

Creating the New Normal for our Workforce: Working in Sweatpants?



Dakota Conference on Rural and Public Health
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Friday, June 10, 2022
9:05-9:50 am

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Agenda

- Is Virtual Work Right for You?
- Case Study: Altru's Virtual Work Journey
- How Will Virtual Work Impact Your Organization?
- How will Virtual Work Impact Your Employee Value Proposition?

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Is Virtual Work Right for You?

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Yes! No! Maybe? Sometimes?

Consider your
employee value
proposition, along with
your Mission, Vision,
Values

organizational goals
growth, turnover,
engagement, quality,
safety, financial

Can you ensure
alignment between
operations and your
remote people
resources?

Assess your cultural
readiness as an
organization to support
remote workers, hybrid
models, including
perceptions about
remote workers

Weigh the risk in not
supporting
remote/hybrid workers

Consider opportunities
to optimize the work

Do you lead through equity or equality?
Not all positions are created equal and how we treat individuals is important as everyone matters

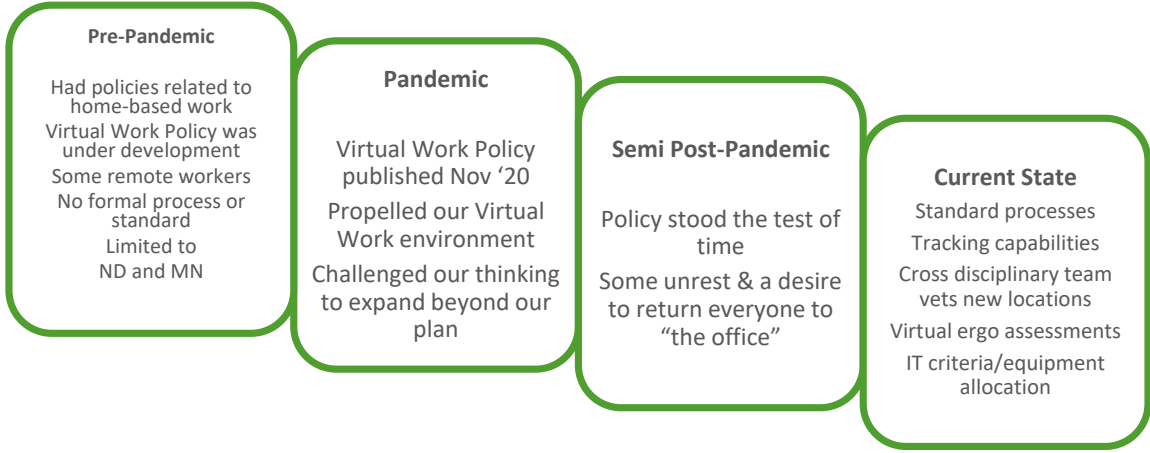
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Altru's Virtual Work Journey

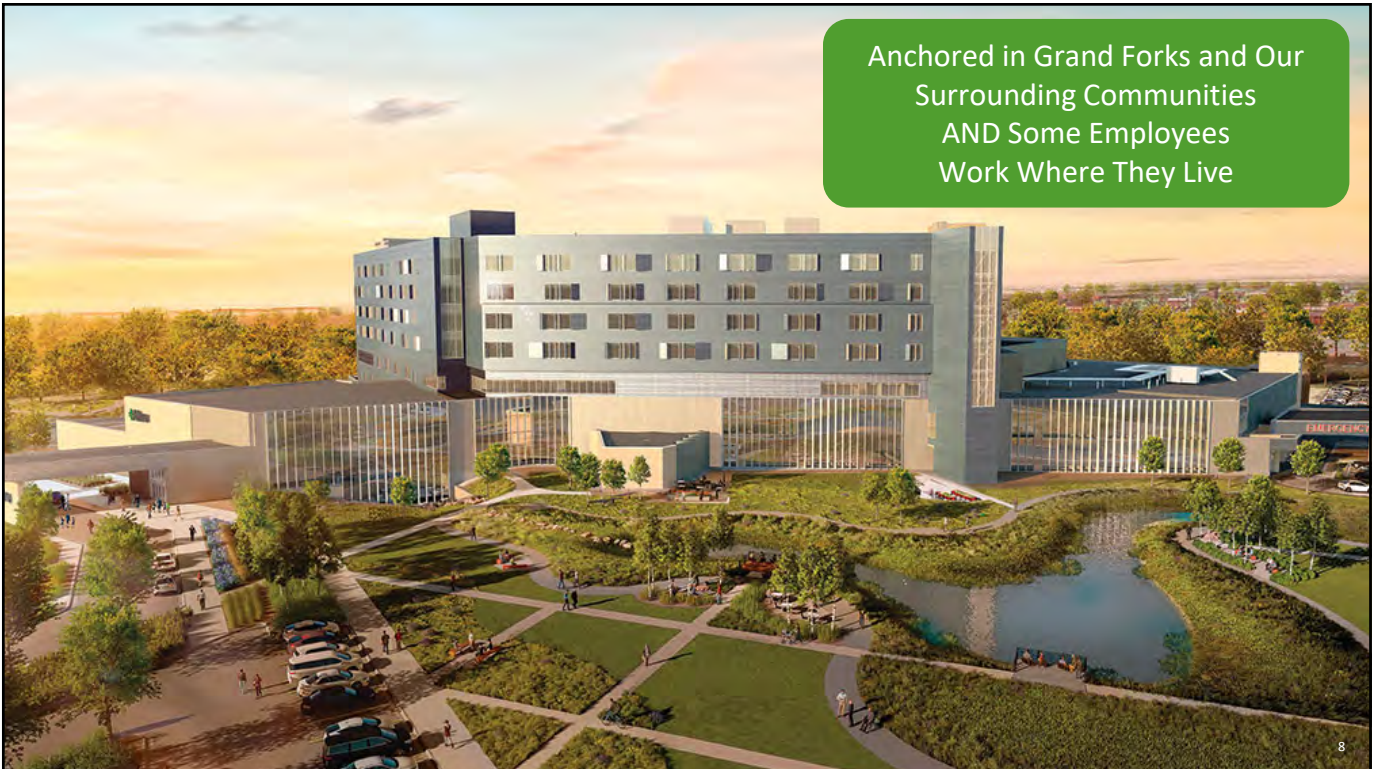
From Here to There...



