



# Recruitment, Retention, and JEDI: Best Practices

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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)

# YOUR SPEAKERS



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

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Contact us: [info@chcworkforce.org](mailto:info@chcworkforce.org)

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Tell us about  
yourself!



# COMMUNITY AGREEMENTS



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



# 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](#)

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What does JEDI-B  
mean within your  
health center?







# BEST PRACTICES AT HEALTH CENTERS

# 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
- Consider hiring practices that eliminate bias
- 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

# 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](#)

# RESOURCE HIGHLIGHT

## Free DEI Statement Template



Click [here](#) to access the Free DEI Statement Template!



# BEST PRACTICES AT HEALTH CENTERS

## Establishing a Task Force to Lead JEDI-B Work



## The Callen-Lorde DEI/Anti-Racism Committee Activities



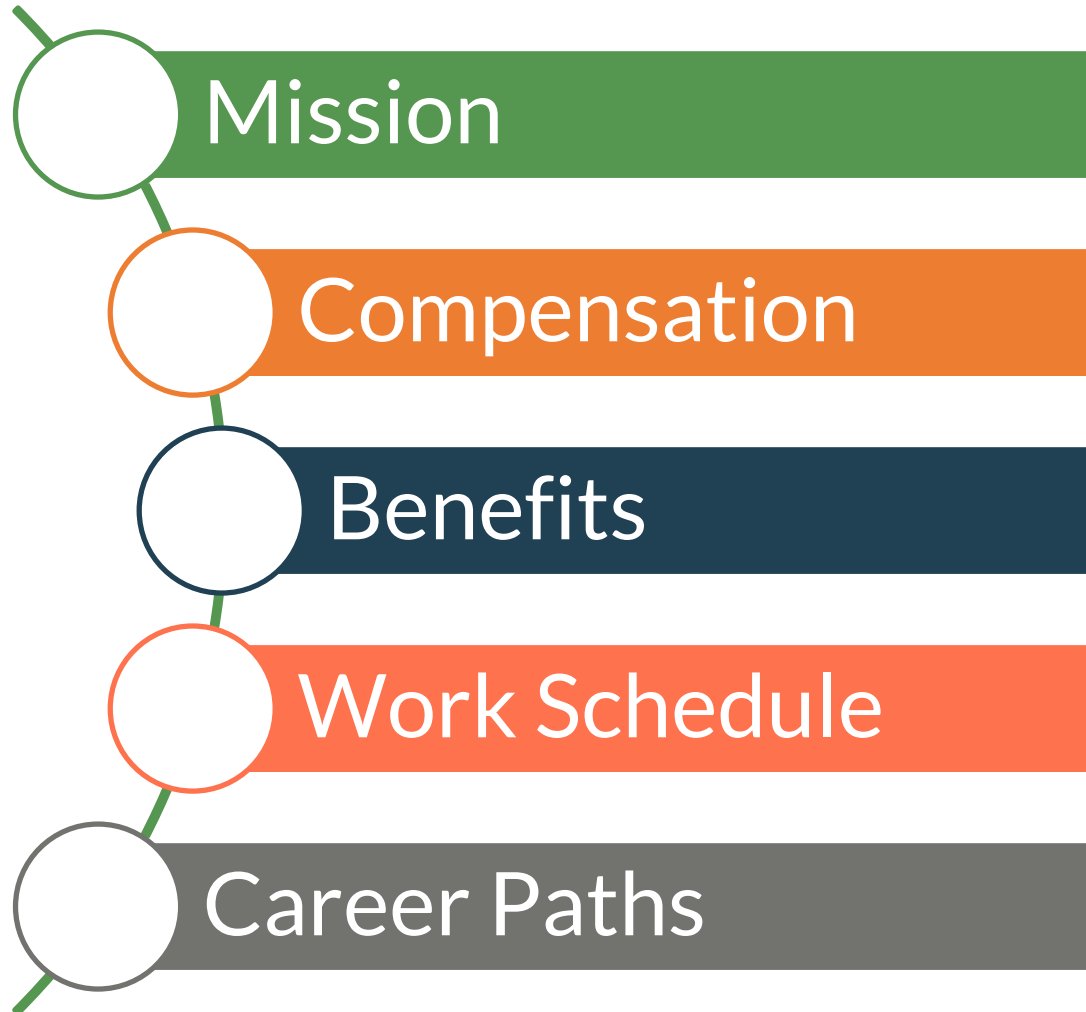
Source: [Building an Inclusive Organization Toolkit: Callen-Lorde Profilee](#)



