

# Welcome

**BNP** Speaker Series

**Presented by:**



## **The Successful Employee Re-Entry Plan**

*How To Increase Engagement,  
Recruitment & Retention*

**Tuesday, July 13th | 8:30 AM**

# Upcoming Events

**Speaker Series Vistage #3**  
**Meta-Trends and the Next Economy**  
**July 20, 2021, 8:30 am – 10:00 am**

**BN360 Event: How do you set and achieve goals?**  
**July 22, 2021, 12:00 pm – 1:00 pm**



**BNP** Speaker Series **#3**

**LEADERSHIP 2021:  
META-TRENDS AND  
THE NEXT ECONOMY**

*See the Future More Accurately*

Tuesday,  
July 20 | 8:30 – 10:00 AM

Presented by:  
**VISTAGE**



**360** BUFFALO  
NIAGARA

SPONSORED BY **DAEMEN**

**How to Set and  
Achieve Your Goals**

PRESENTED BY  **MIKE  
CARDUS**

**THURSDAY, JULY 22  
12:00 - 1:00 PM**

Register today at [thepartnership.org/events](https://thepartnership.org/events)



# Leadership Development Programs

LEADER → ←  
EXCHANGE

SALES LEADER  
→ EXCHANGE

EXECUTIVE  
EXCHANGE



DIVERSITY &  
INCLUSION

EXECUTIVE EXCHANGE



DIVERSITY &  
INCLUSION

ACADEMY

<https://www.thepartnership.org/initiatives/professional-development/>



**SpectrumHealth**  
& Human Services

# **The Successful Employee Re-Entry Plan**

**How to Increase Engagement, Recruitment, and Retention**

Cindy Voelker, Associate CEO  
and

Mark Hendrickson, Sr. V.P. of Human Resources

July 13, 2021

# About Us

Founded in 1973, Spectrum Health and Human Services' **Mission** is to respectfully partner with adults, children, and families as they recover from behavioral, emotional, mental health, and/or substance abuse-related disorders; and to promote hope, empowerment and self-defined improvements in their quality of life.

- **Counseling Centers** in Erie and Wyoming counties
- **Community Based and Outreach Services**
- Erie County's **first Urgent Care** for behavioral health
- 24/7 access to **Crisis Counseling** for adults and youth
- Agency provider for **NY Project Hope**



# Informal Survey

**1.** What is your current workforce model?

All remote

All on site

Hybrid

**2.** Was this your model before March 2020?

Yes

No

**3.** What do you consider to be the biggest challenge for the second half of 2021 and beyond?

Employee Compensation

Recruitment & Retention

Realigning Workforce Strategies

Engaging Employees

Health & Welfare of Employees





# ICYMI: What Happened?



PLEASE WEAR  
A FACE MASK



HELP STOP THE SPREAD



# WNY Snapshot

- 128,000 people contracted COVID-19
- 2,510 WNY lives were lost
- Scores of businesses closed for good or reduced hours of operation
- Thousands of individuals started working from home

**None of our lives are the same**





And it won't  
be easy



# Change Continues

**25% to 40% of workers are considering a change in their position and/or career**, creating “The Great Resignation” or “Tsunami Turnover”

- Employee Burnout (a key reason)
- Labor shortage

Date	Job Openings
4/1/2020	4,630
12/1/2020	6,752
1/1/2021	7,099
2/1/2021	7,526
3/1/2021	8,288
4/1/2021	9,286
Current	9,600 (*est)



# What Employees Want!

## A Meta-Analysis - Key Findings:

- Work-Life Balance
- Remote Work
- Career Progress
- Flexibility
- Less Stress
- Strengthening of Collaboration



# Your Team: Their voice and your response

## Feedback from Employees is crucial

Administer Pulse Surveys and/or Focus Groups ...

