



Creating and Sustaining an Organizational Culture of Wellness

Wednesday, September 27, 2023

Michelle Fernández Gabilondo
Associate 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)

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

Contact us: 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 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

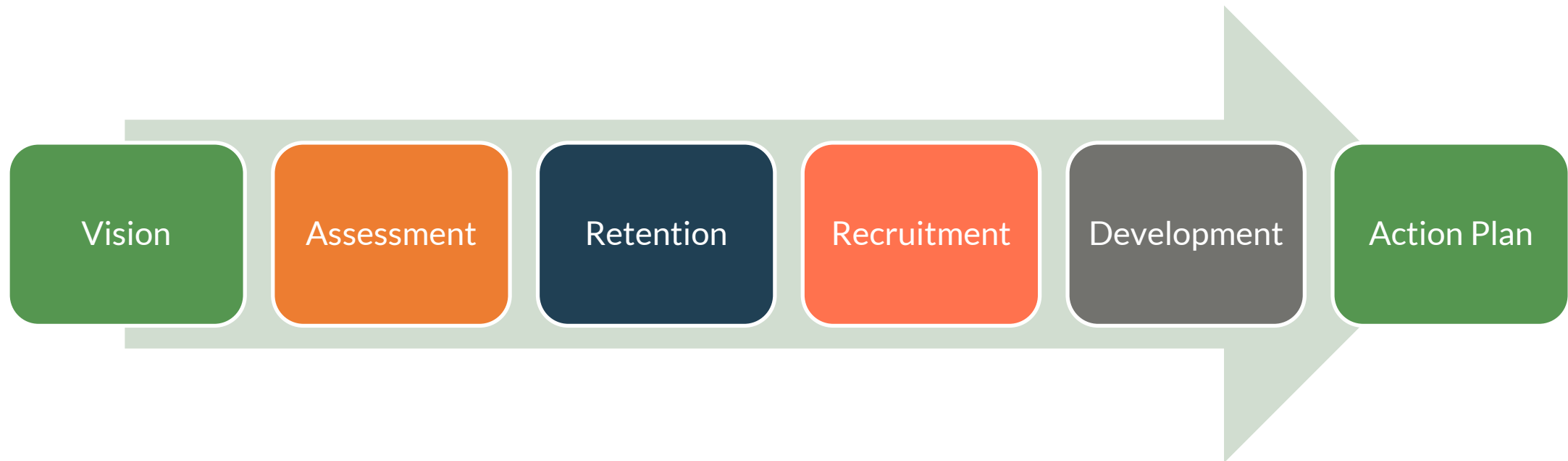
Policies that
Support Diversity
& Cultural
Respect

