



**BECOMING A DESTINATION WORKPLACE:
HOW TO DEVELOP AN EMPLOYER BRAND
THAT ATTRACTS AND RETAINS**

ABOUT US



Jeannie Ambler

Vice President, Human Resources



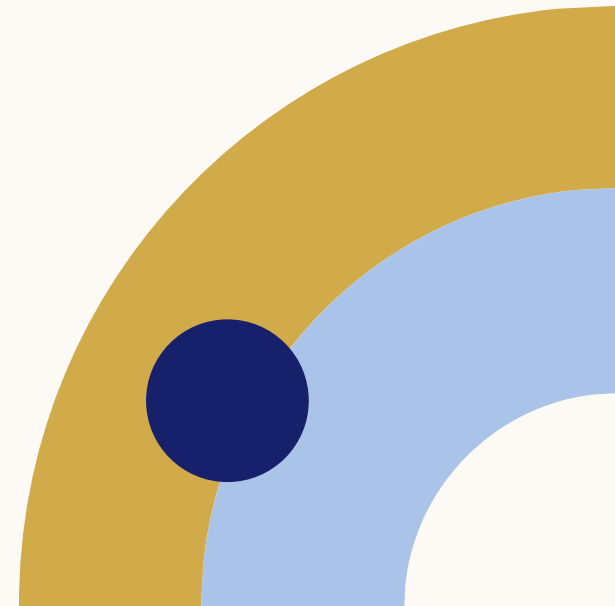
Celeste Larson, SHRM-SCP

Director of Talent Management



Jessica Stephenson, SHRM-CP, PHR

Owner & Consultant, Mosaic BizOps
mosaicbizops.com



WHY THIS CONVERSATION MATTERS

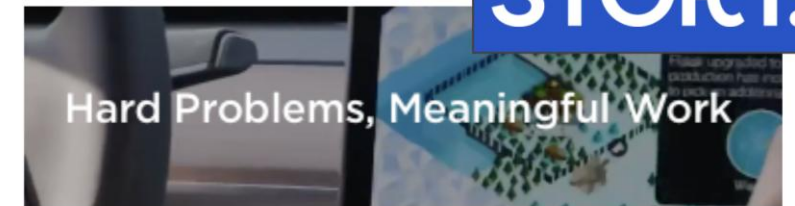
- The U.S. is facing a shortage of workers, driven by demographic shifts and skill gaps.
- Approximately 37 Million Americans left jobs in 2025. (U.S. Bureau of Labor Statistics)
- 55% of healthcare workers say they plan to look for a new job this year (Reuters)
- Employee engagement is lower than ever
- Average time to fill a CNA position is 45 days (VIVA IT)

OUR OBJECTIVE

- **Define and activate an employer brand that:**
 - Reflects the BHI culture across the organization
 - Celebrates the Employee Experience
 - Aligns leaders with a common goal and language
 - Strengthens talent attraction & retention

WHAT IS AN EMPLOYER BRAND?

