



# Creating and Sustaining an Organizational Culture of Wellness

*September 7, 2023*

Suzanne Speer  
Senior Director of Workforce Development

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 an award totaling \$550,000 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](https://www.hrsa.gov)

# YOUR SPEAKER



**SUZANNE SPEER**

*(she/her)*

**Senior Director, Workforce  
Development**

[sspeer@clinicians.org](mailto:sspeer@clinicians.org)

# 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

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

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

# LEARNING OBJECTIVES



- Understand what a culture of wellness means and how it addresses employee well-being
- Identify the fundamental connection between JEDI and a culture of wellness
- Understand the role a culture of wellness plays in advancing a health center's retention and recruitment goals



# WORKFORCE IS THE FUEL

---



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

menti.com  
7528 7221





Does your organization have a staff wellness program?

- Yes
- No
- Unsure
- Sort of



# Where would you place your health center's progress in diversity, equity, and inclusion?

- A: We haven't started at all
- B: We have just begun
- C: We are well on our way
- D: We are exemplary





**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?

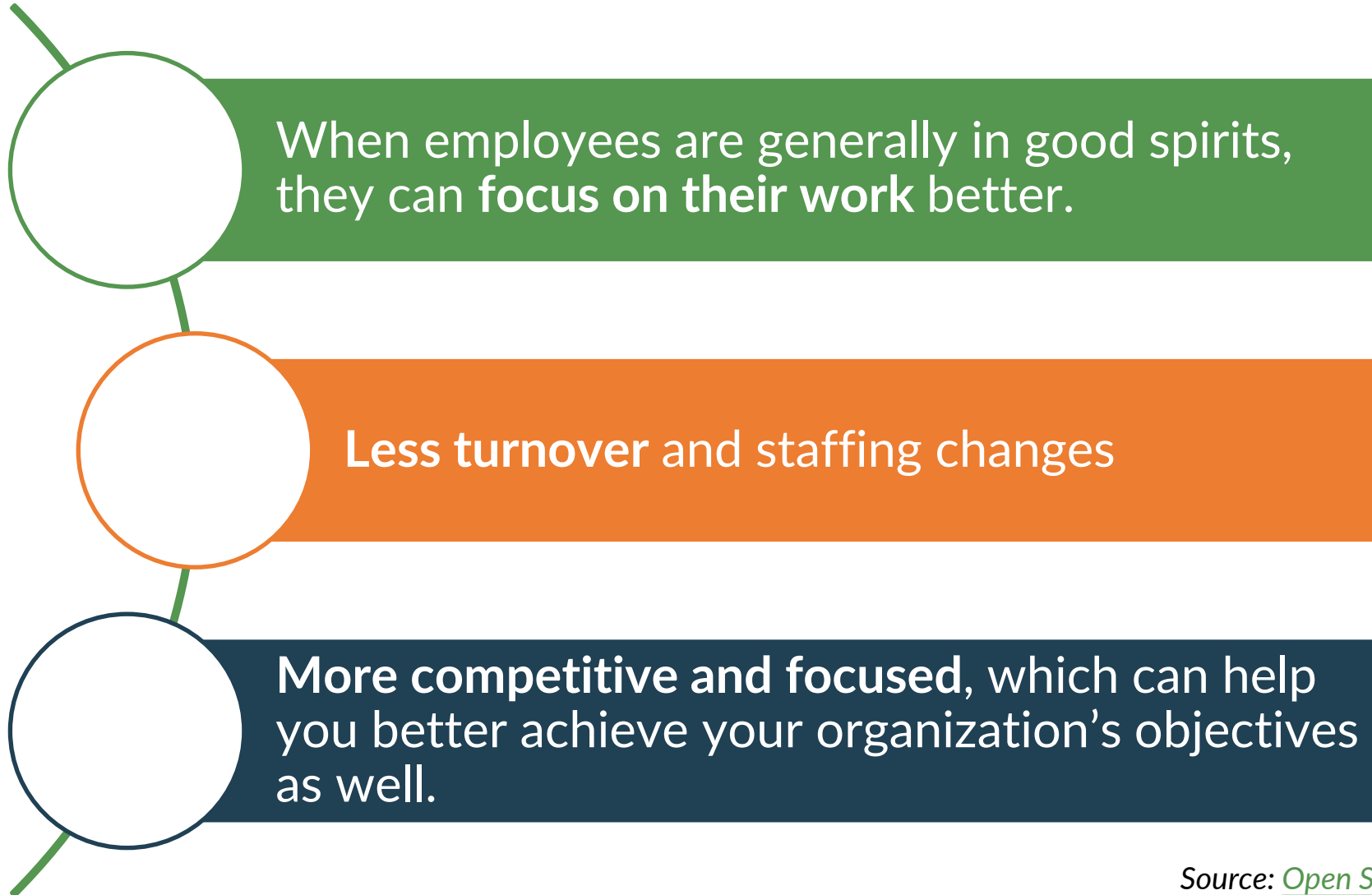


WELLNESS



HEALTHISM

# WHY WORK TO CREATE A CULTURE OF WELLNESS?



Source: [Open Source Workplace](#)

# WHO IS RESPONSIBLE FOR WELLNESS?



- Organization
- Leadership
- Departments/Teams
- Managers/Supervisors/Team Leads
- Individuals





## FEATURED RESOURCE:

---

# ORGANIZATIONAL LEADERSHIP & RESILIENCY TOOLKIT

Strategies for leadership to support the health and wellbeing of their workforce.

*Access the resource:*





# 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 integration** 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](#)



## FEATURED RESOURCE:

---

# SELF-CARE CHECKLIST

A guide to help organizations and individuals build a practice and culture of self-care.

*Access the resource :*





## FEATURED RESOURCE:

---

# SELF-CARE REPOSITORY

Various resources to support employee self-care in a variety of media.

*Access the resource:*



# 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.





## FEATURED RESOURCE:

---

# PAY EQUITY & BENEFITS

A factsheet on supporting staff mental health through compensation equity and inclusive benefits.

*Access the resource:*



# 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...

# RETENTION

- Engaged
- Consistent
- Positive
- Transparent

# EMPLOYEE SATISFACTION

## Issues to Address



- Staffing
- Work load
- Management
- Financial considerations
- Scheduling/vacation



