

2024 WORKFORCE SYMPOSIUM INCLUSIVE INNOVATION: PUTTING PEOPLE FIRST

APRIL 29-30 | NASHVILLE, TN



2024 WORKFORCE SYMPOSIUM

Welcome

Amanda Pears-Kelly & Suzanne Speer (ACU)

Monday, April 29, 2024



LEARN MORE ABOUT ACU

Access to Care & Clinician Support

Recruitment & Retention

National Health
Service Corps

Resources

Training

Networking

www.clinicians.org

THE STAR² CENTER

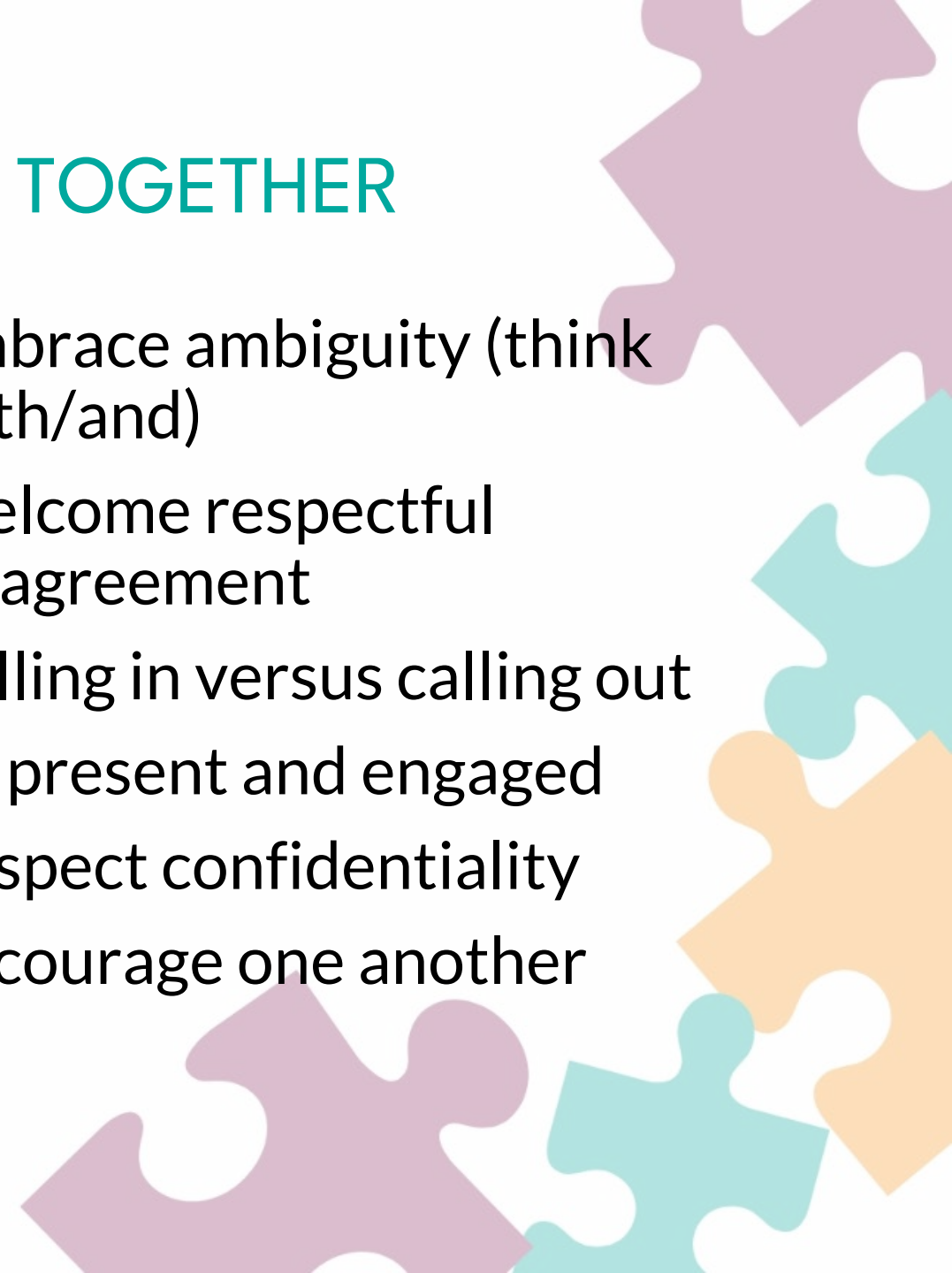
- National Cooperative Agreement awarded in 2014
- Funded by the Bureau of Primary Healthcare
- One of 22 National Training and Technical Assistance Partners (NTTAPs)
- All things Retention and Recruitment!

www.chcworkforce.org

Contact us: info@chcworkforce.org

GUIDING VALUES FOR OUR TIME TOGETHER

- 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



HOUSEKEEPING



TELL US ABOUT YOURSELVES!

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THANK YOU TO OUR SPONSORS & PARTNERS!





WORKFORCE IS THE FUEL

A health center with a full tank identifies workforce as an essential organizational issue, invests in appropriate operational and staffing resources, and has some key features...



Core Components

Data-Informed
Workforce Plan

Equitable &
Effective
Compensation
Structure

Positive Culture
Focused on
Engagement

Tested
Recruitment &
Retention
Strategies

Health
Professions
Training Program

Chief Workforce
Officer

High-Functioning
Managers

Policies that
Support Diversity
& Cultural
Respect

ANNOUNCING



ACU
NATIONAL CENTER
for **WORKFORCE**
DEVELOPMENT & TRAINING



ENJOY THE SYMPOSIUM!



2024 WORKFORCE SYMPOSIUM

HRSA Updates

Capt. Sheila Pradia-Williams (BHW) &
Cmdr. Jayne Berube (BPHC)

Monday, April 29, 2024



YOUR SPEAKERS



CMDR. JAYNE BERUBE
(she/her)
**Team Lead for BPHC's Care
Integration and Workforce
Team**



**CAPT. SHEILA PRADIA-
WILLIAMS**
(she/her)
**Senior Advisor & Director for
Strategy, Programs and
Partnerships, BHW**





BPHC's Workforce Well-being Initiative

April 29, 2024

10:00a.m. – 10:20 a.m. ET

CDR Jayne Berube
Team Lead
Office of Quality Improvement, BPHC

Vision: Healthy Communities, Healthy People



Workforce Well-being Activity Milestones

Health Center and PCA Data:

March 29, 2024 – Release of PCA and Health Center EHB Dashboards

April 2023 – Health Center Preliminary Reports

National Data:

Fall 2023 - National Survey Data Released on the HRSA Data Warehouse

<https://data.hrsa.gov/topics/health-centers/workforce-well-being>

Survey Administration:

November 2022 – January 2023 to all HRSA supported health centers

BPHC Workforce Well-being Website:

<https://bphc.hrsa.gov/technical-assistance/clinical-quality-improvement/health-center-workforce-well-being-initiative>



National Dashboard

Explore Health Center Workforce Well-being Survey Data

Domain Summary Overview

Domain Detail

Domain Question Detail

Single Characteristic Summary

Filter Data by Staff Characteristics

Filter Data by Health Center Characteristics [Refresh Filters](#) ?

Filter Data By Job Category Level Select Major Job Category

Job Category: [v] Major: [v] (All): [v]

Region **Funding Category** **Health Center Size** **Rural/Urban**

5: [v] (All): [v] (All): [v] (All): [v]

Data Selected: Major Job Category: All
 Region: 5 | Funding Category: CHC only or Look Alike, Multiply funded, Special Populations Only
 Health Center Size: All | Rural/Urban: All

Domain Summary Overview: Average Overall Scores

Note: Once filters are selected, "Missing/Suppressed" values are removed from the below chart.

* Indicator of Well-being reverse scoring

Click a Domain/Outcome heading below to jump to its Domain Detail Report

Domains	Overall Average Score	Percent Positive Responses <i>Response values of 4-6</i>	Percent Negative Responses <i>Response values of 1-3</i>
Mission Orientation	5.4	100%	0%
Meaningfulness	5.3	99%	1%
Social Support	5.1	98%	2%
Supervision	5.0	94%	6%
My Work Team	4.9	96%	4%
Positive Workplace Culture	4.8	96%	4%
Recognition	4.7	96%	4%
Professional Growth	4.7	94%	6%
Adequate Resources	4.6	95%	5%
* Moral Distress	4.4	92%	8%
Training Provided	4.4	89%	11%
Leadership	4.3	85%	15%
Work Life Balance	4.3	90%	10%
Supportive Health Center Processes	4.2	90%	10%
* Workload	4.1	92%	8%

HRSA Data Warehouse: <https://data.hrsa.gov/topics/health-centers/workforce-well-being>

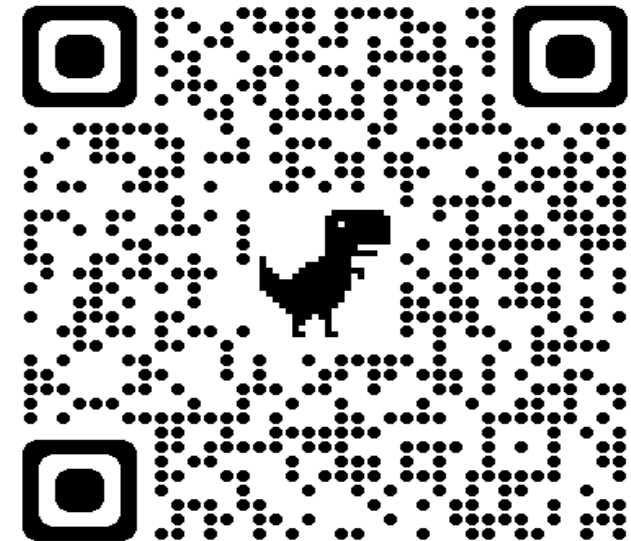


Data Informed Technical Assistance

Technical Assistance Opportunities:

- Communities of Practice
- Virtual Learning Collaboratives
- Virtual Office Hours
- Virtual Coaching
- Focused Capacity Building
- Promising Practices
- Employee Well-being Strategy
- Action Planning
- Case Study Presentations
- Webinars

