



Making Potential Happen

October 2022

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WARREN WHITNEY Services

Finance & Accounting

Cash Flow Management
Controls & Procedures
Financial Reporting
Financing Strategy
Forensic Accounting
Forecasting & Budgeting

Human Resources

HR Policies & Procedures
Leadership Development
Organizational Assessment
Performance Compensation
Recruiting

How We Work

Advisory Services
Consulting Projects
Fractional Roles

Technology & Operations

Cost Reduction & Vendor
Management
Organizational Assessment
Staff Management & Mentoring
Strategic & Tactical Planning
System Selection & Implementation

Strategy

Board Governance
Exit Strategy
Management Succession
Operational Assessment
Strategic Planning
Turnaround

Embracing a new mindset:

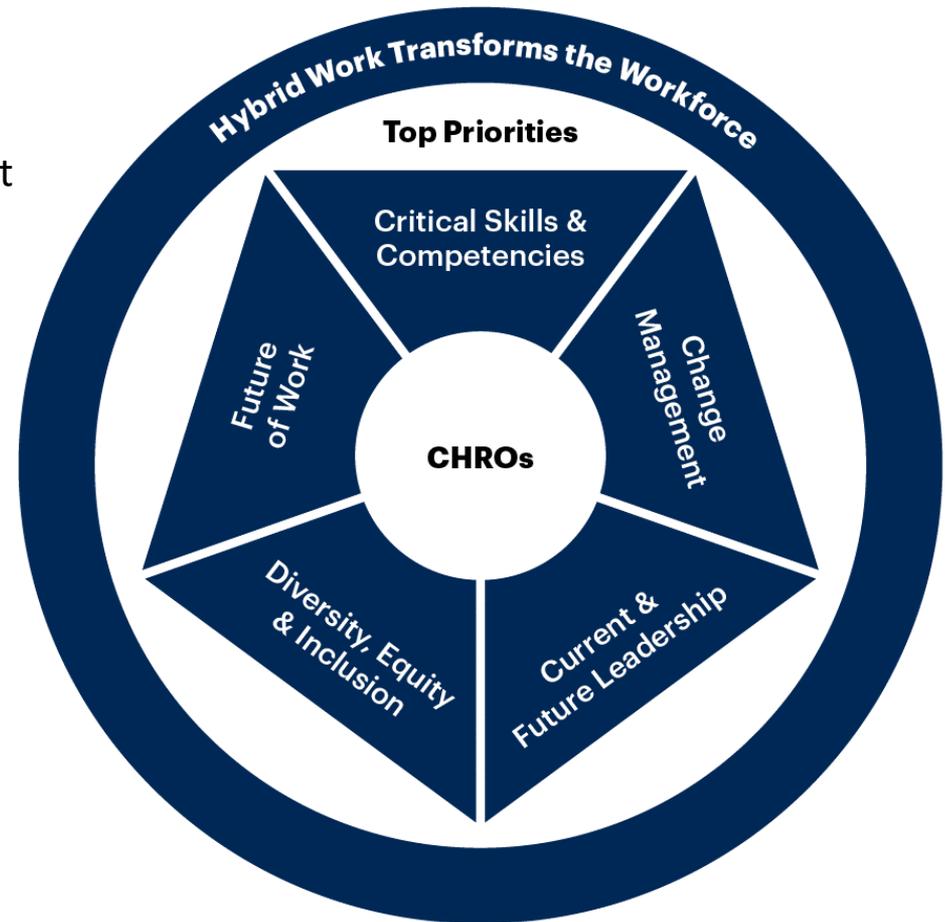
Post-pandemic talent recruitment and retention strategies/best practices

HR Priorities for 2022 – 2023

Gartner HR Survey

Top Business-Supporting HR Initiatives

1. Critical Skills and Competency Development
2. Organization Design and Change Mgt.
3. Current and Future Leadership
4. Future of Work
5. Diversity, Equity and Inclusion
6. Employee Experience
7. Recruiting
8. HR Technology
9. Working With the CEO, Board and C-Suite
10. Performance Management

