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GROWING A SUSTAINABLE WORKFORCE:

OPPORTUNITIES
AND CHALLENGES

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April 19, 2023
2-3 p.m. EST

ncuih.org/events

This event was made possible by award number H723IHS0007-01-00 from Indian Health Services.



NCUIH

NATIONAL COUNCIL of URBAN INDIAN HEALTH

The National Council of Urban Indian Health (NCUIH) is the national non-profit organization devoted to the support and development of quality, accessible, and culturally-competent health and public health services for American Indians and Alaska Natives (AI/ANs) living in urban areas.

NCUIH is the only national representative of the 41 Title V Urban Indian Organizations (UIOs) under the Indian Health Service (IHS) in the Indian Health Care Improvement Act (IHCIA). NCUIH strives to improve the health of the over 70% of the AI/AN population that lives in urban areas, supported by quality health care centers.



Disclaimer

This event is made possible by the Indian Health Services Cooperative Agreement Funds

Award #HHS-2022-IHS-UIHP3-0001

FAIN # H723IHS0007

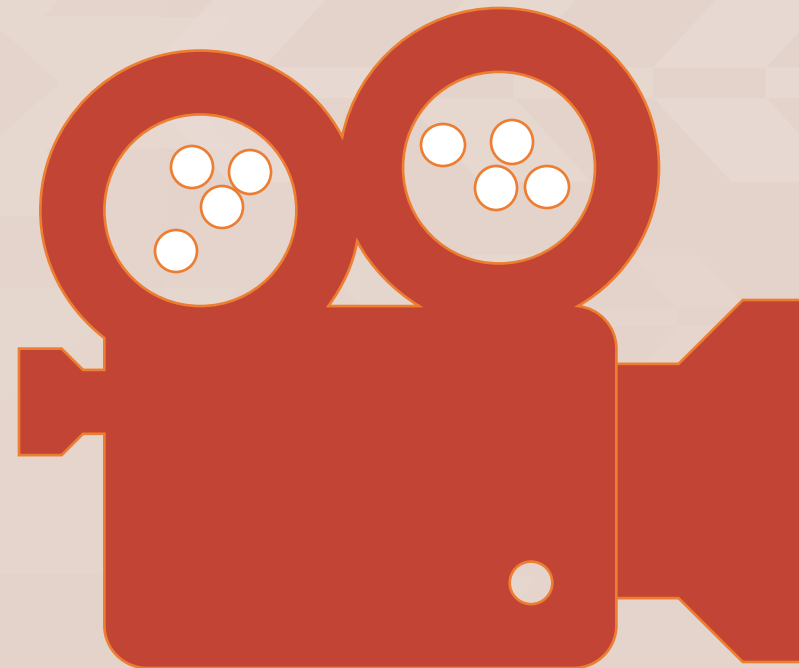
Federal Award Date: 05/24/2022

This event is solely the responsibility of the National Council of Urban Indian Health and does not necessarily represent the views of Indian Health services or the Department of Health and Human Services.



Audio and Visual Recording

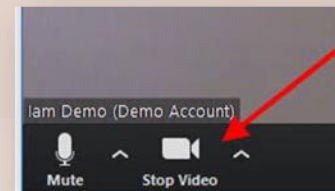
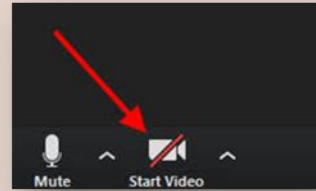
Please note that this session will be recorded for educational and quality improvement purposes.



