



Diversifying the Health Center Workforce: Elevating Cultural Humility & Equitable Care

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Access to Care & Clinician Support

Recruitment & Retention

National
Health
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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

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MIGRANT CLINICIANS NETWORK (MCN)



 **Virtual Case Management for Migrant Patients**

 **Building Health Provider Capacity**

 **Resource Development and Dissemination**

 **Community Engagement**

 **Research and Evaluation**

 **Advocacy**

NATIONAL LGBTQIA+ HEALTH EDUCATION CENTER



Our Roots

Fenway Health

- Independent 501(c)(3) FQHC
- Founded 1971
- Mission: To enhance the wellbeing of the LGBTQIA+ community as well as people in our neighborhoods and beyond through access to the highest quality health care, education, research, and advocacy
- Integrated primary care model, including HIV and transgender health services

The Fenway Institute

Research, Education, Policy



SERIES LEARNING OBJECTIVES



1. Understand the foundational principles of Justice, Equity, Diversity, and Inclusion (JEDI) and how they can be applied to recruitment and retention efforts within healthcare organizations to foster a more diverse and culturally humble workforce.
2. Identify specific challenges and disparities faced by migrant populations and LGBTQIA+ communities in accessing healthcare, and recognize the importance of recruiting and retaining culturally competent staff to address these disparities effectively.
3. Develop strategies for enhancing cultural humility and promoting health equity within healthcare settings by fostering an environment that values and respects individuals' intersecting identities, ultimately improving patient outcomes and provider retention.



SESSION LEARNING OBJECTIVES



1. Understand the foundational principles of Justice, Equity, Diversity, and Inclusion (JEDI) and their relevance to health center workforce efforts.
2. Identify key strategies for integrating JEDI principles into recruitment and retention efforts within health centers.
3. Learn how fostering a culture of diversity, equity, and inclusion can contribute to improved staff satisfaction, patient outcomes, and organizational success in healthcare settings.



COMMUNITY AGREEMENTS



- Respectfully engage
- Be present
- Listen with respect
- Trust intent
- Acknowledge impact
- Provide grace



TAKING THE PATH OF JEDI-B

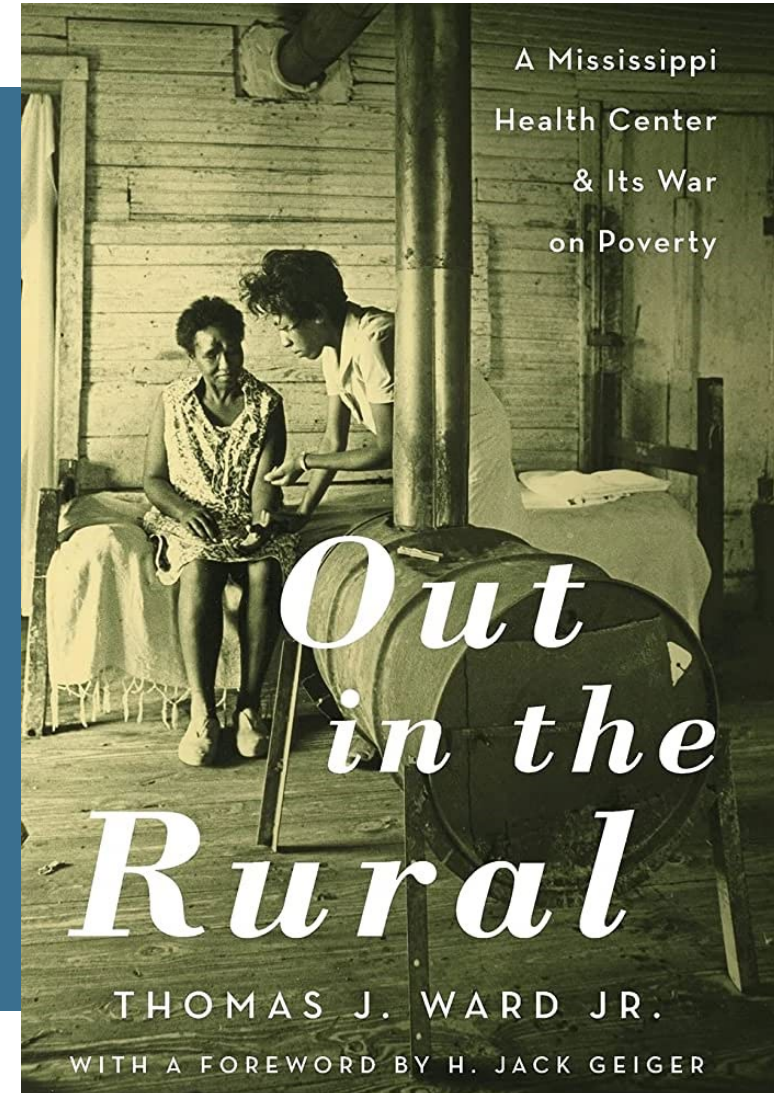


LIVING THE LEGACY



“The Health Center Movement traces its roots in the United States back to the Civil Rights Movement, Migrant Workers Movement, and President Lyndon B. Johnson’s “war on poverty” in the 1960s. Leaders including Dr. H. Jack Geiger, Dr. Count D. Gibson Jr., Dolores Huerta, Cesar Chavez, President Jimmy Carter, Senator Edward M. Kennedy, and many others paved the way for the successful health center model that serves over 28 million people today.”

Source: [NW Pulse](#).





LEVEL SETTING: THE LANGUAGE OF JEDI

JEDI-B:

Justice

Equity

Diversity

Inclusion

Belonging

DEFINITIONS



(Social) Justice: An analysis of **how power, privilege, and oppression impact the experience of our social identities.** It reflects a society, community, and institution mutually shaped to meet the needs of all groups through full and equal participation and creates physically and psychologically safe and secure spaces for all.