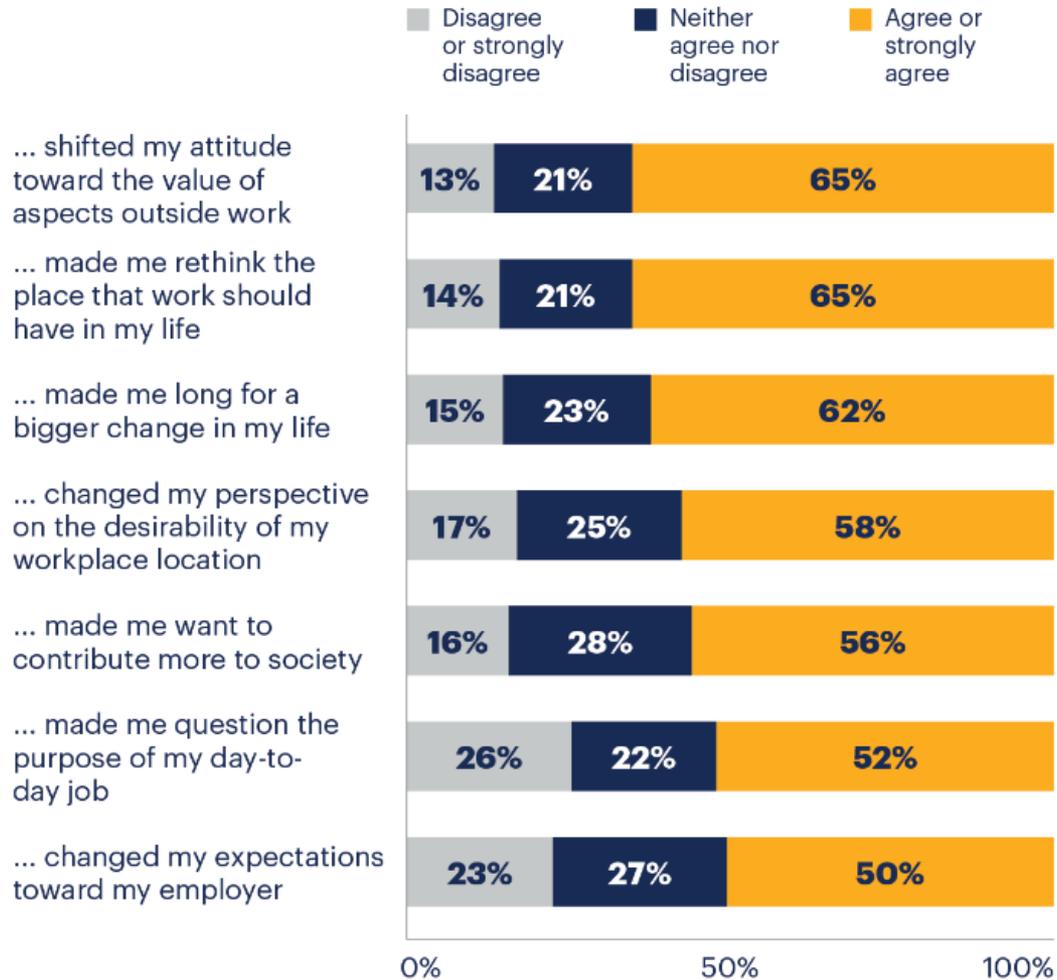


Hybrid Work Transforms the Workplace

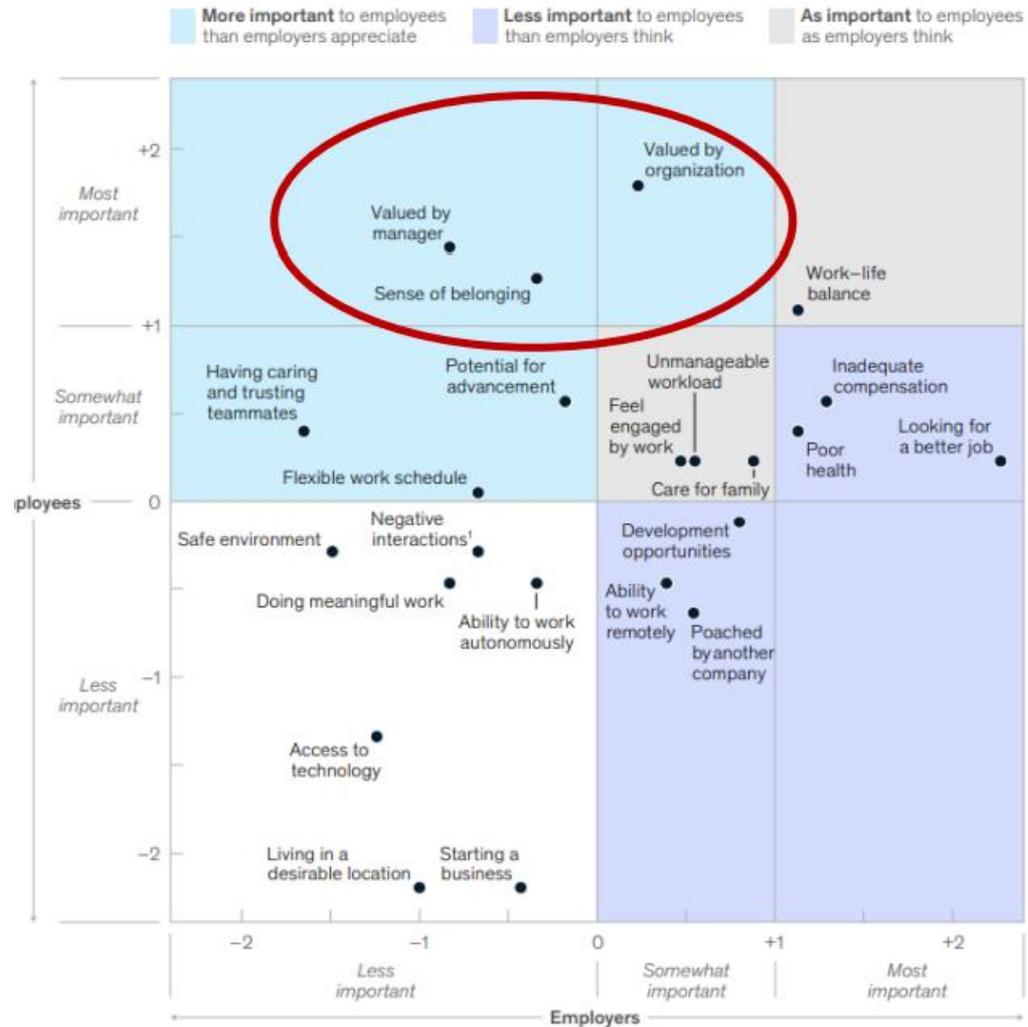


