ensure that staff have what they need to succeed. Could include recognizing and addressing systemic barriers and biases that would prevent certain groups of employees from advancing in their career or receiving fair and equitable compensation similar to their peers.

Diversity: Valuing and leveraging the unique perspectives and experiences of all employees. Building a supportive and welcoming workplace for all staff.

Inclusion: Building a workplace that recognizes and celebrates diversity so everyone can contribute, thrive, and show up authentically free of prejudice and discrimination.

WHAT IS EQUITY?

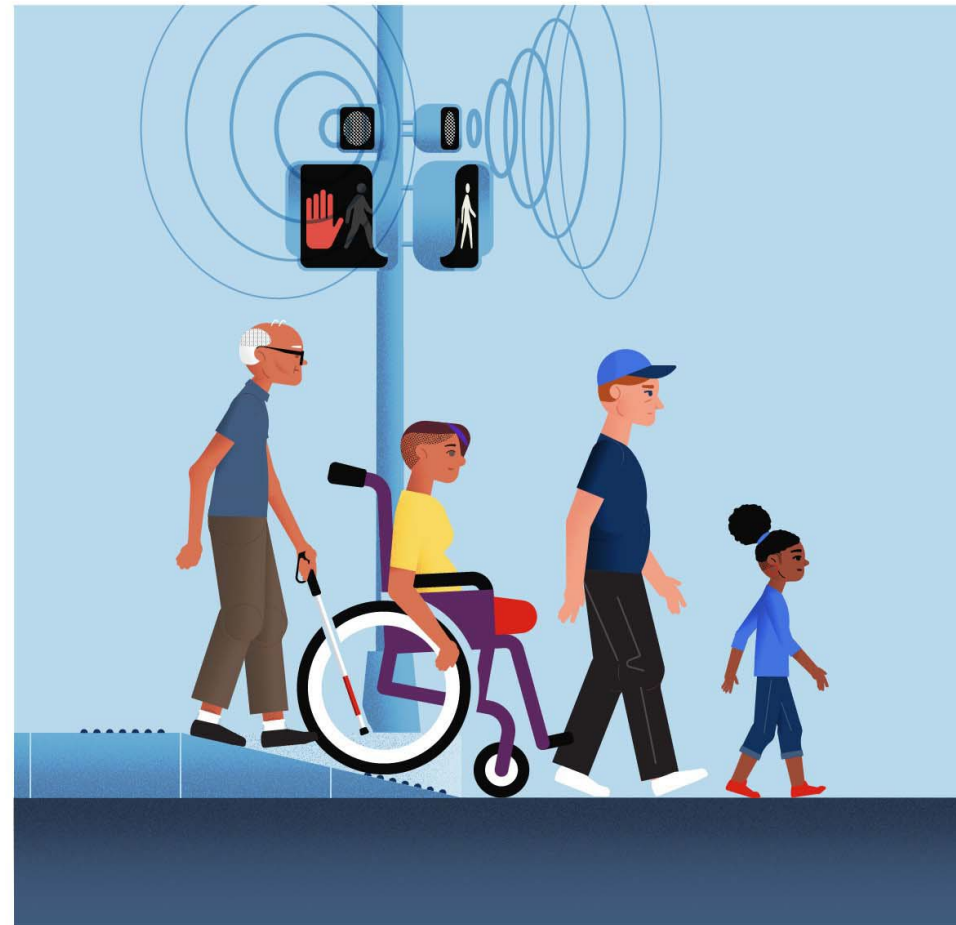
EQUALITY:

Everyone gets the same – regardless if it’s needed or right for them.



