



Getting Your Whole Team on Board to Work Towards the Mission

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North Carolina Community Health Center Association (NCCHCA) Primary Care Conference

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- National Cooperative Agreement awarded in 2014
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LEARNING OBJECTIVES



- Understand the history of the Health Center Movement and its connection to justice, equity, diversity, and inclusion (JEDI).
- Identify the crucial role a health center's mission and values play in furthering its staff retention and ensuring there is an engaged and satisfied workforce.
- Explain the critical importance of mission alignment with the treatment of a health center's workforce.

COMMUNITY AGREEMENTS



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

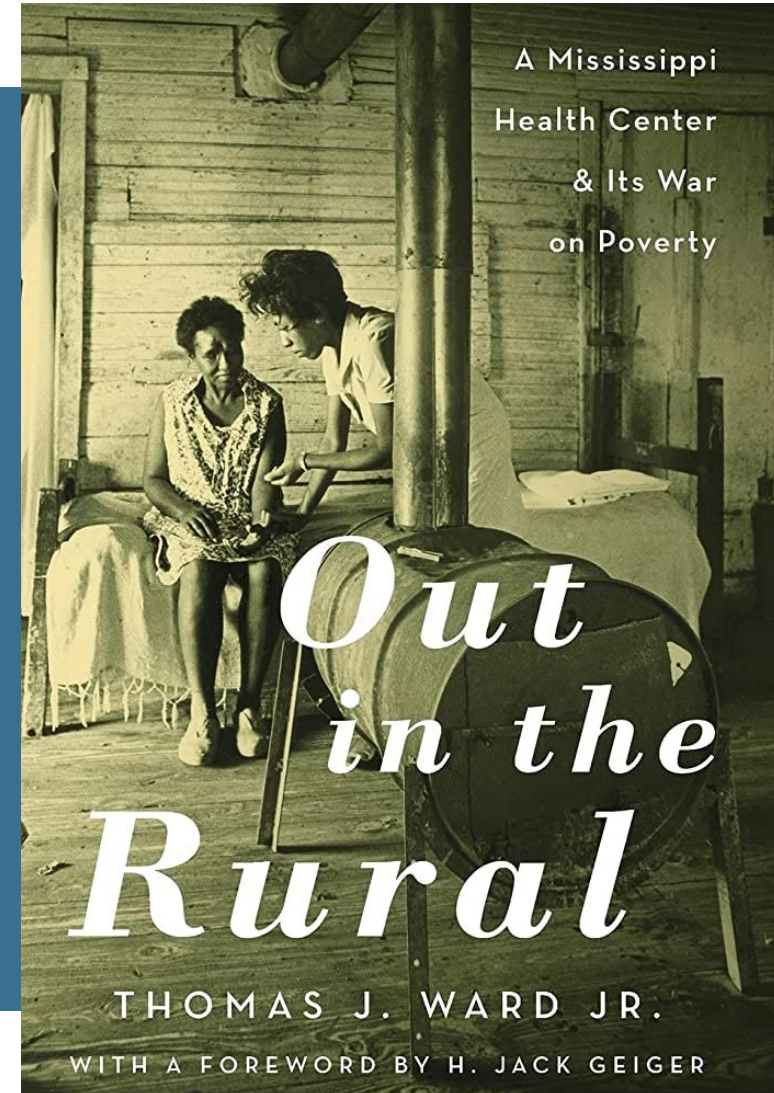


LIVING THE LEGACY



“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](#).



TAKING THE PATH OF JEDI-B



JEDI-B 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.**

CONTEXTUALIZING



Diversity asks, 'Who is in the room?'

Equity responds, 'Who is trying to get in the room but can't? Whose presence in the room is under constant threat of erasure?'

Inclusion asks, 'Has everyone's ideas been heard?'

Justice responds, 'Whose ideas won't be taken as seriously because they aren't in the majority?'

Diversity asks, 'How many more of [pick any minoritized identity] group do we have this year than last?'

Equity responds, 'What conditions have we created that maintain certain groups as the perpetual majority here?'

