



Creating and Sustaining an Organizational Culture of Wellness

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LEARNING OBJECTIVES



- Understand what a culture of wellness means and how it addresses employee well-being
- Identify the fundamental connection between JEDI work 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

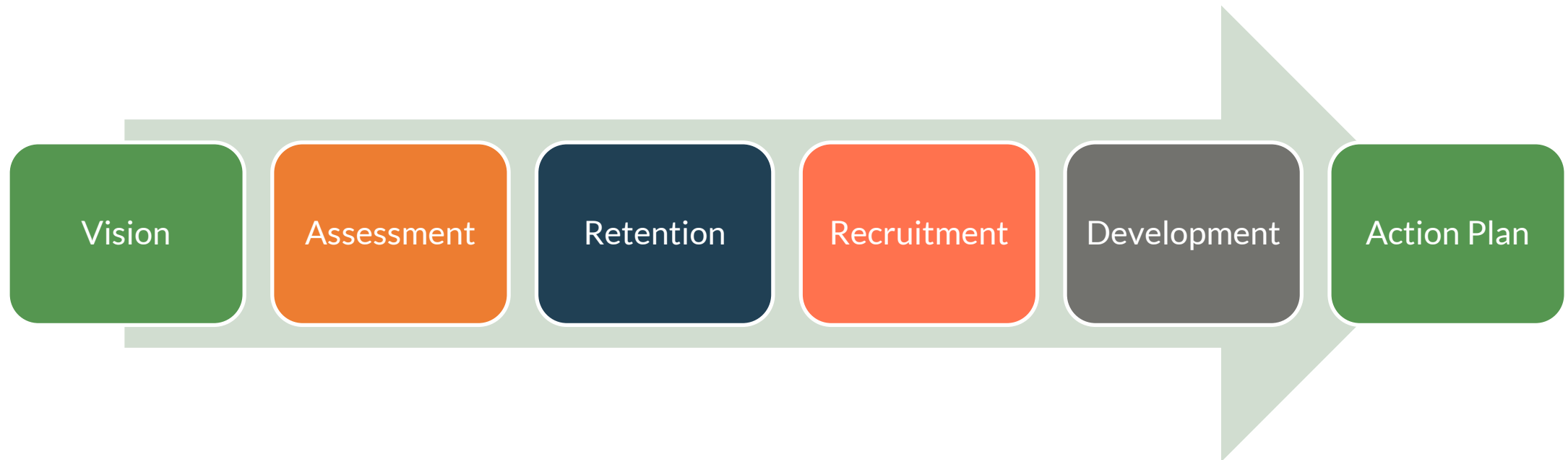
Policies that
Support Diversity
& Cultural
Respect

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 Comprehensive Workforce Plan Definition document.



A CULTURE OF WELLNESS

EMPLOYEE WELLNESS

Why It Matters?



WHAT IS 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; and
- Financial Wellness

Creating a culture of wellness means fostering a workplace that encourages and promotes the well-being of your employees. It means implementing ways for employees to be healthier at the workplace and helping them create healthy habits in both their personal and professional lives.



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

WHAT IS A CULTURE OF WELLNESS?



WELLNESS

- An active process of being aware and being able to make choices that lead toward an outcome of optimal holistic health and wellbeing.
- The dynamic process of living a healthy and fulfilling life. Wellness encompasses the many areas of our lives that impact our health and well-being.
- Can involve considerations of:
 - Career
 - Creativity
 - Education
 - Finances
 - Nutrition
 - Home environment
 - Joy
 - Physical activity
 - Relationships
 - Social life
 - Spirituality



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- The belief system that sees health as the property and responsibility of the individual and ranks the personal pursuit of health above anything else.
- Ignores the systemic inequities, such as socioeconomic standing and the environment, that affect health and judges people's worth according to their health.
- Excludes people with disabilities and chronic diseases.

WHY WORK TO CREATE A CULTURE OF WELLNESS?