Sign Up for Technical Assistance Events



<https://bphc-wellbeing-ta.impactivo.com/>



Save the Date - Upcoming Technical Assistance in May

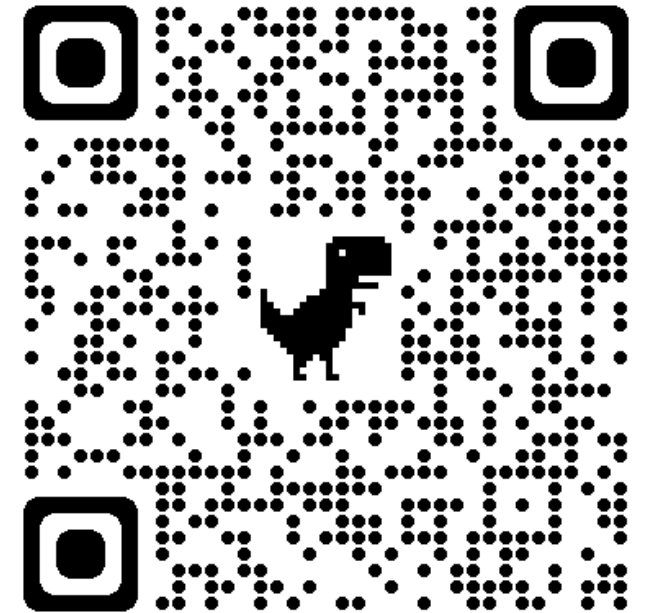
Technical Assistance Events

<https://bphc-wellbeing-ta.impactivo.com/>



Onboarding: The Beginning of Employee Well-being Webinar

May 15, 2024 at 2:00 – 3:00 p.m. ET



Sign Up for the TA : <https://bphc-wellbeing-ta.impactivo.com/>



Communities of Practice - Coming in May!



Caring for the Caregivers: Implementing A Lifestyle Medicine Approach

Designed for: Patient-facing roles working at HRSA supported health centers

Time: Biweekly, Wednesdays at 2-3:30 p.m. ET, May 8, 2024 - August 14, 2024



Redesigning Workflows for More Effective and Efficient Processes

Designed for: Health center managers responsible for daily non-clinical operations

Time: Biweekly, Tuesdays at 2-3:30 p.m. ET, May 14, 2024 - August 20, 2024



Structuring Clinical Teams and Workflows Amid Workplace Shortages

Designed for: Managers that support clinical teams' daily operations

Time: Biweekly, Thursdays at 2-3:30 p.m. ET, May 16, 2024 - August 22, 2024

- ❖ Build a community of peers
- ❖ Learn effective strategies and tools
- ❖ Develop a tailored action plan
- ❖ Receive individualized technical assistance

Sign Up for the TA : <https://bphc-wellbeing-ta.impactivo.com/>



Questions



Contact Us

Please direct any additional questions through our BPHC Contact Form

BPHC Contact Form:

Salesforce category>APCMH H80> Salesforce sub category>other>within Salesforce Case owner> OQI- Quality

Or call 877-464-4772 from 8:00 a.m. to 8:00 p.m. ET, Monday-Friday (except federal holidays).





Building the Health Workforce

Association of Clinicians for the Underserved Workforce Symposium

April 29, 2024

Sheila Pradia-Williams
Deputy Associate Administrator
Bureau of Health Workforce (BHW)
Health Resources and Services Administration (HRSA)

Vision: Healthy Communities, Healthy People



The Health Workforce Challenge



IDEAS • HEALTH

American Health Care Faces a Staffing Crisis And It's Affecting Care

IDEAS BY ROBERT GLATTER, PETER PAPADAKOS, AND YASH SHAH JUNE 30, 2023 9:43 AM EDT

Hospitals, urgent care facilities, clinics, and imaging centers throughout the United States are experiencing staffing issues. Since the COVID-19 pandemic, costs have reached new highs as institutions are forced to staff their facilities with temporary health professionals due to rising turnover, fluctuations in demand, and evolving appreciations for work-life balance. These temporary, or “locums,” physicians, mid-level administrators, travel nurses, therapists, and technicians are paid many multiples more than regular staff. Frequently, existing long-term employees feel undervalued in relation to these temporary workers and some resign to join the rapidly expanding pool of locums healthcare workers while others seek out early retirement.

The Washington Post

Primary care saves lives. Here's why it's failing Americans.

By Frances Stead Sellers

October 17, 2023 at 6:00 a.m. EDT

More patients are losing their doctors – and their trust in the primary care system

DECEMBER 22, 2023 · 5:00 AM ET

HEARD ON MORNING EDITION

By Lynn Arditi

FROM The Public's Radio at 89.3FM

Modern Healthcare

March 07, 2024 05:00 AM

Why physician, nursing staffing shortages persist

MARI DEVEREAUX X in

Training bottlenecks, uneven distribution of certain providers and expected regulation are adding roadblocks to efforts to tackle pervasive staffing shortages throughout healthcare.

The National Center for Health Workforce Analysis predicts that by 2036 the industry will have shortages of more than 68,000 primary care physicians, 62,400 psychologists, 42,100 psychiatrists, 6,600 obstetrician-gynecologists and 33,100 family medicine physicians, in addition to deficits of other specialties.

Here's a snapshot of workforce challenges the industry is facing.

Physicians specialties want more residency slots

Some specialties are feeling the labor shortage more acutely than others.

The Washington Post
BUSINESS
TUESDAY, OCTOBER 16, 2023 · SECTION G

How to Fix the Nursing Shortage



SEATTLE, WA - JANUARY 21, EDITORIAL USE ONLY: Nurse Elisa Gilbert checks on a patient in the acute care COVID-19 unit at the Harborview Medical Center on January 21, 2022 in Seattle, Washington. The highly transmissible omicron variant is putting a significant strain on health systems nationally resulting in staffing shortages and changes in capacity strategies. Photo by Karen Doozy/Getty Images (Photographer: Karen Doozy/Getty Images North America)

Comment Save Gift Article Share

The US health-care system needs more nurses. Nursing schools aren't producing enough graduates, young workers are quitting, and older ones are retiring early. Throughout the pandemic, widespread shortages reduced the quality of care and even cost lives. To bolster the workforce and better prepare for the next crisis, the US must invest in its domestic pipeline and clear hurdles for qualified international talent.

Nursing shortages have been a problem for decades and will persist well after Covid-19 subsides. Not only is the US population aging, but nurses themselves are getting older. Some researchers estimate that 1 million registered nurses will retire by 2030.

In the past, hospitals, nursing homes, clinics and other health-care facilities have turned to staffing agencies during shortages. Travel nurses, as they're known, crisscross the country, typically working 13-week stints. At the height of the pandemic, they could easily triple or quadruple their pre-pandemic salaries, earning as much as \$5,000 to \$10,000 a week.



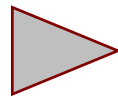
Bureau of Health Workforce

MISSION Improves the health of underserved populations by

- ▶ strengthening the health workforce
- ▶ connecting skilled professionals to communities in need



