

# Public Sector Recruitment Challenges

**Dan Doonan**  
**Laura J. Earley**  
**Ron Krupa**  
**Shaun C. O'Brien**



The opinions expressed in this presentation are those of the speaker. The International Foundation disclaims responsibility for views expressed and statements made by the program speakers.

International Foundation  
OF EMPLOYEE BENEFIT PLANS 

# Speakers

## **Dan Doonan**

Executive Director  
National Institute on  
Retirement Security  
Washington, D.C.

## **Laura J. Earley, CEBS, CEBS Compliant**

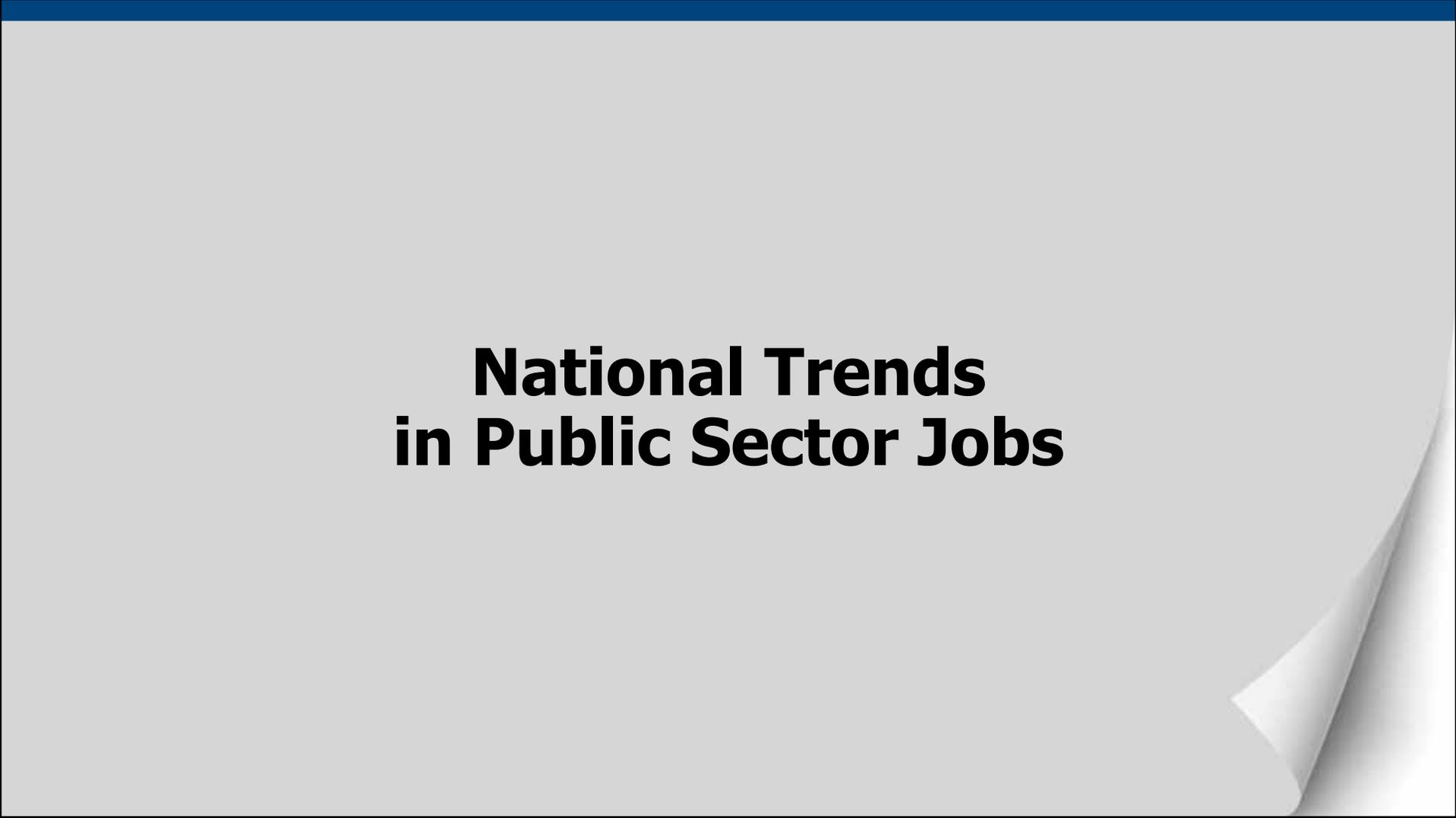
Employee Benefits Department  
Manager—Colorado  
AssuredPartners  
Denver, Colorado

## **Ron Krupa, CEBS, CEBS Compliant, GPHR**

Benefits Consultant  
WTW  
Bradenton, Florida

## **Shaun C. O'Brien**

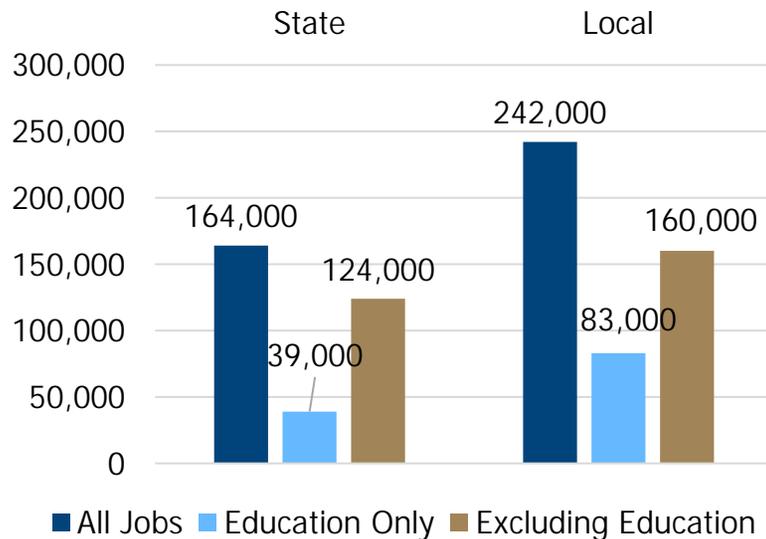
Policy Director  
American Federation of State,  
County and Municipal Employees  
Washington, D.C.



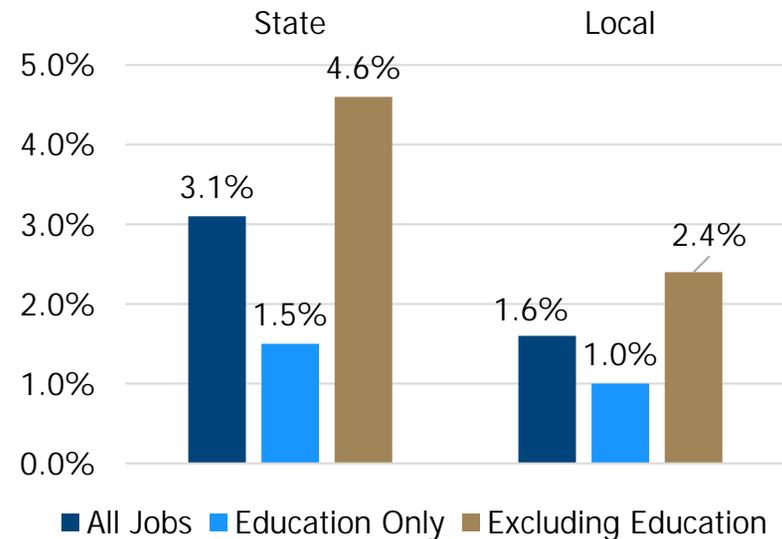
# **National Trends in Public Sector Jobs**

# Changes in State and Local Government Employment Feb. 2020 to Sept. 2024

Change in Number of Jobs, thousands



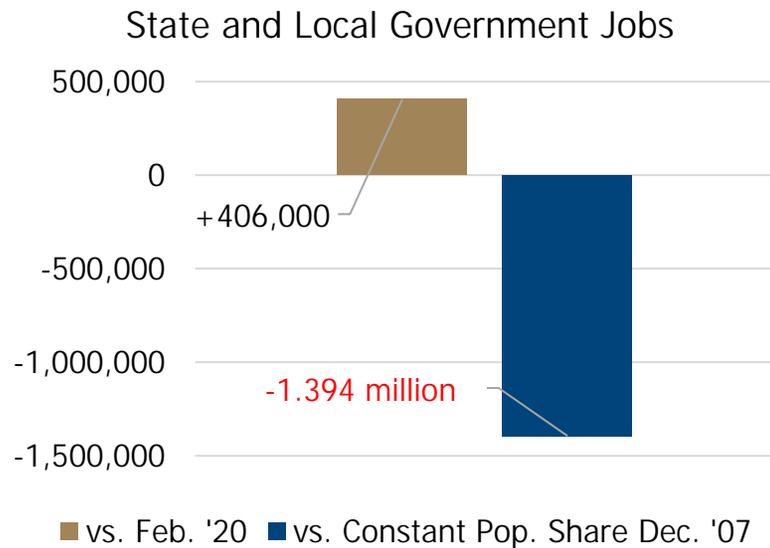
Percentage Change in Jobs



Source: U.S. Bureau of Labor Statistics. Retrieved from <https://data.bls.gov/cgi-bin/dsrv?ce> on 10/4/24.

# Government Jobs: Short-Term Recovery, Shortchanged Over the Long Term

## Measuring Jobs Over Time



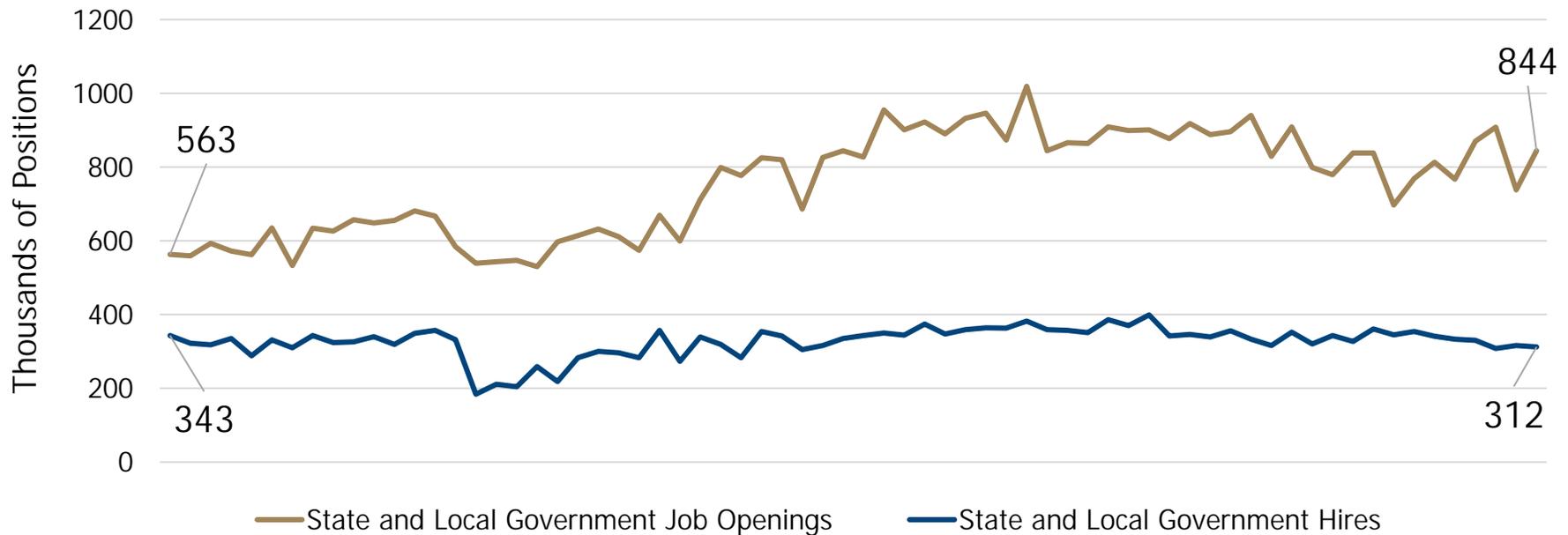
## Since the pre-Great Recession peak (Dec. '07):

- Private-sector jobs are +16.9% (+19.7 million) and total population is +11.2%.
- By contrast, state & local gov't jobs are +4.1% (+802,000).
- Private-sector jobs grew 2.7x faster than state and local government jobs.

Sources: BLS; US Census Bureau. Data extracted 10/4/24. Comparisons are to Sept. 2024 employment levels.

# U.S. State and Local Governments Face Ongoing Challenges Filling Open Positions

Total Job Openings and Hires, All State and Local Government Jobs  
Jan. 2019-Aug. 2024