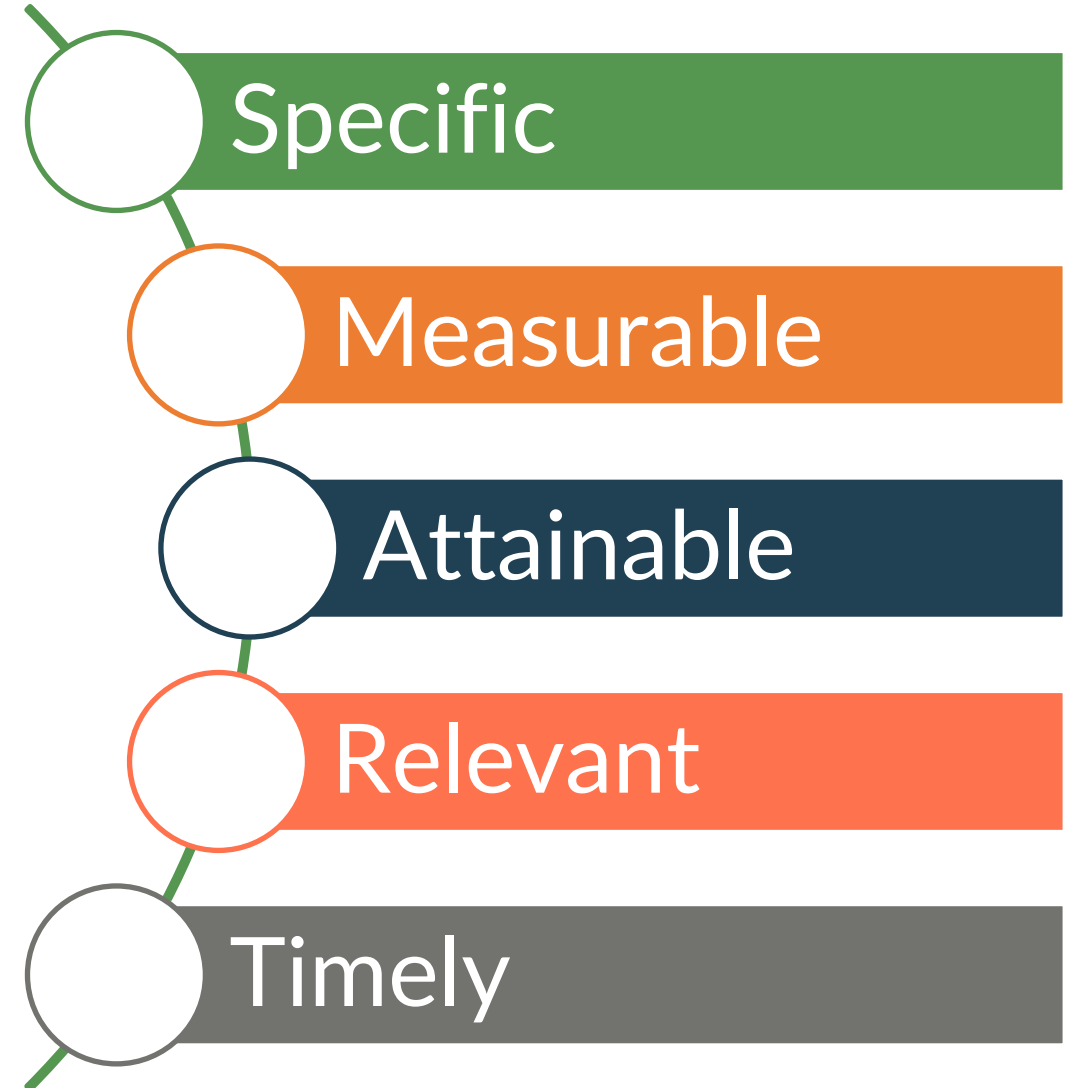
# MEASUREMENT & IMPROVEMENT



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

Look for ways to continue building and growing:

***Sustain / Improve***  
***Add / Remove***





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

# WHY JEDI MATTERS

## The Wellness Case



- Improved wellbeing and productivity
