

Building the Culture Within Your Firm: Case Studies From Industry Leaders



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Seth Stein
CEO
Eastridge Workforce Solutions



Lisa Brezonik
President and CEO
Salo



Christina Miner
Senior Director, Credentialing Operations
AMN Healthcare

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Saló

Fingerprints in the strategy

Lisa Brezonik
Saló CEO

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Why Strategy Matters

- Create a common vision
- The “Why”
- Possibilities AND Roadblocks
- Connecting everything together
- Fingerprints

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PURPOSE

Build a world that works better together

MISSION

Connect and empower people to make a difference

VALUES

Connecting
Curious
Driven

Professionalism
Positive Energy
Aware & Intuitive



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Planning Process

- Assess and evaluate
- Get input
- Synthesize
- Affirm and poke holes
- Build the plan
- Ownership and impact by individual and teams
- Check in and affirm
- Celebrate
- Launch



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All-Employee Offsite

Bring people together to celebrate, connect and get input



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Collect & synthesize



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Team Offsites

- Salo Vision
- Keep building the team
- Clarify each team's contribution to overall success



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The follow-up
Finalize plan & budget



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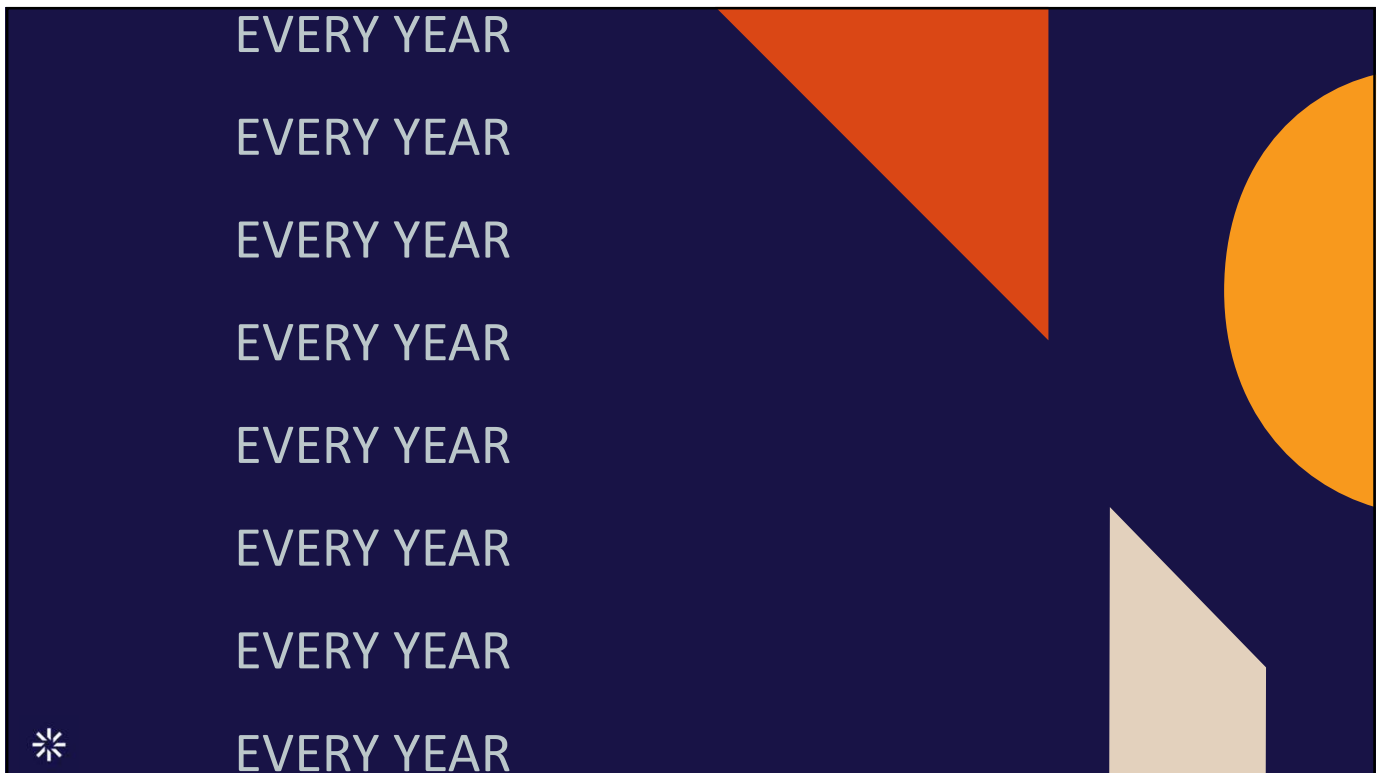


