

Key Components of Employee Retention

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August 22, 2023

The MHTTC Network uses affirming, respectful and recovery-oriented language in all activities. That language is:

STRENGTHS-BASED
AND HOPEFUL

INCLUSIVE AND
ACCEPTING OF
DIVERSE CULTURES,
GENDERS,
PERSPECTIVES,
AND EXPERIENCES

HEALING-CENTERED AND
TRAUMA-RESPONSIVE

INVITING TO INDIVIDUALS
PARTICIPATING IN THEIR
OWN JOURNEYS

PERSON-FIRST AND
FREE OF LABELS

NON-JUDGMENTAL AND
AVOIDING ASSUMPTIONS

RESPECTFUL, CLEAR
AND UNDERSTANDABLE

CONSISTENT WITH
OUR ACTIONS,
POLICIES, AND PRODUCTS

MHTTC Network

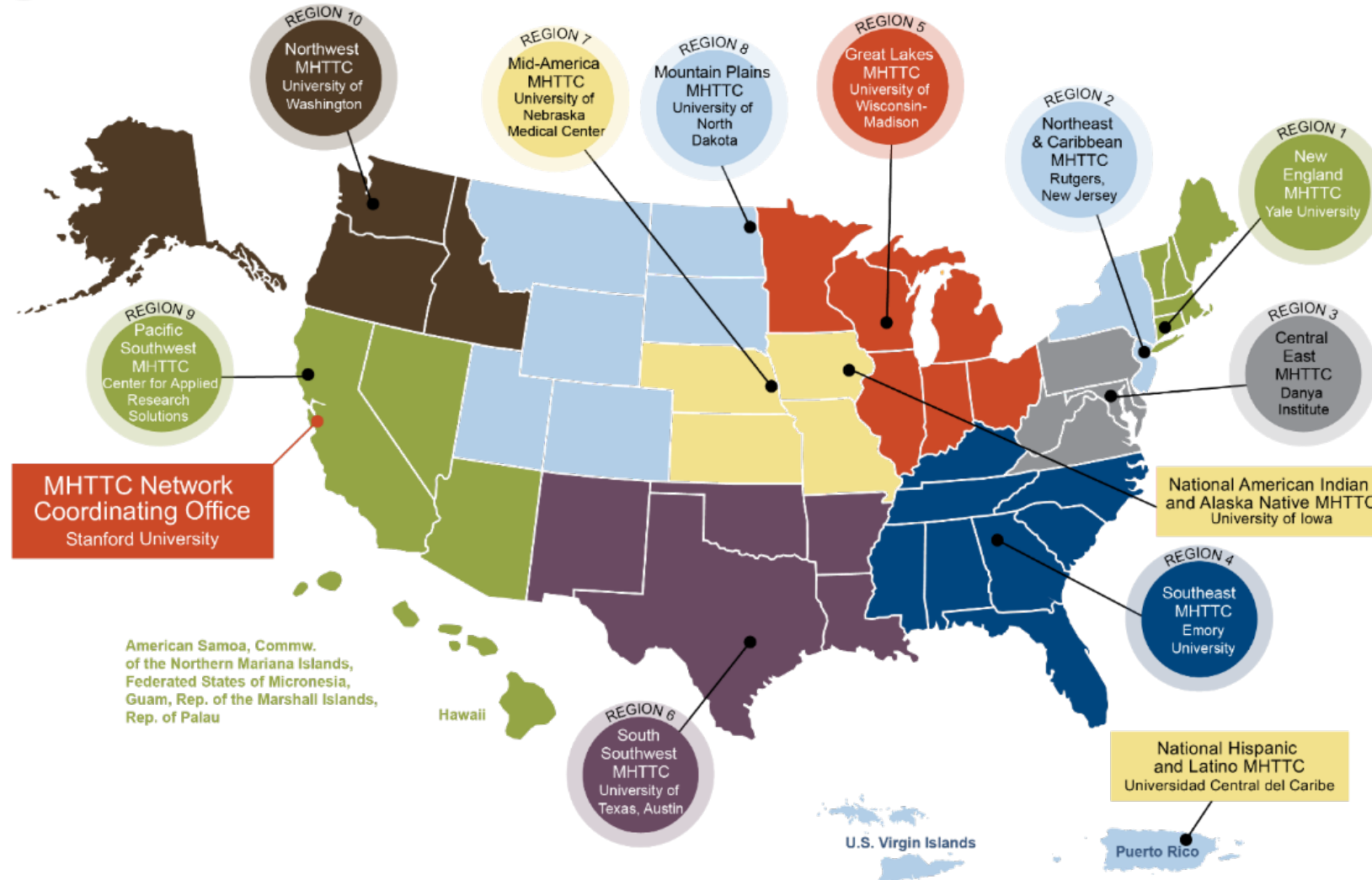


MHTTC

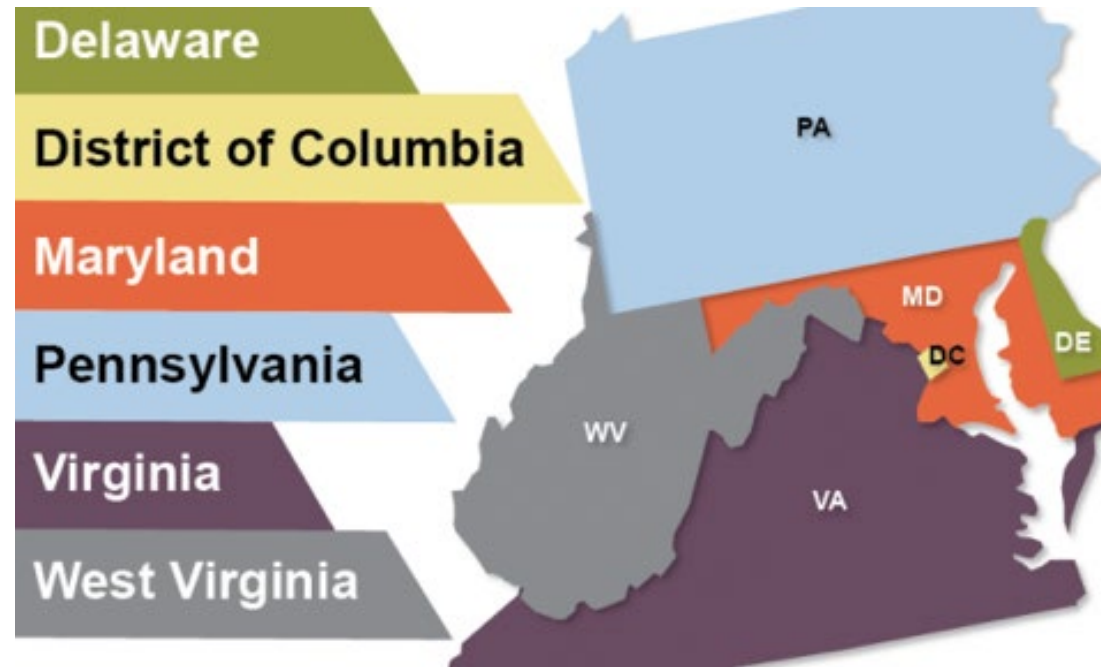
Mental Health Technology Transfer Center Network