**INCLUDING JEDI-B IN  
COMPREHENSIVE WORKFORCE PLANNING**

# RETENTION PLANNING

## Key Areas



All connected to  
JEDI-Bi

# 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](#)





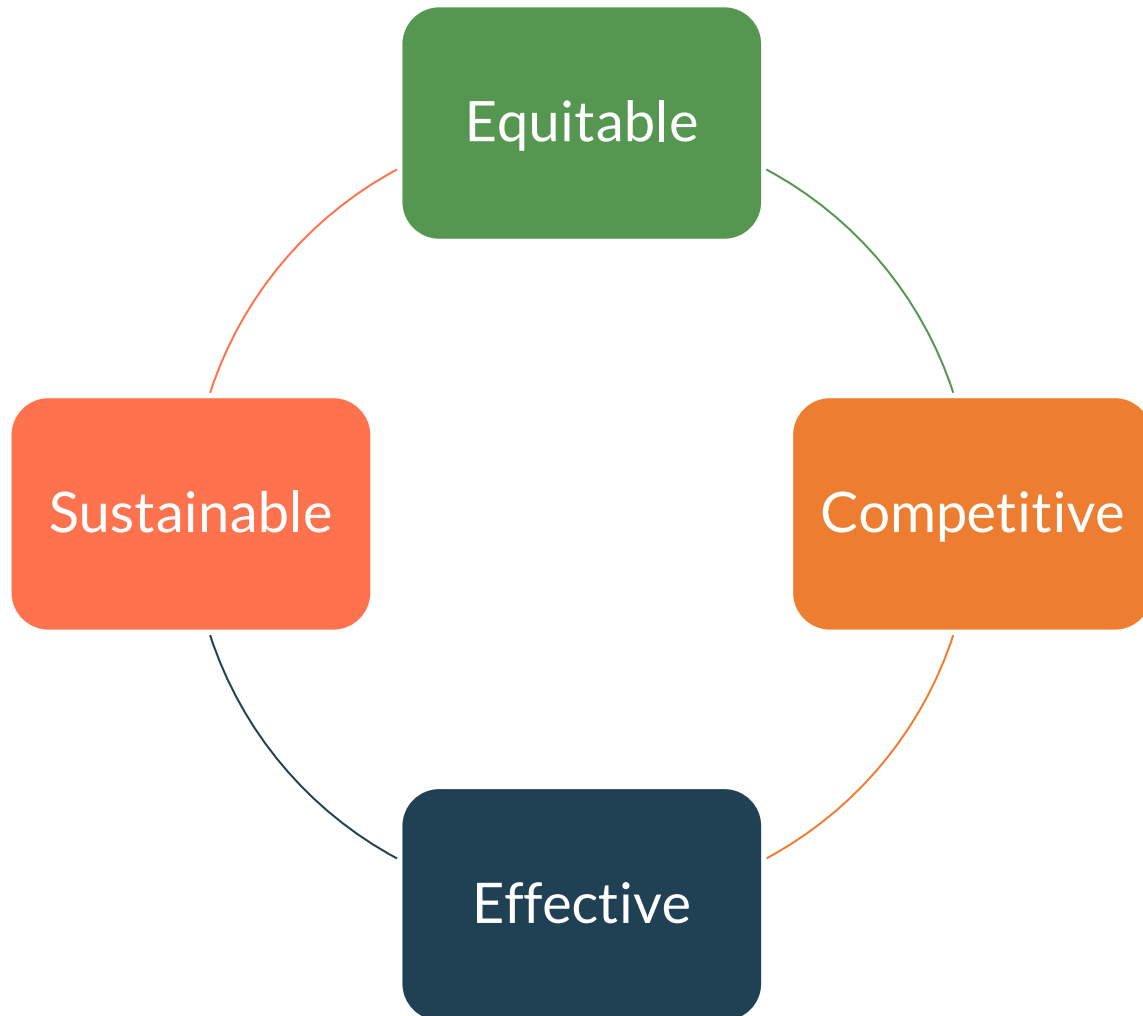
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Turning the  
mission inward...



# FOCUS ON COMPENSATION

## A Compensation Plan Must Be...



**Equitable** and **effective** compensation structure defines a **sustainable** approach to total compensation that is **competitive** and attractive to potential and current staff and maintains fairness.



## COMPENSATION

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### ELIMINATE PAY INEQUITIES

- Conduct regular pay audits
  - Maintain transparency and fairness
- Move to stop using salary history
- Create equitable, inclusive, and fair salary ranges
  - Post in job announcement
  - Stick to it!
- Understand the importance of pay equity and transparency in the retention and recruitment of different workforce generations

# STAR<sup>2</sup> CENTER RESOURCE HIGHLIGHT

## Pay Equity Checklist



STAR<sup>2</sup> CENTER  
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.

**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](#)

This report was prepared by the Health Resources and Services Administration (HRSA) of the U.S. Department of Health and Human Services (HHS) as part of a research funding award (HRSA-2020-001-001) to the non-profit organization, the Center for Health Equity Promotion and Research (CHEPR) at the University of California, San Francisco (UCSF). The views and opinions expressed in this report are those of the author(s) and do not necessarily represent those of HRSA, HHS, or the U.S. Government. For more information, please visit HRSA.gov.