# AFSCME Solutions Report

Pay & Benefits

Hiring & Retention

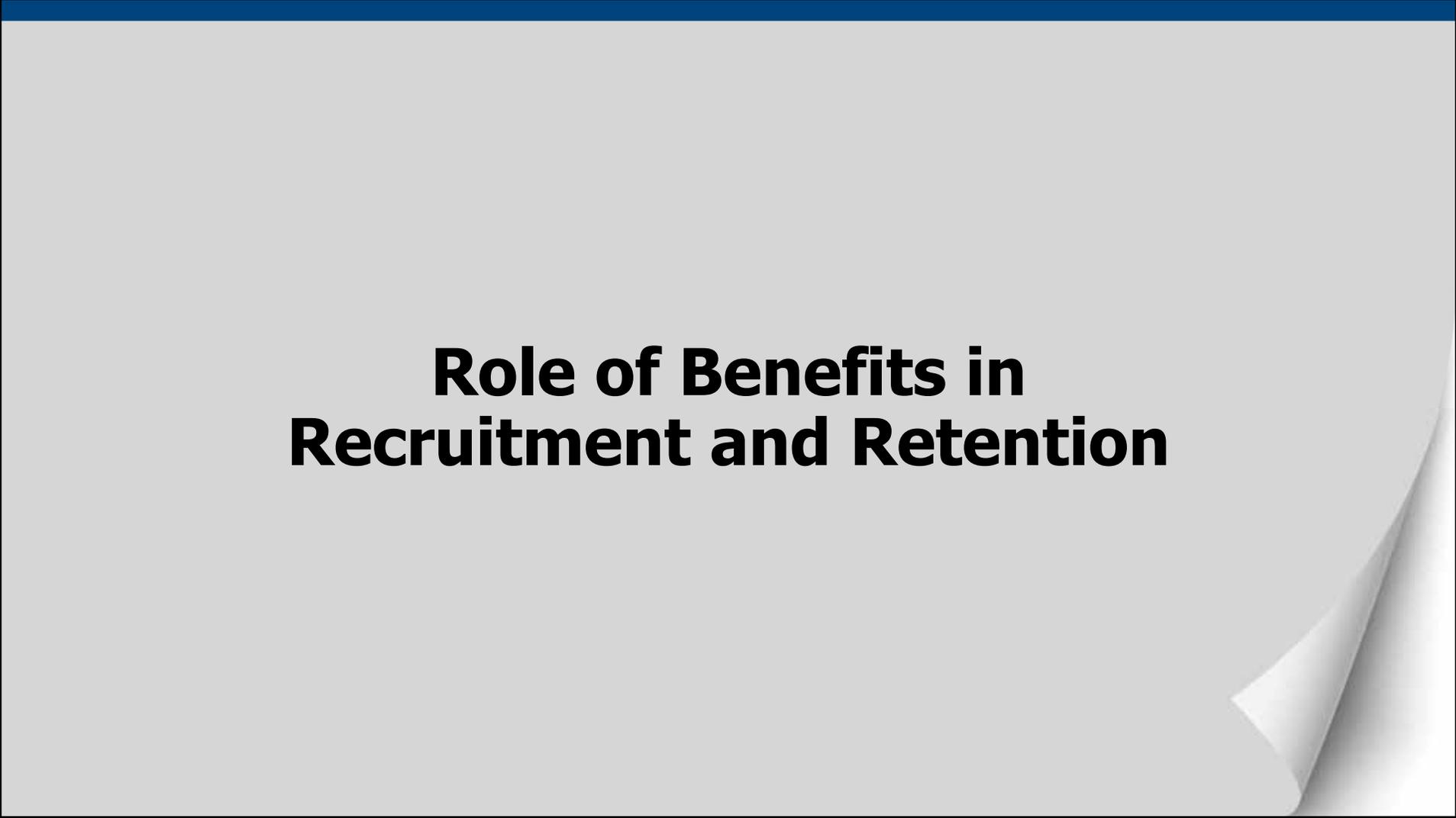
Flexibility

Workloads

Safety on the Job



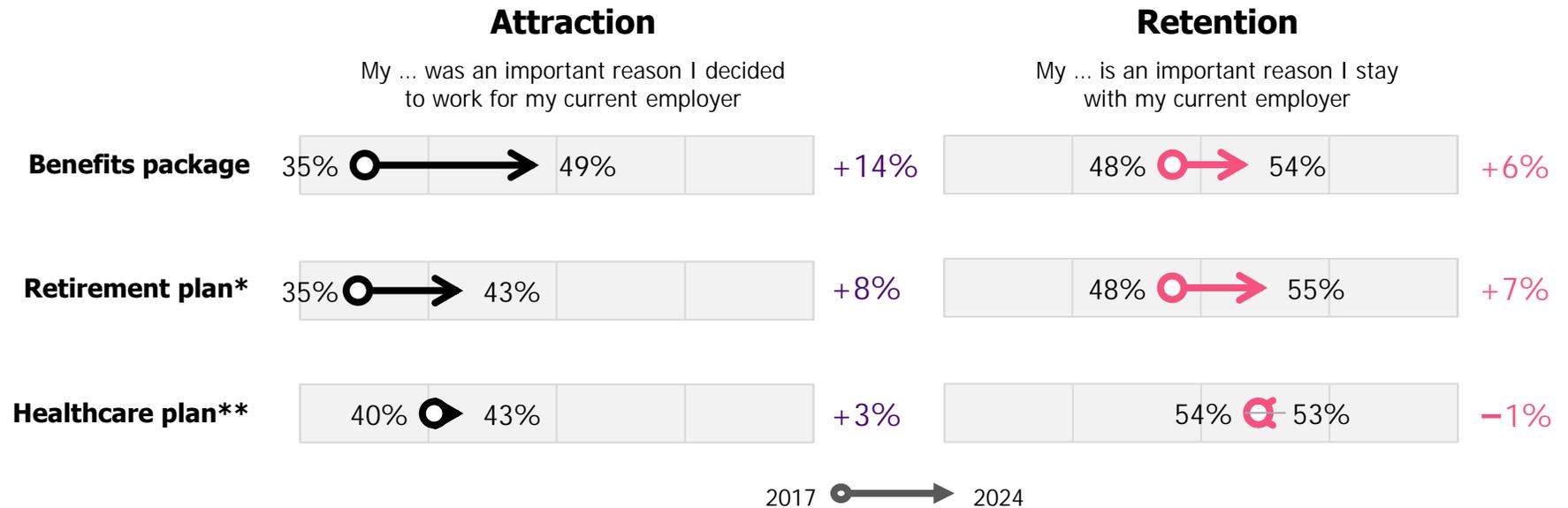
<https://www.afscme.org/priorities/staffthefrontlines/asset/STFL-solutions-report.pdf>



# **Role of Benefits in Recruitment and Retention**

# Benefits Are as Important as Ever for Attraction and Retention

The desire for security is rising



Note: Percentages indicate "agree" or "strongly agree".

Sample: Full-time employees only. \* Employees with employer-provided retirement plan. \*\* Employees with employer-provided health care plan.

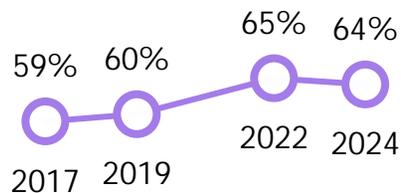
Source: 2017 and 2024 Global Benefits Attitudes Survey, United States

# Employee Appreciation of Benefits Is Strong

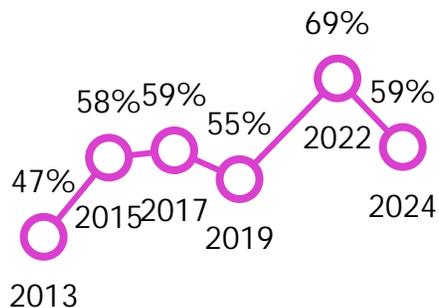
But views on retirement and health benefits have weakened from their post-pandemic highs



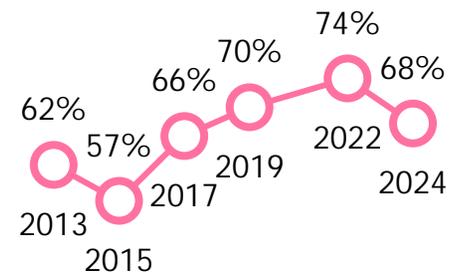
Overall, my **benefits package** meets my needs



Overall, my **retirement plan** meets my needs\*



Overall, my **healthcare plan** meets my needs\*\*



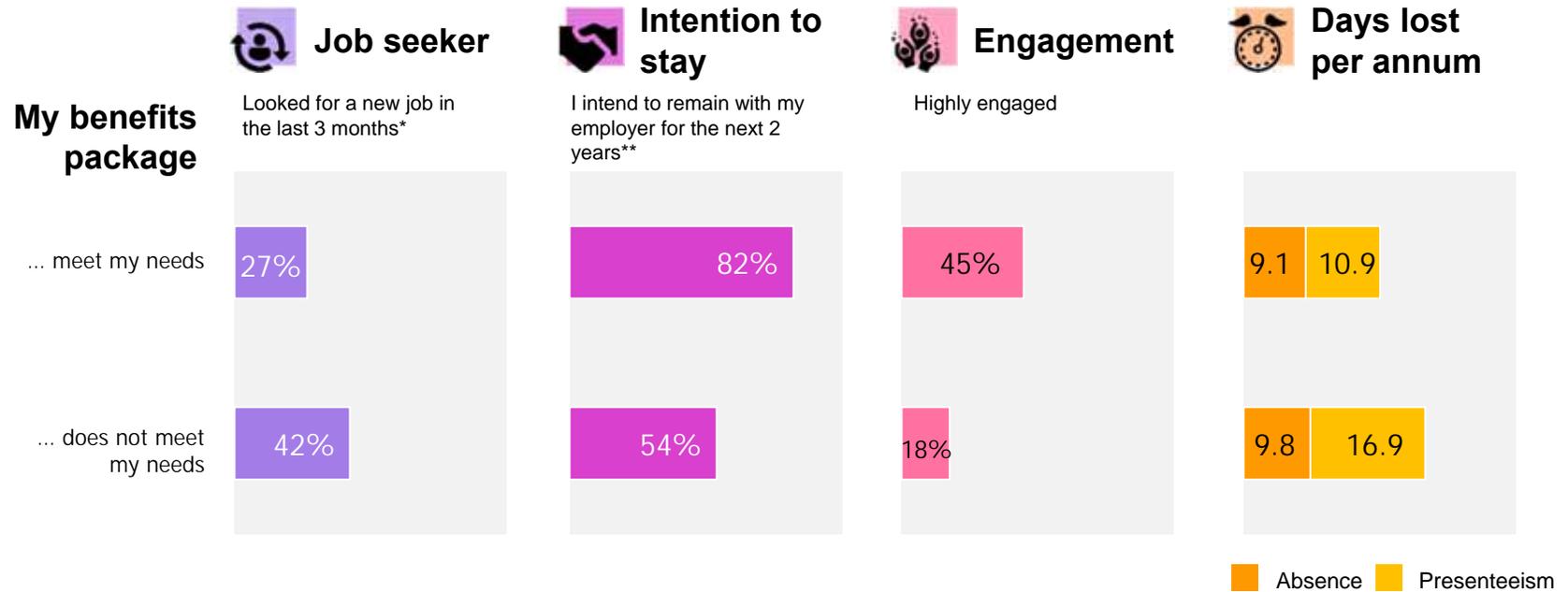
Note: Percentages indicate "agree" or "strongly agree".

Sample: Full-time employees only. \* Employees with employer-provided retirement plan. \*\* Employees with employer-provided health care plan.

Source: 2017 and 2024 Global Benefits Attitudes Survey, United States

# Why Do Benefits Matter?

Benefits appreciation is positively linked to retention and engagement



Note: Percentages indicate "agree" or "strongly agree".  
 Sample: Full-time employees only. \* Employees with employer-provided retirement plan. \*\* Employees with employer-provided health care plan.  
 Source: 2017 and 2024 Global Benefits Attitudes Survey, United States

# Drivers of Attraction and Retention

Attraction			Retention		
1	Pay (including bonus)	67%	1	Pay (including bonus)	48%
2	Health benefits	40%	2	Job security	41%
3	Job security	36%	3	Health benefits	36%
4	Flexible work arrangements (working remotely, flexible working hours)	35%	4	Flexible work arrangements (working remotely, flexible working hours)	31%
5	Retirement benefits	29%	5	Working environment (location, facilities)	30%
6	Paid time off and broader leave policies	27%	6	Relationships with co-workers and managers	28%
7	Working environment (location, facilities)	26%	7	Work which gives me a sense of purpose	24%
8	Career opportunities	23%	8	Paid time off and broader leave policies	22%
9	Work which gives me a sense of purpose	22%	9	Retirement benefits	22%
10	Benefits to help day-to-day financial situation	18%	10	Career opportunities	17%

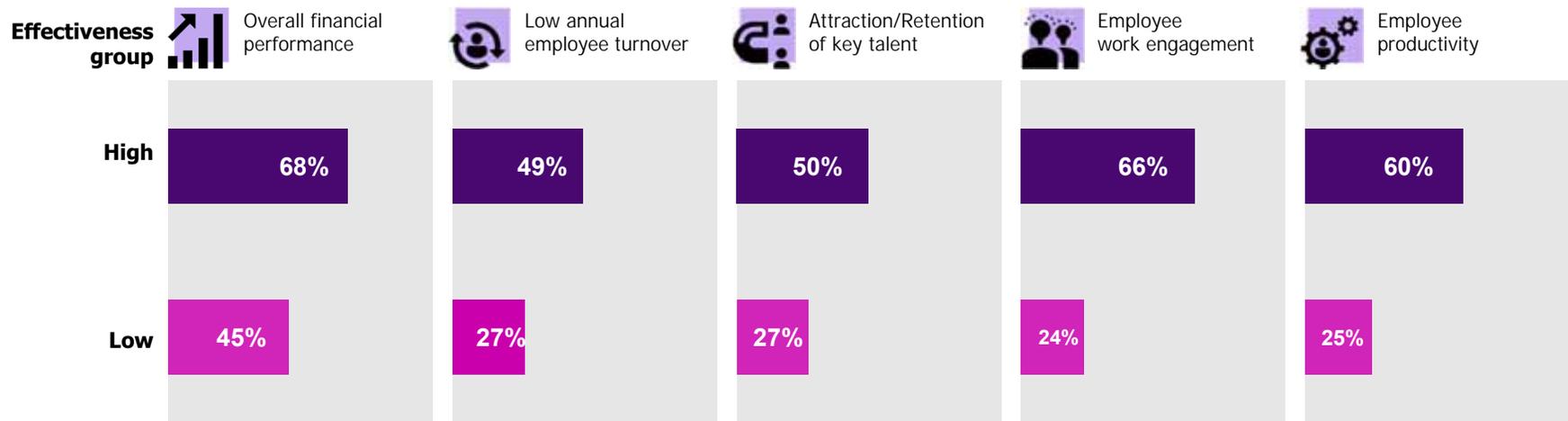
**Q: Which of the following are the most important reasons you stay with your current employer? If you were looking to move to a new job at a different employer, which of the following would be most important to you?**

Sample: Full-time employees only.

Source: 2024 Global Benefits Attitudes Survey, United States

# Companies That Are Highly Effective in Their Wellbeing Programs Report Higher Overall Performance

Over the past year, how has your organization performed in the following areas compared with other organizations in your industry?



Highly effective companies are **2x** more likely (or more) to report better human capital and financial outcomes than companies with low effectiveness scores.

Note: Percentages indicate "Better" or "Significantly better" performance. Effectiveness groups are based on self-reported scores across 24 features of a company's wellbeing programs. High effectiveness reflects companies in the top third; low effectiveness reflects companies in the bottom third.  
Source: 2024 Wellbeing Diagnostic Survey, North America

# Employers Target Enhancements to Employee Experience as an Important Outcome of Their Wellbeing Strategy



What are the business outcomes your organization is trying to achieve from your wellbeing strategy over the next few years?

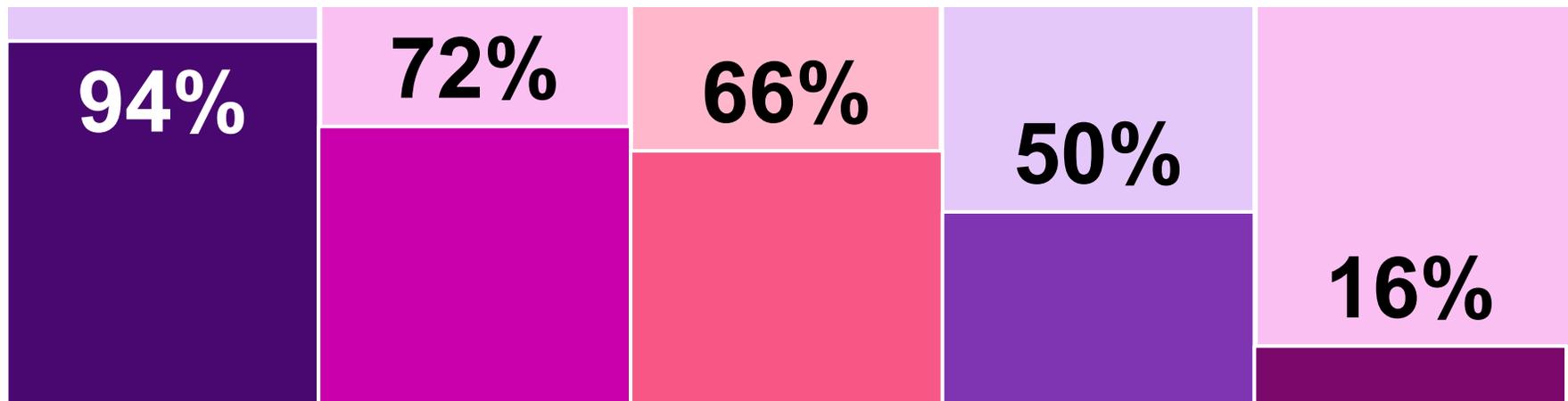
Enhance employee experience

Drive attraction and retention

Improve employee productivity

Reduce cost of benefits

Enhance external perceptions



Note: Percentages indicate item selected in the top 3.

