



Culture & Engagement Plan

2025-2028



Created in consultation with:
Dr. Rashida Willard,
Collective Work Consulting, LLC



Mission, Vision & Values

Mission



"We collaborate with young people, families, and communities to provide intensive mental health services and supports, promote mental wellness, and instill hope."

Vision



A region of communities that understands and values mental and emotional wellness, in which all youth and their families have appropriate support and care.

Values



- Dignity, respect, and appreciation for those we serve and each other.
- Opportunity for understanding, healing, and growth.
- Safe and stable environments.
- Individual voice and diversity.
- Excellence and achievement.
- Identifying options when none seem available.
- Innovation.
- Lifelong learning.
- Resilience and recovery.

Table of Contents

03	Message from the ED
04	Plan Overview
05	SWOT Analysis
06	Focus Point Goals
07	Training & Development

08	Recruitment
09	Retention & Support
10	Policies & Practices
11	Contact Information



A Message From the Executive Director

I want to acknowledge this time of division, uncertainty, and unrest. Across our nation, people face hardships and feel unheard, leading to a loss of trust in our systems. It's crucial we listen with open hearts to the frustrations driving this moment. How we respond in the coming weeks, months, and years will shape our future.

At Kairos, we will remain committed to our mission and values, despite the fear and uncertainty that often accompany change. These emotions are part of the human experience and offer opportunities for growth, resilience, and healing. Rather than avoiding fear, we embrace it as a chance to build strength and adaptability.

We, Kairos, are unwavering in our dedication to mental and emotional wellness for all, especially in challenging times. We believe every individual deserves dignity, respect, and the support to thrive, regardless of background or circumstances. Amidst a landscape that often prioritizes certain voices, we remain committed to supporting the needs of all communities.

We will continue creating safe environments where every voice is valued, and innovation leads to better mental health solutions. Our vision of a region where mental wellness is valued drives us forward, ensuring that all youth and families receive the care they deserve. We will lead with integrity, fairness, and empathy, staying true to our mission and values, and ensuring that mental wellness is a right for all.

As Executive Director, I value every employee, as our employees are the heart of Kairos. We, together, are stronger and more tenacious as a team than any individual could be alone. The Kairos team brings unique skills, perspectives, and passions to our organization, and it is through our collective effort that we continue to grow and make a lasting impact. I am deeply grateful for each team member's hard work, dedication, and commitment to our mission. Together, we will continue to face challenges head-on and achieve great things, pushing the boundaries of what we can accomplish. Together, we are the heart of Kairos.

Jeremy Harle

Culture & Engagement Plan

At Kairos, we strive to ensure all our clients and employees are treated fairly and have access to mental health resources regardless of their race, ethnicity, socioeconomic status, gender, geographic location, or other factors. We can reach these goals by addressing inequities that lead to disparities in access to mental health care, quality of care, and mental health outcomes. Our goal is to ensure all members of our Kairos community feel seen, included, and respected.

Through the 2025–2028 Culture & Engagement Plan, Kairos aims to bring awareness to and address mental health disparities through providing culturally responsive mental health services, supporting employees, providing tailored trainings, and addressing development barriers.

The Culture & Engagement Plan has four main focus points:



1

Training & Development



2

Recruitment



3

Retention & Support



4

Policies & Practices

SWOT Analysis

Strengths

Kairos is deeply committed to diversity, equity, and inclusion, and have embedded these principles into its culture and daily practices. The organization strives to be accepting for employees, clients, and community partners.

There is strong leadership from the Executive Team and Board, and Kairos has maintained its values-aligned focus despite turnover. Staff take pride in their work, are supported by opportunities for engagement, feedback, and professional growth, including internship programs that help build a diverse workforce. Kairos' programs located across Oregon create safe environments for marginalized individuals, reinforcing its commitment to equitable and affirming care.

Weaknesses

Kairos faces challenges in fully integrating culturally diverse activities among staff and ensuring its programs reach more diverse communities. Kairos' geographic location in Oregon, with its history of racial exclusion, limits access to racially, culturally, and linguistically diverse talent and community spaces, making recruitment and retention of diverse staff more difficult.

