

Integrating Justice, Equity, Diversity, and Inclusion (JEDI) into the Onboarding Process

September 2023

This project is supported by the Health Resources and Services Administration (HRSA) of the U.S. Department of Health and Human Services (HHS) as part of an award totaling \$550,000 with 0 percentage financed with non-governmental sources. The contents are those of the author(s) and do not necessarily represent the official views of, nor an endorsement, by HRSA, HHS, or the U.S. Government. For more information, please visit [HRSA.gov](https://www.hrsa.gov)

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Your Presenter



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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

Language Matters

Justice: An analysis of how power, privilege, and oppression impact our experience of our social identities.

Equity: 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 that spend time in shared spaces, communities, institutions or society.

Inclusion: An organization or system that is welcoming to various populations and/or identities. This new presence is not merely tolerated but expected to contribute meaningfully.

Source: [Brandeis University](#)

Onboarding is the Bridge



Retention

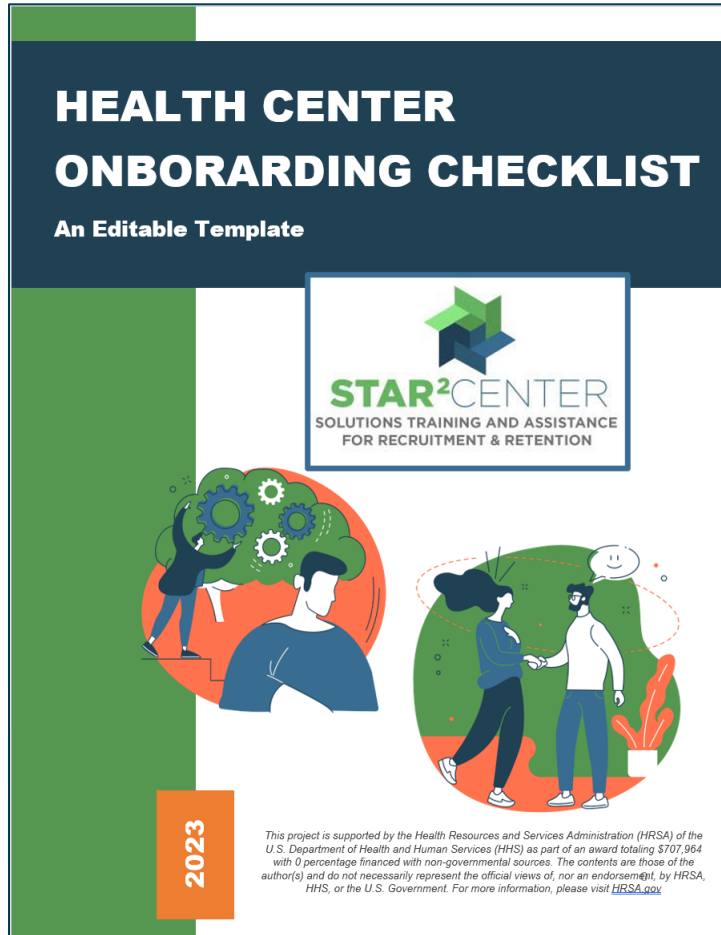
Recruitment



What Is Onboarding?

- The process of integrating a new staff member into the organization.
- Recruitment does not end when an offer is extended and accepted.
- Is an essential step in the recruitment process.
- Is key to beginning the retention process.
- Continues through the first six-twelve months.