Inclusion asks, 'Is this environment safe for everyone to feel like they belong?'

Justice challenges, 'Whose safety is being sacrificed and minimized to allow others to be comfortable maintaining dehumanizing view?'

– Dr. D-L Stewart



Source: Dr. D-L Stewart, [Radical Insights](#)

DIFFERENCE BETWEEN MISSION & VISION

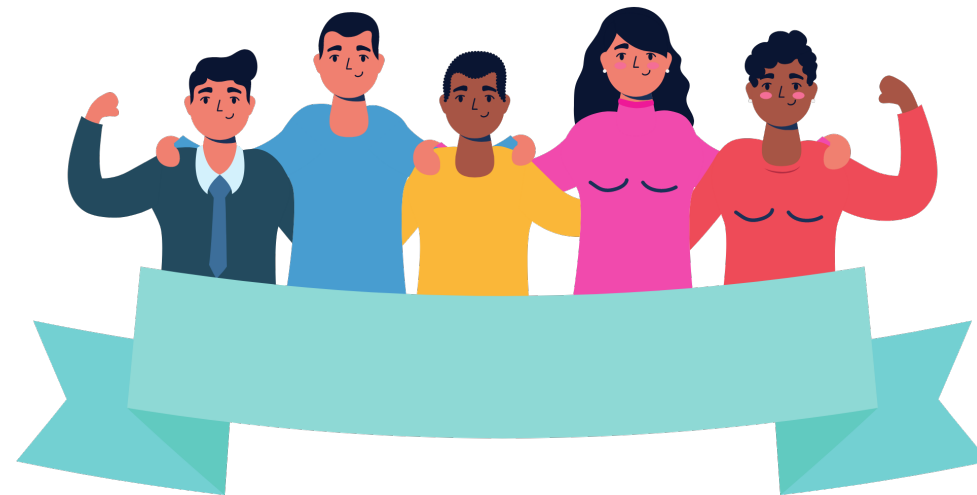


MISSION

Answers the question, “Why does your health center exist?” Speaks to the organization’s current objectives.

VISION

Looks to the future and offers inspiration.



MISSION

Turning the Mission Inward



Mission

Inspire health, wellbeing, and humanity in our community, through all of life's stages.

Vision

We envision a healthy community with access to regular and ongoing health care. As we expand our reach and bring cultural responsiveness into the community, we strive for exceptional, trustworthy care that empowers our patients, decreases routine visits to emergency rooms, and creates healthier families overall.

Source: [Tepeyac Community Health Center](#)



MISSION

Engaging Mission-Driven Employees



67% of millennials are engaged at work when they strongly agree that the mission or purpose of their company makes them feel their job is important.

Source: [Gallup](#)

With mission-driven workers, organizations realize:

- major performance gains
- increased employee loyalty and retention
- greater customer engagement
- improved strategic alignment
- enhanced clarity about work priorities

BEST PRACTICES AT HEALTH CENTERS

Creating a JEDI-B Statement



Saban Community Clinic values the diversity of the people it hires and serves. Diversity at Saban means fostering a workplace in which individual differences are recognized, appreciated, respected and responded to in ways that fully develop and utilize each person's talents and strengths. We are an Equal Opportunity Employer. We do not discriminate on the basis of race, religion, color, sex, age, national origin, gender identity, sexual orientation, or disability.

Source: [Saban Community Clinic](#)

Building a diverse workforce to serve our community is a central element to providing the highest quality, patient-centered care. A range of backgrounds and perspectives leads to a variety of ideas, knowledge, and approaches from which decisions are made. A medical staff reflective of the patient population results in improved access to care, patient-provider communication, patient satisfaction, and health outcomes.