Source: 2024 Wellbeing Diagnostic Survey, North America, Public Sector and Education

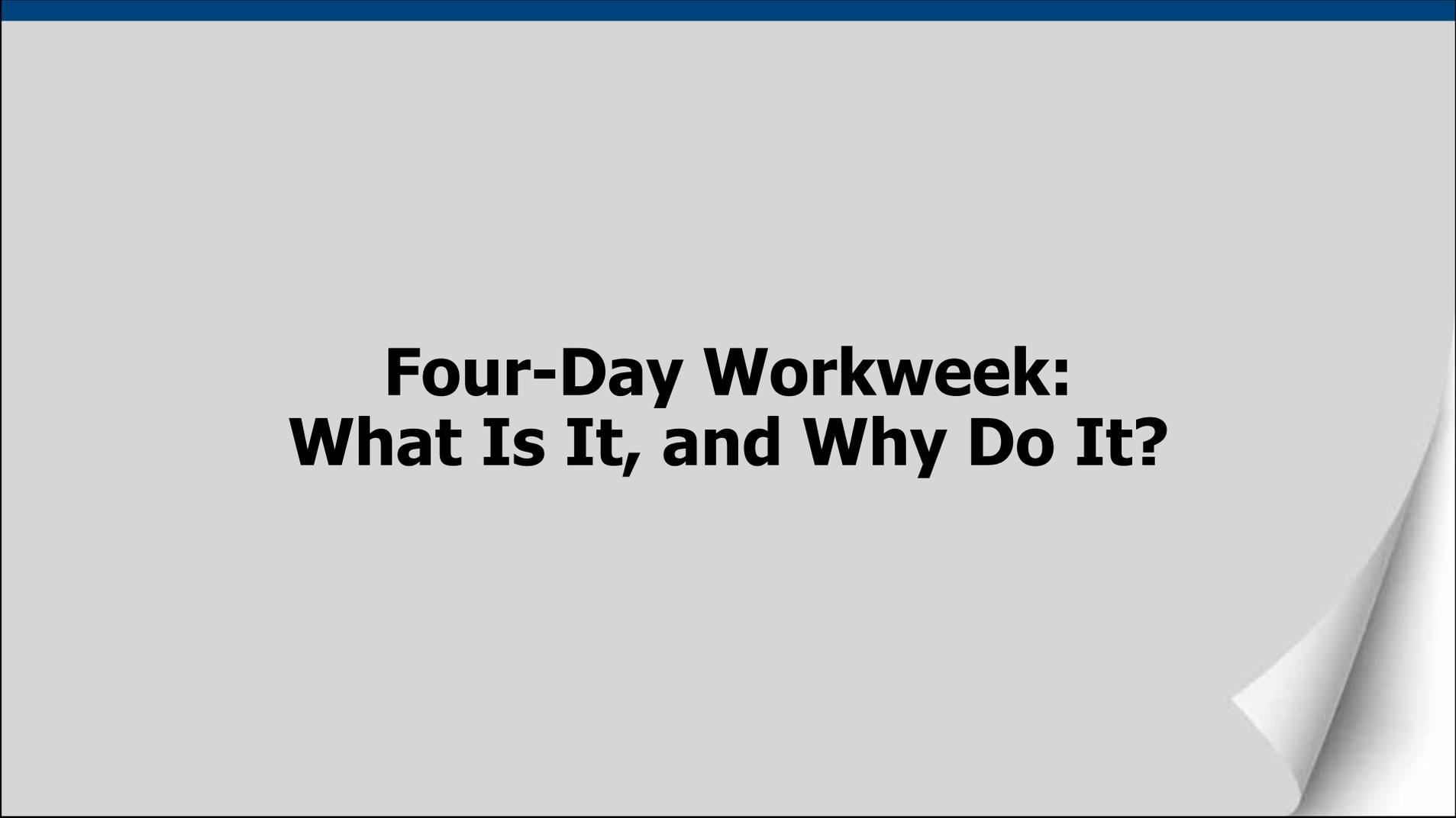
# Key Takeaways

Employees desire security and flexibility through their total rewards

## What do employees want and need?

- ➔ Benefits are as important as ever for attraction and retention
- ➔ Pay, job security and health benefits remain the top priorities (vs. 2022)
- ➔ Importance of pay has strengthened due to the cost-of-living crisis
- ➔ Flexible arrangements and the work environment have become increasingly important





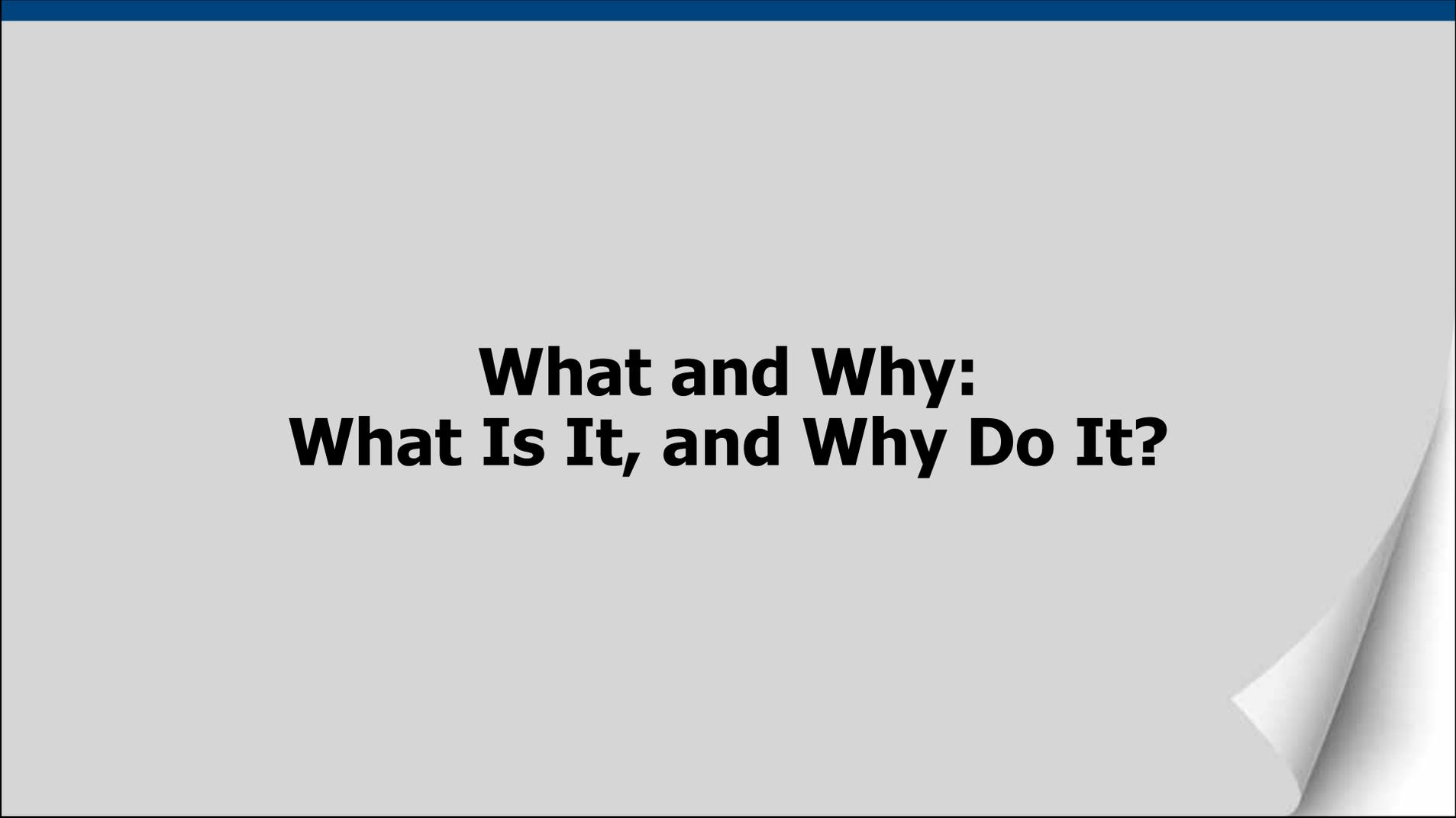
# **Four-Day Workweek: What Is It, and Why Do It?**

# Agenda

- What and why?
- All the things to think about
  - Finding efficiencies
  - Hours of operation
  - Payroll and benefit considerations
  - Public perception
  - Overtime considerations
- City of Golden Pilot Program and lessons learned

# Disclaimer

- This presentation is not intended to convince you to participate in, or to dissuade you from implementing a compressed workweek.
- Rather, this presentation is designed to give you insight into what goes into implementing a Compressed Workweek so you can determine if this is right for your organization.
- There are more questions than answers. This concept is cutting-edge, and you may have to forge your own path.



**What and Why:  
What Is It, and Why Do It?**

# Common Compressed Workweeks

**4 x 10**

4 10-Hour  
Days

**9-80**

80 Hours in  
9 Days

**3 x 12**

3 12-Hour  
Days

**4-32**

32 Hours in  
4 Days

# The Goal of a 4-Day Workweek

- Work more efficiently, not just work fewer hours
  - Get the same amount of work done in less time
  - Work smarter, not harder
  - Find efficiencies in your workday
  - Employer resources to support efficiencies
  - Automation where appropriate



**WHAT  
DISTRACTS  
YOU?**

# Why Consider a Compressed Workweek?

- Increase retention of those employees who may have considered leaving your organization
- Reduce overtime
- Reduce burnout
- Improve happiness and wellbeing
- Increase attraction of new employees to your company
- Identify those less-than-effective performers who need assistance with improving work efficiency (or who need assistance with finding alternate work arrangements)

# **All the Things to Think About**

# This Isn't for Everyone

## 8-5, M-F Jobs

Corporate employees

Doctors Offices

Government Offices

DMV

**Teachers\***

Libraries

## 24-7 Operations

Police and Fire Departments

Airlines

Hospitals

Manufacturing/Warehouse

IT Service Workers

Plumbers, Electricians, Utility Workers, IT Workers\*\*

## Retail Operations

Restaurants and Bars

Retail Stores

Grocery Stores

Gas Stations

Movie Theaters

Fitness Centers

## Other

**Commissioned Salespeople  
(i.e., auto sales)**

**Lawyers/Consultants on  
Billable Hours**

Seasonal/Part-Time  
Employees

**Transportation/  
Truck Drivers**

Independent Contractors

Sports and Entertainment  
Industry

\* Teachers work traditional, regular work hours, but are also seasonal.

\*\* Utility workers may have traditional hours but are usually on call 24x7

# Organizational Impact

- Organizational considerations of a compressed workweek
  - Hours of operation
  - Employee perception and attitudes toward a compressed workweek
  - Downstream impacts
  - Finding efficiencies
  - Payroll considerations
  - Overtime considerations
  - Benefit considerations



# Hours of Operation/Public Perception

- How much of your organization is public-facing? Client-facing? Will access to your organization be impacted by this change in staffing?
- **Will you shut down operations one extra day per week?**
  - Is it going to be detrimental to your customers/clients to be closed an extra day?
  - Reduces overhead (saves on utilities) but reduces access.
- **Will you stagger staff workdays so there is no change to coverage?**
  - A more customer-friendly approach
  - Doesn't reduce overhead; operational costs are still the same
- Could there be a negative perception to the public that you are working fewer hours?

# Employee Perceptions and Attitudes

## Show of Hands

- How many of you want a 4-day Workweek?
- How many think their EMPLOYEES want a 4-day workweek?



# Downstream Impacts—Schools

Teachers

- Working 1 fewer day/week

Students

- Off 1 additional day/week

Parents

- Need childcare 1 additional day/week

# Downstream Impacts—Employees

Employee

- Working 1 fewer day/week

Results  
in...

- Doctors appointments, self-care days, mental health break, or other events on their day off

Which  
leads to...

- More rested? Work a second job? Time for hobbies? Taking care of parents? Volunteering?

# Finding Efficiencies

**What is my BEST DAY at work?  
A day when I'm not interrupted,  
have little to no meetings, and I  
can be focused and dedicated to  
my tasks.**

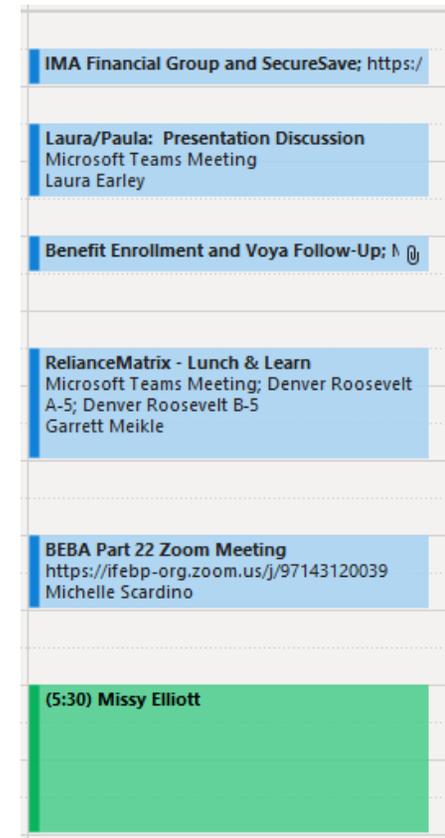
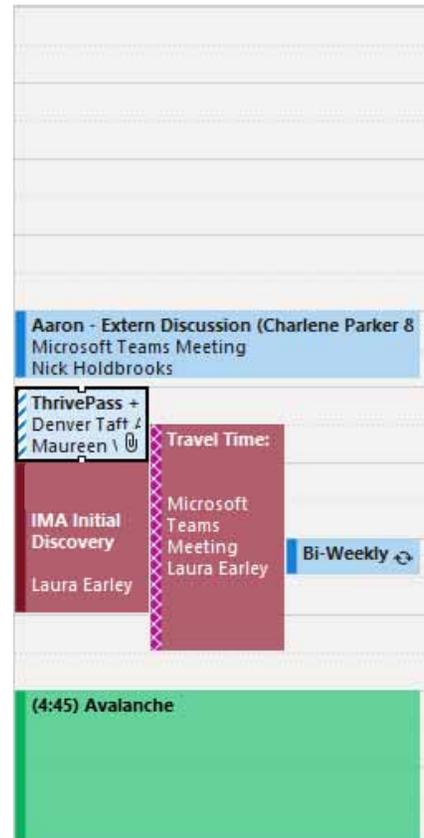
- Is every day like that? No.
- Will every day NEED to be like that? Maybe

**What is your regular day like?**

- How many meetings do you attend? Were all of them necessary?
- How much time is spent engaging with the public/customers vs. time being productive/getting your job done?
- Does every single person need to attend the same meeting?
- How many minutes or hours are wasted socializing?
- Can manual work be automated?