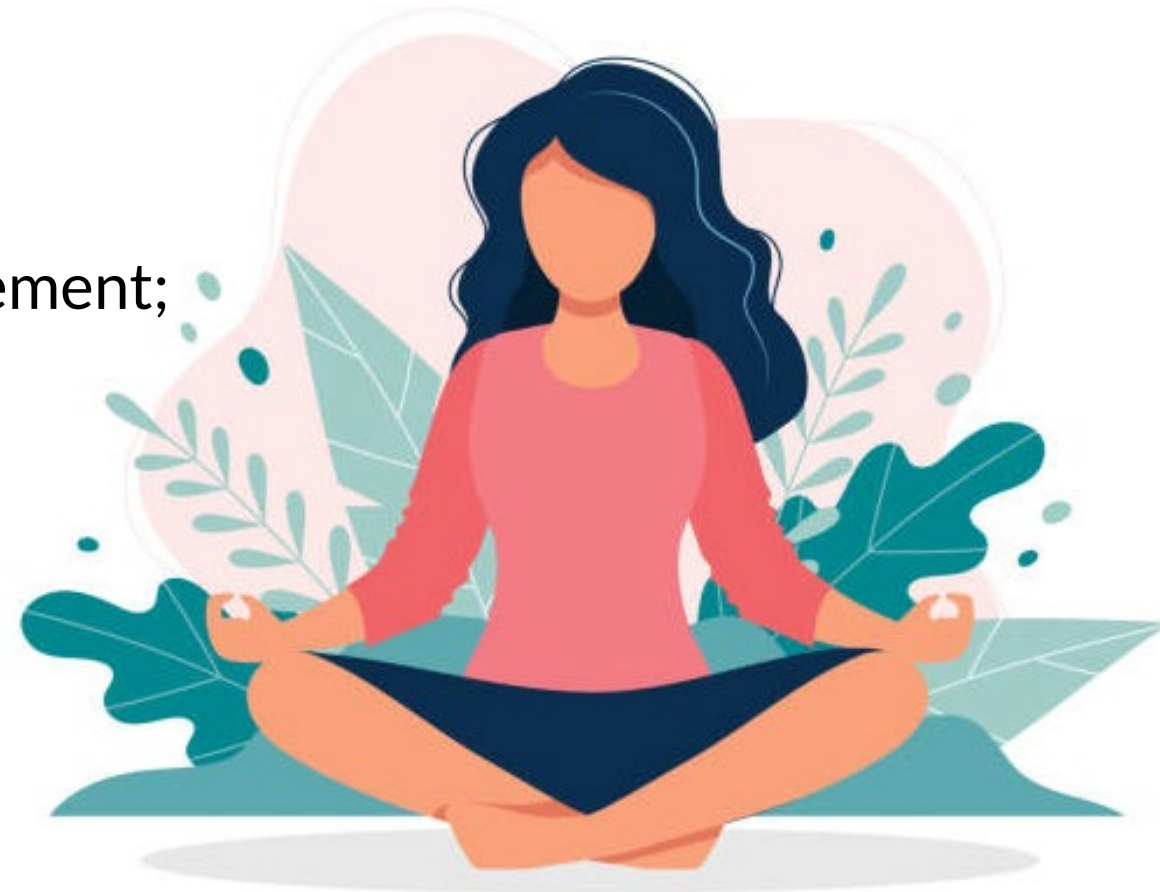
Source: [Open Source Workplace](#)

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.