Feelings about Work & Life

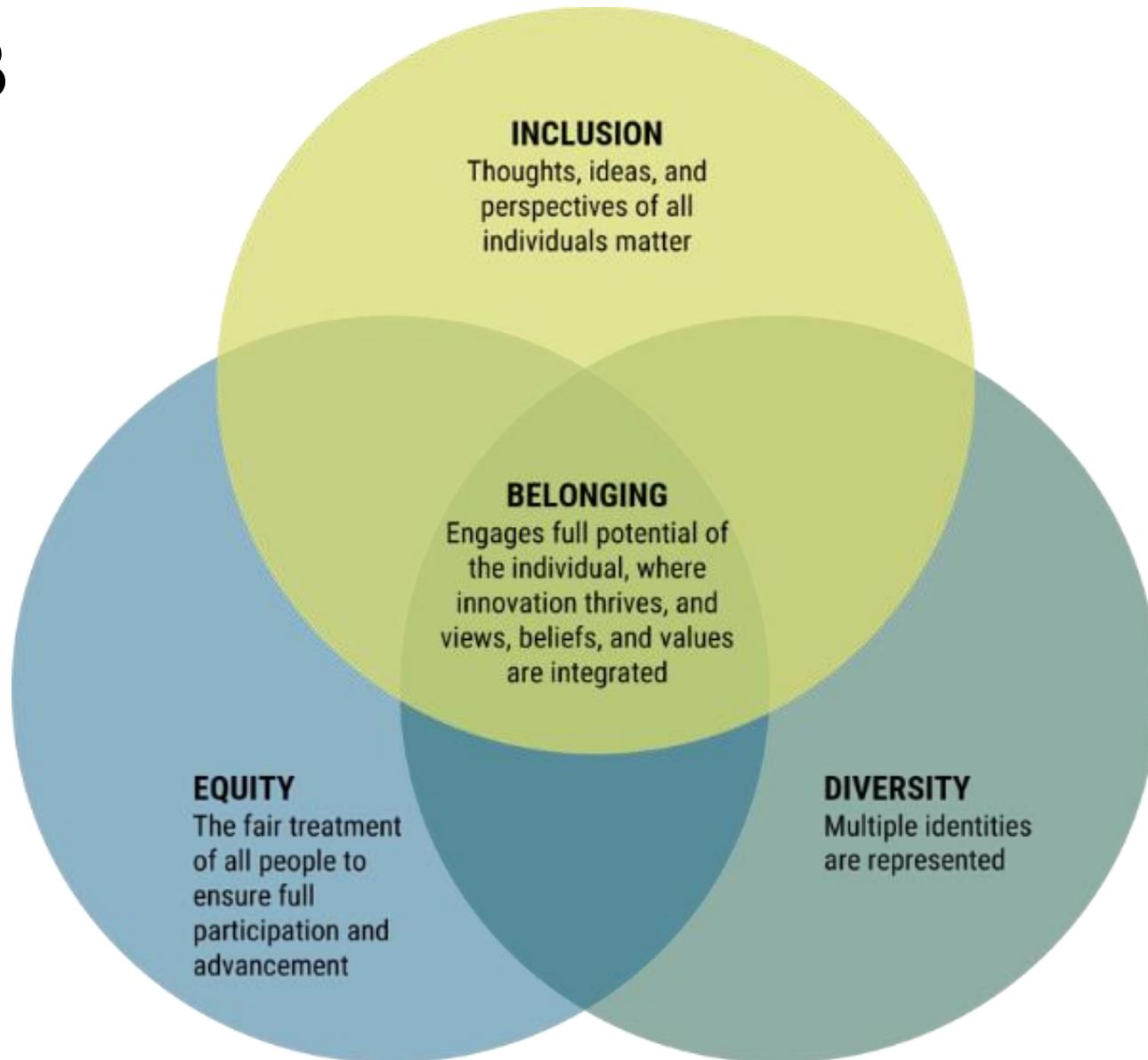
The pandemic has ...