# Compressing Calendars

- While several meetings back-to-back may make for a hectic afternoon, that leaves the entire morning free for focus time.
- A day of spaced-out meetings leaves the same amount of “free” time, but with more frequent interruptions
- HINT: 99.9% of my calendar looks like the column on the right.



# Payroll Considerations

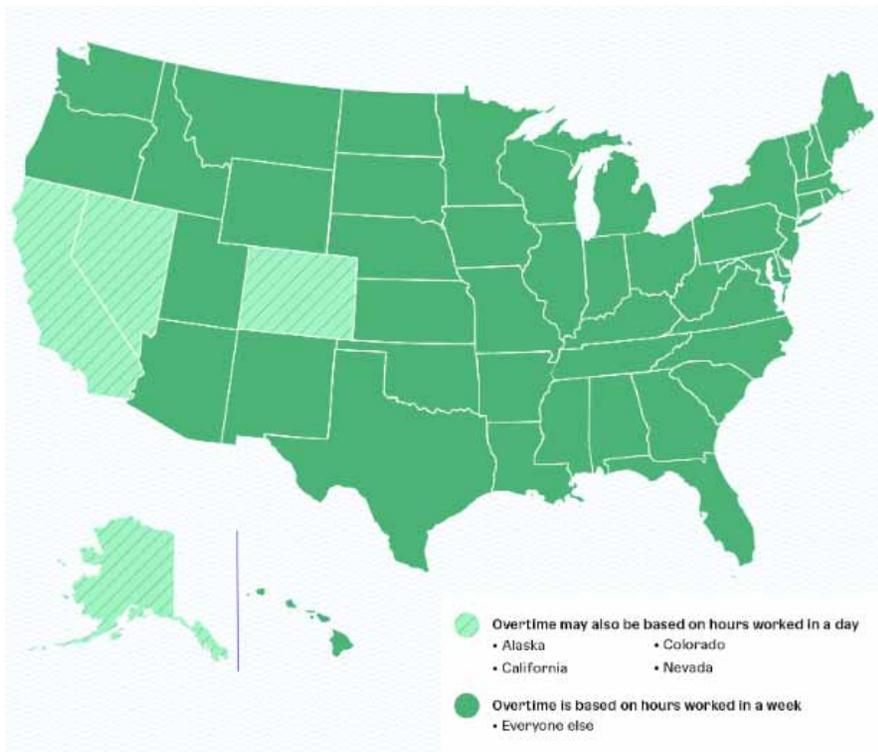
- Being able to pay hourly employees for 40 hours despite working for 32
- ACA hours worked calculations
- By working one less day per week, employees now have an additional 52 days off per year...an extra 6.5 weeks of time off.
- Do you have vacation or sick time accruals based on hours worked?
- Do they still need the same amount of vacation time?
- Do they still need the same amount of sick time?
- What is your definition of full-time? What is your definition of part-time? Full-time is now 32 hours. Do you need to adjust your definition of part-time?
- FMLA hours worked eligibility



# Overtime Considerations

- You can't change overtime laws
- Colorado State Law says you aren't eligible for overtime pay until you work anything over 40 hours in a week
- You aren't re-establishing full-time work to be 32 hours and then paying overtime for anything over that
- Employees would still be paid for 40 hours whether they work 32, 35, 38 or 40
- Overtime isn't paid until you reach more than 40 hours
- You're working "for free" anything between 32-40 hours

# Overtime Considerations



- **Alaska:** 40/week or 8/day; does not apply to fewer than 4 workers
- **Colorado:** 40/week, 12/day, or 12 straight hours regardless of start/end time
- **California:** 40/week, 8/day, 6 days/week; double time for 12+/day, 8 hours on the 7th consecutive day of the week
- **Nevada:** 40/8 if employee makes less than 1.5x the minimum wage/hour unless 4/10 agreed upon
- **All others:** Hours worked in a week

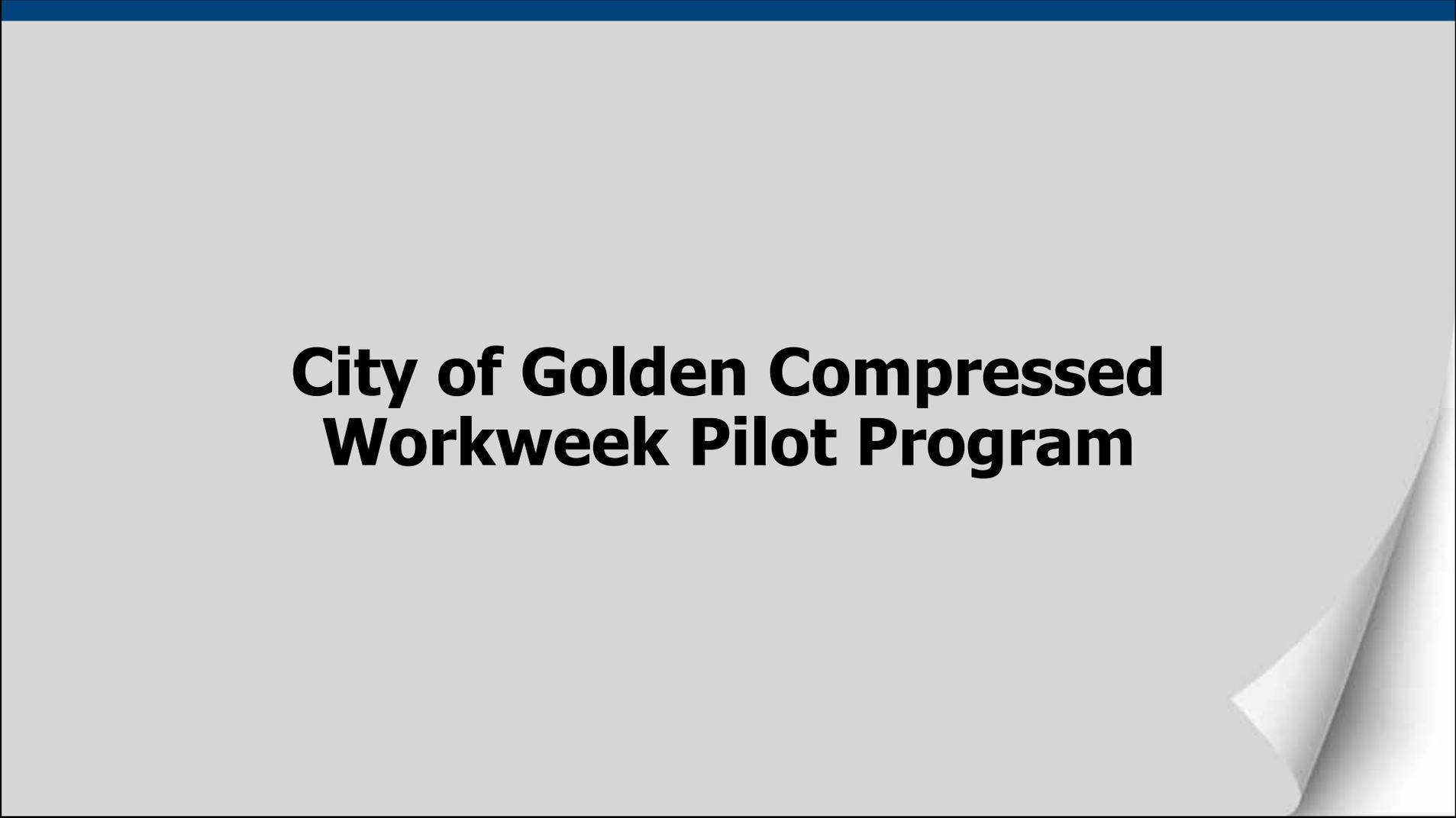
# This Will Never Work at Our Company

## It might not...

- You may have an organizational type that won't fit the 4-day workweek mold
- You may not be emotionally ready to make this change
- Management and employees aren't ready for this type of change
- "We're too short-staffed already! We can't possibly reduce hours!"

## But it might...

- If you improved the working hours of your staff, do you increase happiness?
- Do you increase retention? Do you increase recruitment?
- Do you, in eventually, recruit enough people to eliminate your shortages BECAUSE of the 4-day workweek program?



# **City of Golden Compressed Workweek Pilot Program**

# City of Golden Pilot Program



## Assessment Timeline

**Golden Police Department**  
July 10, 2023–June 30, 2024

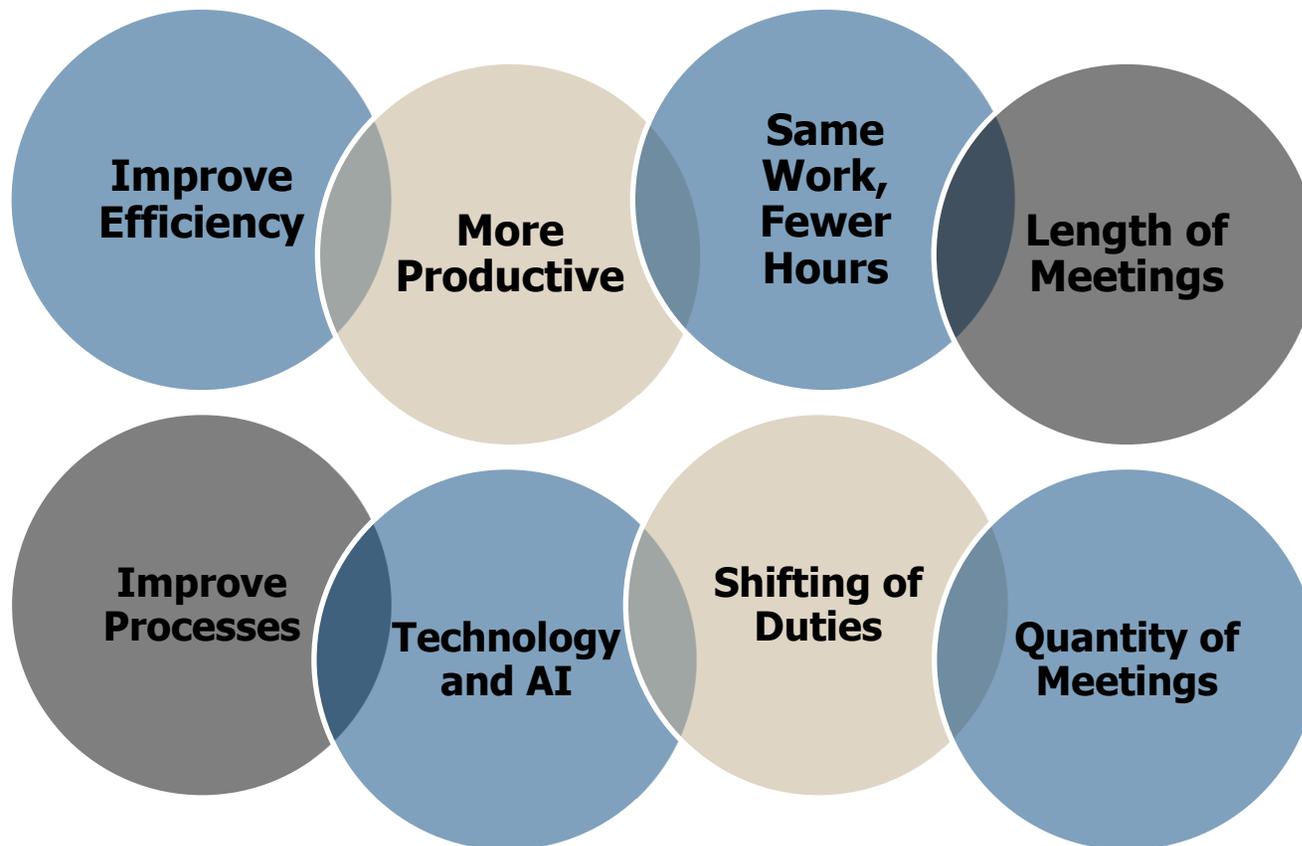
**Expanded Pilot**  
May 1, 2024–June 30, 2024

- The Police Department was chosen as the first pilot group because of its flexibility around scheduling changes, the 24-hour/3 shift coverage needs, the variety of positions, multi-generational staff, and the data-driven nature inherent within law enforcement.
- **Goal:** Happier employees who feel more valued with a focus on wellbeing, productivity and professional development

# City of Golden Pilot Program Basics

- Work 32 hours; paid for 40; Working four 8-hour days
- Overtime after 40 hours
- The public still had access to the Police Department 24x7 and all other services during regular business hours
- Days off were staggered so the public didn't see any change in access to services
- No changes have been made to benefits, vacation accrual or other accrual-based benefits at this time
- Significant measurement of 100+ police department metrics to evaluate the impact of reduced hours worked

# Goal: Work Smarter, Not Harder



# City of Golden Efficiency Evaluation

- Overlaps between shifts were shortened
- Reviewed the importance and length of meetings, improving processes and workflows
- Sworn employees had over 100 metrics tracked
- Develop tools and strategies to meet productivity goals
- Maintaining a team environment was critical
  - Create solutions to strengthen interconnectivity and communication opportunities



# Pilot Program Metrics

**100+ metrics were measured during the pilot program in 7 key department areas:**

Budget	Code	Co-Responder	CSI/Evidence	Investigations	Patrol	Records/ Administration
--------	------	--------------	--------------	----------------	--------	----------------------------



**Employee Satisfaction gauged weekly on a scale of 1-100**



**Pilot #1: 7/23 – 12/23**

**Pilot #2: July/22 – 6/23 vs. 7/23 – 6/24**

Total Calls for Service (public initiated and officer initiated)	Number of Calls for Service (analyzed by level of severity)	Number of arrests, citations, traffic stops	Actual Hours Worked, OT Hours, and Sick Time Hours by all divisions	Number of resignations
--	---	--	---	------------------------

# Public and Employee Perception

- Intense scrutiny from the public because **taxpayer dollars** are being spent to pay Police Department wages
- The perception is that the public is **paying the same for less work**
- The City of Golden studied over **100 city-wide metrics** to determine the impact to public-facing services
- Are public-facing **services being reduced**? Is there more crime? Are there fewer arrests?
- **Are the employees happier** having one extra day off per week?
- Are the employees **more stressed** because they have to compress five days' worth of work into four?

