



Cultivating JEDI-B Excellence: Empowering the Health Center Workforce for Wellness and Inclusive Healthcare Environments

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YOUR SPEAKER



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

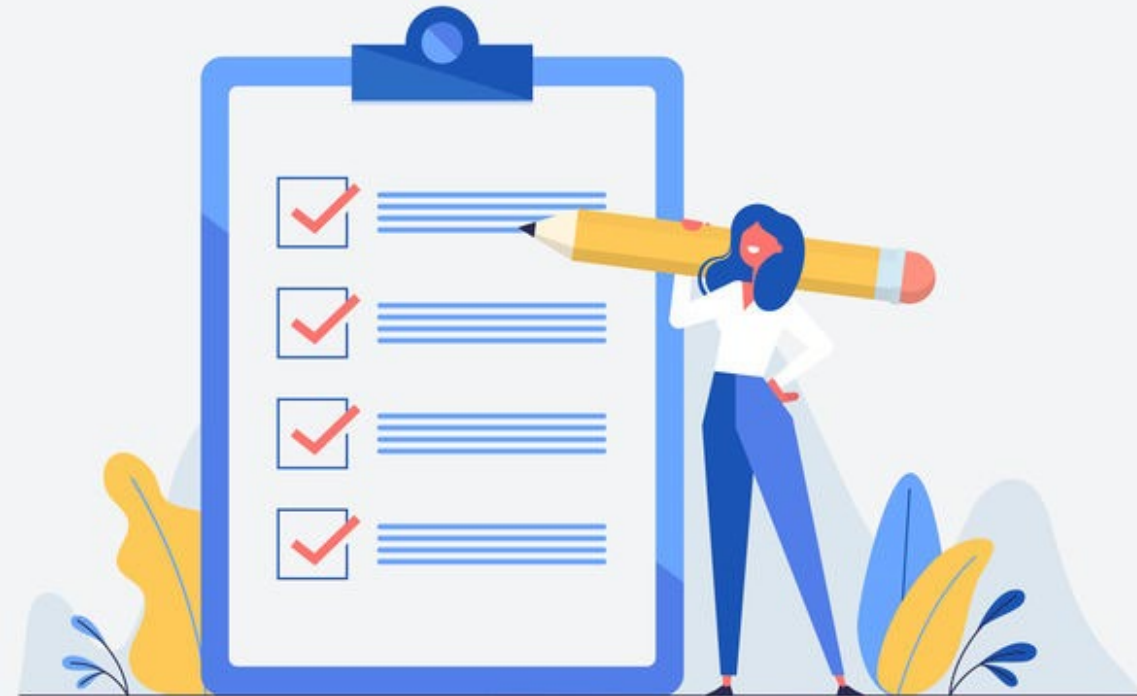
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LEARNING OBJECTIVES



- Understand and communicate the impacts of JEDI-B issues and concepts on the health center workforce and patients.
- Effectively inform and support an organizational JEDI-B initiative with retention and wellness in mind.
- Learn practical strategies for implementing JEDI-B principles within healthcare organizations, including addressing disparities, fostering an inclusive culture, and promoting patient-centered care.



COMMUNITY AGREEMENTS



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



TAKING THE PATH OF JEDI-B

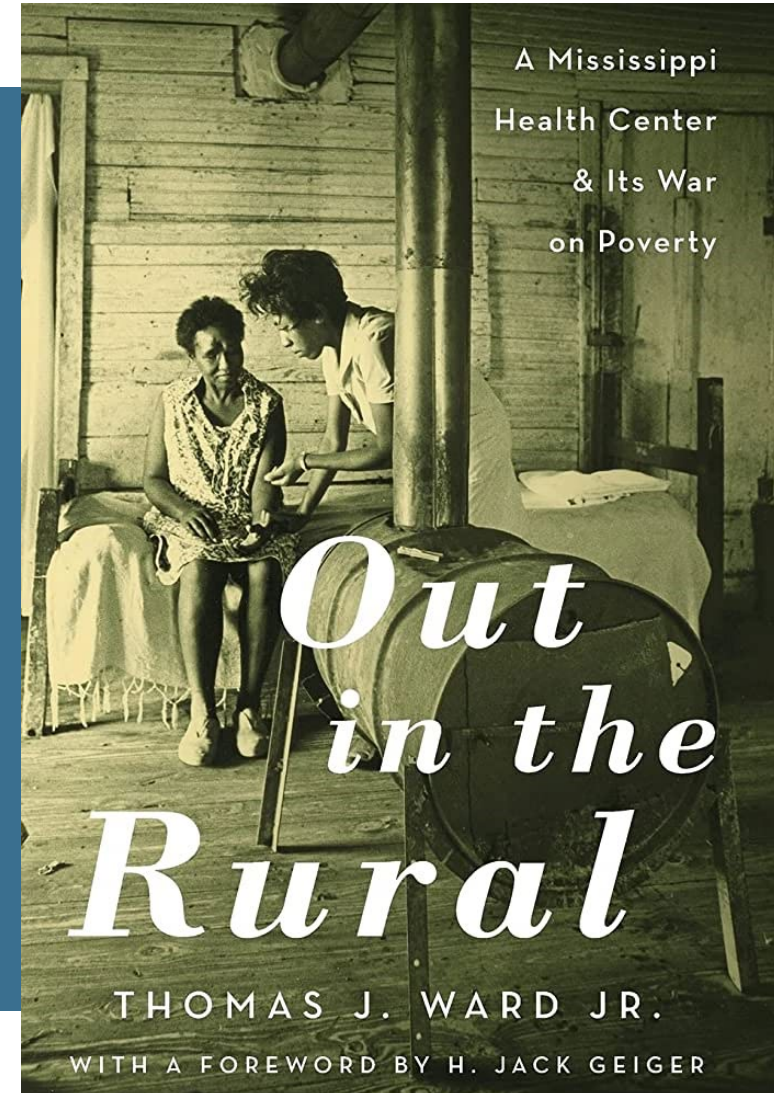


LIVING THE LEGACY



“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

CREATING A CULTURE OF INCLUSION



Overview of cultural humility

Example questions to help reflect on the concept of cultural humility in our personal and professional lives:

- How does the notion of cultural humility connect with your work in building authentic and sustained relationships across differences?
- What is my professional responsibility to build the skills and approaches connected to operating with cultural humility and what is the cost to me personally or to those that I work with if I don't operate from a place of cultural humility?

BELONGING



INCLUSION

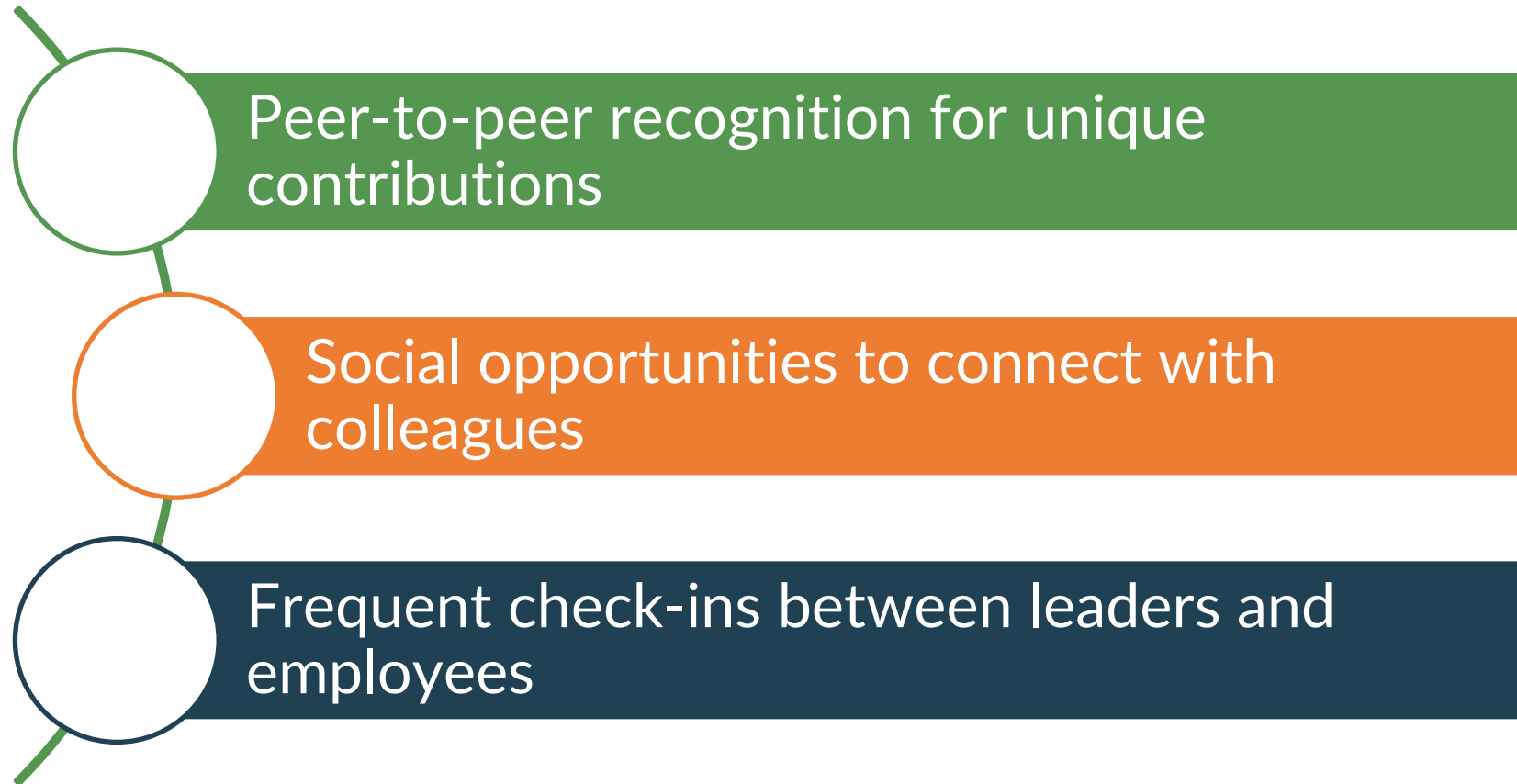
Action



BELONGING

Feeling

Belonging at work can look like:





THE WHY

Oklahoma is ranked the worst state for women's health care needs to improve

After a state law banning some lessons on race, Oklahoma teachers tread lightly on the Tulsa

Oklahoma Lawmakers File 40 Anti-LGBTQ Bills

es for

OKLAHOMA RANKED HIGHEST IN US FOR DOMESTIC VIOLENCE FOR MEN & WOMEN

At least 50 percent of Oklahomans know there's resources available, and

This new Oklahoma executive order narrowly defines 'woman'

Oklahoma lawns of critical race theory statewide

Oklahoma state Sen. Nathan Dahm has filed a bill that would ban departments from implementing critical race theory statewide