JUSTICE, EQUITY, DIVERSITY, & INCLUSION

JEDI DEFINITIONS

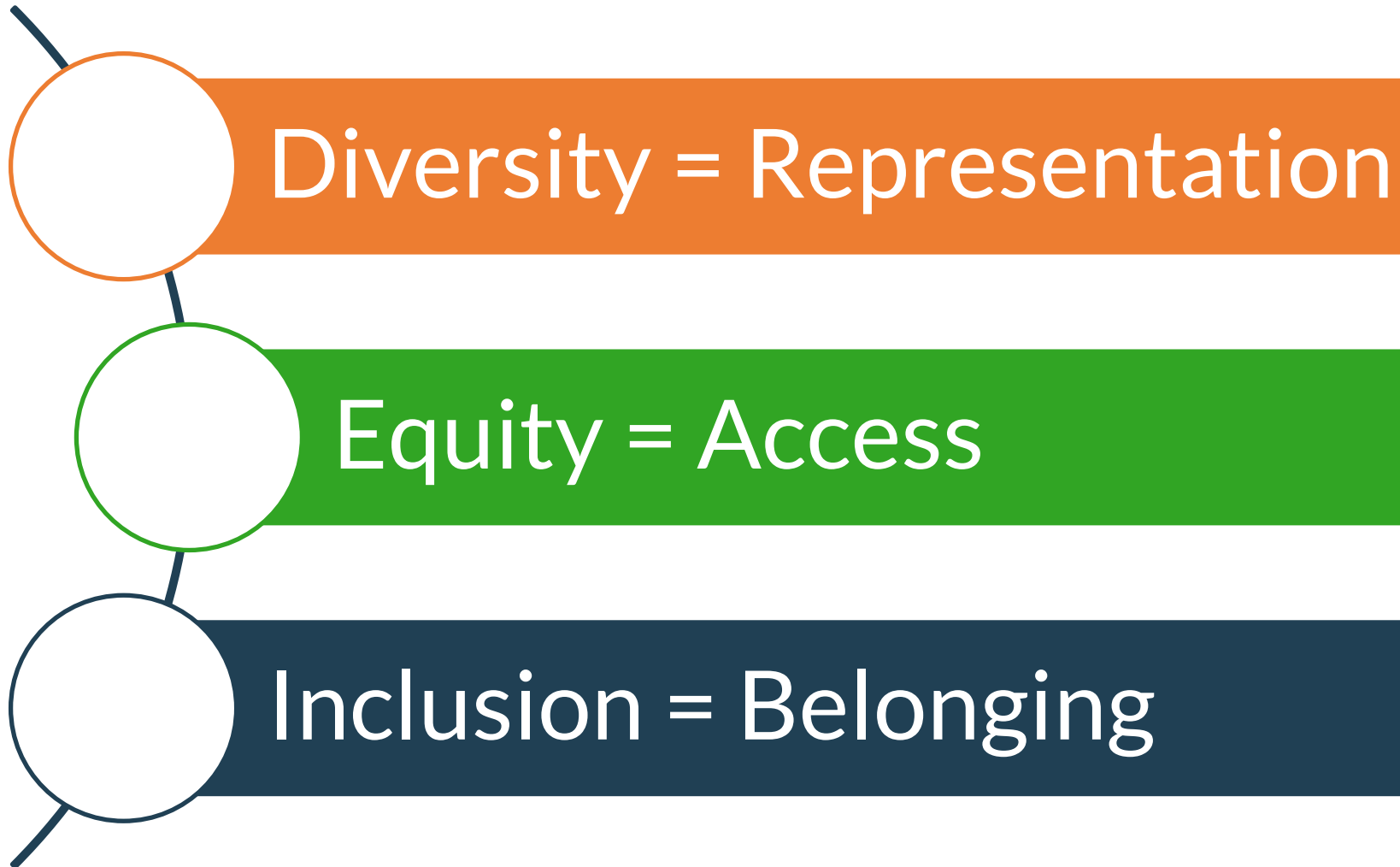


(Social) Justice: An analysis of **how power, privilege, and oppression impact the experience of our social identities.** It reflects a society, community, and institution mutually shaped to meet the needs of all groups through full and equal participation and creates physically and psychologically safe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

Equity: The notion of being fair and impartial as an individual engages with an organization or system. 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.

