

WHITEHORN

Coaching & Consulting

CULTURE CPR:

**Administer Immediately to Invigorate Culture and
Boost Employee Retention**

2026 Alaska MGMA Annual Conference
Jeff Whitehorn, MBA, LFACHE, ACC
April 3, 2026

HEALTHCARE

turnover

2025 Physician Practice T/O:

Overall: 15-30%

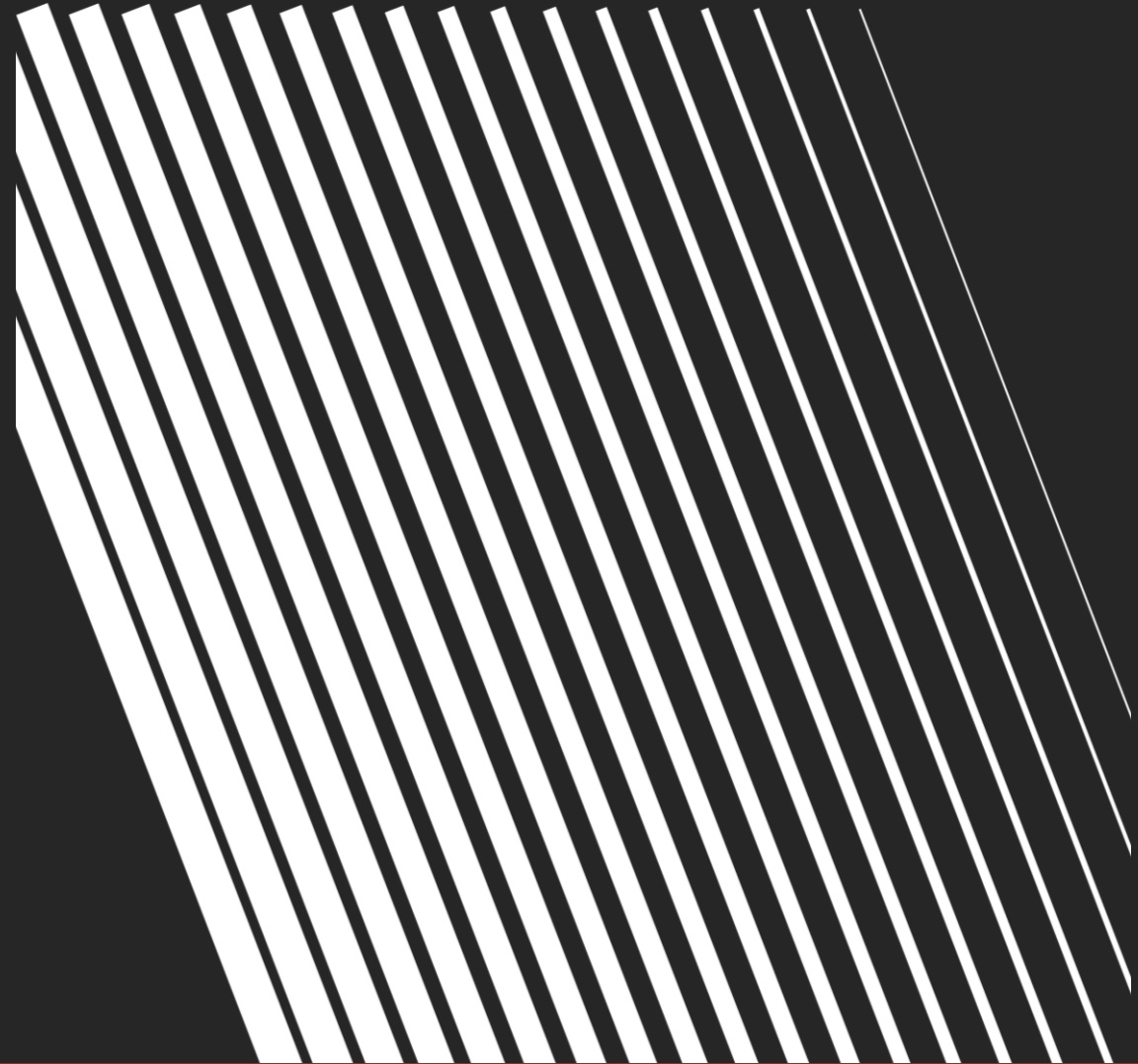
First year: **25-35%**

Source: 2025 NSI Retention Survey



A photograph of a brick building with a sign that reads "BEFORE YOU HIRE, FIX WHY THEY'RE LEAVING." The sign is white with black text and is mounted on the side of the building. The building is made of red bricks and has a blue sky in the background.