In Oklahoma, Native American women struggle to access emergency contraception

CUTE ANIMAL SHOWDOWN

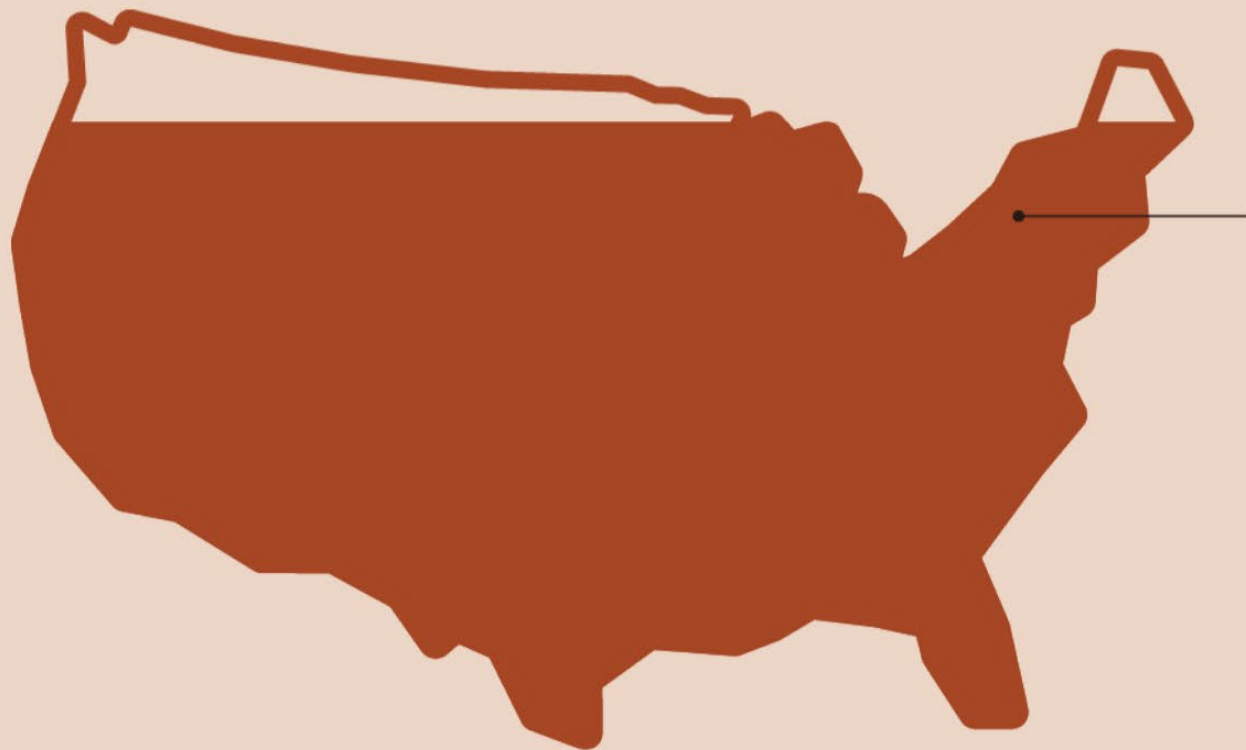
Puppies or Seal Pups?



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



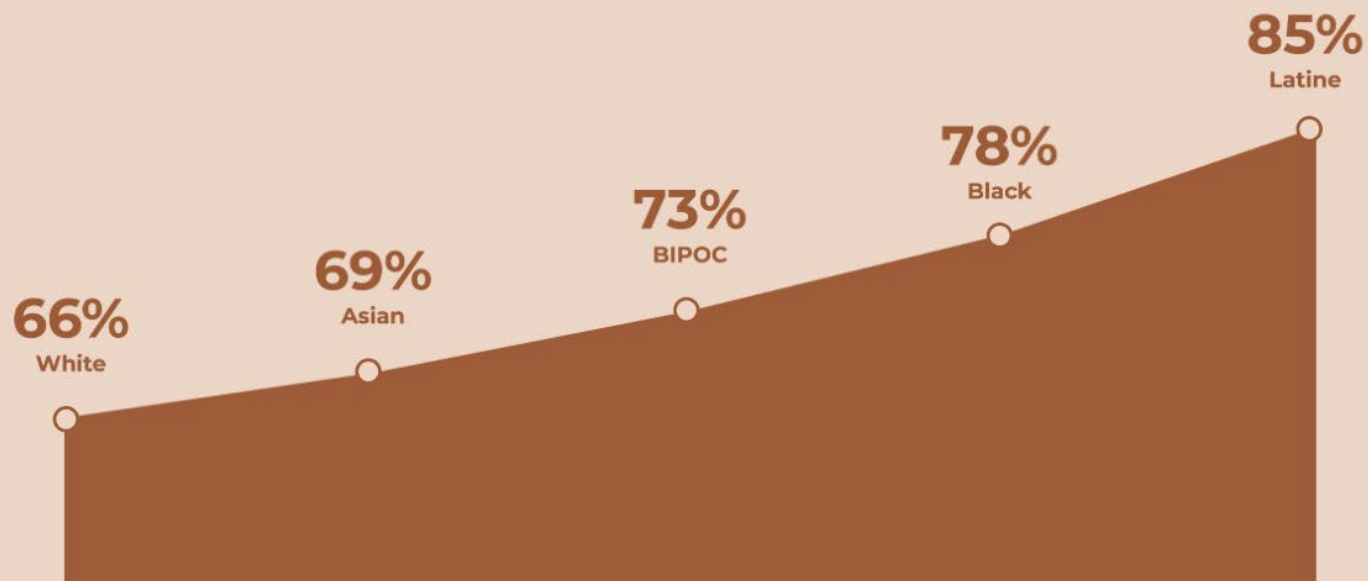
- **33% of Black workers do not feel respected or valued** at work (compared to 18% of White workers).
- **1 in 3 BIPOC** report feeling **fatigue** related to racial tensions or issues at work.
- **1 in 4 BIPOC** report they have **felt unable to speak out against discrimination** they've experienced 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.*