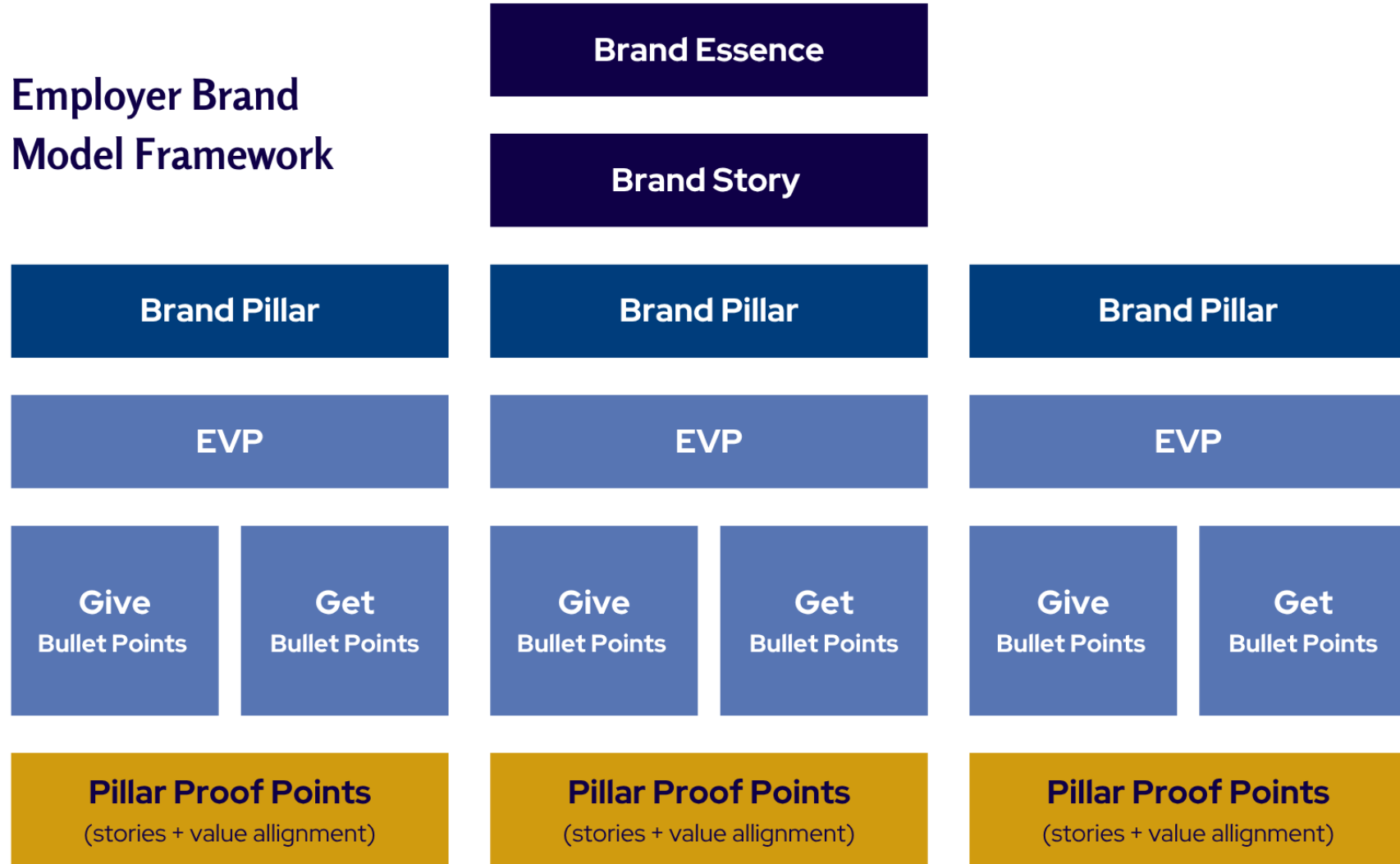
- It's not just a logo.
- It's not just a tagline.
- It's the lived employee experience.



Discover your place at Airbnb

WHAT IS AN EMPLOYER BRAND?

Employer Brand Model Framework





GETTING STARTED: DISCOVERY & RESEARCH

**Benchmarks
& Market
Insights**

**Executive
Interviews**

**Employee
Conversations**

**Brand
Working
Sessions**

**Pilot Team
Surveys**

**Executive
Team
Alignment**

A young man in blue scrubs is assisting an elderly woman with a walker in a rehabilitation center. The woman is wearing a light blue cardigan and a white top. The man is looking down at her, providing support. In the background, another person is using a stationary bike, and there are framed pictures on the wall.

REFLECTION

What makes your organization
a place people stay?

FROM STORIES TO STRATEGY

Building an Employer Brand from the Employee Voice, our approach started with listening.

1. Employee Story Collection

2. Theme Identification

3. Creation of Brand Essence & Pillars

OUR EMPLOYER BRAND FRAMEWORK



Brand Essence

A culture of care, growing with purpose.

