

Conversations – The HR Element

October 19, 2025



LOMA LINDA UNIVERSITY
HEALTH

**Many Strengths.
One Mission.**

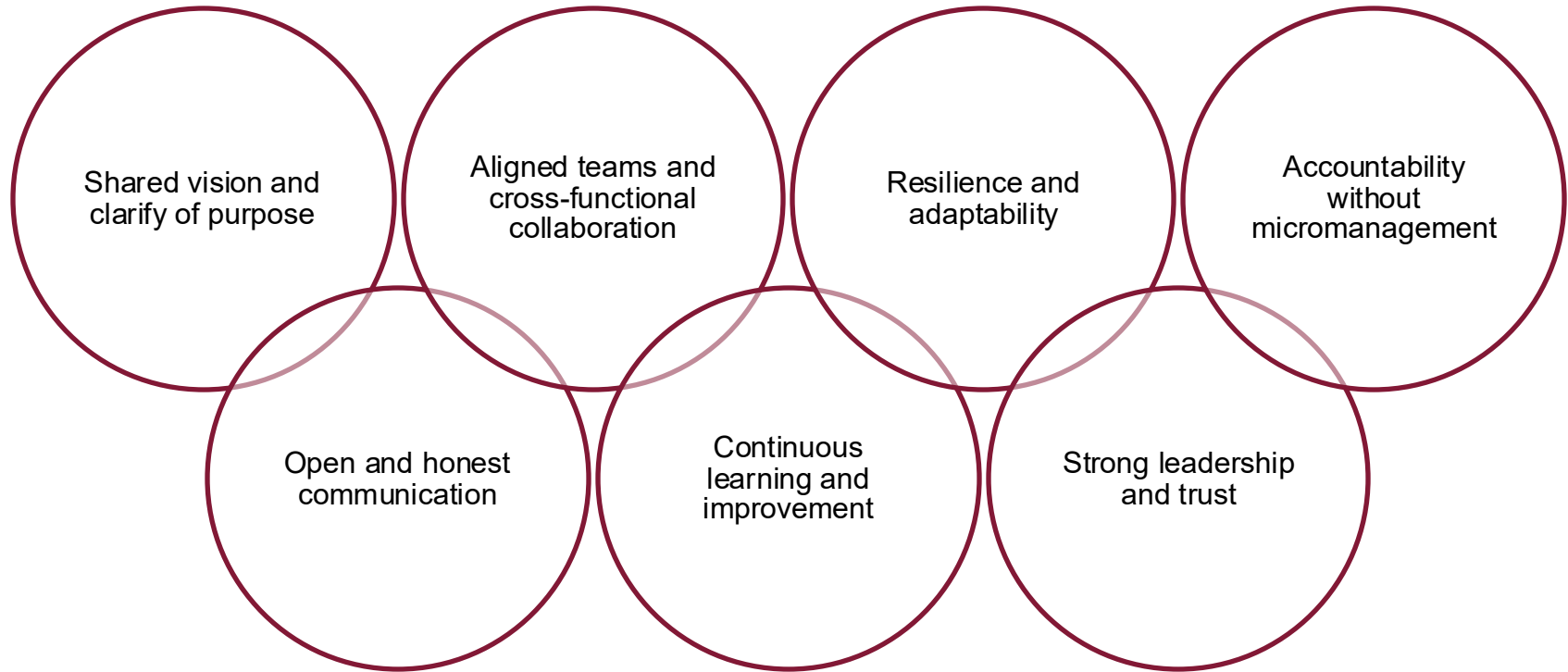
Outline

1. Organizational Health
2. HR as Strategic Partner
3. Employee Well-Being
4. Workforce Engagement & Retention
5. Risk, Policies, Safe Work Environment
6. Action Steps

Definition

- » Organizational Health - A range of particular qualities that make up a forward-thinking, cooperative, dynamic, and innovative organization that is both high functioning and high performing in the long term.

Organizational Health – Key Traits



HR as a Strategic Partner



Human Resources Dashboard - LLU 2021-22 Fiscal Year Q3

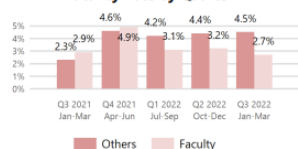
Human Resources Management | Risk Management | Office of Business Intelligence & Analytics
Revised 13 Apr 2022

All metrics based on regular, full-time/part-time, primary records unless otherwise noted¹

LLU

ATTRACTION

Vacancy Rate by Quarter



Average Days to Fill²

	2020-21			2021-22			
	Q3	Q4	Prior Annual	Q1	Q2	Q3	Current Annual
LLU							
Faculty	64.9	78.8	59.2	80.7	157	128.1	113.6
Others	52.8	59.7	49.3	65.3	96.3	91.7	83.6
All Positions	52.8	59.7	49.3	65.3	96.3	91.7	83.6

Open Positions, Contracts & Premium FTEs

Entity	Posted Positions	Posted FTEs	Contract FTEs	Premium FTEs
LLU	63	63	N/A	N/A

Attraction metrics reflect OTAC data, and are not a true picture of original position open and close dates.