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MHTTC Network



Central East Region 3



Central East (HHS Region 3)

MHTTC

Mental Health Technology Transfer Center Network

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Acknowledgment

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At the time of this publication, Miriam E. Delphin-Rittmon, Ph.D., served as Assistant Secretary for Mental Health and Substance Use in the U.S. Department of Health and Human Services and the Administrator of the Substance Abuse and Mental Health Services Administration.

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Presented 2023

Agenda

1. Collective Agreement
2. Framing the Conversation
3. Understanding Your Needs
4. Retention Strategies
5. Wrap-Up

Our Collective Compassionate Agreement

Be present.

Be brave.

Step up/Step back.

Be a teacher and a learner.

Suspend judgment.

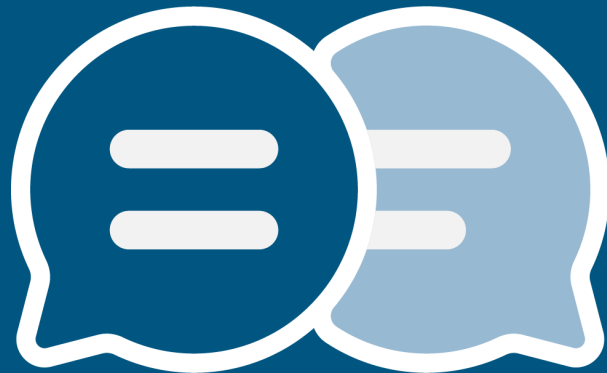
Allow everyone to have their own experience.

Take a break when needed.

Pass if you don't feel comfortable sharing.



Rate your level of awareness of employee experiences across the organization.



**I have no
idea.**

**I have a clear
understanding
and regularly
discuss with
employees.**

Framing the Conversation

We Didn't Get Here Overnight: Behavioral Health WFD

The crisis in behavioral health has been brewing for 20+ years, and the need to address it has increased.

Baby boomer retirements started 10+ years ago

Millennials leaving healthcare careers early

Gen Z is a smaller population entering the workforce

COVID-19 pandemic dramatically exacerbated **demand** for services, but there is not enough **supply**

Great Resignation and Big Reshuffle

What Do You Lose When Staff Leave?



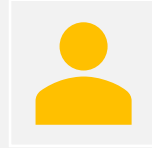
What Employees Want



Living wage with
healthcare
benefits



Opportunities to
grow and
advance



Job role clarity



Some autonomy
and input into
decisions



Manageable
workloads



Administrative
support without
a crushing
administrative
burden



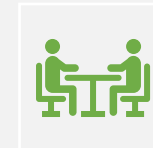
Basic orientation
and training for
assigned
responsibilities