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

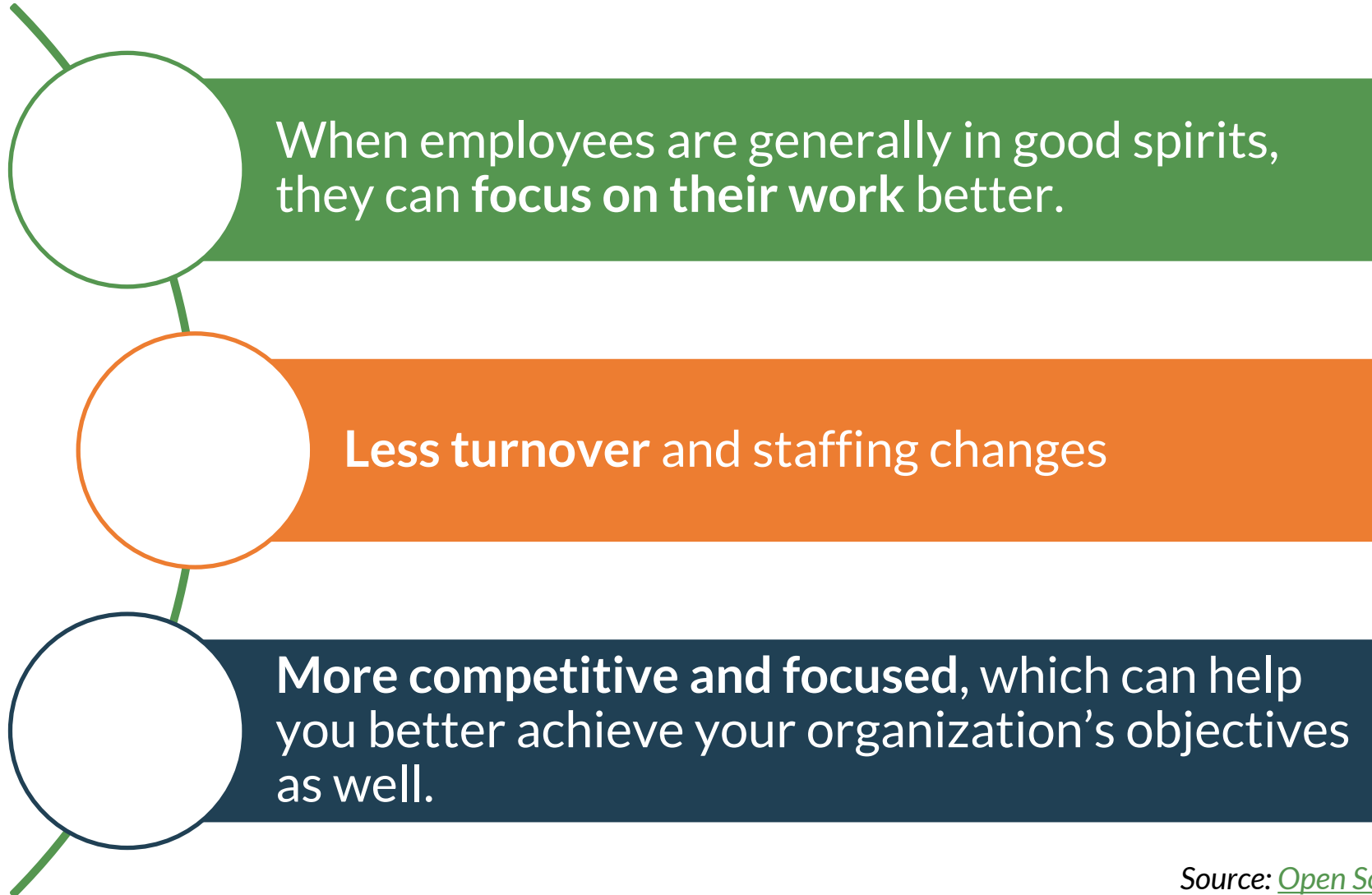
- An active process of being aware and being able to make choices that lead toward an outcome of optimal holistic health and wellbeing.
- The dynamic process of living a healthy and fulfilling life. Wellness encompasses the many areas of our lives that impact our health and well-being.
- Can involve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



HEALTHISM

- 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?



