



2024 WORKFORCE SYMPOSIUM

INCLUSIVE INNOVATION: PUTTING PEOPLE FIRST

APRIL 29-30 | NASHVILLE, TN

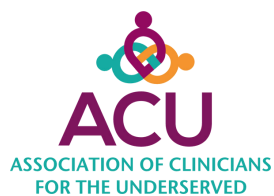


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LAND ACKNOWLEDGEMENT

This symposium is being held on unceded territories of the ᏄᏍᏏᏉᏏᏉ Tsalaguwetiyi (Cherokee, East), Shawandasse Tula (Shawanwaki/Shawnee), S’atsoyaha (Yuchi) peoples.

We humbly offer gratitude and respect to the elders, past and present citizens of these tribes, and to all indigenous peoples that are historically and contemporarily tied to the lands that make up what is now called Tennessee.

(Check out this resource to see whose land you’re occupying: native-land.ca.)

SPONSOR GRATITUDE

We wish to express our deepest gratitude to the InLine Group for their support and generosity. Learn about their health center physician recruiting solutions by visiting www.inline.group.



We wish to express our deepest gratitude to Corporate Transcendence for their support and generosity. Learn about their organizational culture solutions by visiting <https://pamelatripp.com/corporate-transcendence>.



We wish to express our deepest gratitude to Pfizer for their support and generosity. Learn more about Pfizer and their work by visiting www.pfizer.com.



We wish to express our deepest gratitude to CHCollective for their support and generosity. Learn about their group purchasing options and solutions by visiting <https://chcollective.com>.



VALUES TO GUIDE OUR INTERACTIONS

- Make space, take space
- Commit to nurturing a “safe” space
- Respect personal experience
- Intent ≠ Impact
- Focus on systems over individuals
- Vulnerability is risky, but it helps us learn and grow together
- Embrace ambiguity (think both/and)
- Welcome respectful disagreement
- Calling in versus calling out
- Be present and engaged
- Respect confidentiality
- Encourage one another



SYMPOSIUM OVERVIEW

DAY 1 - MONDAY, APRIL 29

7:30-8:30AM - Breakfast

8:30-9:00AM - Welcome

9:00-10:00AM - HRSA Updates

10:00-10:15AM - Break

10:15-11:45AM - Session 1: Renovating Your Health Center Culture

11:45AM-12:00PM - Break

12:00-1:00PM - Lunch

1:00-2:00PM - Session 2: Psychological Safety: Putting People First

2:00-2:15PM - Break

2:15-3:45PM - Session 3: Identifying and Mitigating Bias in the Interview Process

3:45-4:15PM Session 4: Workforce Advocacy Updates

DAY 2 - TUESDAY, APRIL 30

8:00-9:00AM - Breakfast

9:00-10:00AM - Session 5: Marketing & Branding

10:00-10:15AM - Break

10:15-11:45AM - Session 6: Duct Tape & Paper Clips - Making It Work with What We've Got

11:45AM-12:00PM - Break

12:00-1:00PM - Lunch

1:00-2:30PM - Session 7: Pay Equity: Developing a Framework for Health Centers

2:30-2:45PM - Break

2:45-4:15PM - Session 8: Facing Discrimination from Patients: Supporting Your Staff and Clinicians

4:15-4:45PM - Session 9: Closing

SYMPOSIUM AGENDA & SESSION DESCRIPTIONS

MONDAY, APRIL 29

8:30-9:00 AM

Welcome

Amanda Pears Kelly, Executive Director; **Suzanne Speer**, VP of Workforce Development, ACU

Welcome to the 2024 ACU STAR² Center Workforce Symposium! Learn about what's in store and get ready for two days of inspiration.