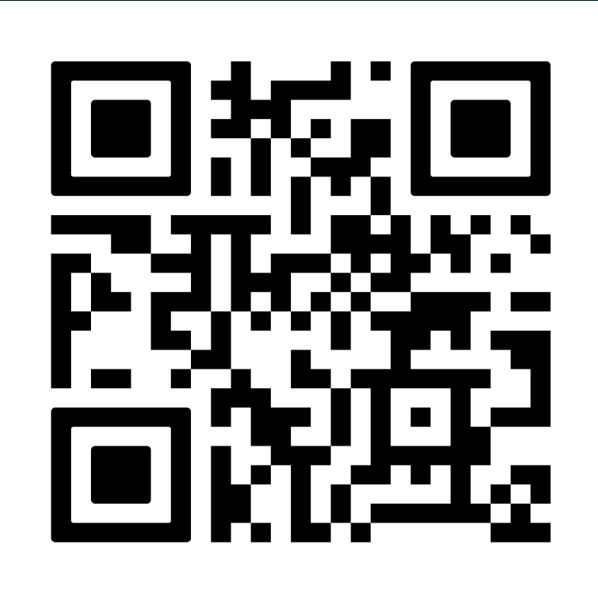
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Click [here](#) to access the Pay Equity White Paper!

# STAR<sup>2</sup> CENTER RESOURCE HIGHLIGHT

## Pay Equity White Paper



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





**EQUAL PAY FOR WORK OF EQUAL VALUE:**

*Establishing Pay Equity Principles to Advance  
Workforce Financial Wellness*

**STAR<sup>2</sup> CENTER**  
WHITE PAPER 2023

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# FOCUS ON BENEFITS

Think Outside the Box



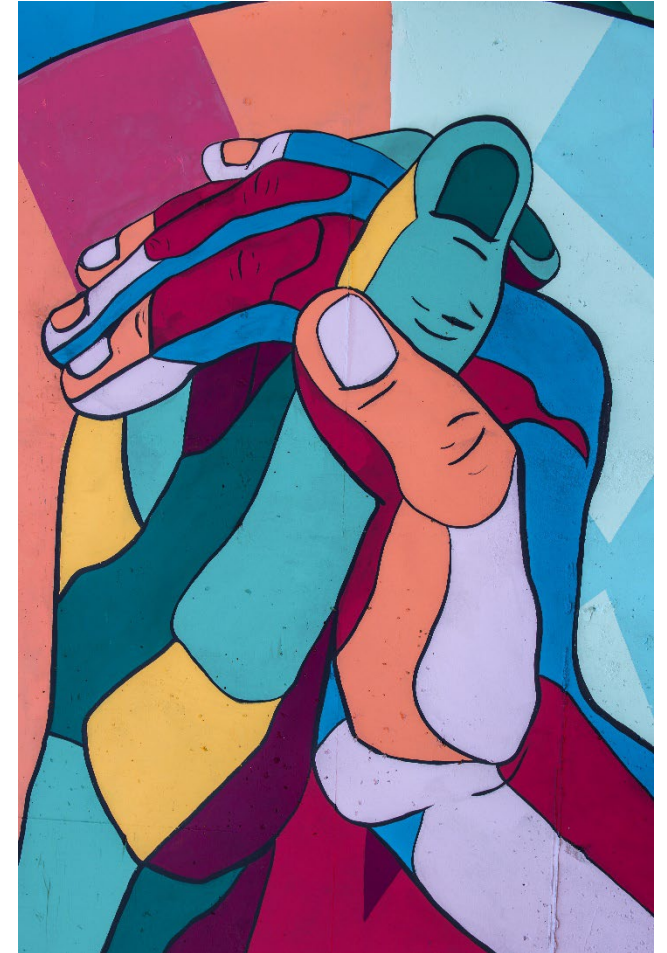
**Speak with the workforce about what they need/want!**

# FOCUS ON BENEFITS

## Think Outside the Box



- Does your healthcare plan include transgender care?
- Does your leave include maternal and paternal leave? Is it paid?
- Is holiday leave flexible and does it include people of different backgrounds and belief systems?
- Do you offer mentorship programs? If so, is it specific to BIPOC and other underrepresented/diverse groups?
- Are training programs offering students what they need?
- Does your leave policy define family broadly? (ex: bereavement leave)
- How much emphasis is put on continuing education and career ladders? Are you looking at it from a DEI lens?
- Do your benefits take into account parents (especially single parents)?
- How important is work-life balance in your benefits package?



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Inclusive Benefits





# WORK SCHEDULES

## Flexibility is Key



A no or low-cost strategy for staff retention and recruitment is **work schedule innovation**. Adequate clinical coverage and on-call coverage is the highest priority for health centers, but this is not always best achieved with traditional full-time schedules. There are many advantages to part-time, flexible, hybrid, or remote schedules.