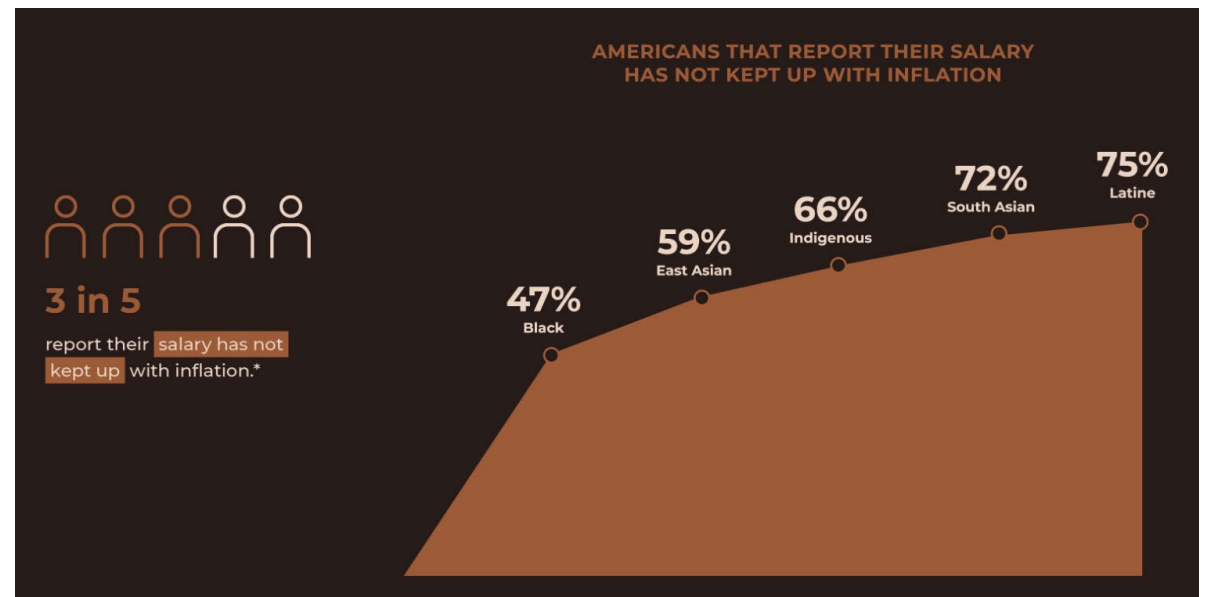
Source: [Unsafe, Unheard, Unvalued: A State of Inequity Report](#)

WHERE WE ARE NOW

Pay Inequity & Wealth Gap



- Currently, the average wealth for White families is **6x** that of **BIPOC** families and **8x** that of **Black families**.
- **1 in 4 BIPOC** report they are **not paid fairly** in a comparable way to their colleagues at their level.
 - The sentiment **doubles** among **South Asians** to 2 in 4.
- **BIPOC** report being **3x** as likely to have **faced financial hardship** due to their race/ethnicity.
- **BIPOC** are **2x** as likely to report experiencing **job loss** due to discrimination related to their race/ethnicity.



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

STAR² CENTER RESOURCE HIGHLIGHT

Pay Equity Checklist



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Health Center Pay Equity Checklist

WHAT IS PAY EQUITY?

Pay equity means equal pay for work of equal value. It is important to distinguish pay equity from pay equality, which means equal pay for equal work. Pay equity overlooks the inequities and restrictions marginalized groups face when seeking to access the same professional opportunities as other employees in an organization, who are often times, the most highly compensated individuals. Pay equity bridges that gap by connecting equal pay to work of equal value.

HOW TO STRIVE FOR PAY EQUITY?

- Conduct regular and ongoing pay audits
 - Gather employee data
 - Account for pay differentials
 - Questions to consider when assessing pay differentials:
 - Are there clear and written policies that outline decisions for pay differentials? Does staff know and understand this information?
 - Are pay differentials based solely on non-subjective factors? (i.e., experience, education)
 - Does your organization provide pay raises that align with salary increases for new hires?
 - Identify the causes of pay gaps
 - Assess the role, race, gender, age, disability status, etc. play in the identified pay differentials
 - Implement remediation policies and practices
 - Update operational procedures
- Prioritize salary adjustments
 - Provide yearly pay raises - beyond a cost of living adjustment (account for inflation)
 - Provide regular pay bonuses
 - Provide professional promotions that include meaningful pay raises
- Practice pay transparency
 - Develop salary ranges and make them public
 - Discontinue use of salary histories
 - Develop clear compensation policies (e.g., pay raises based on tenure)
- Develop an employee-focused organizational pay culture
 - Provide a thriving wage (beyond a basic living wage) for all staff regardless of career level or education
 - Align pay equity with the organization's mission and values
 - Move away from subjective evaluation-based compensation models to more objective measures (e.g., experience, tenure, location, true cost of living)
 - Speak to staff about their compensation needs
 - Identify pay equity as a fundamental component of justice, diversity, equity, and inclusion (JEDI)
 - Understand the importance of pay equity and transparency in the retention and recruitment of different workforce generations

IMPLEMENTING PAY EQUITY

After reviewing the components of the pay equity checklist and selecting key changes to make in your organization, regularly test* the new strategies, procedures, and/or policies by asking the following questions to ensure there is an effective and successful implementation process.

