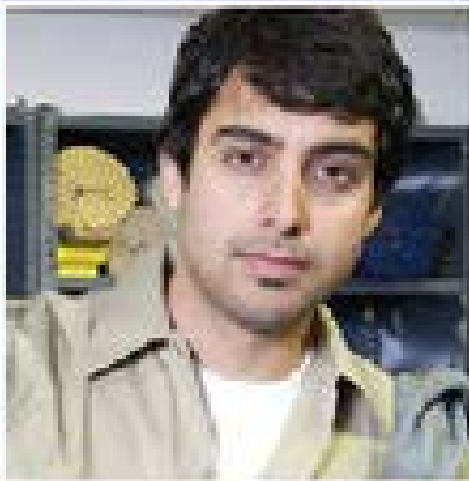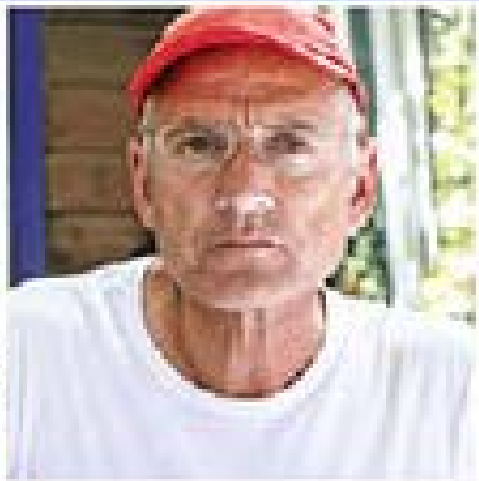# Constructing Healthcare Sustainability in Rural Communities: Empowering Individuals Through Innovative Healthcare Education Pathways