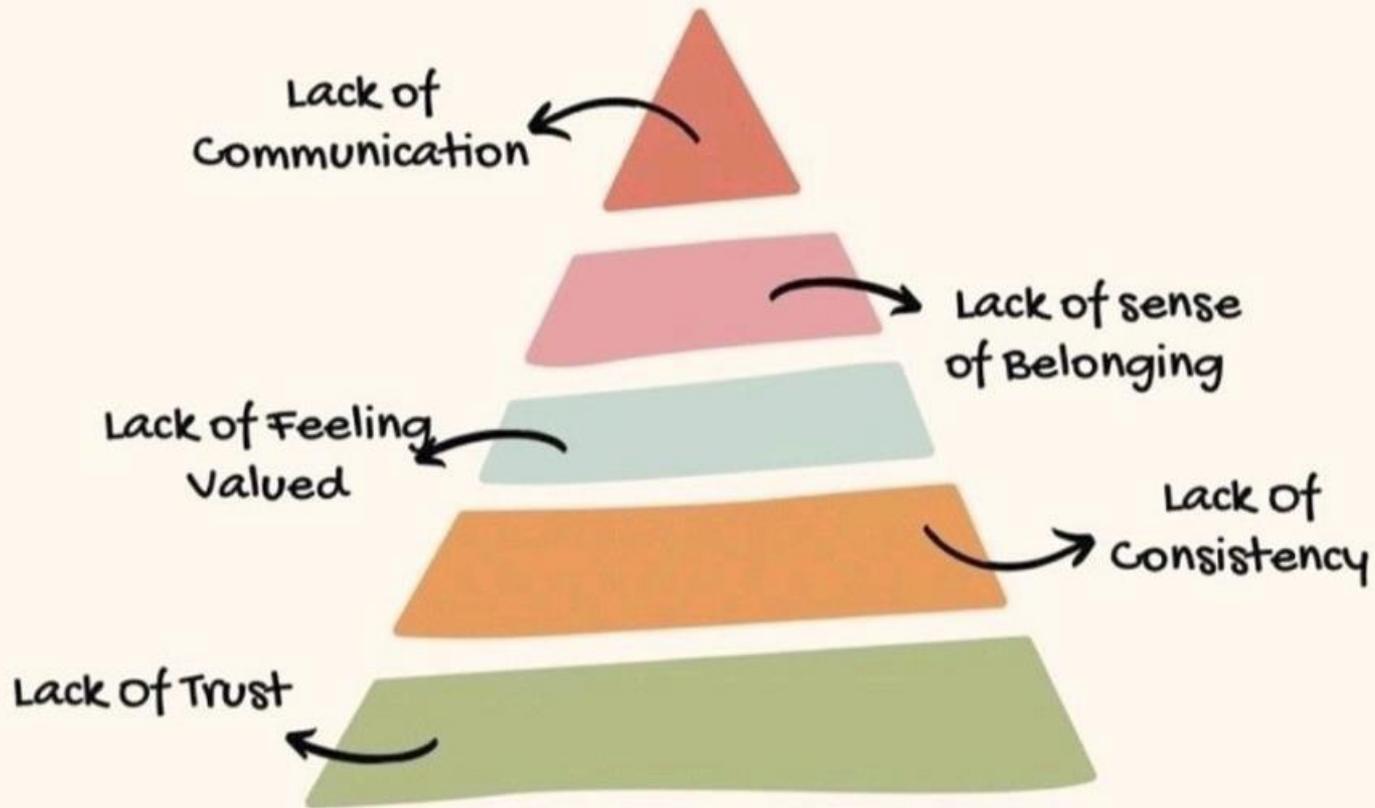
What Factors Employees Think are Important