*The testing time frame is based on your organizational needs and resources, but it is recommended to evaluate strategies, procedures, and/or policies at the three month, six month, and one year mark. If the strategy is not working, reevaluate, identify ways to improve, and make necessary changes. If the strategy is successful continue evaluating its efficacy.

1. What are we testing?
2. What do we predict will happen and why?
3. Who will be involved?
4. What's our timeline?
5. What resources will this require?
6. What data needs to be collected?
7. What happened?
8. How does it compare to the prediction?
9. Where do we go from here?

RESOURCES & REFERENCES

- Forbes, [A Push to Fix Pay Equity Has Focused On the Median Pay Gap. A New Report Says Doing So Created an Unfair 'Glass Floor'](#)
- Harvard Business Review, [How to Identify - and Fix - Pay Inequality at Your Company](#)
- Ontario Equal Pay Coalition, [Factsheet 3: The Difference Between Equal Pay and Pay Equity](#)
- Reuters, [How Employers Should Handle Pay Equity Issues in 2021](#)
- Society for Human Resource Management, [SHRM Research Shows Pay Equity Pays Off for Employers](#)
- Society for Human Resource Management, [The Importance of Pay Equity](#)
- Syndio, [2021 Pay Equity Trends What Leaders in Fair Pay Are Doing Differently](#)
- Syndio, [How to Achieve Fair Pay Policies](#)
- U.S. Equal Employment Opportunity Commission, [Facts About Equal Pay and Compensation Discrimination](#)

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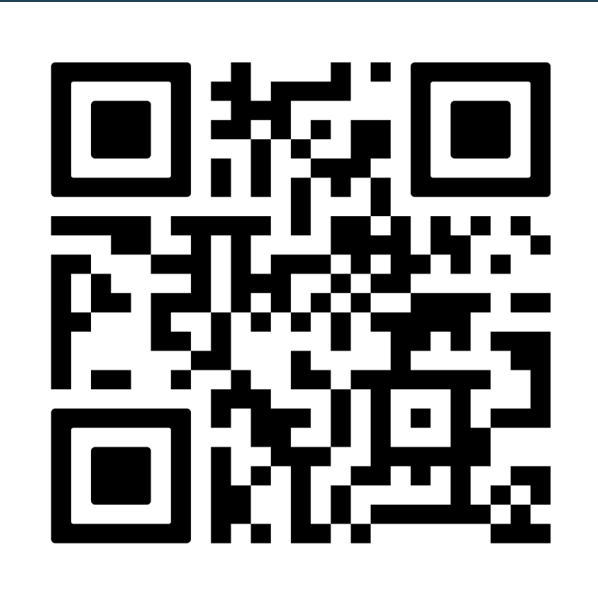
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Click [here](#) to access the Pay Equity White Paper!

STAR² CENTER RESOURCE HIGHLIGHT

Pay Equity White Paper



Click [here](#) to access the
Pay Equity White
Paper!



The cover of the white paper features three photographs at the top: a group of diverse people sitting and talking, two women looking at a tablet, and a person in a wheelchair. Below the photos is an orange banner with the text "EQUAL PAY FOR WORK OF EQUAL VALUE:". Underneath, the title "Establishing Pay Equity Principles to Advance Workforce Financial Wellness" is written in a white, serif font. To the right, the text "STAR² CENTER WHITE PAPER 2023" is displayed in a white, sans-serif font. At the bottom, there is a small paragraph of text and logos for ACU and STAR² CENTER, along with the websites www.clinicians.org and www.chcworkforce.org.

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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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

