



Member Networking: Healthcare Sector

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Key Insights & Takeaways

1. Persistent and Emerging CSR Challenges in Healthcare

Organizations are balancing mission-driven service with the operational realities of complex healthcare workforces including frontline, administrative, deskless, and administrative employees. Across the discussion, volunteer engagement was framed as a culture-building strategy that can strengthen employee connection, support recruitment and retention, advance local community priorities, and reinforce a broader commitment to well-being and service.

Key challenges include:

Engaging frontline, hourly, and deskless employees

- Healthcare employees often face fixed schedules, patient-care responsibilities, call-center coverage needs, and approval requirements that limit their ability to leave work for traditional volunteer events.
- Members noted that weekend or after-hours volunteer options may not work for all employee groups, particularly employees who need shift coverage or manager approval.

Maintaining momentum during operational or cultural disruption

- Volunteer momentum can be difficult to sustain when organizations are navigating workforce disruption, labor issues, leadership changes, or other culture-shaping moments.
- CSR teams are continually reminding employees and senior leaders that service remains central to the organization, even when competing business priorities are high.



Balancing enterprise consistency with local relevance

- Teams with multi-market volunteer initiatives must adapt their community engagement to regional needs, team capacity, and nonprofit ecosystems.
- Members emphasized the importance of local champions or community relations roles to build capacity, support execution, and keep programs relevant outside major hub markets.

Securing buy-in beyond senior leadership

- Senior leadership support matters, but members stressed that manager-level buy-in is often the deciding factor for hourly and deskless teams.

When supervisors understand the value of participation and can plan schedules, employees are more likely to engage.

2. Engagement Models and Tools

- Healthcare teams are designing projects that can happen inside hospitals, offices, or work sites such as assembling kits and care packages
- **CSC Example:** One member sets up hygiene kit stations along existing work routes, enabling employees to drop essential items into bags at their convenience.
- Kit-building remains the most practical model because it can be completed in shorter time blocks, draws participation from varied employee groups, and creates opportunities for connection across the organization.

Build around recurring service moments

- Members highlighted service campaigns tied to moments such as MLK Jr. Day, National Volunteer Month, Pride celebrations, regional days of service, and holiday giving efforts.
- These moments create visibility, give teams a predictable planning calendar, and helps employees see volunteering as part of the culture rather than a one-off activity.

Use champions and local infrastructure



- Local volunteer champions, market-based community engagement staff, and community relations managers can help translate enterprise strategy into realistic local action.
- Strong internal partnerships with communications, HR, and local leaders help amplify opportunities, tell stories, and connect service to recruiting, retention, and employee pride.

Be selective with skills-based volunteering

- Members shared mixed results with formal skills-based volunteering platforms; some employees preferred hands-on, in-person, or kit-based activities over longer skills-based volunteering models.
- **CSC Example:** A member recommended the volunteering platform, Taproot, for employees that enjoy skills-based opportunities. View our previous session with Taproot [here](#) , highlighting the impact of pro bono skills in the age of AI.
- The takeaway was not to abandon skills-based service, but to match the model to employee capacity, nonprofit readiness, and scheduling realities.

3. Recognition, Storytelling, and Culture-Building

Recognition programs can reinforce long-term engagement

- Members discussed long-standing recognition models that honor both employees and nonprofit partners, including annual awards, grants to nonprofits selected by honorees, and recognition for individual and group volunteerism.
- **CSC Example:** One member highlighted a 35-year volunteer recognition program that provides grants to nominated employees and nonprofits focused on youth well-being.
- Recognition can be especially powerful when it is locally driven, tied to causes employees care about and paired with meaningful storytelling rather than only transactional rewards.

Storytelling helps make the case internally



- Teams are using stories of “super volunteers”, employee-led nonprofits, medical missions, school projects, and team-based service to show how volunteerism strengthens culture.
- Volunteerism was described as a “great equalizer” because it can bring together frontline teams, administrative employees, managers, and senior leaders in a shared service experience.

3. Measurement and Case-Making

- Members emphasized the value of collecting metrics consistently through volunteer management platforms and using those metrics to tell a stronger impact story.
- Common measures include volunteer participation, hours, events, employee groups reached, nonprofit partners supported, and grants generated through employee recognition programs.

Connect volunteerism to HR and mission priorities

- CSR leaders are increasingly positioning service as part of employee engagement, culture, recruiting, retention, and mission alignment.
- One emerging opportunity is to integrate volunteerism goals into annual leadership goals, so that service is treated as an organizational priority, not only a CSR activity.
- **CSC Example:** A team recently brought on a senior member that has volunteering goals structured into their department’s annual planning.

4. Wins & Positive Momentum

- Healthcare organizations are finding ways to reach employees who are often missed by traditional volunteer models by bringing service to the worksite and designing shorter, more flexible opportunities.
- Service campaigns continue to generate visibility and participation when tied to meaningful moments and supported by strong communications.
- Recognition programs, nonprofit grants, and local storytelling help to validate employee service and deepen relationships with community partners.



- Participants showed strong interest in building or reviving award models, expanding volunteer champions, and using impact portals more effectively for recognition and storytelling.

5. Emerging Opportunities for CSR Leaders

Several opportunities emerged for members in the healthcare sector

- **Design for operational reality** with service options that fit shift changes, care settings, approval processes, and deskless employee workflows.
- **Invest in local ownership** that equips champions with clear tools, partner options, and communications support.
- **Engage managers early** by treating supervisors as essential partners in enabling hourly and frontline participation.
- **Use recognition strategically** by combining awards, nonprofit grants, storytelling, and leadership visibility to reinforce culture.
- **Connect service to enterprise goals** by aligning volunteerism to employee recruitment & retention, the company mission, and annual leadership priorities for sustained support.