



# How Much?: Understanding the Role of Compensation in Retention

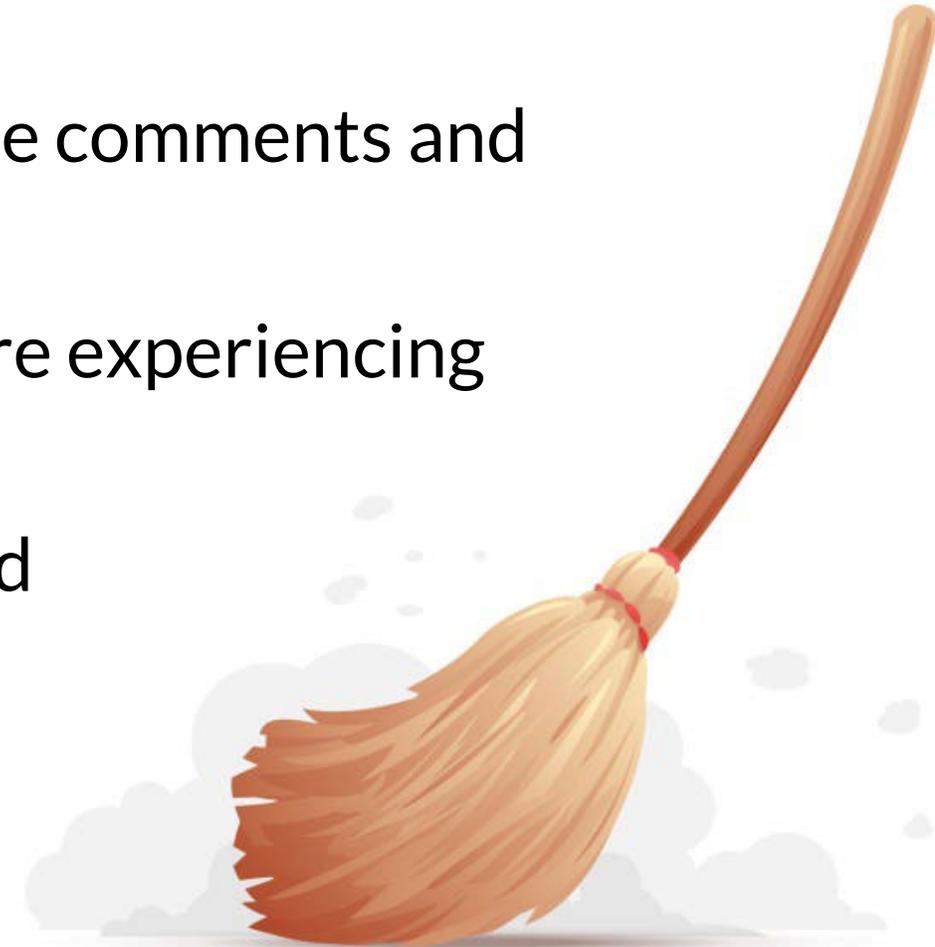
**Workforce Professional Development Series: Session 1**  
**Thursday | October 23, 2025 | 3:00 – 4:00 PM ET**

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# HOUSEKEEPING



- This session is being recorded. The **recording and slides** will be provided to all registrants.
- Use the **chat box** to ask questions or 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.



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Recruitment & Retention

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- National Cooperative Agreement awarded in 2014
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# 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