Breaks & Meals:

7:30-8:30 - Breakfast

10:00-10:15 - Break

11:45-12:00 - Break

12:00-1:00 - Lunch

2:00-2:15 - Break

9:00-10:00 AM

Opening Session: HRSA Updates

Capt. Sheila Pradia-Williams, Deputy Associate Administrator, Bureau of Health Workforce (BHW); **Cmdr. Jayne Berube**, Team Lead, Bureau of Primary Health Care (BPHC)'s Care Integration and Workforce Team

Health Resources and Services Administration (HRSA) Administrators will share their vision for the future health center workforce.

10:15-11:45AM

Renovating Your Health Center Culture

Pamela M. Tripp, MEd, MSOM, President and Founder; **Regina Gainey**, MDiv, PhD, Senior Executive - Education; **Christopher R. Vann**, MHA, Senior Executive - Development, Corporate Transcendence™

Renovating Your Health Center Culture unveils a groundbreaking approach to transforming workforce culture within Community Health Center (CHC) settings. Through the implementation of an evidence-based "workforce culture transformation blueprint," attendees will discover sustainable strategies that actively engage all colleagues, fostering a culture of excellence from leadership to the front lines. Drawing upon a real-world case study and evidence-based data, this session explores meaningful collaborations and employee empowerment that values diversity, thrives on inclusion, and organically grows justice and equity. The presentation will highlight practices that empower CHCs to cultivate a resilient and highly accountable workforce. Participants will engage in a short, interactive mastermind – a critical tool in renovating your Health Center culture.

1:00-2:00 PM

Psychological Safety: Putting People First

Dr. Michelle Fernández Gabilondo, DSW, MSW, Director of Workforce Development, STAR² Center, ACU

Health center leadership have a responsibility to develop, support, and sustain a workplace culture that prioritizes psychological safety. All employees should be able to show up to work authentically and contribute to the organization without the fear of retaliation, microaggressions, biases, prejudice, or any other forms of discriminatory behavior. Psychological safety is a fundamental right of workers. Freedom to

express oneself and communicate freely, while maintaining respect for others, is a core tenant of building psychological safety. In this session, health centers will be able to recognize what it means to have a psychologically safe workplace and begin the work towards achieving a safe, trusting, and collaborative work environment that prioritizes staff needs.

2:15-3:45 PM

Identifying and Mitigating Bias in the Interview Process

Karoline Oliveira, Ed.D, Chief Diversity, Equity, and Inclusion Officer, Moses/Weitzman Health System (MWHS)

Join us for an engaging and interactive session where participants will gain a comprehensive understanding of the principles of Justice, Equity, Diversity, and Inclusion (JEDI) and how they can be seamlessly integrated into your recruitment and hiring process. Additionally, experts will share tools, knowledge, and actionable insights on how to assess your organization's current practices, build diverse teams, and mitigate unconscious bias in the recruitment process. This 90-minute interactive session will equip your health center with actionable next steps and key takeaways for integrating JEDI into your recruitment and hiring process.

3:45-4:15 PM

Workforce Advocacy Updates

Amanda Pears Kelly, Executive Director, ACU

The healthcare workforce shortage poses significant challenges, especially for health centers and underserved communities. The pandemic worsened these shortages, complicating recruitment, retention, and workforce wellness. However, there's growing recognition among Congress, the Administration, and policymakers nationwide about the severity of this issue. This session will assess key workforce programs like the National Health Service Corps (NHSC), Teaching Health Centers Program, and Nurse Corps. Attendees will learn about both opportunities and threats to these programs and discover actionable steps to ensure continued strong support for healthcare workforce programs serving the underserved.