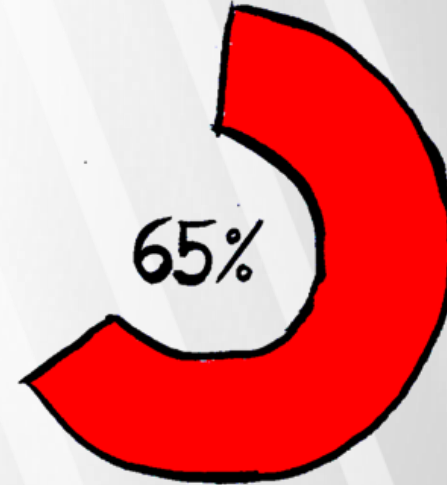
BEFORE
YOU HIRE,
FIX WHY
THEY'RE
LEAVING.



The Leapsome Group (2023 survey)



LEAVE DUE TO UNDERAPPRECIATION



RECEIVED NO RECOGNITION IN THE LAST YEAR

What is “Culture CPR?”

Celebration

Purpose

Reality



Celebration



HOW GOOD ARE YOU AT CELEBRATING SUCCESS WITH YOUR TEAM?



Excellent

Pretty Good

Average

Good intentions/weak execution

What's a celebration?

WHAT IS THERE TO CELEBRATE???



- Neurosurgery group resigns and leaves
- OR caseload declined by 40%
- Staff feared layoffs were imminent
- Bottom 5% in Employee Satisfaction
- Bottom 10% in Physician Satisfaction



CULTURE OF CELEBRATION



Costumes for
Hospital Week!

CULTURE OF CELEBRATION



...and Halloween!

CULTURE OF CELEBRATION



Birthday parties and
work anniversaries

CULTURE OF CELEBRATION



Community Day

CULTURE OF CELEBRATION



Employee's cultural
celebrations

CULTURE OF CELEBRATION



The sound of
applause!

Question:

**What can I do now to
celebrate?**

Purpose



Leading With
PURPOSE

WHAT IS PURPOSE?

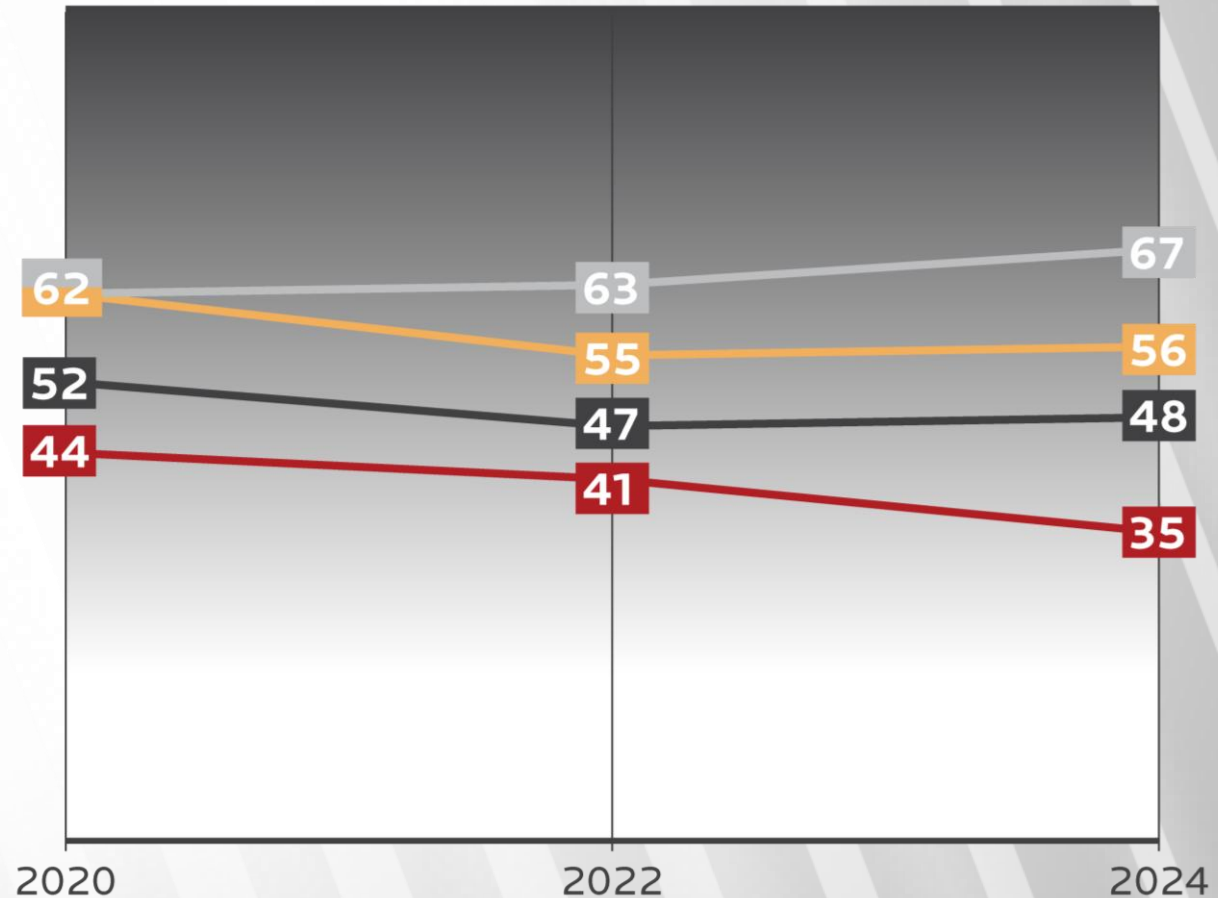
*“At its core, purpose is what **fuels** leaders while connecting their **work** to something **meaningful.**”*