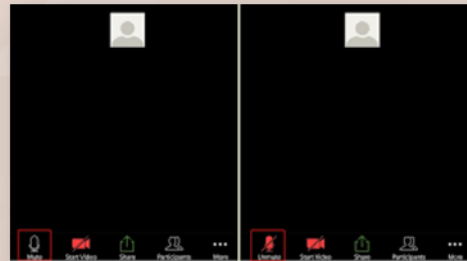


Housekeeping

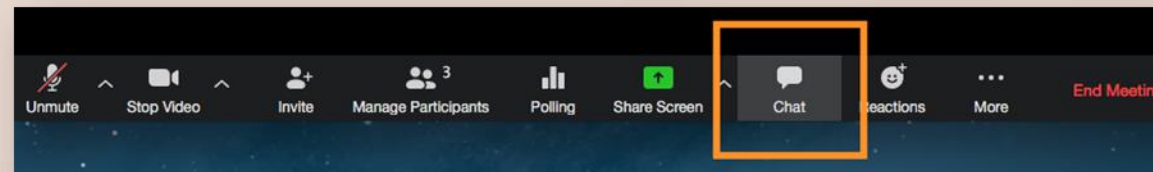
- Turn on Video



- Please Mute Your Microphone When Not Speaking



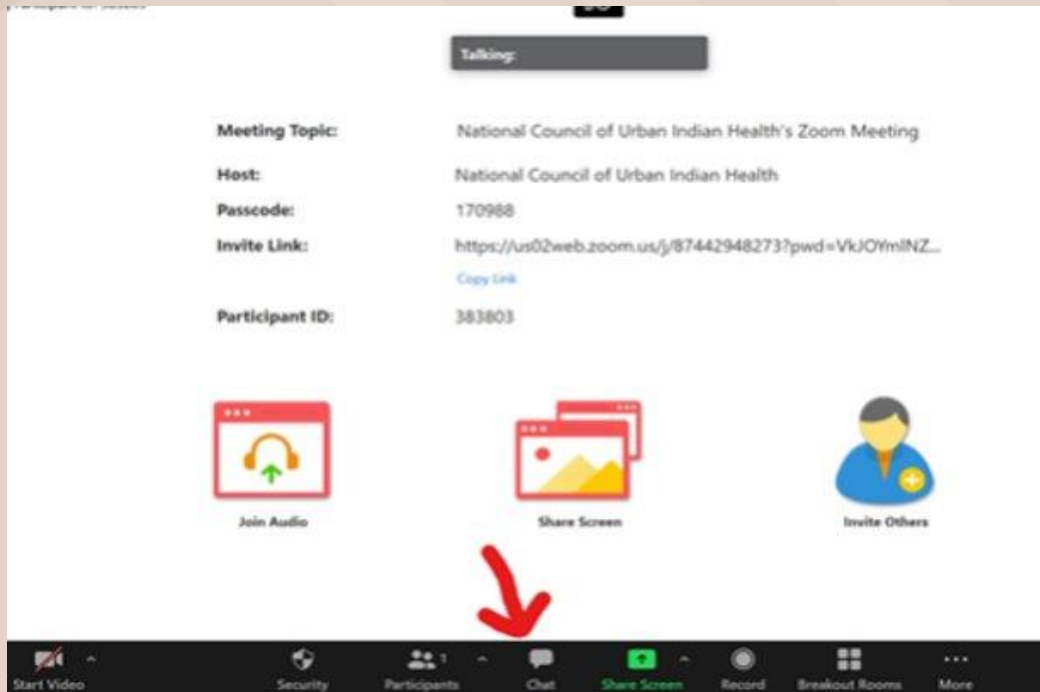
- Please Enter Your Name and Organization in the Chat Box