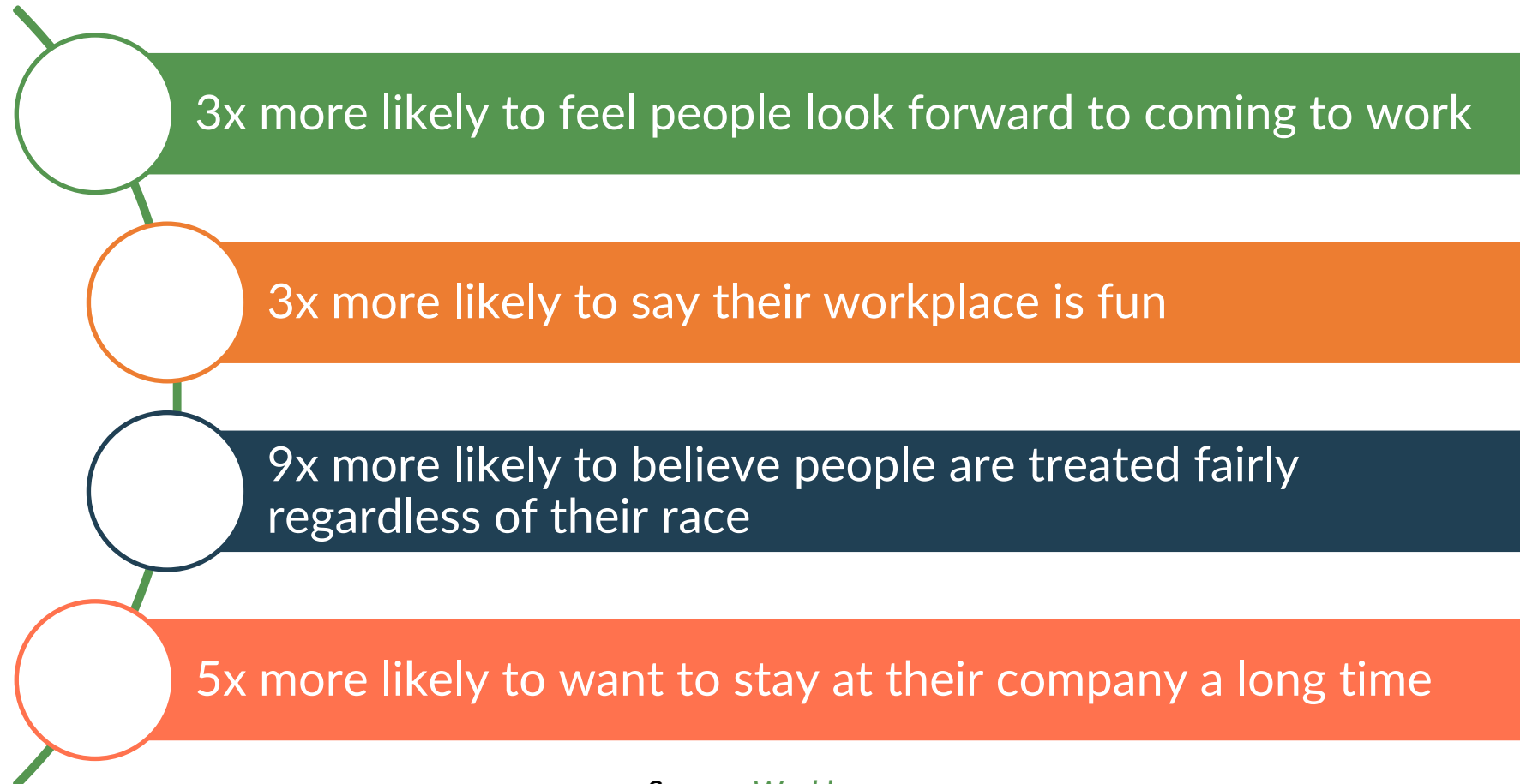
- Exposed to a wider range of opinions, ideas, and skills
- Increased curiosity
- Equitable opportunities

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 STAFF
WELLBEING**

WHY JEDI-B MATTERS

The Wellbeing Case



- Improved wellbeing and productivity
- Addressing systemic injustices exacerbated by the COVID-19 pandemic
- Enhance feelings of inclusion and belonging
- Increase staff longevity, mental health, and engagement



A CULTURE OF WELLNESS

The JEDI-B Lens



Inclusive and diverse recruiting, hiring, training, engagement, and promotion

Move beyond a one-size-fits-all solution

Consider the impacts of microaggressions and homogenous internal work culture

Talk to your staff!

JEDI-B IMPACT ON STAFF WELLBEING

Financial Wellness



- Finances are the biggest source of stress for adults in the U.S.
- Addressing pay inequities is an important part of supporting overall staff wellbeing.
- Investing in inclusive benefits can also help address your workforce's financial stress.



**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



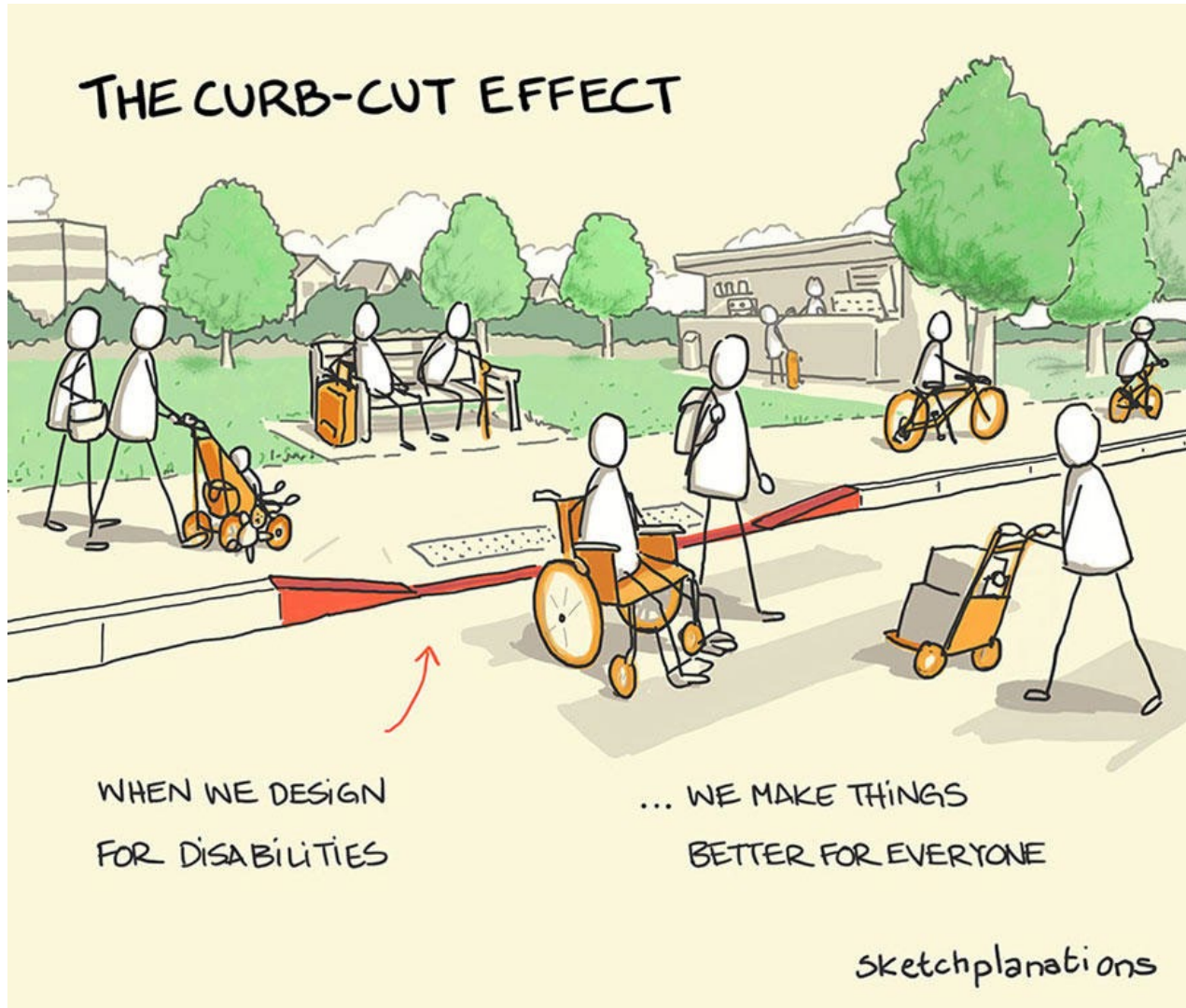
- More engaged clinicians and staff lead to improved outcomes.
- **Increased diversity** in the healthcare workforce helps **reduce or eliminate racial health disparities**.
- JEDI-B-informed staff and programs **increase accessibility to care and build trust** with the community.
- Organizations with 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