EQUITY:

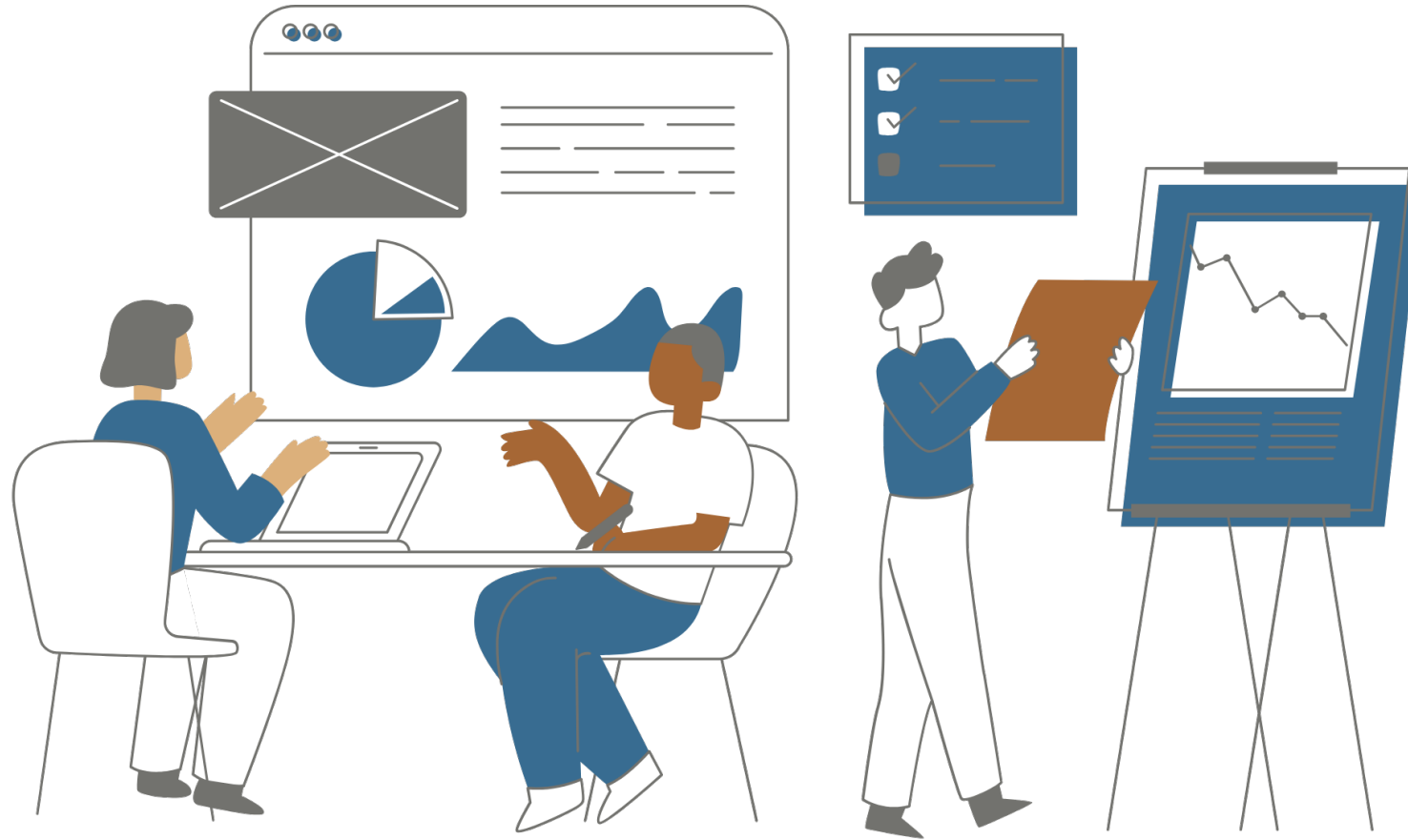
Everyone gets what they need – understanding the barriers, circumstances, and conditions.



WHAT IS PAY EQUITY?