- Addressing systemic injustices exacerbated by the COVID-19 pandemic
- Enhance feelings of inclusion and belonging
- Increase staff longevity, mental health, and engagement



# A CULTURE OF WELLNESS

The JEDI Lens



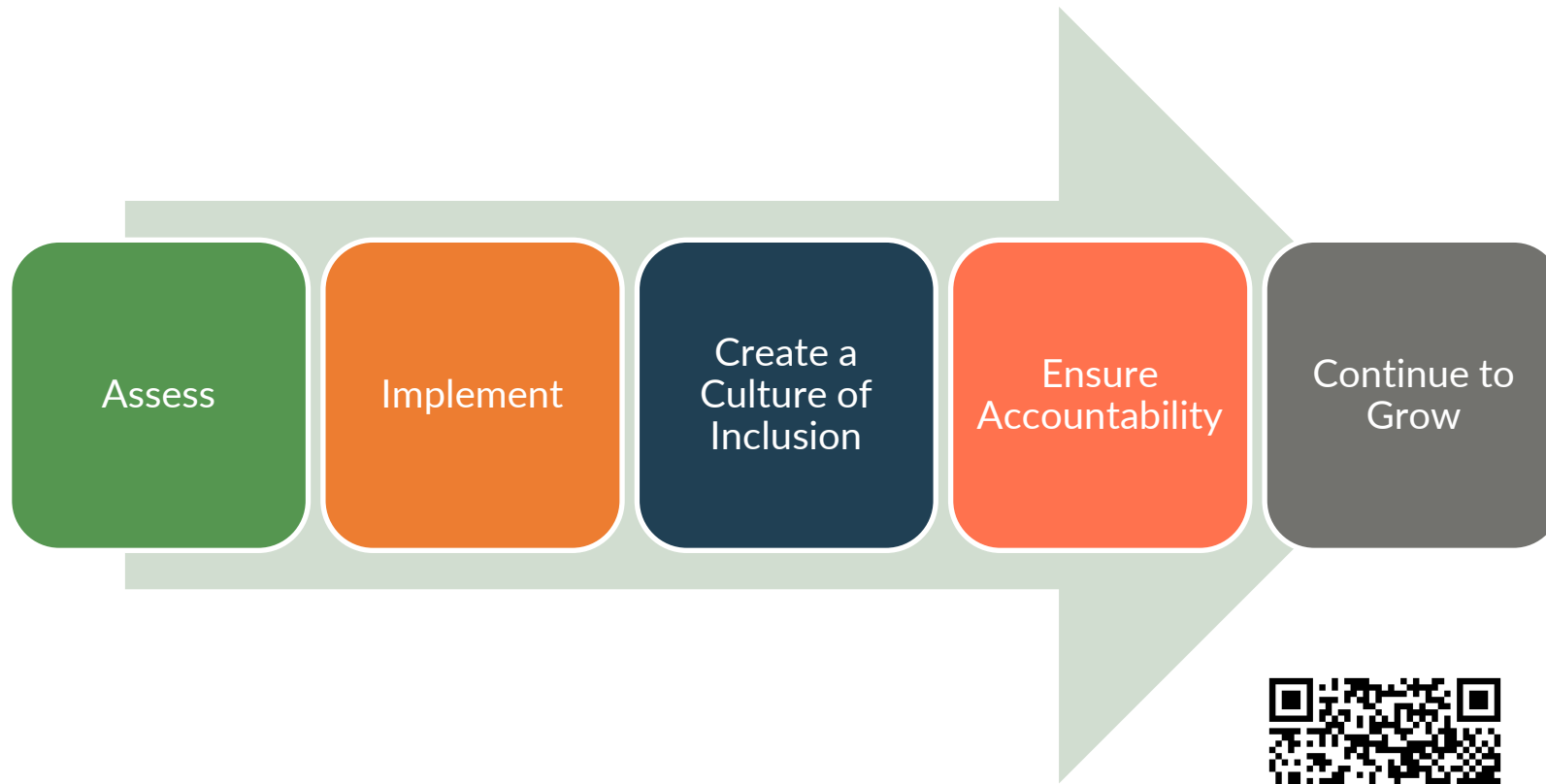
Inclusive and diverse recruiting, hiring, training, engagement, and promotion