# CAREER PATHS

Make Them Available and Accessible

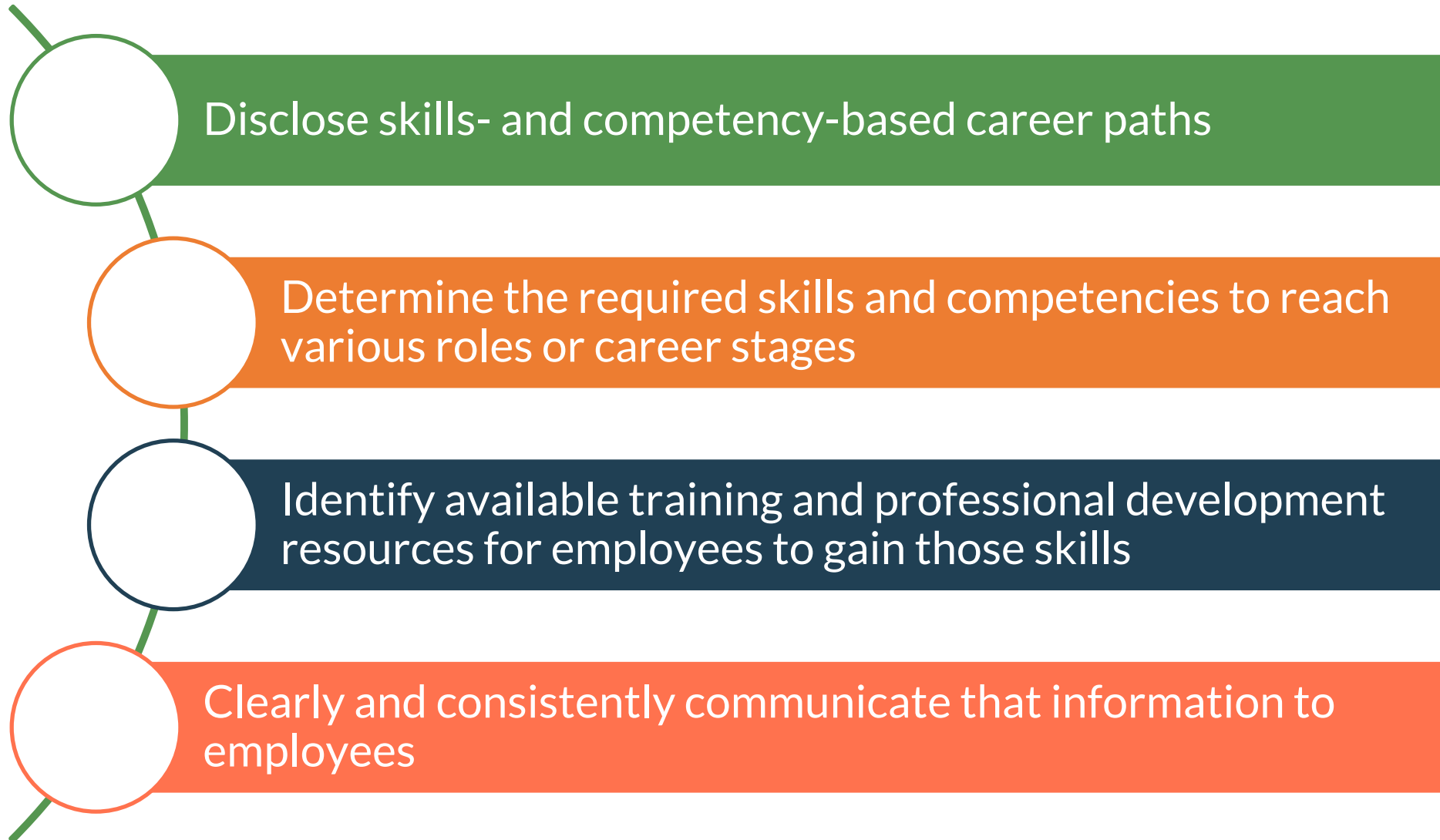


Staff are often more likely to stay with an organization if there are opportunities for **professional growth and advancement.**