Kairos does not currently have accountability measures for cultural responsiveness. Competitive pay for multilingual staff remains an area for improvement, and participation in community activities that promote inclusion beyond internal events is limited.

Opportunities

Kairos has opportunities to develop multilingual marketing materials and secure grants to support culturally responsive mental health services. Additionally, Kairos can lean into recruitment efforts through community-based job fairs, and other networks to help attract a more racially, culturally, and linguistically diverse workforce. There are also opportunities to improve retention and address geographic barriers.

Kairos can partner with community organizations further to provide guidance and collaboration to enhance community wellness and access. Kairos can also tap into external community activities across Oregon can strengthen connections and improve access to mental health support for all populations and demographics.

Threats

Kairos faces significant threats from federal legislation and political shifts that undermine mission-aligned efforts, restrict funding, and jeopardize the safety of vulnerable communities. There are also funders who do not support Kairos' work that may reduce or withdraw financial support which limits the resources for innovative initiatives. There are always time and bandwidth constraints, along with differing staff priorities to consider as well.

Oregon's lack of racial, cultural, and linguistic diversity makes recruiting and retaining diverse staff difficult, especially without strong financial incentives or structural support. Additionally, the growing societal threats and violence against vulnerable populations further endanger the well-being of Kairos' client base and staff.

Focus Point Goals

Focus Point 1: Training & Development

Goal: Equip Kairos employees with the knowledge and skills necessary to provide culturally responsive and client-centered services.

To enhance culturally responsive supports that lead to mission-aligned services through holistic training, ongoing refreshers, and targeted education for all employees. We want to create a culture of feedback, collaboration, and continuous learning, to serve our clients with greater cultural awareness and responsiveness.

Focus Point 2: Recruitment

Goal: Create an inclusive and adaptive recruitment process that best supports the agency's mission, vision, and values.

To create hiring and recruitment practices to attract a diverse and talented workforce, including multilingual employees and providers. We want to mitigate bias in recruiting to ensure inclusive practices and use feedback loops to regularly assess and refine our recruitment efforts.

Focus Point 3: Retention, Support & Review

Goal: Cultivate a workplace where employees feel valued, supported, and empowered to grow both personally and professionally.

To strengthen employee retention and support at Kairos by creating a culture where every employee feels valued, supported, and empowered. We will create and sustain structures to build connection and belonging, assess Kairos' climate, and ensure all employees can succeed and find community.

Focus Point 4: Policies & Practices

Goal: Build transparent, inclusive, and responsive policies that foster trust, accountability, and connection across the organization.

To ensure all organizational policies at Kairos are equitable and fair by conducting systematic policy audits. We will continually identify and address gaps, update documents to include inclusive language and use tools that empower employees to embed equity into their work practices.

Training & Development

To enhance culturally responsive supports that lead to mission-aligned services through holistic training, ongoing refreshers, and targeted education for all employees. We want to create a culture of feedback, collaboration, and continuous learning, to serve our clients with greater cultural awareness and responsiveness.

Objective 1

Develop and Implement a Holistic Training and Development Framework

Strategies

1. Identify a Training Lead (internal, new hire, or contracted) to implement holistic training program in collaboration with T&D Manager. December 2025.
2. Research available cultural awareness & responsiveness training programs to determine best option for Kairos. October 2025.
3. Partner with training organizations and subject matter experts to create tailored, engaging materials. June 2026

Objective 2

Develop and Implement Shared Language and Understanding Across the Organization

Strategies

1. Integrate cultural awareness & responsiveness training into new hire onboarding process. January 2026.
2. Implement professional development schedule for all current staff to access available trainings. December 2026.
3. Publish and make accessible shared language document in employee handbooks, PowerDMS, and the Kairos website. December 2026.

Objective 3

Strengthen Ongoing Learning and Development for Current Employees

Strategies

1. Training Lead to facilitate ongoing critical dialogue discussions around workplace culture and belonging. June 2026.
2. Develop and implement a client survey around cultural awareness and responsiveness. June 2026.
3. Contract external experts to provide professional development opportunities and evaluate current framework for effectiveness. June 2026.

