

IHA-AHP Recruitment and Retention Strategies for Healthcare Leadership Series



WEBINAR 3

Dotting the “i”s”: Compensation and Benefits as Incentives for Workforce Longevity

September 13, 2022



Housekeeping

- This is an interactive session to promote learning and dialogue.
- During the session we will have polls to get your input on key questions. Your input is vital.
- If you have a question during the session, please feel free raise your hand or enter your question into the chat. We will respond!
- Your participation and input is vital and will inform discussion topics for the future sessions of this learning community.

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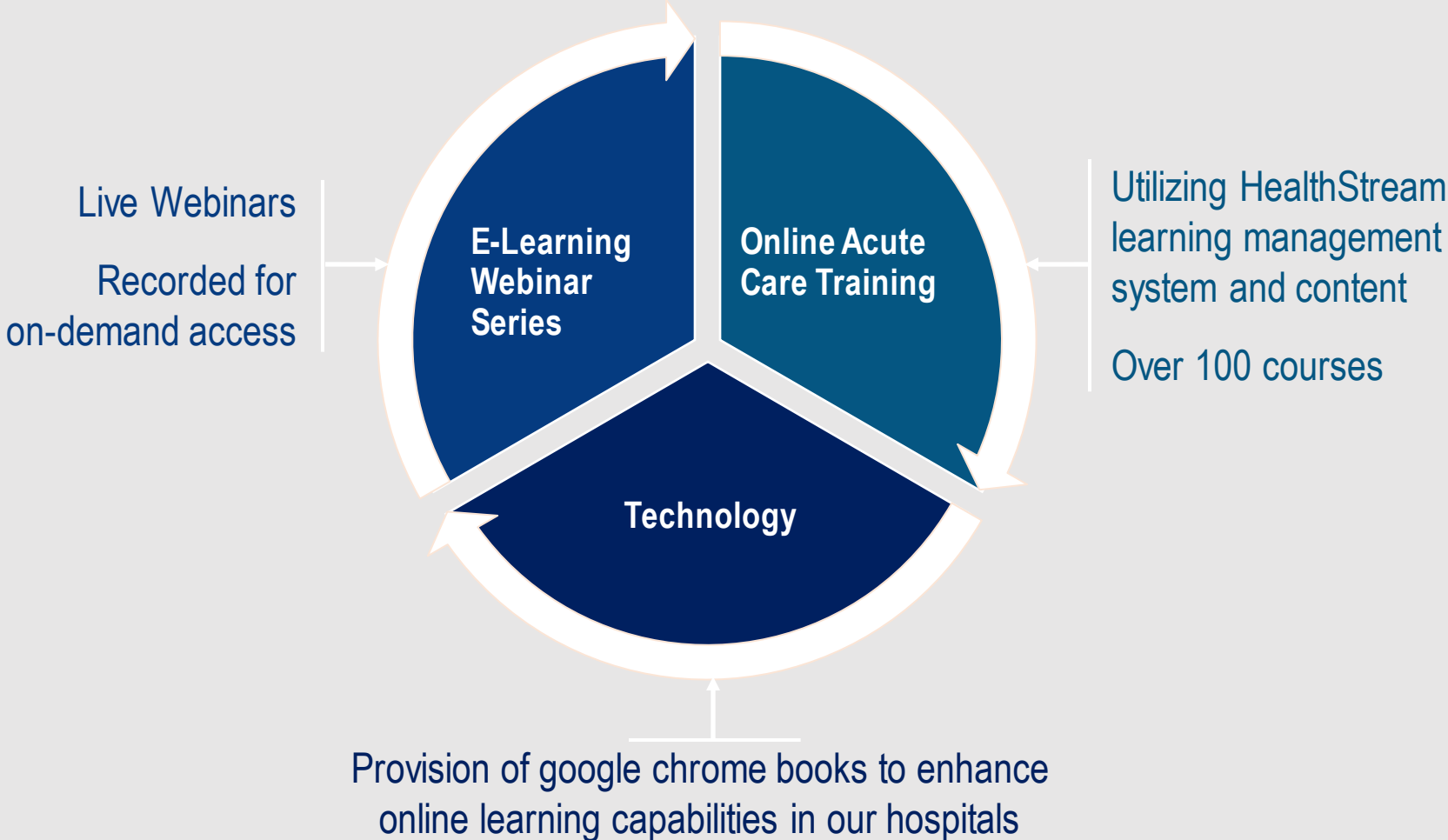
ACKNOWLEDGEMENT