# Employee Perception and Attitudes

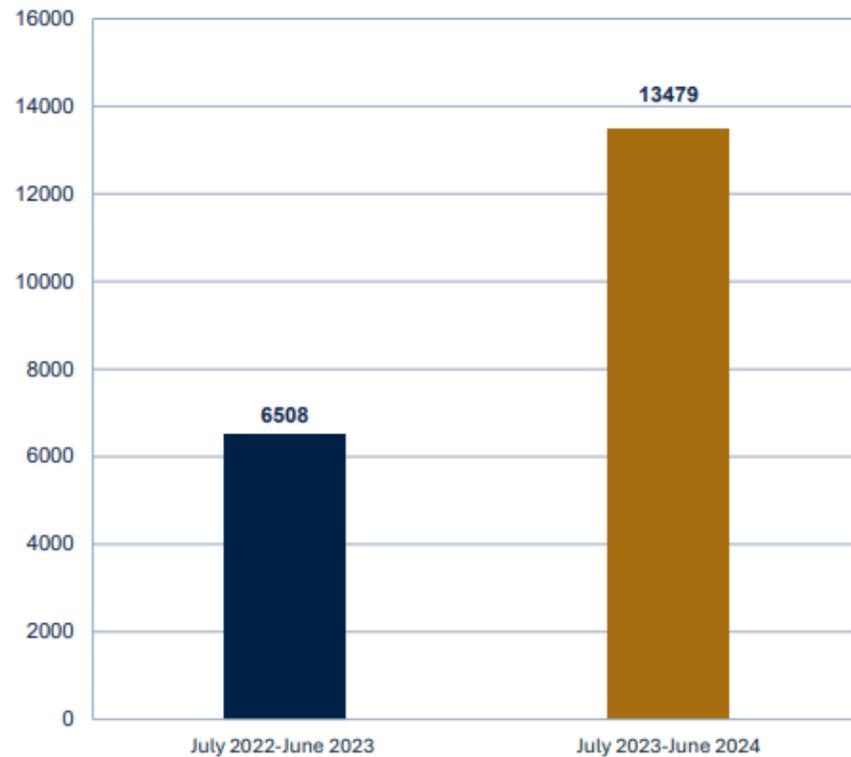
- Not everyone wants a compressed workweek
- Different stages of life mean different goals:
  - **Young, single workers:** MAXIMIZING THEIR BANK ACCOUNT
  - **Parent:** MAXIMIZING THEIR FAMILY TIME
  - **Older workers:** I WORK 5 DAYS A WEEK IN THE OFFICE
  - **The Public:** WE'RE PAYING YOU THE SAME FOR LESS WORK?
- This may not fit everyone's lifestyle
- You may gain some workers, and you may lose some workers

# Police: Self-Initiated CFS

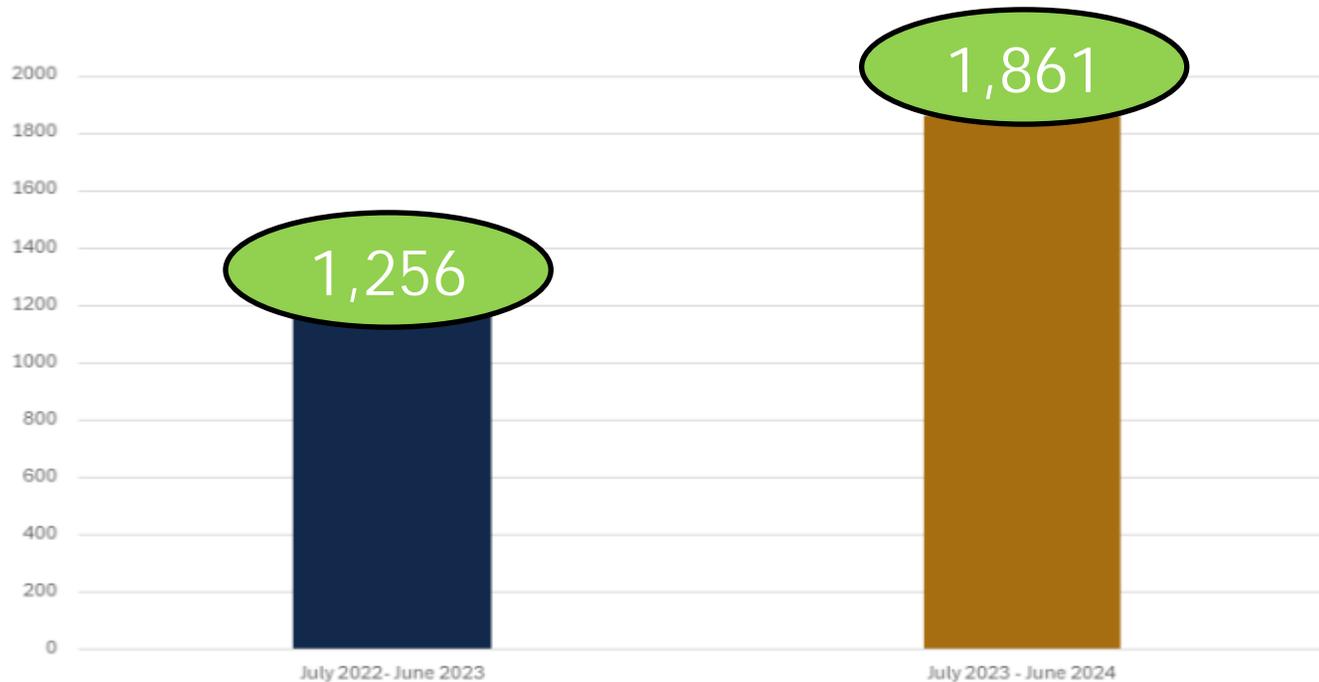
## Police Department Total Self Initiated Calls for Service

**6,508** Jul. 2022–Jun. 2023  
PRE-PILOT

**13,479** Jul. 2023–Jul. 2024  
DURING PILOT



# Police: Community Engagement



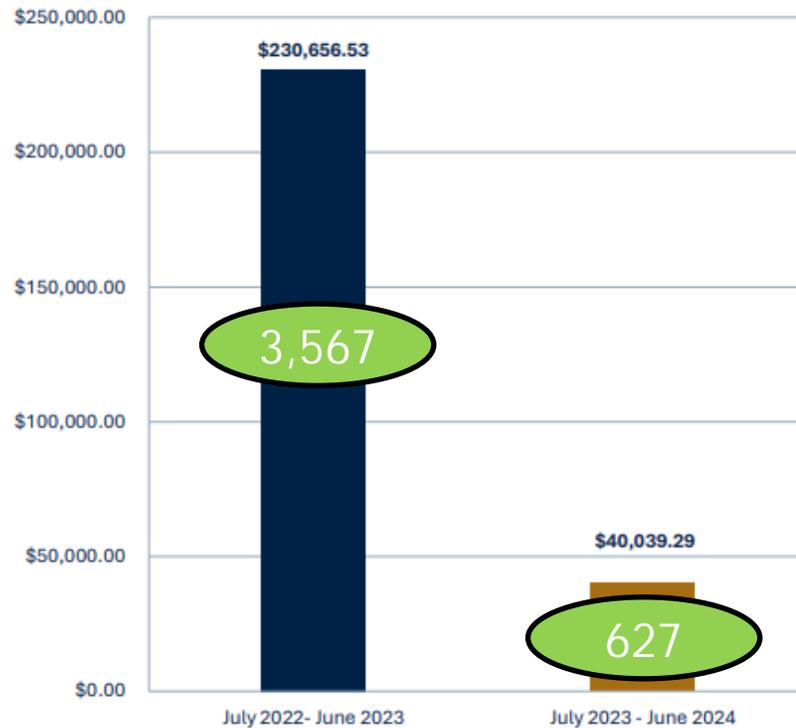
Community engagement is the opportunity for PD team members to actively engage with members of the community. They include things like community outreach, community programs, and community education, which allows the PD to promote a culture of connecting with the community through individual and group interactions.

# Police: Overtime Dollars

## Police Department Total Overtime Spending

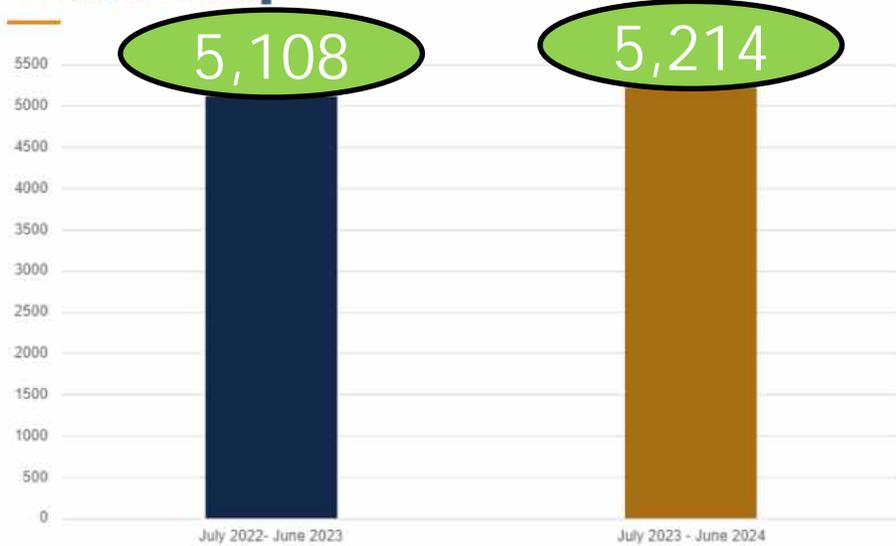
**\$230,656** Jul. 2022–Jun. 2023  
PRE-PILOT

**\$40,039** Jul. 2023–Jul. 2024  
DURING PILOT



# Police: Traffic Stops/Citations

## Traffic Stops



## Traffic Citations

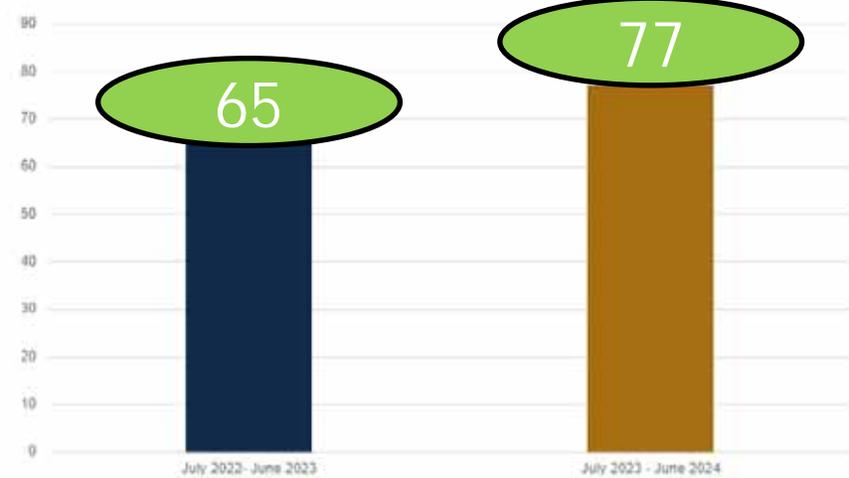


# Police: Traffic Enforcement/DUI

## Traffic Enforcement



## DUI/ DWAI/ DUID



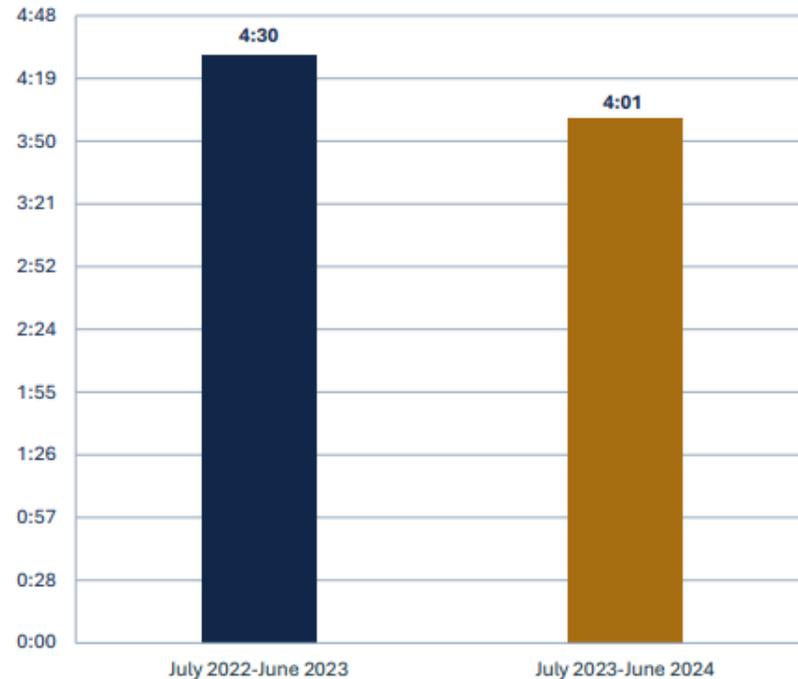
The work didn't significantly reduce from the prior period to the current period.  
Most police incidents INCREASED...