Decent and safe
physical work
environment



Competent and
cohesive team of
coworkers

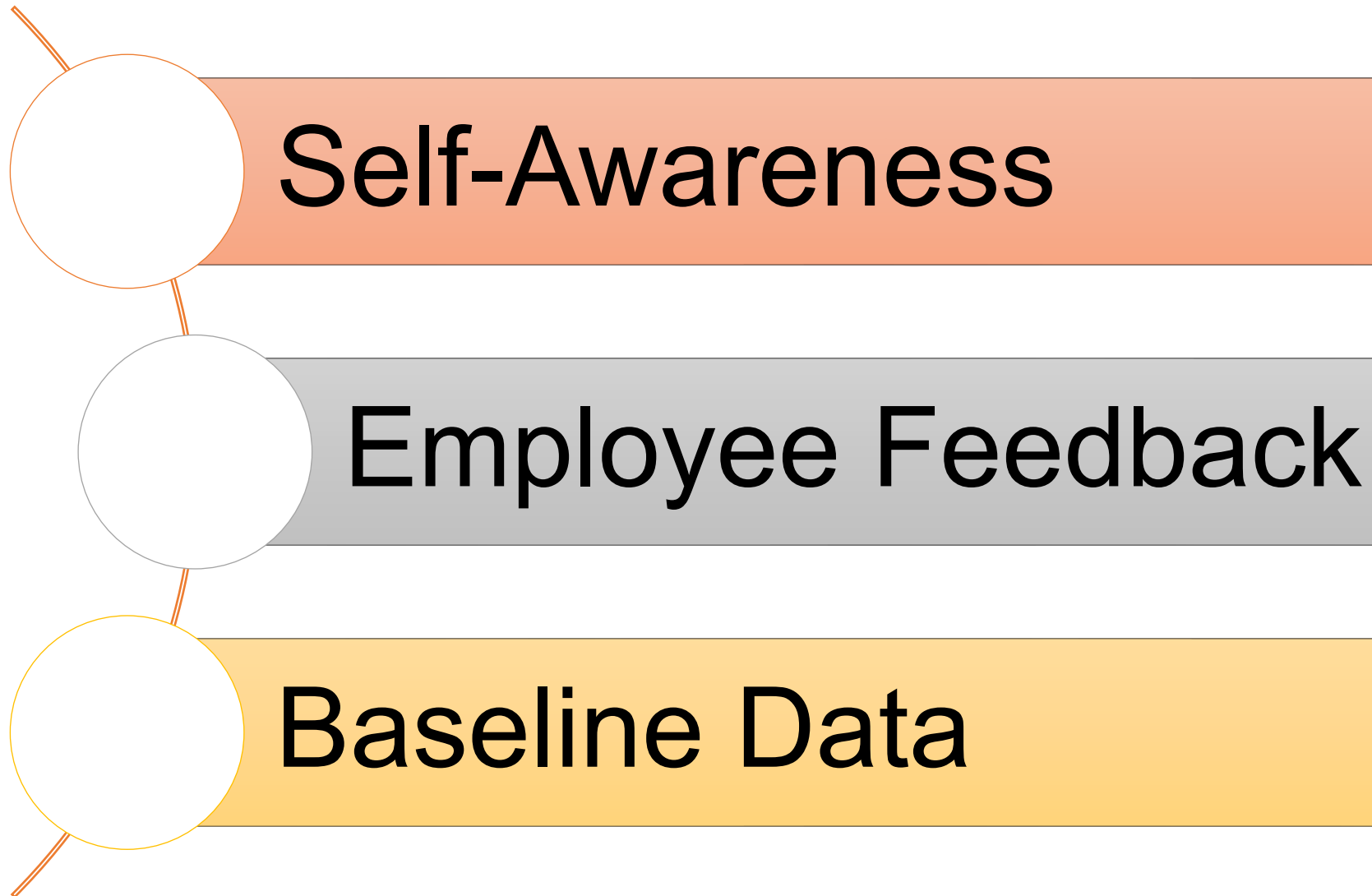


Support of an
effective
supervisor



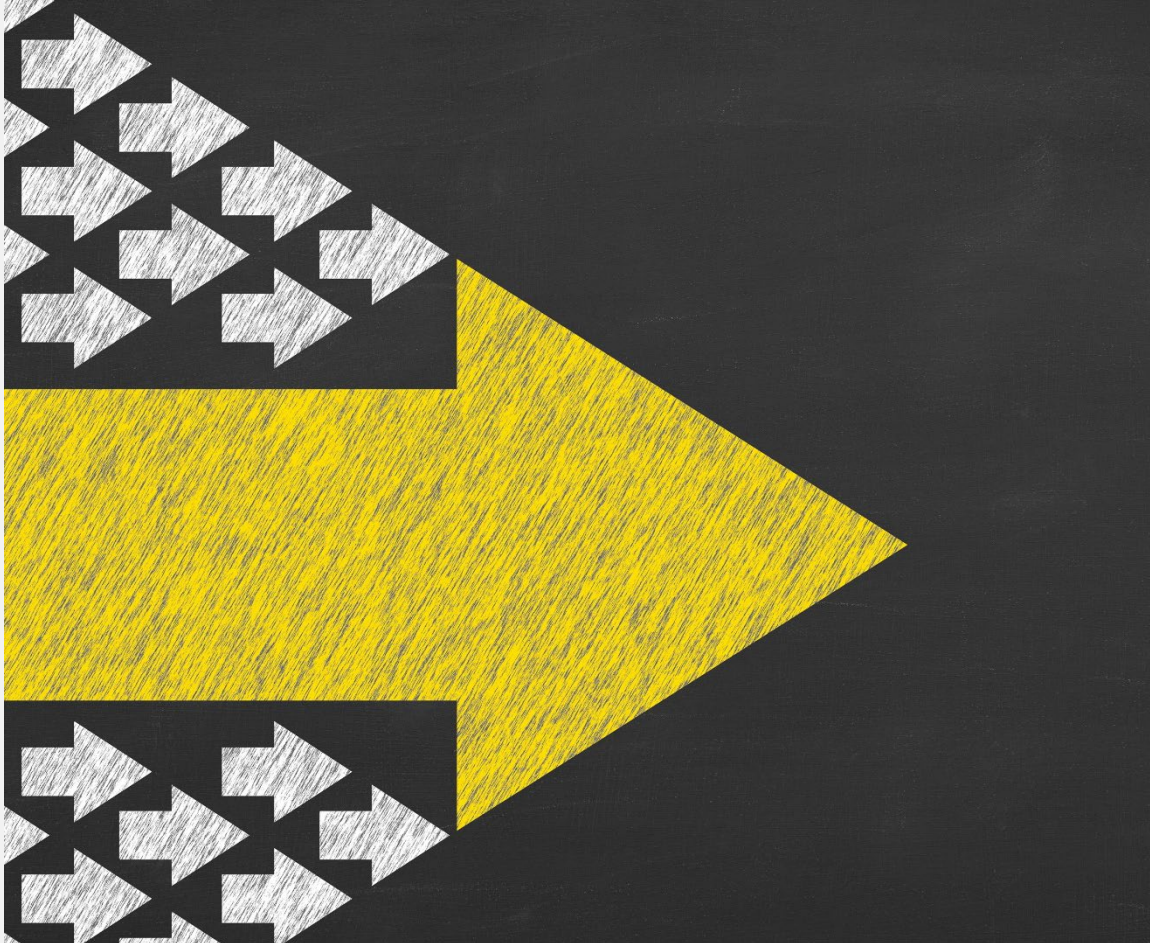
Rewards for
exceptional
performance

Building a Retention Plan Requires...



Understanding Your Needs

Retention Plan



WHAT IS IT?

Comprehensive strategy to reduce turnover and keep employees engaged, satisfied, and motivated.

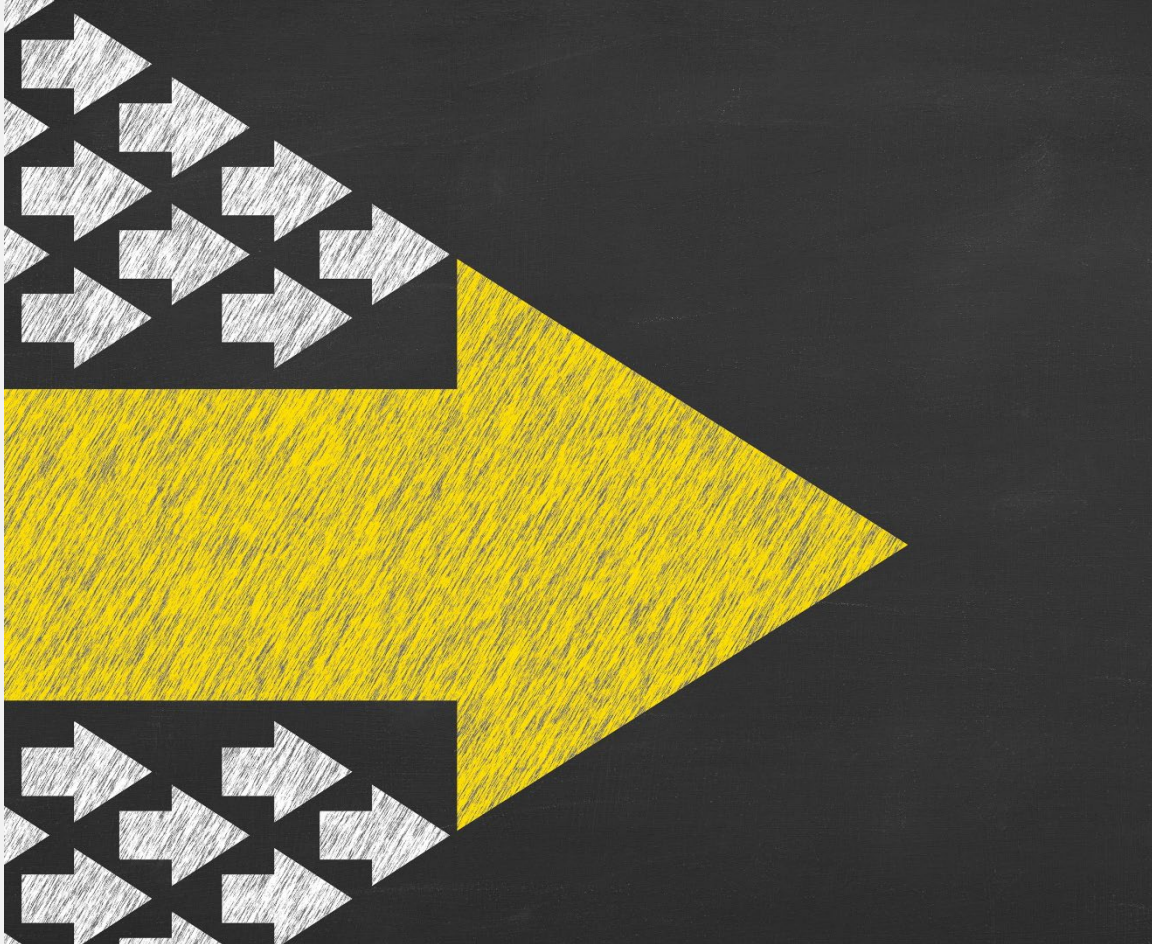
WHY DO IT?