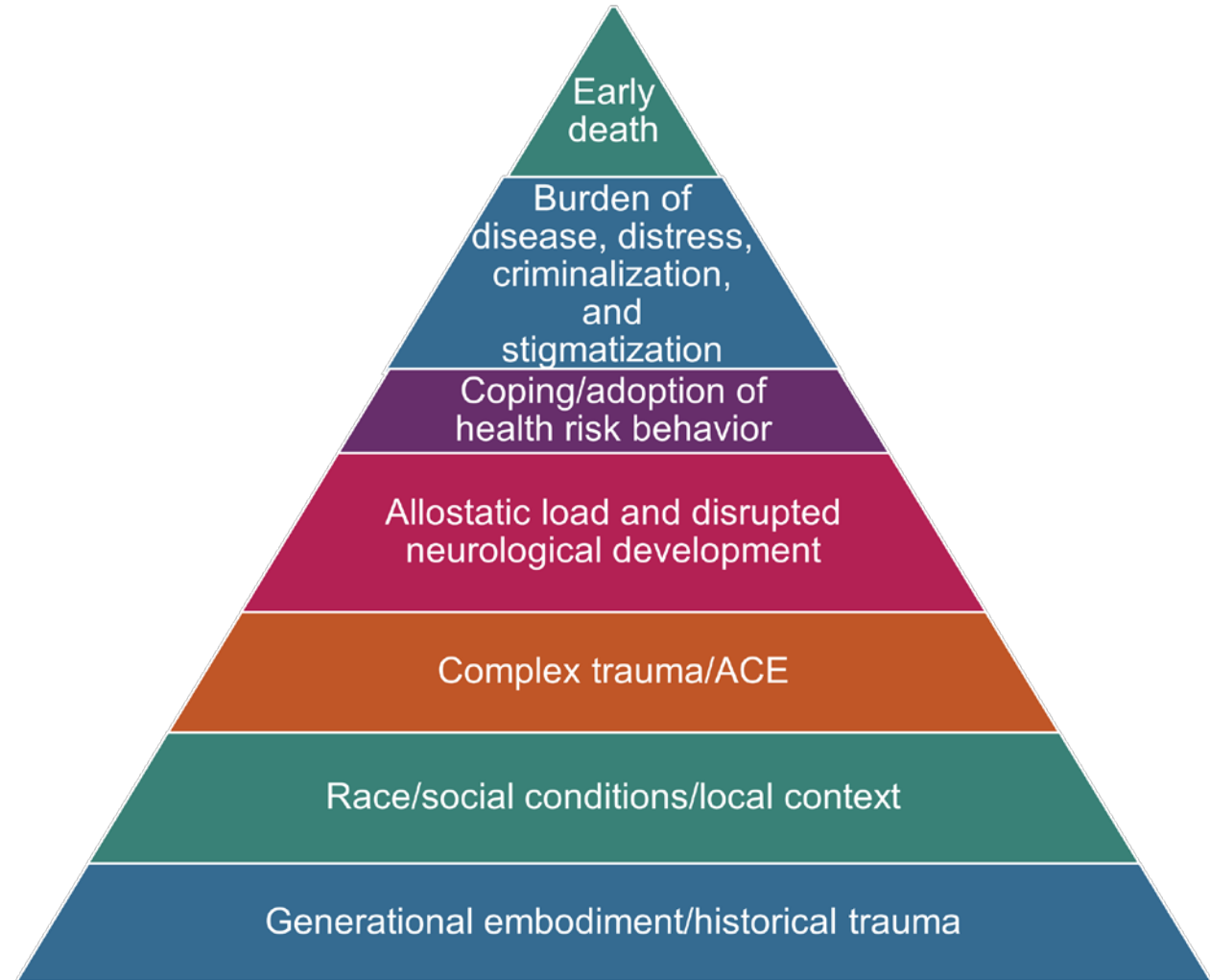# ALICE

ASSET LIMITED, INCOME CONSTRAINED, EMPLOYED

Adverse Childhood Trauma

Race/ethnicity