Source: [Denver Health](#)

COMPENSATION PHILOSOPHY



- Formal written statement
- Serves as the foundation for an organization's compensation policies and practices
- Highlights organizational commitment to its workforce and correcting pay disparities

"Transparency: We openly share our approach and all salaries to create trust, hold ourselves accountable, and serve as a resource for the industry. Simplicity: We aim to maintain an easy-to-understand formula that allows anyone to easily see how we arrive at any individual salary. Fairness: We ensure that those with the same role and responsibilities who are at the same experience level are paid equitably. Generosity: We pay above market to attract the team we need, thrive as individuals, and avoid exceptions and inequity resulting from negotiation."

- Caryn Hubbard, Buffer, [How We Decide What To Pay Our Team: Our Salary Formula and Compensation Philosophy](#)

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

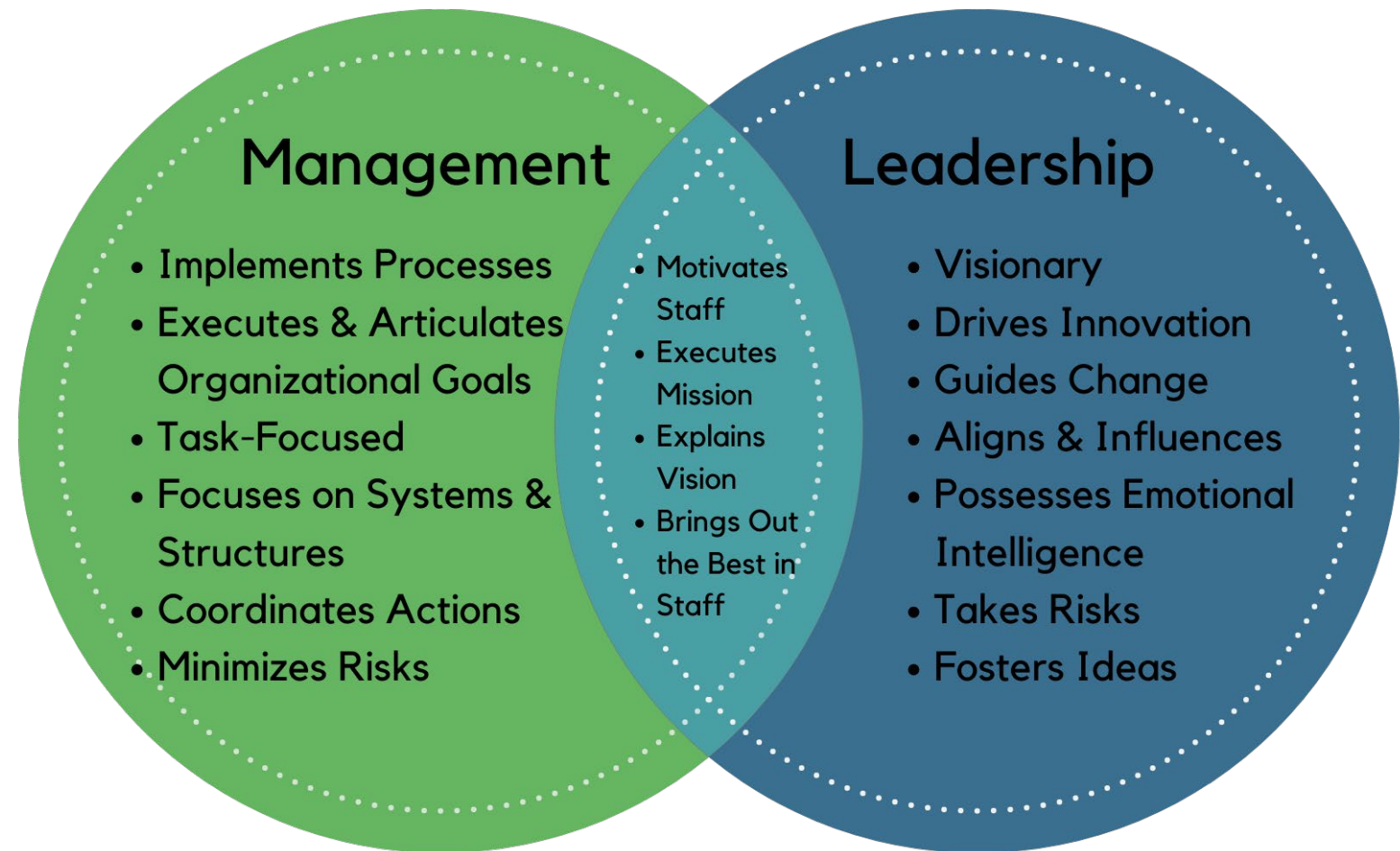


ANYONE CAN BE A LEADER

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

POSITIVE CULTURE FOCUSED ON COMMUNICATION



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



PRACTICE 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](#)