Brand Pillars

United in Mission

Lead with Compassion

Grow and Thrive

Employee Value Propositions (EVPs) - with "Give and "Get" Behaviors

EVP

EVP

EVP

Gives

Gets

Gives

Gets

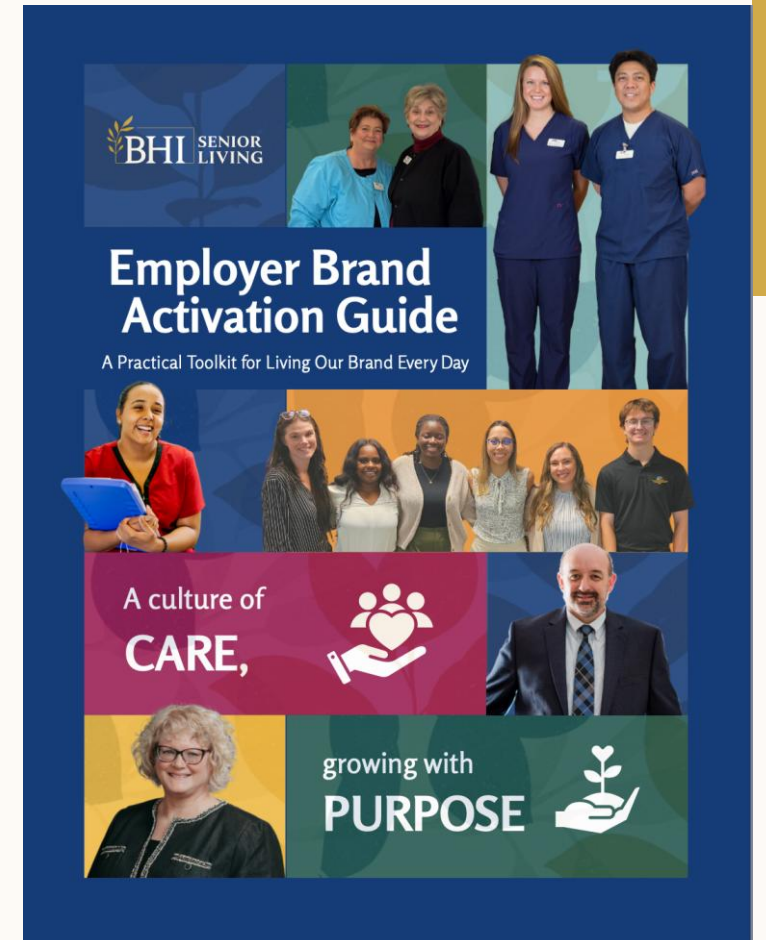
Gives

Gets

TURNING STRATEGY INTO TOOLS

Employer brand becomes real when leaders and employees can **use it in everyday conversations**. To support that, we created a set of activation tools:

- **Activation Guide**
- **Pillar Resource**
- **Visual Reinforcement**
- **Recruitment & Digital Integration**
- **Employee Storytelling**



TURNING STRATEGY INTO TOOLS

BHI

**A CULTURE OF CARE,
GROWING WITH PURPOSE.**

**UNITED
IN MISSION**
When we come together,
we accomplish more –
for each other and for
the residents we serve.

**LEAD WITH
COMPASSION**
Caring is our calling.
We show up with empathy,
presence, and respect.

**GROW &
THRIVE**
We invest in your potential –
because when you grow,
we grow.

Big or small, everyday moments matter.
Share a story of a teammate or experience
that made you proud to work here.
Send it to stories@bhiseniorliving.org.



BHI Senior Living

3,267 followers

1mo • 🔒

Big impact starts with shared purpose.

We're excited to introduce a new video series where you'll hear directly from our executive team about the culture we're building and the experience we strive to create for our teams and residents every day.

At BHI, our employer brand is rooted in three commitments: Be United in Mission. Lead with Compassion. Grow and Thrive.

Over the next few weeks, our leaders will share what these pillars mean to them — and how they shape the way we work, support one another and make a difference.

📺 Watch our kickoff video to hear how leadership defines the heart of BHI: <https://lnkd.in/gWFimNwA>

[#LifeAtBHI](#) [#EmployerBrand](#) [#WorkWithPurpose](#)



The BHI Employer Brand

youtube.com

ACTIVATION ACROSS THE LIFECYCLE

Recruitment

Setting realistic expectations about the purpose and demands of the work.

Onboarding

Introducing new employees to the organization's culture and brand pillars.

Recognition

Highlighting behaviors that reflect the organization's values.

Leadership Development

Helping leaders understand their role in shaping the employee experience.