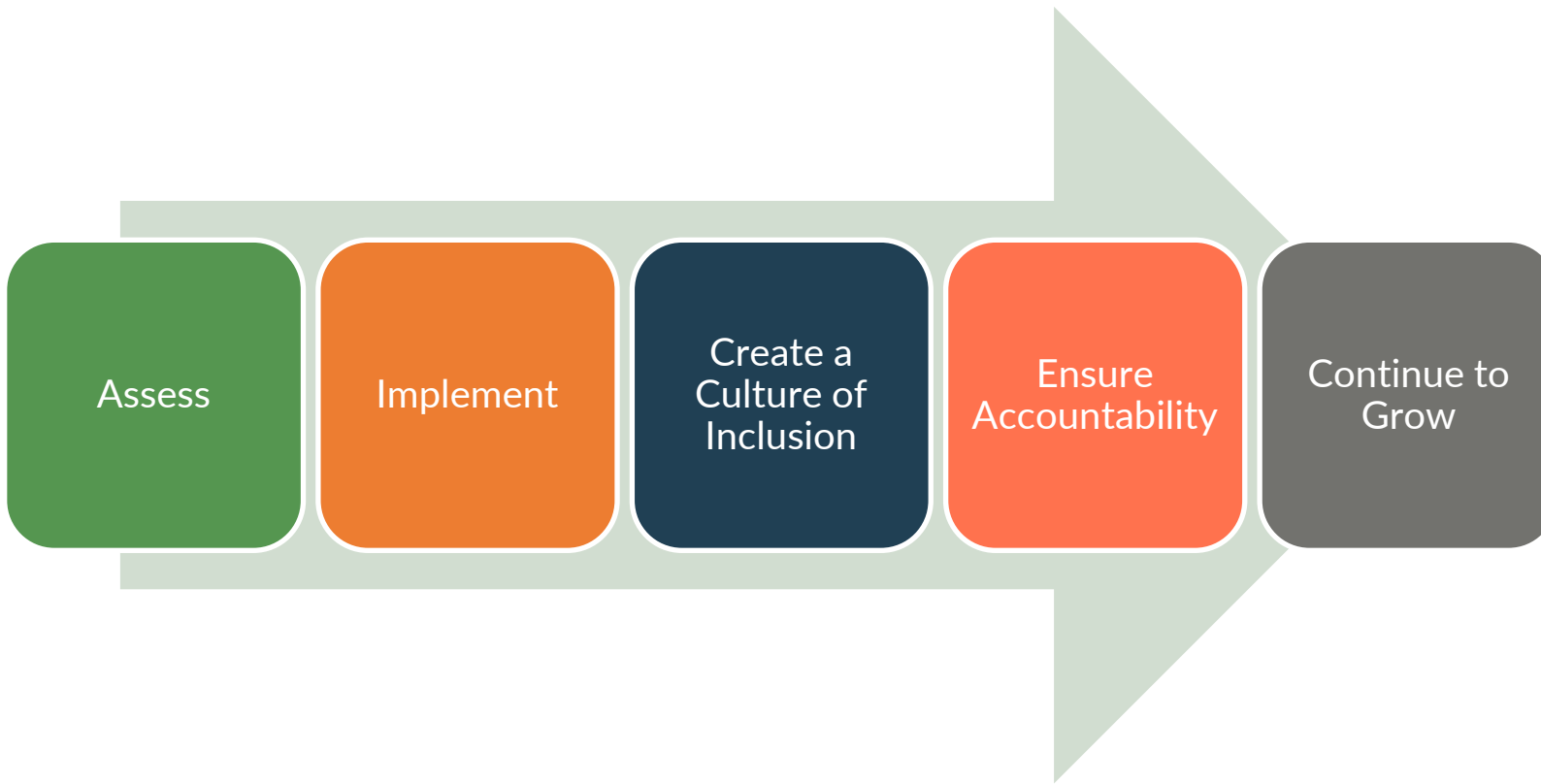


“When an organization has a dedicated DEI leader, 57% of respondents said that they felt more strongly that steps taken are effective versus 16% of respondents when there was no top executive or group devoted to DEI.”

Source: [SMG](#).