# Police: Priority 1—Response Times

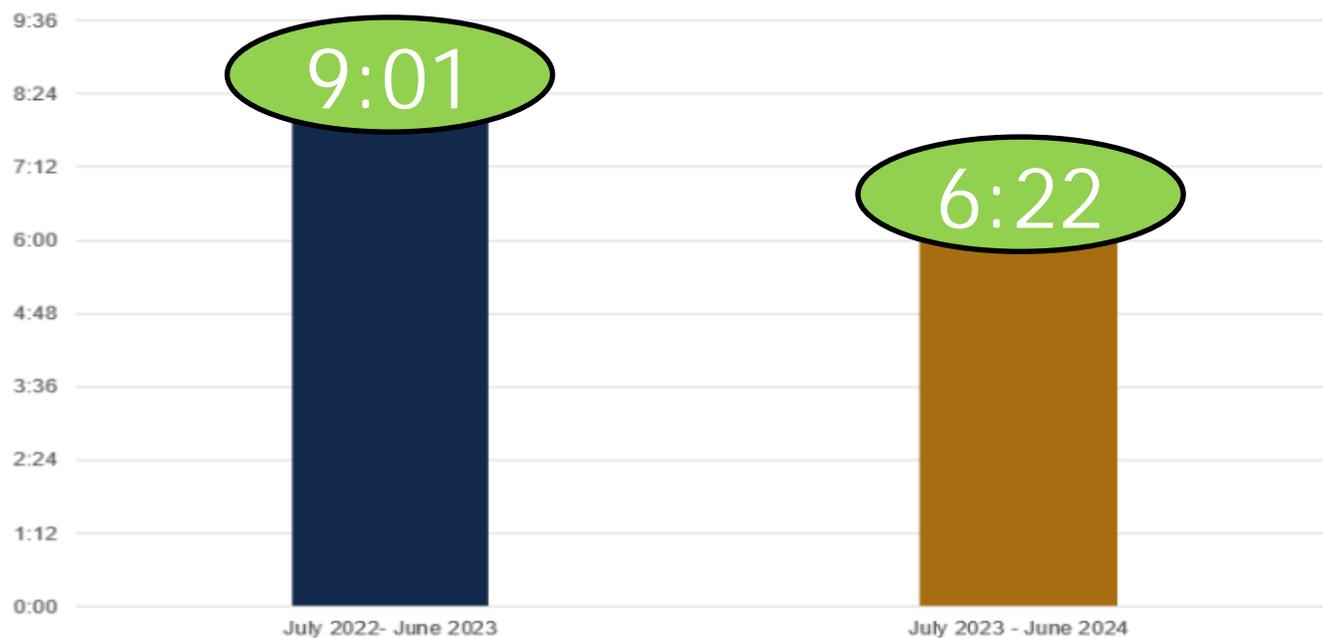
## Police Department Average Response Times – Priority 1

**4:30** minutes  
Jul. 2022–Jun. 2023  
PRE-PILOT

**4:01** minutes  
Jul. 2023–Jul. 2024  
DURING PILOT



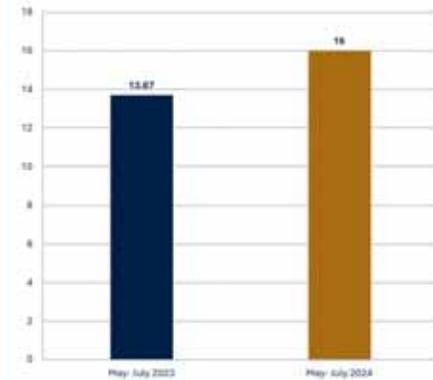
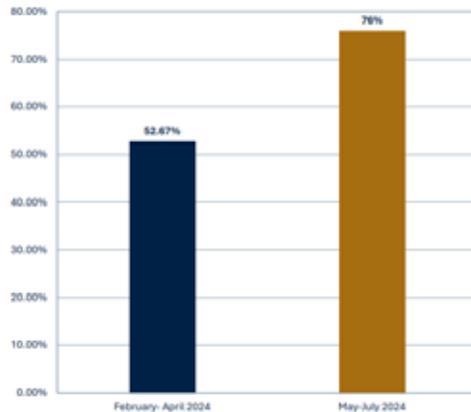
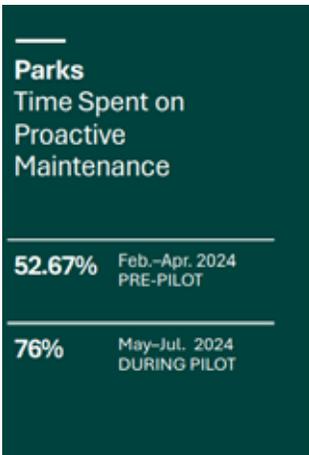
# Police: Response Time (All Other Calls)



Priority calls that are not classified as Priority 1 are typically less urgent but still require a timely response from the police. These calls are categorized based on the level of threat, the severity of the incident, and the potential impact on public safety from levels 2 - 4. The City saw a decrease in response time for all calls, meaning officers are responding an average of over 2 minutes and 39 seconds faster during the Pilot.

# Other Departments Added

*Hypothesis: "If we didn't tell the public what departments were on a 4-day workweek, they would never know the difference."*



# Employee Satisfaction



# Lessons Learned

- The City of Golden became a **performance-based culture**.
- **The pilot program has been a success so far.**
  - Crime has been steady
  - Community engagement increased
  - Overtime dollars reduced tremendously
- A majority of City of Golden employees have reported this program as **life-changing**
  - Lowered blood pressure medication, sleeping better, reduced stress
  - Rotating their extra day off to follow their spouse's work schedule
  - Taking doctor's appointments on their day off rather than taking PTO time

# Lessons Learned

- **Boomers are struggling** with a 4-day workweek and changing the way they work
  - Gen Y and Gen Z watch the older generations “live to work”
  - Younger generations want to “work to live”
- **Negatively impacting some employees** based on where they are at in their lives:
  - The young, single officers who want to maximize their bank account are finding it hard to reap the significant overtime previously available; they want to work as much as possible and bank as much as possible
- **Attraction/Retention:** “Call Me When It’s Permanent.”

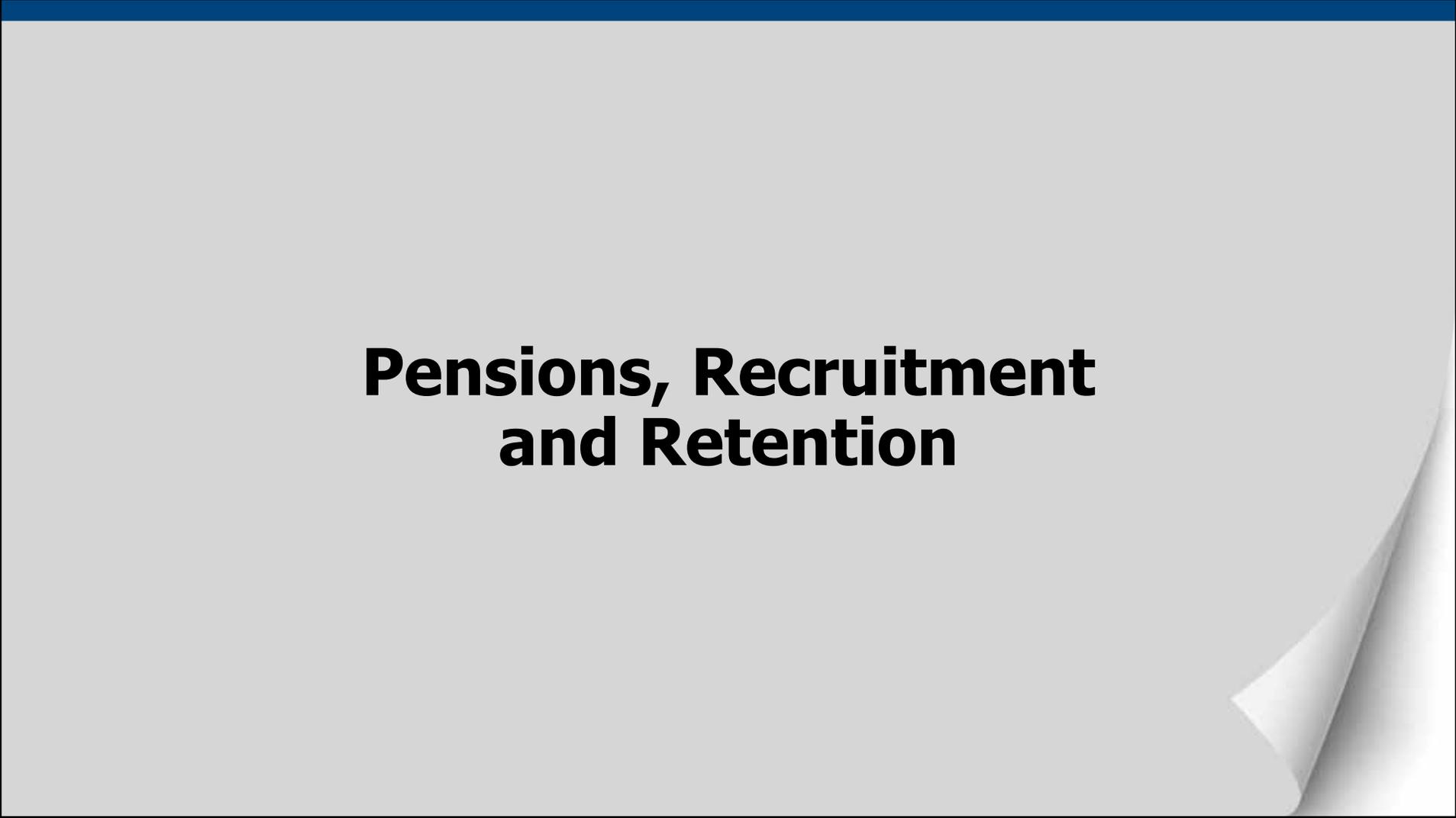
# Resources

## Dashboard

Metrics of participating Division and Departments are displayed on OpenGov.

[www.cityofgolden.gov/compressed-workweek](http://www.cityofgolden.gov/compressed-workweek)

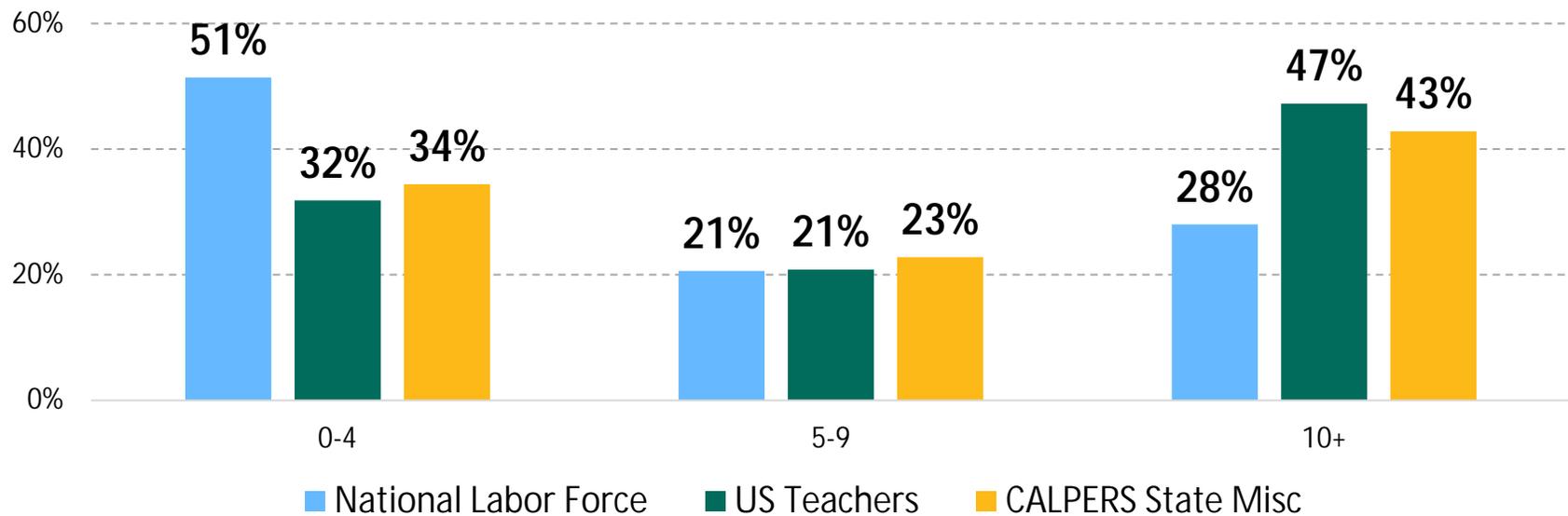




# **Pensions, Recruitment and Retention**

# Retention Trends Shape a Workforce

## Workforce Tenure: US Workforce vs. Public School Educators and CALPERS

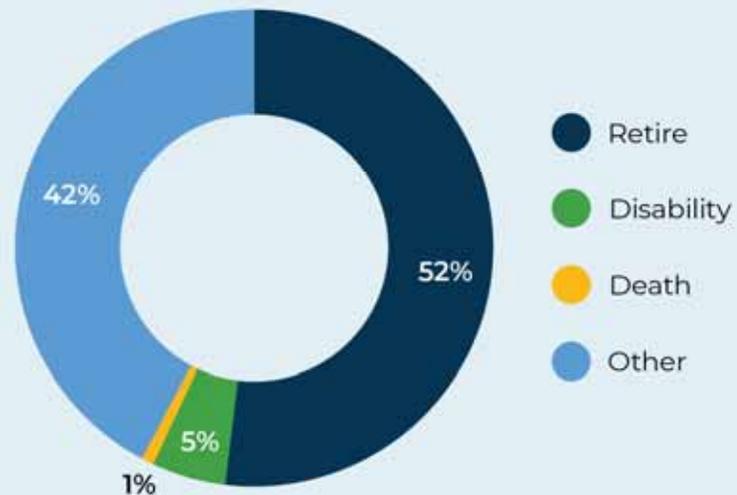


National Institute on Retirement Security—Preliminary Findings

\*Data represents all state-sponsored plans that publicly provide retention data for either teachers or school employees separately.

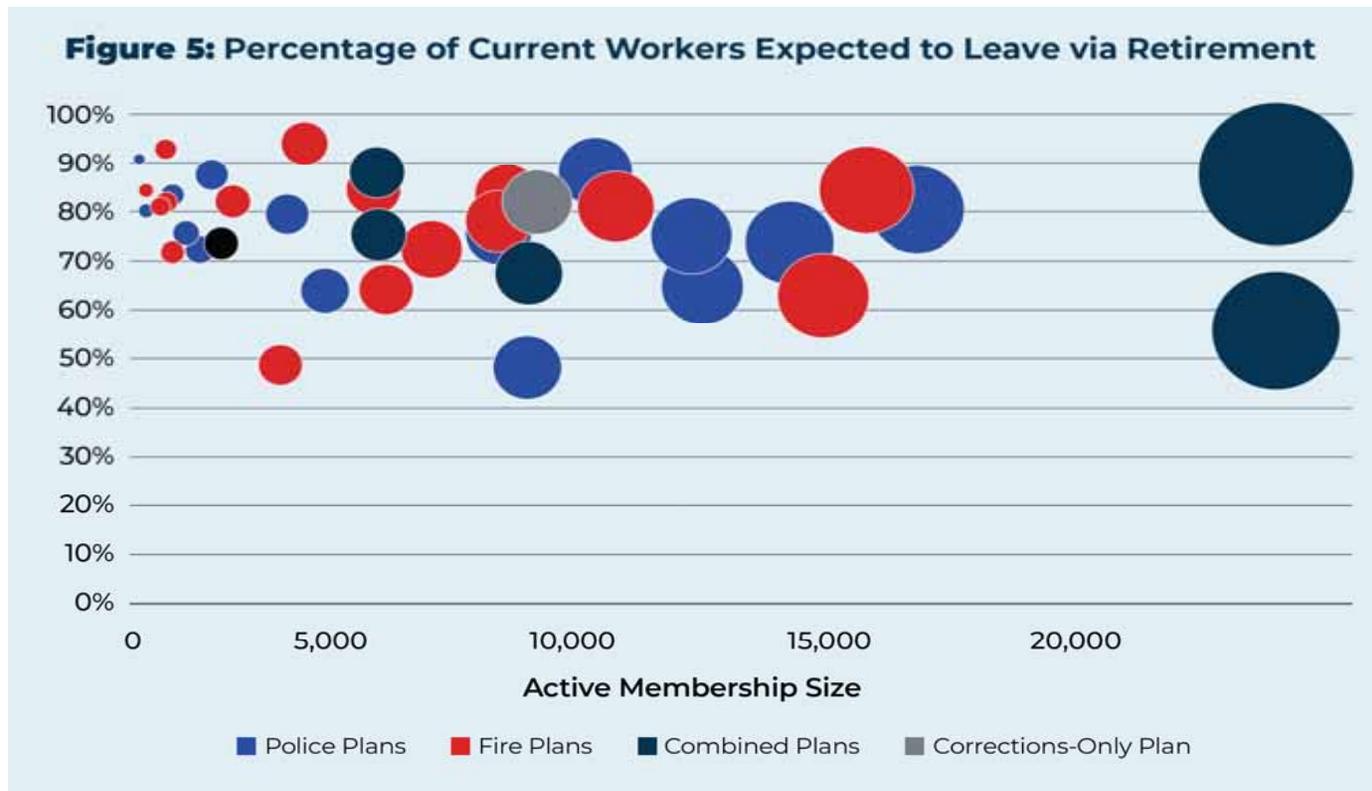
# More Than Half Expected to Retire From Plan