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](#).



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](#)

INCLUSION IN THE WORKPLACE

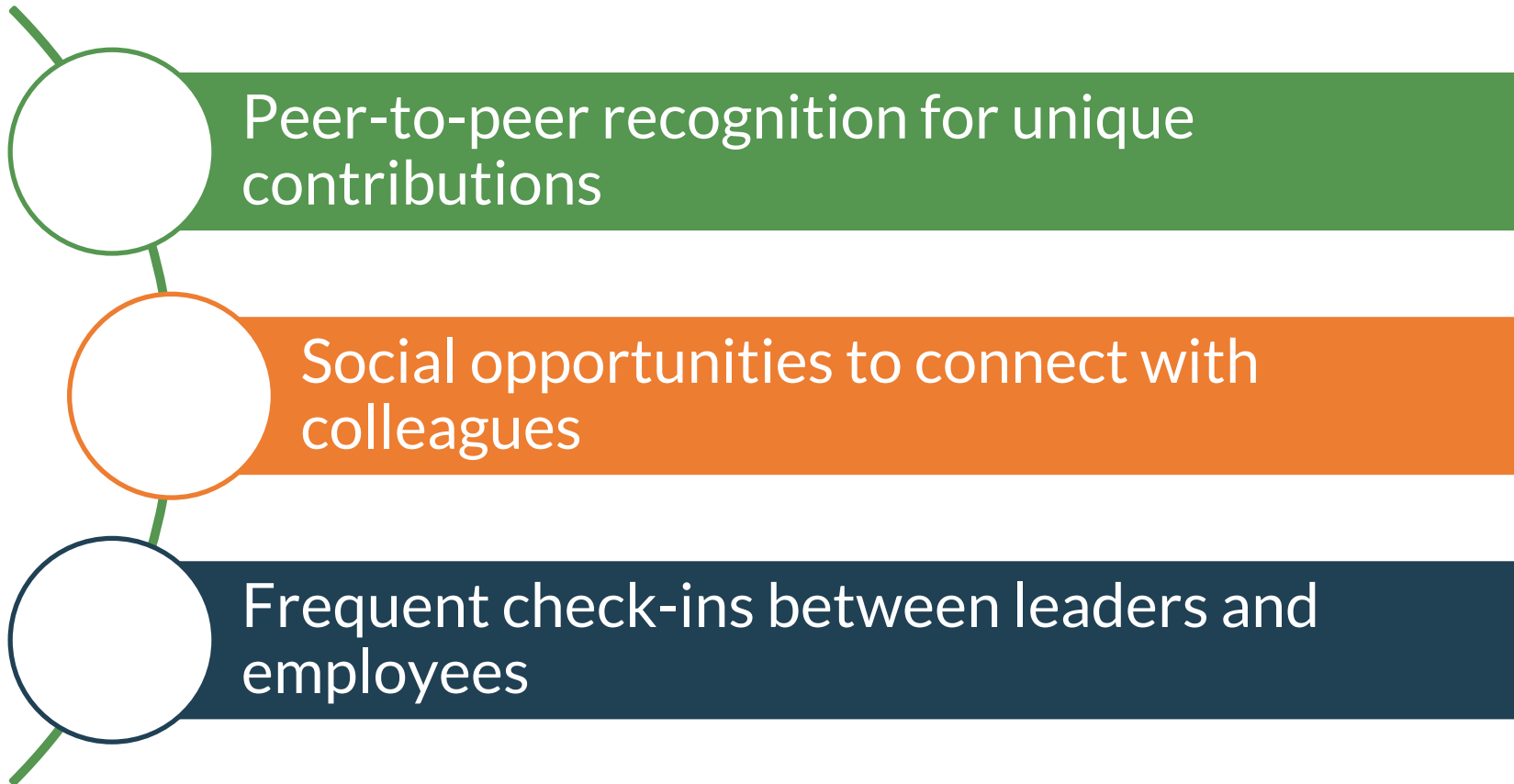


An inclusive workplace may have:

- 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

Source: [Workhuman](#)

Belonging at work can look like:



BELONGING



INCLUSION

Action



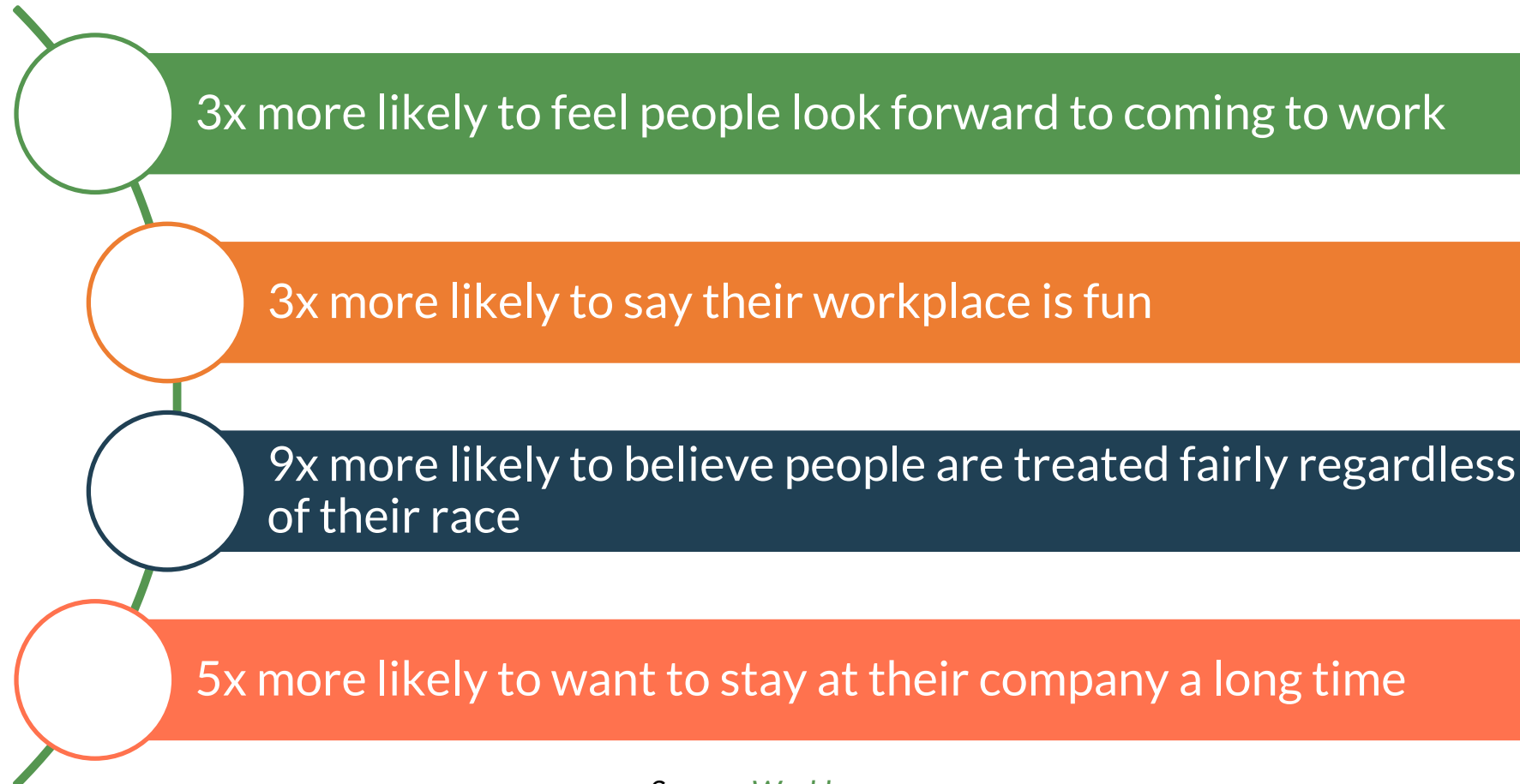
BELONGING

Feeling

WHY DOES JEDI-B MATTER?



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



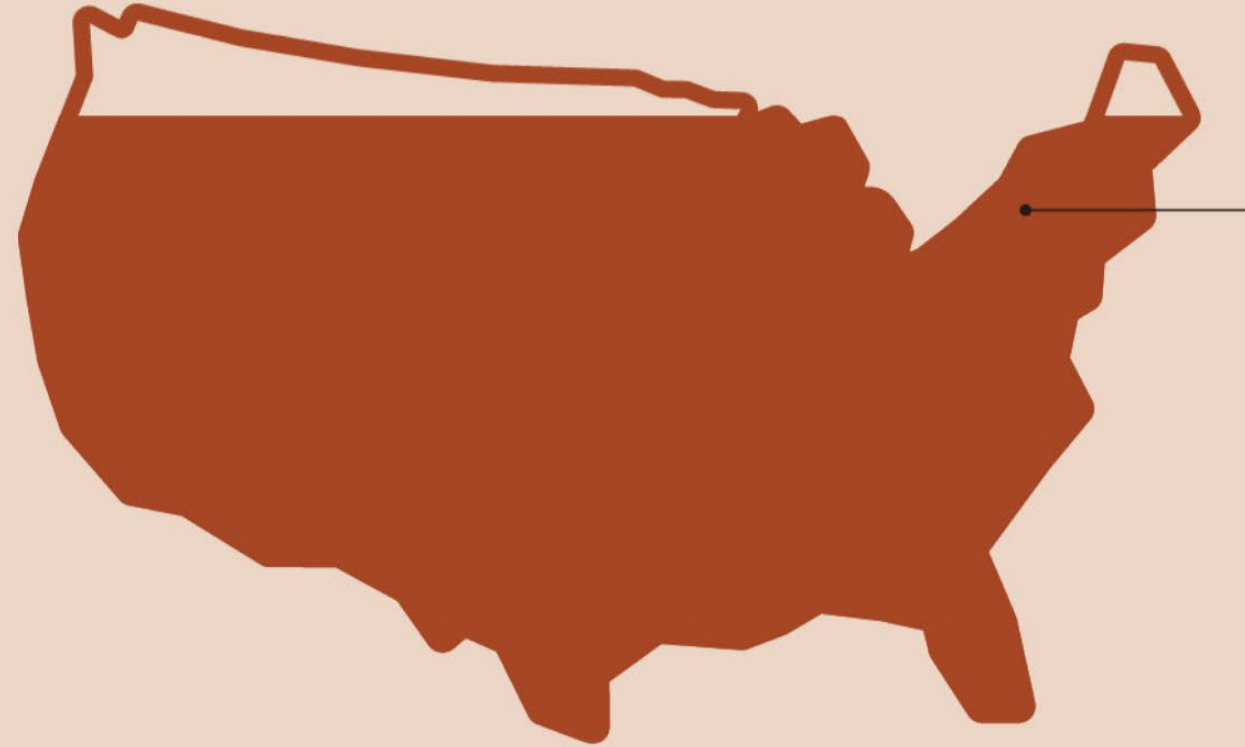
Source: [Workhuman](#)

MISSION

Engaging Mission-Driven Employees



- Include a mission moment during staff meetings
- Recognize systemic injustices, the organization's role in addressing them; check-in with staff
- Continuously communicate the direct connection between the organization's mission and everyone's work
- Create a coffee break or book club for staff to come together to discuss an article of interest
- Share patient stories