Our Journey



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266 Remote Employees Today

- 22 States “approved and built” to recruit from
- Types of positions: Contact center, admin assistants, HR, IT, business office, phone nurse, limited providers (telemedicine only)



187 Employees



63 Employees



16 Employees

X Departments with at least one remote employee

Risks

- Impact to long term performance
- Data security
- Labor law variation by state
- Engagement
- Isolation
- Connectivity
- Virtual work fatigue

Benefits

Increased productivity (less travel, focused time, flexible hours at times, optimize technology)

Varying team engagement (requires engaged leadership, team input, a focus on the remote work environment, skill to leader in a hybrid environment)

Workforce advantages to hiring talent in other states (flexibility, expanded talent pool, retention for existing employees who relocate)

Cost savings (facility, phone, other expenses, supplies, office furniture)

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Altru Achievement Award

IT Huddle



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Organizational Impact

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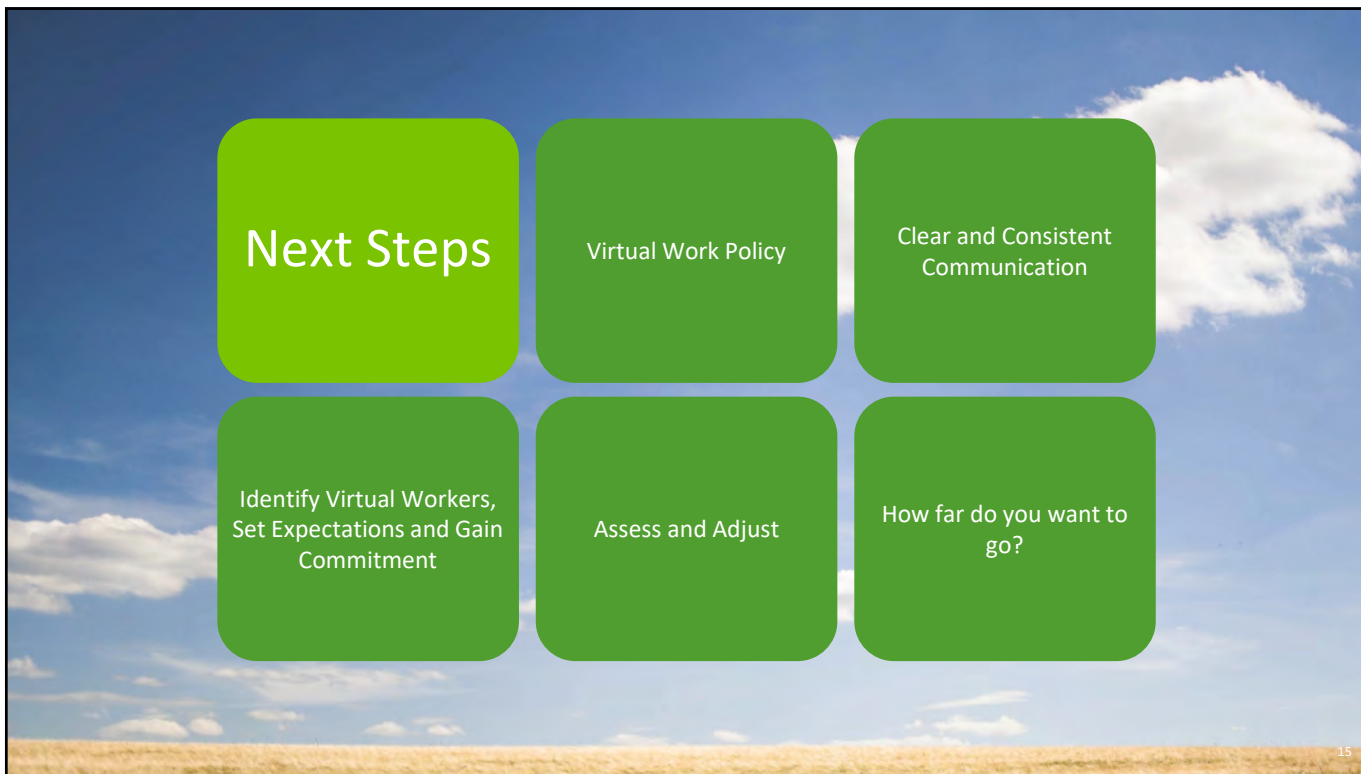
Guideposts to Success