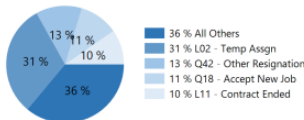
TURNOVER

Quarterly Turnover

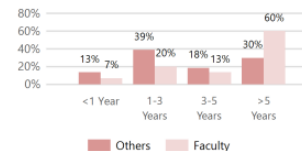
	2020-21			2021-22			
	Q3	Q4	Annualized Rate	Q1	Q2	Q3	Annualized Projection
LLU							
Faculty	1.1%	2%	5.1%	2%	1.1%	0.7%	5.1%
Others	3.6%	5.7%	17.4%	5.6%	4.1%	3.3%	17.3%
All Positions	2.8%	4.5%	13.4%	4.4%	3.1%	2.4%	13.2%

CUPA (All Positions - 13.0%)

FYTD Termination Reason Breakdown

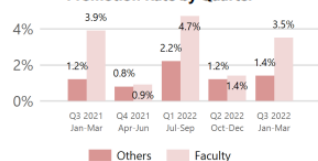


FYTD Voluntary Turnover by Length of Service³



RETENTION & ENGAGEMENT

Promotion Rate by Quarter²

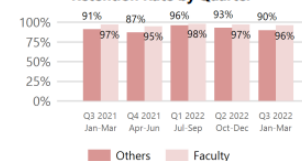


Engagement Scores

2020 Biannual Great Colleges Employee Survey

Entity	Score	Last Updated
LLU	73%	2020

Retention Rate by Quarter



Employee Well-Being

- » HR designs programs to support physical, mental, and emotional health.
- » Psychological safety is key — employees must feel safe to share concerns without fear.



Employee-Centered Programs

» “What to Expect”

- ~ Onboarding & Orientation
- ~ Training
- ~ Check-in Conversations
- ~ Buddy System
- ~ Employee Handbook
- ~ Employee Policies



Workforce Engagement - Retention

▲ WHAT MAKES EMPLOYEE ENGAGEMENT? ▼



- » Engaged employees are more productive and committed.
- » Career development and recognition programs help retain top talent.
- » Retention saves costs and preserves institutional knowledge.

Faculty Employee Engagement Survey

Faculty-Only Statements

	2024 +	2024 -		2022 +	2022 -
Respondent Count	690	690		943	943
The role of faculty in shared governance is clearly stated and publicized. (Faculty Only)	55%	18%		53%	22%
Faculty are appropriately involved in decisions related to the education program (e.g., curriculum development, evaluation). (Faculty Only)	72%	12%		68%	12%
There is appropriate recognition of innovative and high quality teaching. (Faculty Only)	62%	14%		59%	16%
Advancement and promotion processes are clear. (Faculty-Only)	67%	12%		59%	19%
There is a good balance of teaching, service and research at this institution. (Faculty Only)	72%	15%		58%	20%
Faculty-Only Statements - Average	66%	14%		59%	18%

Basic Needs - What do I get?

Employees need to have a clear understanding of what excellence in their role looks like so they can be successful. Groups with high scores on the first element are more productive, cost-effective, creative and adaptive.

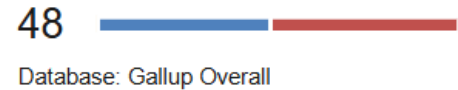
MEAN



TRENDED MEAN

Change From Last Mean: 0.06
4.19 | 4.28 | 4.34

MEAN PERCENTILE RANK



RESPONDENTS

11,546

Questions	Respondents	Current Mean	Change	Mean Percentile Rank - Gallup Overall	Company Overall Current Mean	Mean Percentile Rank - Hospital level - Academic Hospitals
Q01: I know what is expected of me at work.	11,528	4.57	0.06	57  	4.57	73  
Q02: I have the materials and equipment I need to do my work right.	11,516	4.11	0.06	40  	4.11	57  

Individual - What do I give?

Employees want to know about their individual contributions and their worth to the organization. Manager support is especially important during this stage because managers typically define and reinforce value.

MEAN



TRENDED MEAN

Change From Last Mean: 0.14
3.87 | 3.90 | 4.04

MEAN PERCENTILE RANK

45



Database: Gallup Overall

RESPONDENTS

11,546

Questions	Respondents	Current Mean	Change	Mean Percentile Rank - Gallup Overall	Company Overall Current Mean	Mean Percentile Rank - Hospital level - Academic Hospitals
Q03: At work, I have the opportunity to do what I do best every day.	11,483	4.28	0.06	56  	4.28	78  
Q04: In the last seven days, I have received recognition or praise for doing good work.	11,162	3.61	▲+0.22	41  	3.61	68  
Q05: My supervisor, or someone at work, seems to care about me as a person.	11,444	4.22	0.12	41  	4.22	70  
Q06: There is someone at work who encourages my development.	11,417	4.06	0.15	48  	4.06	70  

Culture of Inclusion (2024 Results)