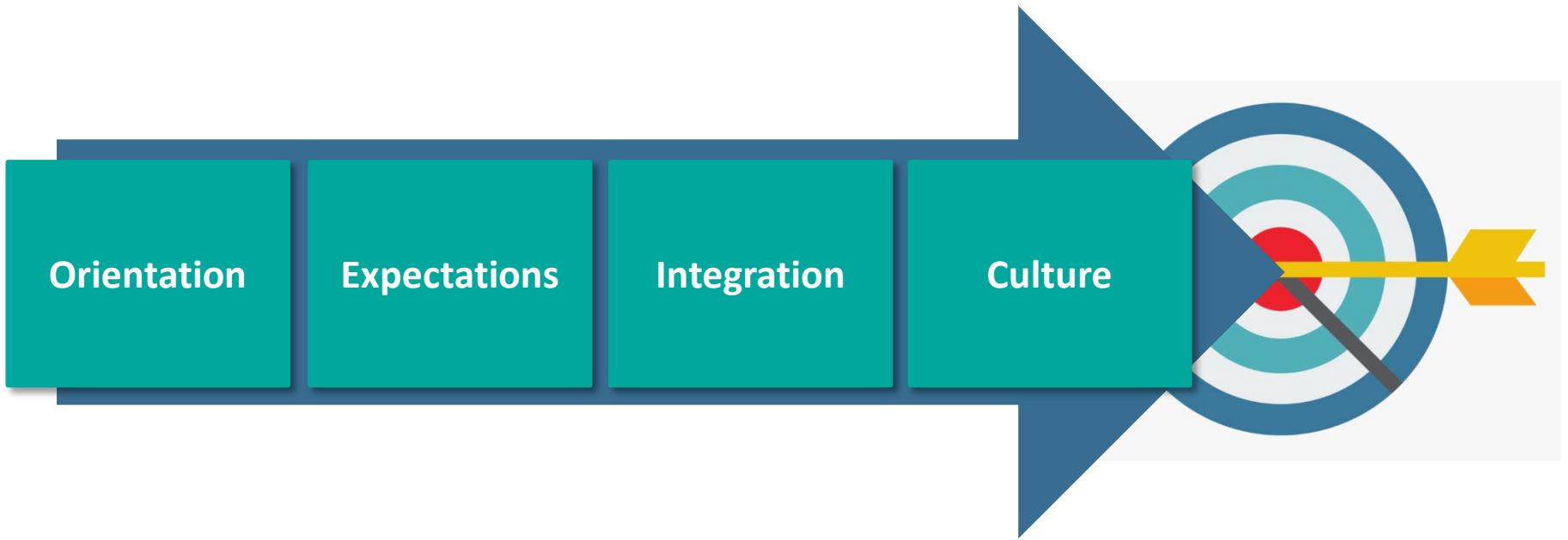
Featured Resource: Onboarding Checklist



A customizable Word document you can use to plan for and manage onboarding at your health center.

Access the resource [here](#).

What Onboarding Involves?



What's the Difference?

ORIENTATION



ONBOARDING

Why Is Onboarding Important?

Integrates the new employee into the organization

Sets clear expectations

Productivity occurs more quickly

Reduces turnover!

The Four C's of Onboarding

- Compliance
 - Teaching basic legal and policy related rules and regulations
- Clarification
 - Understanding expectations, roles and responsibilities
- Culture
 - Vision, mission, values
- Connection
 - Interpersonal relationships, community connection