Equity: Actively working to identify and eliminate barriers that have prevented full participation across differences in culture and circumstance. It reflects processes and practices that both acknowledge that we live in a world where **everyone has not been afforded the same resources and treatment while also working to remedy this fact.**

Diversity: Having a **variety of social identities** (sex, race, gender, class, religion, ability, health, ethnicity, migration history and many others) that spend time in shared spaces, communities, institutions or society.

Inclusion: Creating environments in which individuals and groups feel **welcomed, respected, supported, and valued** by eliminating practices and behaviors that marginalize. An inclusive climate **embraces differences** and offers respect in words and actions so that all people can fully participate in the organization's opportunities.

Belonging: At work, belonging takes the form of employees actively wanting to bring their **true selves** to work because they know it will be **celebrated and admired.**

Sources: [Brandeis University](#), [Rutgers University](#), & [Workhuman](#)

JUSTICE IN THE WORKPLACE



A just workplace will:

- Embrace a culture of openness
- Prioritize pay equity
- Create fair decision-making processes
- Involve managers in organizational justice efforts
- End unfair treatment in the workplace

Source: [ChartHop](#)

EQUITY IN THE WORKPLACE



An equitable workplace may have:

- Pay parity up and down the org chart
- A widely diverse executive team
- Accessibility and accommodations for employees of all abilities
- Fair and equal access to learning and development opportunities

Source: [Workhuman](#)

DIVERSITY IN THE WORKPLACE



A diverse workplace may have:

- Employees from diverse backgrounds and experiences
- Recruitment strategies aimed at increasing underrepresented groups and higher gender diversity
- Diverse teams where employees feel accepted and valued for their unique contributions

Source: [Workhuman](#)

An inclusive workplace may have:

- 1. A strong sense of physical and psychological safety
- 2. Flexible work options
- 3. Employee Resource Groups (ERGs) for employees with similar experiences to connect
- 4. Celebrations of diverse holidays and traditions

BELONGING



INCLUSION

Action



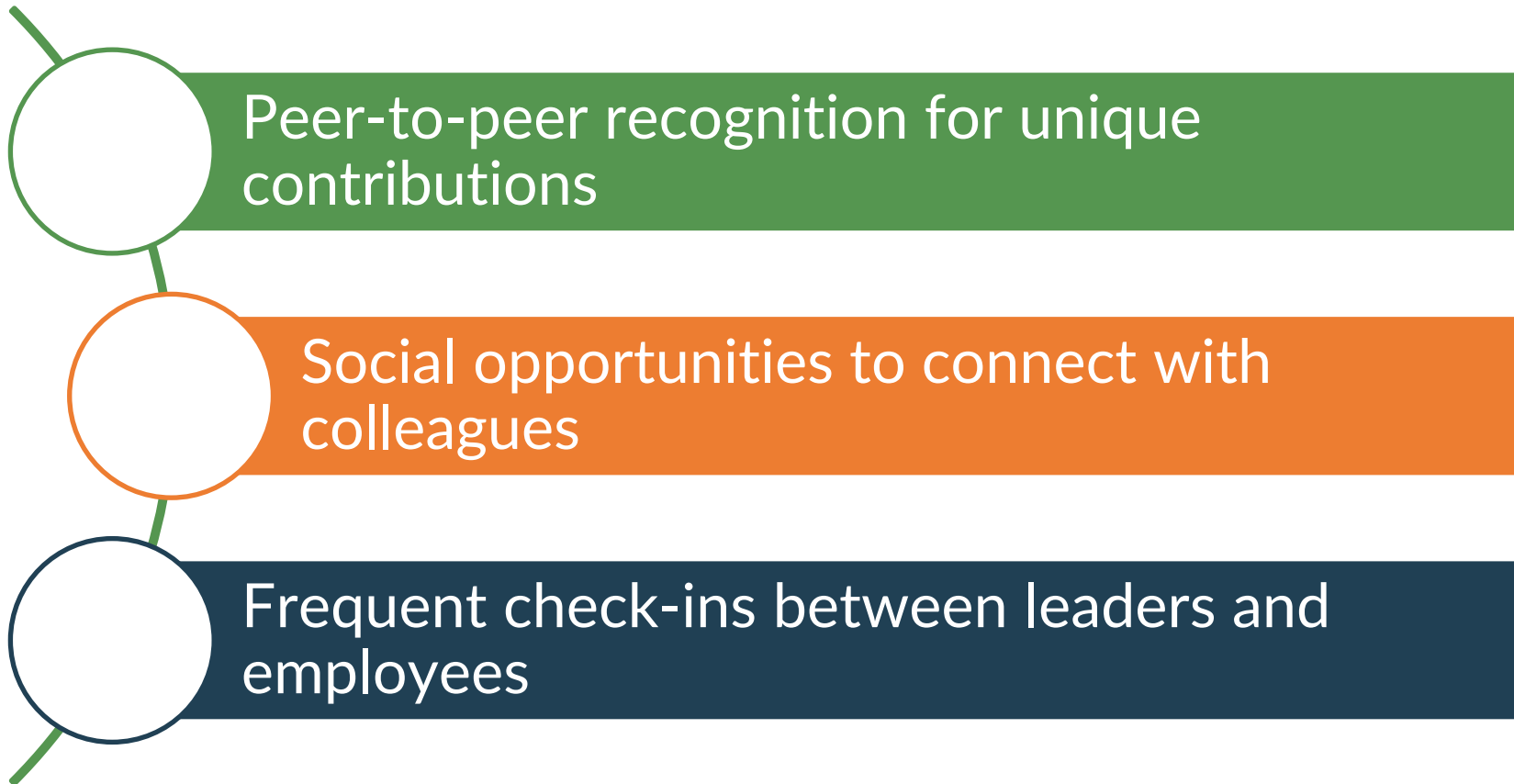
BELONGING

Feeling

BELONGING IN THE WORKPLACE



Belonging at work can look like:



Source: [Workhuman](#)



THE WHY

Family, friends mourn after transgender woman's body found along river

Therapists, social workers face scrutiny in Missouri AG investigation of transgender care

Health care professionals and parents of transgender youth are raising concerns

Medicaid unwinding deals blow to tenuous system of care for Native Americans

'In the name of God': Native American children endured years of sexual abuse at boarding schools

Gender pay gap persists, especially for women in STEM professions

This is why weight discrimination is legal in most of the U.S.