Equal Pay for Work of Equal Value





PAY EQUITY STRATEGIES

- Conduct regular pay audits
 - Identify pay gaps
- Prioritize salary adjustments
- Practice pay transparency
- Develop a compensation philosophy and policies – **then revisit and revise it with input from staff**
- Develop an employee-focused organizational pay culture



Visit the STAR² Center's [Pay Equity Checklist](#) for more information



BE INCLUSIVE / BE CREATIVE

BENEFITS

- Think beyond anti-discrimination policies
 - Leave (e.g., bereavement, holidays, parental paid leave)
 - Benefits – do they include partners/family? Who defines “family”?
 - Health plan – is it inclusive?
 - Ex: transgender health coverage

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How clearly described
and well-advertised are
your organizations
benefits?



HOW THIS CAN FEEL

“You should learn to swim...”



WE KNOW YOU FACE CHALLENGES



- Competition (including with non-healthcare industries)
- Inflation & increased labor costs
- Shortage of healthcare workers (fewer fish in the pond)
- Finding data to make informed decisions
- Turnover and other challenges in HR, admin, and leadership

...And more...



THINK ABOUT THE TOTAL COMPENSATION PACKAGE



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



COMPENSATION TRANSPARENCY



- Train and prepare managers to talk about salary
- Ensure all staff understand your health center's pay philosophy
- Routinely evaluate compensation and benefits
- Solicit input from staff at all levels



HOW TO TALK TO STAFF?



- Assume staff already talk to each other (federally protected in most cases)
- Be prepared to explain:
 - Policies and procedures
 - Salary ranges and reasoning
 - Deciding factors for bonuses and raises
 - Bonuses should be for **ALL** staff regardless of role
 - Benefits – show value
- Be open to concerns, critiques, feedback, and different staff needs
- Brainstorm flexible, adaptable benefits and career paths



COMPENSATION IN JOB ANNOUNCEMENTS & INTERVIEWS



- Include salary ranges in job postings
 - Required in several states
- Discuss compensation right away
 - First interview
 - Ensure pay expectations between candidate and health center align
 - Explain compensation philosophy
- Discuss benefits
- Take a JEDI lens
 - Understand the history of pay inequity and marginalized populations
- Speak to your health center's commitment to pay equity



COMPENSATION & ONBOARDING



- Make compensation a conversation priority
- Explain benefits & **educate staff on how to maximize them**
- Conduct stay interviews
 - Discuss salary
- Discuss career paths and ladders
- Ensure new hire understands compensation policies and procedures