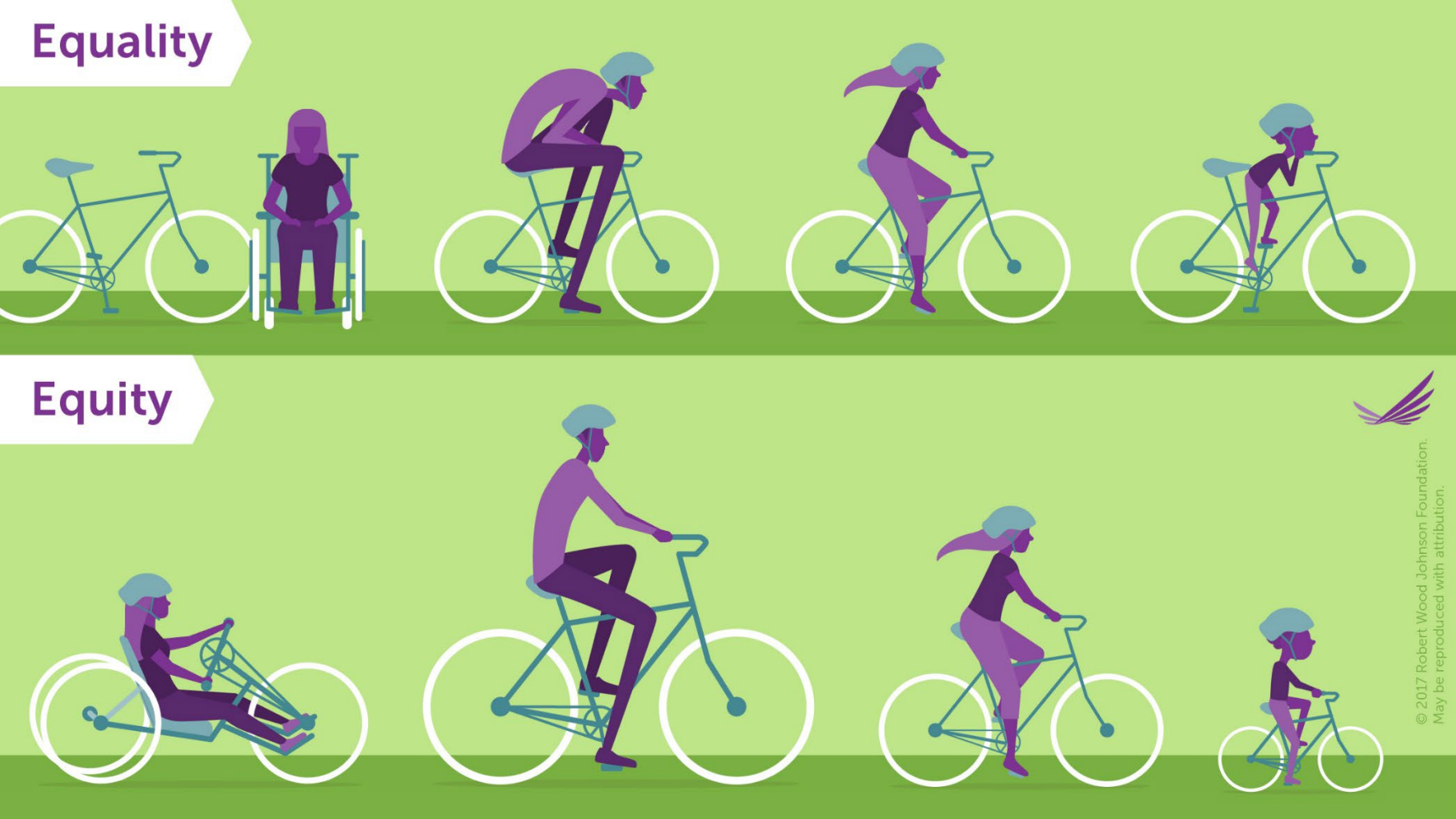
Inclusion: The notion that an organization or system is welcoming to new populations and/or identities. This new **presence is not merely welcomed but expected to contribute meaningfully** into the system in a positive, mutually beneficial way.



Diversity is essential, but not the goal.

While it's important to diversify the health center workforce, we must remember that diversity alone is just math. A fully representative workforce is essential, but does not necessarily mean staff of marginalized identities feel safe, heard, and respected; that your clients benefit from that diversity; or that your policies and procedures are just. Moreover, integrating and retaining staff of color, for example, means you must resist institutional racism. Perceive this toolkit, then, as a guide to get started, but we urge you to go deeper in equity and inclusion with our additional recommended resources.

A NOTE ON EQUITY



Equality

Equity



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Source: [Robert Wood Johnson Foundation Visualizing Health Equity: One Size Does Not Fit All Infographic](#)