EDUCATION



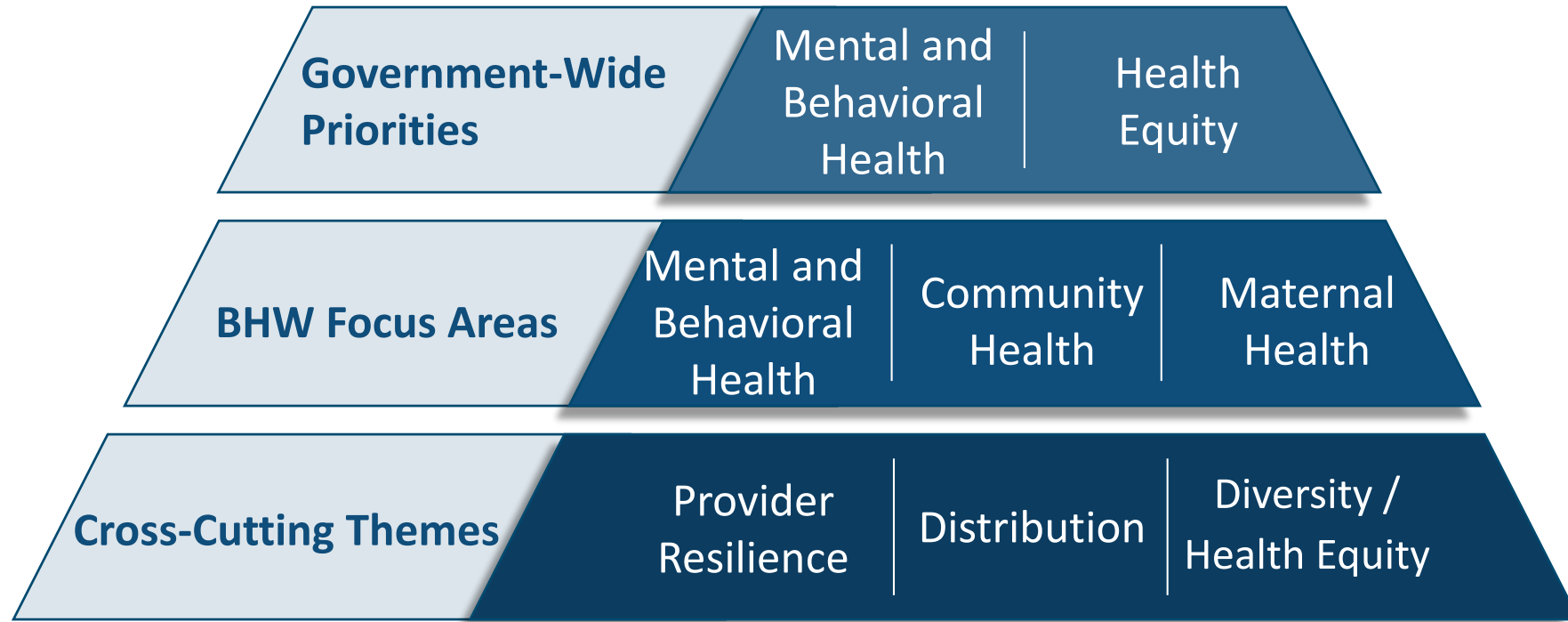
TRAINING



SERVICE

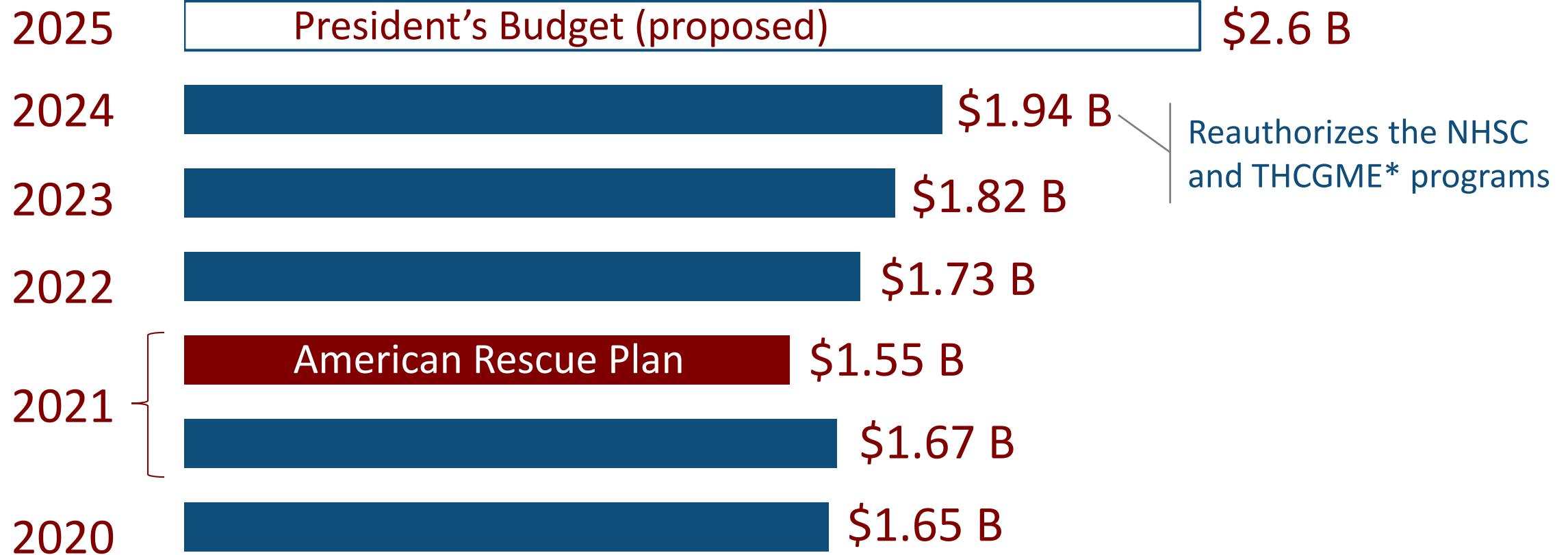


HRSA Workforce Focus Areas (2023-2024)



BHW Budget History

Fiscal Year

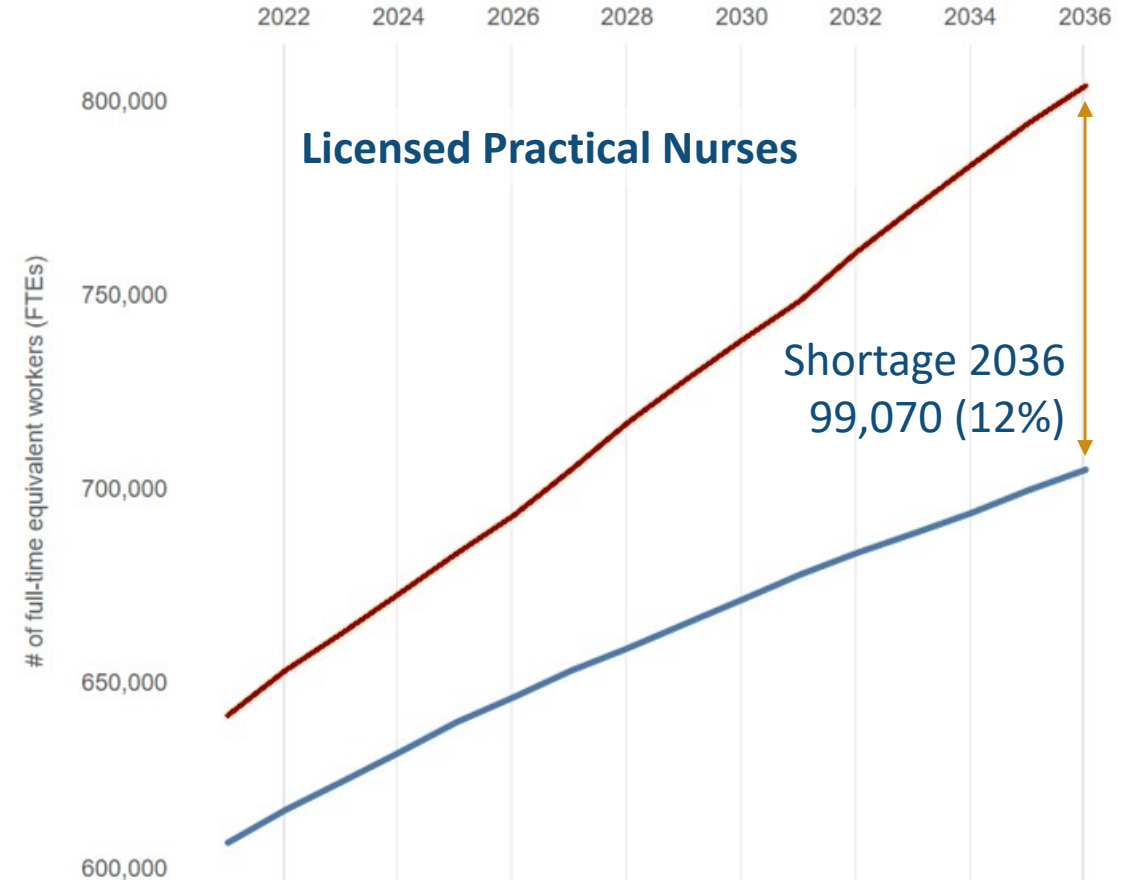
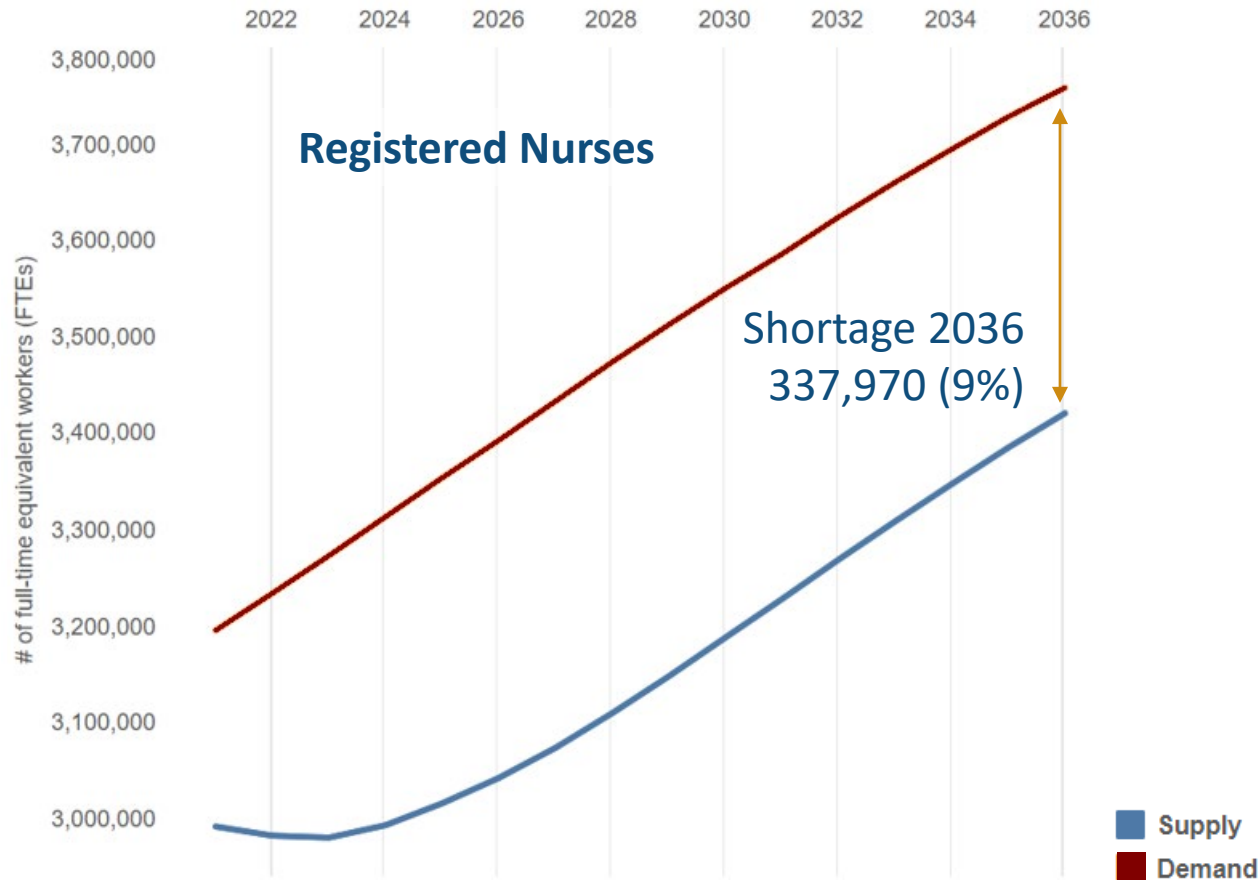