Source: 2025 Leadership Survey, DDI Inc.

PURPOSE GAP WIDENS

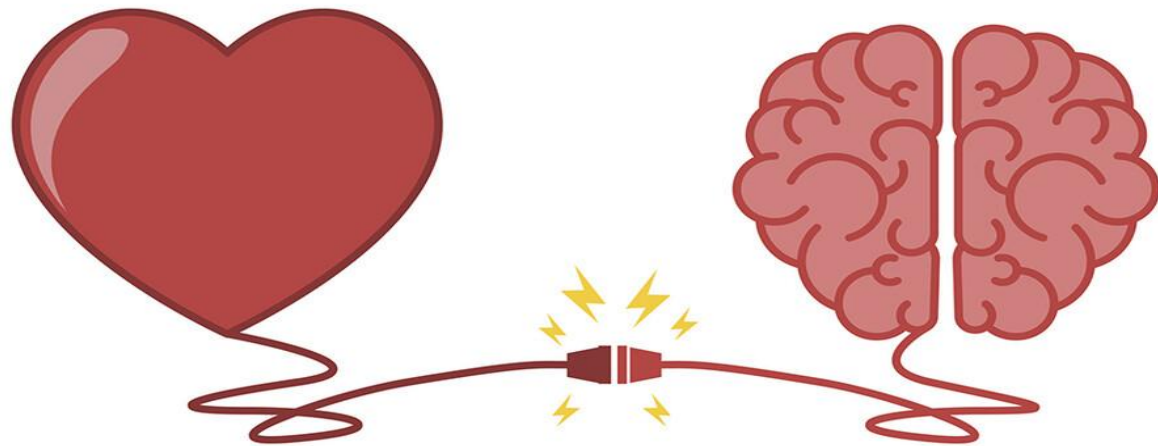
Leaders who find their job *purposeful...*

- C-level
- Senior-level
- Mid-level
- Frontline



Source: DDI, Inc. 2025

LEADING WITH PURPOSE



Connect emotionally with staff


Leadership visibility

Stories > Metrics

Live the organizational values

Show passion, optimism, and energy!

LEADING WITH PURPOSE



Seek first to understand,
then to be understood.

Stephen R. Covey

quotefancy

BENEFITS OF LEADING WITH PURPOSE

Steadies the team during uncertainty

Builds resilience

Helps adapt to change

Builds trust

BENEFITS OF LEADING WITH PURPOSE

9x

staff are more likely to feel engaged

2.4x

staff are more likely to stay

Source: 2023 Leadership Survey, DDI Inc.

Question:

**What can I do now to
lead with purpose?**

Reality

CULTURE OF REALITY



Double down on
employee
**CAREER PATH
DEVELOPMENT**

CULTURE OF REALITY



Q: Where do I belong?

A: **Here!**

CULTURE OF REALITY



Q: Why?

A: I **see a future** for myself.

CULTURE OF REALITY



Q: How?

A: They will **train** and **mentor** me.