Pronouns, tribal affiliations

Dakota public university employee emails

CUTE ANIMAL SHOWDOWN

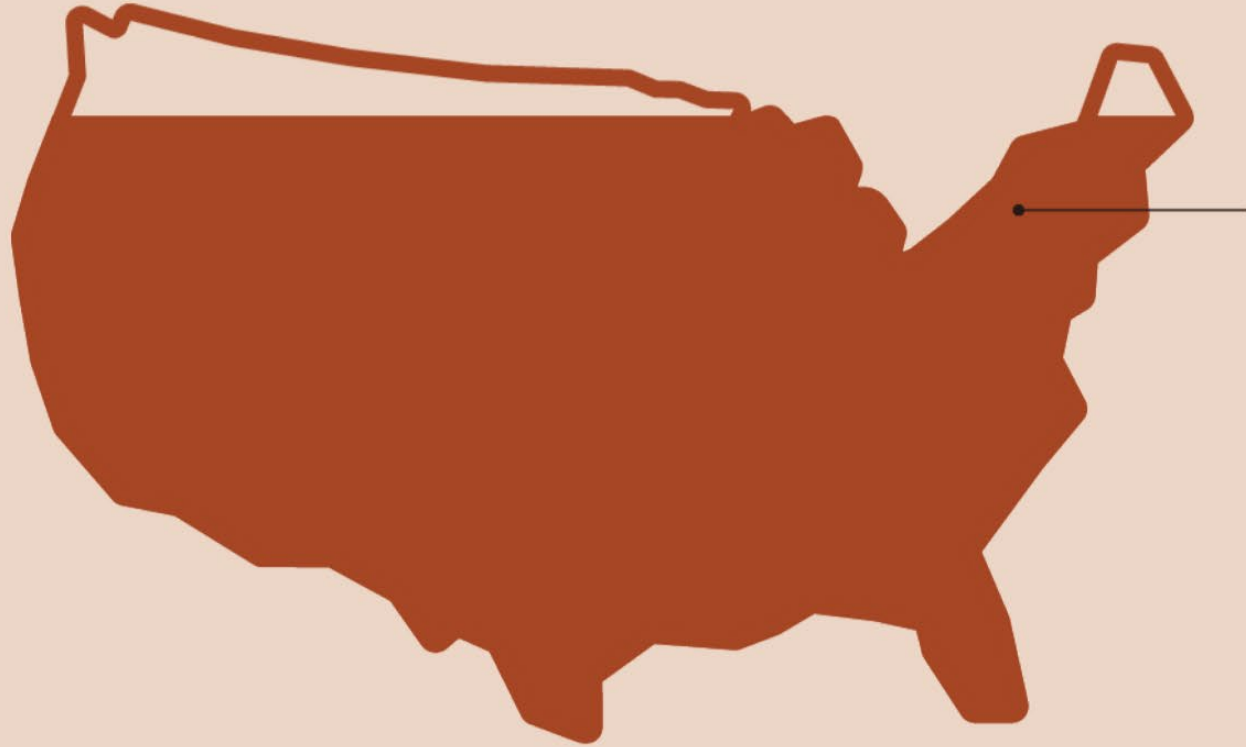
Puppies or Seal Pups?



JEDI-B AS A SPACE FOR HOPE



WHERE WE ARE NOW: WORKFORCE



Across races and ethnicities,

**85% of all
Americans**

want to work where they feel a sense
of community and connections with
those around them.

Source: [Unsafe, Unheard, Unvalued: A State of Inequity Report](#)

WHERE WE ARE NOW

Career Pathways & Retention



- **1 in 4 BIPOC** report they have **not had the same opportunities** and chances to succeed as any other person within their company.
- **1 in 3 Black, 1 in 3 Latine, and 2 in 5 LGBTQIA+ BIPOC** have **changed career direction** or industry due to lack of mobility or career growth.
- **BIPOC** are **2x** as likely to **consider leaving their employers** due to the emotional burden related to their race at work.
 - **Indigenous Americans** are **3x** as likely.
- **34%** of **LGBTQIA+** employees have **left a job** due to treatment by their employer.
- **Disabled working people** were **significantly less likely to be employed as managers, directors, or senior officials**, or to be employed in professional occupations (27.2% compared to 34.5% for non-disabled people).

Sources: [*The Journey to Equity and Inclusion*](#), [*Unsafe, Unheard, Unvalued: A State of Inequity Report*](#), [*LGBT People's Experiences of Workplace Discrimination and Harassment*](#), & [*Neurodiversity in the Workplace*](#)