DEIB



Pyramid of Quiet Quitting



Jason Kaplan

Real Life Application

Hybrid, WFH

Key Shifts Needed for a Human-Centric Work Design

Location-Centric Design

An Onsite Model for an Onsite World



Provide Consistent Work Experiences

Enable Serendipitous Collaboration

Drive Visibility-Based Management

Human-Centric Design

A Hybrid Model for a Hybrid World



Provide Flexible Work Experiences

Enable Intentional Collaboration

Drive Empathy-Based Management

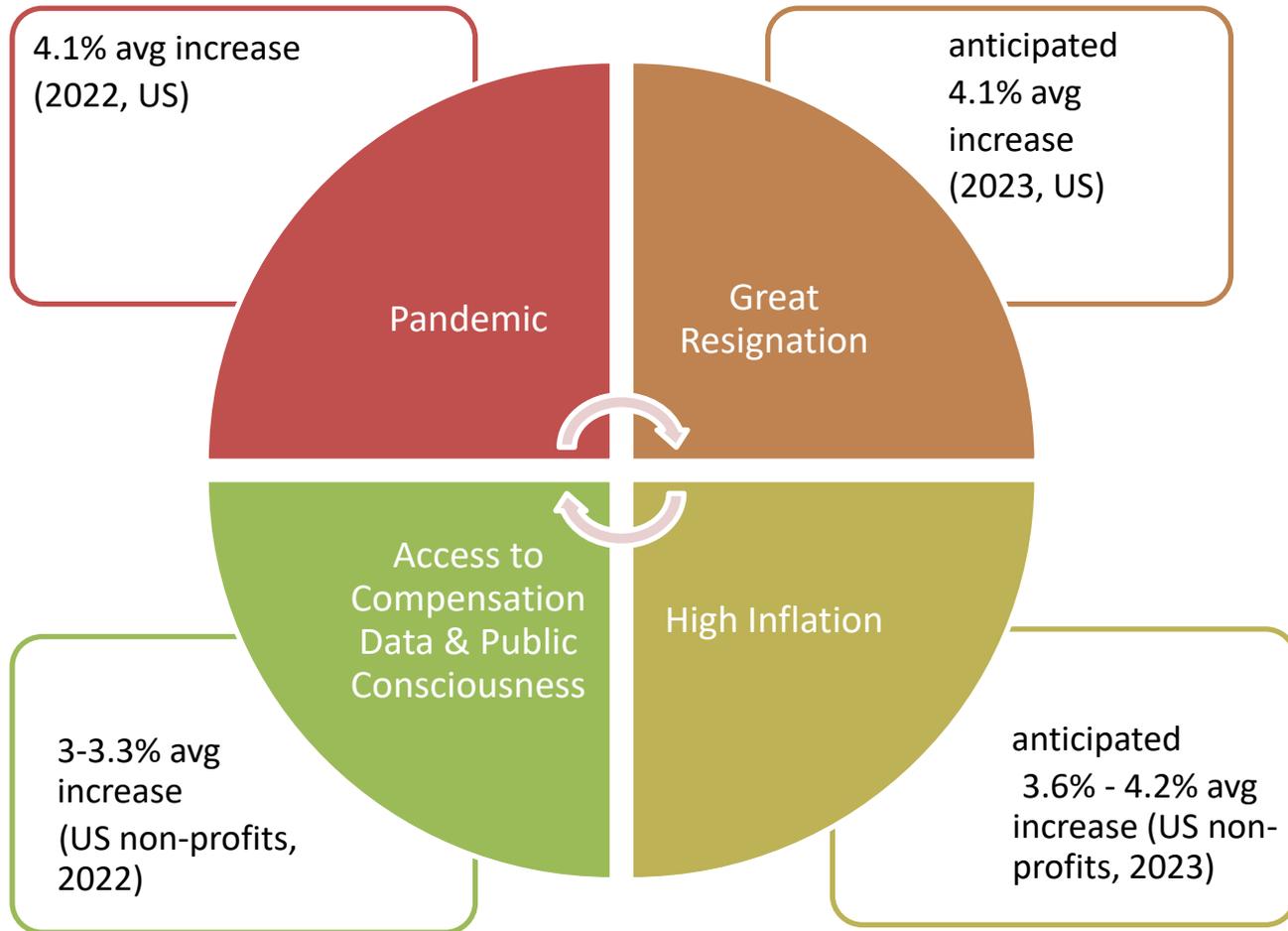
Real Life Application

Recognition, Belonging

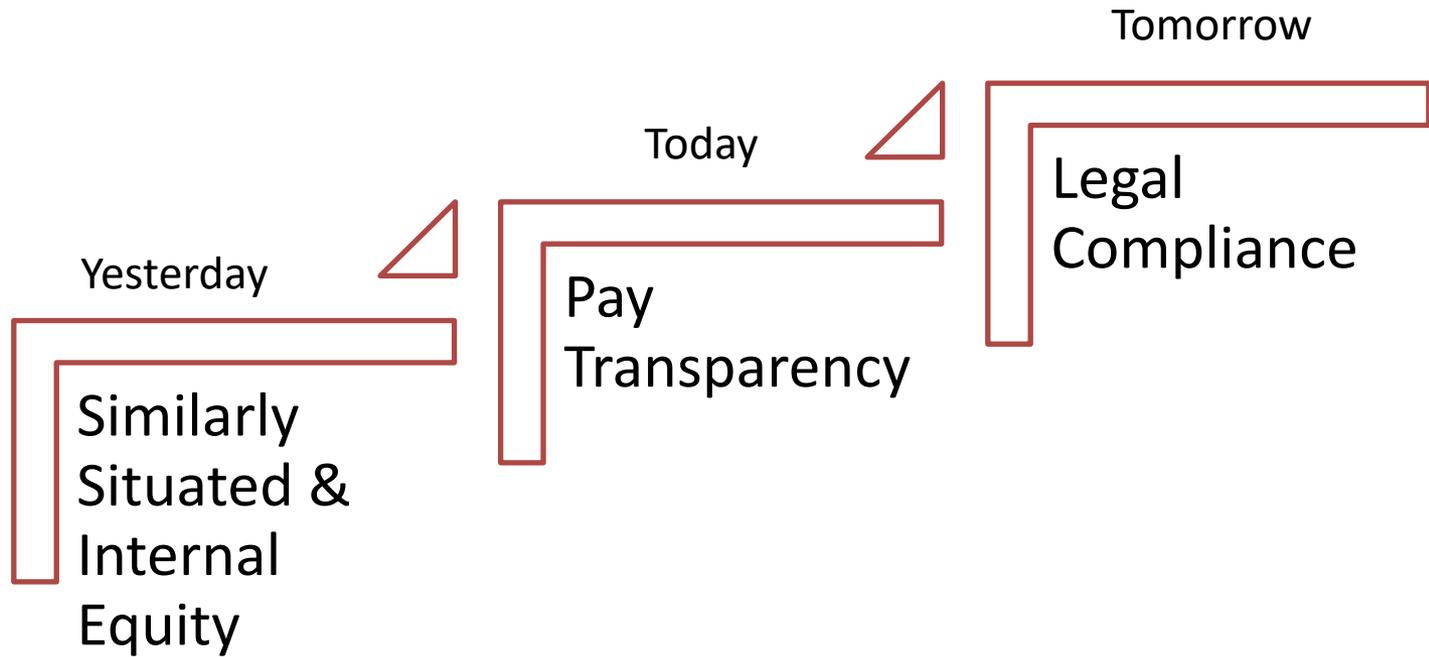
Best practices incorporate 8-12 recognition touchpoints per colleague annually.

