



Texas Association for
Home Care & Hospice
Leading ★ Advancing ★ Advocating

56th Annual Meeting
Thursday, August 28, 2025
1:30pm-2:30pm

5d. Leading with Culture and Clarity in a Diverse Workforce

Presented by:

Alicia Marr, RN, BSN, CEO, Excelin Health

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Leading with Culture & Clarity in a Diverse Workforce

Alicia Marr, RN, BSN
CEO- Excelin Health

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Key Objectives

- Determine why a positive work culture is important
- Identify at least 3 generational differences & why they are important to understand
- Identify 2 reasons why cultural diversity is important
- Discuss steps to conflict resolution in a multi-generational, diverse workplace

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Leading with Culture

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Why is Leading with Culture Important?

From a Human Resource perspective, we are in a unique position in healthcare

The current healthcare demographic represents diverse cultural and generational groups

The employee demographic represents a changing patient/caregiver demographic

As a service based industry, we are PEOPLE taking care of PEOPLE.

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Benefits of Generational and Cultural Diversity

Business Performance

• **35% higher likelihood of outperformance:** Companies in the top quartile for ethnic and racial diversity in management were 35% more likely to have financial returns above their industry mean. — *McKinsey, "Diversity Wins" (2020)*

• **25% higher profitability:** Companies with higher gender diversity on executive teams were 25% more likely to have above-average profitability. — *McKinsey, "Delivering Through Diversity" (2018)*

Innovation and Decision-Making

• **20% more innovation revenue:** Organizations with above-average diversity scores generated 45% of revenue from innovation, compared to only 26% in companies with below-average diversity. — *Boston Consulting Group (2018)*

• **87% better decision-making:** Diverse teams make better business decisions up to 87% of the time. — *Cloverpop (2017)*

Employee Engagement and Retention

• **67% job-seeker importance:** 67% of job seekers say a diverse workforce is important when evaluating companies and job offers. — *Glassdoor (2020)*

• **Higher retention:** Inclusive companies have 22% lower turnover and 28% higher employee engagement. — *Deloitte (2017)*

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How Much Does Employee Turnover Really Cost?



- Lack of field staff is primary driver of not meeting agency growth goals
- Understand your employee demographic & employment drivers
- Understand what you need & don't settle!
- Identify internal mentors and employee champions
- Positive culture, competitive wages & correct employee fit drive retention
- Employees must have targeted skill set, experience AND be a cultural fit for the organization.

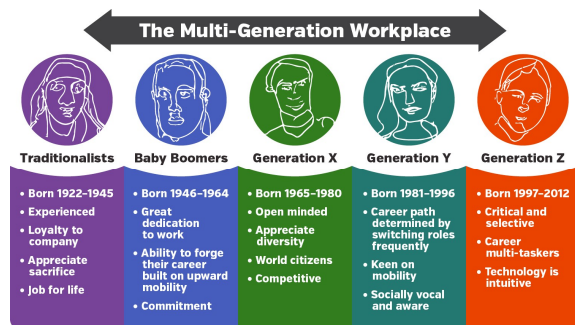
* additional revenue loss with prolonged open positions

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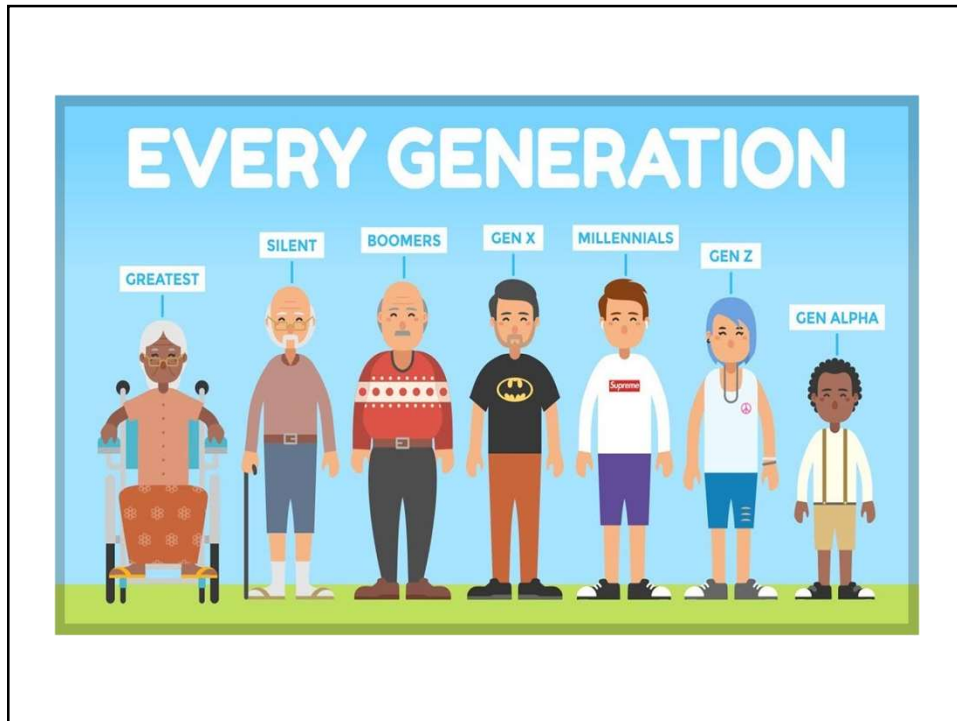
Multi-Generational Workforce

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The Multi-Generation Workplace



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Current Workplace Analysis

Gerry Gen X

- Mature & more experienced
- Most creative
- Kids are independent & grown
- Often caring for aging parents
- Retirement on horizon but may be delayed
- Loyal to people over organizations

Mike Millennial

- Less structured but highly innovative
- Multi-taskers
- Very tech savvy
- Collaborative, driven by a sense of purpose
- Recent milestone: college graduation, marriage, 1st baby
- Wage equality & PTO are employment drivers

What happens when the workplace represents multiple generations?

