



Practical Strategies for Reducing Turnover

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North Carolina Community Health Center Association (NCCHCA) Primary Care Conference

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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 22 National Training and Technical Assistance Partners (NTTAPs)
- Produces **FREE** Resources, Training, and Technical Assistance

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LEARNING OBJECTIVES



- Identify the core components of an organizational culture focused on wellness and retention and understand the role these components play in reducing turnover.
- Identify the prevalence of turnover in the field of healthcare and describe some of its causes.
- Apply strategies that specifically address the retention needs of all staff in a health center.

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

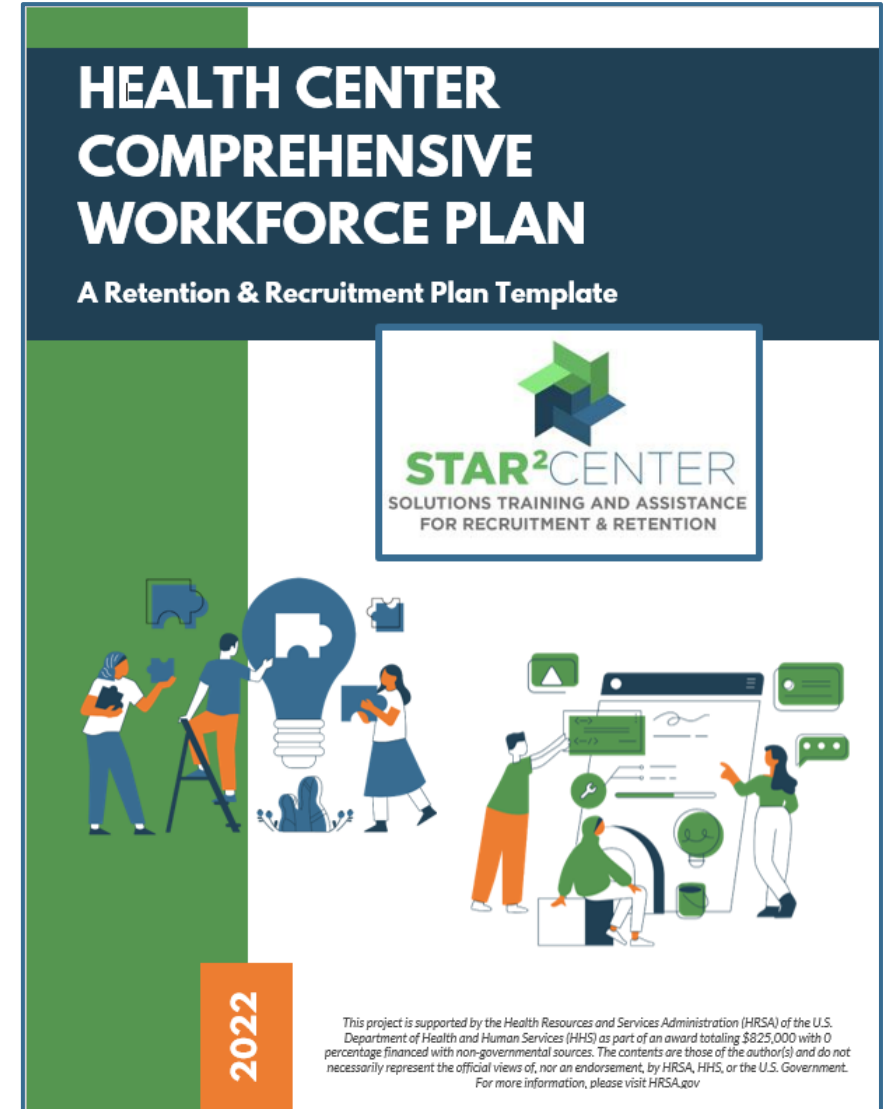
Policies that
Support Diversity
& Cultural
Respect



HEALTH CENTER COMPREHENSIVE WORKFORCE PLAN



Click [here](#) to access the
Health Center
Comprehensive
Workforce Plan!



HEALTH CENTER COMPREHENSIVE WORKFORCE PLAN

A Retention & Recruitment Plan Template



2022

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INVEST IN THE WORKFORCE



Turnover is **EXPENSIVE!**

*Calculate your health center's turnover costs by using the [STAR² Center Financial Assessment for Provider Turnover Tool](#) (newly updated!)



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?

THE WORKFORCE IS STRUGGLING



Resignation
Headaches
Insomnia
Hopelessness
Tired
Cynicism
Loneliness
Lacking Support
Moral Distress
Depression
Isolation
Triggering
Moral Injury
Frustration
Compassion
Fatigue
Worry
Exhaustion
Pain
Mental Health
Anxiety
Stress
Burnout
Guilt
Vicarious Trauma
Suicidality
Maladaptive Behaviors
Crisis
Vulnerable

STAFF SATISFACTION CHALLENGES



- Staffing
- Work Load
- Tools and Resources
- Pay and Promotion Inequity
- Scheduling
- Management
- Homogeneity
- Microaggressions, Discrimination
- Boundaries
- Toxicities (across a spectrum)



JEDI-B 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: Actively working to identify and eliminate barriers that have prevented full participation across differences in culture and circumstance. 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: Creating environments in which individuals and groups feel **welcomed, respected, supported, and valued** by eliminating practices and behaviors that marginalize. An inclusive climate **embraces differences** and offers respect in words and actions so that all people can fully participate in the organization's opportunities.