To invest in your workforce, increase staff satisfaction, reduce turnover, and improve workplace culture.

WHO DOES IT?

Human resources (HR), managers, and leadership.

Recruitment Plan



WHEN SHOULD IT HAPPEN?

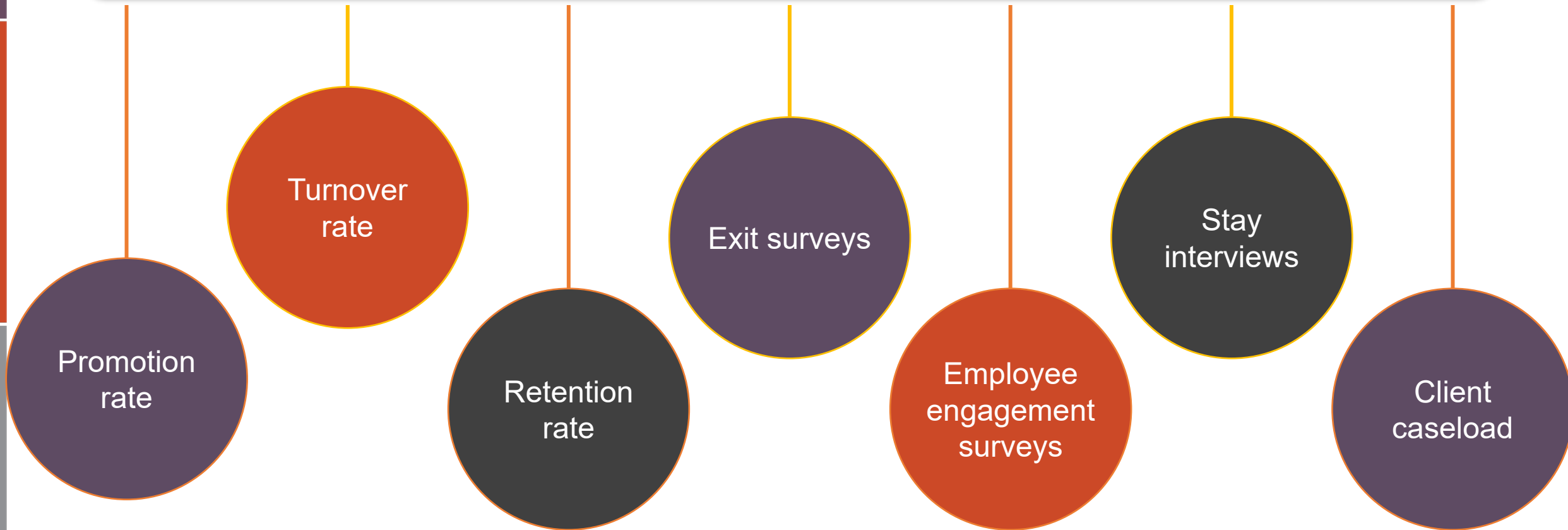
Yearly (at a minimum)

HOW DOES IT START?

Gather baseline data, identify gaps or challenges, develop benchmarks, and pilot strategic solutions.

Talent Metrics

Baseline data used to understand patterns in aggregate and by demographic(s), job categories, and across roles:



The Retention Plan



Gather baseline data and root causes of retention challenges.



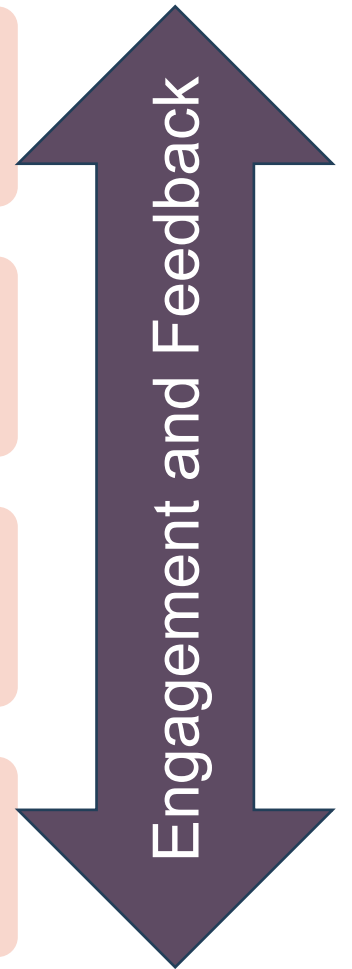
Define retention goals, benchmarks, milestones, and select retention strategies.



Pilot strategies and monitor outcomes.



Evaluate outcomes, identify necessary adjustments, and implement.



