

Healthy Workplaces



Thriving Employees

A Guide for Promoting Conversations Around Workload Challenges

This guide was developed by the NWCHIR's Retain Behavioral Health Providers Action Team. This team is focused on creating healthy workplaces with engaged, satisfied, and retained staff. One factor that strongly contributes to creating a healthy workplace is a work environment that fosters open communication and joint problem understanding and solution development. This guide is designed to foster workplace conversations around one of the largest contributors to staff burnout and turnover: high workloads.

Conversations around workload are easier to explore and support when employees feel their voice is heard and valued, and there is safety in expressing their concerns. Prioritizing the development of a cooperative relationship where issues are resolved together among supervisors and employees can promote trust and positive working relationships. Use this guide to foster a relationship that focuses on understanding and building strong connections between staff and supervisors.

These questions are designed for one-on-one interactions between supervisors and staff, larger staff meetings, and interactions between staff and organizational leaders. This guide is intended to spark ideas and changes within organizations that respond to staff concerns.

What does your workload look like right now?

What about your workload is working well for you?

What about your workload is creating stress and burnout?

Do you have enough time in your day to complete your workload?

If not, what gets in the way of being able to complete your work?

Do you feel that your current workload is sustainable?

What are some of the biggest workload challenges staff in a similar position to you face today?

What ideas do you have to address these workload challenges?

How could our organization better support employees who are experiencing heavy workloads?

What are ways that we can increase employees' comfort levels and safety in expressing their concerns about workload?

What change would make the biggest difference in your work or work environment right now?

If you could create your ideal job, what would it look like?

For additional information on creating a healthier workplace, download the [Toolkit](#) and visit northernmichiganchir.org. For questions, or to learn more, email behavioralhealth@northernmichiganchir.org.



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A Guide for Promoting Conversations Around Employee Empowerment

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Conversations around employee empowerment and autonomy are easier to explore and support when employees feel their voice is heard and valued, and there is safety in expressing their concerns. Prioritizing the development of a cooperative relationship where issues are resolved together among supervisors and employees can promote trust and positive working relationships. Use this guide to foster a relationship that focuses on understanding and building strong connections between staff and supervisors.

These questions are designed for one-on-one interactions between supervisors and staff, larger staff meetings, and interactions between staff and organizational leaders. This guide is intended to spark ideas and changes within organizations that respond to staff concerns.

In what parts of your work do you feel like you have autonomy and decision making control? In what parts do you feel you need more autonomy and decision making control?

In what ways do leaders demonstrate to you that they trust you and your coworkers? In what ways do they demonstrate that they do not trust you and your coworkers?

**In which parts of your job do you feel you have ample flexibility in when, how, and where you do your work? In which parts of your work do you feel you do not have ample flexibility in when, how, and where you do your work?
In which parts of your job would you like more flexibility?**

Where in your work do you feel overly monitored and unable to make informed decisions on your own?

What are some of the greatest strengths in your organization in regards to employee empowerment and autonomy? What are the largest challenges?

What recommendations do you have to address those challenges mentioned above?

What can our organization do to create a safe space for employees to express concerns around employee empowerment and autonomy?

What can our organization do to better promote employee empowerment and autonomy?

What would you like autonomy and empowerment to look like in this organization?

If you could create your ideal job, what would it look like?

Additional comments and notes

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Thriving Employees

A Guide for Promoting Conversations Around Fairness & Equity in the Workplace

This guide was developed by the NWCHIR's Retain Behavioral Health Providers Action Team. This team is focused on creating healthy workplaces with engaged, satisfied, and retained staff. One factor that strongly contributes to creating a healthy workplace is a work environment that fosters open communication and joint problem understanding and solution development. This guide is designed to foster workplace conversations around a significant contributor to staff burnout and turnover: a lack of fairness and equity.