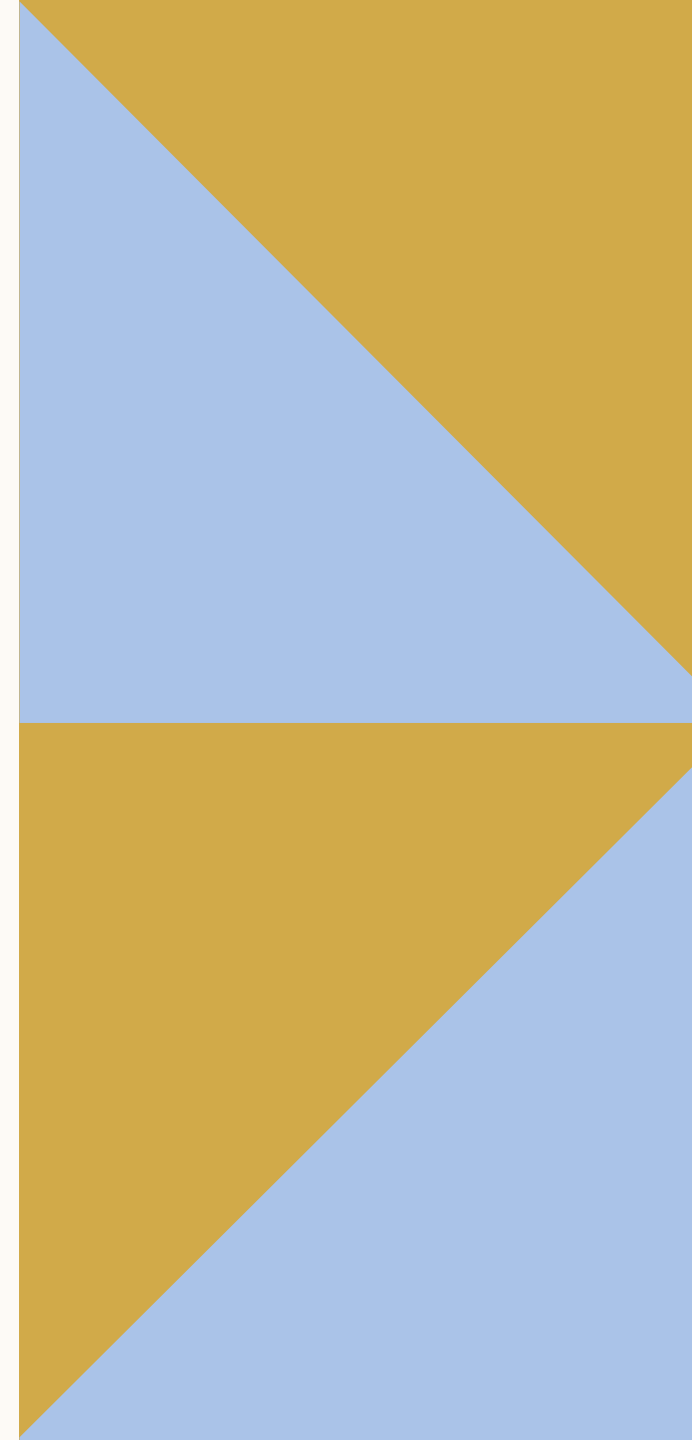


INTERACTIVE DISCUSSION

Where could an employer brand show up more intentionally in your organization?



EXECUTIVE SPONSORSHIP



EARLY OUTCOMES



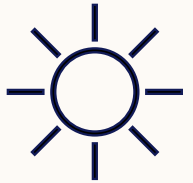
- Leadership Alignment



- Shared Language



- Internal Engagement



- Recruitment Clarity



- Business Impact

SUSTAINING THE BRAND

Launching an employer brand is the beginning. Sustaining it requires **consistent leadership behavior**.

Leaders reinforce the brand when they:

- **Use the language consistently**
- **Connect decisions to the brand**
- **Recognize brand aligned behaviors**
- **Integrate it into leadership conversations**
- **Model the experience**



INSIGHTS FROM THE JOURNEY

Challenges

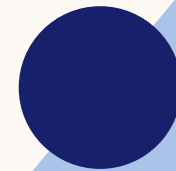
- Time Investment
- Managing Momentum
- Change Fatigue
- Measuring ROI

Insights

- > Intentional Time & Focus
- > Consistent Reinforcement
- > Why the Work Matters
- > Long-term Metrics

IF YOU ARE STARTING THIS JOURNEY

- ✓ Start with listening
- ✓ Secure executive sponsorship
- ✓ Define pillars
- ✓ Build activation tools
- ✓ Plan for sustainability



IF YOU ARE REFRESHING YOUR BRAND



**Re-engage
employees**



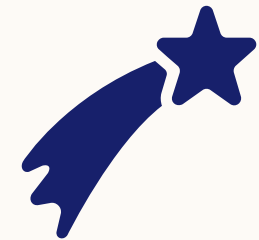
**Check for
alignment**



**Pilot test
the EVP**



**Simplify
language**



**Reinforce
consistently**

KEY LESSONS

- **No Quick Fixes**
- **Include a Mix of Realism & Aspiration**
- **Leadership Alignment**

Drives Sustainability & Growth



QUESTIONS & DISCUSSION

THANK YOU!



Jeannie Ambler, SHRM-SCP, PHR
jambler@bhiseniorliving.org
BHI Senior Living



Celeste Larson, SHRM-SCP
clarson@bhiseniorliving.org
BHI Senior Living



Jessica Stephenson, SHRM-CP, PHR
jessica@mosaicbizops.com | 317.506.4595
mosaicbizops.com

Subscribe to
Systems + Humanity

People-centered operational ideas,
delivered monthly.