Retention Strategies

Benefits of a Strong Retention Plan

Positive
Workplace
Culture

Employee
Well-being

DEI

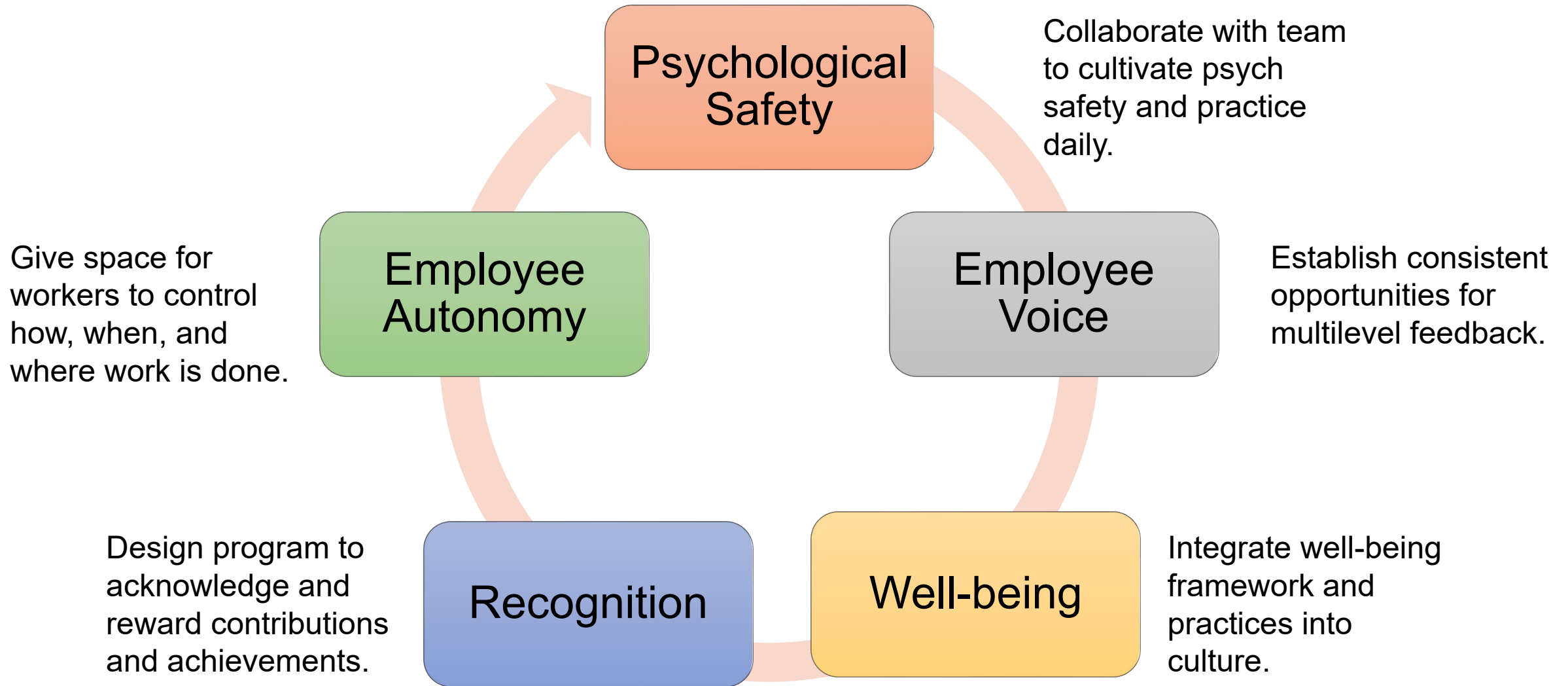
Employee
Engagement

Pipeline

Succession
Planning

Recruitment

Workplace Culture



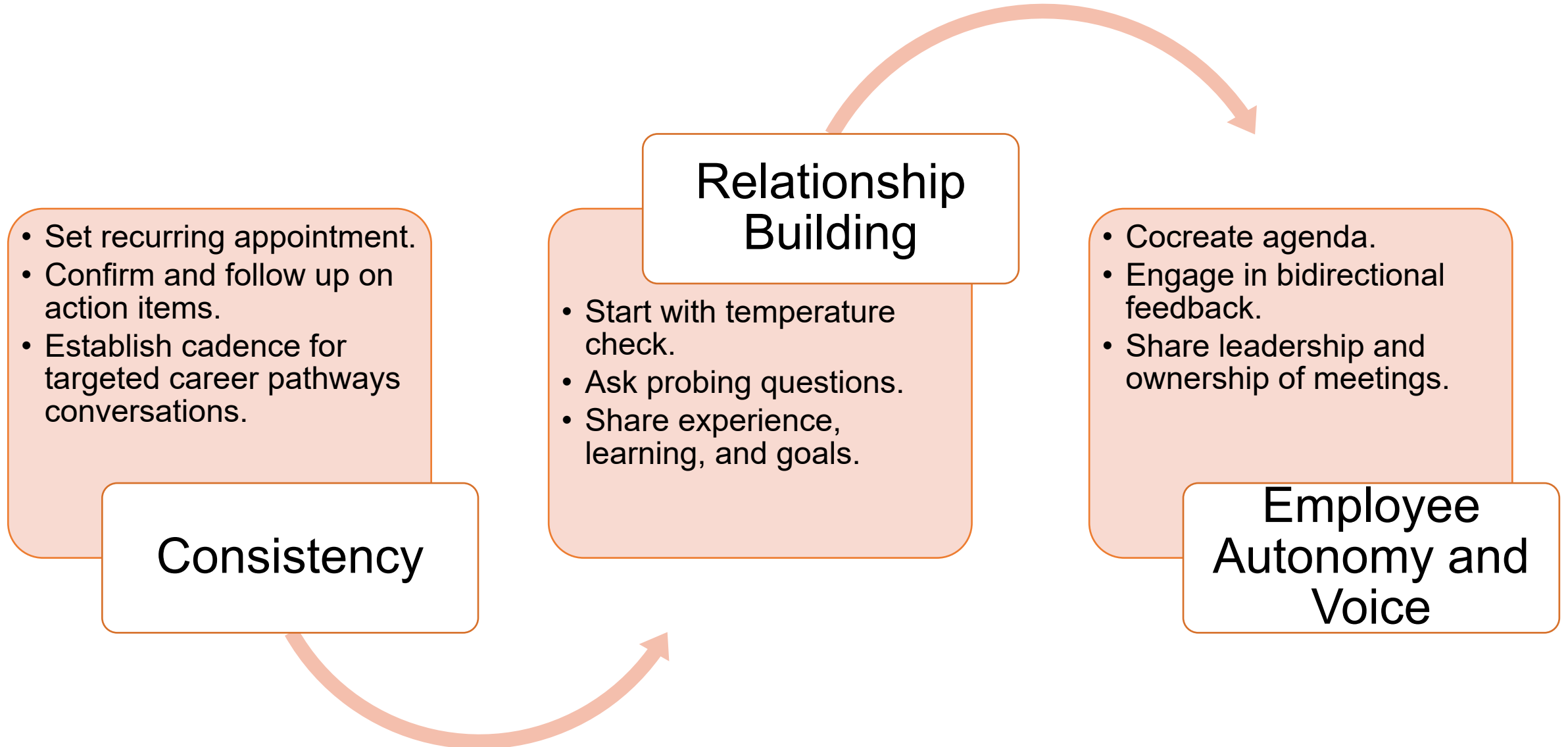
Staffing Structures

- Use org chart to assess if grouping of roles is effective and to determine staff who are working above or below their scope.
- For staff working below scope: identify KSAs and support needed to shift.
- For staff working at top of scope: identify stretch opportunities to strengthen KSAs.
- For staff working above scope: identify growth opportunities aligned with demonstrated KSAs.