INVEST IN THE WORKFORCE



Turnover is **EXPENSIVE!**

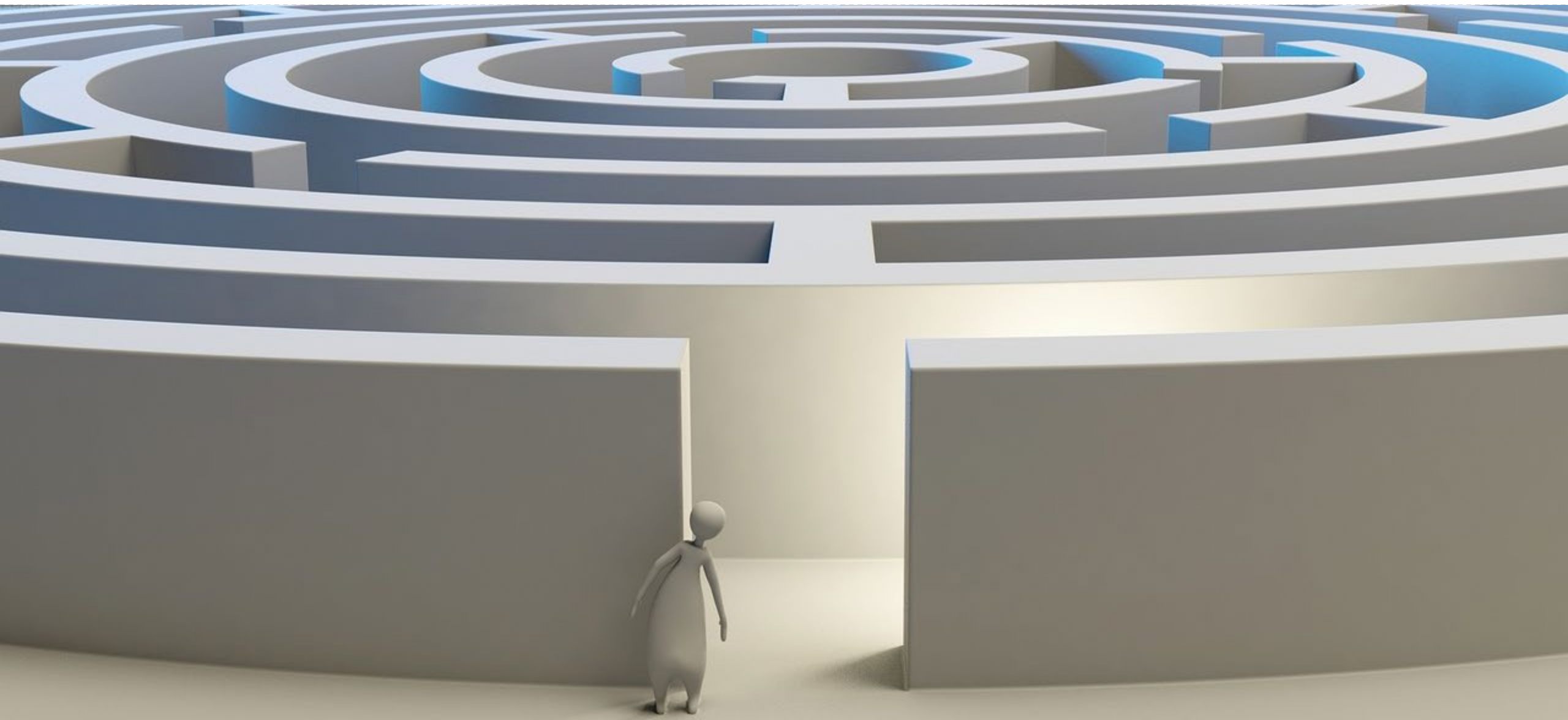
*Calculate your health center's turnover costs by using the [STAR² Center Financial Assessment for Provider Turnover Tool](#) (newly updated!)



As leaders, ask yourselves:

- 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?

DO STAFF KNOW HOW TO GROW?



CAREER LATTICES



Staff are often more likely to stay with an organization if there are opportunities for **professional growth and advancement.**