*NHSC = National Health Service Corps

THCGME = Teaching Health Center Graduate Medical Education



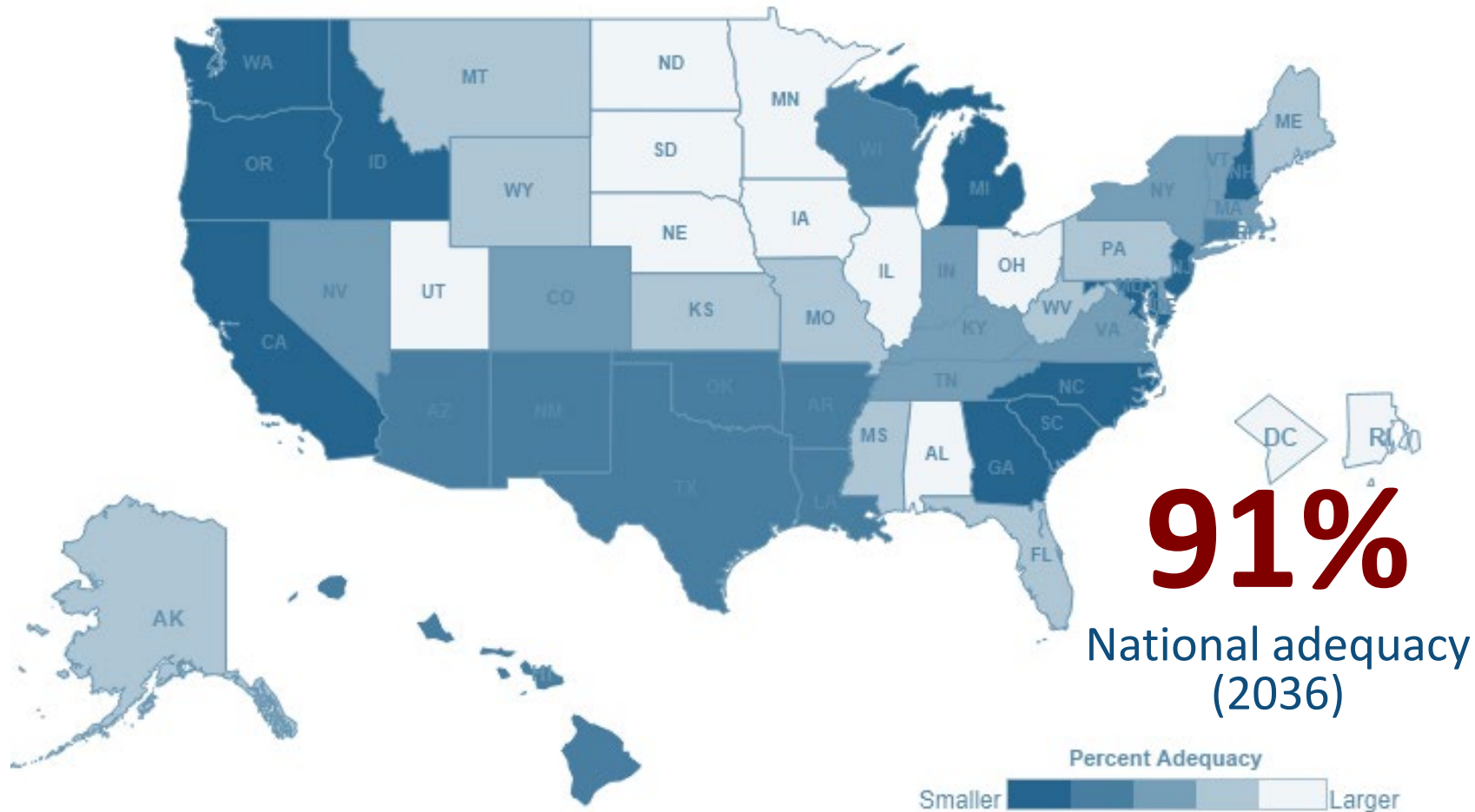
Projected Nursing Shortages (2036): RNs and LPNs



data.hrsa.gov > Workforce Projections Dashboard



RN Shortages: Percent Adequacy by State, 2036



Lowest Projected Adequacy (2036)

GA	71%
CA	74%
WA	74%
NJ	75%
NC	77%
NH	77%
SC	79%
MD	80%
MI	81%
OR	84%
ID	84%

data.hrsa.gov > Workforce Projections Dashboard

2022 National Sample Survey of Registered Nurses



Key Topics

- Size and composition of workforce
- Educational attainment and pathways
- Employment
- Experience during the pandemic
- Burnout
- Job satisfaction

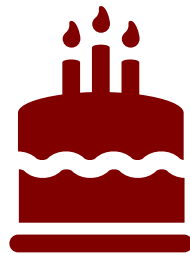
Results Released March 2024

Nursing Workforce Is Changing

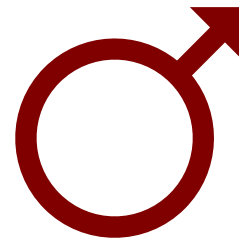
2022 NSSRN vs. 2018 NSSRN



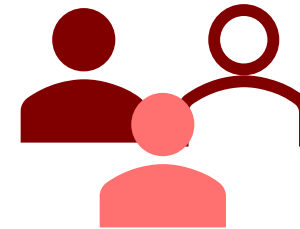
More RNs



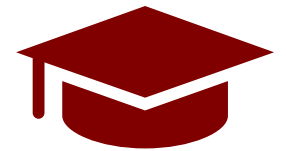
Younger



More Males



More Diversity



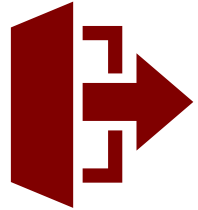
More Educated



data.hrsa.gov > Nursing Workforce Dashboard



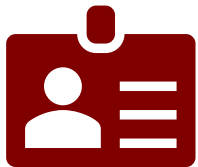
The Pandemic's Impact on RNs



5% left the nursing workforce



82% felt burned out at some point



44% experienced employment change



26% felt burned out every day



Almost 25% had employment disrupted



Degree of dissatisfaction nearly doubled to 20%

Growing the Nursing Workforce

\$194.2 M

awarded in FY2023

414

awardees in FY2023



AY 2022-2023

Trainees from disadvantaged backgrounds	32%
Training sites	5,821
Training sites in medically underserved communities	63%
Graduates/Completers	10,174

Loan Repayment and Scholarship Programs

➤ LOAN REPAYMENT PROGRAMS

CLOSES

NHSC LRP

NHSC SUD Workforce LRP

NHSC Rural Community LRP

STAR* LRP

Pediatric Specialty LRP

Faculty LRP

May 9

Coming Soon



➤ SCHOLARSHIP PROGRAMS

Nurse Corps

May 2

*STAR = Substance Use Disorder Treatment and Recovery

STAY INFORMED: Sign up for email updates. <https://bhw.hrsa.gov/subscribe-to-emails>



Grant Opportunities: Open or Expected 2024*



- Opioid-Impacted Family Support Program†
\$16.8 M / 28 awards / HRSA-24-016
OPEN through May 6, 2024
- Medical Student Education Program‡
Forecasted / HRSA-24-074
- Nurse Education Practice, Quality, and Retention—
Registered Nurse Training Program‡
Forecasted / HRSA-24-098

*Programs listed are on Grants.gov as of April 15, 2024. This list is not comprehensive for Fiscal Year 2024.

†Health centers are eligible.

‡Open to institutions of higher education.



Data Tools and Insights

Practical Applications for Storytelling and Other Uses



NATIONAL HEALTH WORKFORCE COLLABORATIVE

Empowering health professionals to lead retention, recruitment, and training of the health workforce

NEXT WORKSHOP → **MAY 21, 12-2 PM ET**

- Learn from and collaborate with colleagues from public and private sectors
- Gain insights on cutting-edge workforce data tools from BHW experts
- Explore how to apply HRSA and BHW data to share your progress and address needs

Become a HRSA Grant Reviewer

➤ REQUIRED EXPERTISE (in at least one area)

Behavioral health
Health workforce training
HIV/AIDS
Maternal and child health
Primary care delivery
Rural health
Underserved communities:
either work with or
be a member of

➤ ADDITIONAL EXPERTISE

Diversity, equity, inclusion
and accessibility
Health equity
Lived experience
Social determinants of health

➤ BENEFITS

Learn about the
grantmaking process
Meet and work with others
with shared interests
Earn an honorarium
(nonfederal participants)



hrsa.gov/grants/reviewers



Learn How to Become a Grant Reviewer

HOW TO BECOME A
GRANT REVIEWER PAGE



Or search
“HRSA grant reviewer”

REGISTER TO BE A REVIEWER ON THE
REVIEWER RECRUITMENT MODULE



Or search
“HRSA reviewer recruitment”



Contact Us

Sheila Pradia-Williams

Deputy Associate Administrator

Bureau of Health Workforce (BHW)

Health Resources and Services Administration (HRSA)

Email: BHWSpeakerRequest@hrsa.gov

Website: bhw.hrsa.gov



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TIME FOR A BREAK!



2024 WORKFORCE SYMPOSIUM

Psychological Safety: Putting People First

Dr. Michelle Fernández Gabilondo (ACU STAR² Center)

Monday, April 29, 2024



YOUR SPEAKER



Dr. Michelle Fernández Gabilondo, DSW, MSW

(she/her(s)/ella)

Director of Workforce Development

mfernandez@clinicians.org

LEARNING OBJECTIVES

- Understand the meaning of psychological safety and its role in fostering workplace well-being.
- Identify leadership's responsibility in advancing and supporting the development of a psychologically safe workplace.
- Illustrate the intersection between psychological safety and inclusion and belonging.
- Build psychological safety through a group activity.

WORKFORCE IS THE FUEL



A health center with a full tank identifies workforce as an essential organizational issue, invests in appropriate operational and staffing resources, and has some key features...

CORE COMPONENTS

Data-Informed
Workforce Plan

Equitable &
Effective
Compensation
Structure

Positive Culture
Focused on
Engagement

Tested
Recruitment &
Retention
Strategies

Health
Professions
Training Program

Chief Workforce
Officer

High-Functioning
Managers

Policies that
Support Diversity
& Cultural Respect

CORE COMPONENT

Positive Culture Focused on Engagement

A culture of **two-way communication** to continually improve the practice experience, reduce burnout, and support transdisciplinary teams in a consistent way.