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



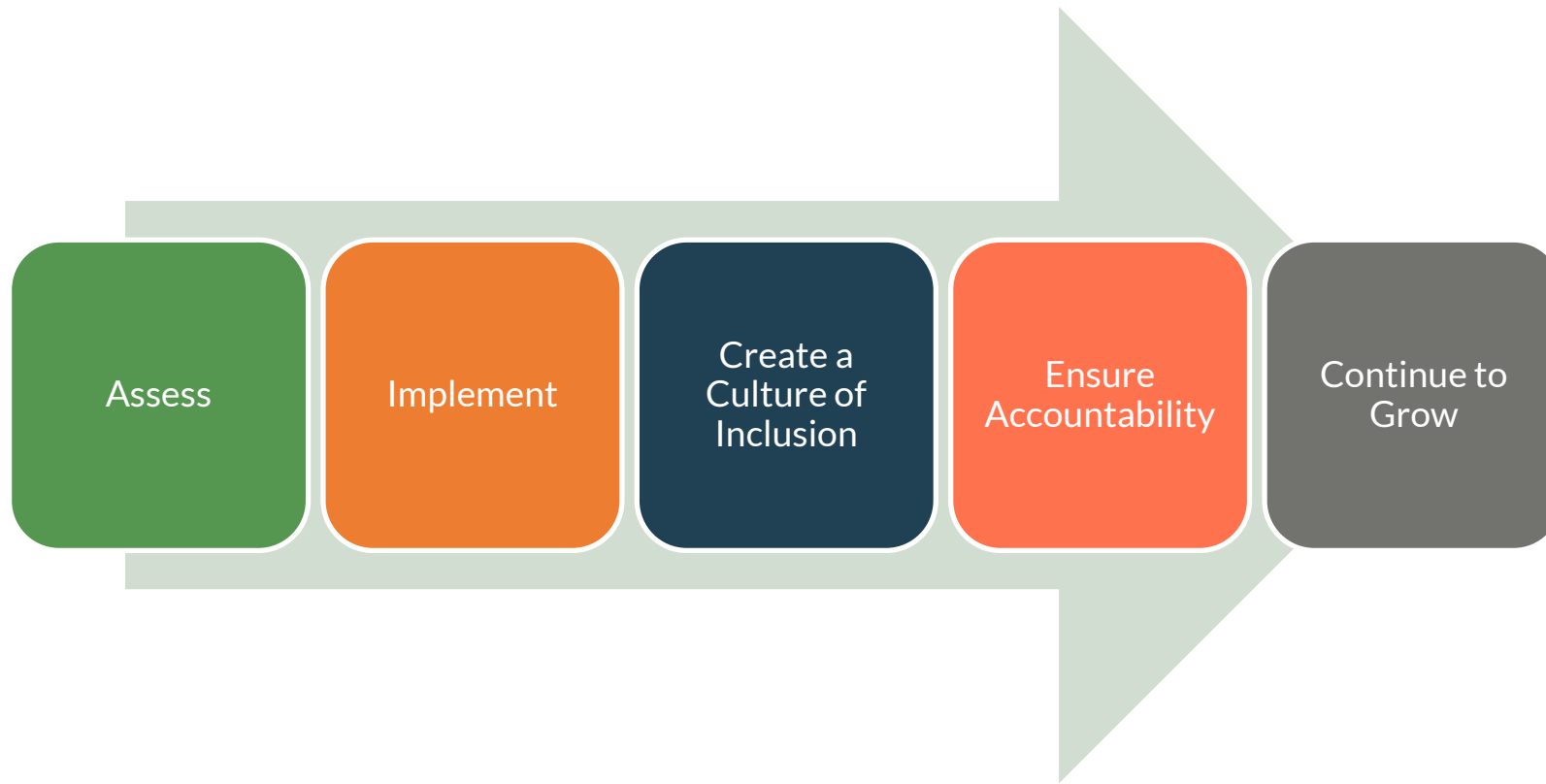
Inclusive and diverse recruiting, hiring, training, engagement, and promotion

Move beyond a one-size-fits-all solution

Consider the impacts of microaggressions and homogenous internal work culture

Talk to your staff!

THE PROCESS



WHY DEI MATTERS

The Wellness Case



- With this more holistic understanding of wellness we've been developing during this presentation, the importance of incorporating JEDI into your wellness programs and vice versa is clearly important.
- Incorporating JEDI into your wellness programs starts by being inclusive and diverse in the way your company recruits, trains, develops, engages, and promotes people.
- Consider how microaggressions and homogenous internal work culture can keep diverse staff from succeeding or staying at your organization.



RETENTION & RECRUITMENT

POSITIVE CULTURE FOCUSED ON ENGAGEMENT

Core Component



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





A CULTURE OF...

RETENTION

- Engaged
- Consistent
- Positive
- Transparent

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



EMPLOYEE SATISFACTION

Issues to Address



- **Staffing**: most commonly mentioned factors are a lack of training and a lack of partnership between support staff and providers
- **Work load**: often exacerbated by staffing issues
- **Management**: need for better “facility flow” and infrastructure, lack of power to make improvements, not heard by management
- **Financial considerations**: salaries not competitive
- **Scheduling/vacation**: inflexible schedules, lack of work/life balance



INVEST IN YOUR EMPLOYEES



- Provide professional development, continuing education, and mentorship
 - Ensure it meets the needs of BIPOC individuals and other underrepresented/diverse groups
- Remember, experience is as important as education
- Invest in career ladders that train a diverse and inclusive group of employees for the successful and equitable achievement of leadership positions



COMMUNICATION IS ESSENTIAL

Words and Actions of Leadership Matter



- 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!