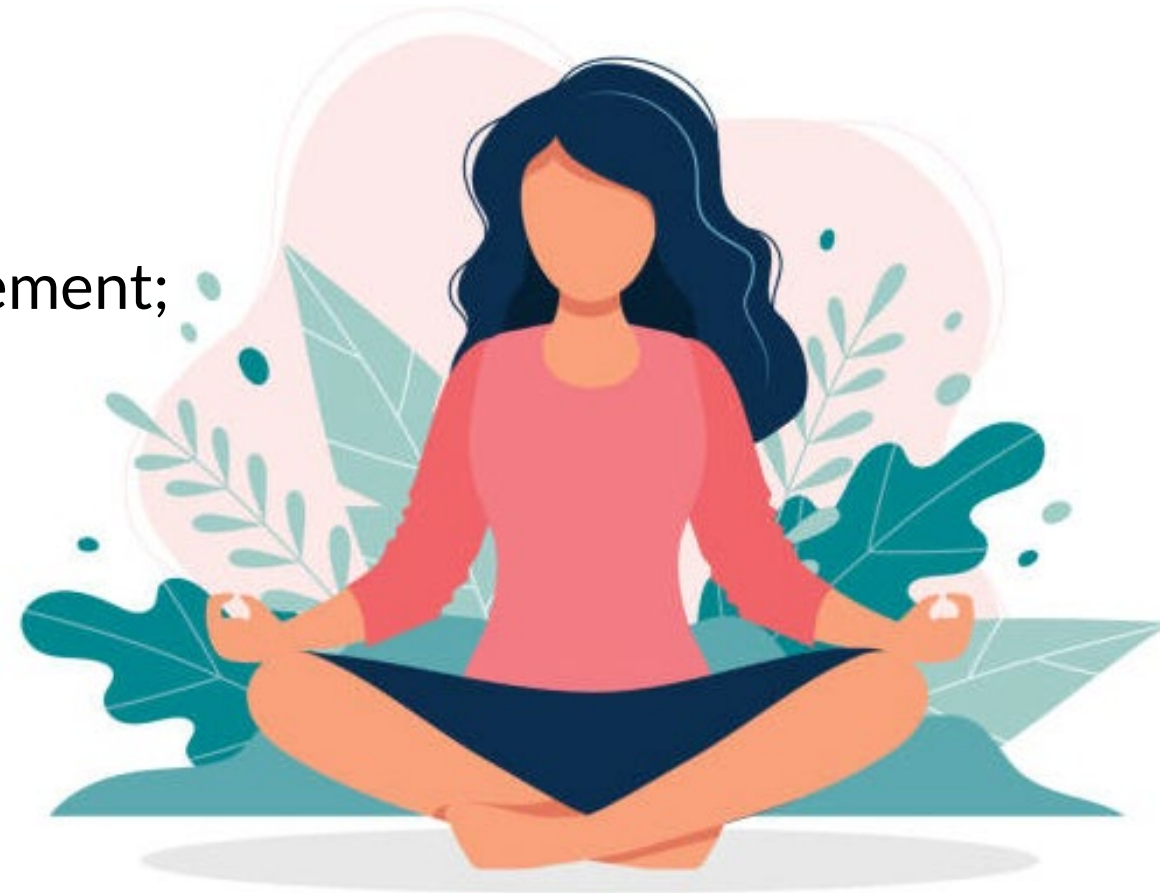
Source: [Open Source Workplace](#)