PHASE I	PHASE II		PHASE III
Foundational Service Milestone Program	Automated Recognitions	Discretionary Recognitions	Performance-Based Recognitions
<i>Best practices incorporate a hire to retire approach</i>	<i>Create an environment of celebration and appreciation to encourage retention and team building</i>	<i>Tools for leaders and all employees to applaud and acknowledge behavioral reinforcement</i>	<i>Rewarding results aligned to your objectives</i>
<ul style="list-style-type: none"> • New hire welcome • 90-day, 180-day recognition • 1 & 3-Year Recognition • 5, 10, and Every-5-Year Milestone • Non-milestone Anniversary Touch • Retirement/Offboarding 	<ul style="list-style-type: none"> • Birthdays • Holiday • Hospital Week • Nurses Week • eCards • Department Weeks • New Hire • Every Year Anniversary • 1-Year Anniversary 	<ul style="list-style-type: none"> • Manager, Director Recognition • Colleague to Colleague Recognition • Senior Leader Rounding • EOM/EOQ/EOY • Daisy Award/BEE Award • Good Catch 	<ul style="list-style-type: none"> • Patient Experience/HCAHPS • Patient Safety • Attendance • CEO Initiatives • Wellness/Lunch 'n Learns • Leadership Development • Engagement Survey • Nursing Certification • Career Ladders • Community Involvement • Town Hall Attendance • Culture of Excellence