WHERE WE ARE NOW

Respect & Emotional Wellbeing



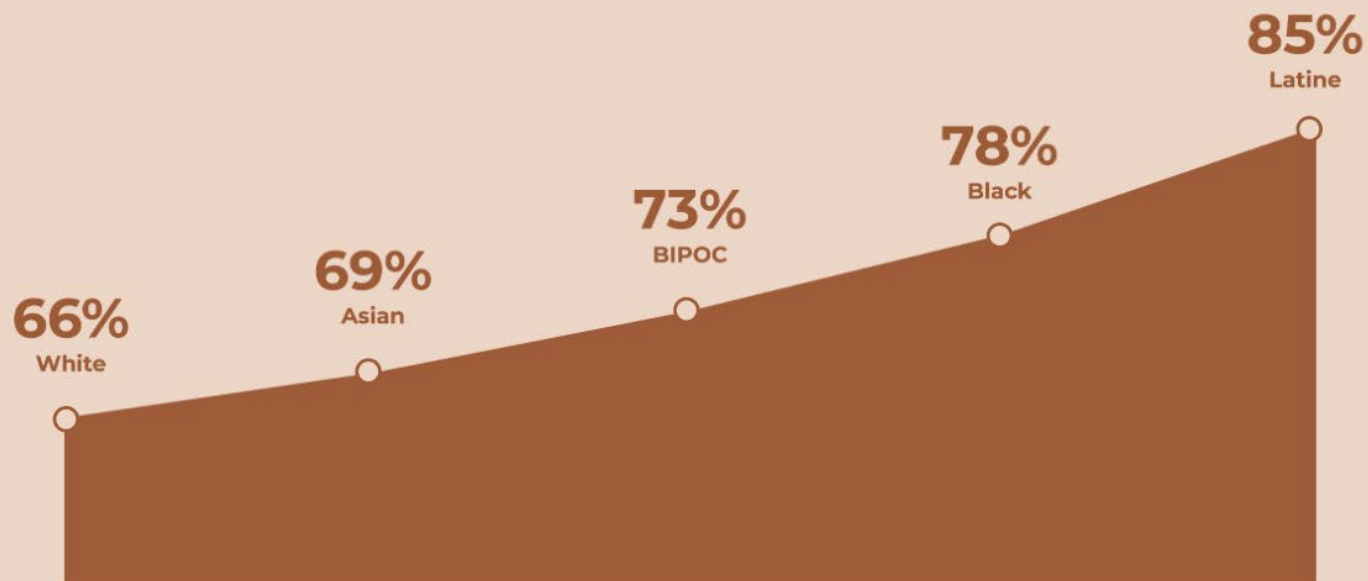
- **33% of Black workers do not feel respected or valued** at work (compared to 18% of White workers).
- **1 in 3 BIPOC** report feeling **fatigue** related to racial tensions or issues at work.
- **1 in 4 BIPOC** report they have **felt unable to speak out against discrimination** they've experienced or witnessed based on their race/ethnicity.
- **67% of BIPOC** report **no mental health resources** or trainings are available at their employers.
 - **75% of Indigenous Americans** report the same.
- **Nearly 1 in 5 BIPOC do not feel safe mentally or emotionally** at work (they are 1.5x as likely to feel this way compared to White Americans).
- **1 in 5 BIPOC** report they are **not comfortable being fully themselves** at work.
- **38% of LGBTQIA+** employees reported experiencing **harassment at work**.

Sources: [*The Journey to Equity and Inclusion*](#), [*Unsafe, Unheard, Unvalued: A State of Inequity Report*](#), & [*LGBT People's Experiences of Workplace Discrimination and Harassment*](#)

BIPOC are more likely to leave their employer when health and well-being are not prioritized*

70%

of Americans would leave a job where their employer does not prioritize mental and emotional health and well-being.*



Source: [Unsafe, Unheard, Unvalued: A State of Inequity Report](#)

WHERE WE ARE NOW

Are we addressing the problem?



- **84%** of employees report their company **has not addressed the mental or emotional impact of discrimination** on its employees of color since June 2020.
- **1 in 5 workers** (all races/ethnicities) report their employers have not done a good job of providing resources supporting the emotional or mental health of historically marginalized groups.
- More than **3 in 4 BIPOC** report their **employer has not made meaningful progress** on building a more equitable environment for employees of color since June 2020.

JEDI-B INITIATIVES: IMPACT ON RETENTION

HOW JEDI-B CAN IMPROVE THE WORKPLACE



Makes Work More Meaningful

- Working environment that allows all workers to thrive
- Employees are happier and more productive

Facilitates Workplace Fairness

- Confidence in the organization
- Deeper trust and commitment
- Greater likelihood of staying