Belonging: At work, belonging takes the form of employees actively wanting to bring their **true selves** to work because they know it will be **celebrated and admired.**

BELONGING



INCLUSION

Action



BELONGING

Feeling



A CULTURE OF...

RETENTION

- Engaged
- Consistent
- Positive
- Transparent

RETENTION PLANNING

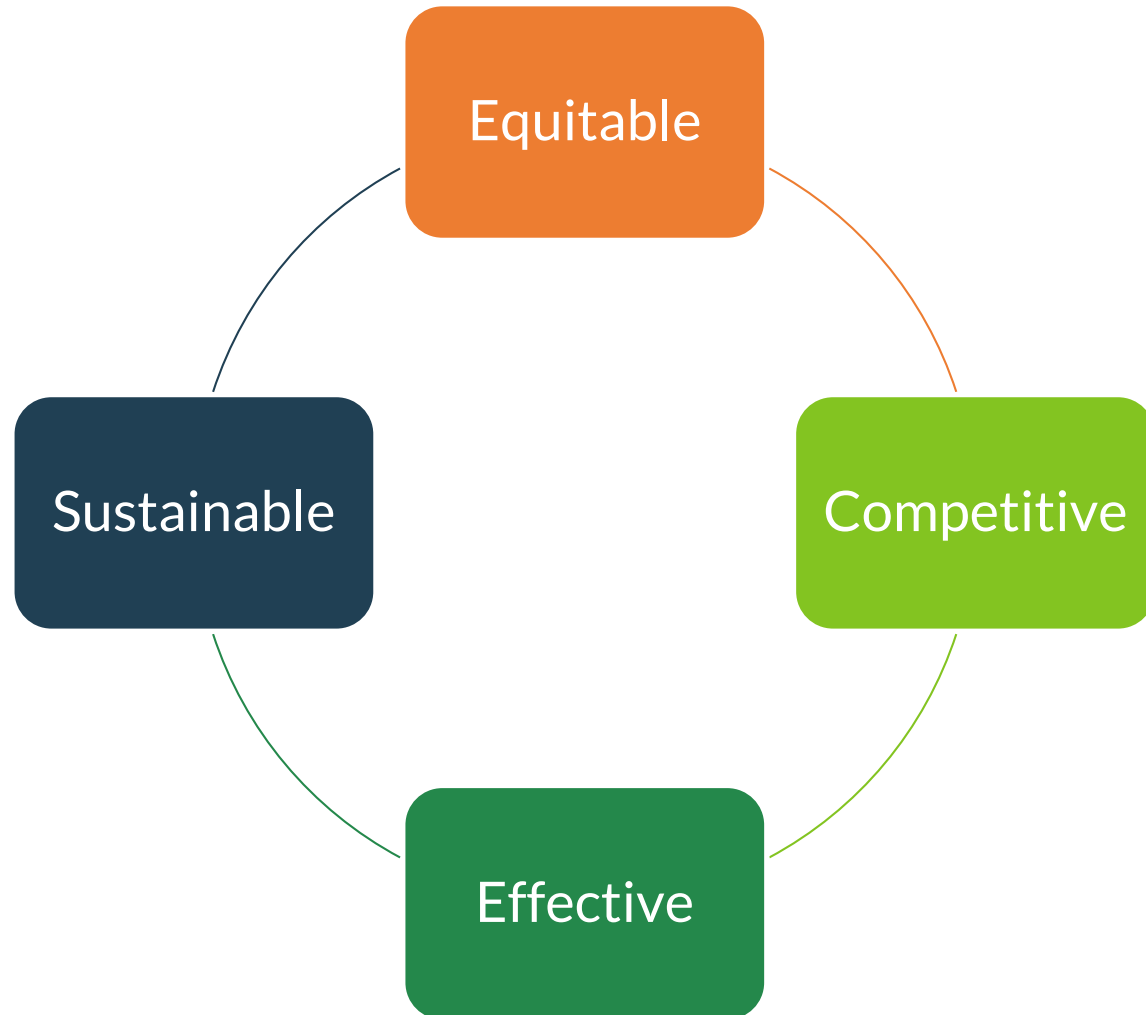


Leadership needs to
reflect the
organization's values in
its day-to-day actions

Alignment of a health
center's mission with
the beliefs and values
of its workforce is
critical



FOCUS ON COMPENSATION



Equitable and **effective** compensation structure defines a **sustainable** approach to total compensation that is **competitive** and attractive to potential and current staff and maintains fairness.