Recruitment

To create hiring and recruitment practices to attract a diverse and talented workforce, including multilingual employees and providers. We want to mitigate bias in recruiting to ensure inclusive recruitment efforts and practices.

Objective 1

Implement Inclusive and Intentional Recruitment Strategies

Strategies

1. Research and identify diverse professional networks and community based organizations for recruitment activities, holistic representation, and exposure of opportunities beyond regional limitations. May 2026.
2. Develop marketing materials for recruitment activities that include Kairos benefits, language support programs, and geographic highlights. December 2025.
3. Create a yearly recruitment activity schedule for HR staff. June 2026.

Objective 2

Mitigate Bias in the Recruitment and Hiring Process

Strategies

1. Review and revamp interview questions to ensure cultural awareness and responsiveness from both sides of the process. March 2026.
2. Expand in-person and on-the-job interviewing practices to assess candidate fit beyond traditional qualifications. March 2026.
3. Create fair and equitable hiring training for all employees who would like to serve on a hiring committees. March 2026.

Objective 3

Strengthen Workforce Representation and Language Access

Strategies

1. Offer competitive wage differentials for multilingual employees to attract and retain multilingual staff. June 2027.
2. Develop multilingual marketing materials. June 2027.
3. Recruit multilingual HR and Operations staff to implement entire multilingual program opportunities for clients and staff. June 2027.

Retention & Support

To strengthen employee retention and support at Kairos by creating a culture where every employee feels valued, supported, and empowered. We will create and sustain structures to build connection and belonging by using feedback loops to regularly assess and refine Kairos’ climate, and ensure all employees can succeed and find community.

Objective 1

Use Data to Strengthen Employee Retention

Strategies

1. Regularly evaluate turnover data to identify trends and areas for improvement. Quarterly and annual evaluations will be implemented. June 2026.
2. Conduct stay interviews and enhance exit interviews to understand employee experiences and perceptions. September 2025.
3. Create robust climate surveys and disbursement schedule for feedback on trainings, culture, events, and all aspects of employee and client experiences. December 2026.

Objective 2

Create a Supportive and Engaging Workplace Culture

Strategies

1. Use climate survey data to develop action plans to improve employees’ experiences. January 2027.
2. Create a mechanism to communicate Kairos successes, external challenges, and organizational responses. June 2028.

Objective 3

Enhance Employee Well-Being and Professional Growth

Strategies

1. Expand self-care initiatives, such as staff empowerment hours and wellness-focused activities based on data. June 2028.
2. Integrate holistic cultural awareness training and check-ins into leadership meetings to ensure ongoing cultural responsiveness, effectiveness, and needs assessment. June 2027.

Policies & Practices

To ensure all organizational policies at Kairos are fair and inclusive by conducting systematic policy audits. We will continually identify and address gaps, update documents with thoughtful language, and use tools that empower employees to embed inclusive and people-centered practices into their daily work.

Objective 1

Establish Clear Communication and Support Strategies for Staff and Clients

Strategies

1. Ensure consistent deployment of existing protocol for regularly reviewing Kairos' guiding principles statement as a foundation for organizational values and community engagement. June 2026.
2. Create standard protocol for leadership to address uncertainty and communicate about challenges, changes, or concerns that creates consistency in messaging that is in alignment with HR's expectation and requirements. June 2028.

Objective 2

Ensure Policies and Procedures Reflect Fair and Inclusive Practices

Strategies

1. Conduct policy audits at least every two years using an inclusive review process. June 2027.
2. Use audit findings to update policies, handbooks, and workflows to close identified gaps and improve clarity. June 2027.

Objective 3

Create a Culture of Engagement and Connection

Strategies

1. Develop a policy supporting staff participation in cultural events, community initiatives, and community outreach. December 2026.
2. Review and enhance staff empowerment programs, including spaces for critical dialogue and connection. December 2026.



📍 1750 Nebraska Ave Bldg A
Grants Pass, OR 97527

🌐 www.kairosnw.org

✉ hrconfidential@kairosnw.org