Helps People Build New Skills

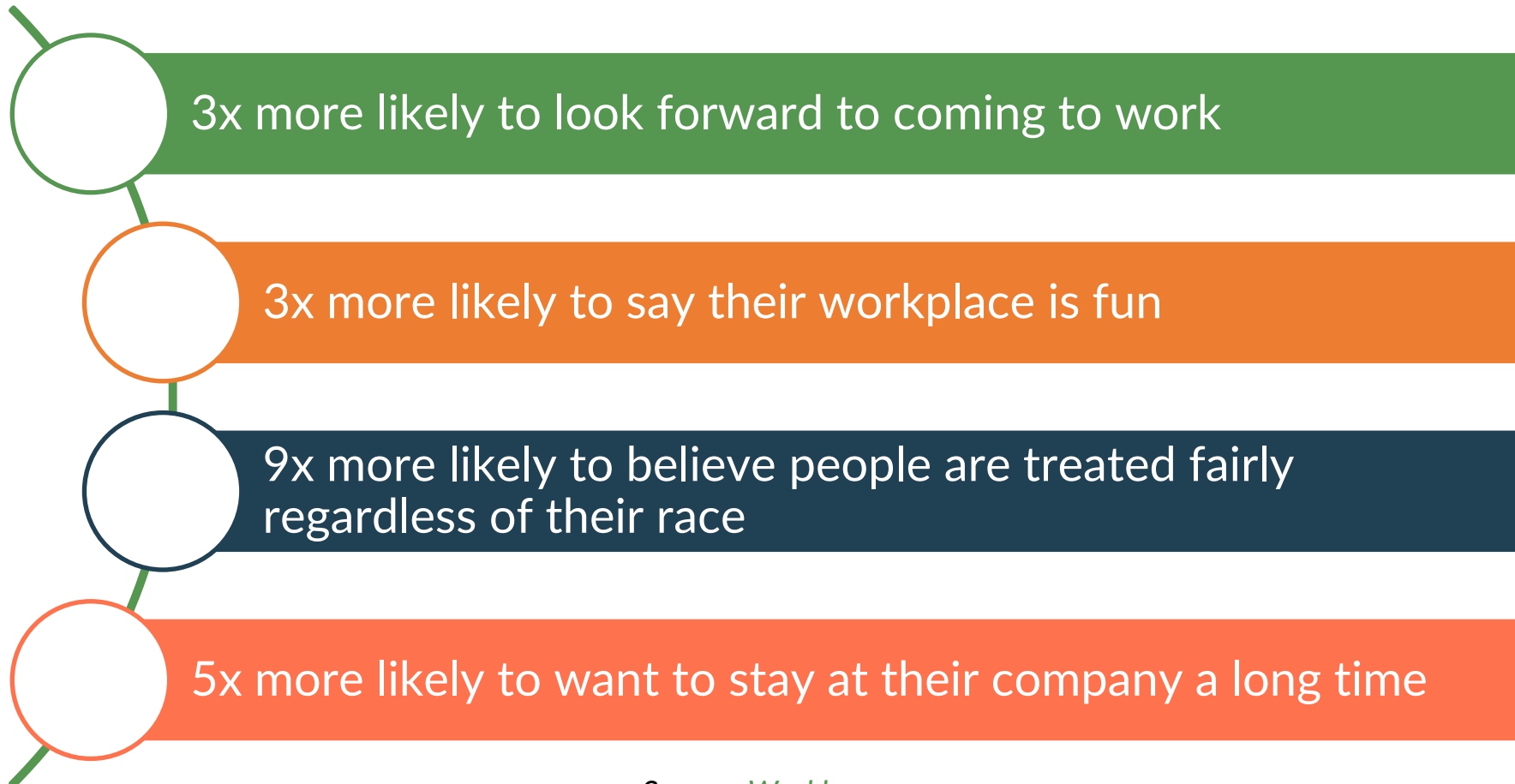
- Exposed to a wider range of opinions, ideas, and skills
- Increased curiosity
- Equitable opportunities

Source: [Eightfold AI](#)

WHY DOES JEDI-B MATTER?



When employees feel like they belong at work they are...



Source: [Workhuman](#)

**JEDI-B INITIATIVES:
IMPACT ON PATIENT
CARE & OUTCOMES**

WHERE WE ARE NOW

Patient Care & Outcomes



- **Black and Hispanic patients** are significantly less likely than white patients to be prescribed opioids for similar types of pain.
- **American Indian/Alaska Native and Black women** are **2x and 3x more likely**, respectively, to **die from pregnancy-related causes** than white women nationally.
 - Among Black women with a college degree or higher, the pregnancy-related mortality rate is **5x higher** than that of white women with a college degree.
- Health care providers **spend less time in appointments, provide less education about health, and are more reluctant to perform certain screenings with patients who have obesity**, compared to thinner patients.
- **Women in same-sex relationships** are **25% less likely to receive Pap tests and mammograms** than women in different-sex relationships, even after controlling for sociodemographic characteristics, health insurance coverage, smoking status, and self-rated health.

THE IMPACT OF JEDI-B INITIATIVES

Patient Care & Outcomes



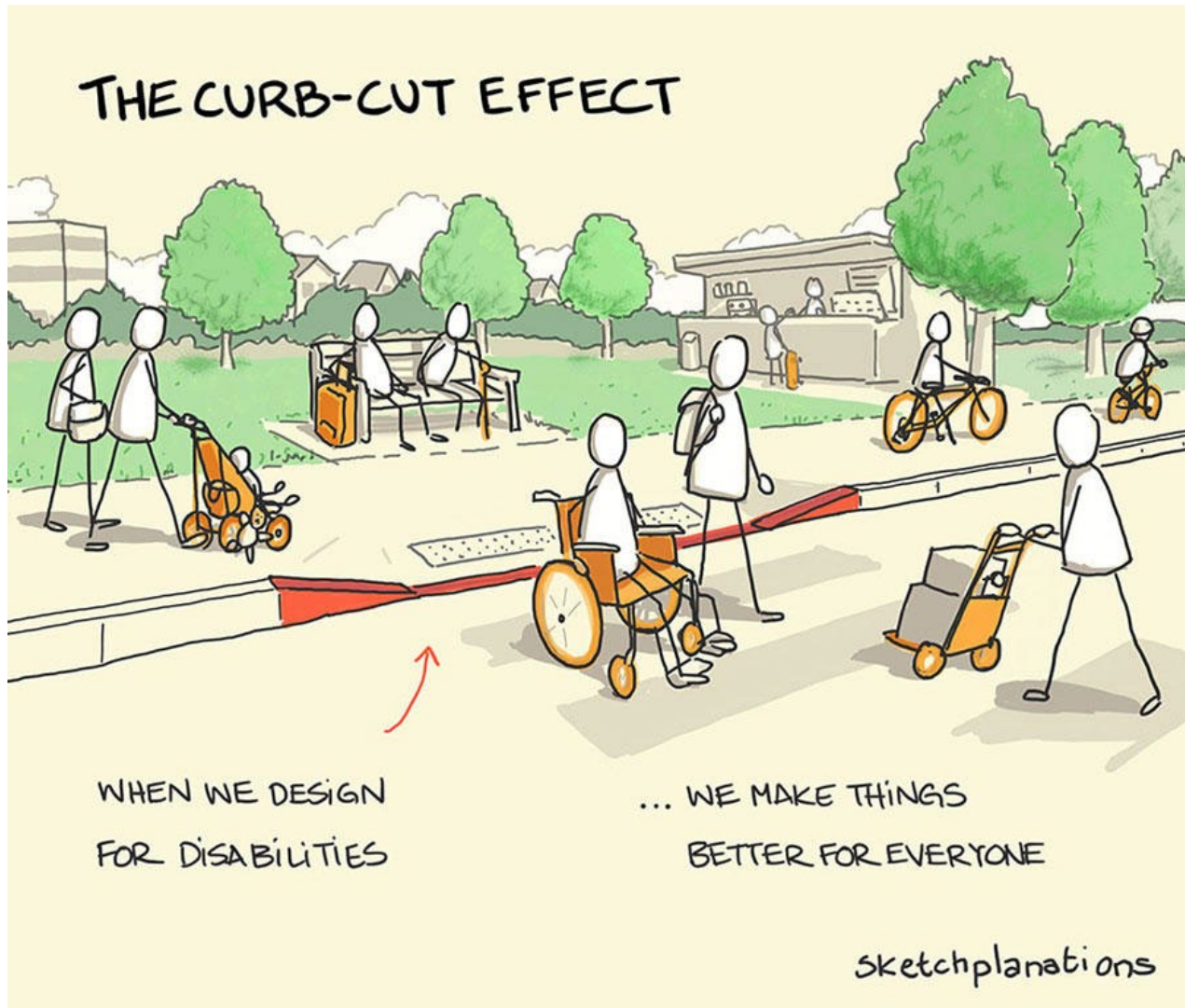
- More engaged clinicians and staff lead to improved outcomes.
- **Increased diversity** in the healthcare workforce helps **reduce or eliminate racial health disparities**.
- JEDI-B-informed staff and programs **increase accessibility to care and build trust** with the community.
- Organizations with JEDI-B training for staff have **improved treatment adherence, increased patient trust and engagement, and reduced healthcare costs**.
- JEDI-B training can help **teams function more effectively**, reducing conflicts and improving the patient experience.



