

# PCA & HCCN Professional Development Series

## Building DEI into Workforce R&R Trainings

Sabrina Edgington  
Director, Learning and Curriculum Design

Michelle Fernández Gabilondo  
Senior Training Specialist

This project is supported by the Health Resources and Services Administration (HRSA) of the U.S. Department of Health and Human Services (HHS) as part of an award totaling \$625,000 with 0 percentage financed with non-governmental sources. The contents are those of the author(s) and do not necessarily represent the official views of, nor an endorsement, by HRSA, HHS, or the U.S. Government. For more information, please visit [HRSA.gov](https://www.hrsa.gov)

# YOUR HOSTS



SABRINA EDGINGTON

Director of Learning and  
Curriculum Design  
**Association of Clinicians for  
the Underserved (ACU)**



MICHELLE FERNÁNDEZ GABILONDO

Senior Training Specialist  
**Association of Clinicians  
for the Underserved (ACU)**

# ASSOCIATION OF CLINICIANS FOR THE UNDERSERVED



Access to Care & Clinician Support

Recruitment & Retention

National  
Health Service  
Corps

Resources

Training

Networking

- National Cooperative Agreement awarded in 2014
- Funded by the Bureau of Primary Healthcare
- One of 21 National Training and Technical Assistance Partners (NTTAPs)
- Produces **FREE** Resources, Training, and Technical Assistance

[www.chcworkforce.org](http://www.chcworkforce.org)

Contact us: [info@chcworkforce.org](mailto:info@chcworkforce.org)

# HOUSEKEEPING



- This session is being recorded and the **recording** will be sent via email to everyone who registered
- Please use the **Q&A** box to ask questions (use the drop down box and select all participants and panelist so everyone can see your question)
- Use the **Chat** box to share comments and thoughts
- Send a message to **Mariah Blake**, if you are experiencing technical difficulties
- Please complete the **evaluation** at the end of the session

# AGENDA



- Warm up
- Workforce strategy
- Recruitment
- Retention
- Announcements
- Wrap Up

menti.com  
**5520 3859**

**Do you feel comfortable leading the  
DEI conversation in your  
organization?**

menti.com  
**5520 3859**

**Does your organization have a  
qualified trainer to lead the DEI  
conversation?**





# AIKO BETHEA

WITH BRENÉ ON INCLUSIVITY AT WORK:  
THE HEART OF HARD CONVERSATIONS

Listen Free |  Spotify  
PARCAST



## TRANSACTIONAL

- Creates parameters and guidelines
- Task and outcome oriented
- Works within existing organization structures

## TRANSFORMATIONAL

- Requires introspection and vulnerability
- Motivates and engages the workforce around a shared vision
- Creates a safe space to challenge the status quo



DIVERSITY, EQUITY, AND INCLUSION

---

# WORKFORCE STRATEGY

# WORKFORCE STRATEGY

## #1: DEVELOP AN EQUITY AND INCLUSION STATEMENT



- This should be featured on the health center's website
- Add it to job descriptions
- This is not an equal opportunity employer statement

“

### **Central City Concern Equity Commitment**

People of color and members of the LGBTQIA+ community experience homelessness at a far higher rate. This is unacceptable. CCC is committed to significantly reducing these disparities through improved culturally-responsive service delivery, broadened community partnership, advocating for systemic change, and advancing organizational equity.

”

# WORKFORCE STRATEGY

## #2: ADD DEI TO STRATEGIC PLANS



“

### **DEI in Employment Processes**

Callen-Lorde will work over the next several years to ensure that the processes for hiring, promotion and retention within the organization are equitable and inclusive. The CPO will lead the review, development and implementation of human resources policies, programs and services, including recruitment, selection, retention, legal compliance, employee benefits, employee relations, employment practices and procedures, employee communications and employee events, as well as guidelines about organizational culture consistent with Phase II of the DEI work.