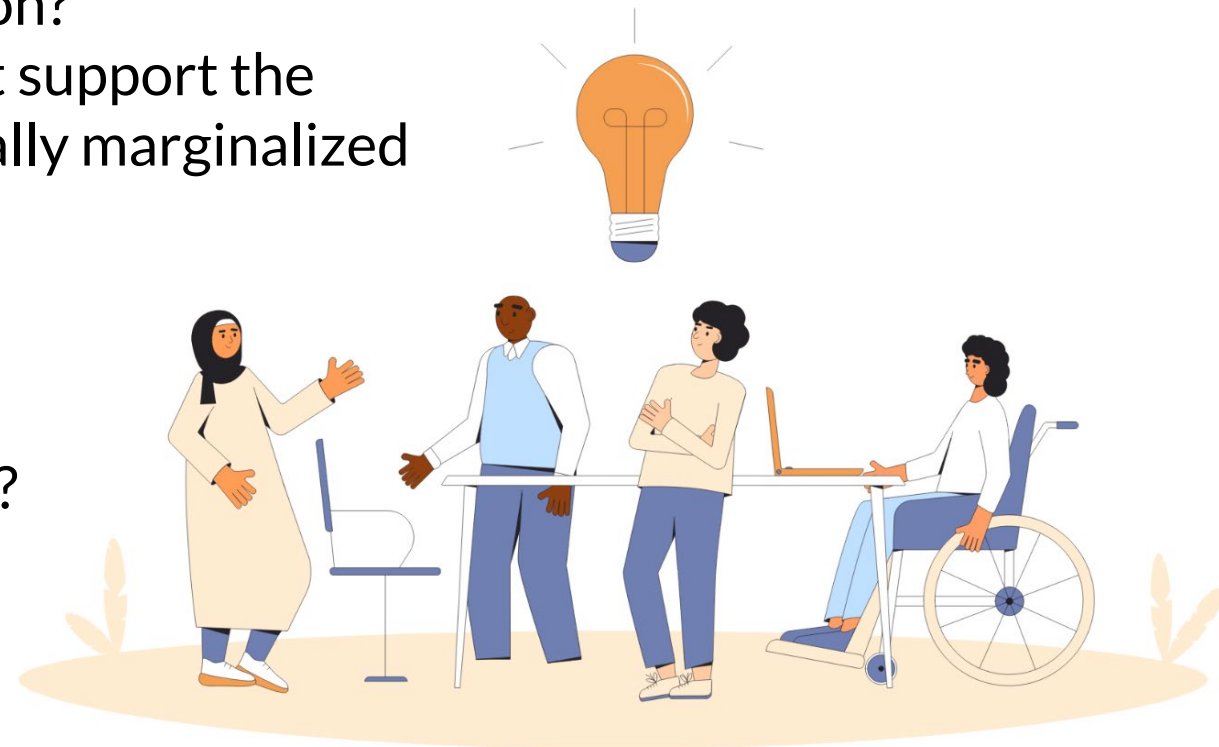


EVALUATING R&R STRATEGIES

Using A JEDI Lens



- To what extent are your hiring practices diverse, equitable, and inclusive?
- To what extent is senior leadership engaged in supporting JEDI principles?
- To what extent are you able to recruit and retain a diverse staff?
- Does your health center prioritize inclusion?
- Is there a succession plan in place? Does it support the advancement of employees from historically marginalized communities?
- How successful are your onboarding, mentoring and coaching processes? Are these programs created by and available for historically marginalized communities?
- Do individuals from historically marginalized communities have a seat at the leadership table?