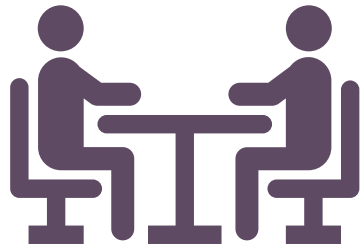
A well-designed staff structure:

- Promotes employee security and motivation.
- Considers the diverse needs of employees.
- Provides opportunities for employees to work within their skill sets and to take on stretch projects.

Supervision



Effective, Consistent Supervision Can:



Reduce burnout and increase retention.

Help guide employee performance and development.

Provide an opportunity to reflect and discuss employees as whole individuals.

Promote shared responsibility, shared learning, and shared leadership.

Encourage effective communication, problem solving, learning, growth, self-motivation, and self-advocacy.

Career Pathways

- Improve an organization's ability to attract top achievers and retain employees.
- Increase the cumulative ability, experience, and diversity in your workforce.
- Create an employee-centric culture.
- Promote well-being, mitigate burnout, and remove systemic barriers.
- Demonstrate organization/leadership investment into employee growth.

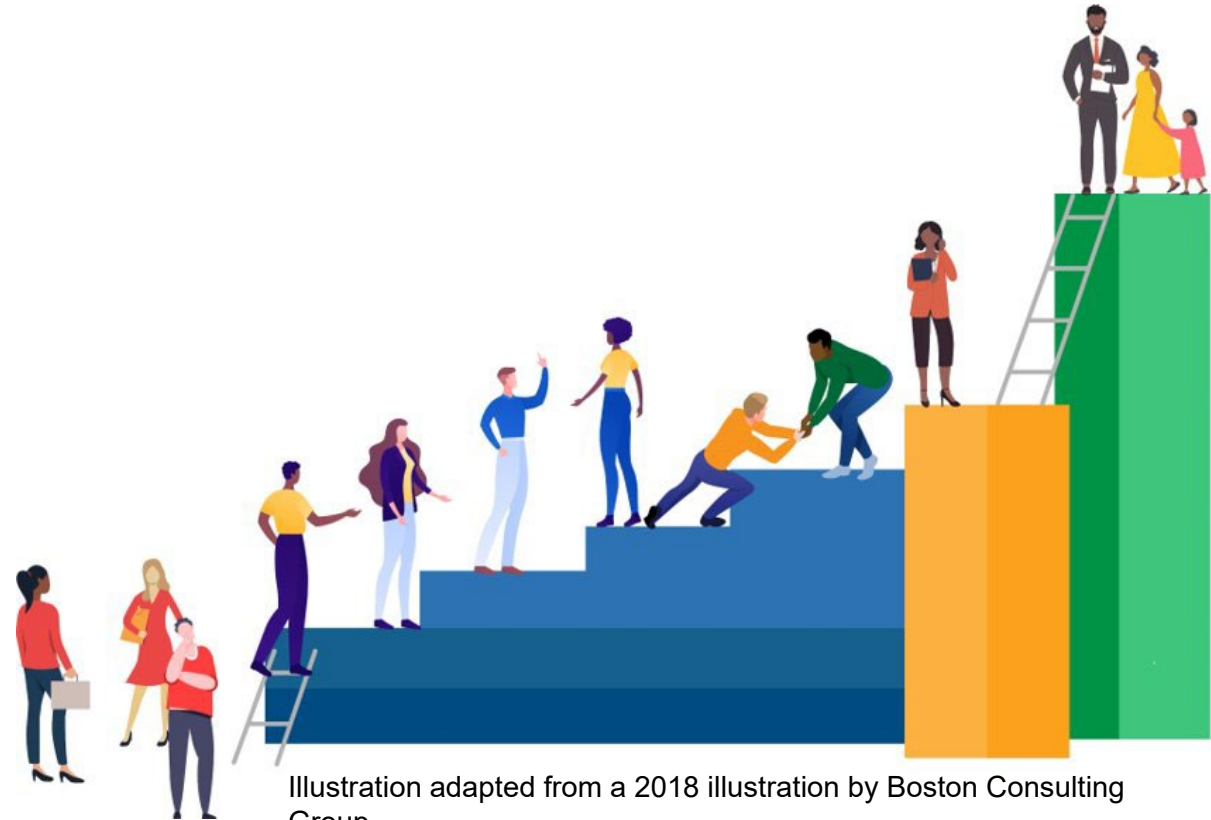


Illustration adapted from a 2018 illustration by Boston Consulting Group.

Establish Career Pathways

Assess

Quantitative and qualitative data analysis to identify program needs.

Review org chart to outline existing career pathways, highlight roles that flow into one another, and pinpoint KSA for growth.

Plan

Create career ladder/lattice by position, workstream, or department.

Design and identify training and development opportunities.

Document program offerings and eligibility criteria, and market to employees.