What you should learn:

- How to improve **Organizational Culture** throughout the pandemic
- How to improve the overall **Employee Experience**
- Understanding **Remote/Hybrid work preferences** now and moving forward
- **Policy Considerations** (Telework, Benefits, Wellness)

**Listen.**

**Understand.**

**Respond.**

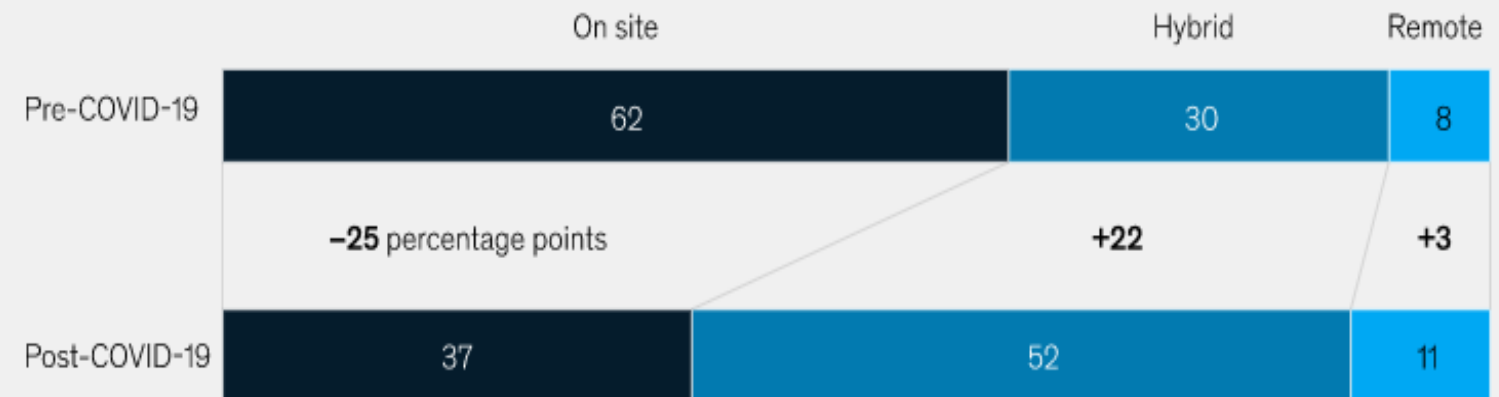




# Hybrid Workforce ... the future business model?

Most employees would prefer a more flexible working model after the pandemic is over.

Working models pre-COVID-19 and desired working models post-COVID-19, % survey participants



**52%** of workers would prefer a more flexible working model postpandemic.

Source: Reimagine Work: Employee Survey (Dec 2020–Jan 2021, n = 5,043 full-time employees who work in corporate or government settings)

McKinsey  
& Company



# Organizational Culture

## What is Organizational Culture?

A collection of values, expectations, and practices that guide and inform the actions of all team members

- Created through consistent and authentic behaviors
- Culture affects all aspects of your organization
- View organizational culture as a product
- Recognition of employee effort



# Organizational Culture

## Key Step: Prioritize “Recognition”



Foster a Culture of Recognition



A recent survey study (INC/Achievers) indicated that employees would be more engaged at work if their employer improved company culture. Nearly half (46 percent) of employees feel less connected to their company or colleagues since the start of the pandemic.



The majority of employees feel a strong *Culture of Recognition* makes a company attractive to work for.



Employers must consider creating more transparent and open communication, including increasing recognition, while also prioritizing connection for remote workers -- especially if they plan to keep a portion of workers remote post-pandemic.



# Culture Roadmap

## Other steps to creating a better workplace culture to increase retention and attract new employees:

- Measure the voice of the collective
- Make you leaders and managers culture advocates
- Live by your organization's value
- Connectivity between team members
- Focus on development, training and learning opportunities for employees
- Make the employee experience personal and rewarding



**Commit to listening, understanding** rather than launching a perfect plan on Day 1.



**A culture of action** requires asking questions based on today's situation and then acting on fresh data



The vast majority of employees want to work remotely (at least 2 days a week)



Listening and **taking regular small actions** is the best way to improve the experience for employees





# Employee Wellness

A recent report from Mercer says that while 48% of executives rank employees' well-being as a top workforce concern, only 29% of organizations actually have a health and well-being strategy.