Income

Community infrastructure

Education

Rural Social Determinants of Health

Housing

Food

Environment

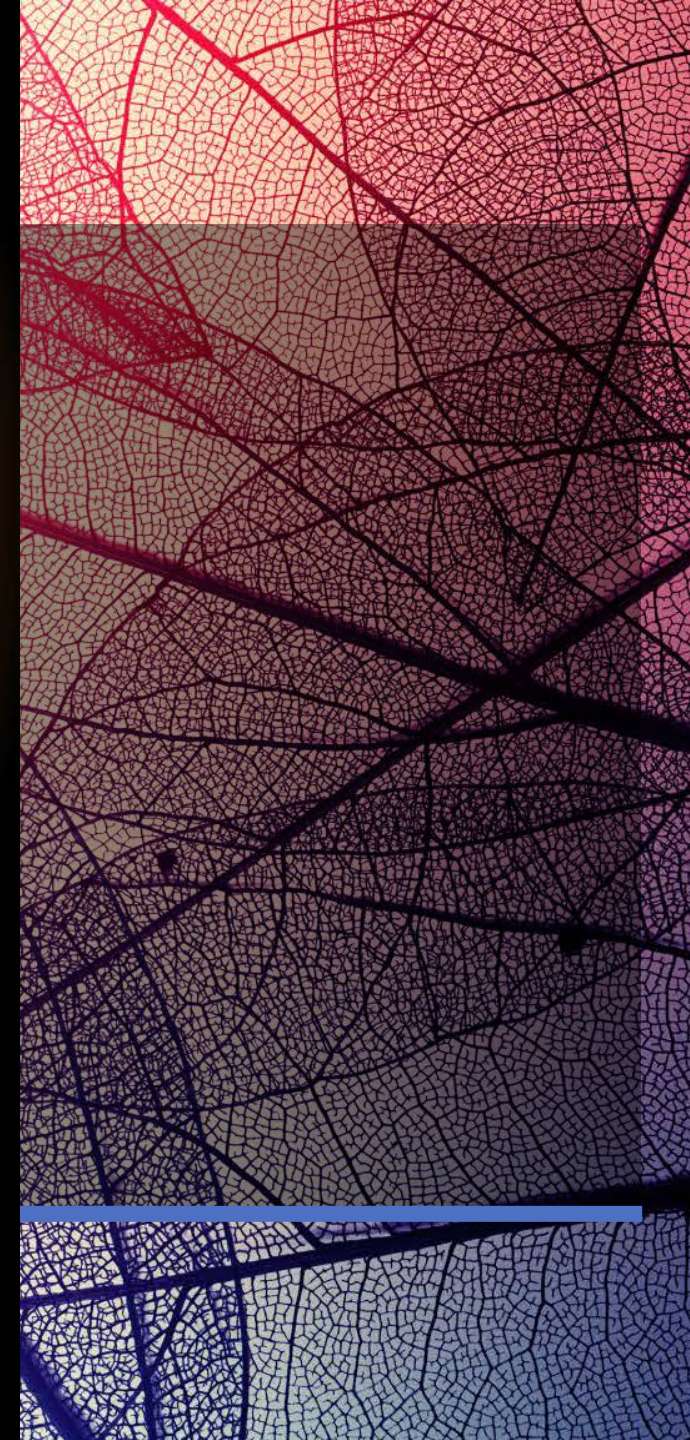