Support for this statewide initiative is provided through a grant by the Mother Cabrini Health Foundation.

Thank you to the Foundation for its generous support.

Overall Goal and Components of Grant

Creation of a set of tools for IHA member hospitals to retain and recruit essential healthcare workers.



The Partnership Collaborating in Providing this E-Learning Webinar Series



IHA Webinar Partner

Advocates for Human Potential, Inc. (AHP) is nationally recognized for its expertise in training and technical assistance for healthcare providers and systems. AHP has focused from the beginning on improving the systems that support organizations and people in achieving health and wholeness.



Meet Today's Presenters



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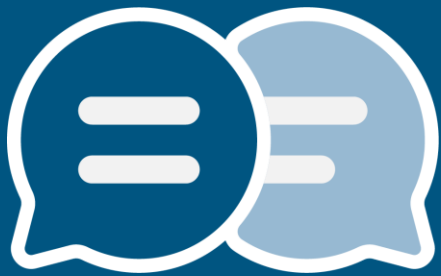
MASSACHUSETTS OFFICE/Sudbury



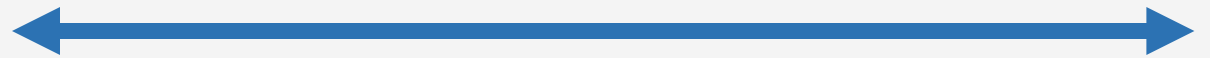
Check-in:

Think about non-monetary perks, activities, or interactions that added value for YOU at your workplace.

How would you rate these in terms of contributing to your staying with an organization?



1 2 3 4 5 6 7 8 9 10



Not much
value...

Incredibly
important in
my experience

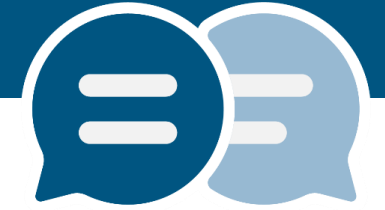
After Today's Session, You'll Be Able To:



1. Describe strategies, beyond direct compensation, to recognize, reward, and retain staff
2. Recognize the importance of workplace culture as a matrix of incentives
3. Identify types of non-monetary benefits that contribute to this matrix
4. Start to identify partners within the community who might contribute to your benefit package

1 Framing the Challenge





Critical Losses in Labor Force

- Retirements
- Great Resignation
- Fewer 18+ entering workforce

[Retirements Pew Research](#)

[Labor_Challenges_Pew_Research](#)

Tremendous Financial Strain

- Pandemic = \$54B in losses in healthcare systems nationally
- More than a third of US hospitals have negative operating margins

[AHA-KH-Ebook-Financial-Effects-of-COVID-Outlook-9-21-21.pdf](#)

Education, Training, and Upskilling

- Low levels of cross-training
- Lack of articulated career pathways
- Expensive, rigid training and education pipelines

Poll #1: Compensation and Incentives



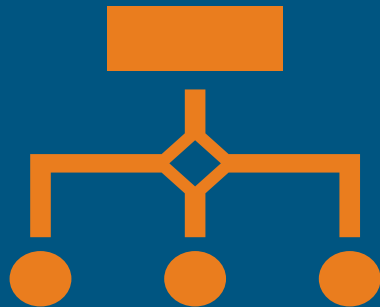
What is your #1 pain point on compensation and incentives?