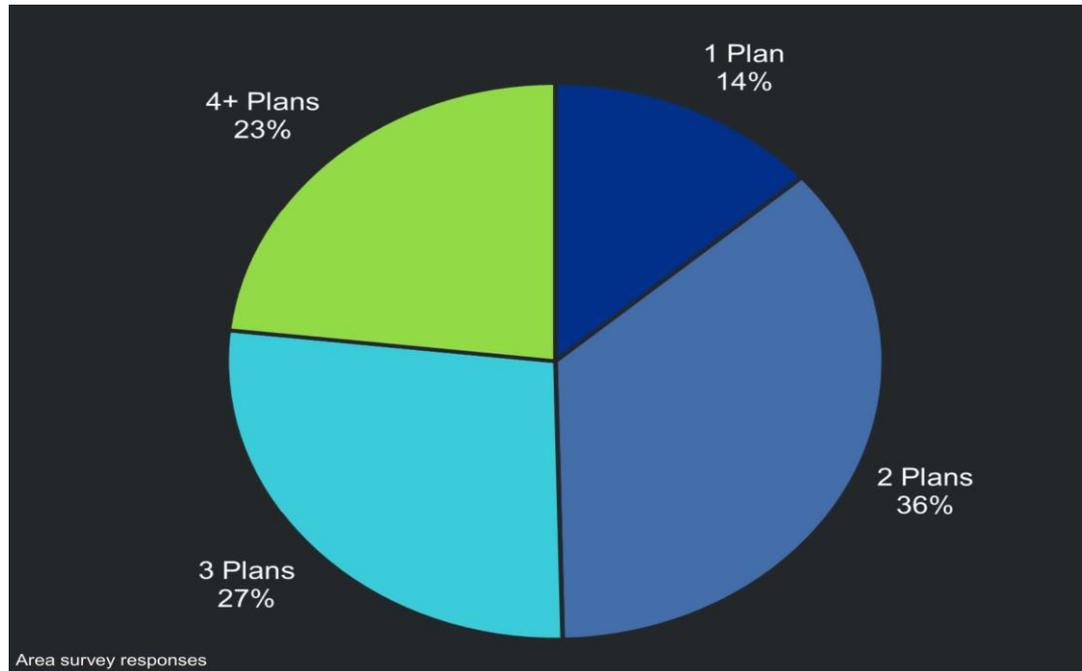
Compensation



Pay Equity



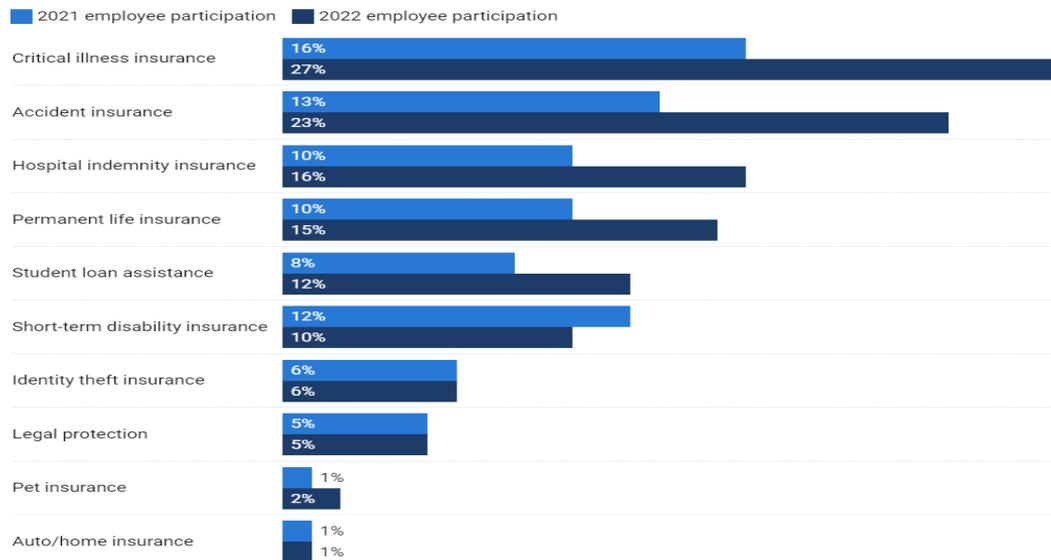
Number of Medical Plans Offered



National Milliman survey 2021 – Virginia specific responses

Employees Want Voluntary Benefits

Employees' Use of Voluntary Benefits



Source: Aon. • Created with [Datawrapper](#)

Takeaway:

**Supplemental health
and financial
offerings can bolster
workforce resilience.**

Tips for Evaluating Voluntary Benefits Program



- Understand workforce demographics
- Find the gaps
- Benchmark, benchmark, benchmark
- Communicate information
- Ensure integration
- Conduct a compliance review

Six Uncommon Perks That Great Employers Are Handing Out Now



- Reproductive Rights Support
- Handyman Help
- Parenting Coach
- Happiness Fund
- Work-Life Specialists
- Home-Office Stipend

What does it look like to support mental wellbeing?



Offer programs to improve employees' physical health.



Provide stress management training.



Create work environments that connect with the outside world.



Bring forward employer-sponsored awareness-building and anti-stigma campaigns.



Demonstrate empathy.



Encourage the employee to take time off.



Adjust the employee's workload.



Offer remote or flexible work options.

Real Life Application

Better Pay & Rewards

- Philosophy
- Building blocks and structure – base, variable & benefits
- Investment
- Perceived value and budgeting
- Administrative ease
- Messaging tools – early and regularly
- Get creative



**WE
ARE
HIRING**

Real Life Application

Recruitment



United Way of SW Virginia



LL Flooring



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