DEFINING PSYCHOLOGICAL SAFETY

WHAT IS PSYCHOLOGICAL SAFETY

Psychological safety is the **freedom to make mistakes, challenge the status quo, and express your thoughts, ideas, concerns, and opinions at work without fear of negative repercussions or judgement.**

- One component of a psychologically healthy workplace
- Focuses on healthy communication
- Allows workers show up authentically
- Helps improve workforce well-being
- Drives ideas, innovation, and success
- Acknowledges mistakes are healthy

Sources: [American Psychological Association](#); [Center for Creative Leadership](#); [Harvard Business Review](#); [McKinsey & Company](#)



PSYCHOLOGICAL SAFETY AT WORK

- All *employees have the right* to show up to work authentically and contribute openly without fear of punishment or judgement.
- *Leadership has the responsibility* to ensure their organization has a culture that is psychologically safe and prioritizes employee feedback and needs.

PSYCHOLOGICAL SAFETY

**Nice /
Polite**



Respect

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What does it mean
to you to feel heard
in the workplace?

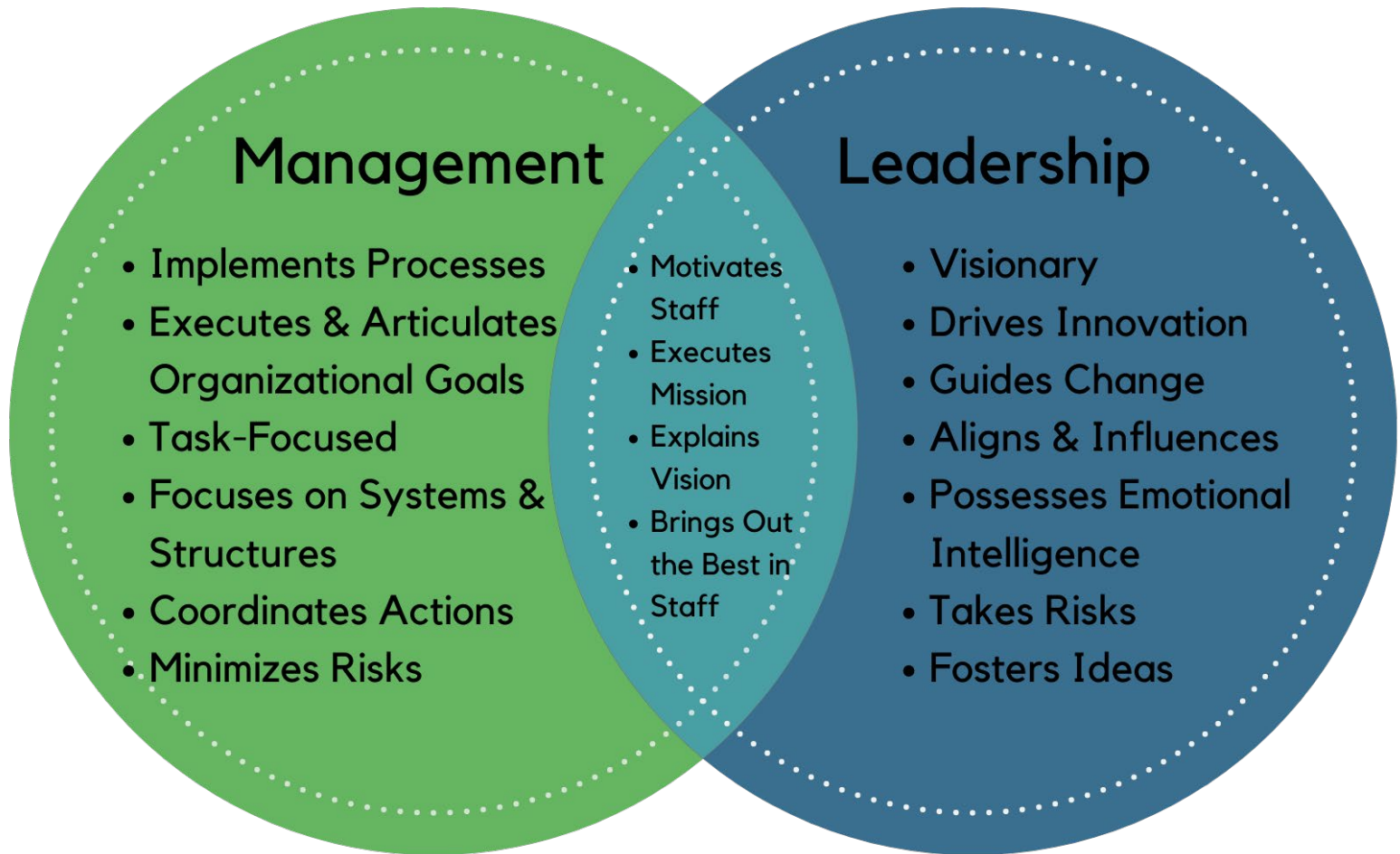




LEADERSHIP & PSYCHOLOGICAL SAFETY

MANAGEMENT VS. LEADERSHIP

- Employees leave bad managers
- Not every person in leadership is a leader
- Leadership means listening to staff
- It is critical to have a culture of positive communication



IMPACTFUL LEADERSHIP



Empathy



Humility



Vulnerability

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**



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How does your
organization
practice
psychological
safety?





UNDERSTANDING PSYCHOLOGICAL SAFETY

HOW TO CREATE PSYCHOLOGICAL SAFETY

-  Talk about it and make it a priority
-  Support speaking up and create open dialogue
-  Normalize mistakes and failure
-  Create space for brainstorming and new ideas
-  Dismantle the concept of perfection
-  Replace blame with curiosity
-  Lead with empathy and respect
-  Encourage truth-telling and healthy debate
-  Engage in active listening and trust intent
-  Practice giving and receiving feedback
-  Celebrate achievements and wins
-  Establish clear norms and expectations

INCLUSION & BELONGING

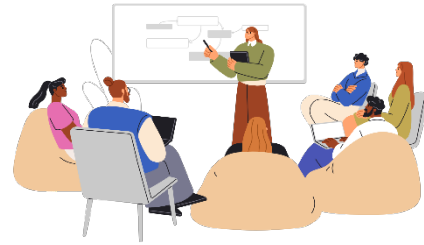
Psychological safety starts with inclusion and belonging

Inclusion = Action
Belonging = Feeling

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*.

FOUR STAGES OF PSYCHOLOGICAL SAFETY



Stage 1

Inclusion Safety

- Satisfies need to connect and belong
- Safe to show up authentically and be accepted

Stage 2

Learner Safety

- Satisfies need to learn and grow
- Safe to engage, experiment, and make mistakes

Stage 3

Contributor Safety

- Satisfies need to make a difference
- Safe to meaningfully use skills, knowledge, and abilities

Stage 4

Challenger Safety

- Satisfies need to make things better
- Safe to speak up and challenge the status quo

BUILD PSYCHOLOGICAL SAFETY



Leaders

- Celebrate learning from mistakes
- Provide debriefing sessions
- Encourage tough questions and embrace challenges to the status quo
- Applaud risk-taking and be empathetic
- Celebrate unique skills and talents



Organizations

- Train staff on psychological safety
- Discourage barriers, unnecessary hierarchies, and chains-of-command that impede multidirectional communication
- Recognize staff and team achievements
- Make clear toxic behavior is not tolerated



Employees

- Find solutions through teamwork
- Solicit and provide feedback
- Practice active listening and communicating respectfully
- Understand disagreements are healthy
- Be kind and empathetic

Psychological Safety within Team Meetings

Do team members avoid giving an opinion or sharing how they feel about a new idea, project, or policy?

Are team meetings dominated by one or two speakers?

Do new or less experienced team members feel comfortable sharing?

What happens when there is a conflict? Conflict can be a sign of health.

Are new ideas encouraged?

Peer Support

Do we discuss the concerns, needs of those on the team?

COMMUNICATION IN THE WORKPLACE

- What you say and what you do matters
- How you say it and the actions you take matter
- When and where you say it matters
- Practice **bidirectional** or **multidirectional communication** that is clear, concise, direct, and mindful
 - Create a dialogue
 - Don't be dismissive
 - Be open – listen, learn, adapt
- Take a **strengths-based perspective**
- Appreciation goes a long way!



ENGAGING IN TOUGH CONVERSATIONS

Help keep biases, blame, and negative emotions in check with some of the following communication basics:

- Don't make it a surprise. Let the other person prepare, too.
- Address issues as soon as possible.
- Don't assume ill intent.
- Express your feelings or how something affected you, but don't assume you know how someone else feels.
- Acknowledge others' feelings and what they say ("I hear you saying ___, and it sounds like you feel ___.")
- Be aware of power dynamics and perceptions.
- Try to build collaborative solutions with clear, defined goals/benchmarks for success. ("In the future, I will check with you before I do ___ and you've said you will let me know ahead of time if you need ___.")

WHEN FAILURE OCCURS...

Ask, *“What can we learn?”*
Rather than, *“What went wrong or how to prevent it?”*



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What do need to
feel comfortable
and safe to speak
up at work?



REMEMBER, PSYCHOLOGICAL SAFETY...

- Permits candor
- Reduces fear of speaking up
- Allows for interpersonal and team-based risk-taking
- Contributes to greater team cohesion
- Supports employee well-being by helping to reduce burnout, turnover, and toxic stress
- Moves away from the prescriptive to embrace creativity and new ideas
- Increases employee engagement, retention, and satisfaction
- Furthers an organizational culture of wellness
- Advances the principles of justice, equity, diversity, and inclusion (JEDI)

GROUP ACTIVITY

- Introduce yourself to everyone at your table.
- Engage in an exploratory dialogue to identify one or two things that every single person at the table has in common (*cannot be related to work*).
- Find something that is unique to each person sitting at your table.