THE PATH FORWARD: LEADERSHIP'S ROLE

THE CURB-CUT EFFECT

JEDI-B Improves the Workplace for Everyone



“When the nation targets support where it is needed most—when we create the circumstances that allow those who have been left behind to participate and contribute fully—everyone wins.”

- Angela Glover Blackwell

Source: [Stanford Social Innovation Review](#)
Image Source: [Sketchplanations](#)

LEADING THE WAY

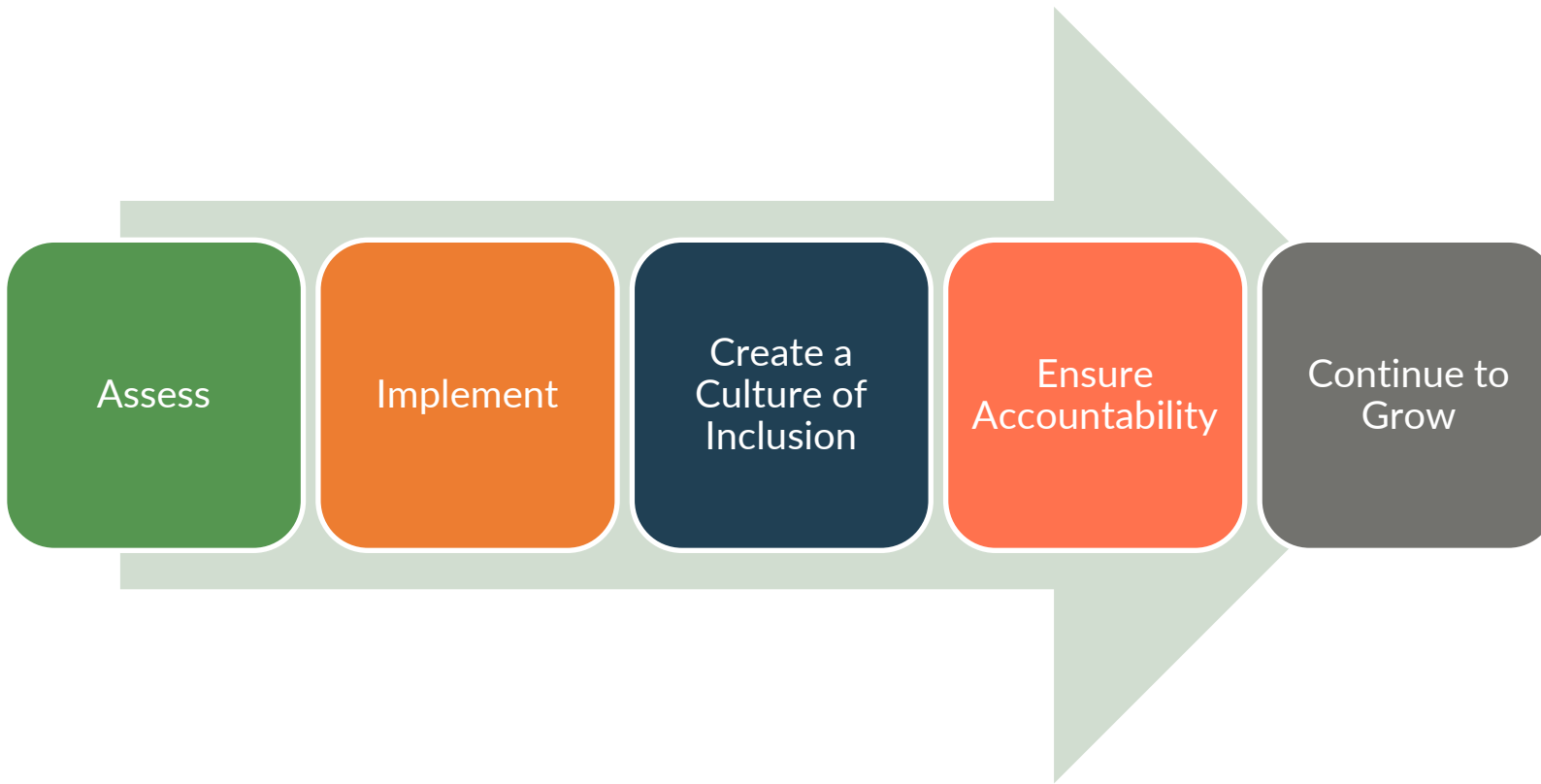


“When an organization has a dedicated DEI leader, 57% of respondents said that they felt more strongly that steps taken are effective versus 16% of respondents when there was no top executive or group devoted to DEI.”