Implement

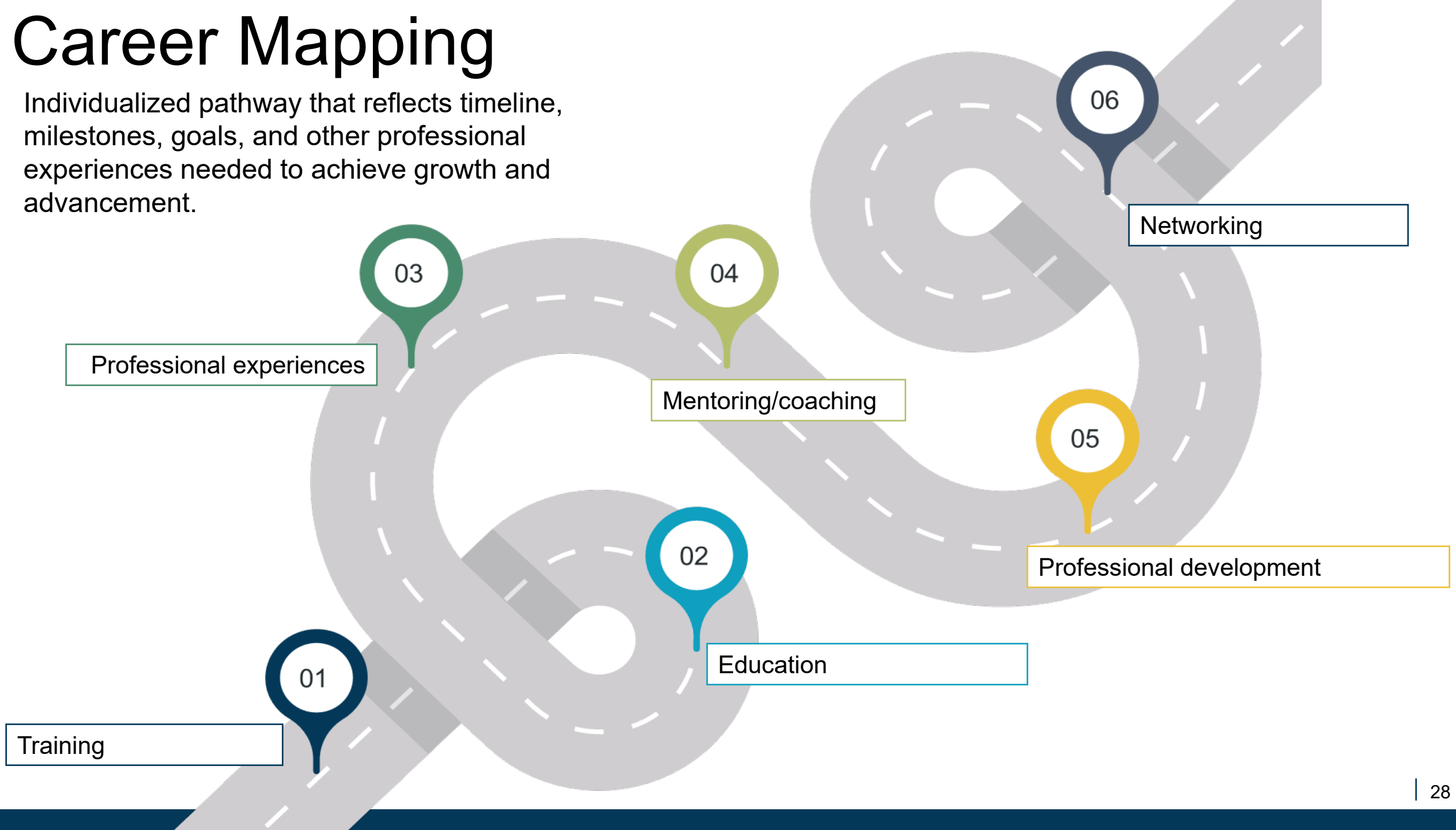
Pilot program across pre-established timeline.

Supervisors support each employee to map career path.

Evaluate program and adjust to improve outcomes.

Career Mapping

Individualized pathway that reflects timeline, milestones, goals, and other professional experiences needed to achieve growth and advancement.



Enhance Management Skills

Promote psychological safety.

Communicate the purpose, picture, plan, and play.

Delegate meaningful, high-value work.

Coach the person, not the problem.

Invest in the learning, growth, and advancement of employees.

Build community across the team and organization.

Recognize and reward progress, achievements, and growth.

Management Skills: Finding Balance

COACH

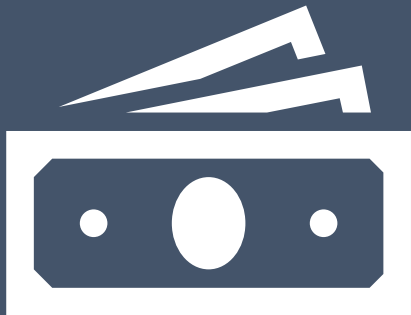
- Discuss skills to be mastered, projects and experiences needed for growth.
- Discuss current performance, set goals and actionable steps, identify behaviors needed to achieve goals, and monitor progress.
- Debrief growth in performance outcomes.



MENTOR

- Discuss workplace responsibilities, normalize challenges, and brainstorm strategies.
- Discuss, share, and help to set professional development goals.
- Debrief growth in career, network, and skills.

Financial incentives can positively impact employee retention in the short term but diminish over time.



The Winning Formula

Direct compensation

(Financial rewards and benefits)

+

Indirect compensation

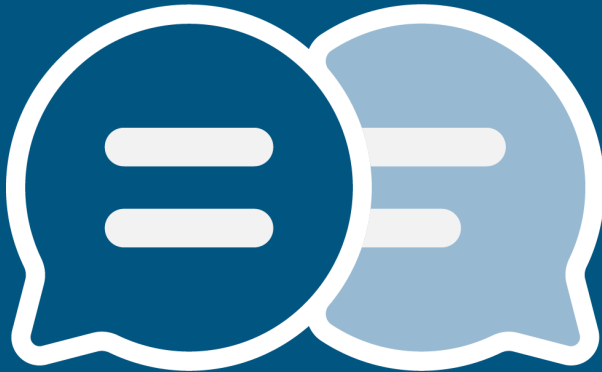
(Non-monetary benefits and perks)

+

Workplace Culture

(Shared values, beliefs, behaviors, and practices)