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](#)

QUESTIONS





STAR² CENTER RESOURCES



- [Recruitment & Retention Self-Assessment Tool](#)
- [Health Center Comprehensive Workforce Plan Template](#)
- [Pay Equity White Paper](#)
- [Financial Assessment For Provider Turnover Tool](#)
- [Building an Inclusive Organization Toolkit](#)
- [Onboarding Checklist](#)
- [HP-ET Financial Impact Assessment Tool](#)
- [The Growing Provider Shortage: Building the Case for Developing an HP-ET Program](#)
- [Building a Resilient and Trauma-Informed Workforce](#)
- [Organizational Leadership & Resiliency Toolkit](#)

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

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READY TO LEARN MORE?

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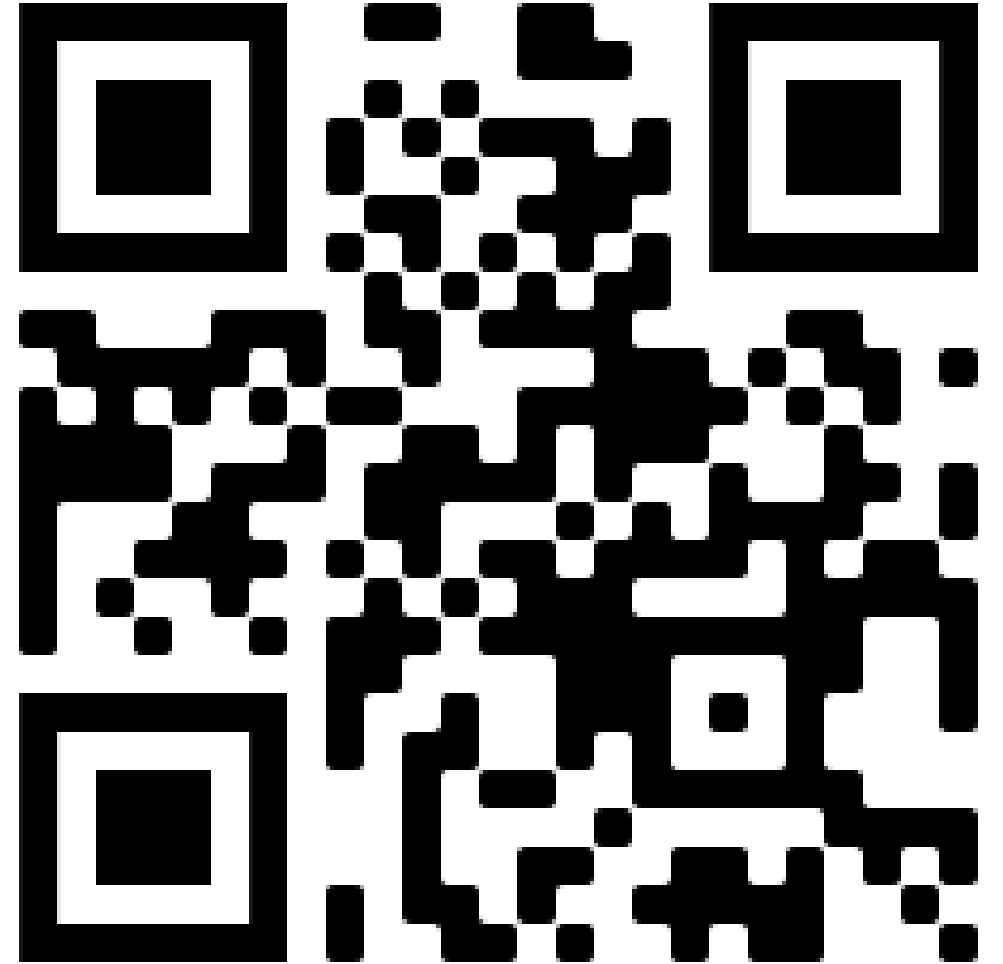
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