- Parity (across positions in-house)
- Parity (with other healthcare systems)
- Lack of mid-level occupations for steppingstones to advancement
- No resources for incentives
- Cost of staffing with "travelers"
- No viable "point person" in-house for managing new initiative
- Other (Please enter in chat)

Holistic Approach to Compensation



Compensation and Benefits: 3-legged Stool



- Direct Compensation
- Indirect Compensation
- Workplace Culture

Direct Compensation: Data

Use your baseline data to assess efficacy so you can plan.

What does your data tell you?

- *Does your vacancy or turn-over rate have a direct connection to compensation?*
- *Did turnover rates decrease recently?*
- *Are employees satisfied or engaged?*
- *What do you learn from exit interviews?*
- *What do you learn from stay interviews?*

Make changes to your plan and practices based on what you learn.

How does your data on compensation compare within the region, state, nationally?



Adjusting Wages and Compensation

- Encourage transparent pay scales, career pathways and promotion practices
- Analyze and use recruitment, retention, and reimbursement data to justify increasing salary levels

Indirect Compensation



Benefits, PTO, Perks!

[How to Keep Employees From Leaving in a Hot Job Market | Psychology Today](#)

Develop HR Policies and Plan for Recruitment and Retention

[How to Conduct Stay Interviews: 5 Key Questions | SHRM](#)

Establish Clear Career Pathways

[Steps to Create a Career Development Plan | The Balance Careers](#)

Poll #2: Workplace Culture



Which terms best describe(s) your workplace for staff?

- People-focused
- Siloed by department or function
- Welcoming and inclusive
- Fast-paced and productive
- Fast-paced and taxing
- Isolating for some
- Engaging with a growth mindset

Take Aways and Next Steps



Wellness and Wellbeing as Strategies to Support Recruitment, Retention, and Reduced Turnover

Work in healthcare is HARD! COVID exacerbated stress for staff.

- Develop workplace culture that acknowledges the stressors of work
- Design decision-making strategies that are inclusive of staff at all levels (maximum appropriate involvement)
- Make small changes that could have a big impact
- Offer wellness and wellbeing programming for staff to reduce burnout



**Culture eats strategy
for breakfast.”**

– Peter Drucker

Top Takeaways for Management: Wellness and Behavioral Health

Identify and Promote

Remove Stigma

Psychological Safety

Iroquois Health Association Workforce Investment Organization (IHA WIO) Courses: Mental Health & Wellbeing

Essentials of
Emotional
Intelligence

Practicing Self-
Care and
Personal Care

Resilience in
Healthcare for
Clinical Workers

Resilience in
Healthcare for
Non-Clinical
Workers

Helping in a
Mental Health
Crisis

Understanding
Grief

Suicide
Prevention

[Acute Care Training Program | IHA WIO](#)

[2022 IHAWIO - Acute care Training Program Overview.pdf\(Shared\)- Adobe cloud storage](#)

Case Study

Employee Wellness

Delivering Resiliency and Wellness

Massachusetts General Hospital

Mindfulness: the ability to stay present and defer judgment in the face of adversity

Coping: the application of strategies to effectively manage stress

Social Support: empathic interpersonal interactions in response to functional needs

Self-Efficacy: perceived ability to adaptation under adversity

[Delivering Resiliency and Wellness Programs to Medical Center Staff - MGH Psychiatry News \(mgropsychnews.org\)](#)

Case Study

Employee Wellness

Delivering Resiliency and Wellness

Run Pilots and Tailor Initiatives to Specific Audience

First Year
Clinical

Second Year
Residency

Early Career
Non-clinical

Long-term
Staff

Shift
Supervisors

Case Study

Employee Wellness

Delivering Resiliency and Wellness

- Strengthening interdisciplinary connections between departments
- Find wellness champions
- Identify existing staff wellness initiatives
- Budget for initiatives
- Finally, make staff wellness initiatives accessible to staff. Do your homework and survey what your staff is willing to attend and would enjoy participating in.