# CAREER PATHS

## Key Steps



Disclose skills- and competency-based career paths

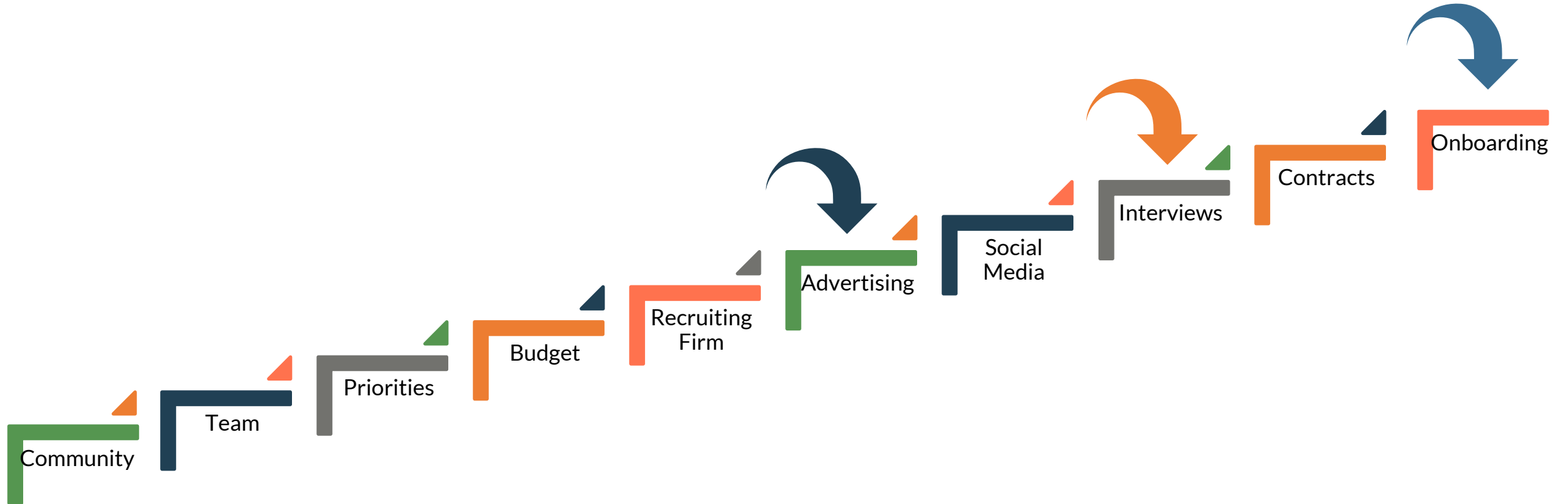
Determine the required skills and competencies to reach various roles or career stages

Identify available training and professional development resources for employees to gain those skills

Clearly and consistently communicate that information to employees

# RECRUITMENT PLANNING

## Key Areas



# RECRUITMENT ADVERTISING

## Applying the JEDI Lens



- Transparency
- Commitment to JEDI
- Check for Bias
  - [Gender Decoder](#), [Textio](#), [LinkedIn](#)
- Ensure Accessibility/Readability
- Leverage Niche Boards
- Clarify the Process
- Encourage Applicants

Source: [CultureAlly](#)



# RECRUITMENT ADVERTISING

Advertise for Diverse Candidates



- National Hispanic Medical Association
- National Black Nurses Association
- National Association of Hispanic Nurses
- National Medical Association
- Out Professional Network!

Resource: [Building an Inclusive Organization Toolkit](#)

## BUILDING AN INCLUSIVE ORGANIZATION

Job Posting Sites

The following national organizations have Career Centers available for job postings. Click on their organization's name to be directed to their website.

### [National Hispanic Medical Association](#)

NHMA empowers Hispanic physicians to lead efforts to improve the health of Hispanic and other underserved populations in collaboration with Hispanic state medical societies, residents, and medical students, and other public and private sector partners.

### [National Black Nurses Association](#)

NBNA's mission is to provide a forum for collective action by African American nurses to represent and provide a forum for black nurses to advocate for and implement strategies to ensure access to the highest quality of healthcare for persons of color.

### [National Association of Hispanic Nurses](#)

NAHN is the nation's leading professional society for Latinx nurses.

### [National Medical Association](#)

NMA is the collective voice of African American physicians and the leading force for parity and justice in medicine and the elimination of disparities in health.

### [National Alaska Native American Indian Nurses Association](#)

NANAINA unites American Indian/Alaska Native nurses and those who care for AN/Al people to improve the health and well-being of American Indian/Alaska Native people.

### [Philippine Nurses Association of America](#)

PNAA is an organization responsive to Filipino-American nurses' needs.

### [Out Professional Network!](#)

Out Professional Network! provides the LGBT community with a trusted professional network, which pairs members with employers who are serious about building a diverse workforce to meet the needs of an increasingly diverse customer base.