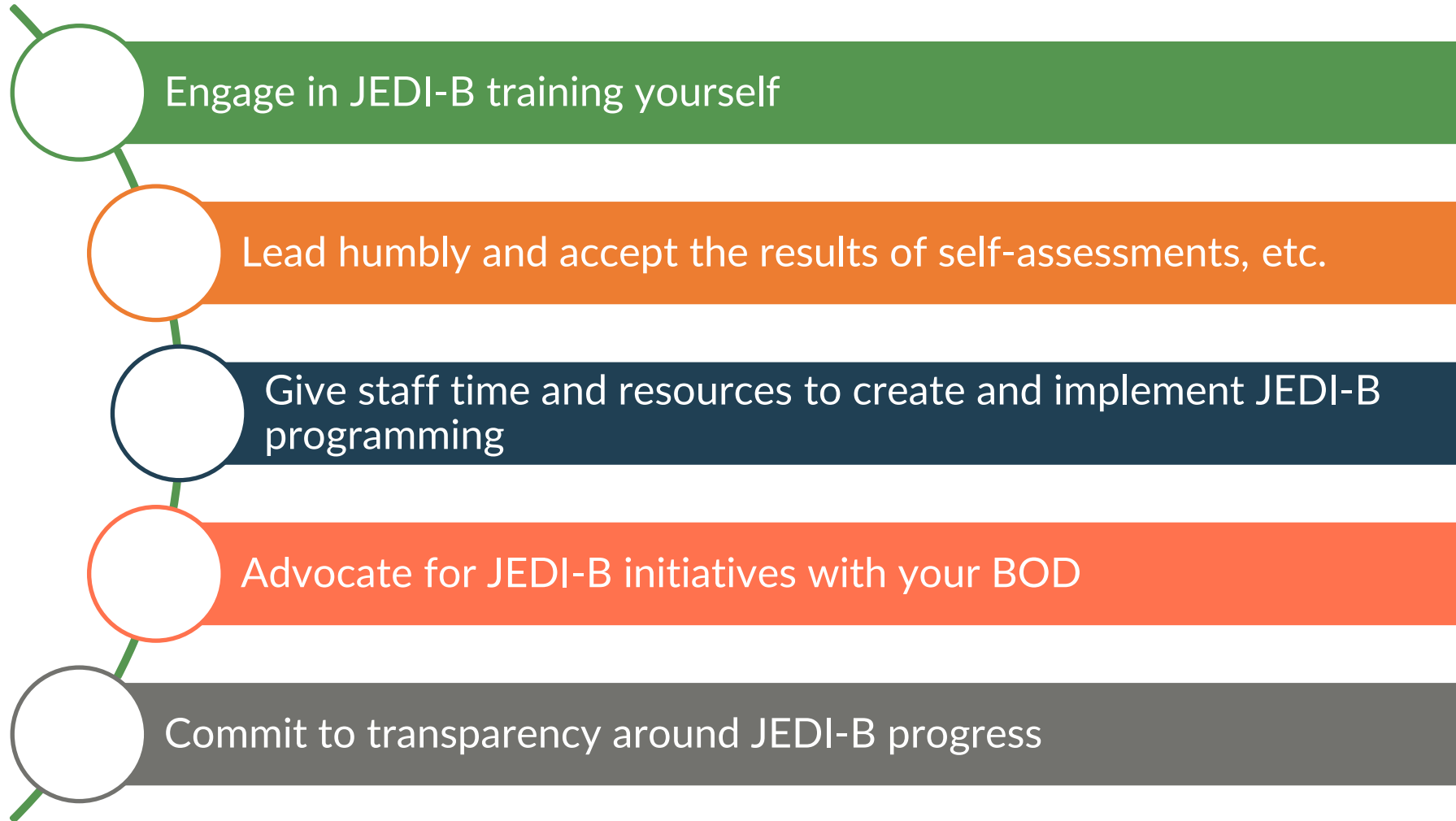
THE PROCESS



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.

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.

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

PRACTICES TO CONSIDER

Retaining Your Employees



- 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



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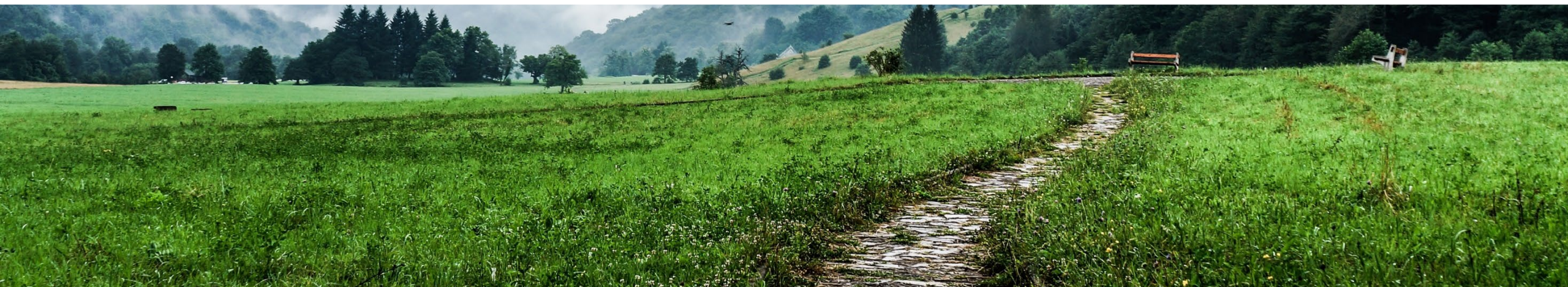
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FOR RECRUITMENT & RETENTION



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





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](#)

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