Move beyond a one-size-fits-all solution

Consider the impacts of microaggressions and homogenous internal work culture

Talk to your staff!

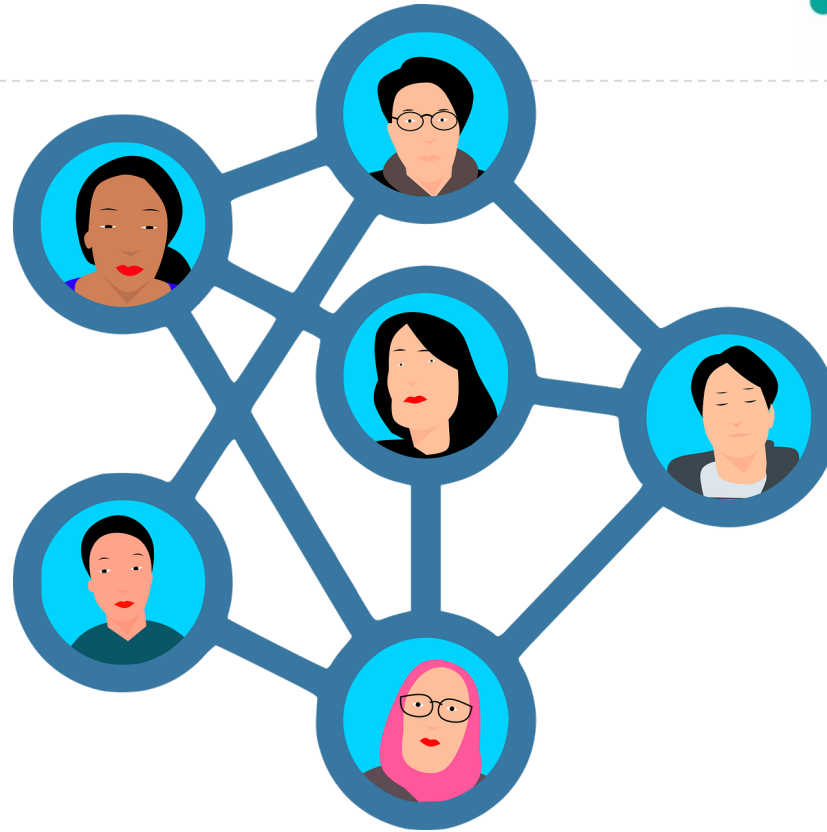
# THE PROCESS & FEATURED RESOURCE



Access this resource:

The cover of the "Building an Inclusive Organization Toolkit" features a photograph of several hands of different skin tones stacked together in a circle, symbolizing unity and diversity. A blue horizontal banner across the middle contains the title "BUILDING AN INCLUSIVE ORGANIZATION TOOLKIT" in white, bold, uppercase letters. At the bottom of the cover, four logos are displayed: STAR<sup>2</sup>CENTER, ACU, NATIONAL HEALTH CARE for the HOMELESS COUNCIL, and AAPCHO.