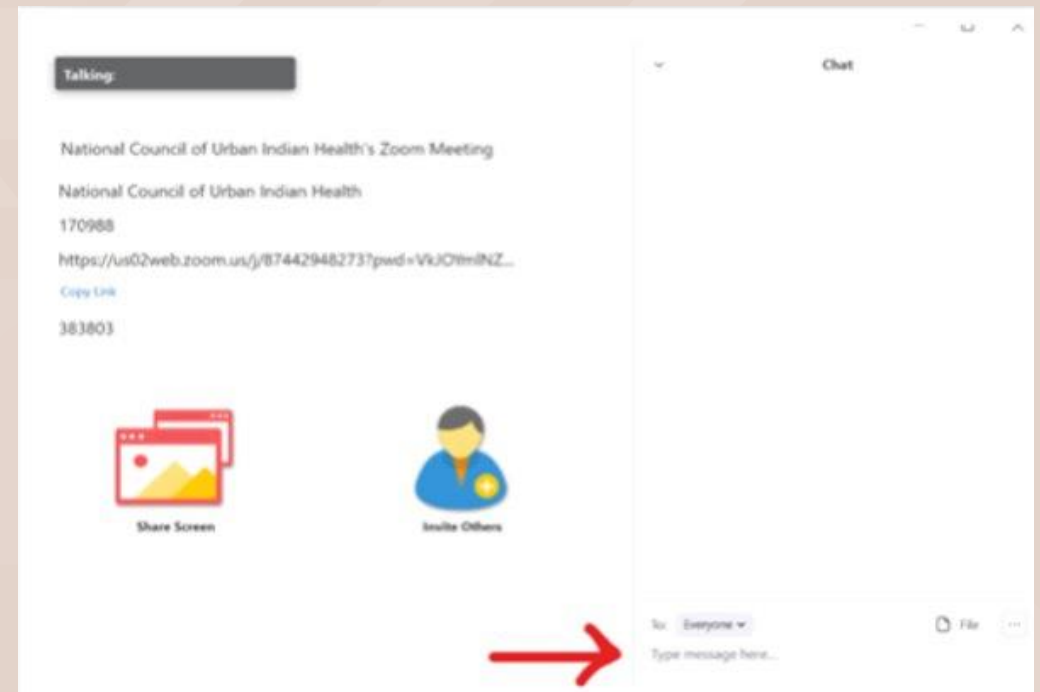


ASK A QUESTION OR COMMENT

First, select “Chat” at the bottom of your ZOOM screen



Then type your question or comment into the chat box that will appear on the right





Objectives

1. Understand how to employ best practices for incorporating employee feedback on workplace experiences to empower and retain current workforce.
2. Learn how health care systems can expand thinking around workforce issues to plan strategies to address and sustain today's health care workforce needs.
3. Identify ways to incorporate staff wellness programs to enhance employee engagement and satisfaction.



Coming Together: Challenges and Opportunities





Mikye (Ute) Hesci (Muscogee Creek) - Hello





Agenda



Overview of NAHC



Workforce Challenges



Workforce Strategies



Questions





Who we are

- Founded in San Francisco's Mission District in 1972 as a response to the unmet health and social needs of the Bay Area urban American Indians
 - Relocation of AI's to Urban areas
- Culture is Prevention, the importance of Culture in service delivery
- Today, NAHC stands strong as one of the oldest and largest Urban Indian Health programs in the United States





Who we are



15 SITES

- Alameda, San Francisco and Contra Costa Counties
- 8 School Based Health Centers
- 15,000 members
- 85% Medi-Cal, 10% Medicare, 5% Private



COMPREHENSIVE WHOLE PERSON CARE

- Medical, Dental, Behavioral Health, WIC, Community Wellness Programs (SDOH), and Youth Services.

300 Employees

- 30% are AI/AN
- 45% of our staff have been employed with us 5+ years
- 20% of our staff have been employed with us under 1 year.

NAHC Averages between 10,000 – 14,000 unduplicated visits and 35,000 – 50,000 visits per year