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

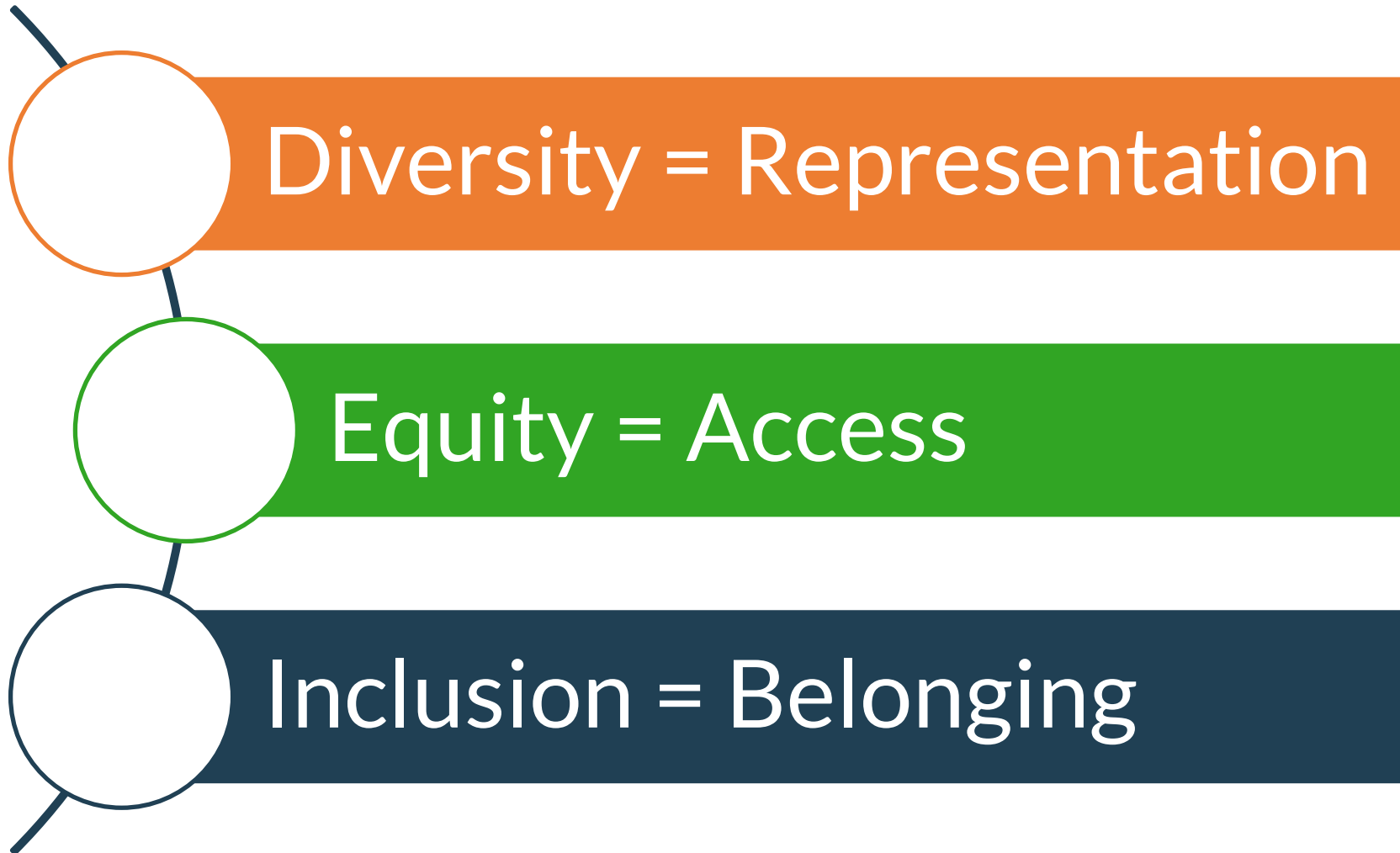


(Social) Justice: An analysis of **how power, privilege, and oppression impact the experience of our social identities.** It reflects a society, community, and institution mutually shaped to meet the needs of all groups through full and equal participation and creates physically and psychologically safe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