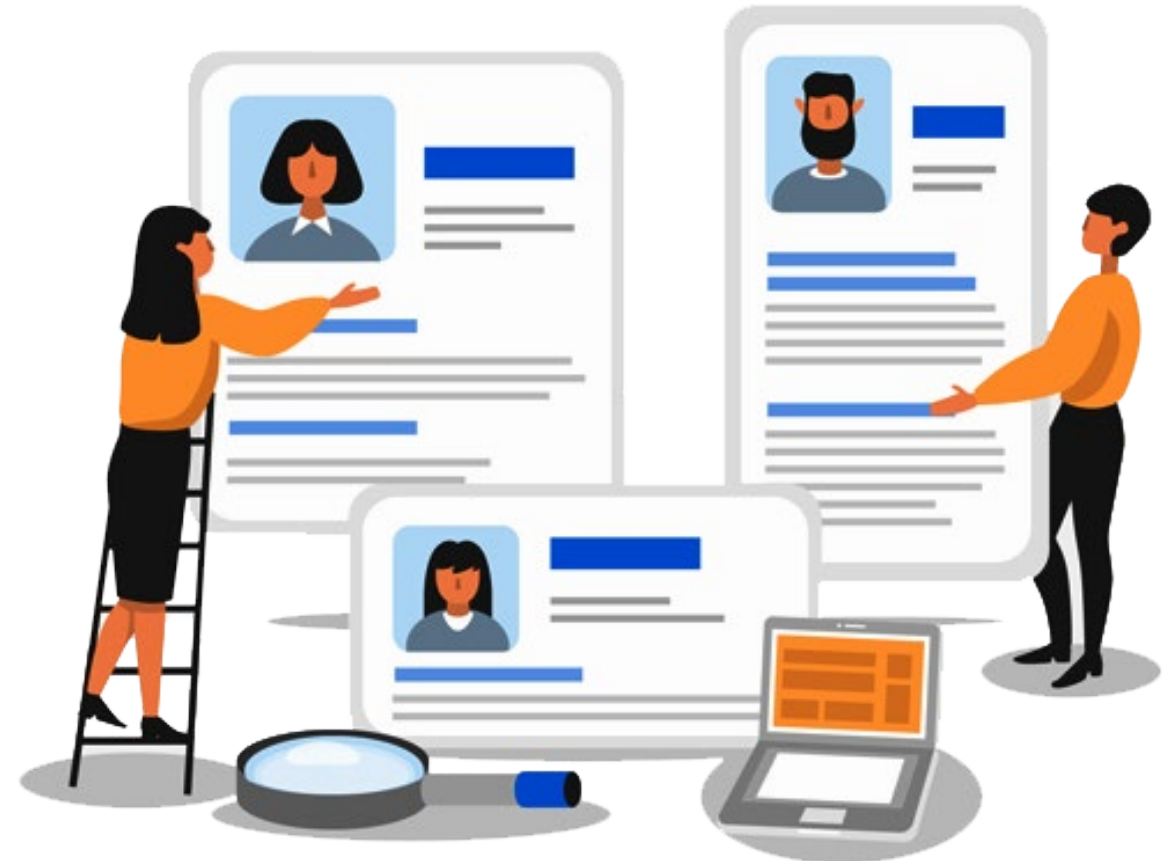


# RECRUITMENT ADVERTISING

Advertise for Diverse Candidates



- Chronically Capable
- Diversity Jobs
- Diversity for Social Impact
- Job Board LGBT
- Remote Woman
- Gradient Spaces



# JOB ANNOUNCEMENT TIPS

- Use positive language – not problem-focused language
- Answer the WHY? questions
- Explain your patient population
- Include your mission
- Avoid language that connotes a burnout environment
- Show that your health center values its workforce
- Include a salary range
- List your benefits
- Add a diversity, equity, and inclusion (DEI) statement
- Avoid gendered language
- Make it personal
- Employ a user-friendly application process





# RECRUITMENT INTERVIEWS

## Be Intentional About JEDI



- Be consistent
- Try to put the candidate at ease
- Value substance over style
- View the interview as a two-way conversation
- Hold off on making comparisons
- Make sure your decision-making process is inclusive

# RECRUITMENT INTERVIEWS

## Be Intentional About JEDI



- Ensure every committee member has participated in an [implicit bias training](#).
- Agree, as a committee, what the hiring process will look like to work against bias.
- Create evaluation criteria that reflects the job posting and avoids bias (e.g. “ideal” candidate qualities, education bias, etc.).
  - Utilize a [Candidate evaluation matrix](#) to ensure all committee members agree on criteria by confirming expectation and definitions.
- Before the interview, identify and define the most important competencies for this specific position.
- Questions matter. Develop interview questions to assess each candidate’s qualifications.
- Include [diversity, equity and inclusion \(DEI\) questions](#) for the interview and confirm components of a “quality” answer for each question.
- Ensure you are auditing and mitigating your bias throughout the interview process (e.g. questioning assumptions or conclusions made, considering your privilege, etc.).
- Utilize the [Candidate evaluation form](#) to minimize bias and assess each candidate equitably.
- After the interview, debrief immediately and deliberately.
- Identify strengths first for every candidate.
- Review and confirm criteria has remained consistent throughout the process.