## **Mental Health ... a key wellness factor:**

- Anxiety, stress, exhaustion, depression
- Poor or reduced job performance
- Negatively affect interpersonal relationships with colleagues

## **What works?**

- A simple “thank you” or appreciation more often
- Check in with employees more frequently
- Build resilience into your culture



# Recruitment & Retention

Social media can  
be a powerful  
recruiting tool

Consider added  
bonuses and  
perks

Safe hiring  
events

Increasing pay  
rates

Get employees  
involved in your  
recruiting  
strategy

Invest in the  
applicants you  
do have

Internal hiring &  
enhancing skill  
sets

Look outside  
your traditional  
methods of  
recruitment

Align your  
employment  
brand &  
recruitment

**Focusing on Internal Growth is Key**, focus on the talent you already have. Organizations who are most successful in the long term **invest in their current employees**.



# At Spectrum Health

## For Clients

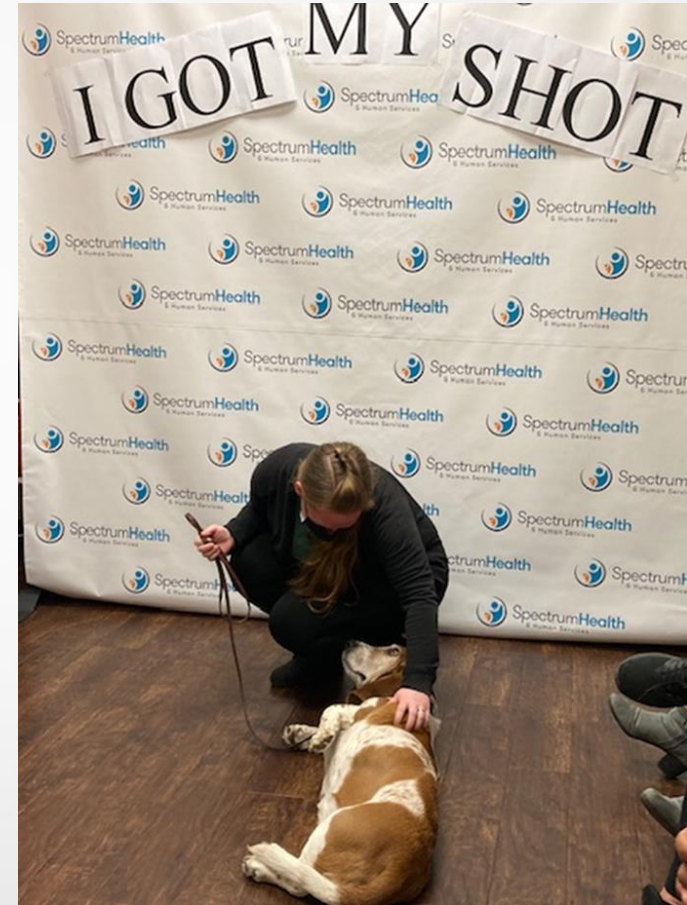
- Telehealth options new and expanded way of doing business
- Assistance with technology provided if needed
- Crisis Response Team support as needed
- Vaccination Clinics at three sites



# At Spectrum Health

## For Staff

- Provide emotional support to employees
- Vaccination education and provided easy access to vaccines
- Flexible return to work plans with feedback from staff to better understand their needs
- Maintaining connections thru Zoom and Teams
- Communication is critical





# At Spectrum Health

## For the Community

- Community of Caring online activities
- NY Project Hope, proud agency provider
- Expanded and easy access to services



**Emotional Support Helpline**  
**716 566 6506** Free and confidential

**NY Project Hope**  
Coping with COVID



# Stress Relief



# Honor Traditions

- Virtual Staff Day
- Virtual celebrations
- Birthday and anniversary cards
- Industry benchmarks – Mental Health Month
- Community celebrations – Juneteenth
- Maintain Regular Contact with supervisor and co-workers

**Maintain employee engagement virtually  
And in person**



**Wise Words  
from GM's CEO  
Mary Barra**

Work Appropriately.

Flexible without  
“overly prescriptive guidance.”

One size shouldn't fit all.







SpectrumHealth  
& Human Services

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Q & A

# Answers to Your Questions

Thank You

**Thank you for your  
presence today**

[Thepartnership.org](http://Thepartnership.org)

