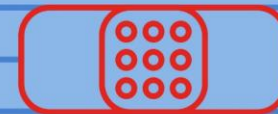
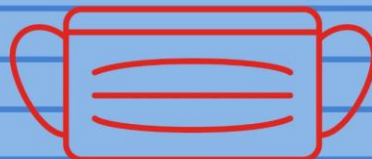


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# Business OF Pediatrics

JANUARY 12, 2023





# Workforce Retention Strategies

Catherine Codispoti

Executive Vice President  
Chief People Officer



**Children's National<sup>®</sup>**

# Workforce Retention Strategies

January 12, 2023 | Catherine Codispoti, Chief People Officer, Children's National Hospital





## COVID Pandemic

Increased stress at home, juggling personal and professional responsibilities

## Subsequent Waves of COVID

Increased stress at work as COVID infected more pediatric patients

## Unprecedented RSV + Flu Seasons

Increased stress at work caring for more, and sicker, patients

## Threats and Violence Against Healthcare Workers

Increased stress at work as parents lash out

# Burnout

# Social Injustice



# THE GREAT RESIGNATION

Flexible Work Arrangements

COVID Safety Concerns

Benefits

Work-Life Balance

Higher Pay

Child Care Issues

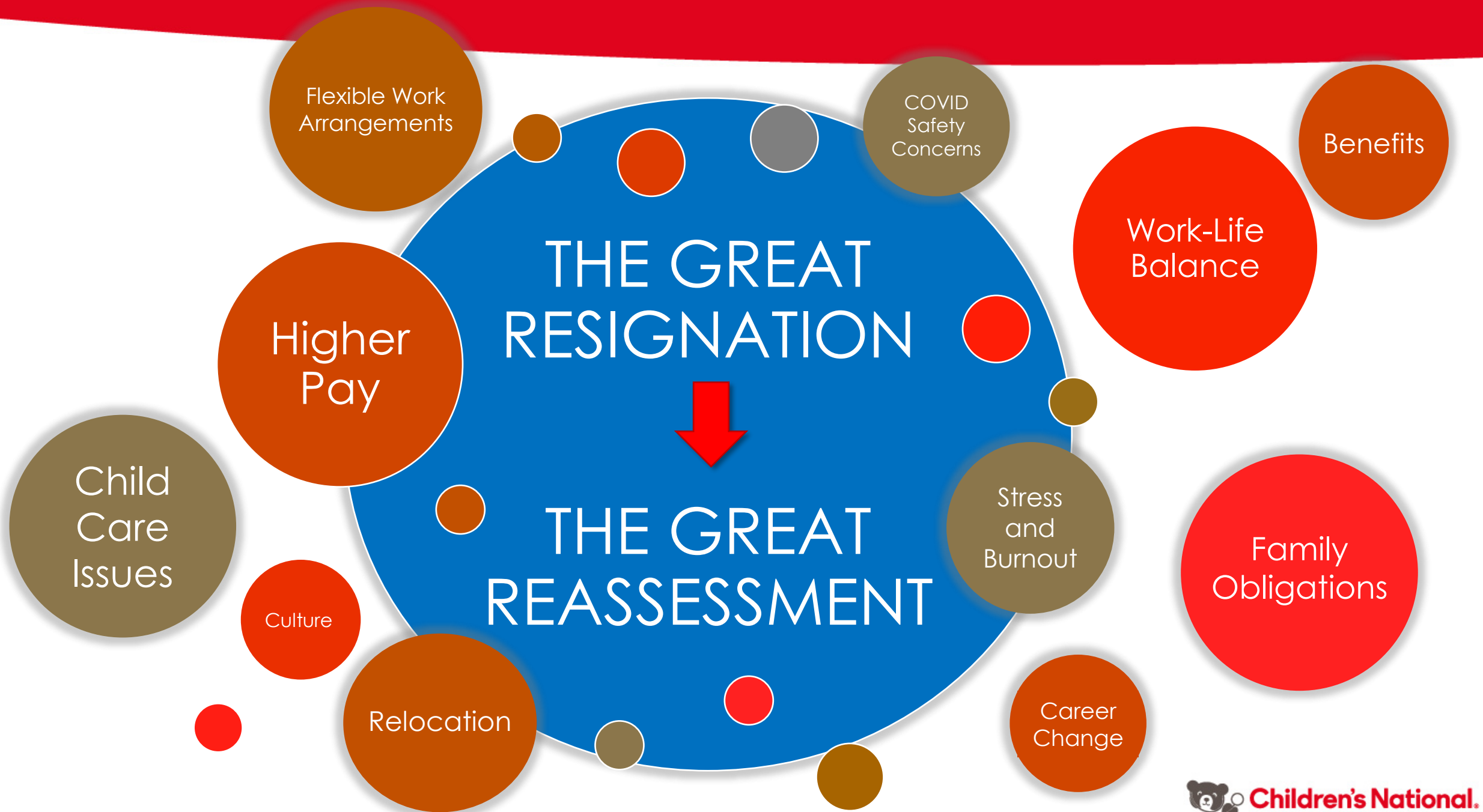
Culture

Relocation

Stress and Burnout

Family Obligations

Career Change



# What is your culture?





# Understand your “Employee Experience”

- Know your employee experience
  - Stay Interviews
  - Exit Interviews
  - Survey Monkeys
  - Glassdoor/Indeed/Yelp Reviews
- Understand your unique employees’ needs, priorities and expectations

**The expression of your culture  
is the way your people experience it.**

# The Irresistible Organization: A Complete Employee Experience



## Meaningful Work

Autonomy and agency

Job and team fit

Small, agile teams

Time to focus, rest, and recover

## Hands-On Management

Clear goals with stretch opportunity

Regular coaching and feedback

Capable, empowering leadership

Transparent, simple performance management

## Positive Environment

Tools and systems to get work done

Appreciation, recognition, and rewards

Flexible workspace and workplace

Inclusive, diverse, and culture of belonging

## Health & Wellbeing

Safety and security in all aspects of work

Personal fitness, health, and wellbeing

Psychological and mental health and support

Family and financial support

## Growth Opportunity

Open, facilitated job and role mobility

Career growth in multiple paths

Formal and informal learning

Culture of learning at all levels and all times

## Trust in Leadership

Mission and purpose beyond financial goals

Trust, transparency, and empathy

Continuous investment in people

Focus on society, environment, and community