Effective  
Compensation  
Structure

Organizational  
Norms Focused  
on Engagement

Tested  
Recruitment &  
Retention  
Strategies

Health  
Professions  
Training Program

Chief Workforce  
Officer

High-Functioning  
Managers

Policies &  
Procedures that  
Support HC  
Mission & Values



# Components of a Comprehensive Workforce Plan



HP-ET Plan

# RETENTION PLANNING

## Key Areas

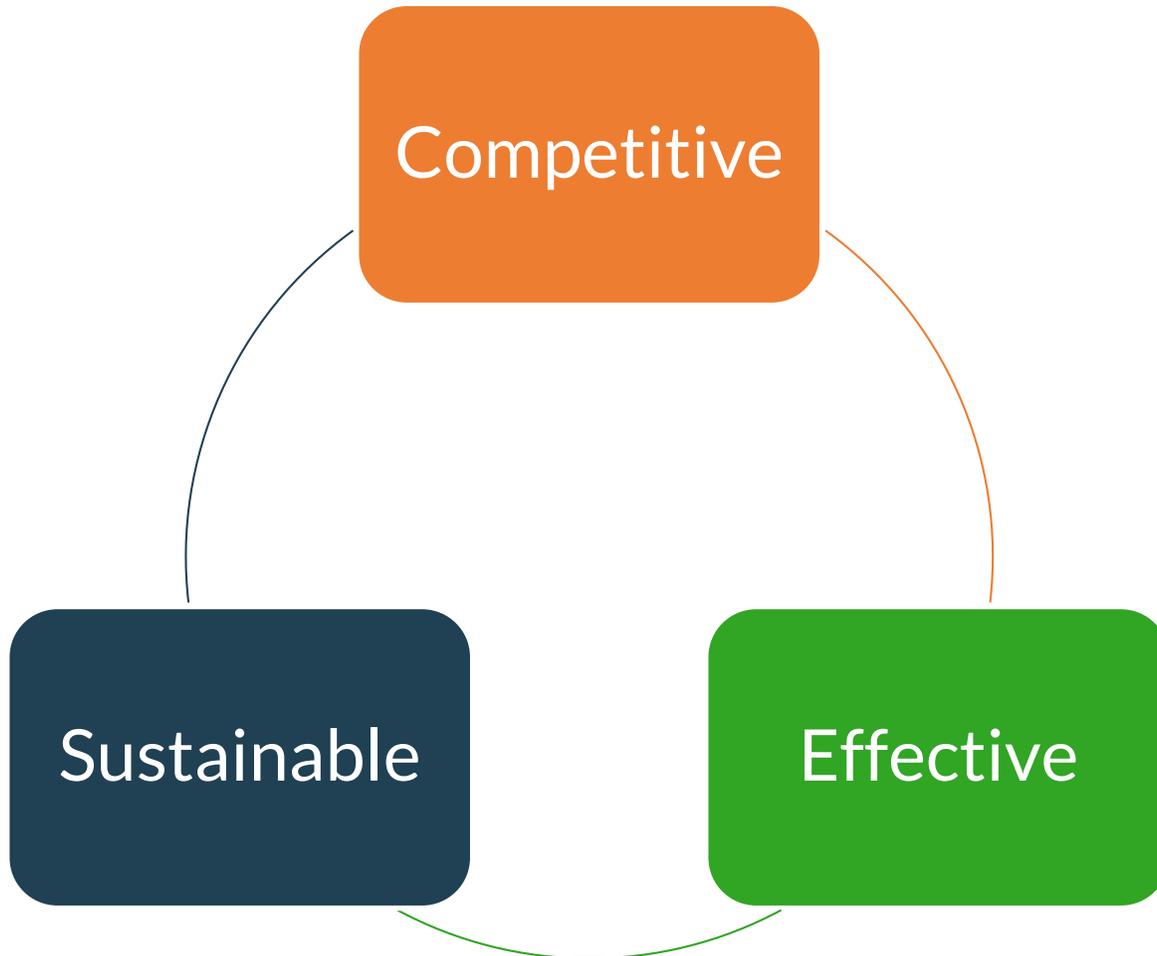


What are your most pressing challenges to workforce retention?



# COMPENSATION STRUCTURE

## Key Elements



An **effective** compensation structure takes a **sustainable** approach to building a total compensation package that is **competitive** and attractive to potential and current staff.

# WAGE STAGNATION

From 1979 to 2020, salaries grew by 17.5%.  
In contrast, productivity grew by 61.8%.

- Juhohn Lee, CNBC, [Why American Wages haven't Grown Despite Increases in Productivity](#)



# TOTAL COMPENSATION PACKAGE

What It Means?



- Base Salary
- Bonuses
- Benefits
- Professional Development
- Career Pathways
- Promotions/Raises
- Continuing Education
- Workforce Well-being