# THE FUTURE OF WORKFORCE



We hold a lot of power and potential to shape the workplace and to empower all staff to build a healthy, resilient culture that serves our clients, supports our teams, and cares for ourselves.



menti.com  
7528 7221



How are you modeling and fostering a *culture of wellness* at your organization?



What is your next step toward a more robust, inclusive form of workplace wellness at your organization?





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

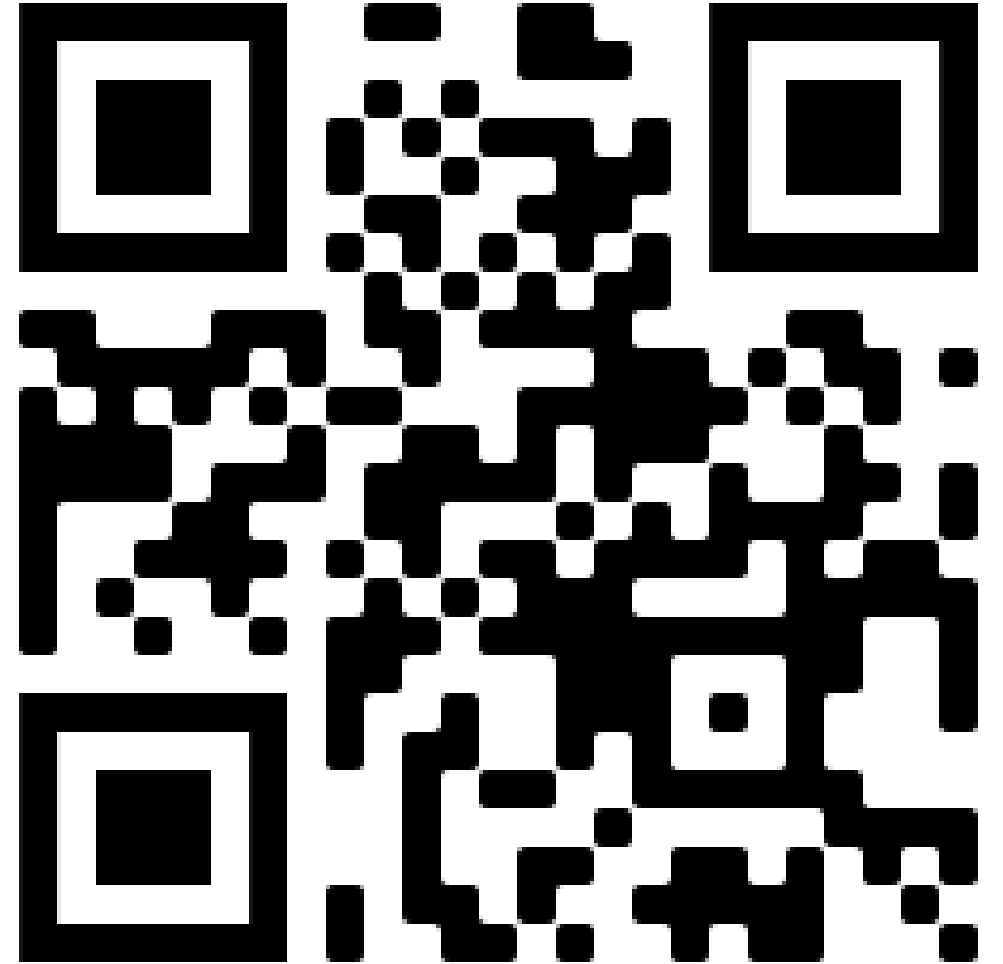
- [Recruitment & Retention Self-Assessment Tool](#)
- [Recruitment & Retention Plan](#)
- [Pay Equity Checklist](#)
- [MA/DA Retention Paper](#)
- [Financial Assessment Tool](#)
- [Building an Inclusive Organization Toolkit](#)

Sign up for our newsletter here for new resources, trainings, and updates

SIGN UP FOR OUR NEWSLETTER!



[tinyurl.com/3jttdtvv](https://tinyurl.com/3jttdtvv)



# QUESTIONS



READY TO LEARN MORE?

Check out the  
[STAR<sup>2</sup> Center Self-Paced Courses](#)

And the STAR<sup>2</sup> Center's  
Podcast Series, [STAR<sup>2</sup> Center Talks](#)  
[Workforce Success](#)



## STAY IN TOUCH!

 [Chcworkforce.org](https://Chcworkforce.org)

 [Clinicians.org](https://Clinicians.org)

 [info@clinicians.org](mailto:info@clinicians.org)

 844-ACU-HIRE