Workforce Challenges & Strategies



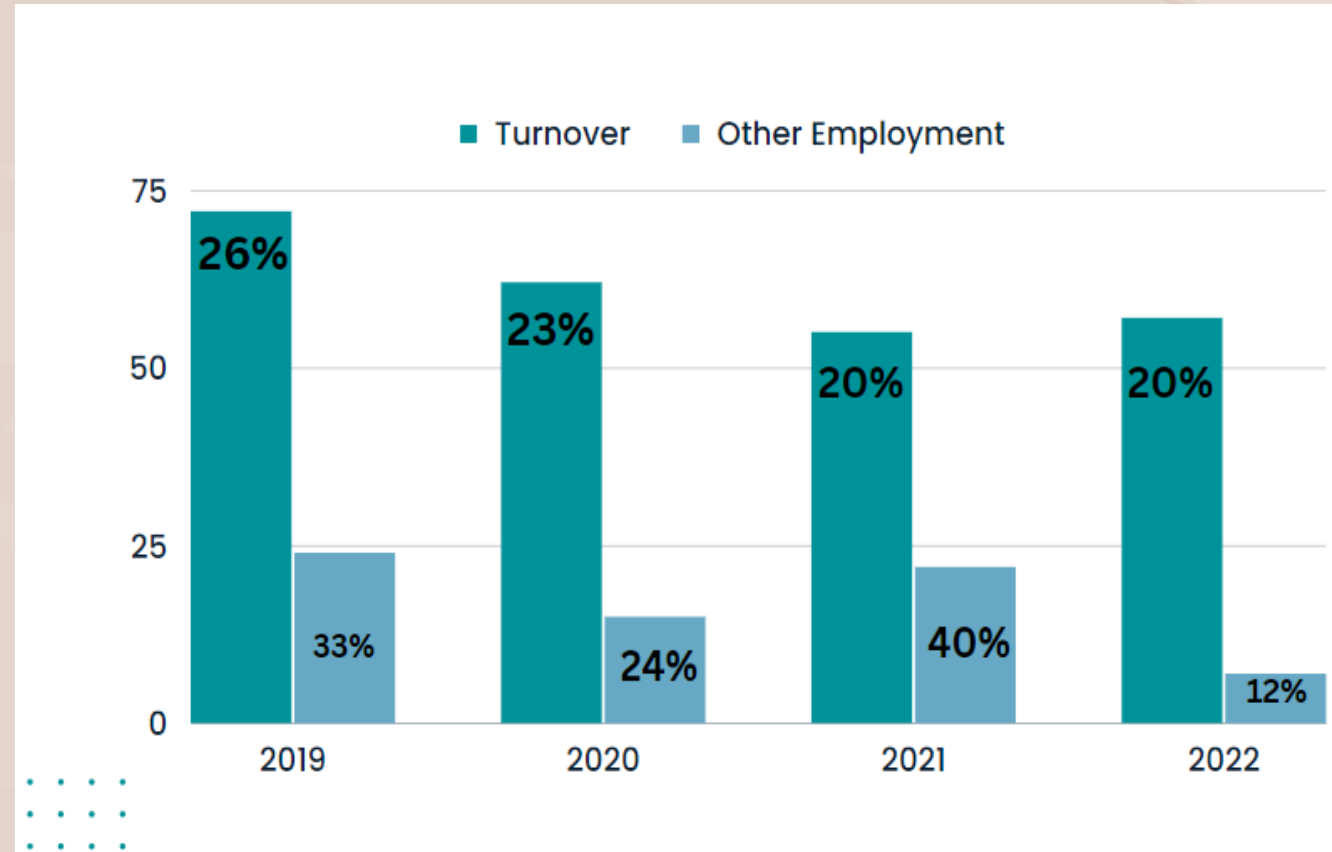
We want to meet the needs of our community but have yet to find a qualified LCSW, and we've been searching for one for 10 months.

- Dr. Springer



Workforce Challenges

- **Recruitment & Retention**
 - Turnover Avg. 20% - 25%
 - Staff leaving for other employment
 - Low applicant pool
 - Applicants in the healthcare industry wanting higher compensation
 - Challenges around remote workforce
- **Workforce Concerns**
 - Hiring inexperienced staff
 - Increase in crime and violence in service areas
 - Staff burnout
 - Managing remote/hybrid workforce



National Avg. 30% - 33%



Recruitment Strategies

- Hired an internal Recruiter!
- Strategic use of staffing firms
- Strengthened our partnerships with schools, local CBO's, and other native organizations.
- Utilized internal pipeline, workforce development program.
- Employee Referral Program (\$500 - \$2,000)
- Improved operational processes





Engagement Strategies

Redesign New Hire Experience

- Shorter application process
- Handwritten welcome card
- Gamification – Kahoot!
- New Applicant Tracking System (more user-friendly)
- Added C-Suite member to New Hire Orientation
- Strategic Plan review @ NHO
- Rid of administrative tasks on day one

Structural Changes

- Added Chief Cultural Officer and Chief People Officer to the C-Suite.