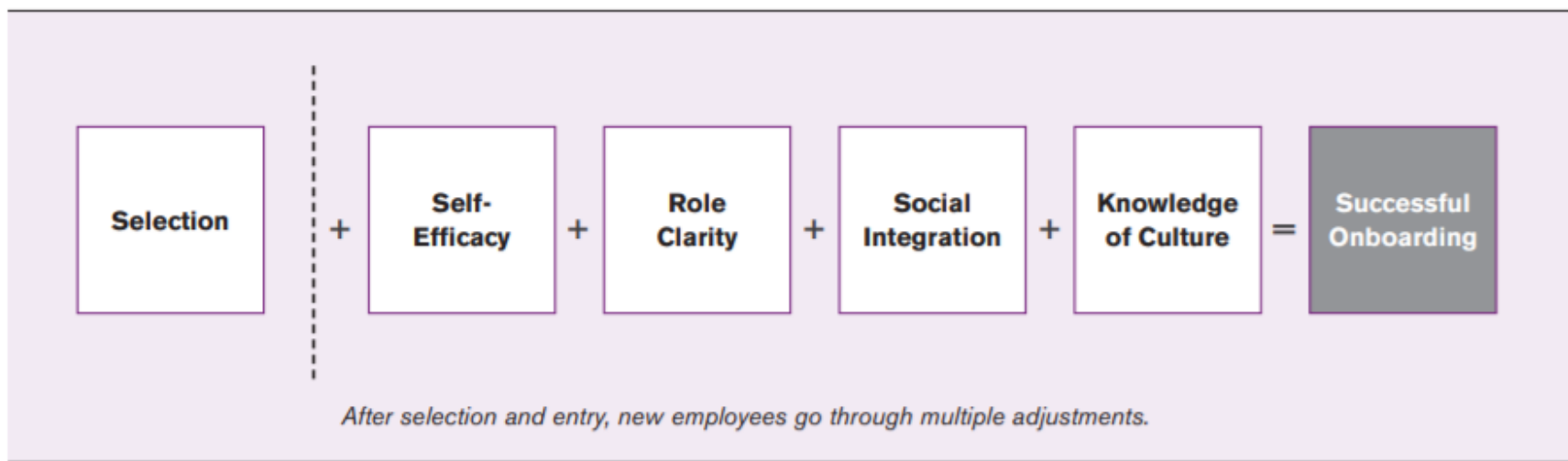
Source: [SHRM Onboarding New Employees: Maximizing Success](#)

Questions to Ask

- What impression do you want a new hire to walk away with after the first day?
- What do new employees need to know?
- How are you going to introduce your organization's culture and work environment to the new hire?
- What is everyone's role (HR, managers, co-workers)?
- What are the goals for your new hire?
- How long will onboarding last?
- How will you assess and measure the effectiveness of your onboarding program?

Source: [*SHRM New Employee Onboarding Guide*](#)

Example Onboarding Model



Source: [SHRM Onboarding New Employees: Maximizing Success](#)

It's Not Assimilation

- During onboarding, you are integrating someone into the organizational culture – this is NOT assimilation.
- There is no one “right fit.”
- It is about inclusion, contribution, positive evolution.
- Welcome new ideas, meaningful change, and the diverse backgrounds of new hires.
- Use a justice, equity, diversity, and inclusion (JEDI) lens to onboarding.

Why JEDI Matters?

Social Justice Case

- Moral principles of equality and justice

Functional Case

- Better decision-making
- Better results
- Lower turnover

Engagement Case

- Team collaboration and commitment
- Innovation, dedication, team support
- Company values

DO NOT MAKE A BUSINESS CASE FOR DIVERSITY!

Practices to Consider

- Discuss with new hires what JEDI means in your organization and how it is applied.
- Create a separate JEDI-specific onboarding session.
- Train hiring managers to lead in this space.
- Coach existing staff on embracing and supporting new hires.
- Inform new hires about internal/external employee resources or affinity groups available.
- Assign a work buddy.