Conversations around fairness and equity are easier to explore and support when employees feel their voice is heard and valued, and there is safety in expressing their concerns. Prioritizing the development of a cooperative relationship where issues are resolved together among supervisors and employees can promote trust and positive working relationships. Use this guide to foster a relationship that focuses on understanding and building strong connections between staff and supervisors. These questions are designed for one-on-one interactions between supervisors and staff, larger staff meetings, and interactions between staff and organizational leaders. This guide is intended to spark ideas and changes within organizations that respond to staff concerns.

In what parts of your work do you feel that the policies and procedures are fair for all employees? In what parts do you feel the policies and procedures are not fair for all employees?

**In what ways do leaders demonstrate transparency in communications related to job opportunities, organizational decisions, and agency changes?
In what ways do leaders lack transparency in their communications?**

Do you feel that organizational leaders adequately model respectful behaviors in the workplace and nurture mutual respect among themselves and staff members?

If yes, in what ways do they model those respectful behaviors?

If no, what barriers prevent them from demonstrating those behaviors?

In what ways does our organization nurture, expand, and respect workplace diversity?

How can our organization work to better nurture, expand, and respect workplace diversity?

What are some of the greatest strengths in our organization in regards to fairness and equity? What are the greatest challenges?

What recommendations do you have to address those challenges mentioned above?

What can our organization do to create a safe space for employees to express concerns around fairness and equity?

What can our organization do to better promote fairness and equity among all employees?

What would you like fairness and equity to look like in this organization?

If you could create your ideal job, what would it look like?

Additional comments and notes

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A Guide for Promoting Conversations Around Employee and Organizational Value Alignment

This guide was developed by the NWCHIR's Retain Behavioral Health Providers Action Team. This team is focused on creating healthy workplaces with engaged, satisfied, and retained staff. One factor that strongly contributes to creating a healthy workplace is a work environment that fosters open communication and joint problem understanding and solution development. This guide is designed to foster workplace conversations around a significant contributor to staff burnout and turnover: misaligned values between employees and organizations.

Conversations around employee and organizational value alignment are easier to explore and support when employees feel their voice is heard and appreciated, and that there is safety in expressing their concerns. Prioritizing the development of a cooperative relationship where issues are resolved together among supervisors and employees can promote trust and positive working relationships. Use this guide to foster a relationship that focuses on understanding and building strong connections between staff and supervisors. These questions are designed for one-on-one interactions between supervisors and staff, larger staff meetings, and interactions between staff and organizational leaders. This guide is intended to spark ideas and changes within organizations that respond to staff concerns.

In what parts of your work do you feel that employee and organizational value alignment is taken into consideration? In what parts do you feel that value alignment is not taken into consideration?

In what ways do leaders effectively engage employees from all levels and worksites in conversations and decisions around organizational values?

How can leaders improve employee engagement in discussions around this topic?

Do you feel that organizational leaders adequately seek employee feedback on organizational values and potential misalignments with current practices? If no, what barriers prevent them from demonstrating those behaviors?

In what ways does our organization enforce ethical guidelines and procedures? Are these guidelines enforced in a fair and consistent manner? If no, what gets in the way of fair and consistent practices related to ethical procedure enforcement?

What are some of the greatest strengths in our organization in regards to value alignment? What are the greatest challenges?

What recommendations do you have to address those challenges mentioned above?

What can our organization do to create a safe space for employees to express concerns around value alignment?

What can our organization do to better promote value alignment between itself and employees?

What would you like value alignment to look like in this organization?

If you could create your ideal job, what would it look like?

Additional comments and notes

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Thriving Employees

A Guide for Promoting Conversations Around Building a Supportive Community in the Workplace

This guide was developed by the NWCHIR's Retain Behavioral Health Providers Action Team. This team is focused on creating healthy workplaces with engaged, satisfied, and retained staff. One factor that strongly contributes to creating a healthy workplace is a work environment that fosters open communication and joint problem understanding and solution development. This guide is designed to foster workplace conversations around a significant contributor to staff burnout and turnover: a lack of supportive connections among staff and leaders across an organization.