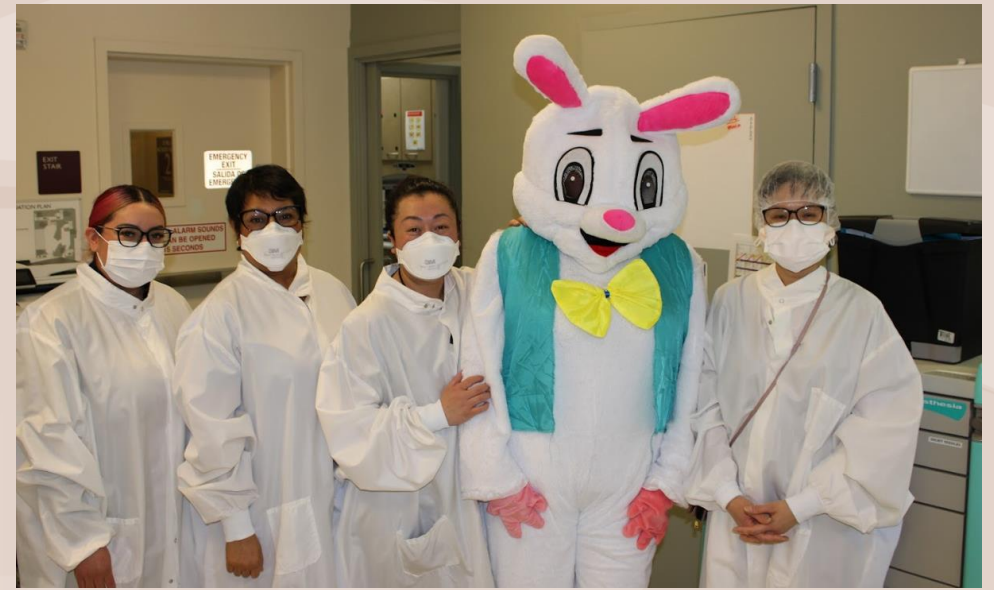
GROW AS ONE

PLANTING A NEW SYSTEM FOR OUR PEOPLE OPERATIONS



Retention Strategies

- **Raised our minimum wage → \$22/hour in 2022**
 - **New Compensation Scales** (\$2.4 million in comp adjustments)
- **Mentorship & Succession Planning** – rising stars at NAHC
- **We promote our employees!**
 - in 2022; 30 staff were promoted
- **A Path for Growth and Continued Development**
 - Career Ladders (MA I, II, III, Lead)
- **Enhanced our Benefit Package**
 - Now offer part-time benefits
 - Hiring Bonuses for Providers
 - Years of Service Bonus
 - Relocation Stipend if moving from a non-service area





Data-Informed Culture



Incorporating Employee Feedback

- HR has incorporated an evaluation component into all our initiatives
- Surveys
 - 45-Day Stay Interview
 - New Hire Orientation
 - 360 Leadership evaluations
 - Management & Leadership Guide Training
 - After every training
 - All Staff COVID Listening Session
 - Wellness Activities
 - Staff Appreciation Week
- In progress, **Employee Engagement Survey**



**NAHC Employee Retention Program
Stay Interview Questionnaire**

EMPLOYEE NAME:	
SUPERVISOR NAME:	
INTERVIEW DATE:	
DEPARTMENT:	

STAY INTERVIEW QUESTIONNAIRE

1. When you travel to work each day, what things do you look forward to?

Probe as needed...

- What do you like most about working here?
- What parts are the most challenging?

2. What are you learning here?

Probe as needed...

- Is there anything else you'd like to be learning here but are not?
- How do you learn best? By doing? By observing? By attending training?
- Tell me about your career aspirations:
- Do you feel like you can advance your career here if you want to?

3. What can I do to make your experience at work better for you?



Medicine Bundle

In 2022 Native American Health Center (NAHC) began conducting the Medicine Bundle survey to inform us about a project called Landgevity.