## JEDI Questions to for an Interview

- How has your background and experience prepared you to be effective in an environment that holds diversity, equity, and inclusion as core to our mission and values?
- Can you recall a time when a person's cultural background affected your approach to a work situation?
- What have you done to further your knowledge/understanding about justice, diversity, equity, and inclusion? How have you demonstrated your learning?

Source: [Duke University School of Medicine](#)



# NEW HIRE ONBOARDING

Why is it Important?



Integrates the  
new employee  
into the  
organization

Sets clear  
expectations

Productivity  
occurs more  
quickly

Reduces  
turnover!

# JEDI ONBOARDING BEST PRACTICES

## What it Involves



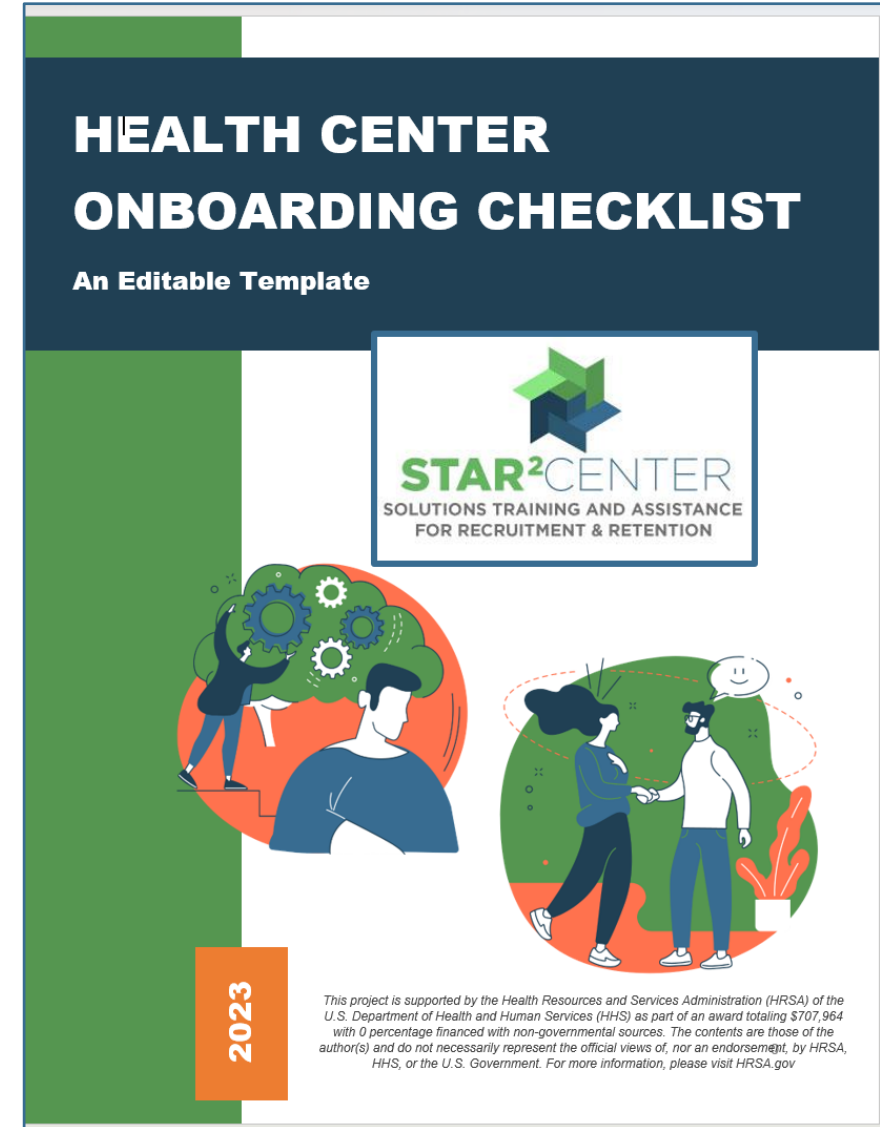
- Focus on integration not assimilation
- Prepare your team
- Be proactive
- Keep it personal
- Highlight your commitment to JEDI-B
- Maintain communication
- Ask for feedback and learn from it

# STAR<sup>2</sup> CENTER RESOURCE HIGHLIGHT

## Health Center Onboarding Checklist



Click [here](#) to access the Health Center Onboarding Checklist!