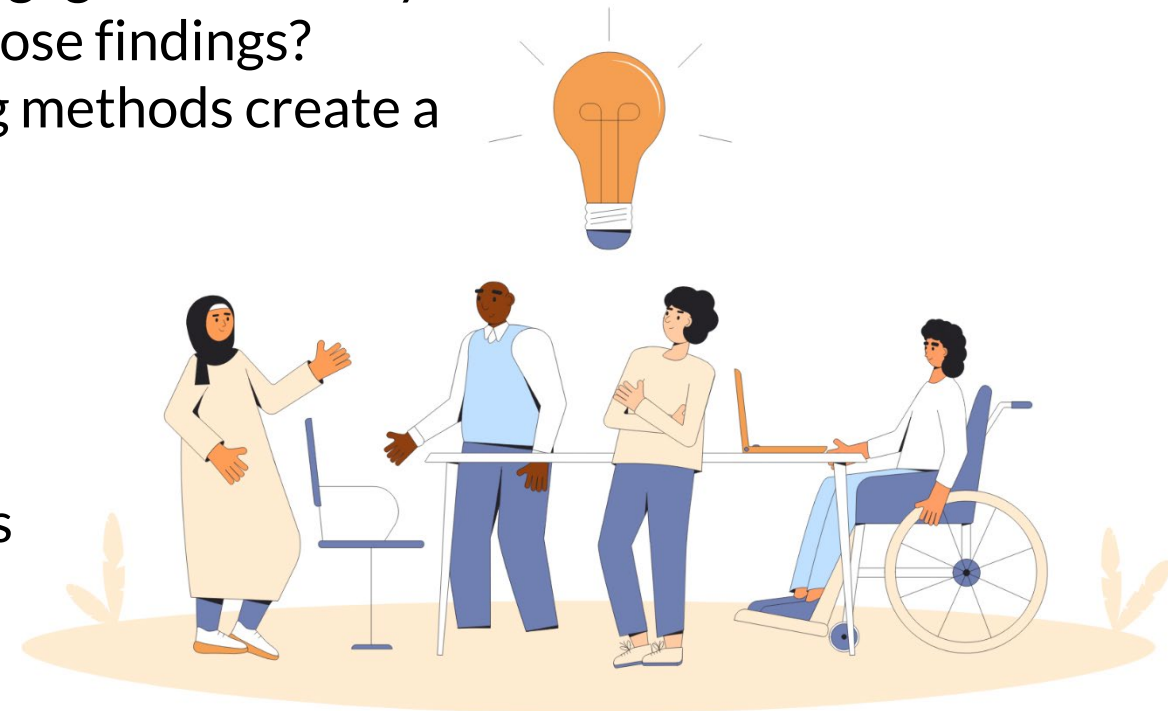
Source: [Washington State Diversity, Equity and Inclusion \(DEI\) Council](#)

EVALUATING R&R STRATEGIES

Using a JEDI Lens



- Are there processes in place to measure and implement the findings from stay and exit interviews?
- What relationship does your health center have with its community and the diverse patient population it serves?
- Does your health center conduct employee engagement surveys and to what extent does it review and incorporate those findings?
- To what extent do your outreach and sourcing methods create a diverse candidate pool for all positions?
- Have you defined and documented your organizational culture and are staff part of its development?
- Are all HR, workforce, and leadership staff knowledgeable about accommodation policies and procedures?
- Have you begun assessing what pay equity means for your health center?



Source: [Washington State Diversity, Equity and Inclusion \(DEI\) Council](#)



LEADERSHIP BUY-IN



WITHOUT DATA
YOU'RE JUST ANOTHER
PERSON WITH AN
OPINION

- W. Edwards Deming

BUILD A BUSINESS CASE

Define the Value of Retention



Turnover is **EXPENSIVE!**

*Calculate your health center's turnover costs by using the [STAR² 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?

THE CHANGING WORKFORCE LANDSCAPE

Meeting the Need



ACU
ASSOCIATION OF CLINICIANS
FOR THE UNDERSERVED



STAR²CENTER
SOLUTIONS TRAINING AND ASSISTANCE
FOR RECRUITMENT & RETENTION

- **Hybrid Workspaces** – no longer an option, but an expectation
 - Think about policies, legal requirements, stipends
- **Multi-generational staff** – Millennials and Gen Z (understand their needs)
 - Succession planning
 - Baby boomers retiring/others leaving healthcare
- **Compensation Equity** – not just a living wage, BUT a thriving wage
 - Think about regular pay audits, not using salary histories, posting salary ranges
- **Inclusive Benefits** – be creative and use a JEDI lens
 - Think about transgender care, family paid leave, continuing education, flexible policies
- **Work/Life Balance** – the pandemic further highlighted this necessity
 - Essential for the next generation of mission-driven staff

And, so much more...