THINK ABOUT A TOTAL COMPENSATION PACKAGE



- Salary
- Bonuses
- Benefits
- Professional Development
- Career Pathways
- Promotions
- Culture
- Financial Wellness



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](#)



COST OF LIVING

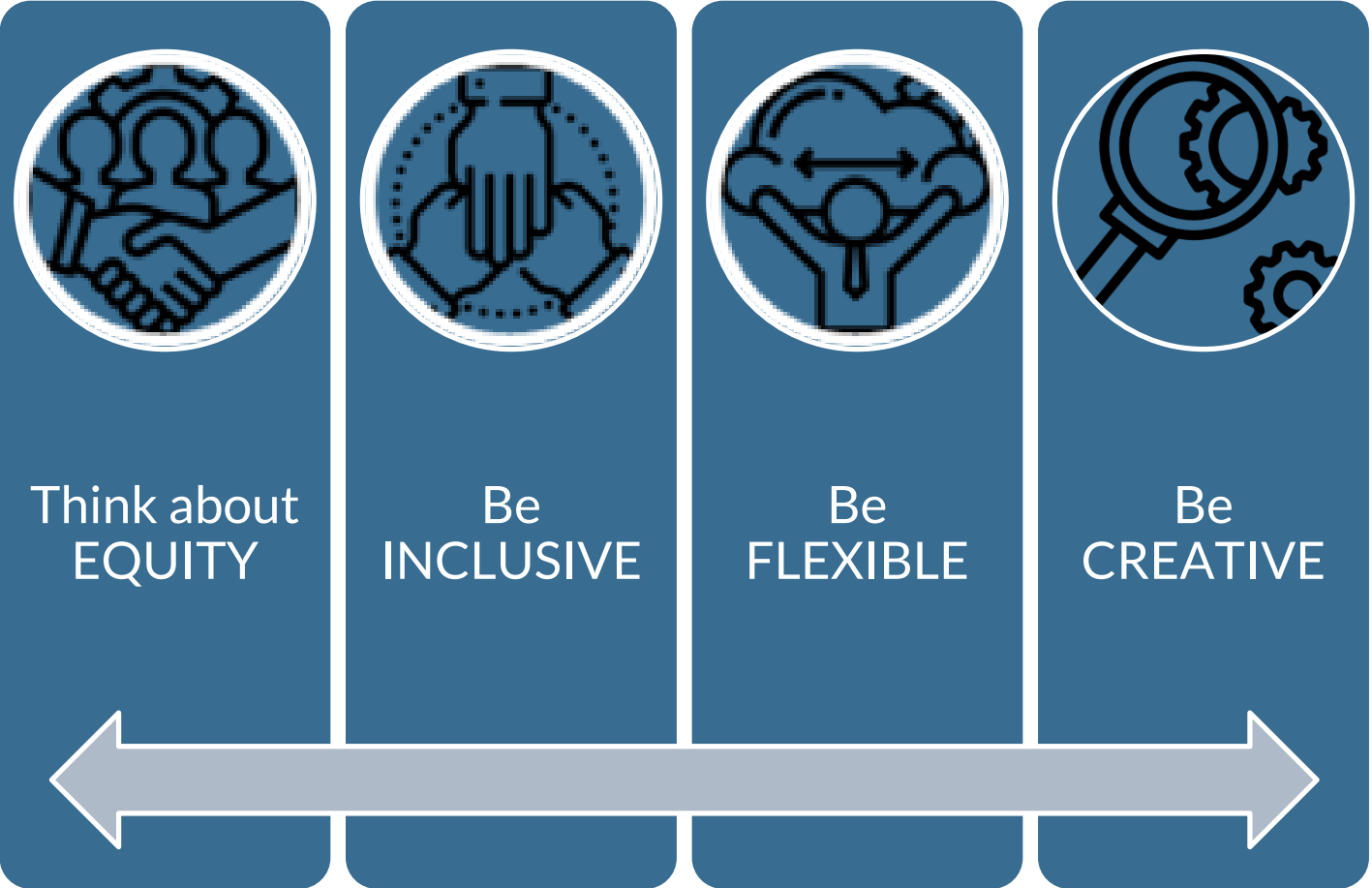


Salaries are **NOT** keeping up with the cost of living for many workers.

- In 2022, lowest earners spent an average of \$5,090 on food, representing 31% of their income.
- In contrast, highest earners spent an average of \$15,713 on food, representing 8% of their income.
- Cost of living varies by state (important to understand the cost of living in your state)
 - Hawaii is the most expensive with a total average annual expenditure (for essential expenses) of \$55,491, leaving about \$5,929 of annual disposable income
- As of February 2024, average home-sale price was \$385,000
 - In 22 states you need at least a six-figure income to buy a home
- The average rent for a 899 sq. ft. apartment is \$1713

Keep in mind this is an average. Individuals and family most likely pay more and where you live can create significant cost differences. These figures only represent essential needs. It does not account for medical debt, student loan debt, retirement, college expenses, unforeseen emergencies, or any other expenses not deemed “essential.”

