Growing A Sustainable Workforce: Opportunities and Challenges

The information, charts, and pictures on this document are from NAHC

Native American Health Center (NAHC)
Founded in San Francisco in 1972, NAHC stands strong as one of the oldest and largest Urban Indian Health programs in the United States.

- 15 Sites
- 300 Employees
- 15,000 Members

Recruitment & Retention

- Turnover Avg. 20% - 25%
- Staff leaving for other employment
- Low applicant pool
- Applicants in the healthcare industry want higher compensation
- Challenges around remote workforce

Workforce Concerns

- According to the 2010 Census it is estimated that over 150,000 veterans identified as American Indian/Alaska Native alone.
- Increase in crime and violence in service areas.
- Managing remote/hybrid workforce
- Hiring inexperienced staff
- Staff burnout

Recruitment Strategies

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

- Shorter application process
- Handwritten welcome card
- Gamification – kaboom
- 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

Retention Strategies

- Raised our minimum wage to $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

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

Structural Changes

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

**Visibility And Context**

- 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

**Cultural Committee**

- Sharing and celebrating culture
- Offering workplace education and transformation of the workplace environment
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**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