# COMPENSATION PHILOSOPHY

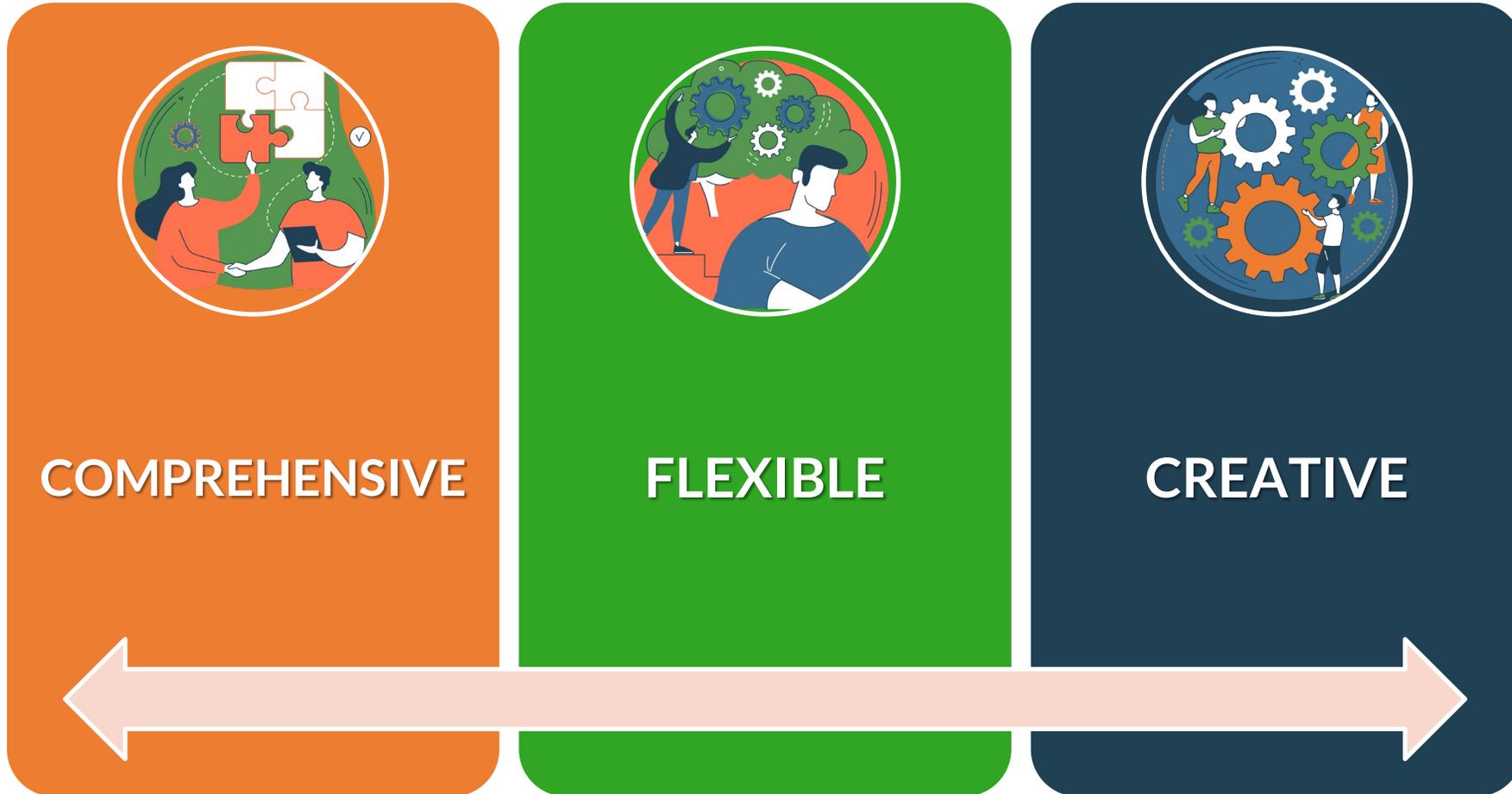


- Formal written statement (similar to a mission statement)
- Serves as the foundation for an organization's compensation policies and practices
- Guides the planning and execution of a pay audit
- Highlights organizational commitment to its workforce
- Helps to determine pay structures
- Focuses on pay, benefits, and other factors that contribute to the total compensation package
- Should be made available to the entire organization



# PROVIDING BENEFITS

What Is Needed?