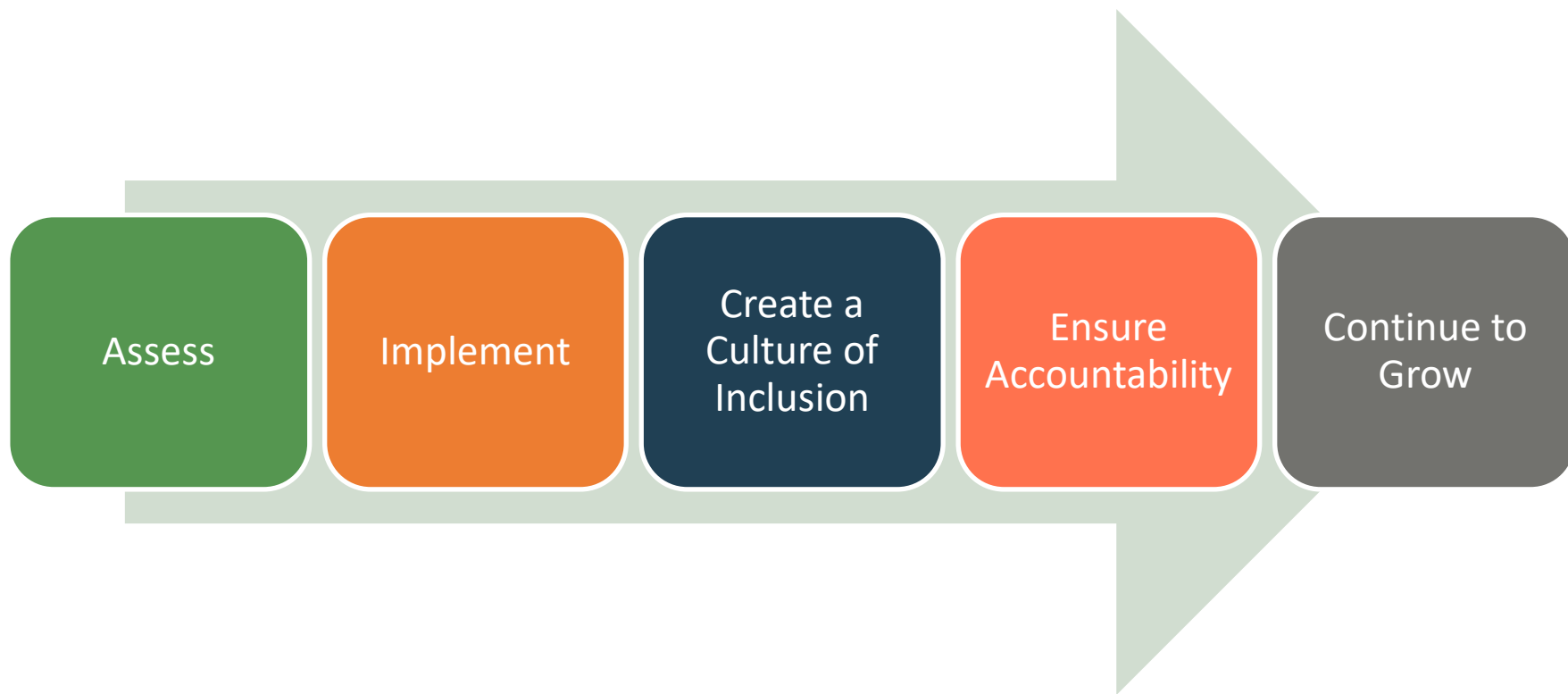
Source: [Washington State Diversity, Equity and Inclusion \(DEI\) Council](#)

Practices to Consider

- Make onboarding warm, welcoming, and empathetic to bridge cultural gaps.
- Provide new hires with a preview of the organization's culture and its adoption of JEDI principles.
- Ensure that there are 90-day check-ins during the onboarding process that address organizational culture.
- Set the tone that inclusivity is everyone's responsibility.

Source: [Washington State Diversity, Equity and Inclusion \(DEI\) Council](#)