QUESTIONS





STAR² CENTER RESOURCES

- [Recruitment & Retention Self-Assessment Tool](#)
- [Health Center Comprehensive Workforce Plan Template](#)
- [Implementing Staff Satisfaction Surveys Infographic](#)
- [Building a Resilient & Trauma-Informed Workforce Factsheet](#)
- [Turnover Calculator Tool](#)
- [Onboarding Checklist](#)
- [Supporting Mental Health Through Compensation Equity Factsheet](#)
- [C-Suite Toolkit: Health Professions Education & Training for Recruitment and Retention](#)

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

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

INTERESTED IN TRAINING ON YOUR OWN TIME?



Check out the STAR² Center Self-Paced Courses: chcworkforce.elearning247.com


And the ACU & STAR² Center Video webpage: www.youtube.com/channel/UCZg-CFN7Wuev5qNUWt69u0w/feed

And the STAR² Center Podcast page: [www.chcworkforce.org/web_links/star%^c2%^b2-center-chats-with-workforce-leaders/](https://www.chcworkforce.org/web_links/star%c2%b2-center-chats-with-workforce-leaders/)

STAY IN TOUCH!

 Chcworkforce.org

 Clinicians.org

 info@clinicians.org

 844-ACU-HIRE

TIME FOR A BREAK!



2024 WORKFORCE SYMPOSIUM

Identifying and Mitigating Bias in the Interview Process

Karoline Oliveira (Moses/Weitzman Health System)

Monday, April 29, 2024



Building a Just, Equitable,
Diverse, and Inclusive
Workforce: Strategies for
Workforce Recruitment
and Bias Reduction

2024 ACU Workforce Symposium
April 29th, 2024



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Karoline Oliveira, Ed.D



Chief Diversity, Equity and Inclusion Officer
Moses/Weitzman Health System



Session Objectives

- Gain a comprehensive understanding of the principles of JEDI and JEDI terminology
- Understand how to assess your organization's current recruitment practices through a JEDI lens
- Increase confidence to mitigate implicit bias in the recruitment process.



Presentation Reminders

- Safe Space versus Brave Space!
- This is an abbreviated training and additional information can be made available.



Moses Weitzman Health System Affiliates



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Community
Health Center, Inc.

the national institute for
nimaa
medical assistant advancement


ConferMEDTM
Connecting Primary Care to the Future

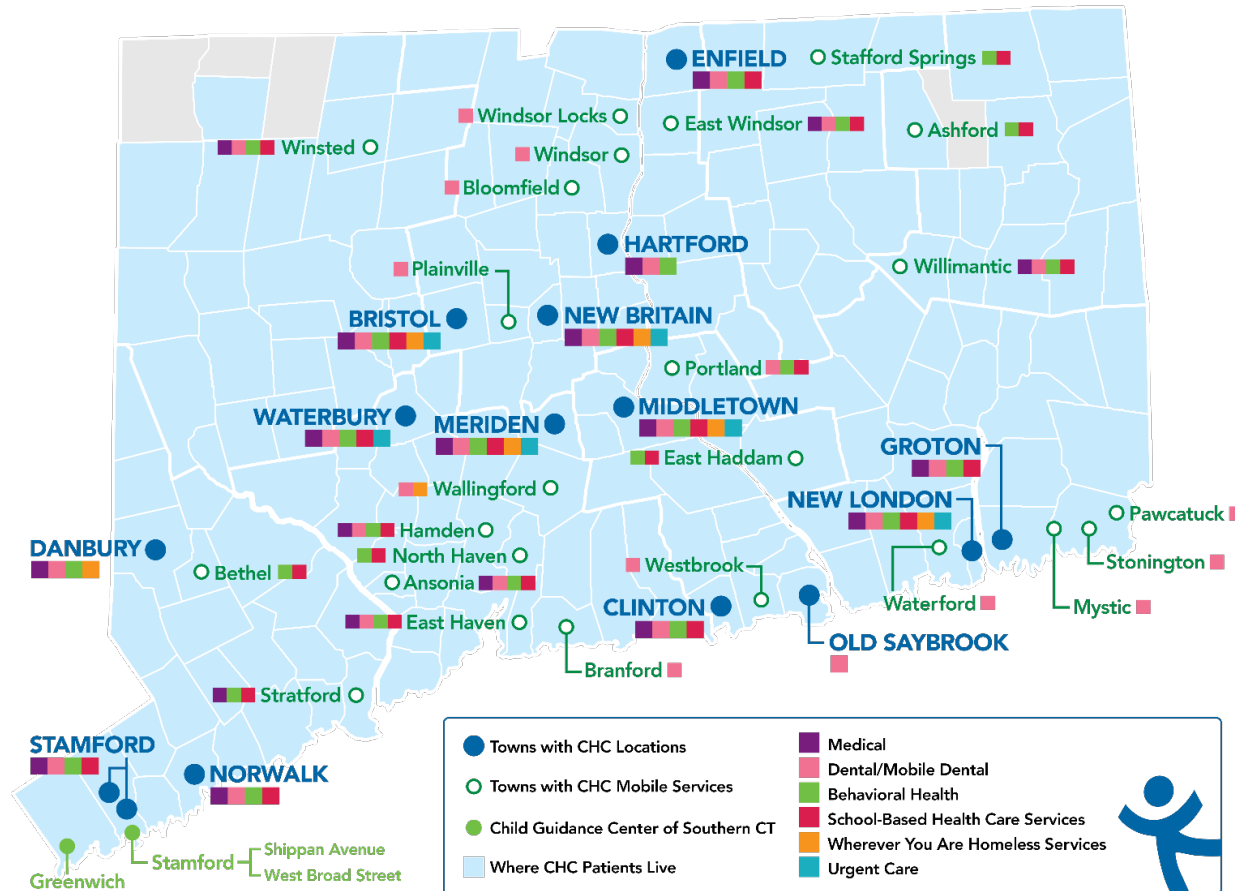


CONSORTIUM
FOR ADVANCED PRACTICE PROVIDERS



Community Health Center, Inc.

Locations and Service Sites in Connecticut



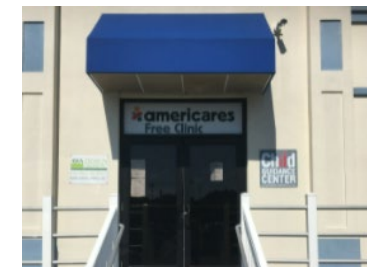
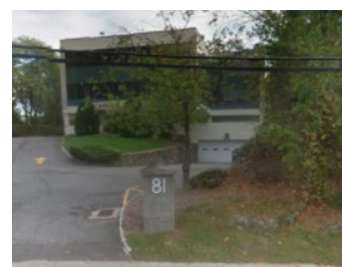
CHC Profile:

- Founded: May 1, 1972
- Staff: ~1,200
- Total Patients Served: 102,275
- Clinical Sites across CT: 19
- SBHCs across CT: 180+
- Students & Residents/year: 390
- Three Foundational Pillars:
 1. Clinical Excellence
 2. Research & Development
 3. Training the Next Generation

Community Health Center, Inc.



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Moses/Weitzman Health System JEDI Office

- **JEDI Office:** Small, but Mighty!
 - 1 Chief Diversity, Equity & Inclusion Officer (CDEIO) + 1,200 partners across the organization
 - Promotes the expectation that JEDI work is EVERYONE's responsibility

- **JEDI Commitment Statement:**

Moses Weitzman Health System Inc., and affiliates, are committed to advancing its values of justice, equity, diversity, and inclusion (JEDI) across the organization. We acknowledge, embrace and value the diversity and individual uniqueness of our patients, students, employees and external partners.

MWHS strives to foster a culture of equity and inclusion in broad and specific terms.

Our commitment to JEDI presents itself in our quality health care delivered to our patients, our passion for inclusive excellence for our employees, the learning environment we foster for our students, and the attention paid to our equitable and inclusive policies and practices across the organization.



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Moses/Weitzman Health System JEDI Highlights

- JEDI Webpage:
<https://www.mwhs1.com/jedi/>
- Health Equity Plan
- Justice, Equity, Diversity and Inclusion Council
- Employee Resource Groups
- Bias Incident Response Team (BIRT)
- Internal JEDI Podcast Series

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Mission Affiliates Weitzman Institute Leadership Education **JEDI** Climate Careers

JUSTICE, EQUITY, DIVERSITY AND INCLUSION



Dr. Karoline Oliveira leads justice, equity, diversity and inclusion efforts at CHC.

[CONTACT DR. OLIVEIRA](#)



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Foundations of JEDI in Recruitment

Overview of JEDI and JEDI Terms



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Poll: How familiar are you with the principles of Justice, Equity, Diversity, and Inclusion (JEDI)?

- Very familiar
- Somewhat familiar
- Not familiar at all



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Poll: How comfortable are you with applying a Justice, Equity, Diversity, and Inclusion (JEDI) lens to your work?