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# QUESTIONS





# STAR<sup>2</sup> CENTER RESOURCES

- [Recruitment & Retention Self-Assessment Tool](#)
- [Health Center Comprehensive Workforce Plan Template](#)
- [Equal Pay for Work of Equal Value White Paper](#)
- [Financial Assessment For Provider Turnover Tool](#)
- [Building an Inclusive Organization Toolkit](#)
- [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 STAR<sup>2</sup> 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 STAR<sup>2</sup> Center Self-Paced Courses: [chcworkforce.elearning247.com](https://chcworkforce.elearning247.com)

And the ACU & STAR<sup>2</sup> Center Video webpage: [www.youtube.com/channel/UCZg-CFN7Wuev5qNUWt69u0w/feed](https://www.youtube.com/channel/UCZg-CFN7Wuev5qNUWt69u0w/feed)

And the STAR<sup>2</sup> 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/)



# UPCOMING EVENTS: REGISTER NOW!

## Diversifying the Health Center Workforce: Elevating Cultural Humility & Equitable Care

Wednesdays, May 29 & June 5 | 3:00-4:00PM ET

Register here: <https://tinyurl.com/2mzptufw>

## Retention Planning: Build It and They Will Stay, Part 2

Wednesday, June 12 | 4:00-5:00PM ET

Register here: <https://tinyurl.com/y6rsd77n>

## Workforce Training & Technical Assistance Professional Development Series

Tuesdays, ~~March 19, April 16, May 21~~, June 18 | 12:00-1:00 PT ET

Register here: <http://tinyurl.com/23wua23d>



2024 ACU STAR<sup>2</sup> CENTER

# WORKFORCE SYMPOSIUM

INCLUSIVE INNOVATION:  
PUTTING PEOPLE FIRST



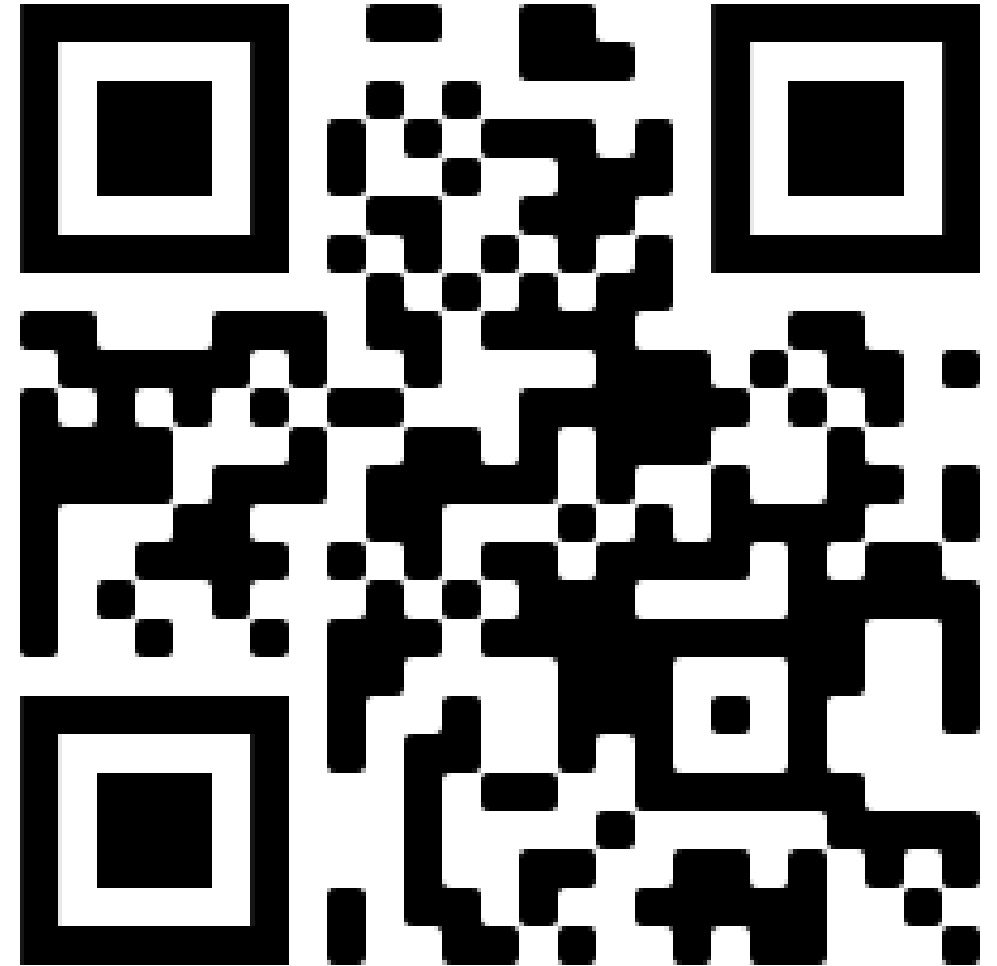
APRIL 29-30  
NASHVILLE, TN

- **Registration:** [Click here to access the registration process](#)
- **Hotel Information:** [Graduate Nashville – Click here to access our dedicated booking page!](#)
- **Draft Agenda:** [Click here to download the tentative agenda \(January 2024\)](#)

SIGN UP FOR OUR NEWSLETTER!



[tinyurl.com/3jttdtvv](https://tinyurl.com/3jttdtvv)



**STAY IN TOUCH!**

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