Celebrate & Launch

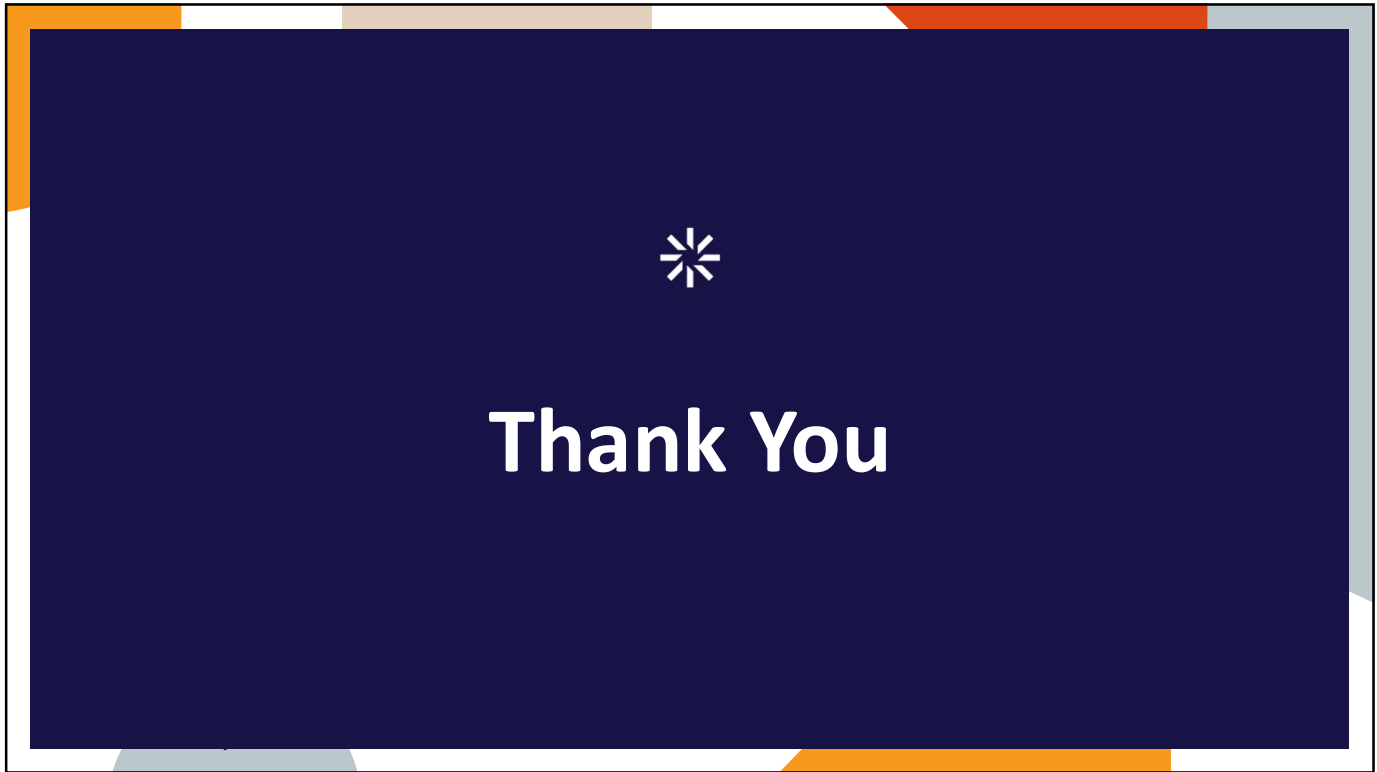


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EVERY YEAR
EVERY YEAR
EVERY YEAR
EVERY YEAR
EVERY YEAR
EVERY YEAR
EVERY YEAR
EVERY YEAR