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Has This Ever Happened to You?



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Meeting the Needs of Multiple Generations

- Foster a culture of respect & inclusivity
- Leverage strengths of each generation
- Enhance communication & collaboration
- Provide opportunities of growth & flexibility
- Provide a menu of benefits/incentives to meet the needs of these groups
- Focus on individual strengths rather than generational stereotypes.

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Alicia's Student Nursing Experience

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Cultural Diversity

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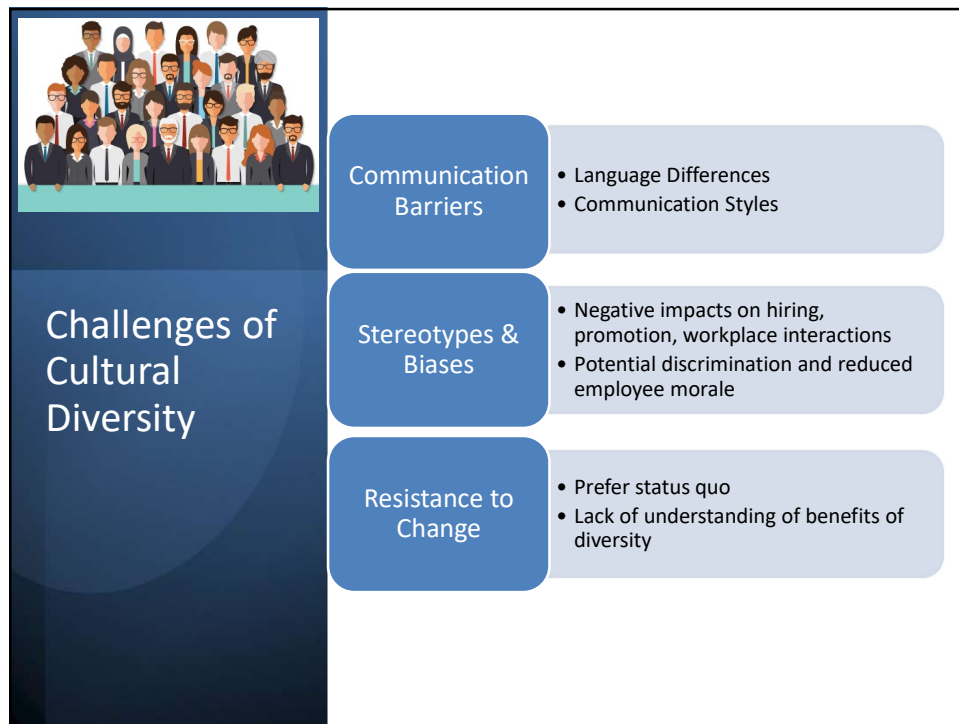
Cultural Diversity

Cultural diversity in health refers to the variety of cultural beliefs, values, and practices that patients and healthcare providers bring to the healthcare setting. It's essential for healthcare systems to be culturally competent, meaning they can effectively interact with and care for individuals from diverse backgrounds. This includes understanding and respecting different communication styles, health beliefs, and preferences.

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Conflict Resolution

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Workplace Conflict

Does active cultural leadership guarantee the elimination of workplace conflict?



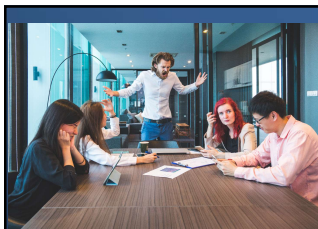
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Workplace Conflict



"People fail to get along because they fear each other; they fear each other because they don't know each other; they don't know each other because they have not communicated with each other"
Martin Luther King Jr.

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Causes of Workplace Conflict

Lack of Communication

Low Employee Morale

Unclear Job Responsibilities

Personality Differences

Toxic Work Environment

Poor Work Habits

Scarce Resources

Ineffective Leadership

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Effective Communication Strategies	
Speaking & Body Language	It's not about what you say, it's HOW you say it. (posture, gestures, facial expressions)
Active Listening & Empathy	It isn't just about hearing the words, it's about UNDERSTANDING them.
Feedback & Handling Tough Talks	Approach with care & clarity, be CONSTRUCTIVE while encouraging growth.
Craft Messages that Motivate	Use words that INSPIRE action and drive change

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Key Steps to Resolve Workplace Conflict

- Identify the source of the conflict
- Encourage open but professional communication
- Active listening
- Focus on behavior and events. Be as objective as possible
- Identify areas of agreement- Find at least one!
- Brainstorm solutions
- Evaluate & choose solutions
- Implement & monitor
- Follow Up
- Use 3rd party mediation if necessary

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Workplace Conflict



"Peace is not absence of conflict, it is the ability to handle conflict by peaceful means"- Ronald Reagan

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Conclusion

- Cultural and generational employee considerations are important because:
 - They represent the patient demographic
 - Provide organizational growth opportunities
 - Help reduce turnover
- Because healthcare is a service-base industry with people caring for people, conflict is almost impossible to avoid.
- While there are multiple causes of conflict, clear effective communication is the best way to minimize the occurrence of conflict.
- Effective steps can be implemented to help resolve conflict when it does occur

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