Derived from Simply Irresistible, © Deloitte Consulting LLP

# Positive Environment



## Positive Environment

Tools and systems to get work done

Appreciation, recognition, and rewards


Flexible workspace and workplace

Inclusive, diverse, and culture of belonging

- KISS – Keep it Simple Silly
  - Reduce administrative burden or unnecessary work
- Create a supportive environment
  - Psychological Safety
  - Rewards and recognition – individual and team-oriented
  - Encourage self-care – use of vacation, other benefits
  - Flexible workspace/workplace
- Promoting diversity, equity, inclusion and BELONGING



# Health & Wellbeing



**Health & Wellbeing**

Safety and security in all aspects of work

Personal fitness, health, and wellbeing

Psychological and mental health and support

Family and financial support

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- Promote mental, physical, familial and financial wellbeing resources
- Encourage boundary setting and building resiliency
- LEAD BY EXAMPLE!!

# Growth Opportunity



**Growth Opportunity**

Open, facilitated job and role mobility

Career growth in multiple paths

Formal and informal learning

Culture of learning at all levels and all times

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- Opportunities for growth and development
  - Promotion
  - Lateral transfers → new skill sets
  - Project based exposure
  - E-learning (TED Talks), conferences, trainings
  - Lunch & Learns

# No One Solution Will Work

- Ask employees to identify solutions to recurring employee needs
  - Provide guardrails to enable success (i.e., financial constraints, general dos and don'ts)
- Identify short and longer-term tactics/solutions
  - Delineate those that are high impact/low effort → possible short-term tactics
  - Determine high impact/high effort → longer term tactics



# Potential Strategies

## Short Term:

- Remote or hybrid roles
- Flexible schedules
- Meeting and email etiquette
- Diversify Sourcing
- Change Up Recruitment
- Get Creative with Total Rewards
  - Flexible arrangements
  - Benefits, including parental leave and time off
  - Sign on bonuses

## Longer Term:

- Re-design work
- Re-design roles/care model

## Actionable Next Steps

- Engage your employees in solutioning
- Identify short and longer-term tactics/solutions (effort/impact matrix)
- Choose 3 short term solutions and implement
- Identify and prioritize 2 longer term solutions, identify a leader and create a plan

# Thank You!



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