FOCUS ON BENEFITS



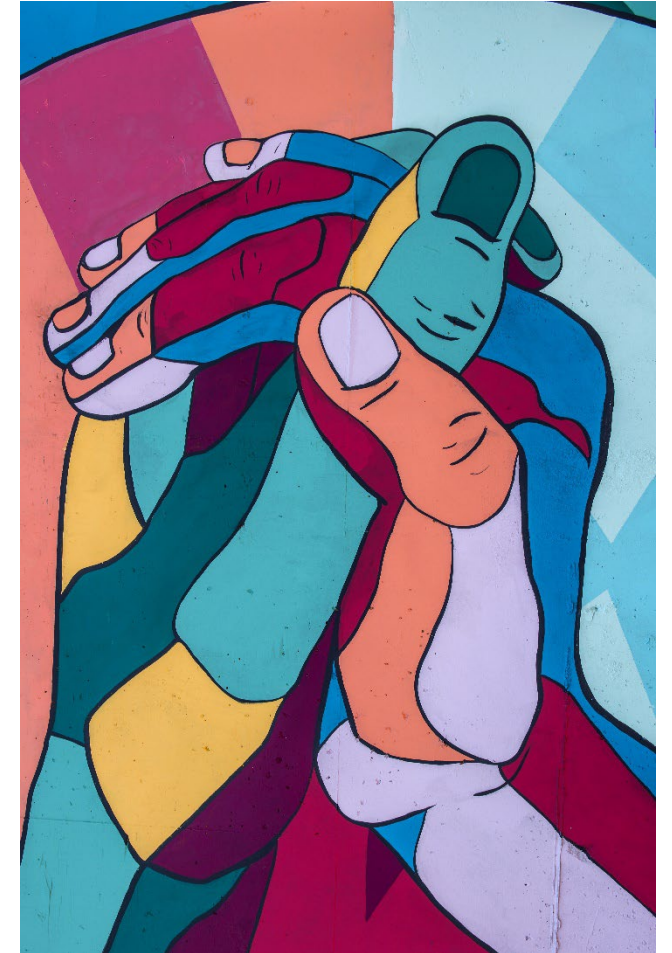
Speak with the workforce about what they need/want!

FOCUS ON BENEFITS

Think Outside the Box



- Does your healthcare plan include transgender care?
- Does your leave include maternal and paternal leave? Is it paid?
- Is holiday leave flexible and does it include people of different backgrounds and belief systems?
- Do you offer mentorship programs? If so, is it specific to BIPOC and other underrepresented/diverse groups?
- Are training programs offering students what they need?
- Does your leave policy define family broadly? (ex: bereavement leave)
- How much emphasis is put on continuing education and career ladders? Are you looking at it from a DEI lens?
- Do your benefits take into account parents (especially single parents)?
- How important is work-life balance in your benefits package?



WORK SCHEDULES

Flexibility Is Key



As of **2019**,

- Nearly **a third** of workers had sought out a new job because their current workplace didn't offer flexible work opportunities, such as remote work or flexible scheduling
- **Fifty-two percent** of respondents had tried to negotiate flexible work arrangements with their companies
- **Eighty percent** of those surveyed said that they would be more loyal to their employers if they had flexible work options
- About **two-thirds** of the workers said they are more productive working outside of a traditional office environment, citing fewer distractions and interruptions, reduced stress from not commuting, and minimal dealings with office politics as their main reasons.

REMOTE & HYBRID WORK SCHEDULES

- 9-5 work day has changed
 - Embrace generational differences
 - Understand the benefits for working students, parents, those with different needs
- Develop policies and procedures
 - Write them down!
 - Get input from staff
 - Make sure everyone understands
- Be aware of legal requirements
 - Ex: tax implications for employees working in different states
- Think about remote work needs
 - Access and cost of phone, computer, Wi-Fi, office materials
 - Consider offering stipends



CAREER PATHS VS. CAREER LADDERS



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ASSOCIATION OF CLINICIANS
FOR THE UNDERSERVED

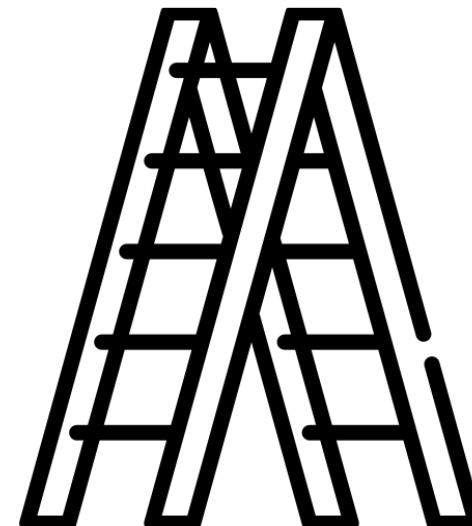


Definitions



Career paths encompass varied forms of career progression, including the traditional vertical career ladders, dual career ladders, horizontal career lattices, career progression outside the organization and encore careers.