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



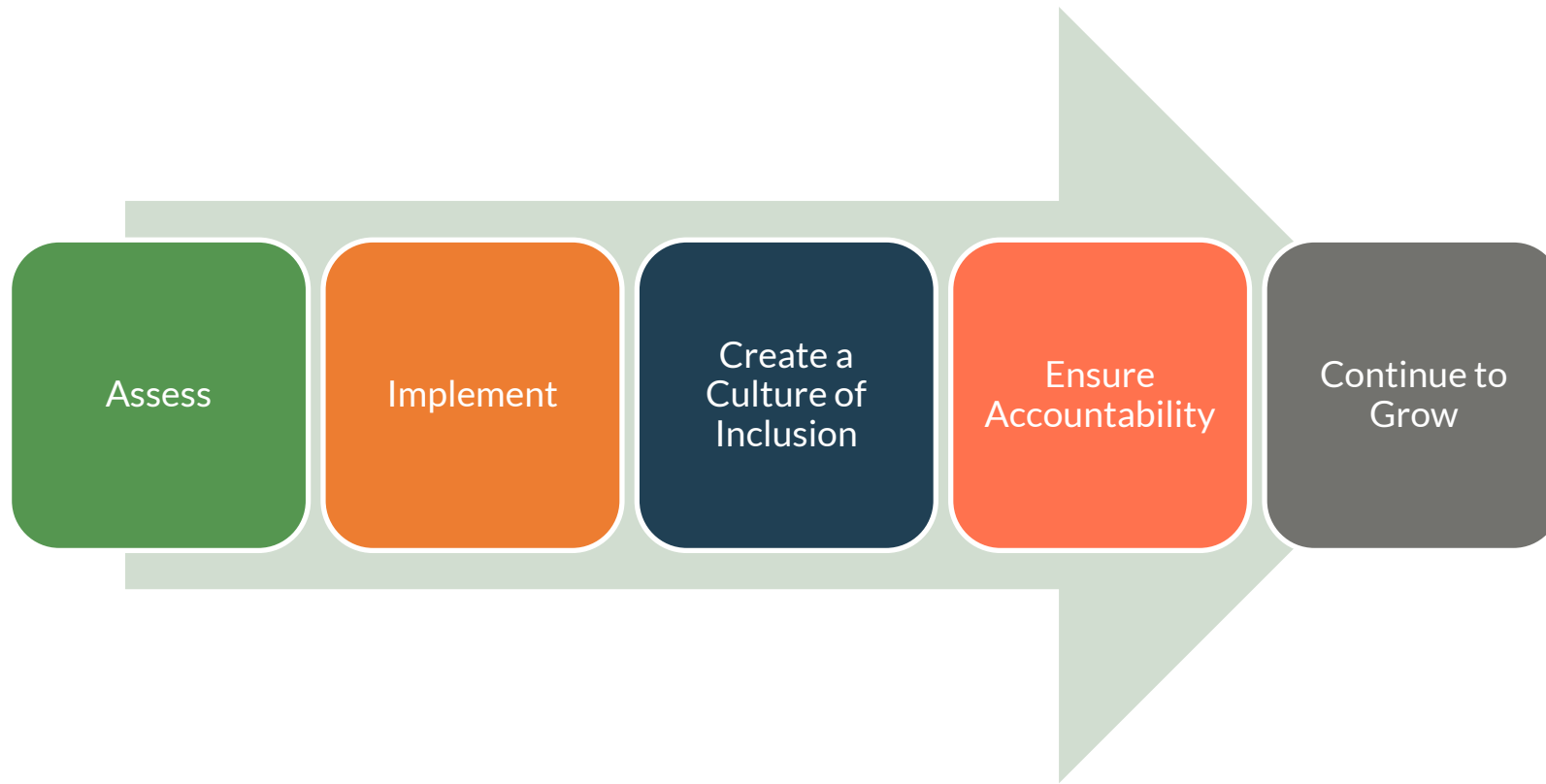
Inclusive and diverse recruiting, hiring, training, engagement, and promotion

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!