[Delivering Resiliency and Wellness Programs to Medical Center Staff - MGH Psychiatry News \(mgpsychnews.org\)](#)

Case Study

Employee Wellness

Making an Investment in Wellness

Memorial Hospital Community Health and Wellness (Illinois)

Wellness Challenges

Team Building

Volunteering

Lab Work

Self-care Items

[Local hospital invests more than \\$20,000 in employee wellness program | WGEM](#)

The How-To's of Positive Workplace Culture

- Welcoming: Onboard with intentional support toward integrating new people onto a team
- Recognition (culture of appreciation)
- Career development and support
- Candid and supportive assessment and supervisory practices
- Work-life balance (protocols that truly support it)
- Supports for wellness (upgraded lounges; Wellness Crash Cart)



Top Takeaways for Management: Workplace Culture

Identify an
accountable leader

Set aside resources

Walk the walk

Case Study

Workplace Culture / Community of Practice

Mission: Revise and Realign

Wayne UNC Health Care endeavors to bridge the gaps between the urban, tertiary academic medical center and rural, community healthcare. “One UNC Health” includes the **deliberate system of values** that guide this **cultural integration**, firmly centered on patients and communities. With the ultimate goal of a shared culture and strategy, Wayne UNC Health Care will continually adapt to the changing needs and expectations around the state. **Bidirectional learning and growth** fuel this goal, and all senior leaders receive **extensive training** on leading change.

[Wayne UNC Health Care: Enhancing a Positive Culture | ache.org](https://www.ache.org)

Case Study

Workplace Culture /
Community of Practice

Mission: Revise and Realign

Carolina Care

- Patient and caregiver care

One Great Team

- In-house team-building

Leading the Way

- Workforce development

It Starts With Me

- Individual accountability

Lit Review

Workplace Culture / Community of Practice

Improving Patient Experience *and* Staff Well-Being

Emphasize the Positive

- Help staff recognize when their care is at its best

Value Psychological Safety

- Create the space for team members to speak up and speak out

Fix the Systems

- Seek input from both clinicians and non-clinicians to identify where to weed out meaningless activity

Case Study

Workplace Culture /
Community of Practice

Creating Space(s)

Spacious
Staff
Lounge

Private
Patios

Sleep
Rooms

On-the-Unit
Offices

Bringing
Nature
Indoors

[How new Marin, Sonoma hospitals are being designed to ease caregiver burnout, turnover \(northbaybusinessjournal.com\)](http://northbaybusinessjournal.com)

Framework for DEI to Support Recruitment and Retention

JOB DESIGN FRAMEWORK

A FRAME OF RACIAL EQUITY AND INCLUSION

Racial equity is essential for good jobs and good workplaces. You can start wherever you want in this framework, but the job elements listed below will have the most impact if you apply them with an equity mindset.

The Pillars

CORE

The basic elements of a good job

Compensation

Sustainable pay and benefits

Work Environment

Stable hours and scheduling

Safety

Job security

Supervision Quality

Fairness and respect

Open communication

Anti-discrimination and anti-profiling policies

Transparent grievance process

SUPPORT

Help workers perform well and achieve stability

Training

Entry-level training

Cross-training

Internal Assistance

Supervisory training

Financial counseling

Cash assistance

Formal HR practices

External Supports

Tax credits

Childcare, transportation, housing (etc.) support

OPPORTUNITY

Help employees advance in their careers and develop their skills

Career Development

Specialized training

Educational benefits

Formal career pathways

Mentoring and Coaching

Peer mentorship

Job coaching

Acknowledgment

Internal and external recognition

Leveling of perks

Individual and team bonuses

Other financial incentives

VOICE

Employees are empowered, engaged, and have agency

Engagement

Measurement of engagement

Meaningfulness

Mattering

Improvement

Inclusive, continuous improvement processes

Participation

Participatory management

Autonomous teams

Formal representation

Employee stock ownership

The Result

Becoming an employer of choice is a strategy, not an accident. Designing your jobs for equity and inclusion will help you build a great company where your employees thrive.