CULTURE OF REALITY



WEEKLY PAY

CULTURE OF REALITY



***PAID MENTAL
HEALTH DAYS***

“No guilt, no justification”

CULTURE OF REALITY



***AI TO REDUCE
DOCUMENTATION BURDEN***

CULTURE OF REALITY



***EMPLOYEE
RETENTION COUNCIL***
Conduct Stay Interviews



2024 Crucial Learning/AONL survey

- 81% of managers reported that they round regularly
- Yet, only 36% of clinicians say their managers round regularly
- Rounding rarely came up as a reason to stay

Source: 2024 Crucial Learning/AONL survey



Nurse retention strateg



What's working...

- Caring: 3x more likely to stay
- Growing: 2.5x more likely to stay
- Helping: 2x more likely to stay

Source: 2024 Crucial Learning/AONL survey

Nurse retention strateg

CULTURE OF REALITY



Provide more
TECH EDUCATION
and ***SUPPORT***

CULTURE OF REALITY



Re-think employee
WELL-BEING

CULTURE OF REALITY



Retain ***NEAR-RETIREMENT***
employees

CULTURE OF REALITY



LEADERSHIP TRAINING

- Frontline
- Middle managers

CULTURE OF REALITY



THE POWER OF MATTERING

I MATTER

I'm valued.

You know my full name.
You ask about my life.
You know my struggles.
You remember me.
You miss me.
You check in on me.

+

I add value.

You show me how I make a
difference.
You affirm my unique gifts.
You ask for my opinion.
You give me responsibility.
You show me I'm relied on.

Mattering – Where do we stand?

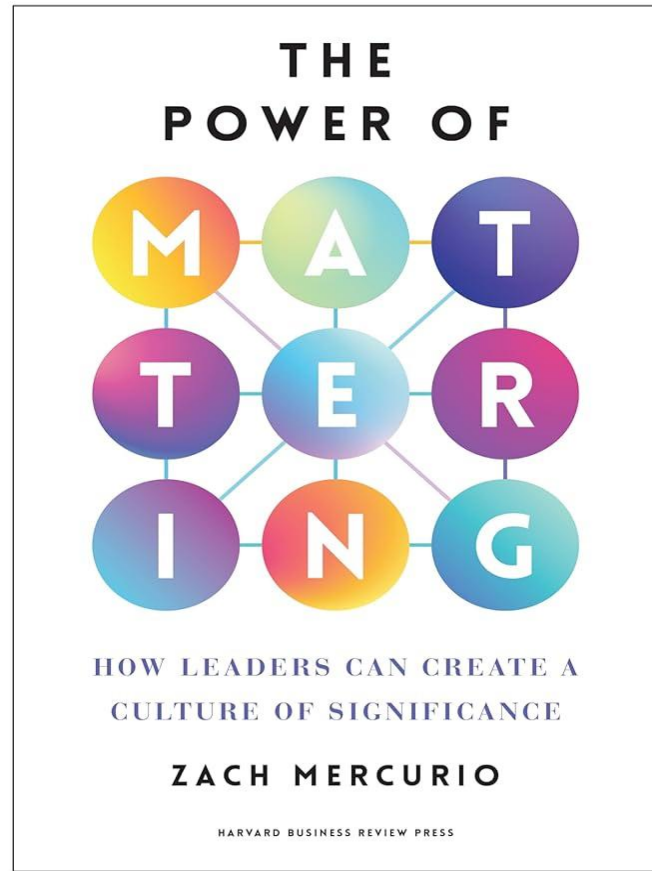
30% of people feel invisible at work

65% of people feel unappreciated

82% of staff feel lonely

Harvard Business Review, May/June Magazine 2025

CULTURE OF REALITY



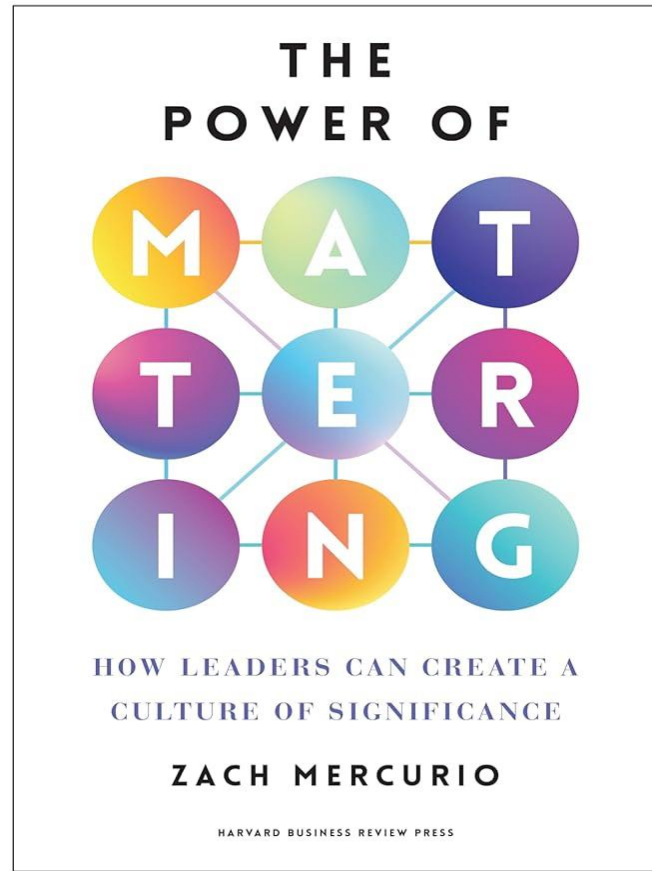
“The Power of Mattering”