- Eligibility
- Leader responsibilities
- Employee responsibilities
 - Work schedule
 - Confidentiality
 - Technology
 - Safety
- Inventory management

*Employee/Leader commitment



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Policy Creation

- ✓ Eligibility
- ✓ Procedure to Implement
- ✓ Outline Management Responsibilities
- ✓ Outline Employee Responsibilities

**Connect with us after our session for a copy of Altru's policy*

Virtual Work Policy (3110)
Division: Human Resources
 Leadership Owner: Marlene Miller
 Reviewed/Revised Date: 1/28/2022

Purpose

Altru Health System offers a virtual work option to eligible employees and may require certain positions within a department to be designed solely to work in a virtual work environment. The virtual work environment is applicable to those employees required and/or are meeting the specific requirements and qualifications as outlined below along with any additional requirements/qualifications provided by the department leader. Each employee and position will be reviewed by the department leader for eligibility, taking into consideration the overall operational and financial needs of the department and organization.

Eligibility

Permanent virtual work locations outside North Dakota and Minnesota must be pre-approved by Accounting and Human Resources.

Before considering a virtual work environment for staff, leaders should consider the suitability of the job/tasks. The following list provides examples of work characteristics that may be more suitable for virtual work:

- Results-oriented
- Quantifiable, measurable, reasonably tracked
- Easily portable
- Limited requirement for face-to-face internal/external interaction and communication
- Minimal supervision required
- Information-based

In addition to the suitability of work, leaders should consider the suitability of the employee for virtual work. Requirements for employees to be considered for a virtual work environment include, but are not limited to:

- Employed in a department and leader able to support a virtual work environment(s).
- Completion of any training and/or enough experience to complete the required job duties virtually.
- Comfort with technology needed to be effective working virtually (standard office productivity software including video conferencing tools)
- Ability to maintain quality and productivity expectations regardless of the employee's physical location.
- Meet established standards for meeting attendance and complete all mandatory educational and compliance requirements established by Altru Health System.
- Not currently involved in a performance improvement plan or corrective action.
- Understand that requests to work on-site may be made at any time for any reason.
- All requirements/qualifications are at the discretion of the department leader and job descriptions may note additional requirements/qualifications.

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Clear and
Consistent
Communication



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Identify Virtual Workers, Set Expectations and Gain Commitment

- ✓ What employees are working virtually and how will you track?
- ✓ Where are they working?
- ✓ Work-related policies and regulations
- ✓ Work and Family Expectations
- ✓ Work Schedule
- ✓ Confidentiality
- ✓ Technology/Supplies
- ✓ Safety and Workers Comp Process
- ✓ Travel
- ✓ Inclement Weather

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Assess and Adjust

- ✓ How is work/service impacted?
- ✓ Is engagement/turnover improving or declining?
- ✓ What technology or training needs do we have?
- ✓ What other metrics will help determine success?



How far do you want to
go?

Employee Value Proposition Impact



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The healthcare industry had the second highest rate of turnover in 2021, following only the food service industry.

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Workforce Reality

- Available jobs across the U.S. rose to 11.5 million in March, the highest number on record, according to the monthly JOLTS report from the U.S. Bureau of Labor Statistics
- Job opening outnumbered unemployed workers by about 5.5 million
- Along with a spike in openings came an increase in quits, as they edged up to 4.5 million, also the highest level on record.
- **Can virtual work allow you to expand your recruitment pool and/or strengthen your employee value proposition leading to stronger retention?**



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Embrace changed expectations *How do they impact us?*

- A year into the Pandemic, 68% of American workers say having the ability to work remotely and at the worksite is the ideal workplace model.
- Of those who have been working remotely during the pandemic, 87% want to keep working remotely at least one day a week once pandemic subsides.
- 1 in 3 workers would not want to work for an employer that required them to be onsite.
- 2 of 3 remote workers believe in-person interactions are important for advancing their careers.
- 43% of remote workers say they would be nervous about their job security if they worked remotely while others returned to the worksite

• Source: Prudential's Pulse of the American Worker Survey, March 2021
SHRM

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What's Ahead: Attracting, Retaining and Diversifying our Workforce

Continuation of the Great Resignation: Turnover Impact Coupled with More Employee Options Than Ever Before

Diversity, Equity & Inclusion Becoming More Important to Employees

What Balance for Employees in 24/7 Operations Really Means?

How Do We Lead in this New Environment?

Thank you