”

Source: Excerpt from Callen-Lorde Community Health Center's 2019-2021 Strategic Plan

[See Callen-Lorde's 2019-2021 Strategic Plan](#)

# WORKFORCE STRATEGY

## #3: CONDUCT AN ORGANIZATIONAL ASSESSMENT



Just Lead Washington. Organizational Assessment

Coalition of Communities of Color and All Hands Raised. Tool for Organizational Self-Assessment Related to Racial Equity

Race Forward. The Workforce Development Racial Equity Readiness Assessment



David R. Williams Everyday Discrimination Scale



# WORKFORCE STRATEGY

## #4: ESTABLISH ACCOUNTABILITY



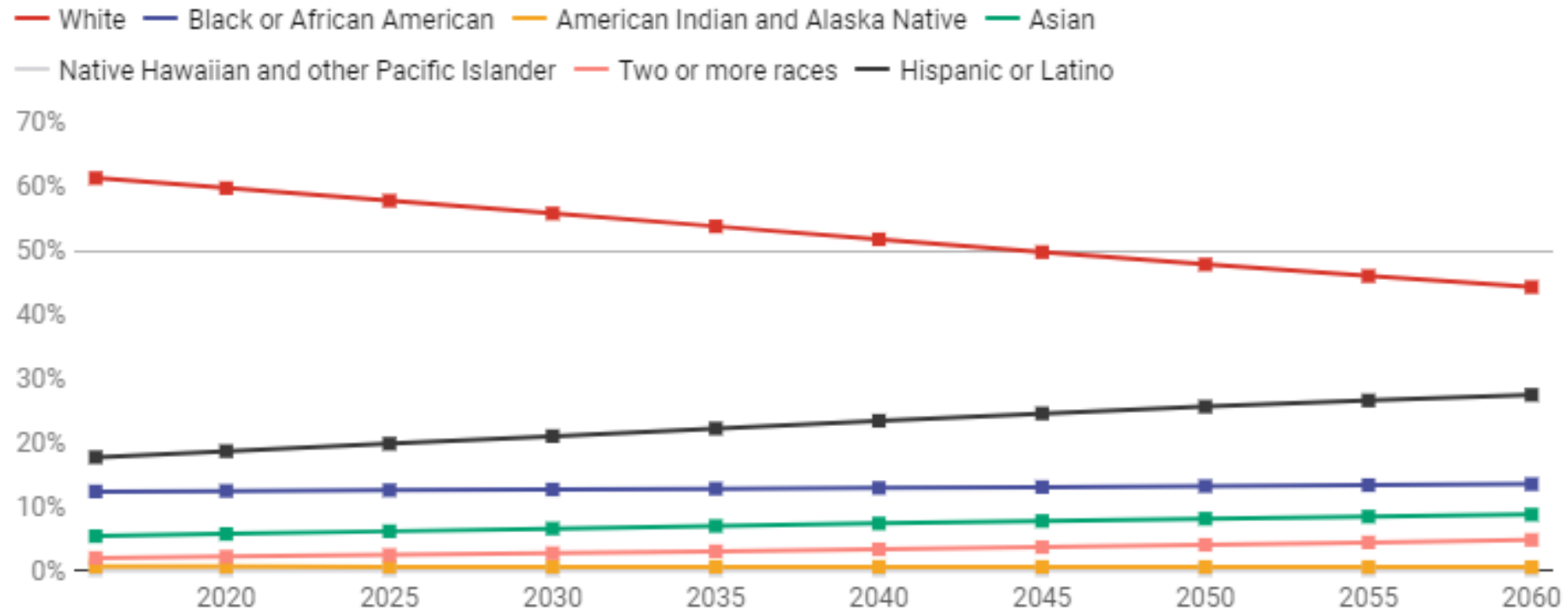
- Create a budget line item
- Establish committees
- Establish a leadership position (e.g. Chief Equity Officer)
- Make it a regular leadership and Board agenda item (quarterly updates)



# WORKFORCE STRATEGY

## #5: CHALLENGE ASSUMPTIONS

After 2045, non-Hispanic whites will likely make up less than half of all Americans.



All groups not Hispanic or Latino unless specified otherwise.