Top Takeaway for Management: Recruit Inclusively

“Don’t meet every single requirement? Studies have shown that women and people of color are less likely to apply to jobs unless they meet every single qualification. At our organization, we are dedicated to building a diverse, inclusive, and authentic workplace, so if you’re excited about this role but your past experience doesn’t align perfectly with every qualification in the job description, we encourage you to apply anyway. You may be just the right candidate for this or other roles.”

from an Indeed job posting

Lit Review

Inclusive Practices

Recognizing How Wellness Includes Inclusion

Host Subject Matter Experts

- Discuss racial battle fatigue, microaggressions, emotional labor, self-preservation, and stamina for systemic change

Upskill Management

- Better equip leadership to address the mental toll social unrest

Embed Mindful DEI Practices

- Incorporate wellness, centering activities, and check-ins

Showcase Employee Stories

- Create opportunities for different perspectives to be shared and encountered

[Supporting the Well-Being of Your Underrepresented Employees \(hbr.org\)](#)

Lit Review

Inclusive Practices

Employee Resource Groups (ERGs)

- Staff representation across organization
- Consensus of commitment to participate
- Range of topics
 - Mental health
 - Direct caregivers
 - Parenting under COVID

[Supporting the Well-Being of Your Underrepresented Employees \(hbr.org\)](#)

IHA WIO Courses: Diversity, Equity, and Inclusion



**+36 other DEI
focused offerings**

[Acute Care Training Program | IHA WIO](#)

[2022 IHAWIO - Acute care Training Program Overview.pdf\(Shared\)- Adobe cloud storage](#)

Case Study

Inclusive Practices

Cultural Factors in Health Center Workforce Retention



Employees often choose to work with the center because of this demonstrated respect for native perspectives, despite their inability to pay as much as some other providers on the island.

Nadine Owen, Director of Quality Improvement
Waimanalo Health Center

Poll #3: Workplace Culture



What strategies are you currently using to foster an inclusive and positive workplace culture?

Choose as many as apply:

- Have staff recognition events/ activities
- Offer on-going training of supervisors to ensure they are well-prepared to support staff
- Speak to work-life balance and establish protocols that support it
- Establish wellness practices/ activities for staff such as a Wellness Crash Cart or midday meditation
- Provide training or webinars for staff development
- Provide opportunities for staff input

QUESTIONS



Next Webinars

Webinar Title	Key Concepts	Date
<p>Webinar 4: Granting Voice, Offering Growth: Training, Supervision, and Performance Management as Retention Strategies</p>	<ul style="list-style-type: none"> • What are best practices in performance management? • Where do you offer employee voice in the performance management process? • What types of “rewards” work for positive performance? 	<p>Tuesday, October 18, 2022</p>
<p>Webinar 5: Keeping It Fresh: Best Practices in Employee Engagement</p>	<ul style="list-style-type: none"> • How can you effectively gather information from employees to assess satisfaction? • Do employees have an opportunity to engage in improving the workplace? • What are the best practices to support employee work-life balance and overall health and well-being? 	<p>Tuesday, November 15, 2022</p>
<p>Webinar 6: Bolstering the Workforce: Resiliency, Workplace Wellbeing and Retention</p>	<ul style="list-style-type: none"> • How do you build a resilient workforce? What current strategies do you use? • What kind of support network do you have in place – professional/personal? • How might your organization better foster resilience for your employees? 	<p>Tuesday, December 13, 2022</p>

***All webinars from 12pm – 1pm EST**



Important Links

Resource Page

<https://www.ihawio.org/recruitment-retention-webinars-and-resources/>

All webinars will be recorded and available at the above link with copies of each presentation