QUESTIONS





STAR² CENTER RESOURCES

- Self-Assessment Tool
- Health Center Comprehensive Workforce Plan Template
- Financial Assessment Provider Turnover Tool
- Strategic Workforce Planning Workbook
- Onboarding Checklist
- Pay Equity White Paper
- Chief Workforce Officer Toolkit
- Building an Inclusive Organization Toolkit
- HP-ET Impact Financial Assessment Tool

You can find all of these resources and more by visiting: chcworkforce.org/bundle/star%20b2-center-original-resources

OTHER RESOURCES

- [A Toolkit for Recruiting and Hiring a More Diverse Workforce](#) UC Hastings College of the Law. University Health Services, UC Berkeley
- [AWAKE to WOKE to WORK: Building a Race Equity Culture](#) - ProInspire. Equity in the Center.
- [Bias Interrupters: Tools for Organizations](#) -The Center for Work Life Law
- [Countering Bias in Hiring](#) - King County.
- [Cultural Humility: A Concept Paper](#) - Foronda, C., Baptiste, D., Reinholdt, M., and Ousman, K. (2016).. *Journal of Transcultural Nursing*, 27(3), 210-217
- [Diversity, Equity & Inclusion](#) – Society for Human Resource Management (SHRM)
- [Emotional Wellness Toolkit](#) – National Institutes of Health (NIH)
- [Equity & Social Justice Strategic Plan Racial Equity Tools](#) - King County (Seattle)
- [On-Demand Webinars](#) - JustLead Washington

READY TO LEARN MORE?



Check out the STAR² Center Self-Paced Courses:

chcworkforce.elearning247.com

And the STAR² Center's Podcast Series, STAR² Center Talks Workforce Success:

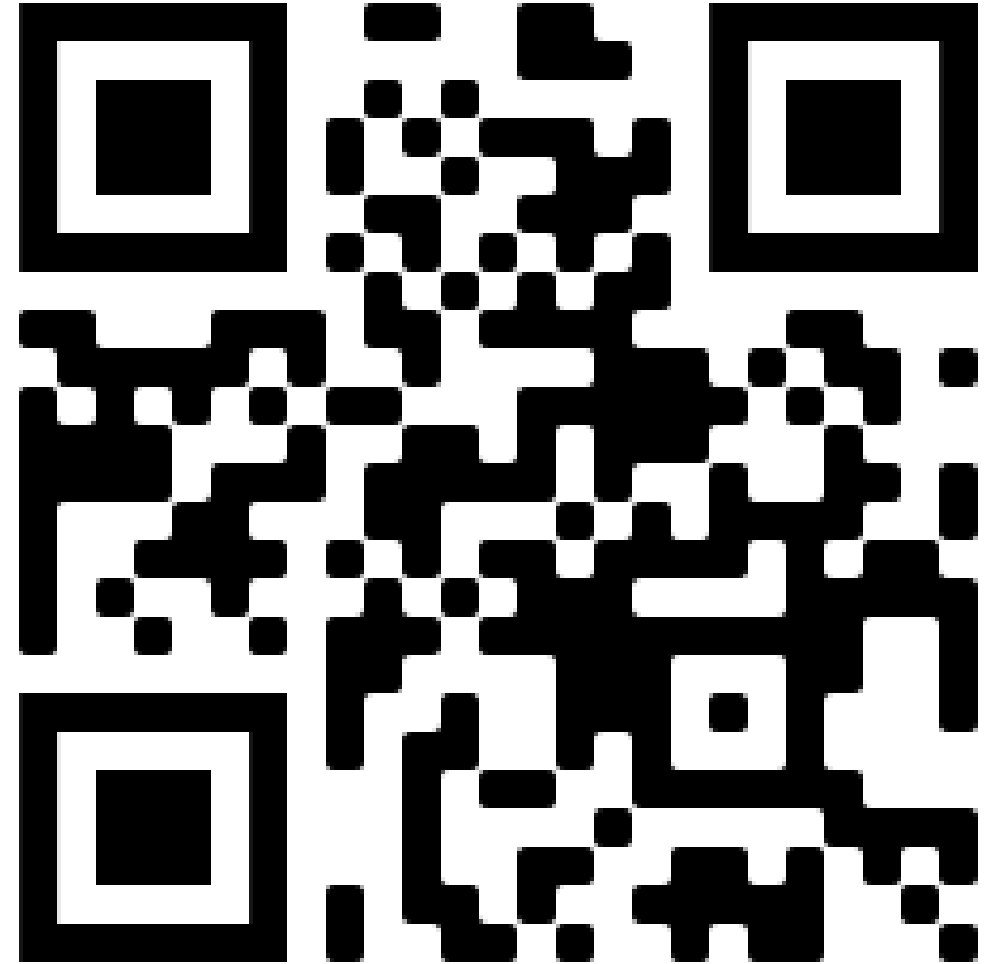
[chcworkforce.org/web_links/star%^{c2}%b2-center-chats-with-workforce-leaders](http://chcworkforce.org/web_links/star%c2%b2-center-chats-with-workforce-leaders)



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