Small Group Discussion

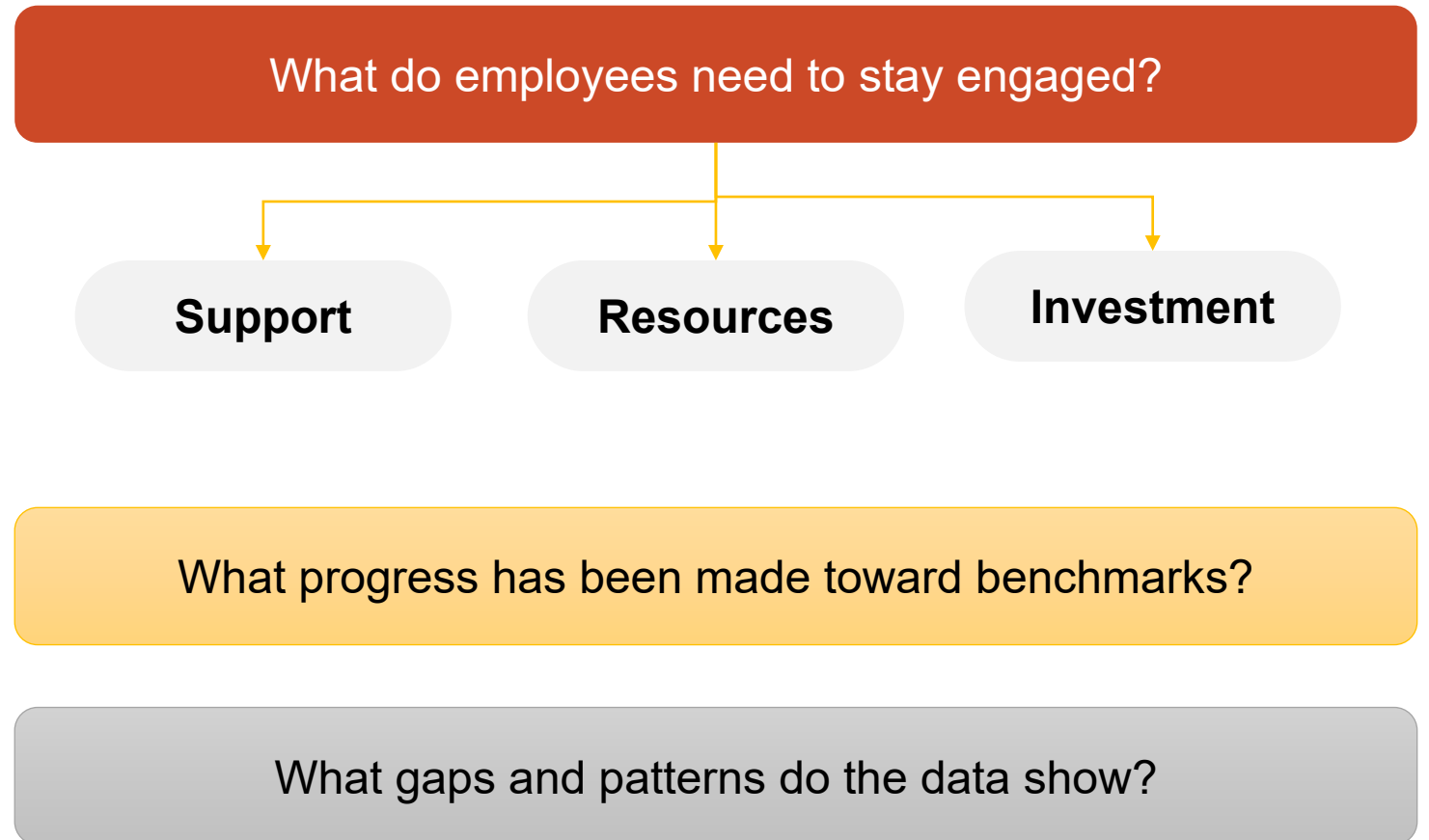


- ☐ Consider the current status of your organization. What is one strategy that could have a significant impact on your retention challenges?
- ☐ What resource(s) would you need to implement this strategy?
- ☐ What is a challenge you anticipate may impact your implementation of this strategy?

Evaluating Progress

Evaluation

The metrics used to establish your organization's baseline and benchmarks will also serve as the evaluation metrics to assess progress on employee retention goals.



Wrap Up

Appreciation



Contact Us



a program managed by



[Central East MHTTC website](#)

[Oscar Morgan](#), Project Director

[Danya Institute website](#)

[Email](#)

240-645-1145

Let's connect:



Resources and References

Case Study: Waimanalo Health Center



- **The Waimanalo Health Center in Hawai'i integrates traditional Hawaiian culture and healthcare practices with western medical approaches. Nadine Owen, Director of Quality Improvement, reports that employees often choose to work with the center because of this demonstrated respect for Native perspectives, despite their inability to pay as much as some other providers on the island.**
- **The health center incorporates time-honored Hawaiian culture into their mission, values, and training of staff. For instance, every year the center holds an event called Makahiki, a paid day off for staff to interact with one another in various workshops that include traditional cultural viewpoints.**
- **Patients benefit in many ways. The health center tracks qualitative and quantitative population data that show the health benefits of their integrated approach with their patients who are predominantly native Hawaiian and Pacific Islander. For example, patients who participated in a hula program successfully lowered their blood pressure.**

Data: Calculating Promotion Rate

Total number promotions	Divided by	Number of people employed	Times 100	Equals	Your promotion rate
(9	÷	175)	\times 100	=	5.1%

Data: Calculating Turnover Rate

Leavers

The number of “leavers” corresponds to your turnover rate.

Number of leavers	Divided by	Number of people employed	Times 100	Equals	Your turnover rate
(50	÷	175)	x 100	=	28.6%

Data: Calculating Retention Rate

Stayers

The number of “stayers” corresponds to your retention rate.

Number of stayers	Divided by	Number of employees at beginning of period	Times 100	Equals	Your retention rate
(90	÷	100)	x 100	=	90%

Data: Calculating Average Tenure

Average tenure
can be calculated
for stayers or
leavers.

- List each worker and the number of months the worker has been at the organization.
- The sum of months worked divided by the number of employees is the average tenure.

Number of months “staying” for current employees:

- One employee “staying” 3 years (1 x 36) =	36
- Five employees “staying” 12 months (5 x 12) =	60
- Two employees “staying” 10 months (2 x 10) =	20
- Two employees “staying” 3 months (2 x 3) =	+ 6
Total =	122

Total months “stayed”	Divided by	Number of current employees	Equals	Average tenure of “stayers”
122	÷	10	=	12.2 months

Resources

- [Company Culture Is Everyone's Responsibility \(hbr.org\)](https://hbr.org/2017/05/company-culture-is-everyones-responsibility/)
- [Ready to Respond: Mental Health Beyond Crisis and COVID-19 \(nasmhpd.org\)](https://nasmhpd.org/2020/04/ready-to-respond-mental-health-beyond-crisis-and-covid-19/)
- [Retention Toolkit v2.indd \(naadac.org\)](https://naadac.org/2020/04/retention-toolkit-v2/)
- [State Strategies to Recruit and Retain the Behavioral Health Workforce \(ncsl.org\)](https://ncsl.org/2020/04/state-strategies-to-recruit-and-retain-the-behavioral-health-workforce/)
- [Today's Most Critical Workplace Challenges Are About Systems \(hbr.org\)](https://hbr.org/2020/04/todays-most-critical-workplace-challenges-are-about-systems/)

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