To learn more about workforce development, see AHP's landing page:

<https://www.ahpnet.com/Rotating-Banner-Landing-Pages/Workforce-Development>



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Resources

Framing the Challenge

- [Retirements Pew Research](#)
- [Labor Challenges Pew Research](#)
- [AHA-KH-Ebook-Financial-Effects-of-COVID-Outlook-9-21-21.pdf](#)

Holistic Approach to Compensation

- [How to Keep Employees From Leaving in a Hot Job Market | Psychology Today](#)
- [How to Conduct Stay Interviews: 5 Key Questions | SHRM](#)
- [Steps to Create a Career Development Plan | The Balance Careers](#)

Resources

Take Aways and Next Steps: Wellness

- [Report Reveals Healthcare Workers' Strained Mental Health | Healthcare Innovation \(hcinnovationgroup.com\)](#)
[Labor Challenges Pew Research](#)
- [Acute Care Training Program | IHA WIO](#)
- [2022 IHAWIO - Acute care Training Program Overview.pdf\(Shared\)- Adobe cloud storage](#)
- [Delivering Resiliency and Wellness Programs to Medical Center Staff - MGH Psychiatry News \(mgpsychnews.org\)](#)
- [Local hospital invests more than \\$20,000 in employee wellness program | WGEM](#)

Take Aways and Next Steps: Workplace Culture

- [Wayne UNC Health Care: Enhancing a Positive Culture | ache.org](#)
- [Improve Patient Experience, Clinician Well-Being | Beckers Hospital Review](#)
- [How new Marin, Sonoma hospitals are being designed to ease caregiver burnout, turnover \(northbaybusinessjournal.com\)](#)
- [https://nationalfund.org/wp-content/uploads/2022/02/National-Fund-Job-Design-Framework-1360x918.png](#)
- [Supporting the Well-Being of Your Underrepresented Employees \(hbr.org\)](#)

Additional Resources

- Website (IHA): [Caring Gene® | Caregiver Jobs in New York | Caring Career Jobs](#)
- YouTube Video (Wellness Coordinator): [Innovative Wellness Program Shows Employees They're Valued - California Hospital Association \(calhospital.org\)](#)
- Podcast: [Building a Positive Workplace Culture in Healthcare that Lasts – Healthcare Experience Foundation](#)
- Guide/Report: [Strengthening the Health Care Workforce: Strategies for Now, Near and Far | AHA](#)
- Guide/Report (Section 2-Data): [Workforce | AHA](#)
- Website: [National Fund for Workforce Solutions](#)
- Article: [Report Reveals Healthcare Workers' Strained Mental Health | Healthcare Innovation \(hcinnovationgroup.com\)](#)
- Article: [Hospitals With the Happiest Work Cultures | HospitalCareers.com](#)
- Website: [Waimanalo Health Center | Ma'iola Services, Cultural Health Program](#)

Principles of Positive Workplace Culture

Rethinking Recruitment Principles

1. Be sure work culture is inclusive as backbone of professional work environment
2. Use outcome data to craft storyline about organizational successes
3. Create and share positive stories about the lives affected by your work
4. Ensure qualities of effective supervision are in place and share as organization's strength



People-first Processes

Think strategically to make joining workforce attractive

- Market your organization
- Add peers to your staff
- Think of ways to accommodate people with disabilities
- Focus on diversity with inclusion
- Individualize professional development plans

Tools for recruiting ...

- Develop a job description specific to whom you want to hire
- Invite new staff to attend a workplace event
- Ask incumbent staff to refer from their network (and offer referral bonuses)

Take Away – Best Practices



Think back to your first five years working in the healthcare workforce.

Of the 4 “sweet spot strategies” for retention, which one did or would have made a difference in your attitude toward your commitment to continuing to work in healthcare?

1. Recognition
2. Career Development
3. Culture of Appreciation
4. Supportive assessment and strong supervisory practice