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AMN Healthcare

Elevating an Inclusive Culture during seasons of Acquisitions and Growth

Christina Miner – Senior Director, Credentialing Operations



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About AMN



Nurse & Allied Solutions

- WORKFORCE STAFFING**
- Travel Nursing
 - Allied Healthcare
 - Local Staffing
 - Rapid Response
 - Revenue Cycle Solutions
 - School Staffing
 - Labor Disruption



Physician & Leadership Solutions

- WORKFORCE STAFFING**
- Physician Staffing
 - Interim Leadership
- SEARCH**
- Executive Search
 - Academic Leadership
 - Clinical Leadership
 - Physicians & Advanced Practices



Technology & Workforce Solutions

- TALENT MANAGEMENT**
- Vendor Management Systems
 - Recruitment Solutions
 - Float Pool Management
 - Scheduling & Staff Planning
 - Credentialing
 - Analytics & Assessment
- VIRTUAL CARE**
- Language Services
 - Telehealth Platforms

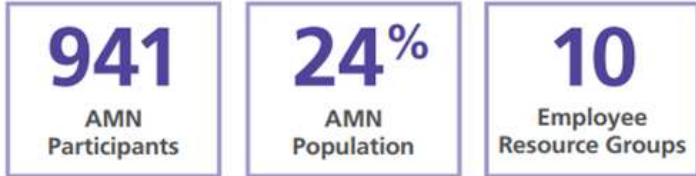


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Employee Resource Groups at AMN

We will achieve our goals when we capitalize on differing **cultures, backgrounds, experiences, and perspectives.**



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Diversity, Equality, Equity, & Inclusion

OUR PILLARS OF DIVERSITY



67%
of team members are women including our CEO, Chief People Officer, Chief Legal Officer, Group President & COO of Strategic Talent Solutions



36%
of our team members are Black, Indigenous, and People of Color (BIPOC), including our Chief Strategy & Experience Officer and Group President & COO of Physician & Leadership Solutions



7% Baby Boomers
33% Generation X
57% Millennials
3% Generation Z



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EMPOWERING THE FUTURE OF CARE

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CREATING THE OWNERSHIP MINDSET
Seth Stein, CEO

1972-2022

50TH
ANNIVERSARY

 **Eastridge** | An Employee Owned Company
WORKFORCE SOLUTIONS

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Challenges

- **Succession Planning**
- **Growth**
- **Inflection Point**

1972-2022

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Goals

- **Develop a professional management team**
- **Be a great place to work**
- **Create a truly unique value proposition**
- **Exceed industry growth rate**



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Actions

- **Streamline Brands**
- **Executive Leadership Team**
- **Became an ESOP**
- **Strategic Planning**
- **Commitment to Culture**
 - **Extreme Ownership**
 - **Servant Leadership**



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Culture

- **Servant Leadership**
 - **DISC**
 - **Situational Leadership**
 - **360s**
 - **SMART Goals**
 - **Coaching for Success**
 - **Performance Management**
- **Eastridge DNA**
- **Ownership Mindset**
 - **Transparency**



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Tactics

- **ESOP Road Shows**
- **Town Halls**
- **Advisory Board**
- **Internal Employee NPS**
- **Quarterly Business Reviews**
 - **Management Surveys**
- **DE&I**
- **Skip Level Meetings**
- **Values Awards**



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Outcomes (since 2019)

- Increased company value by 86%
- Increased share price by 94%
- Glassdoor went from 3.9 to 4.6
- Internal employee NPS went from 42 to 64
- Client NPS increased 100%
- Created \$17M of value for employees



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Q&A



Seth Stein
CEO, Eastridge Workforce Solutions, an employee-owned company



Seth Stein
619-881-8160
sstein@eastridge.com



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