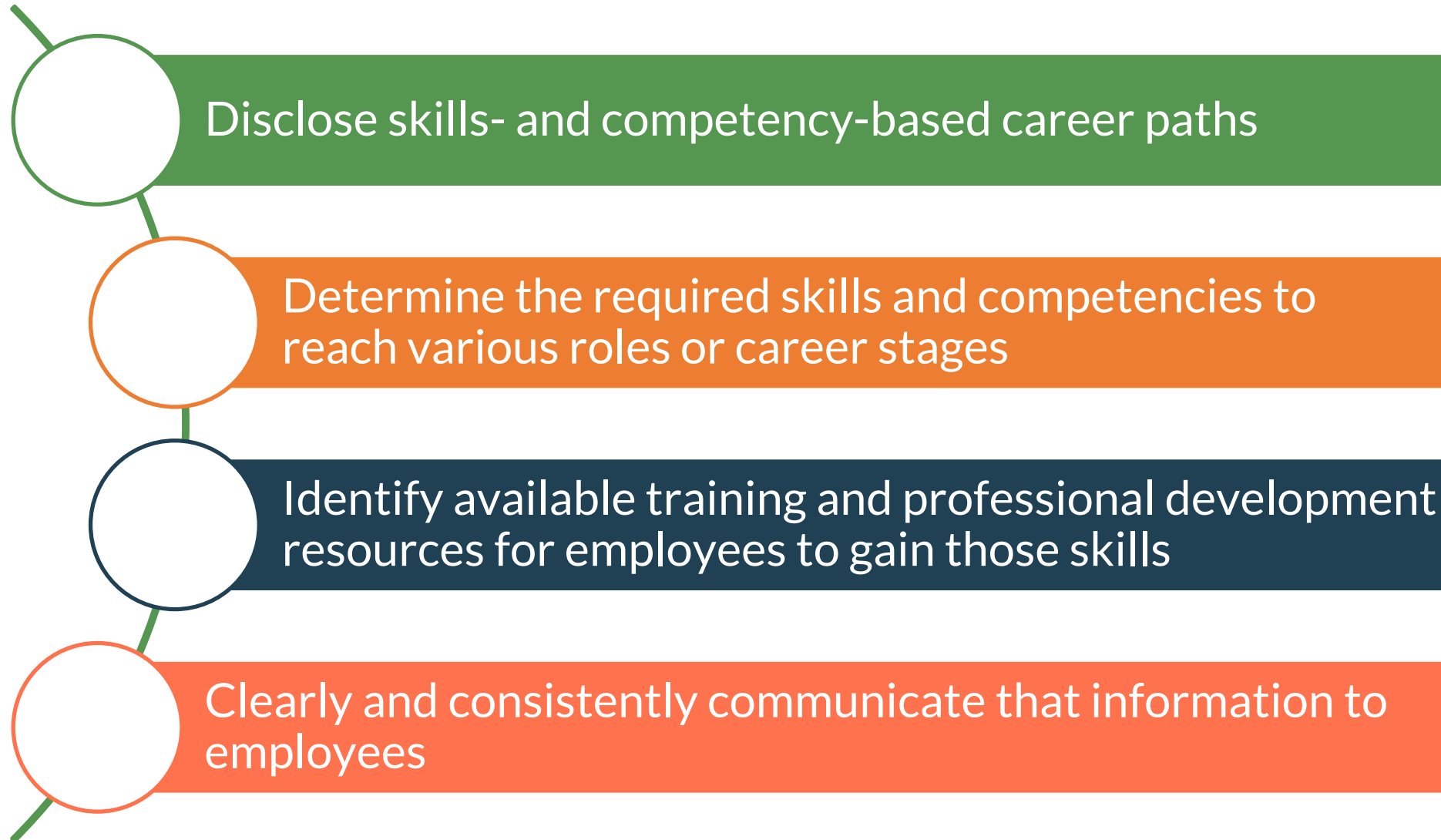
Career ladders are the progression of jobs in an organization's specific occupational fields ranked from highest to lowest based on level of responsibility and pay.



Source: [SHRM](#);
Images: [Flaticon](#)

CAREER PATHS

Key Steps



DEVELOPMENT OPPORTUNITIES

The Why

- Employees believe **professional development** is the number-one way to improve company culture
- **86% of professionals** said that they would change jobs if a new company offered them more opportunities for professional development



Source: [Harvard Business Review](#)

HP-ET TO “GROW YOUR OWN”

Benefits & Return on Investment (ROI)



- Increased employee satisfaction and retention equals less turnover
- Positive economic impact to community
- Less time to fill open positions
- Greater access to care
- Increased efficiency



* Nearly 60% of medical residents practice within 100 miles of their residency program and more than half stay in the same state.

PILLARS OF WELLNESS



Physical

Emotional

Financial

Communication

A CULTURE OF WELLNESS



WELLNESS



HEALTHISM

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**
- Work towards **pay equity** at your organization.

Source: [Open Source Workplace](#)



HOW TO CREATE A CULTURE OF WELLNESS

Communication

- What you say and what you do matters
- How you say it and the actions you take matter
- When and where you say it matters
- Practice **multi-directional communication** that is clear, concise, direct, and mindful
 - Create a dialogue
 - Don't be dismissive
 - Be open – listen, learn, adapt
- Take a **strengths-based perspective**
- Appreciation goes a long way!