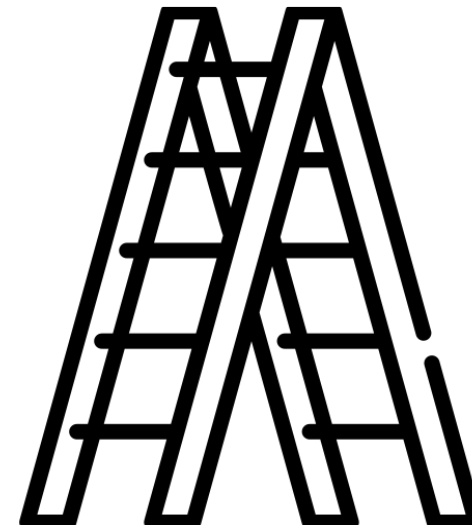


CAREER PATHS VS. CAREER LADDERS



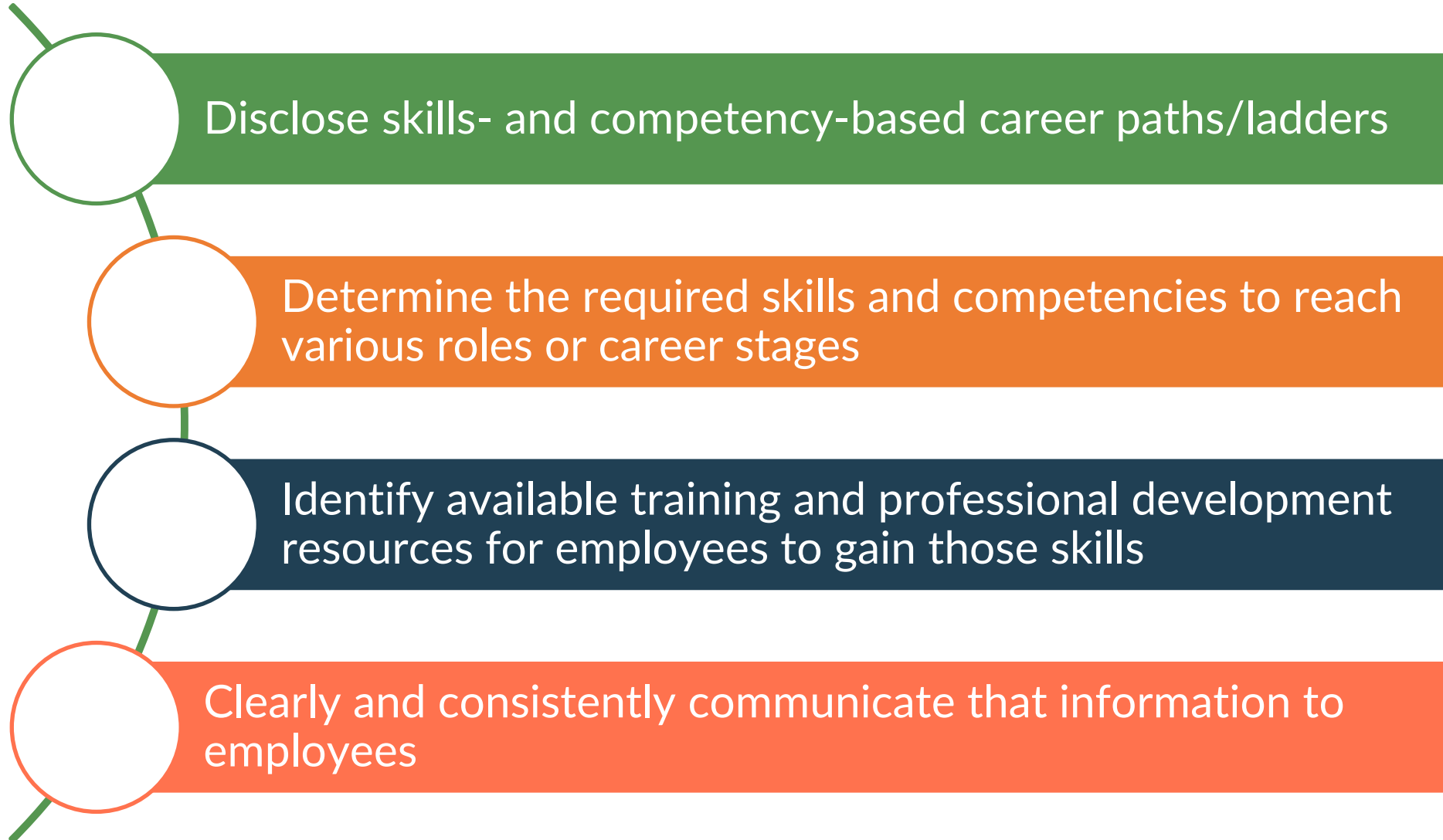
Career paths encompass varied forms of career progression, including the traditional vertical career ladders, dual career ladders, horizontal career lattices, career progression outside the organization and encore careers.

Career ladders are the progression of jobs in an organization's specific occupational fields ranked from highest to lowest based on level of responsibility and pay.



Source: [SHRM](#);
Images: [Flaticon](#)

CAREER LATTICES



COMMUNICATION WELLNESS



CULTURE OF POSITIVE ENGAGEMENT



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



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 bi-directional communication
 - Clear
 - Concise
 - Direct
 - Mindful
- Take a strengths-based perspective
- Appreciation goes a long way!



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How are you fostering a
culture of wellness
(financial and
communication) at your
organization?



QUESTIONS



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And the STAR² Center's
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