Source: [SMG](#).



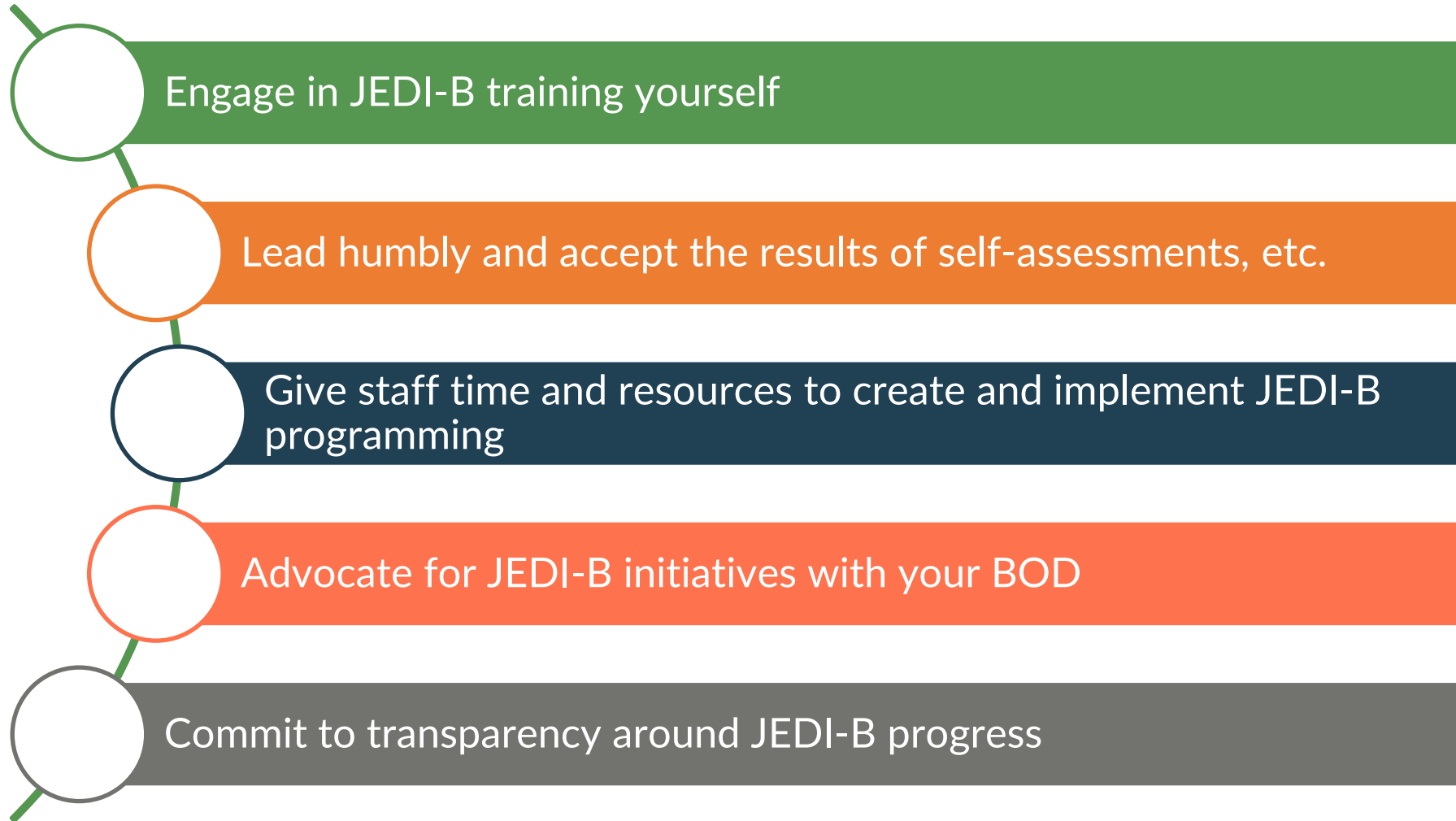
THE PROCESS



BUILDING AN INCLUSIVE ORGANIZATION TOOLKIT



SUPPORT YOUR STAFF AS THEY LEAD JEDI-B INITIATIVES



Source: [Center for Creative Leadership \(CCL\)](#)

BEST PRACTICES AT HEALTH CENTERS



- Develop a mission or vision statement around diversity, equity, and inclusion.
- Establish a task force to lead diversity, equity, and inclusion work. Provide leadership support around task force activities.
- Integrate diversity, equity, and inclusion into professional development.
- Establish affinity groups to offer a safe space for people who have similar backgrounds to share their experiences, receive support, and discuss opportunities to address workforce challenges and needs.

RESOURCE HIGHLIGHT

Free DEI Statement Template



Click [here](#) to access the Free DEI Statement Template!