Breaks & Meals:

7:30-8:30 - Breakfast

10:00-10:15 - Break

11:45-12:00 - Break

12:00-1:00 - Lunch

2:00-2:15 - Break

Marketing and Social Media for Branding and Elevation: Best Practices & Beyond

9:00-10:00 AM

Rick Brown, MA, Director of Communications, Membership, & Special Initiatives; **Jennifer Dix**, BBA, Communications & Membership Coordinator, ACU

Reaching the right audiences with the right messages is an integral part of health center operations, from outreach and development to education and advocacy. Marketing and branding are essential elements in helping health centers achieve their mission, and it's crucial to incorporate best practices in each area to tell the story of your institution to reach potential staff and patients alike. This presentation will introduce you to best practices for health centers and other organizations to help you build or improve your marketing and social media communications—from general practices to specific workforce tips for job postings and recruitment. Learn how to highlight your initiatives to a broader constituency, showcase stories of change for recruitment and development, and incorporate patient and provider voices with this workshop's practical strategies for marketing and social media.

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12:00-1:00 - Lunch

2:30-2:45 - Break

10:15-11:45AM

Duct Tape & Paper Clips - Making It Work with What We've Got

Alex Rohlwing, MA, EMT-P, Associate Director, National Health Workforce Collaborative, ACU

Limited resources and time constraints are an ever-present reality for health centers, and maintaining a supportive and sustainable workforce is challenging. ACU's Alex Rohlwing, MA-EMT-P, Associate Director, National Health Workforce Collaborative, will present "Duct Tape & Paper Clips—Making it Work with What We've Got" to share strategies derived from the fields of medicine, disaster response, and workforce development. You'll learn tried and true techniques for crafting sustainable, effective solutions in even the most challenging situations.

1:00-2:30PM

Pay Equity: Developing a Framework for Health Centers

Dr. Michelle Fernández Gabilondo, DSW, MSW, Director of Workforce Development, STAR² Center, ACU

As wealth disparities continue to rise, employers must prioritize compensation equity for all staff. This includes not only providing a living wage, but a thriving wage that is led by the organization's compensation philosophy. Pay equity and inclusive compensation is intrinsically linked to staff wellness and retention. One of the greatest stressors facing the workforce is financial instability and as health center leaders, you have the power to make meaningful change and lead the charge in compensation reform. Join us for this dynamic session as we provide financial wellness resources and tools, as well as discuss what it means to have a compensation philosophy, follow the principles of pay equity, and support financial wellness.

Breaks & Meals:

8:00-9:00 - Breakfast

10:00-10:15 - Break

11:45-12:00 - Break

12:00-1:00 - Lunch

2:30-2:45 - Break

2:45-4:15 PM

Facing Discrimination from Patients: Supporting Your Staff and Clinicians

Sabrina Edgington, MSSW, Senior Director, Justice, Equity, Diversity, Inclusion (JEDI) Initiatives, ACU

Healthcare providers are often encouraged to participate in trainings related to cultural humility, bias, and discrimination to improve healthcare for their patient populations. However, clinicians rarely receive training on what to do when patients discriminate. Addressing discrimination from patients is a complex matter. Depending on a patients' healthcare status, turning a patient away could have legal ramifications. For some patients, indicating preference for certain providers may be justifiable. For healthcare workers, inadequate responses to discrimination can threaten their psychological safety and they may seek work elsewhere. In this session, we will explore these complexities and practices that should be in place at health centers to promote inclusion and belonging.

4:15-4:45 AM

Closing

SPEAKER BIOS

ALPHABETICAL BY FIRST NAME



Alex Rohlwing (he/they) MA, EMT-P, is the Associate Director, National Health Workforce Collaborative at ACU, focusing on workforce development and recruitment & retention. Before joining ACU, Alex worked for the Florida Department of Health as a consultant on serving special needs populations and a disaster preparedness trainer. He received his master's in Conflict Resolution from Georgetown University in 2017, focusing on workplace conflict management and communication within organizations. Alex has also worked in emergency and prehospital clinical care as an EMT and Paramedic and understands the challenges associated with recruiting, capacity building, supporting, and retaining all types of healthcare staff in underserved communities.