Building an Inclusive Organization



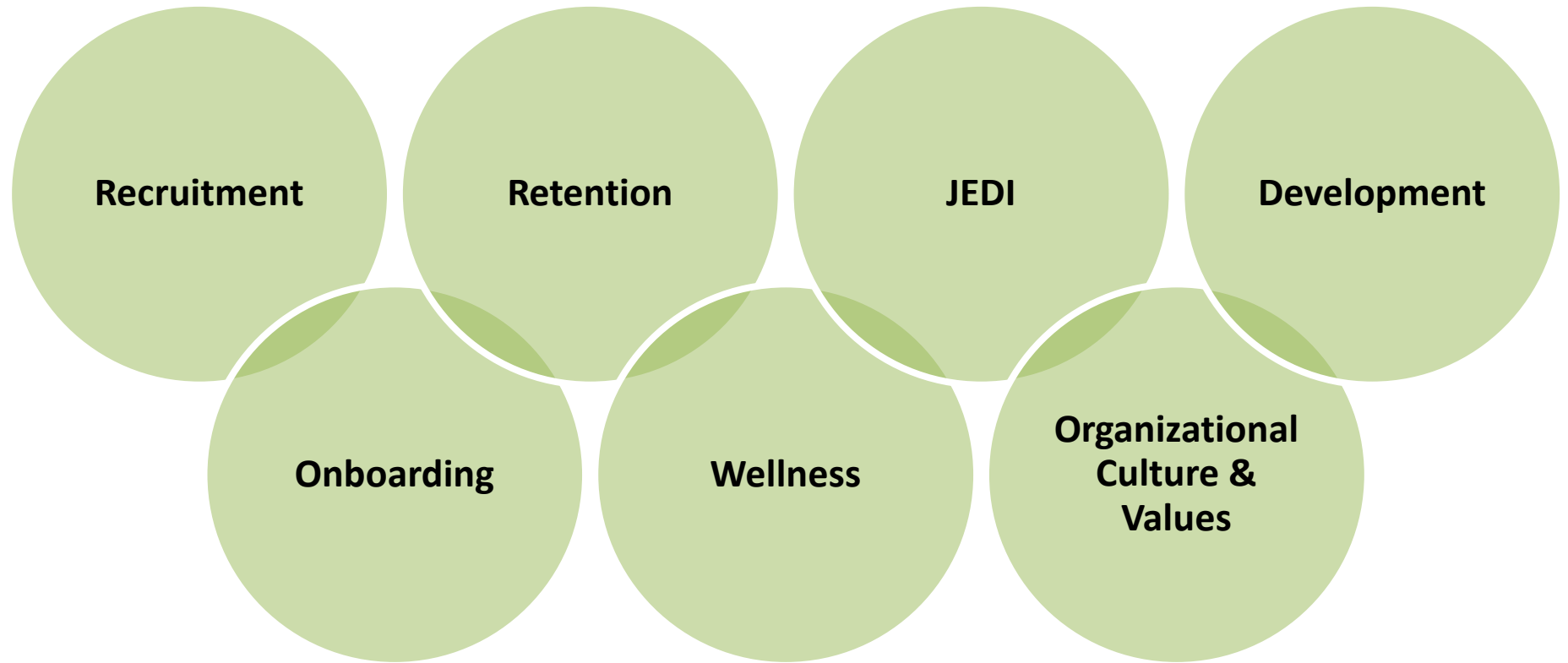
Click [here](#) to access the STAR² Center's Building an Inclusive Organization Toolkit

Positive Communication

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



It All Connects



Onboarding Activities

May involve:

- Building relationships with administration, leadership, direct reports, and other staff.
- Understanding organizational culture.
- Orientation to facilities, computer system, EMR, policies and procedures, etc.
- Integration into the community.
- Credentialing, privileging, licensing (for providers).

Tips for Successful Onboarding

- Assign a mentor to orient the new staff member.
- Assign a person and a realistic timeline for each onboarding activity.
- Set expectations and goals for the new hire.
- Arrange social interactions and allow for time to socialize with coworkers.
- Conduct weekly check-in calls or meetings – taper off to bi-monthly and monthly over the first few months.
- Provide opportunities for peer interaction outside the community.
- Provide support resources.
- Provide JEDI training.

STAR² Center Resources

- [Health Center Onboarding Checklist](#)
- [Health Center Provider Retention & Recruitment Plan Template](#)
- [Building An Inclusive Organization Toolkit](#)
- [STAR² Center Talks Workforce Success Podcast](#)
- [Chief Workforce Officer Toolkit](#)
- [STAR² Center Recruitment & Retention Self-Paced Courses](#)
- [Equal Pay for Work of Equal Value White Paper](#)
- [Financial Assessment for Provider Turnover Tool](#)
- [HP-ET Financial Assessment Tool](#)

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