



The Great Retention: Inclusive Practices to Keep Talent at Your Organization

Suzanne Speer, Senior Director, Workforce Development

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YOUR SPEAKER



SUZANNE SPEER

(she/her)

**Senior Director, Workforce
Development**

sspeer@clinicians.org

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 22 National Training and Technical Assistance Partners (NTTAPs)
- Produces **FREE** Resources, Training, and Technical Assistance

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LEARNING OBJECTIVES



- Learn how to infuse DEI into all aspects of the employee experience
- Assess and evaluate workplace culture in conjunction with DEI principles
- Develop a foundation for intentionally inclusive onboarding



VALUES TO GUIDE OUR INTERACTIONS



- Make space, take space
- Commit to nurturing a space filled with grace
- 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; remove distractions (as much as possible)
- Respect confidentiality
- Encourage one another

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

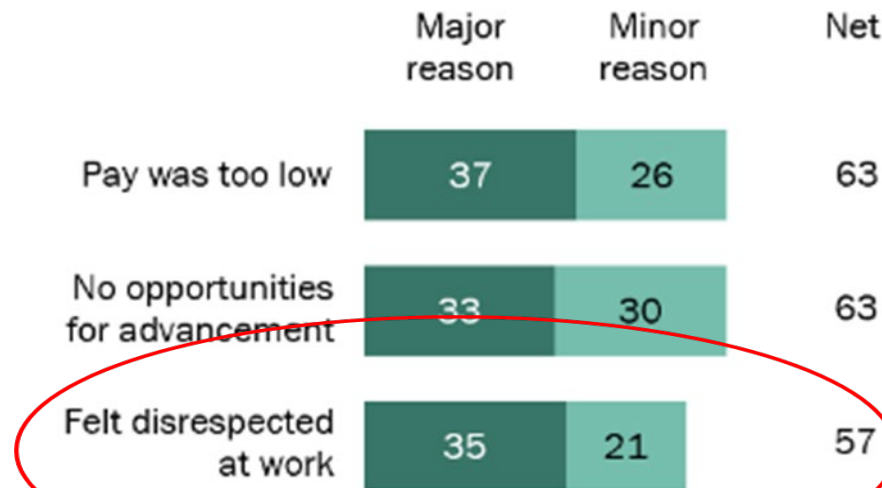
Policies that
Support Diversity
& Cultural
Respect

TOP REASONS WORKERS LEFT A JOB



Top reasons why U.S. workers left a job In 2021: Low pay, no advancement opportunities

Among those who quit a job at any point in 2021, %
saying each was a ____ why they did so



Other reasons (in order of major reason):