Noticed

Affirmed

Needed

CULTURE OF REALITY



“The Power of Mattering”

Self/Team Assessment Questionnaire

Question:

**What can I do now to
improve “mattering”?**

REALITY > HERE IS WHAT'S WORKING:

Career path development / Fix staffing pain

Weekly pay / Paid mental health days

AI to reduce documentation burden / Retention Council

Nurse retention using the “Caring-Growing-Helping” model

Tech support and education / Well-being

Leadership training for both managers and front-line leaders

Near-retirement employees / Power of Mattering

CULTURE CPR

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CULTURE

CELEBRATION

PURPOSE

REALITY

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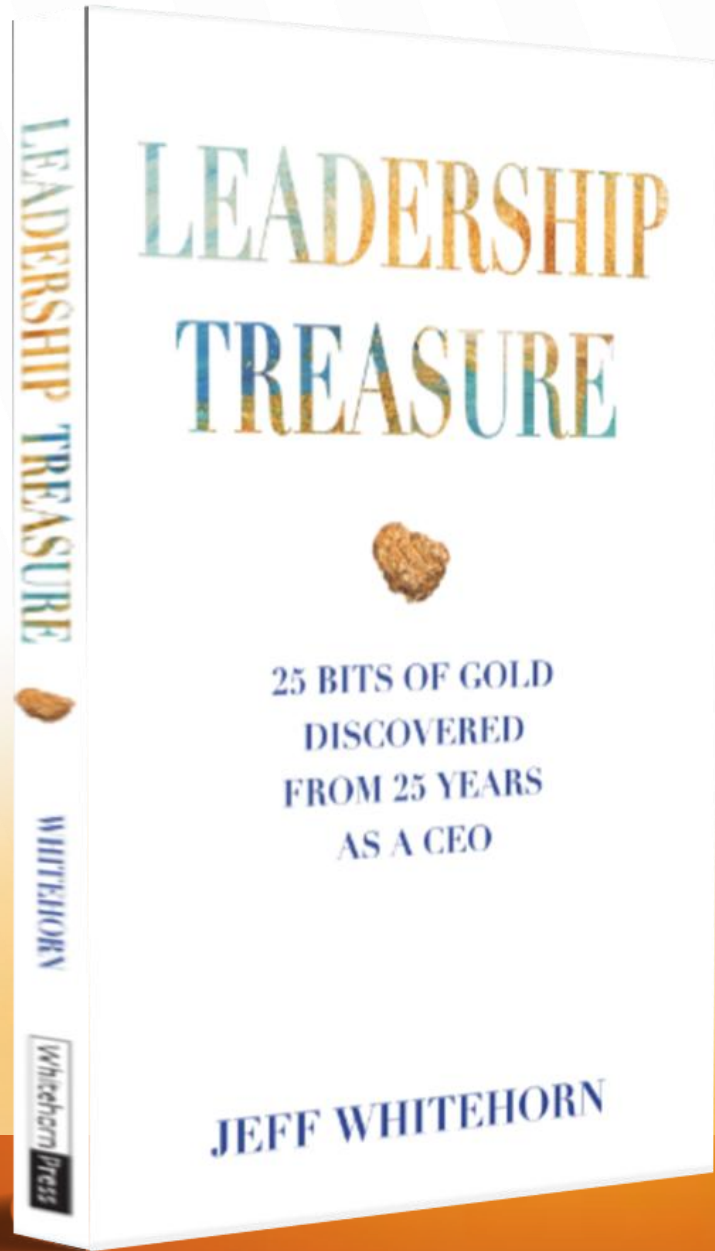
LinkedIn

Author: Leadership Treasure (Amazon)

ANY
QUESTIONS



Whitehorn Press



AVAILABLE ON
amazon