Source: [Open Source Workplace](#)



BREAK THE SILOS!



PRACTICE PSYCHOLOGICAL SAFETY



Psychological safety is the **freedom to make mistakes, challenge the status quo, and express your thoughts, ideas, concerns, and opinions at work without fear of negative repercussions or judgement.**

- One component of a psychologically healthy workplace
- Focuses on healthy communication
- Allows workers show up authentically
- Helps improve workforce well-being
- Drives ideas, innovation, and success
- Acknowledges mistakes are healthy

Sources: [American Psychological Association](#); [Center for Creative Leadership](#); [Harvard Business Review](#); [McKinsey & Company](#)



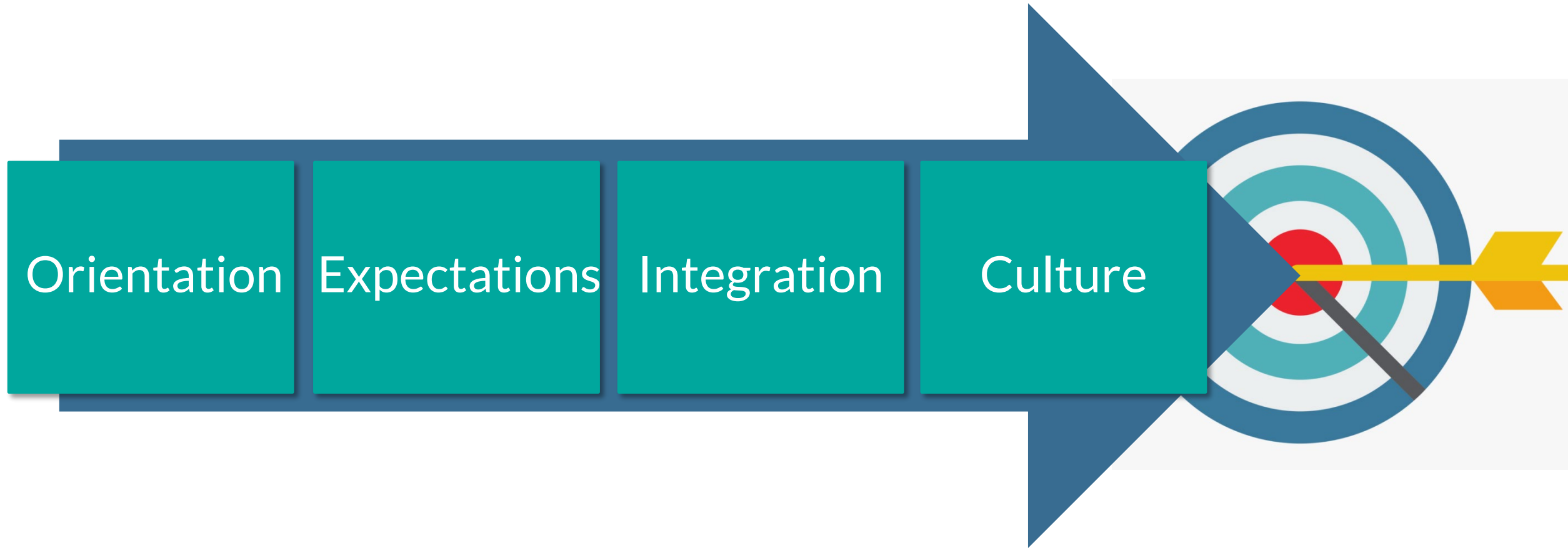


RECRUITMENT

RETENTION



ONBOARDING PROCESS



ORIENTATION



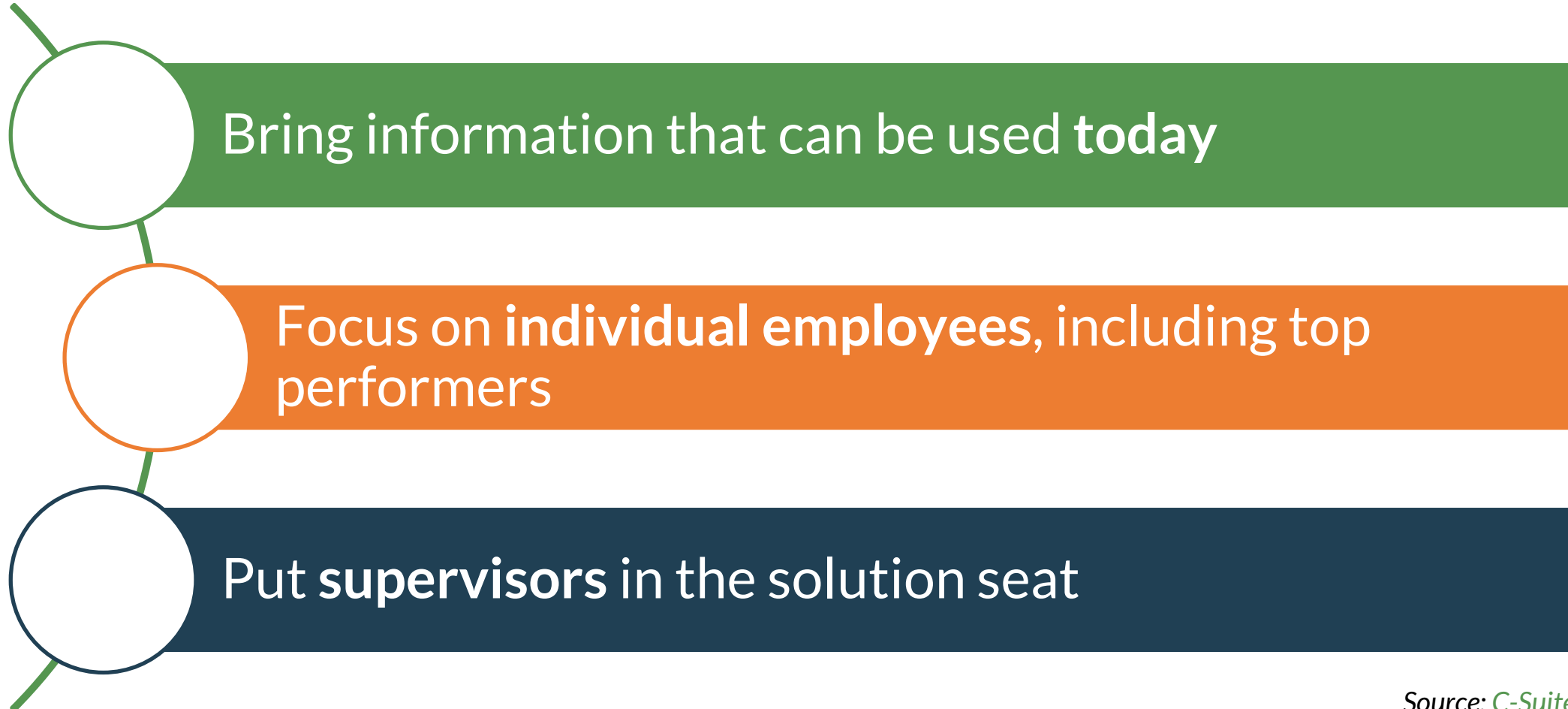
ONBOARDING

STAY INTERVIEWS

Why?



Stay interviews...

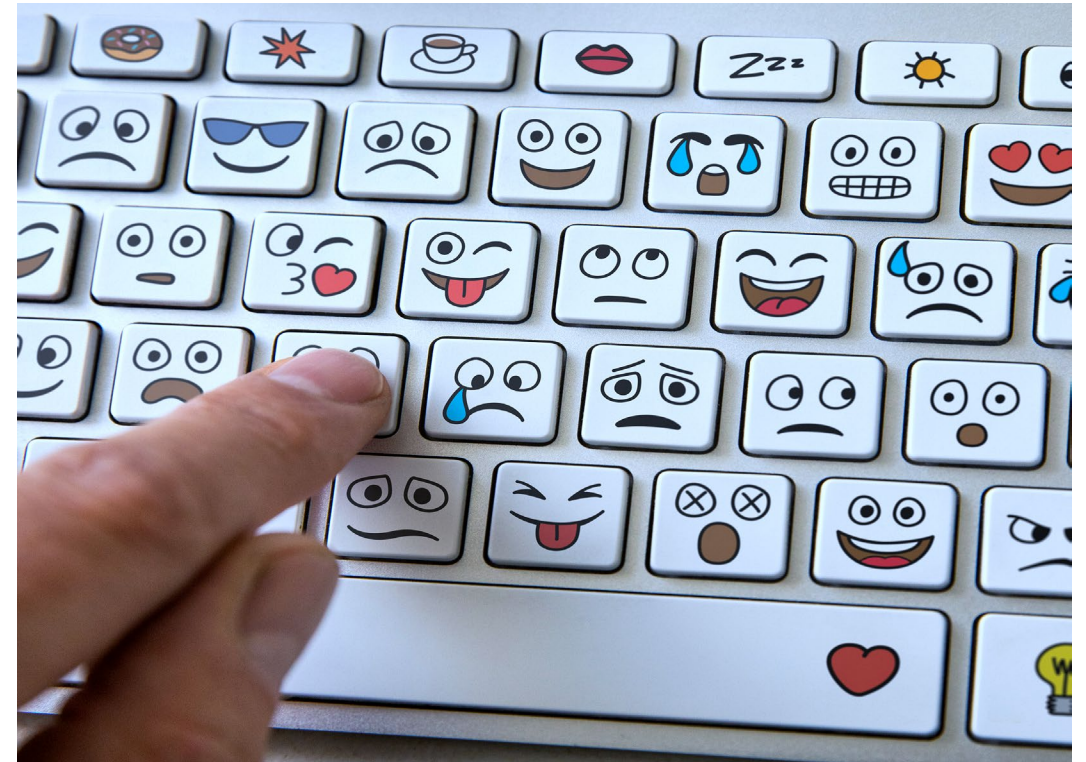


Source: [C-Suite Analytics](#)