Transportation
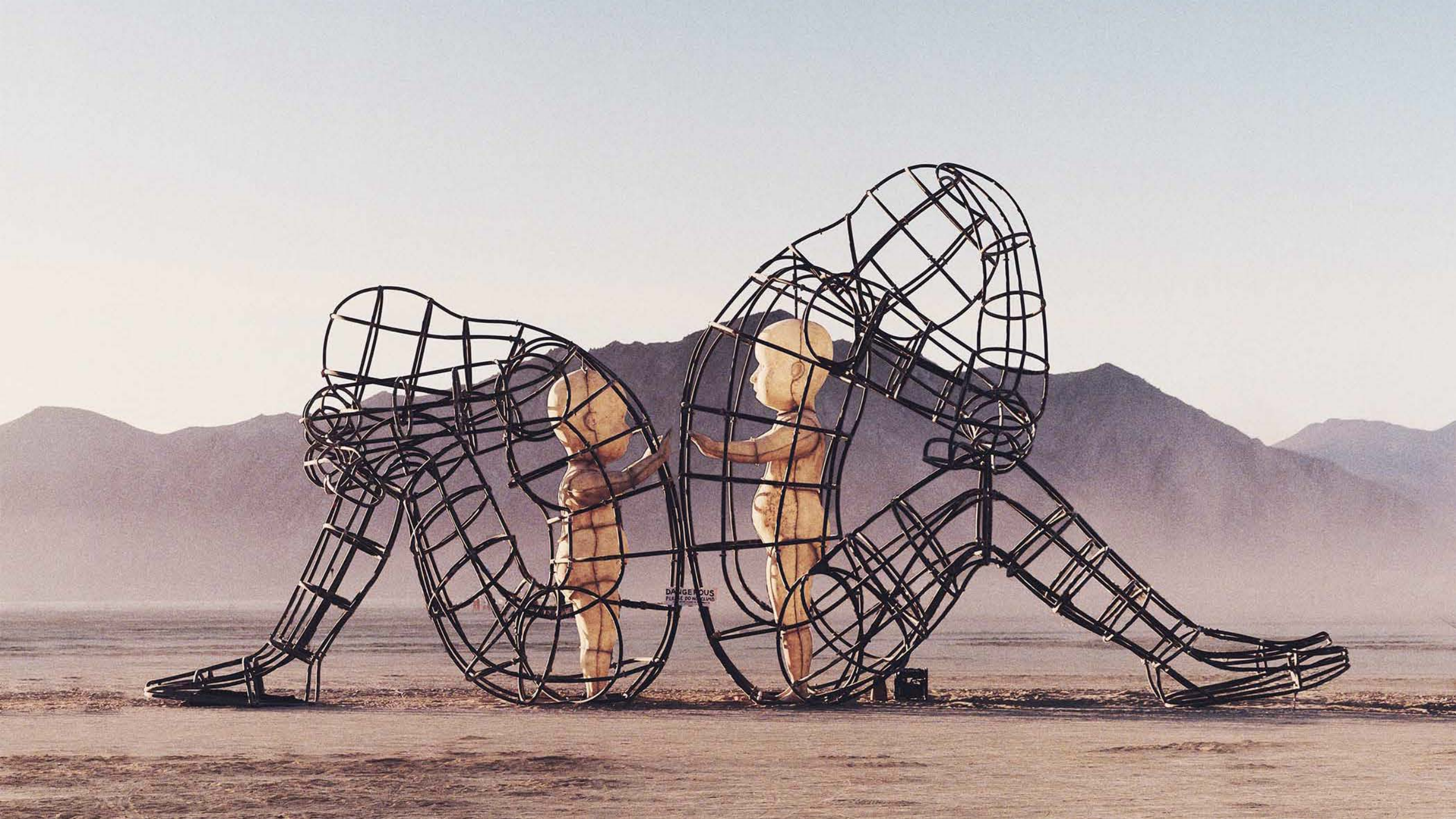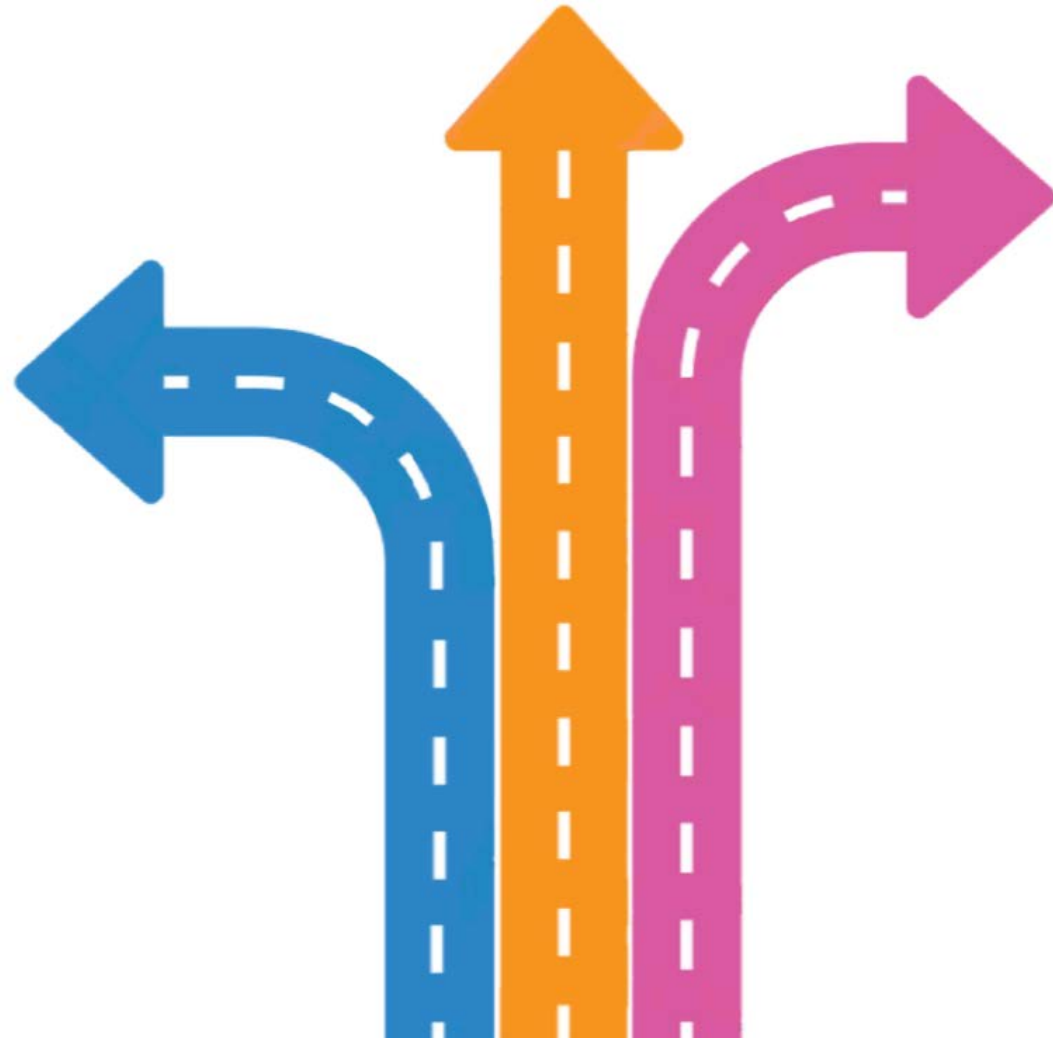
Building Healthy Communities