Amanda Pears Kelly (she/her) is the Executive Director of the Association of Clinicians for the Underserved (ACU), a role she assumed in 2020. In this role, she conducts strategic planning, oversees program management, recruits key staff, and develops organizational partnerships. Before joining ACU, she served as the Vice-President of Grassroots and Internal Advocacy with the American Diabetes Association, implementing new advocacy initiatives on the local, state, and national levels. Before that, she was the Director of National Advocacy and Civic Engagement for the National Association of Community Health Centers (NACHC) leading advocacy efforts on behalf of 1,400 health centers across the nation. Ms. Pears Kelly received her Certificate of Non-Profit Management and Leadership from Boston University and her Bachelor of Science from the University of New Hampshire.



Christopher R. Vann (he/him), MHA, is the Senior Executive - Development at Corporate Transcendence. He holds a Master's in Health Administration from the Gillings School of Global Public Health and is currently pursuing a Master's Degree in Divinity at the Southern Baptist Theological Seminary. Mr. Vann has 27 years' experience in a Federally Qualified Health Center - 14 of those in senior leadership. For the past 14 years, Mr. Vann has served as a Certified Corporate Transcendence Coach.

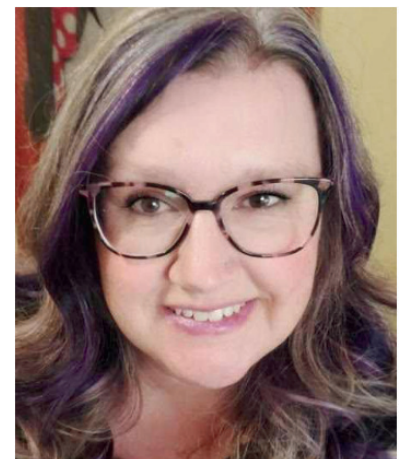
Helen Rhea Vernier (she/her), MSc, is the Associate Director of Workforce Development, STAR² Center at ACU. She joined ACU in April 2021 and works at the STAR² Center on training and course development to advance health center workforce recruitment and retention. With a Master's degree in the Politics of Conflict, Rights, and Justice, Helen has a strong background in the underlying factors that impact individual and community health. Before joining the ACU team, Helen worked at the Community Health Association of Mountain/Plains States (CHAMPS) as the Programs Coordinator, Population Health. She received her Master of Science from SOAS, University of London, and her Bachelor of Arts from Lewis & Clark College.



Comdr. Jayne Berube (she/her) is with the US Public Health Service and is the Team Lead for BPHC's Care Integration and Workforce Team. The team's portfolio includes oral health, behavioral health, and behavioral health technical assistance to all HRSA-supported health centers, as well as the Workforce Well-being Initiative.



Jennifer Dix (she/her) BBA, is the Communications & Membership Coordinator at the Association of Clinicians for the Underserved. She supports ACU's communications initiatives by developing and implementing electronic communications, website content, graphic design, and social media. Jennifer also assists with maintaining ACU's membership database and aids in outreach, retention, and recruitment efforts. She has a background in communications and project management, specifically in healthcare and nonprofits. Before joining ACU, she worked at the National Health Care for the Homeless Council and Vanderbilt Medical Center.





Karoline Oliveira (she/her), Ed.D, is the Chief Diversity, Equity and Inclusion Officer at the Moses/Weitzman Health System. Prior to joining MWHS, she served as Interim Executive Director, Office of Diversity, Equity, and Inclusion and Special Advisor to the President, at Life University in Georgia, where she successfully developed and advanced the university's DEI strategic agenda. Previously, she was Interim Director of the Multicultural Center at the University of Rhode Island, from which she received her B.S. and M.S. Karoline received her Ed.D. in Higher Education Leadership from Johnson & Wales University. She brings to the MWHS more than 15 years of experience in driving innovation and furthering the vision and mission of organizations through diversity enhancement initiatives.