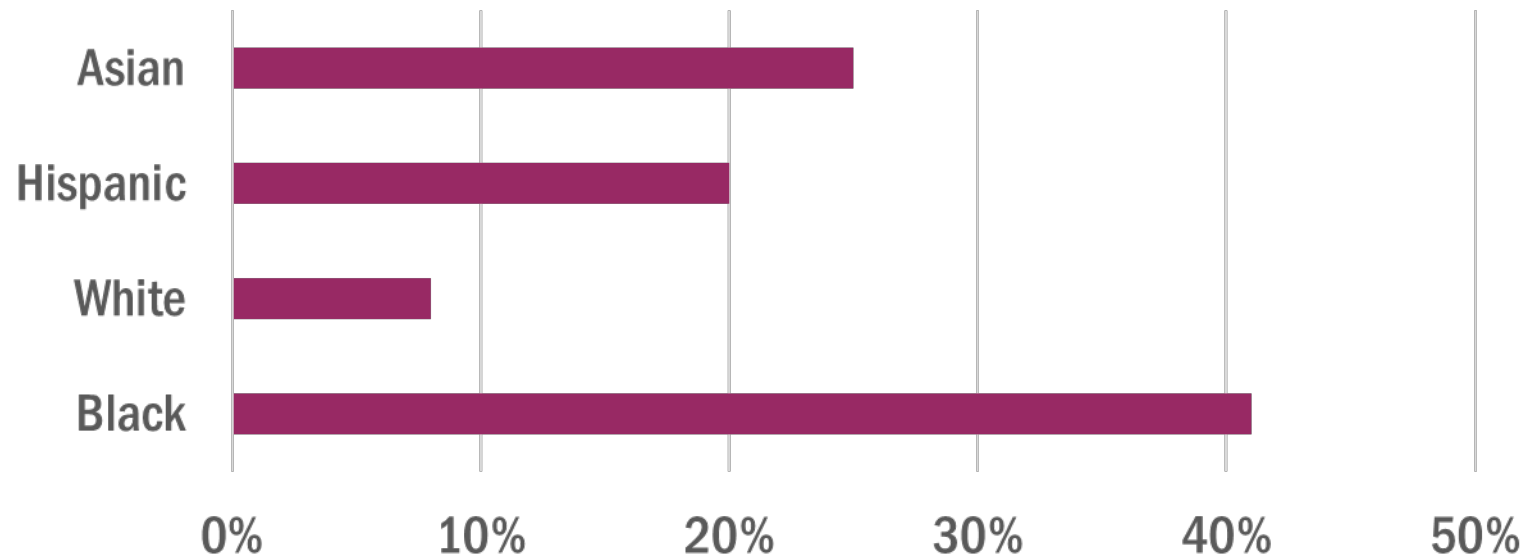
- Childcare issues
- Not enough flexibility to chose when to put in hours
- Benefits weren't good
- Wanted to relocate to a different area
- Working too many hours
- Working too few hours
- Employer required a COVID-19 vaccine

Source: Parker, K. and Menasce Horowitz, J. Pew Research Center. (March 9, 2022). [Majority of workers who quit a job in 2021 cite low pay, no opportunities for advancement, feeling disrespected](#)

DISCRIMINATION AT WORK



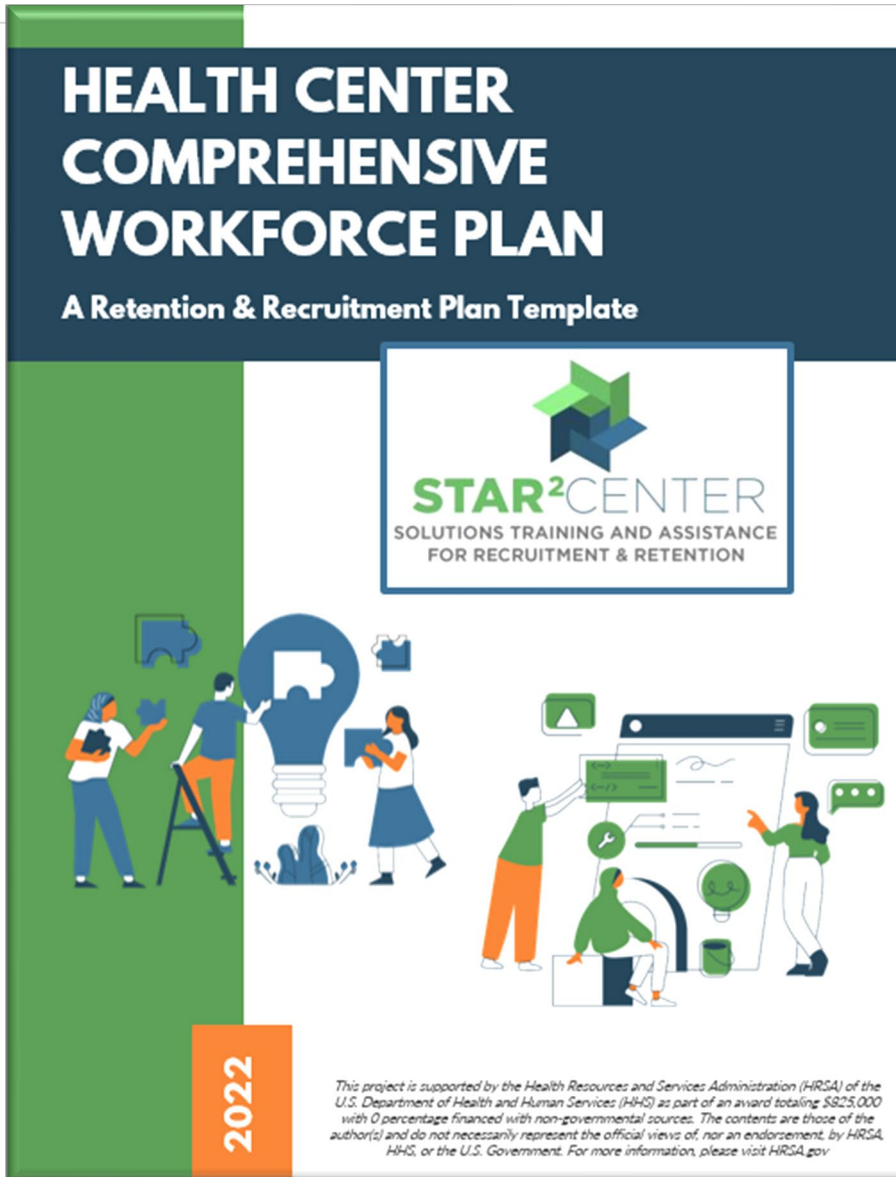
At some point, experienced discrimination or has been treated unfairly by an employer in hiring, pay or promotions because of their race or ethnicity (though not necessarily by their current employer):