Chart: The Conversation, CC-BY-ND • Source: [U.S. Census Bureau](#) • [Get the data](#)





# WORKFORCE STRATEGY



1. Develop an equity and inclusion statement
2. Add DEI to strategic plans
3. Conduct an organizational assessment
4. Establish accountability
5. Challenge assumptions







DIVERSITY, EQUITY, AND INCLUSION



**RECRUITMENT**

# RECRUITMENT

## #1: CREATE INCLUSIVE JOB ANNOUNCEMENTS

---



### Improve readability

- Avoid jargon (e.g., FQHC, HRSA)
- Avoid overly complex language
- Use white space to reduce visual noise, use sans serif fonts which are easier to read, use bold instead of italics and underline
- Use “you” instead of “the candidate”

# RECRUITMENT

## #1: CREATE INCLUSIVE JOB ANNOUNCEMENTS

---



### **Widen your pool of candidates**

- Eliminate requirements that are not essential
- Instead of “expert” use “at least five years of experience”
- Avoid referencing specific abilities (e.g., replace “lift” with “move” or “transfer”).
- Avoid “culture fit” (instead, add the organization’s values)
- Avoid terms like “fast-paced”

# RECRUITMENT

## #1: CREATE INCLUSIVE JOB ANNOUNCEMENTS



### Widen your pool of candidates

- Use gender neutral language
  - “You/they” vs. “he/she”
  - Avoid masculine coded words (e.g., challenging, independent, driven)
  - Avoid feminine coded words (e.g., compassionate, enthusiastic, committed)

# RECRUITMENT

## #1: CREATE INCLUSIVE JOB ANNOUNCEMENTS



- **Add the organization's DEI statement/commitment**
- **Highlight inclusive benefits**
  - Employee benefits for underrepresented groups (e.g., a mentor program for BIPOC employees)
  - Needs accommodations (e.g., flexible work arrangements for parents or people with disabilities)
  - Parental leave (vs. maternity leave)

# RECRUITMENT

## #1: CREATE INCLUSIVE JOB ANNOUNCEMENTS



### Eliminate pay inequities

Add the salary range to job announcements  
(and stick to it)



# RECRUITMENT

## #2: POST TO PLACES THAT ATTRACT DIVERSE CANDIDATES



**ACU**  
ASSOCIATION OF CLINICIANS  
FOR THE UNDERSERVED



- National Hispanic Medical Association
- National Black Nurses Association
- National Association of Hispanic Nurses
- National Medical Association
- Out Professional Network!

Resource: [Building an Inclusive Organization Toolkit](#)

### BUILDING AN INCLUSIVE ORGANIZATION

#### Job Posting Sites

The following national organizations have Career Centers available for job postings. Click on their organization's name to be directed to their website.

#### [National Hispanic Medical Association](#)

NHMA empowers Hispanic physicians to lead efforts to improve the health of Hispanic and other underserved populations in collaboration with Hispanic state medical societies, residents, and medical students, and other public and private sector partners.

#### [National Black Nurses Association](#)

NBNA's mission is to provide a forum for collective action by African American nurses to represent and provide a forum for black nurses to advocate for and implement strategies to ensure access to the highest quality of healthcare for persons of color.

#### [National Association of Hispanic Nurses](#)

NAHN is the nation's leading professional society for Latinx nurses.

#### [National Medical Association](#)

NMA is the collective voice of African American physicians and the leading force for parity and justice in medicine and the elimination of disparities in health.

#### [National Alaska Native American Indian Nurses Association](#)

NANAINA unites American Indian/Alaska Native nurses and those who care for AN/AI people to improve the health and well-being of American Indian/Alaska Native people.

#### [Philippine Nurses Association of America](#)

PNAA is an organization responsive to Filipino-American nurses' needs.

#### [Out Professional Network!](#)

Out Professional Network! provides the LGBT community with a trusted professional network, which pairs members with employers who are serious about building a diverse workforce to meet the needs of an increasingly diverse customer base.



# RECRUITMENT

## #3: CREATE A HIRING COMMITTEE



### **Hiring Committee members should:**

- Receive implicit bias training
- Participate in continuing education related to inclusive hiring practices
- Agree, as a committee, on what the hiring process will look like to work against bias
- Debrief after every interview

Resource: [University of Washington Checklist for Interviewing/Hiring Committees](#)



# RECRUITMENT

## #4: DEI INTERVIEW QUESTIONS



- How has your background and experience prepared you to be effective in an environment that holds diversity as core to our mission and values?
- Please share with us what diversity, equity, and inclusion mean to you and why they're important.
- How have you demonstrated a commitment to diversity, equity, and inclusion, and how would you see yourself demonstrating it here?