- Very comfortable
- Somewhat comfortable
- Not comfortable at all



Identifying JEDI Terms

JUSTICE

with equal
rights &
equitable
opportunities

EQUITY

in policy,
practice, &
position

DIVERSITY

of people,
perspectives

INCLUSION

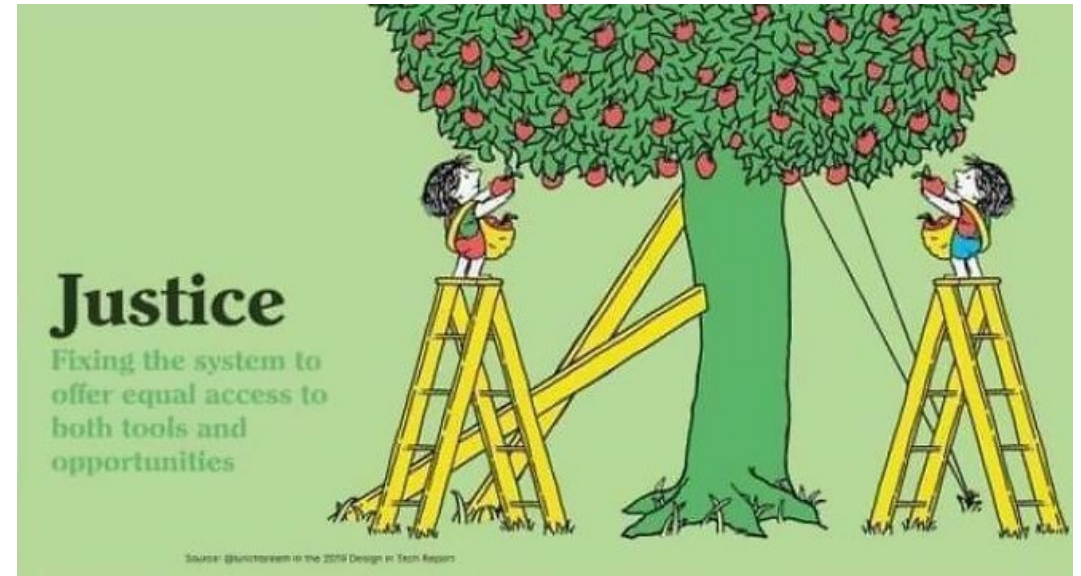
via power,
voice &
organizational
culture





Justice

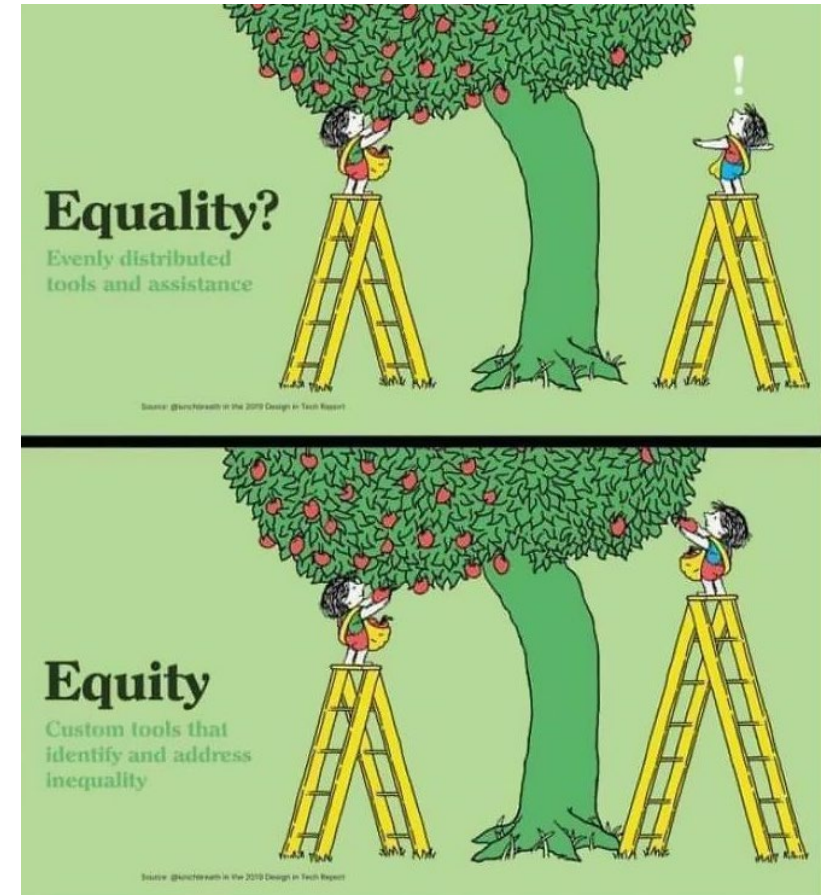
- Fair and impartial treatment of all individuals, ensuring that each person receives what is rightfully and ethically due to them.
- Involves the idea of moral rightness and fairness in the distribution of opportunities, resources, and consequences within a society.





Equity

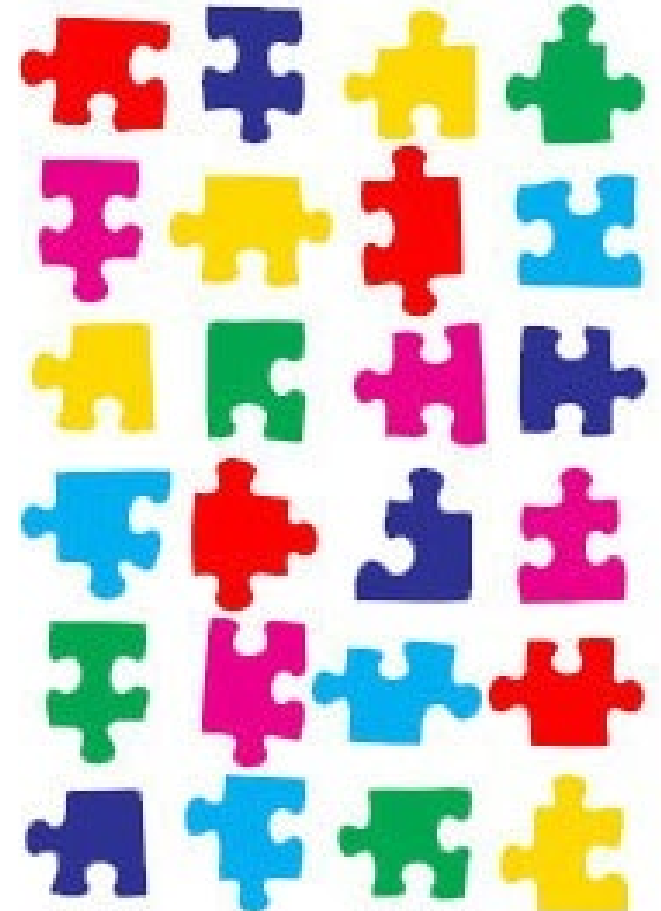
- Involves the promotion of fairness and justice by providing individuals with the resources and opportunities they need to achieve the same outcomes.
- Recognizes that people have different starting points and aims to address and correct these disparities to ensure everyone has an equal chance





Diversity

- Refers to the presence of a wide range of human differences, including but not limited to race, ethnicity, gender, sexual orientation, socio-economic status, age, physical abilities, religious beliefs, and more.
- Embracing diversity involves recognizing, respecting, and valuing these differences in individuals and groups.





Inclusion

- Deliberate effort to create environments and cultures that embrace and welcome diversity.
- Involves ensuring that all individuals, regardless of their differences, feel valued, respected, and included in decision-making processes, activities, and day-to-day life.





What is Your Organization's JEDI Why?

- To have a more diverse team of providers and professional staff to best serve your patients?
- To increase employee satisfaction?
- To increase retention rates for employees from underrepresented groups?
- Reputation of being a JEDI committed organization?
- Hmmmm.....





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Discussion Question:
What is your organization's why?



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How to Assess and Improve Your Current Organization's Practices



Review your organization's existing recruitment processes through a JEDI lens

- Identify areas of improvement to enhance fairness, equity, and inclusivity
- Develop a comprehensive strategy for recruiting, attracting, selecting and retaining diverse staff
- On-going engagement between an executive leader focused on JEDI and HR
- Being intentional about where we recruit, how we prepare job descriptions, how we allow employees to self-identify (where/when possible)
- Collect culture/climate data from employees to best understand workforce profile



Best Practices for Interviews and Hiring

- Adhering to state and federal anti-discrimination laws
- Structured and Consistent Interview Process
 - Standardized interview questions
 - Standardized evaluation criteria
- Equitable Hiring Committee
- Trainings for hiring managers
- Employee resource page for equitable hiring



Role of Technology

- Diversity Dashboard – developed via Workday
- Programs to help build a diverse database of prospective applicants (phenom people, Seekout)
- De-identifying applicant information (e.g. name, address, education)





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How to Improve Your Recruitment and Interview Process



Implicit Bias

What Is Implicit Bias (IB) and Why Does it Matter?

- Implicit bias is a natural phenomenon that results from our brain taking shortcuts to categorize and retrieve information that has been stored.
- IB refers to the automatic beliefs and assumptions we make based on our history, personal experiences, and exposure to social messages through things like media and entertainment.



Types of Implicit Bias

Understanding implicit bias can help you on your journey to developing the level of self-awareness needed to mitigate the potential negative effects of bias.

5 Common Types of IB:

1. Confirmation Bias
2. The Halo Effect
3. Anchoring Bias
4. Attribution Bias
5. Small Numbers Bias



Confirmation Bias

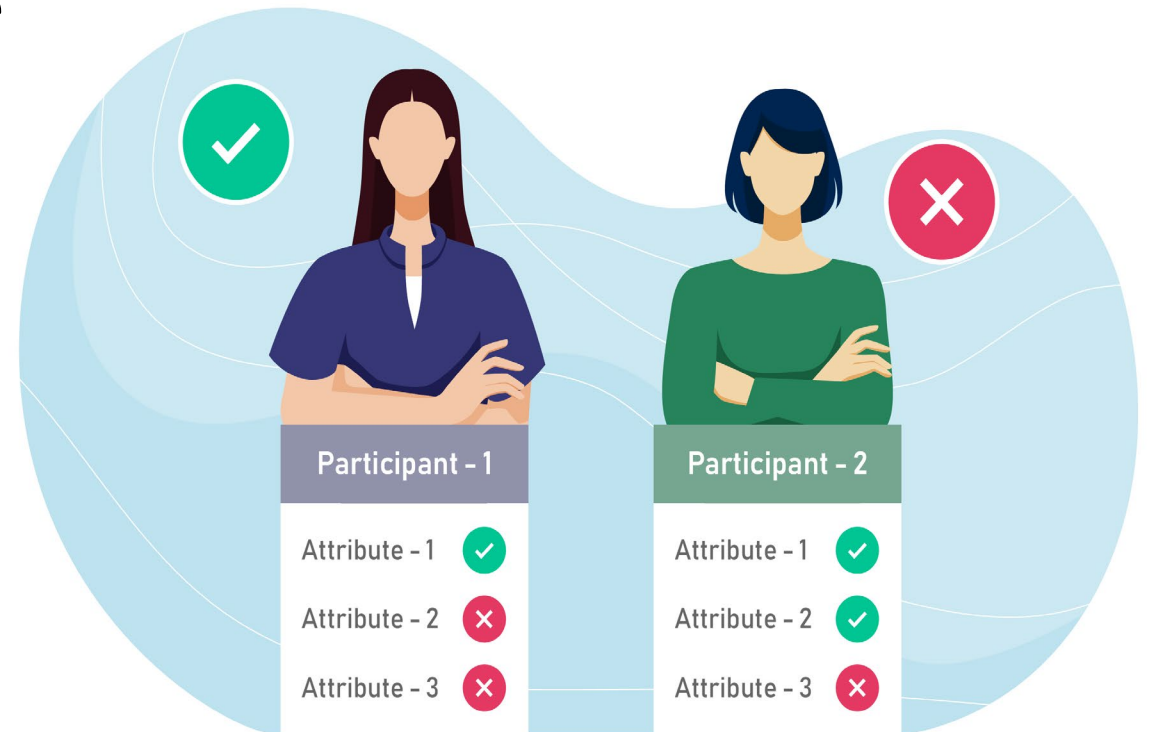
- Describes our tendency to interpret new evidence or recall information as a confirmation of pre-existing beliefs or ideas.