Dr. Michelle Fernández Gabilondo (she/her/ella), DSW, MSW, is the Director of Workforce Development at the Association of Clinicians for the Underserved working at the STAR² Center on training and course development to advance health center workforce retention and recruitment. As a macro-level social worker, Dr. Fernández Gabilondo has experience working with medically underserved populations and survivors of military sexual trauma. She previously worked in training development and management at the National Association of Community Health Centers and the Rape, Abuse, and Incest National Network. She earned her Doctor of Social Work and Master of Social Work from the University of Southern California and has a Bachelor of Science in Communication and Media Studies from New York University.



Pamela M. Tripp (she/her), MEd, MSOM, is the President and Founder of Corporate Transcendence™. She holds a Master's in Education from Campbell University and a Master's in Healthcare Organizational Management from Pfeiffer University. Ms. Tripp has 40 years' healthcare experience and half of those years at the executive level. Ms. Tripp authored *The Culture Cure: Transforming the Modern Healthcare System* and the accompanying *Mastermind Resource Guide*. She is President and Founder of Corporate Transcendence and serves as the Chief Executive Officer and refers to herself as the Chief Encouragement Officer of CommWell Health, a health center serving southeastern North Carolina.

Regina Gainey (she/her), MDiv, PhD, is the Senior Executive - Education at Corporate Transcendence. Dr. Gainey holds a Doctoral Degree from Charlotte Christian College and Theological Seminary. Dr. Gainey has worked actively in healthcare for the last 17 years in a Federally Qualified Health Center and serves as Director of Eagle Excellence Culture. During the past 14 years, Dr. Gainey has served as a Certified Corporate Transcendence Coach.



Rick Brown (he/him) MA, is the Director of Communications, Membership, & Special Initiatives at ACU. He oversees ACU's communications initiatives, including email marketing, website management, social media, and media outreach. He also manages ACU's membership efforts and various programmatic initiatives, including ACU's Suicide Safer Care and Centers of Excellence programs. Before joining ACU, he worked as the Communications Manager for the National Health Care for the Homeless Council. Rick received his Master of Arts and Certificate in Digital Storytelling from Marquette University and his Bachelor of Arts from Cumberland University.



Sabrina Edgington (she/her), MSSW, is the Senior Director, Justice, Equity, Diversity, Inclusion (JEDI) Initiatives at ACU, fostering diversity, equity, inclusion, and justice in the workforce of health centers and other healthcare institutions. Her passion for racial justice stems from personal experiences as a bi-racial Korean American woman and daughter of an immigrant raised in the Deep South. With over 25 years of experience as a racial justice activist and 15 years specifically focused on health centers, she has contributed to the movement through work with the National Health Care for the Homeless Council (NHCHC) and Integrated Work.

She received her Bachelor's Degree in Social Work at the University of Alabama and her Master of Science in Social Work at the University of Tennessee.





Capt. Sheila Pradia-Williams (she/her) serves as the Deputy Associate Administrator in the Bureau of Health Workforce (BHW), Health Resources and Services Administration (HRSA) of the U.S. Department of Health and Human Services (HHS). In this role, Sheila leads the bureau's strategy for deploying funding to improve the health workforce concerning quality, supply, distribution, and access in rural and underserved communities nationwide.

Suzanne Speer (she/her) joined ACU in 2017 and serves as Vice President of Workforce Development. In this role, she oversees ACU's National Training and Technical Assistance Partner (NTTAP), the STAR² Center, the National Health Workforce Collaborative, and the HRSA Workforce Well-being Initiative. She works directly with community health centers, state and regional Primary Care Associations (PCAs), and other NTTAPs across the nation, addressing important issues related to workforce. She has worked with community health centers since 2013, first by recruiting providers at the Virginia Community Healthcare Association. She received a Bachelor of Science from Virginia Commonwealth University.



THANK YOU

Thank you for attending
the 2024 Workforce
Symposium!

Thank you to all our
sponsors, speakers,
partners, and staff who
had a part in the planning
and success of this
Symposium.

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