# RECRUITMENT

## #5: DEI QUESTIONS FOR THE INTERVIEWER



- Am I allowed to have a BLM sign in my space? If someone complains about it, how would I be supported?
- How are you creating an inclusive environment for trans and non-binary staff and patients?
- As a supervisor, how do you take feedback?
- When staff struggle with their mental health, how do you support them?

Source: Adapted from Liz Kleinrock @teachtransform

# RECRUITMENT

## #5: DEI QUESTIONS FOR THE INTERVIEWER



- Is there an expectation of staying late after hours, or answering emails on the weekends? How do you protect work life balance?
- If a policy or practice is found to be harmful or problematic, what steps would be taken to correct it?
- What concrete steps can you point to that demonstrate a commitment to antibias and antiracism in your community?

Source: Adapted from Liz Kleinrock @teachtransform

# RECRUITMENT



1. Create job announcements that are more inclusive
2. Post job announcements to attract diverse candidates
3. Create a hiring committee
4. Add interview questions that assess commitment to DEI
5. Know how to respond to DEI related questions from candidates





DIVERSITY, EQUITY, AND INCLUSION

---

## RETENTION

*retention goes hand-in-hand with recruitment*



# The Goal Is **NOT** Assimilation

It is crucial to understand your organizational culture,  
BUT finding the “right fit” is about inclusion,  
contribution, and positive evolution/change

# WHAT IS INCLUSION?

---

The notion that an organization or system is welcoming to new populations and/or identities. This new presence is not merely tolerated but expected to contribute meaningfully into the system in a positive, mutually beneficial way.







## ORGANIZATIONAL CULTURE

---

# RETENTION

- Engaged
- Consistent
- Positive
- Transparent



# POSITIVE COMMUNICATION IS ESSENTIAL

Words and Actions Matter



- What you say and what you do matters
- How you say it and the actions you take matter
- Practice bi-directional communication
  - Create a dialogue
  - Don't be dismissive
  - Be open – listen, learn, adapt
- Take a strengths-based perspective



Leadership needs to  
**reflect** the organization's  
values in its day-to-day  
actions

Alignment of a health  
center's mission with the  
beliefs and values of its  
workforce is **critical**





BE INCLUSIVE / BE CREATIVE

---

## POLICIES

- Think beyond anti-discrimination policies
  - Dress code
  - Leave (e.g., bereavement, holidays, maternal/parental paid leave)
  - Benefits – does it include partners/family? who defines family?
  - Health plan – is it inclusive?
    - Ex: transgender health coverage

# OPPORTUNITIES FOR ADVANCEMENT

---



- **Provide** professional development, continuing education, and mentorship
  - **Ensure** it meets the needs of BIPOC individuals and other underrepresented/diverse groups
- Experience is as **important** as education





# TO CREATE AN INCLUSIVE ENVIRONMENT

Requires the Following



- Regular Pay Auditing
  - Transparency – Fairness
- Regular DEI Training
  - Cultural Humility
  - Anti-Racism



It will not always be comfortable, BUT it is **essential**

# QUESTIONS



## STAR<sup>2</sup> CENTER RESOURCES

---

- Building an Inclusive Organization Toolkit & Webinar Series
- Clinician Perspectives on Racism Webinar
- Special Considerations for Mental Health Staff Recruitment Webinar Series
- Self-Paced, Online Recruitment and Retention Courses
- STAR<sup>2</sup> Center Talks Workforce Success Podcast Series
- Workforce Summit in Partnership with NACHC and CHC, Inc.
- And **SO MUCH MORE...**

For more information visit us at: [www.chcworkforce.org](http://www.chcworkforce.org) or [www.clinicians.org](http://www.clinicians.org)

Contact us at: [info@chcworkforce.org](mailto:info@chcworkforce.org) or (844) ACU-HIRE

**Sign up for our Newsletter!**