Certificate of Training

This is to certify that

Adam Smith

has successfully completed training in

[ENTER SPECIALIZATION HERE]

3 Day Course- 20 Hours
November 16-18, 2015

Signature: Stamp

Date: 09/05/2015

Community college

Questions

Agenda

Today we will focus on the following critical areas:

- ✓ **Engaging a new generation of employees while recruiting/retaining all generations**

- ✓ **Adapting to a changing job market with evolving applicant preferences**

- ✓ **Competing effectively in a tight labor market**

- ✓ **Fostering a positive work culture for long-term retention**

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Employer Branding

- A strong employer brand is imperative in attracting top talent
  - Why you?
  - What makes you different?
  - Employee Ambassadors

- Influence of company reputation on job application rates
  - Everything is digital and researchable
  - Strong company reputation = increased interest and applicant flow

- Knowing your audience target will help you create a stronger brand and influence your reputation
  - Be mindful of what each demographic wants and potentially needs from an employer. Create messaging to address and capture interest

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Data

- ✓ **Most job seekers will read at least 6 <u>reviews</u> before forming an opinion of a company**

- ✓ **92% of <u>candidates</u> will consider leaving their job if it is with a company with an excellent reputation**

- ✓ **45% of 35-44 year olds will leave their job for <u>a less than 10% pay</u> increase to join an excellent company**

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Social Media

➢ **Develop a strategy and goals that you want to accomplish – consistency is key**

- ❑ **Branding**

- ❑ **Recruiting**

- ❑ **Name Recognition**

- ❑ **Continuous**

➢ **Develop a following but be patient – it takes time**

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Develop a Unique Employer Value Proposition

- Showcase your company- Outsell your competition
  - ❑ Share your company culture, mission & values
  - ❑ Company History/Founders, Growth & Work Environment
  - ❑ Benefits- Work life Balance, Hybrid
- Share newsworthy items
  - ❑ Awards
  - ❑ Community events/support

- A picture (and video) are truly worth a thousand words
  - ❑ "a day in the life"
  - ❑ Parties/events
- Monitor reviews/reputation- be prepared to respond to positive and negative items- be sure you are represented accurately
- Engage in active dialogue- answers questions timely, thank for feedback respond to criticism

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Utilize Current Employees

Your best recruiting tool!

➢ **Showcase & Engage Your Employees**

❑ **Are they engaged in company social media?**

❑ **Career path**

❑ **Day in the life**

❑ **Team spirit**

➢ **Employee Referrals**

➢ **Onboarding and Exit Interviews**

❑ **What attracted them to your company?**

❑ **How did they find your company?**

❑ **Why are they leaving- can you make improvements?**

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The Candidate Experience

✓ **This is a critical piece of the puzzle that is often overlooked. Employers should continuously evaluate the entire hiring life cycle to ensure it is simple, FAST and produces results.**

✓ **Almost 90% of job seekers/talent say a positive or negative interview experience can change their mind about a role or company**

❖ **Addressing these key elements can help you achieve success.**
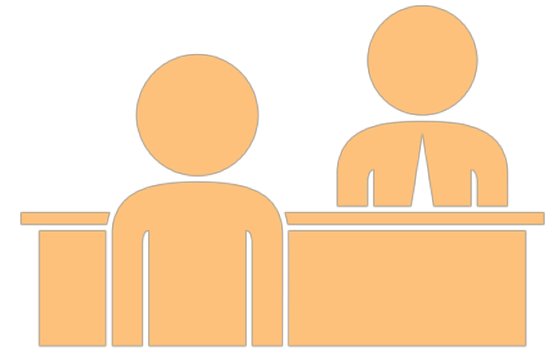
Optimizing Candidate Experience

➢ **Importance of personal communication and streamlined processes**

- **Create a project plan and milestones to keep the hiring cycle on track**

- **Communicate the process to applicants, even if it is a "long" process be up front and keep them engaged**

➢ **Emphasizing speed and feedback in the hiring process**

- **Options are endless for prospective candidates**

- **There is not endless choice for companies/hiring managers**

- **If you have a top candidate move as quickly as possible- chances are they are a top applicant of another company as well**

➢ **Balancing technology use with human interaction in recruitment**

- **Use technology to automate and for speed not to replace human interaction where applicable**