COMPREHENSIVE

FLEXIBLE

CREATIVE

Talk to Staff | Assess Usefulness | Meet the Need

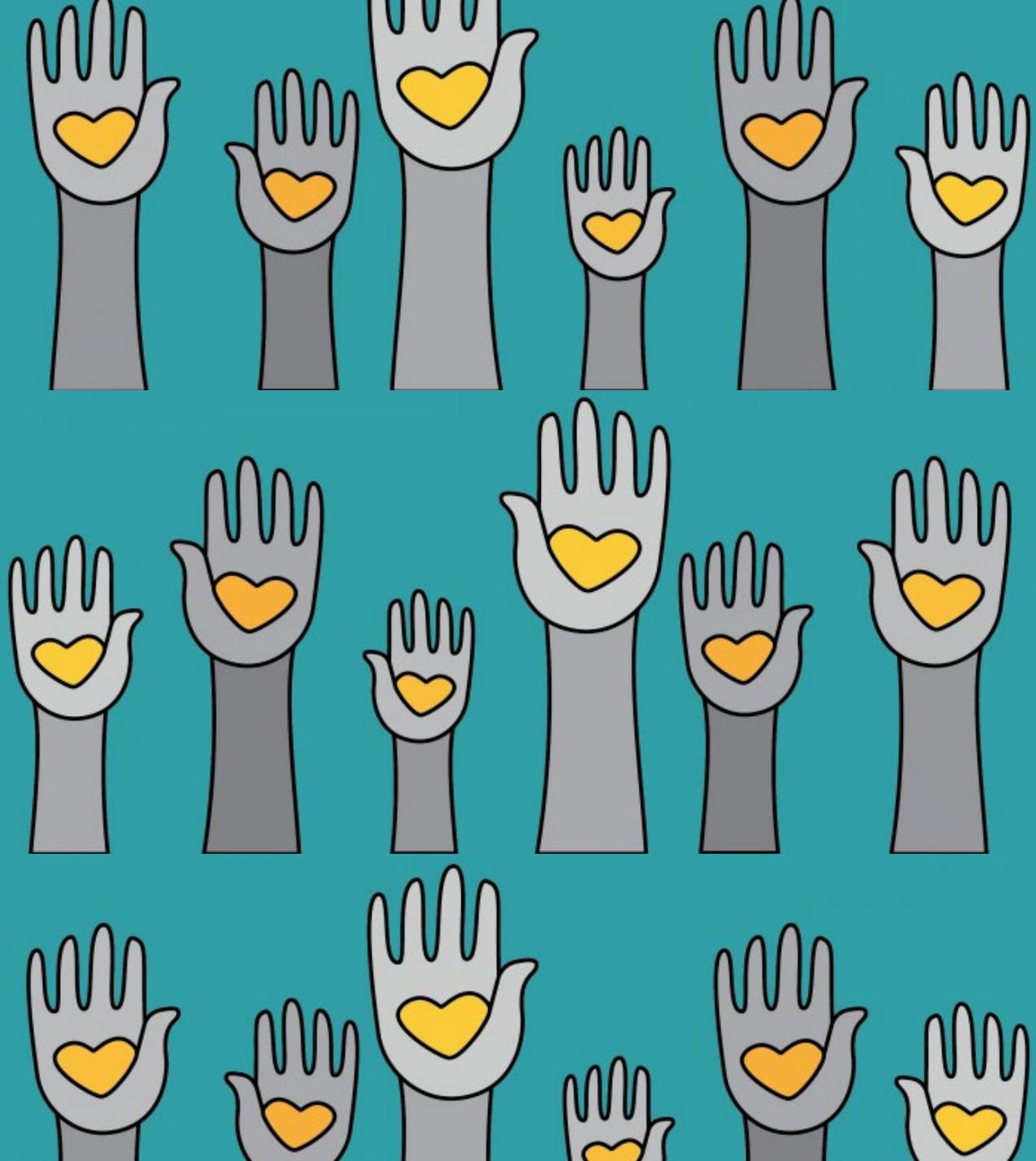
# HOW TO TALK TO STAFF?



- Be prepared to explain:
  - Policies and procedures
  - Salary ranges and reasoning
  - Deciding factors for bonuses and raises
    - Bonuses should be available for **ALL** staff
  - Benefits – show value
- Be open to concerns, critiques, feedback, and different staff needs
- Brainstorm flexible, adaptable benefits and career paths



How do you talk to  
staff about  
compensation and  
salary?



# COMPENSATION IN JOB ANNOUNCEMENTS & INTERVIEWS



- Include salary ranges in job postings
  - Required in some states
- Discuss compensation right away
  - First interview
    - Ensure pay expectations between candidate and employer align
    - Explain compensation philosophy
- Discuss and quantify benefits



# COMPENSATION & ONBOARDING



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



# A CULTURE FOCUSED ON FINANCIAL WELLNESS



- Provide financial literacy classes
- Host speakers and training opportunities
- Offer solutions to ease your employee's financial stress
- Hold annual workshops for retirement planning assistance and setting long-term financial goals
- Provide employees with a **thriving** wage



# PAY/COMPENSATION AUDIT



1. Secure leadership buy-in
2. Develop a compensation philosophy
3. Identify goals, outcomes, timelines, and resources
4. Understand the legal context of pay/compensation
5. Research internal compensation policies and practices
6. Gather data
7. Run an analysis
8. Interpret data
9. Communicate findings and propose action steps
10. Act and implement remediation practices
11. Continue to test and monitor



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**



# INVEST IN THE WORKFORCE



## Turnover is **EXPENSIVE!**

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

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?

# QUESTIONS



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