**Figure 4: Projected Reason for Leaving Employment Among New Hires in Public Safety Plans**



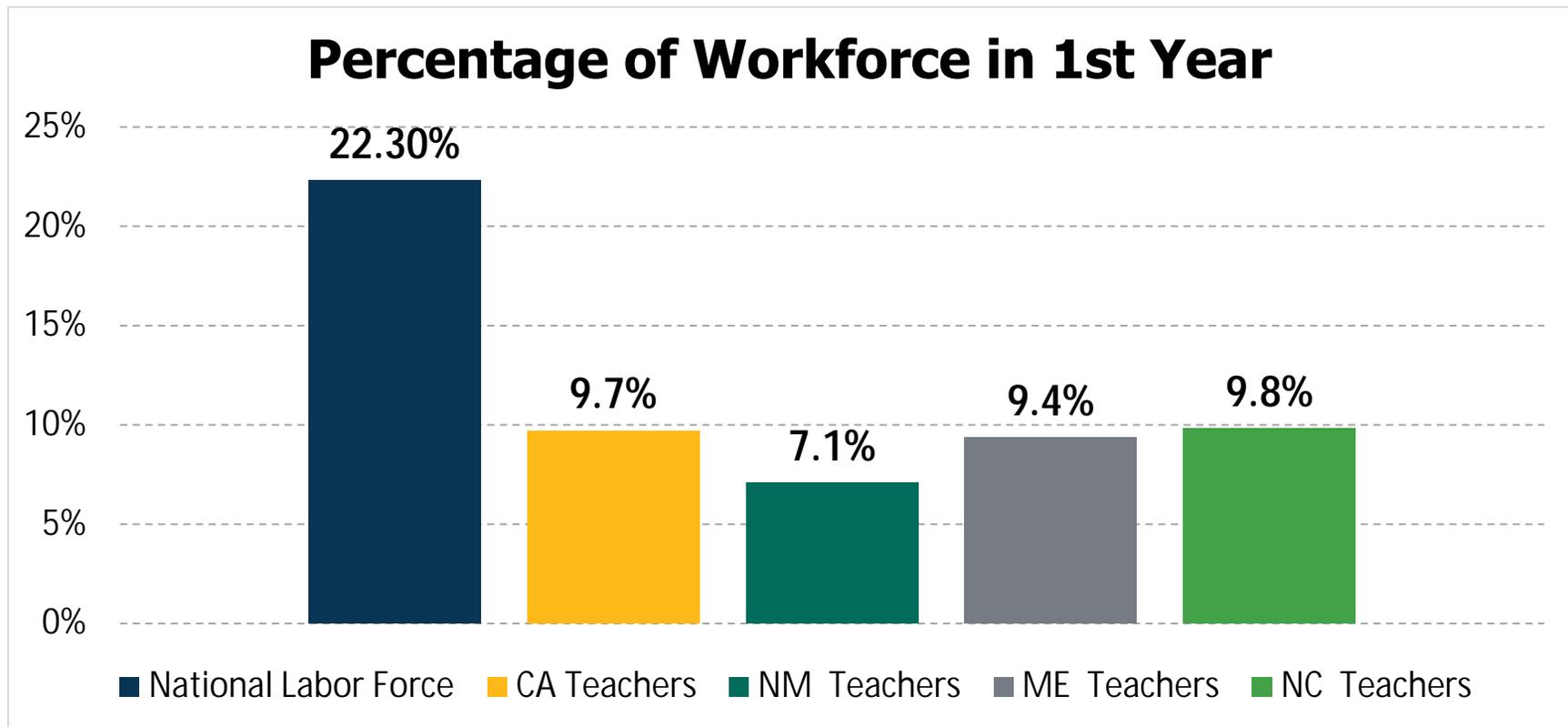
\*Data represents 28 large public safety plans across the US.  
The Role of Defined Benefit Pensions in Recruiting and Retaining Public Safety Professionals, Report: [www.nirsonline.org/reports/publicsafety/](http://www.nirsonline.org/reports/publicsafety/)

# Across Plan Type, Majority Expected to Retire From Plan



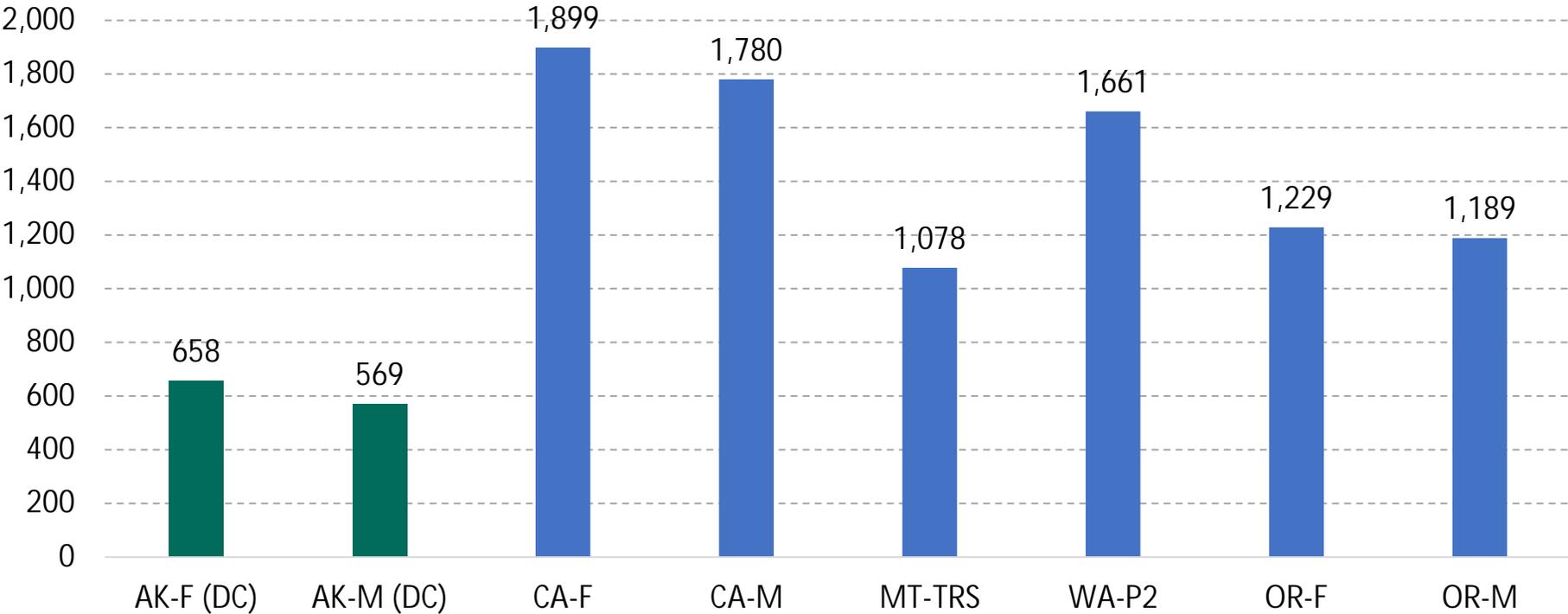
\*Data represents 28 large public safety plans across the US.  
National Institute on Retirement Security

# Stronger Retention Means Reduced Hiring Needs



National Institute on Retirement Security

# Cumulative Years Taught: 100 Newly Hired, 25-Year Old Teachers Over 30 Years (Select and Ultimate Periods)



National Institute on Retirement Security

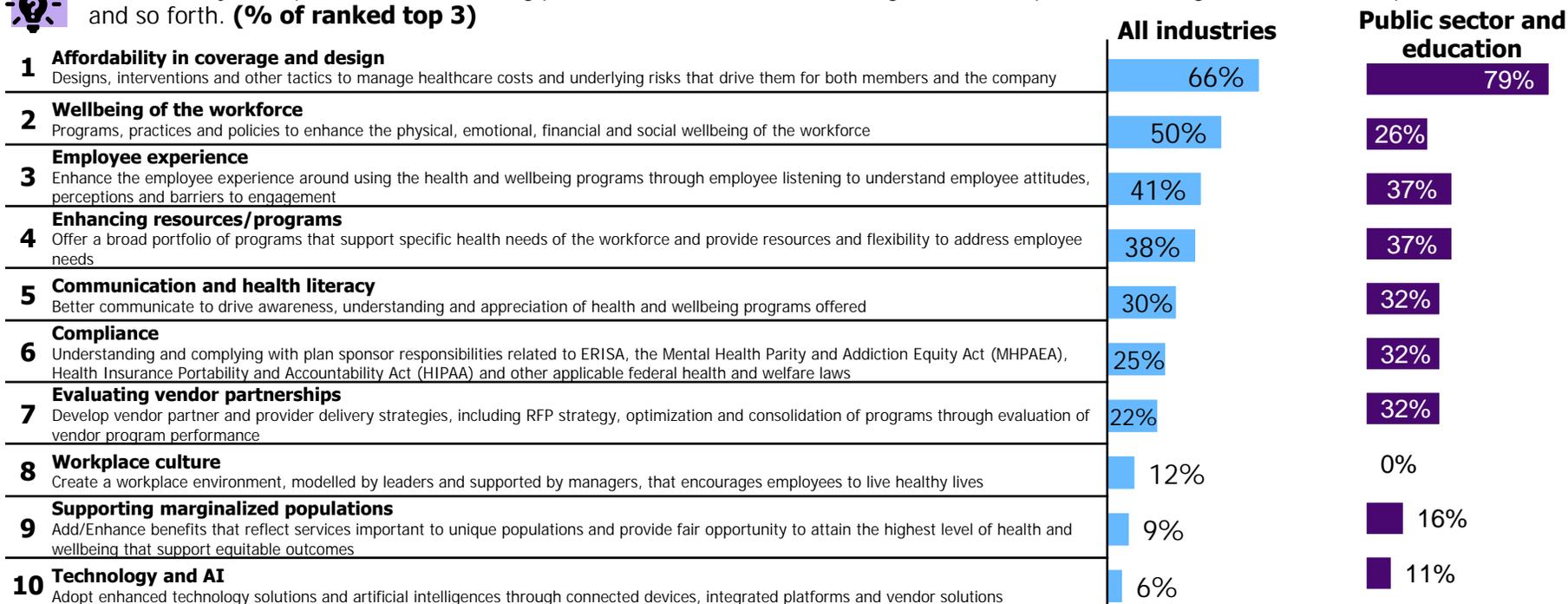


# **Health Benefits, Recruitment and Retention**

# Top Health and Wellbeing Priorities Over the Next Three Years



Please rank your top health and wellbeing priorities from 1 to 5 with 1 being the most important, 2 being the next most important and so forth. (% of ranked top 3)

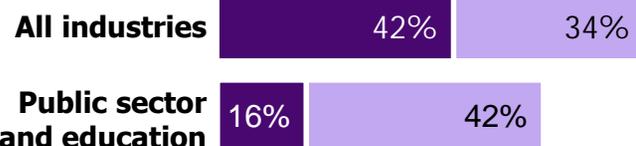


Source: WTW 2024 Best Practices in Healthcare Survey.

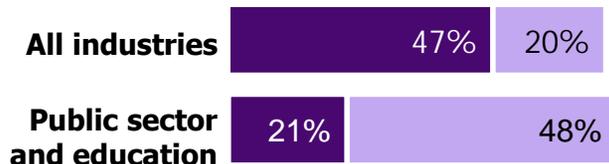
# Going Beyond Cost Shifting to Reduce the Total Cost of Care

## 1 Point-of-service and premium cost shifting

Shift costs to employees through premium contributions



Increase emphasis on account-based health plans (ABHPs) or high-deductible health plans (HDHPs)

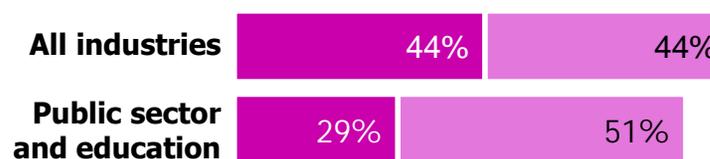


## 2 Plan and program redesign focus

Implement programs or vendors that will reduce total costs



Adopt plan design or network strategies that steer to lower-cost or higher-quality providers, sites of care and so on



■ Action taken in 2024    ■ Planning for 2025 or considering for 2026

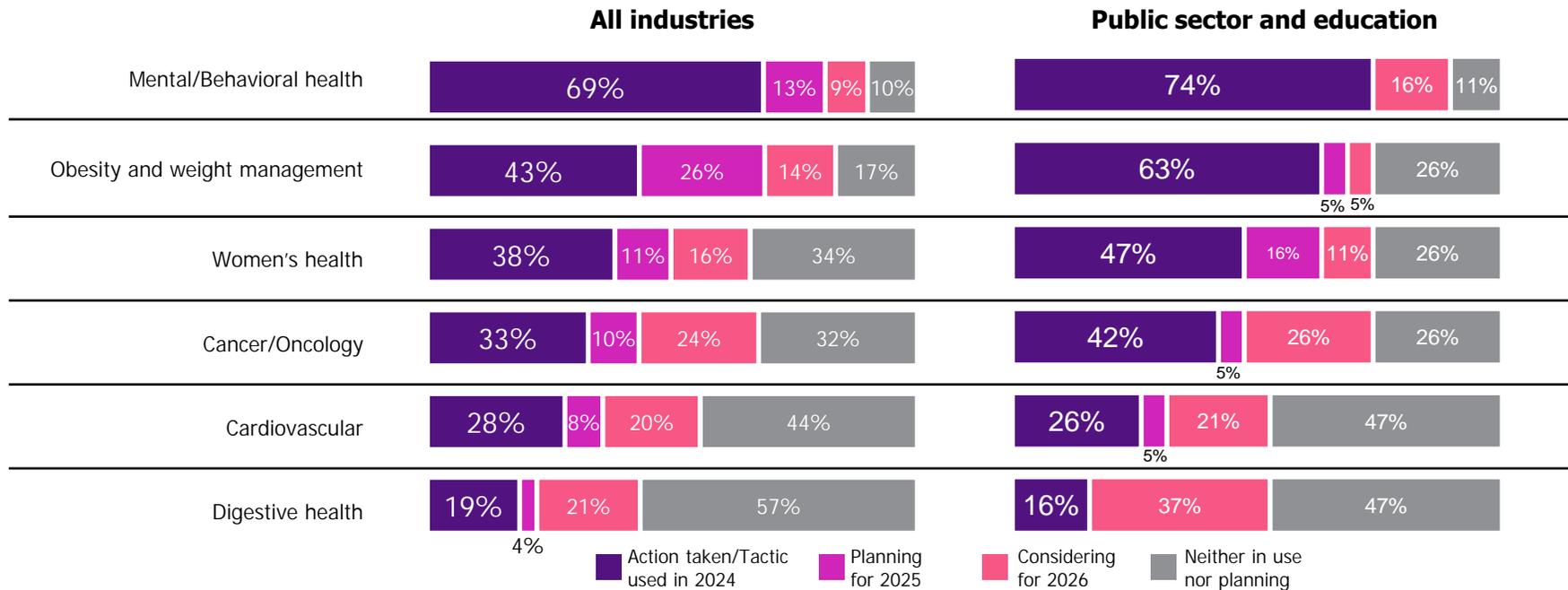
**Q: What actions has your organization taken or plan to take to address your healthcare costs?**

Source: WTW 2024 Best Practices in Healthcare Survey.