- **Keep the human touch**

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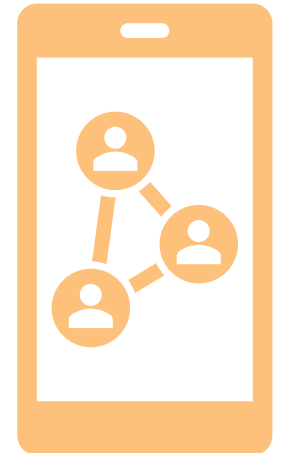
Job Descriptions / Job Postings

➤ **What's the difference?**

➤ **Are they accurate and realistic?**

➤ **Do you have a clearly defined Benefits Proposition (what's in it for them)?**

- **Job seekers are very picky- they want the whole package- corporate citizenship, good working culture, career growth, decent benefits, well paying etc.- you need to advertise this!**

➤ **Are you using the correct channels to broadcast your role?**

- **Metrics on past hires- where, how and why?**

❖ **72% of hiring managers say they provide clear job descriptions while only 36% of candidates agree**

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Application

➢ Is it simple?

➢ Is it mobile friendly?

➢ Is it relevant, short, concise application questions?

➢ Avoid resume/application "black hole"

➢ Respond to candidates quickly- a week may be too long

❖ 60% of job seekers have quit an application that was too long/complicated
❖ Average Time to Hire = 43-52 days nationwide

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The Interview Experience

➢ **Set agenda & expectations when scheduling the interview**

- **How much time**

- **What will be covered**

- **How many "rounds" of interviews**

- **Decision making time frame**

➢ **Remember this process goes both ways- the candidate is interviewing you too**

➢ **Be prepared, read the resume in advance, take the time to highlight items on the resume to investigate during the interview**

➢ **Environment- first impressions are key for both (virtual & in-person)**

➢ **Avoid excessive rounds of meetings/interviews**

➢ **Closure- clearly define next steps, timeframes and follow up as promised**

➢ **Make your job the one they want!**

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Provide Closure

Once you have made your selection provide closure to applicants and candidates:

➢ **For Candidates (those you interviewed)**

    ❑ **Contact personally to tell candidates they did not get the role**

    ❑ **Provide feedback and constructive criticism**

    ❑ **Invite them to stay connected via methods discussed earlier**

➢ **For Applicants (those who applied, not selected to interview)**

    ❑ **At a minimum, send a letter thanking for interest and to let them know the role is filled**

    ❑ **Invite them to stay connected and apply for future roles**

    ❑ **Keep on file/database**

    Why is this important?

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Maintaining Your Pipeline

They already want to work for you- keep that interest alive!

What do you do with past job applicants?

➢ **Use your database first, often, and develop an interactive strategy**

- **Regularly engage with them**

- **Invite candidates to update resume and application at least annually, ideally more frequently**

- **Keep up to date on their interest level and status**

- **Create a forum for active communication and engagement (first refusal on future openings)**

- **Referrals**

➢ **Invite them to follow you on social media outlets**

➢ **Don't let your database be a black hole**

- **Provide a timely, transparent process with closure**

- **Can you avoid- auto generated responses?**

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Retention Strategies through Onboarding

- ✓ **20% of new hires leave a job within the first 45 days due to poor onboarding experiences.**

- ✓ **33% of new hires look for a new job within their first six months if they experience inadequate onboarding.**

- ✓ **69% of employees are more likely to stay with a company for three years if they had a great onboarding experience.**

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Offer/Onboarding Tips/Strategies

➢ **For Making the Job Offer**

❑ **Personalize it**

❑ **Show emotion and excitement**

❑ **Verbal first, then formal written**

❑ **Be mindful of counter offers or competing offers**

➢ **Anticipating the Start Date**

❑ **Follow up frequently during the time from offer to start date**

❑ **Continuous communication with your new hire is key**

❑ **Encourage managers to be in touch and make the new hire feel welcome**

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Onboarding Tips/Strategies

➢ **Onboarding**

- ❑ **Company & Public Announcements for New Hires**

- ❑ **Computer/equipment ready on first day?**

- ❑ **Desk configured?**

- ❑ **Business Cards?**

- ❑ **Company email address and phone set up?**

- ❑ **Employee buddy/mentor**

- ❑ **Lunch on the first day**

- ❑ **Formal meetings with HR and Manager**

- ❑ **Friday jeans day?**

- ❑ **30/60/90 day plan**

- ❑ **Structured Communication & check ins**

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Crafting Benefits for Retention