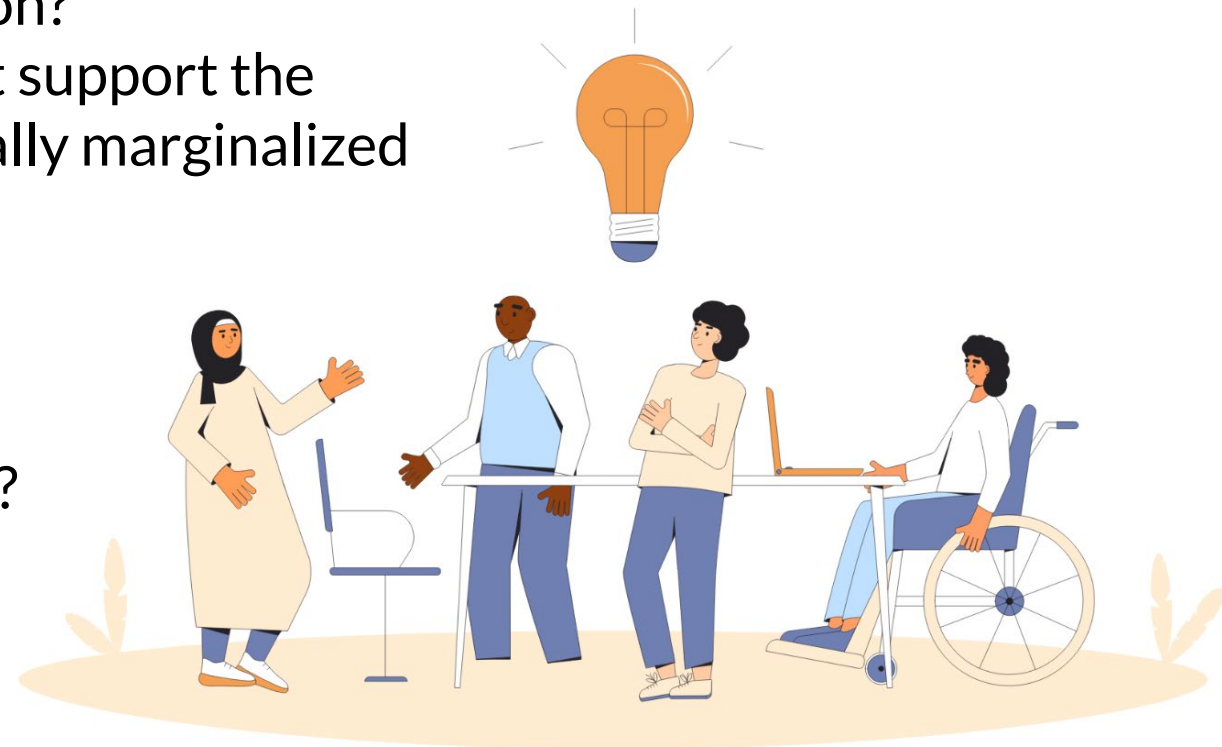


EVALUATING R&R STRATEGIES

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?



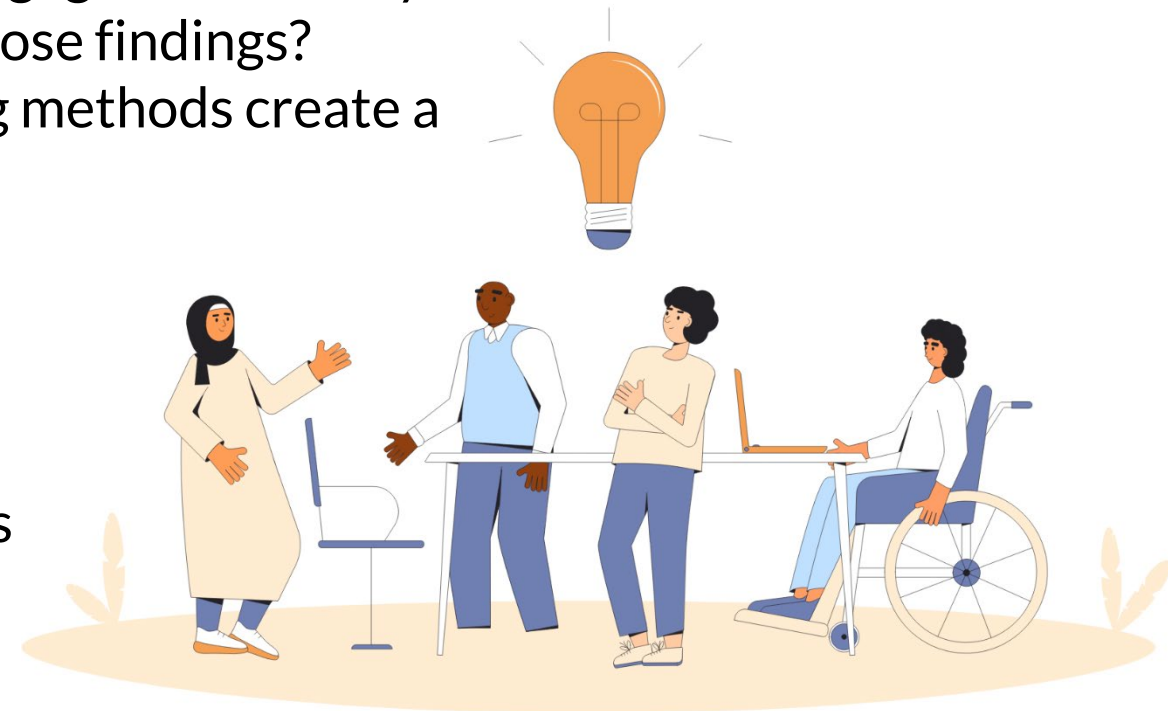
Source: [Washington State Diversity, Equity and Inclusion \(DEI\) Council](#)

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



STAY IN TOUCH!

 Chcworkforce.org

 Clinicians.org

 info@clinicians.org

 844-ACU-HIRE