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

WHERE DO INCLUSIVE PRACTICES “BELONG?”



- **THROUGHOUT!!**
 - Recruitment
 - Retention
 - Development
 - Engagement

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DEFINITIONS



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.

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.**

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.**

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.



INCLUSIVE HIRING

Embed DEI into the Recruitment & Hiring Process



Are you hiring people who embrace DEI?

- Share your organizations commitment to DEI in job announcements and on your website
- Ask DEI questions during the interview process



INCLUSIVE ONBOARDING

Prepare Your Team



Adding a new person can change team dynamics; reduce opportunities for bias and discrimination

- Talk to teams about how the new hire will contribute to the organization
- Describe who they will work with
- Be clear about their responsibilities, if they are taking on work of existing team members, and what the handoff process should look like

INCLUSIVE ONBOARDING

Individualize the Onboarding Process



Are we just checking off the box?

- Discuss expectations and schedules
- Be clear where you can offer some flexibility and how to request flexibility
- Consider the workspace and accommodations you can make. For example, did you place someone with anxiety or noise sensitivity in a loud and busy area?
- Are you taking an individualized approach to training new hires in using workplace technology?
- Invite questions and maintain an open-door policy

INCLUSIVE ONBOARDING

Emphasize Your Organizations Commitment to JEDI



- Describe your organization's JEDI commitment and values and how these help the organization achieve its mission
- Discuss how your organization meets that commitment
 - Required JEDI trainings (during onboarding and regularly throughout the year)
 - Use of inclusive and affirming language (language guide)
 - How are diverse perspectives included in decision making
 - How bias and discrimination is reported and handled