Be aware of the marketplace, tailor your benefits to compete or counter sell to prospective candidates & create a value proposition to fit diverse employee needs and life stages

- **<u>Young & Single</u>: Focus on career growth, fitness memberships, and social opportunities.**

- **<u>Parents</u>: Offer flexible childcare solutions and educational support benefits.**

- **<u>Sandwich Generation</u>: Provide eldercare resources and flexible scheduling for family obligations.**

- **<u>Elder Care</u>: Assist with eldercare planning and legal or financial consultation services.**

- **<u>Self Care</u>: Promote overall well-being with wellness programs and mental health support.**

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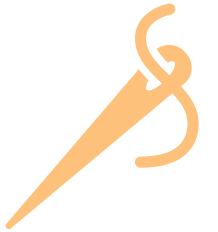
Any Questions?

Thank You!

Want to brainstorm with me?
Let's set up a meeting!

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2024 North Country Leadership Summit

Organizational Culture:
Not Just a Good Idea...It's a Necessity

Presented by:

Shari Weiss, Ph.D., MPA, Master CASAC, Executive Director – Cayuga Community Health Network
and Board Member – New York State Association for Rural Health (NYSARH)
and
Renae Rokicki, M.Ed., Leadership Development Coordinator in Professional Development and
Learning – Upstate Medical University

Objectives

- Workforce is THE single most critical factor for organizational success

- Why Culture and Why NOW

- Organizational Culture:

  - What it is

  - Why it matters

  - Who is responsible for it

  - What we can do about it

- YOUR Culture Creation Challenge

What Is Organizational Culture?

- Shared set of workplace beliefs, values, attitudes, standards, and behaviors

- Reflects the written and unwritten rules that people in organization follow

- The sum of all that you and your colleagues think, say, and do as you work

- The way people in an organization behave and the attitudes and beliefs that inform those behaviors

Why Culture and Why NOW?
Workforce Evolution: *COVID 19 and Beyond*

- Fundamental changes in the workforce since pandemic – and continuing

  - Depletion of workforce

    - Retirement, Attrition, Career Changes

  - Inability to hire and/or retain

  - Increased focus on work-life balance

  - Compensation increases and increasing compensation expectations

  - Preference for remote or hybrid work environments

  - Escalating personal needs entering work environments

  - Schedule constraints and flexible schedules

The Realities of Organizational Culture

- Whether worked on or not, it exists

- No longer a nicety, but a necessity

- An unguided and unstructured culture does more harm than good

- Important to take steps to shape and strengthen culture in alignment with organizational values and goals to avoid disconnect between how the company defines culture and how the leaders and employees feel

Source: The Definitive Guide to Culture

The Critical Value of Culture

- Company culture largely determines organization's reputation, internally and externally

- Great cultures leverage their organization's unique mission, purpose and values to strengthen their identity, inspire their employees and deliver on their brand promise to communities

- Improves recruitment and retention

- A positive culture retains an engaged workforce

- Culture is a competitive advantage

Source: GALLUP: Culture Transformation

Benefits of a Positive Culture

- Increased workforce engagement

- Reduced turnover and associated recruitment and training costs

- Higher productivity

- Employees feeling valued and acknowledge

- Raised creativity and innovation

- Improved client experience and satisfaction

- Increased revenues/profits and/or decreased cost

The Bottom Line of Culture

* **HIDDEN COSTS ARE INCURRED IN TOXIC CULTURES AND NEGATIVE ENVIRONMENTS** *

- Health care expenditures are nearly 50% greater at organizations with negative cultures

- Workplace stress accounts for approximately:
  - $500 billion removed from economy
  - 550 million lost work days
  - Sixty percent to 80% of workplace accidents

- Disengagement results in:
  - 37% higher absenteeism
  - 49% more accidents
  - 60% more errors
  - 18% lower productivity

- Lack of positive and inclusive culture leads to an increase of almost 50% in voluntary turnover

What Culture Involves...