# Increasing Clinical Focus on Obesity, Cancer and Cardiovascular



Which of the following clinical areas has your organization acted on or planned to act on as a means of improving member health? Actions can include revising medical or pharmacy benefits, evaluating your network strategy, offering enhanced navigation or adopting other medical management vendor solutions.



Note: Percentages may not sum up to 100% due to rounding.  
Source: WTW 2024 Best Practices in Healthcare Survey.

# Top Health and Wellbeing Priorities Over the Next Three Years



Please rank your top health and wellbeing priorities from 1 to 5 with 1 being the most important, 2 being the next most important and so forth. **(% of ranked top 3)**

Energy and utilities	Financial services	General services	Healthcare	IT and telecom	Manufacturing	Public sector and education	Wholesale and retail
Affordability in coverage and design	Wellbeing of the workforce	Affordability in coverage and design					
Enhancing resources/programs	Affordability in coverage and design	Wellbeing of the workforce	Enhancing resources/programs	Wellbeing of the workforce			
Wellbeing of the workforce	Enhancing resources/programs	Employee experience	Enhancing resources/programs	Employee experience	Employee experience	Employee experience	Communication and health literacy
Communication and health literacy	Employee experience	Enhancing resources/programs	Employee experience	Enhancing resources/programs	Enhancing resources/programs	Evaluating vendor partnerships	Employee experience
Employee experience	Compliance	Compliance	Communication and health literacy	Evaluating vendor partnerships	Communication and health literacy	Communication and health literacy	Enhancing resources/programs
Compliance	Evaluating vendor partnerships	Communication and health literacy	Compliance	Compliance	Compliance	Compliance	Compliance
Evaluating vendor partnerships	Supporting marginalized populations	Evaluating vendor partnerships	Workplace culture	Communication and health literacy	Evaluating vendor partnerships	Wellbeing of the workforce	Evaluating vendor partnerships

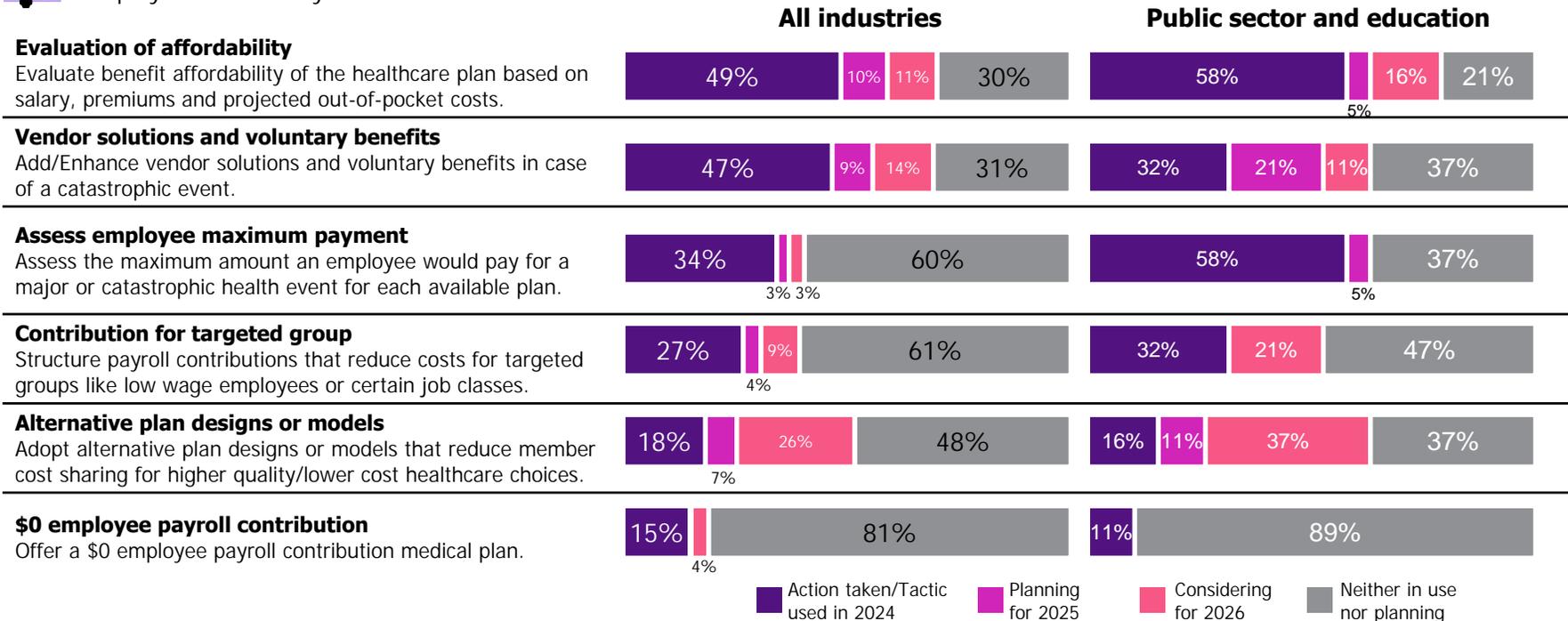
By Industry

Source: WTW 2024 Best Practices in Healthcare Survey.

# Actions to Address Employee Affordability



Affordability: Which specific actions/programs does your organization have in place or plan to have in place to address employee affordability?

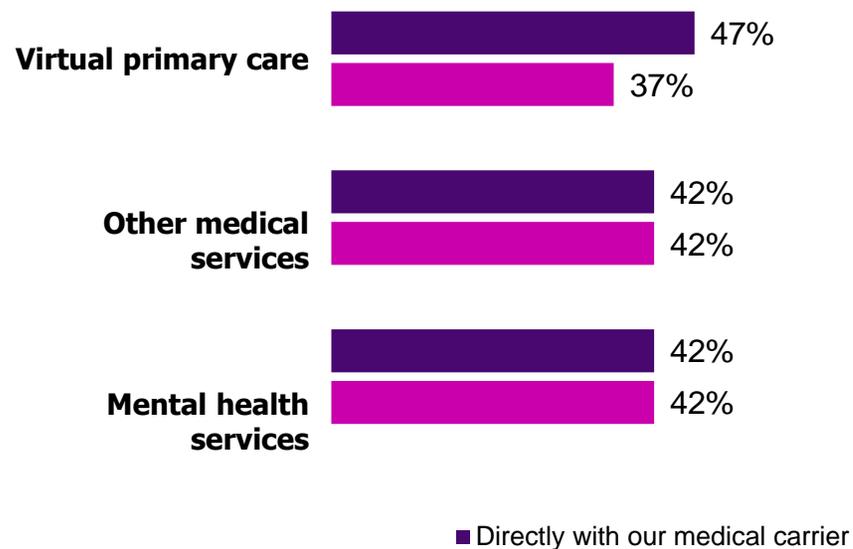


Note: Percentages may not sum up to 100% due to rounding.  
 Source: WTW 2024 Best Practices in Healthcare Survey.

# Virtual Care Remains a Cornerstone of Medical Network Designs



Does your company partner with your medical carrier or a third-party vendor for the following virtual care services? (Please select all that apply.)



## Virtual care

Offer virtual clinics for targeted populations or disease states



Offer "virtual first" health plans where members must seek virtual care before making an in-person appointment for nonemergency care

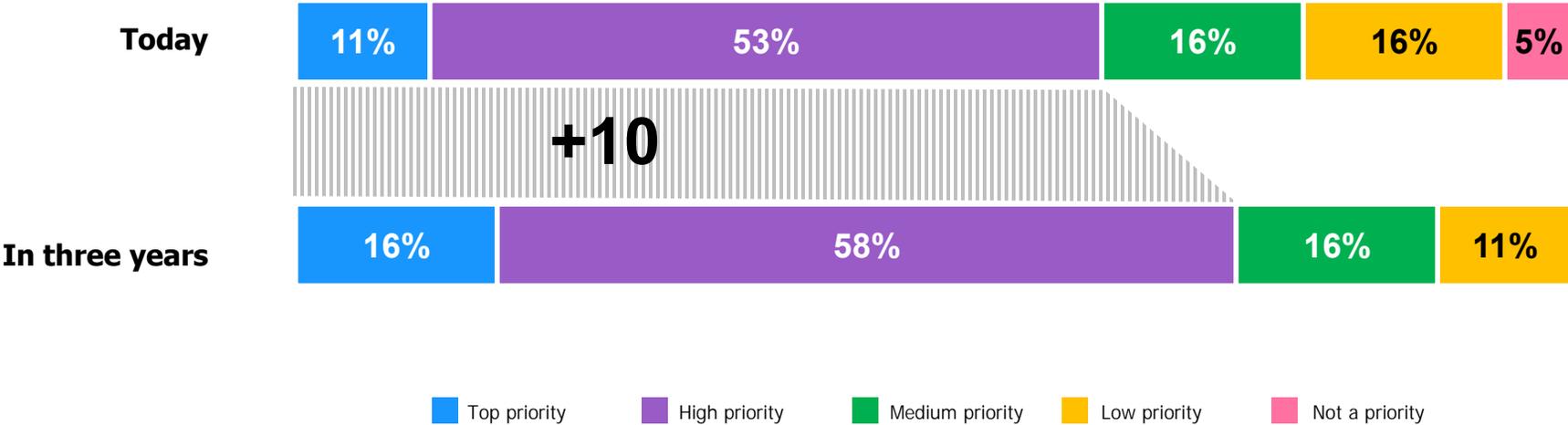


Source: WTW 2024 Best Practices in Healthcare Survey, Public sector and education.

# High-Performance Network Steerage Is an Emerging Priority



Considering your healthcare strategy today, how important of a priority is using alternative network models or financial incentives to steer members towards high-quality and low-cost providers? How important of a priority will it be in three years?

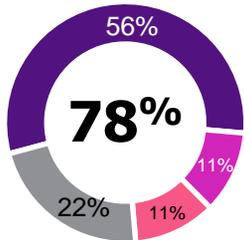


Note: Percentages may not sum up to 100% due to rounding.  
Source: WTW 2024 Best Practices in Healthcare Survey, Public sector and education.

# Employers Adopt Measurement Strategy to Evaluate Health And Wellbeing Activities

## Measurement strategy

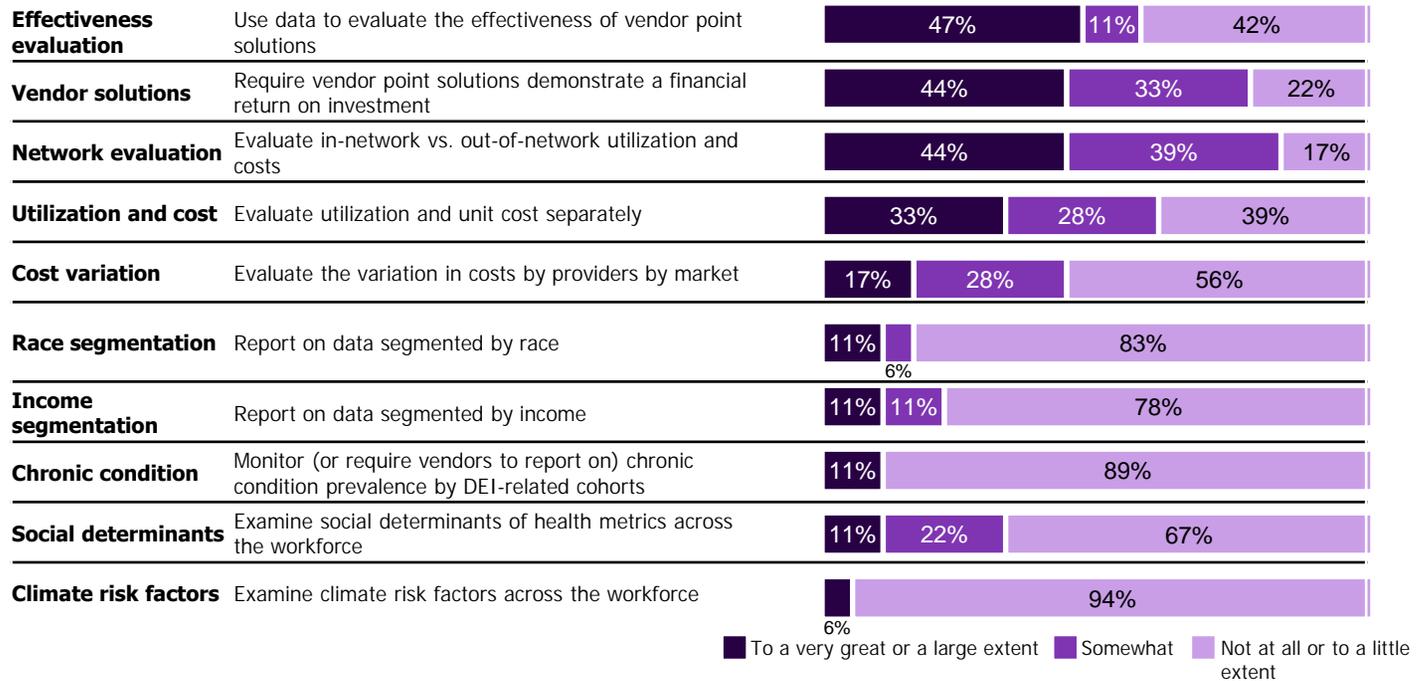
Does your organization have a measurement strategy that supports multiyear evaluation of your health and wellbeing programs?



- In place in 2024
- Planning for 2025
- Considering for 2026
- Neither offer nor planning



**Program evaluation:** Please indicate the extent to which your organization takes the following actions or uses data/metrics to evaluate its health and wellbeing activities.



Note: Percentages may not sum up to 100% due to rounding.  
 Source: WTW 2024 Best Practices in Healthcare Survey, Public sector and education.

**Your Feedback Is Important.  
Please Scan This QR Code.**



Session Evaluation