INCLUSIVE ONBOARDING

Check-in Regularly



Ask about team dynamics



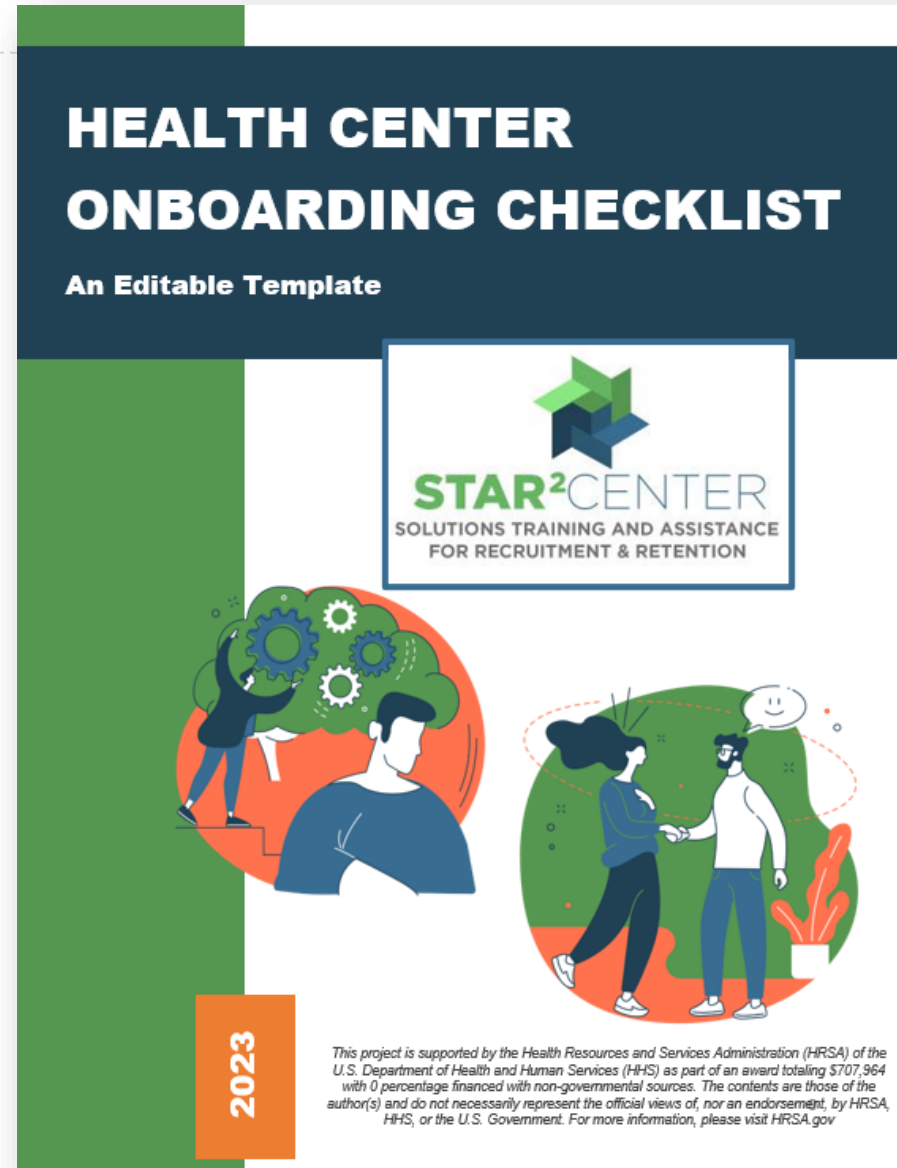
Ask if there is anything creating anxiety



Invite feedback on the onboarding process



ONBOARDING CHECKLIST



Access this Resource:



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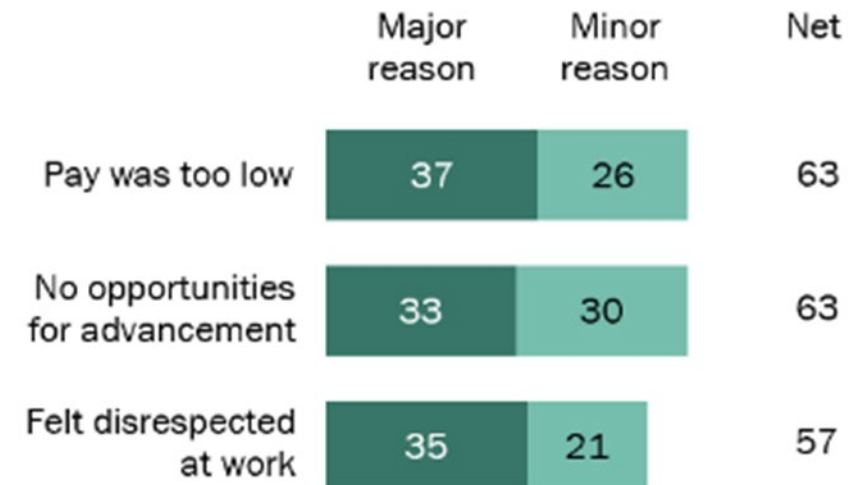
WORKPLACE EQUITY



- Pay equity and transparency
- Opportunities for advancement
 - Opportunities for professional development
 - Mentorship and coaching
 - Access to professional networks