- The way leaders and employees speak to each other
- The norms surrounding work-life balance
- The implied expectations when challenges arise
- How employee feels about their work
- The permissibility of making mistakes
- How each team and department collaborate

Culture Components

- Workflow and Work Environment

- Professional Development

- Compensation

- Expectations (dress code, working when sick, schedules)

- Work/Life Balance

- Recognition and Being Valued

- Communication

- Access to Leadership and Participation

Common Characteristics of an Inclusive Culture

- Encourage diversity, equity, inclusion and belonging

    - Representative of community and communities served

    - Equity in voice

    - Inclusion in discussion and decision-making

- Help new hires feel welcome

- Engage employees

- Interactive and Inclusive Environment

- Recognize and reward through feedback and appreciation

- Value teamwork and individual endeavors

- Prepare for the future through innovation and creativity

Source: The Definitive Guide to Culture

Who Owns Culture?

- WE ALL DO!

- Leaders set the vision and forge initiatives that shape it

- Middle management puts those initiatives into action

- Employees strengthen the culture by supporting the ideals

- 'Human Resources' Activities
  - Having enough structure and flexibility
  - Ambassadors to the Values

# Leadership Responsibility

- Leaders should anchor their ideal culture in the **results** it creates:

  - Employee experience

  - Client/Community experience

  - Bottom-line outcomes

Leaders Influence Organizational Culture

1. Ensure alignment on Mission, Vision, and Values

2. Inspire confidence in the face of challenges

3. Leverage mistakes as a source of learning

4. Responsible for employees feeling valued, included and heard

Team and Colleague Responsibility
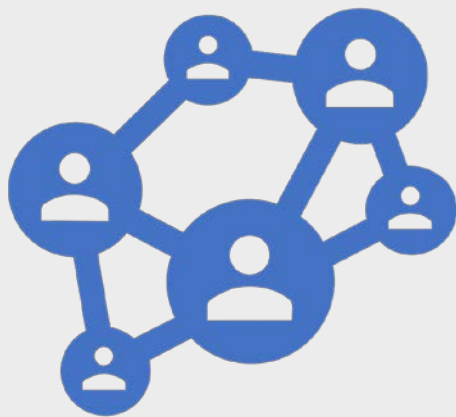
1. Caring for, being interested in, and maintaining responsibility for colleagues

2. Providing support for one another, including offering kindness

3. Avoiding blame and forgiving mistakes

4. Inspiring one another at work

5. Meaningful Feedback, Solution Focused

6. Treating each other with respect, gratitude, trust and integrity

Culture Development

* **DOES NOT NEED TO BE COMPLICATED OR EXPENSIVE** *

Major areas of focus:

- Hiring practices

- Onboarding efforts

- Recognition programs

- Performance Management programs

- Wellness and Wellbeing focus

- Work-Life Balance

- Operations and Technology

Strategies for Consideration

1. Foster flexibility and empathy in the workplace

2. Infuse gratitude and appreciation into the work

3. Create an employee recognition program

4. Emphasize <u>psychological safety</u> to increase belonging and inclusion

    - An environment of social support where everyone believes they can bring their whole selves to work and can freely bring up ideas, questions, and concerns to others without averse repercussions.

POSITIVE CULTURE CREATION EXAMPLES

Ours:

- Group Interviews for Team Fit

- Wellness Activities Amongst Team

- Unlimited PTO

Other Popular Strategies:

- Financial Literacy Supports

- Access to Contracted Services, particularly Mental Health services

- Flexible employment

Final Thoughts

- Taking care of culture is not a nicety, it is a necessity

- We simply cannot <u>afford</u> not to address

- Culture is dynamic and necessitates constant attention

- Every organization has regulatory constraints and business pressures – leverage cultural aspects of control and influence

- Make your Mission your culture

- Use culture as your differentiating advantage

- **Every leader and employee brings your workplace closer to your aspired culture or detracts from it**

CULTURE CHALLENGE

ACTIVELY AND POSITIVELY

DEVELOP YOUR ORGANIZATIONAL CULTURE

IN SOME MEANINGFUL WAY(S)

We know you can and believe in you!

CHALLENGE ACCEPTED.

Resources and Contact Information

- Resource list is available to all participants

- We welcome your follow-up!

  - Ask questions, share thoughts, and tell us your success stories

Contact information:

- Shari Weiss, Ph.D., MPA, Master CASAC - Cayuga Community Health Network at sweiss@caugahealthnetwork.org

- or Renae Rokicki, M.Ed. – Upstate Medical University at rokickir@upstate.edu

Q & A