BUILDING A MULTIDIMENSIONAL CULTURE OF WELLBEING



Source: [Unsafe, Unheard, Unvalued: A State of Inequity Report](#)

JEDI-B SUBJECT CONSIDERATIONS



Areas to Consider

- Ableism
- Fatphobia/Anti-Fat Bias
- Gender Inclusivity
- Lived Experiences
- Misogyny
- Racism/Appropriation

QUESTIONS TO CONSIDER

Engaging Your Employees



- Do employees act engaged and come to work enthusiastic and ready to work with the team?
- Do employees fully understand their role in the organization, and where they fit in the agency's purpose and objectives?
- Do employees feel they have a voice to offer ideas and express views to be included when the agency makes decisions and will feel respected when doing so?
- Do employees fully believe they can contribute as a member of the team?
- Do employees have focused and clear goals and feel trusted and empowered?
- Do employees receive regular and constructive feedback and have support in developing new skills?
- Do employees receive recognition for achievement?
- Do employees have strong and authentic values, and show clear evidence of trust and fairness based on mutual respect?
- Do employees have an equitable opportunity for training and development?

PRACTICES TO CONSIDER

Developing Your Employees



- Identify current DEI obstacles.
- Encourage cross training between divisions.
- Encourage employee memberships with external associations.
- Allow attendance at external seminars and conferences.
- Research online and in person training opportunities thru LMS.
- Provide Tuition Assistance Programs when available.
- Offer flexible schedules.
- Start a mentorship pilot in your organization and ensure you invite as many managers as possible to be mentors.
- Monitor the success of the mentees (retention, promotion, productivity) and the value of the relationship to both.
- Pair leaders as coaches with new employees.
- Integrate DEI into all training and education that advances the organization's strategy.

PRACTICES TO CONSIDER

Retaining Your Employees



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SOLUTIONS TRAINING AND ASSISTANCE
FOR RECRUITMENT & RETENTION

- Consider "Stay Interviews": exit interviews occur when an employee has already decided they are ready to end their employment. Stay interviews are a strategy to identify ways to keep a valued employee from leaving. They can be a great opportunity to gain useful feedback to support an employee. Sample questions:
 1. What kind of work culture do you work best in?
 2. What gets in the way of you being as successful as you want to be? What support do you need to get there?
 3. Do you feel connected to your team members?
 4. What types of projects do you find fulfilling?
- Build trust – Be open to learning about your employee and their perspective and worldview.
- Identify interests what does the employee want to learn and be exposed to.
- Mentors – Identify individuals that can serve as formal or informal mentors to help navigate problems.
- Check-in regularly on the experience employees are having in the workplace, and if the employee feels, they have what they need to be successful.
- Prioritize growth and innovation.
- Create a comprehensive diversity plan and weave it into the agency culture so employees feel welcome, potentially encouraging them to stay.



CONCLUSION

WHAT DOES IT MEAN TO APPLY A LENS?

JEDI-B & Wellness



“[A lens is simply a] framework to guide decision-making policies, procedures, programs, or decisions that are being considered.”



TAKING THE PATH OF JEDI-B

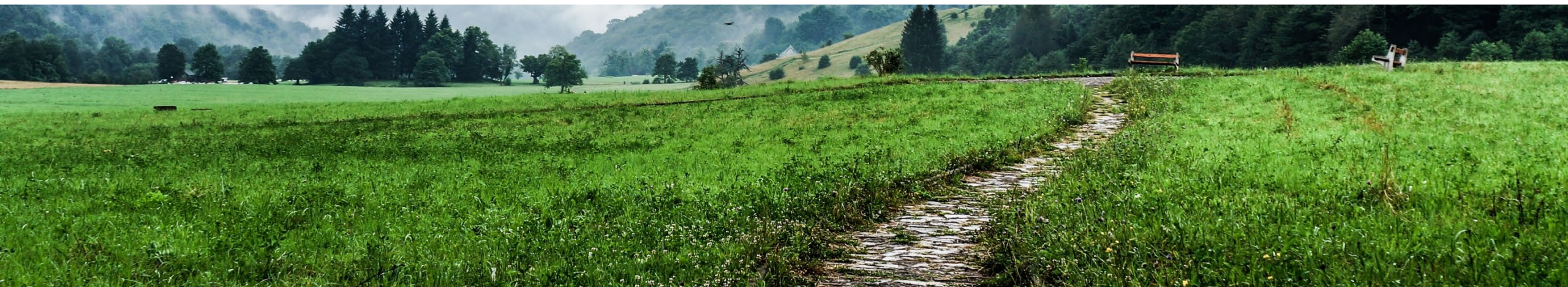
Steps for Organizational Growth



TAKING THE PATH OF JEDI-B



- The complexity and sensitivity of JEDI-B work can cause resistance, out of a desire to do it perfectly/right.
 - This is a great example of a time to not let perfection be the enemy of the good.
 - You don't have to do everything exactly right the first time, or any time, for that matter. We should all just be striving to do better with every project.



QUESTIONS



UPCOMING EVENTS: REGISTER NOW!

Diversifying the Health Center Workforce: Elevating Cultural Humility & Equitable Care

Wednesdays, ~~May 29~~ & June 5 | 3:00-4:00PM ET

Register here: <https://tinyurl.com/2mzptufw>

Retention Planning: Build It and They Will Stay, Part 2

Wednesday, June 12 | 4:00-5:00PM ET

Register here: <https://tinyurl.com/y6rsd77n>

Workforce Training & Technical Assistance Professional Development Series

Tuesdays, ~~March 19~~, ~~April 16~~, ~~May 21~~, June 18 | 12:00-1:00 PT ET

Register here: <http://tinyurl.com/23wua23d>





STAR² CENTER RESOURCES

- [Recruitment & Retention Self-Assessment Tool](#)
- [Health Center Comprehensive Workforce Plan Template \(formerly Health Center Provider Recruitment & Retention Plan - Newly updated!\)](#)
- [Pay Equity Checklist](#)
- [Financial Assessment For Provider Turnover Tool \(Newly Updated!\)](#)
- [Building an Inclusive Organization Toolkit](#)
- [Onboarding Checklist](#)
- [Supporting Mental Health Through Compensation Equity Factsheet](#)

[You can find all the STAR² Center's free resources here](#)

[Sign up for our newsletter here for new resources, trainings, and updates](#)

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