MEAN



MEAN PERCENTILE RANK

36

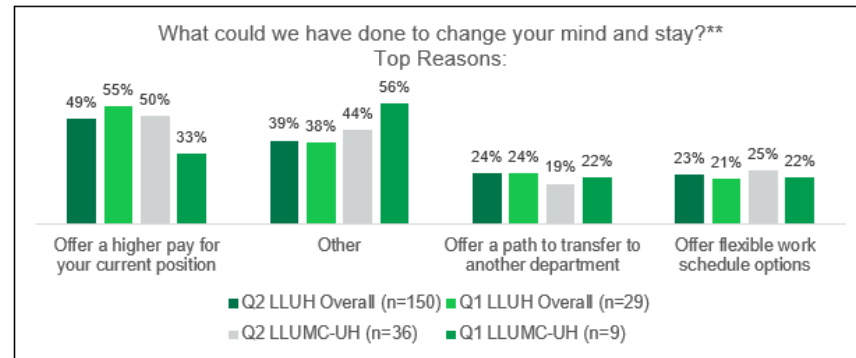
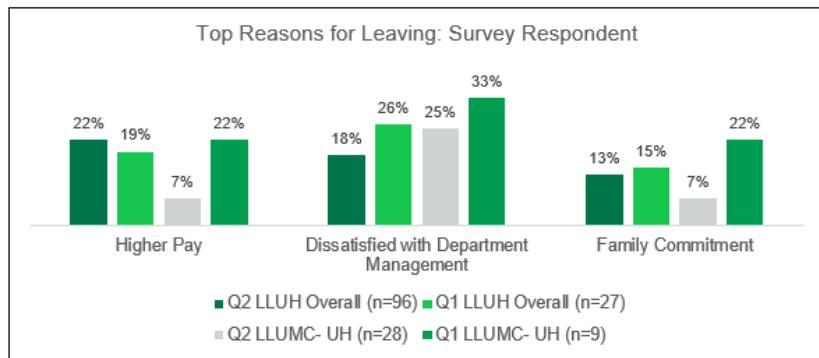
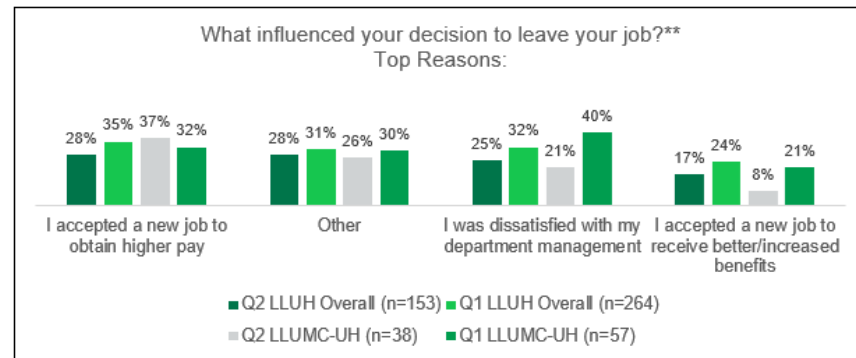
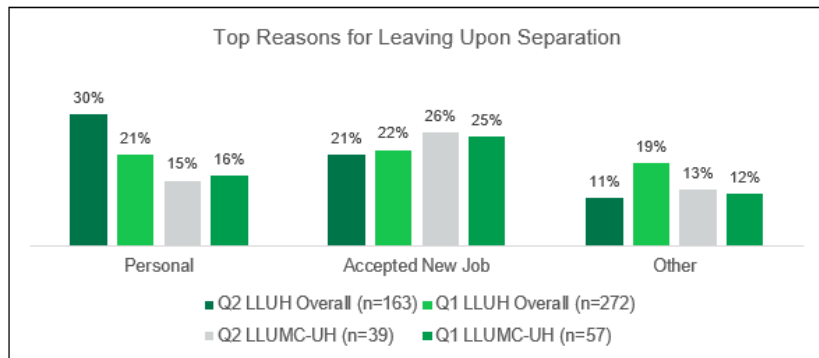
Database: Gallup Overall

RESPONDENTS

11,260

Questions	Respondents	Current Mean	Last Mean	Change	Mean Percentile Rank - Gallup Overall	Company Overall Current Mean
At work, I am treated with respect.	11,509	4.20	4.10	0.10	36 	4.20
My workplace is committed to building the strengths of each associate.	11,416	3.88	3.75	0.13	45 	3.88
If I raised a concern about ethics and integrity, I am confident my employer would do what is right.	11,363	3.96	3.82	0.14	29 	3.96

Exit Survey Metrics



Risk, Policies, Safe Work Environment



- » HR protects organizational health by ensuring compliance with laws and policies.
- » Preventing and addressing workplace misconduct is critical.
- » Proactive conflict resolution and respect for employee rights maintain trust and stability.

Conclusion

- » Healthy organizations don't happen by chance — HR is key to building and sustaining them.
- » Prioritize HR as a partner in organizational health, not just a support function.

Action Steps

- » Consider what areas of improvement you would like to make
~ S.W.O.T. Analysis
- » Create your metrics dashboard
- » Utilize your metrics for annual board reporting (Governance)



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