RETAINING FOR THE EMPLOYEE LIFECYCLE



- Onboarding
- Engagement Surveys
- Stay Interviews
- Career Ladders
- Succession Planning
- Work/Life Balance
- Compensation Surveys
- Total Compensation Statements



QUESTIONS





STAR² CENTER RESOURCES



- [Recruitment & Retention Self-Assessment Tool](#)
- [Health Center Comprehensive Workforce Plan Template](#)
- [Pay Equity White Paper](#)
- [Financial Assessment For Provider Turnover Tool](#)
- [Building an Inclusive Organization Toolkit](#)
- [Onboarding Checklist](#)
- [HP-ET Financial Impact Assessment Tool](#)
- [The Growing Provider Shortage: Building the Case for Developing an HP-ET Program](#)
- [Building a Resilient and Trauma-Informed Workforce](#)
- [Organizational Leadership & Resiliency Toolkit](#)

[You can find all of the STAR² Center's free resources here](#)

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



LIVING & THRIVING WAGE RESOURCES

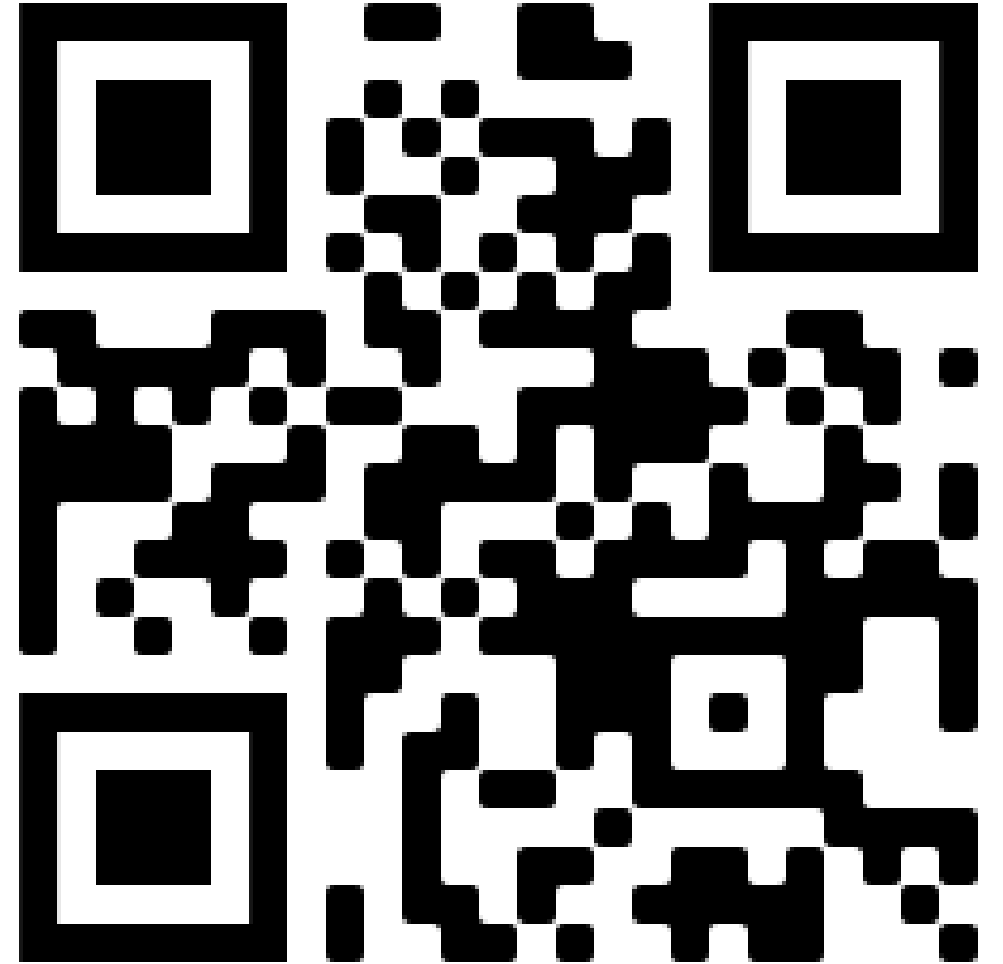


- Buffer – Salary Calculator: <https://buffer.com/salary-calculator/>
- GOBankingRates – This Is the Living Wage You Need in All 50 States: <https://www.gobankingrates.com/money/jobs/living-wage-every-state/>
- MIT – Living Wage Calculator: <https://livingwage.mit.edu/>
- Payscale – How to Ask for a Raise and Get It: <https://www.payscale.com/research-and-insights/how-to-ask-for-a-raise/>
- Vega Mala Consulting – How Do We Quantify a Thriving Wage: <https://www.vegamala.com/how-do-we-quantify-a-thriving-wage/#>

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