Conversations around support and connection among staff and leadership are easier to explore when employees feel their voice is heard and appreciated, and that there is safety in expressing their concerns. Prioritizing the development of a cooperative relationship where issues are resolved together among supervisors and employees can promote trust and positive working relationships. Use this guide to foster a relationship that focuses on understanding and building strong connections between staff and supervisors.

These questions are designed for one-on-one interactions between supervisors and staff, larger staff meetings, and interactions between staff and organizational leaders. This guide is intended to spark ideas and changes within organizations that respond to staff concerns.

In what parts of your work do you feel that support, collaboration, and positive relationships are taken into consideration? In what parts do you feel that these topics are not considered?

In what ways does leadership effectively engage employees from all levels and worksites in conversations and decisions around building a supportive community in the workplace? How can leaders improve employee engagement in discussions around this topic?

**Do you feel that organizational leaders adequately seek employee feedback on the support they receive from their coworkers and supervisor(s)?
If no, what barriers prevent them from demonstrating those behaviors?**

Does our organization adequately embody a culture of health by providing an environment that supports employee needs to take time off, employee wellness opportunities, and acknowledging the physical, mental, social, spiritual, and financial health of employees? If no, how can we better address these areas?

What are some of the greatest strengths in our organization in regards to support and connection between staff and leadership? What are the greatest challenges?

What recommendations do you have to address those challenges mentioned above?

What can our organization do to create a safe space for employees to express concerns around the lack of support they may receive from their coworkers and supervisor(s)?

What can our organization do to build a stronger and more supportive community within the workplace?

What would you like a supportive community to look like in this organization?

If you could create your ideal job, what would it look like?

Additional comments and notes

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A Guide for Promoting Conversations Around Effective Employee Rewards and Recognition

This guide was developed by the NWCHIR's Retain Behavioral Health Providers Action Team. This team is focused on creating healthy workplaces with engaged, satisfied, and retained staff. One factor that strongly contributes to creating a healthy workplace is a work environment that fosters open communication and joint problem understanding and solution development. This guide is designed to foster workplace conversations around a significant contributor to staff burnout and turnover: ineffective employee rewards and recognition strategies.

Conversations around support and connection among staff and leadership are easier to explore when employees feel their voice is heard and appreciated, and that there is safety in expressing their concerns. Prioritizing the development of a cooperative relationship where issues are resolved together among supervisors and employees can promote trust and positive working relationships. Use this guide to foster a relationship that focuses on understanding and building strong connections between staff and supervisors.

These questions are designed for one-on-one interactions between supervisors and staff, larger staff meetings, and interactions between staff and organizational leaders. This guide is intended to spark ideas and changes within organizations that respond to staff concerns.

In what parts of your work do you feel that you are properly rewarded and recognized for your efforts? In what parts of your role do you feel that recognition is not considered?

In what ways does leadership effectively engage employees from all levels and worksites in conversations and decisions around how to effectively reward and recognize staff? How can leaders improve employee engagement in discussions around this topic?

**Do you feel that organizational leaders adequately seek employee feedback on the the strategies that are used to reward and recognize staff?
If no, what barriers prevent them from demonstrating those behaviors?**

**Does our organization consistently provide employees with guidance and feedback on their work and suggest how they might make improvements to their efforts, if needed?
If no, how can we better address these areas?**

What are some of the greatest strengths in our organization in regards to rewarding and recognizing employees? What are the greatest challenges?

What recommendations do you have to address those challenges mentioned above?

What can our organization do to create a safe space for employees to express concerns around rewards and recognition strategies?

What additional benefits could our organization offer to employees to reward and incentivize staff? (Examples: hybrid work schedule, increase in PTO, etc)

What would you like policies and procedures around employee rewards and recognition to look like?

If you could create your ideal job, what would it look like?

Additional comments and notes

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