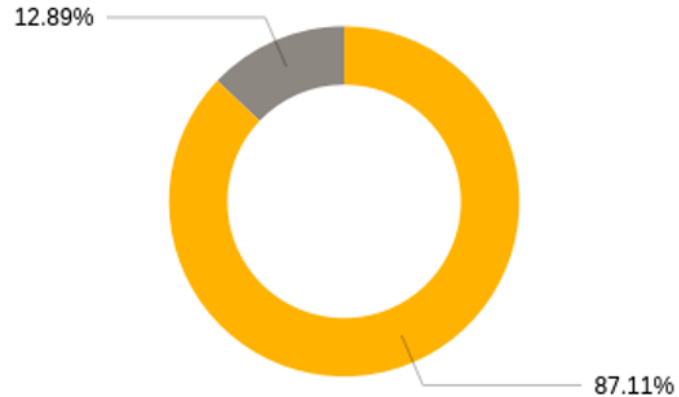
Landgevity is a Native American Health Center-led initiative that includes acquiring land to establish a new community center to exercise agricultural sovereignty, conduct healing ceremonies, pass on traditions, and hold cultural celebrations. This survey was conducted to help us identify ways that program participants and community members to improve cultural and traditional services at our facilities.





Survey Example

Would you like more access to traditional healthcare?



Yes No

N= 636

- Out of **636 total respondents, 554 (87%)** responded **yes**.



Has a negative experience with a health provider not understanding your language or culture ever made you feel like you didn't want to go back?



Yes No

N=589

- Out of **589 total respondents, 238 (40%)** responded **yes**.





Services the community would like to see out of a new cultural center:

We asked respondents to choose their top 4 most preferred services.



- Traditional Crafts (E.g., Beading, Shawl Making, Drum Making, ... etc.)
- Ceremonies (E.g., Coming of Age Men/Women, Burning of Clothes, Naming Ceremony, Puberty Ceremony, Blessing of the Womb, Baby Ceremony, Seasonal Change, Sunrise, Transition to Elder, Wiping of the Tears., etc.)
- Education/Prevention Events (E.g., Boys with Braids, Gathering of Native Americans [GONA], Bringing Warriors Home, etc.)
- Cultural Learning Groups (E.g., Drumming Group, Dance Group, Story Telling, Plant Medicine)
- Talking Circles (E.g. Elders, Adult, Youth)
- Sweat (Ceremony)
- Access to a Traditional Healer
- Access to a Traditional Nutritionist
- Access to a Traditional Spiritual Leader
- Tribal Cultural Exchange





Sweat Picture





Traditional Practices



NHO - Visibility and context

- Welcoming each staff member
- Historical context
- Who we are
- Where we are
- Where we are heading





Cultural Competence and Humility





Cultural Committee

- Sharing and celebrating culture
- Offering workplace education and transformation of the workplace environment
- Creating systems to integrate our values into the workplace
- Planning and organizing events
- Emphasizing connection to community and land





Access to Traditional Practitioners & Spaces

- The stress of the pandemic
- Honoring Staff
- Talking Circles
- Healing Circles
- Department Retreats
- One on Ones with staff and traditional healers





Thank you!



OUR MISSION

Native American Health Center's mission is to provide comprehensive services to improve the health and well-being of American Indians, Alaska Natives, and residents of the surrounding communities, with respect for cultural and linguistic differences.



Q&A



Evaluation



https://ncuih.qualtrics.com/jfe/form/SV_enUw16dUvhxKMKy



Upcoming NCUIH Events

- April 27 @ 2pm The Journey of Healing: Domestic Violence Training
- May 25th @ 2pm: Indigenous Wellness: A Conversation on Long COVID
- May 31 @ 2pm: Open Forum: Weaving Self Care into Everyday Practice
- June 8 @ 2 pm: Branching Out: Wellness Programming for Patient-Centered HIV Care from an Urban Indian Perspective



NCUIH 2023 ANNUAL CONFERENCE

Monday, May 15, 2023 - May 18, 2023





NCUIH

NATIONAL COUNCIL *of* URBAN INDIAN HEALTH