The Halo Effect

- Occurs when our impression of someone (or something) unconsciously influences our opinion of a different aspect of their character.
- In the business world, this bias often occurs during hiring and performance appraisals.





Anchoring Bias

- Occurs when we're overly influenced by older information, or an "anchor," when we interpret a new situation.
- This "anchor" is usually the first piece of information we hear, or what we are used to.





Attribution Bias or Fundamental Attribution Error

- Refers to our tendency to project negative traits onto someone when they make a mistake, rather than blaming the mistake on circumstances.





Small Numbers Bias

- Occurs when we overgeneralize about a group, culture, or society based on too little evidence.





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First Response Activity

The work begins with you!



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We are all public accountants at the
world's largest public accounting firm.



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We are award winning ballroom dance partners.
Spectators love to watch us dance.



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We are the beauty queens of 2019

Miss World

Miss Universe

Miss USA

Miss Teen USA

Miss America



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We are global athletes and have some of
the fastest times on the track!



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Strategies to Avoid IB in Hiring Process

Evaluate job postings:

- Review for biased language
- Review for lack of inclusive language (lavender resumes etc.)
- Expand scope of where you promote openings





Strategies to Avoid IB in Hiring Process

Establish a diverse selection team of individuals with different:

- Identities
- Perspectives
- Expertise
- Levels of authority



Strategies to Avoid IB in Hiring Process

Standardize selection process:

- **Resume Review** – incorporating rubrics, anonymous/de-identifying resume reading
- **Interviewing practices** – asking everyone same questions, modalities must be consistent (in-person, online or accepting written responses)
- **Check your bias** – these strategies are only as affective as the person engaging them.



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PSA Phone Screen and Interview Template



Step 1: Phone Screen (30 minutes)

- A. Recruitment provides the candidate with the following information (check-off when complete):
- Company and Position Overview:** Additional prep materials are sent via email
 - Benefits overview:** Medical plans, PTO, paid holidays, tuition assistance, 403b (benefits guide is sent via email)
 - Assessment:** eSkill (computer skills test) and Alta (Spanish skills test) – ask candidate to complete within 48 hours
 - Interview Process:** There are a total of 3 interviews to complete via Zoom – Manager, VP, CEO/Sr. VP. Prep materials are sent via email.
- B. Recruitment asks/confirms the following information and provides the responses to the hiring manager:



PSA Candidate Phone Screen - Recruitment

Candidate name:	
Date:	
Contact info (phone email):	
Job title:	
Location:	
Confirmation – candidate is aware they may need to travel to cover other locations when needed.	
Salary:	
Bi-Lingual Spanish/English required (include any other languages spoken):	
Education/Experience: Associates degree, medical office or medical assistant degree OR 2 plus years’ with directly relevant experience in a patient services role. <i>(Approved 9/12/2023 for NL only to have experience in lieu of edu.)</i>	
Why are you looking for a new opportunity:	
Why are you interested in working for CHC? What do you know about CHC - our model and the patients/communities we serve?	
Do you have prior experience working in Healthcare - Medical, Dental, or BH:	
Do you have prior experience :	<ul style="list-style-type: none"> 5. Collecting and updating patient demographics? 6. Scanning docs and Indexing 7. Working with an HER 8. Working within multiple systems simultaneously 9. Answering a high volume of phone calls
<ul style="list-style-type: none"> 1. Collecting payments, balances and copays 2. Reviewing Schedules to ensure accuracy and fill open appointments 3. Verifying active insurance coverage 4. Working with/protecting HIPPA/PHI 	
Why do you feel you are a good fit for the PSA role?	
Confirm schedule: M-TH 10:30am-7pm; F 8:30am-5pm; 1 S 8am-4pm // OR M-F 8:30am-5pm; 1 S 8-4pm	
Confirm start date: Any known conflicts?	
Confirm mandatory training times regardless of schedule (M-F, 8am-5pm, approx. 3.5 weeks):	
Make candidate aware 1st day would be on site in Middletown.	
Make candidate aware of IC docs (Flu, MMR doc., Varicella doc. PPD, Hep. B documentation, Health Statement)	
Completed by:	

Work History – past 3 (*position title and reason for leaving each job*)

Recruiter Notes & Assessment

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Step 2: Manager Interview (30 minutes)

- A. The hiring manager provides the candidate with the following information (check-off when complete):
- Overview of hiring managers role and background
 - Overview of CHC
 - Overview of the role, responsibilities, customer service, KPI's
 - Systems – Novo, eCW, Athena
 - Equipment provided and (if hybrid) internet connection needed
 - Overview of team structure and support
 - Overview of training process
- B. The hiring manager asks/confirms the following information and provides the responses to recruitment (to be forwarded by recruitment to the VP of Practice Administration).



PSA Candidate Interview – Hiring Manager	
Candidate name:	
Date:	
eSkills score:	
Alta score– need a 9 or higher 11- Superior Minus; 10- Advanced Plus; 9- Advanced; 8- Advanced Minus	
Why are you interested in working for CHC:	
Tell me about yourself, your prior work history and the accomplishments you are most proud of:	
Why are you interested in this position and why do you believe you are a good fit for the role:	
What have you enjoyed most about your previous roles:	
What have you enjoyed least about your previous roles:	
Do you have experience with high volume phone handling, how many daily calls would you answer:	
How do you define exceptional customer service – how would you provide exceptional customer service to our patients:	
Tell me about a time that you had a challenging interaction with a patient/client/customer, how did you handle the situation? Is there anything you would've done differently:	
How do you define a team player and how do you contribute in a team environment:	
How are you used to receiving communication from peers/managers? How do you prefer to receive communication:	
If Hybrid Position: Do you have any experience/how do you feel about working remotely/do you have a private space to work from:	
Questions asked by Candidate	
Hiring Manager Notes & Assessment	



Step 3: VP of Practice Administration Interview (20 minutes)

A. The VP of Practice Administration provides the candidate with the following information (check-off when complete):

- Introduction and overview VP of Practice Administration role
- History, mission, programs and innovations of CHC and its Weitzman Institute

B. The VP of Practice Administration asks/confirms the following information and provides the responses to recruitment (to be forwarded by recruitment to the CEO and Sr. Vice President).



PSA Candidate Interview – Vice President

Candidate name:

Date:

Why are you interested in working for CHC:

What do you know about CHC and the services we provide:

What do you know about the PSA position and why do you feel you are a good fit for the role:

What are your goals, what would you like to be doing in the next 2-3 years:

What do you feel are your strongest qualities:

In the context of PSA position, what skills do you feel you would like/will need to improve:

What else do you feel I should know about you:

Questions asked by Candidate

VP Notes & Assessment



Culture Fit Vs Culture Add

- We often discuss “Culture Fit” with regards to candidates for a position
- But we need to be cautious to allow unconscious bias or other assumptions to inappropriately screen out candidates because they may not seem to be a “fit”.
- With new additions to the workforce and community, comes new ideas, perspectives, and approaches to the work, which can ultimately lead to stronger teams, more inclusive policies, and better health outcomes.



Culture Fit Vs Culture Add

Examples might include:

Culture Fit	Culture Add
Relatively young team/early career professionals	Older/more experienced workers
Very comfortable with current processes/tools/somewhat change averse	Those from different types of organizations or with new ideas/tools to share
Limited representation from the LGBTQIA+ community	LGBTQIA+ population
All native English-speakers	Those with English as 2 nd language
No visible/known disabilities	Those who might need an accommodation
People who don't look, sound or act like me	Me?



Focus on the candidate's:

Experience

Knowledge

Skills

Abilities

Culture Add

Enhances Workforce
Diversity





The SPACE2 Model of Mindful Inclusion

Slowing Down — being mindful of your responses to others

Perspective Taking — actively imagining the thoughts and feelings of others

Asking Yourself — active self-questioning to challenge your assumptions

Cultural Intelligence— interpreting a person's behavior through their cultural lens rather than your own

Exemplars — identifying counter-stereotypical individuals

Expand — the formation of diverse friendships



Steps to reinforce your commitment to interrupting implicit bias

- Be brave, you can do uncomfortable things!
- Acknowledge your own biases
- Change your behavior
- Track your progress (regularly examine the profile of your team)
- Commit to life-long engaging and learning about people, cultures and experiences unlike your own.



“We can’t solve a problem if we don’t know what it is.”

(Kirwan Institute for the study of Race and Ethnicity)

Learn more about implicit bias:

- Harvard Implicit Association Test
<https://implicit.harvard.edu/implicit/takeatest.html>
- Kirwan Institute for the Study of Race and Ethnicity
<https://kirwaninstitute.osu.edu/implicit-bias-training>



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Activity





Instructions

- **Objective:** Work with your peers to discuss what can be done to enhance your organization's recruitment and interview processes through a JEDI lens.
- **Goal:** Utilize the print out to reflect on your key insights and actionable steps to improve your organization's recruitment and interview process.
- We encourage you to work with your neighbors to discuss your reflections with each other. Share your insights, listen to different perspectives, and engage in open and respectful dialogue.

Total Allotted Time: 10 minutes



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Questions?



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Scan to learn more about
Dr. Oliveira and JEDI at
Moses/Weitzman Health System!

