



## Growing A Sustainable Workforce: Opportunities and Challenges

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

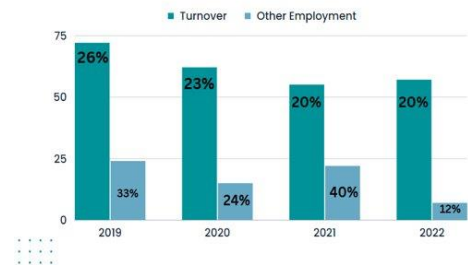
### Native American Health Center (NAHC)

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
- [Website](#)
- [Instagram](#)
- [Facebook](#)
- [Twitter](#)

### 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



**GROW AS ONE**  
PLANTING A NEW SYSTEM FOR OUR PEOPLE OPERATIONS

### 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

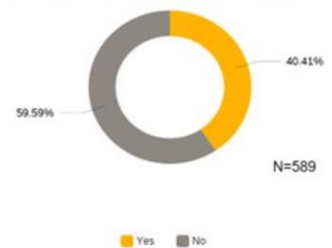
## Structural Changes

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

## 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

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?

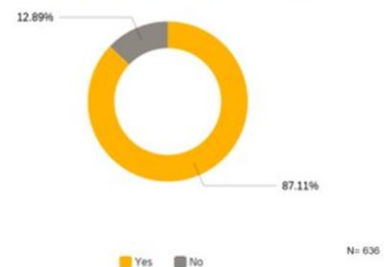


• Out of 589 total respondents, 238 (40%) responded yes.

## 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

Would you like more access to traditional healthcare?



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





## 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.

## 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
- 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