Top reasons why U.S. workers left a job in 2021: Low pay, no advancement opportunities

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Source: Parker, K. and Menasce Horowitz, J. Pew Research Center. (March 9, 2022). [Majority of workers who quit a job in 2021 cite low pay, no opportunities for advancement, feeling disrespected](#)

PAY EQUITY RESOURCES



Pay Equity Audit Process

- 1 Secure leadership buy-in
- 2 Develop a compensation philosophy
- 3 Identify goals, outcomes, timelines, and resources
- 4 Understand the legal context of pay equity
- 5 Research internal compensation policies and practices
- 6 Gather data
- 7 Run an analysis to identify pay discrepancies
- 8 Interpret data
- 9 Communicate findings and propose action steps
- 10 Act and implement remediation practices
- 11 Continue to test and monitor

(ADP, n.d.; Aon, 2018; Barnard-Bahn, 2020; JazzHR & Gusto, n.d.; Lucid Content Team, n.d.; Messina, n.d.; Seyfarth, 2023; Symonds, 2022; Trusaic, n.d., 2021; Van der Laken, n.d.)



EQUAL PAY FOR WORK OF EQUAL VALUE:

Establishing Pay Equity Principles to Advance Workforce Financial Wellness

STAR² CENTER
WHITE PAPER 2023

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WORKPLACE INCLUSION



Inclusive benefits

- Floating holidays
- Expand FMLA to include chosen and expanded family
- Inclusive health insurance
- Financial wellness

“An overwhelming majority of American households (82.2 percent) depart from the traditional nuclear family structure.”

[Center for American Progress](#)

WORKPLACE INCLUSION



Other ways to be inclusive

- Quiet and prayer rooms
- Minimizing clutter in hallways for wheelchair access
- All gender restrooms
- Engage in community events and celebrations of diversity
- Inclusive workplace events (consider dietary restrictions, disabilities, time)

WORKPLACE INCLUSION



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- Develop a policy and procedure for dealing with discriminatory patients
- Train employees on how to respond to discriminatory behavior

 MASSACHUSETTS GENERAL HOSPITAL
EMERGENCY MEDICINE

Patient Bill of Rights


We are committed to maintaining the rights, dignity, and well-being of all MGH patients. Please refer to the full version of the MGH Patient Bill of Rights posted in our ED.

Patient Rights

- To be treated in a caring, safe, and compassionate way
- To know the names and specialties of those providing care
- To ask questions and receive complete and accurate information in your preferred language
- To say yes or no to treatment as allowed by law
- To have privacy (within the capacity of the facility) when being examined or when talking to a health care provider
- To review and request medical records, as allowed by law
- To say yes or no to taking part in a research study

Patient Responsibilities

- To work together with health care providers on plan of care
- To let health care providers know if you want family or others involved in care and decision making
- To share information about health history, any changes in health, and current symptoms
- To tell health care providers if you don't understand or think you will not be able to do what is being asked
- To ask questions before leaving the hospital about medications, activities and follow-up care

 MASSACHUSETTS GENERAL HOSPITAL
EMERGENCY MEDICINE

Patient, Family and Visitor Code of Conduct

It is the responsibility of all patients, families and visitors in the MGH Emergency Department to speak and act in a respectful and safe manner.

Safety and Security

- Weapons are not allowed
- Photography and video/audio recording are not allowed without permission from a MGH healthcare provider

Unacceptable Behaviors

Disruptive, offensive or otherwise inappropriate behaviors or language, including, but not limited to:

- Racial or cultural slurs, or other insulting remarks about race, language, religion, gender identity, or sexuality
- Yelling or swearing
- Making verbal threats or threatening gestures
- Spitting or throwing objects
- Any physical assault or attempted assault
- Sexual remarks or behaviors

Code of Conduct Violations

Our Emergency Department is under video and direct surveillance. Please report any concerns to our staff.

- You may be asked to leave the Emergency Department if you cannot comply with this Code of Conduct, if you are not suffering from an emergency medical condition.

QUESTIONS



STAY IN TOUCH!

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info@chcworkforce.org

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