



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

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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 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

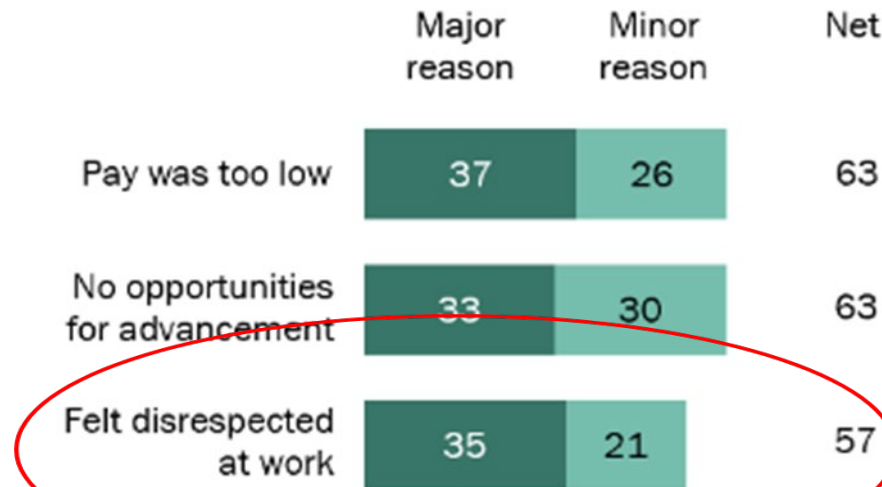
Policies that  
Support Diversity  
& Cultural  
Respect

# 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

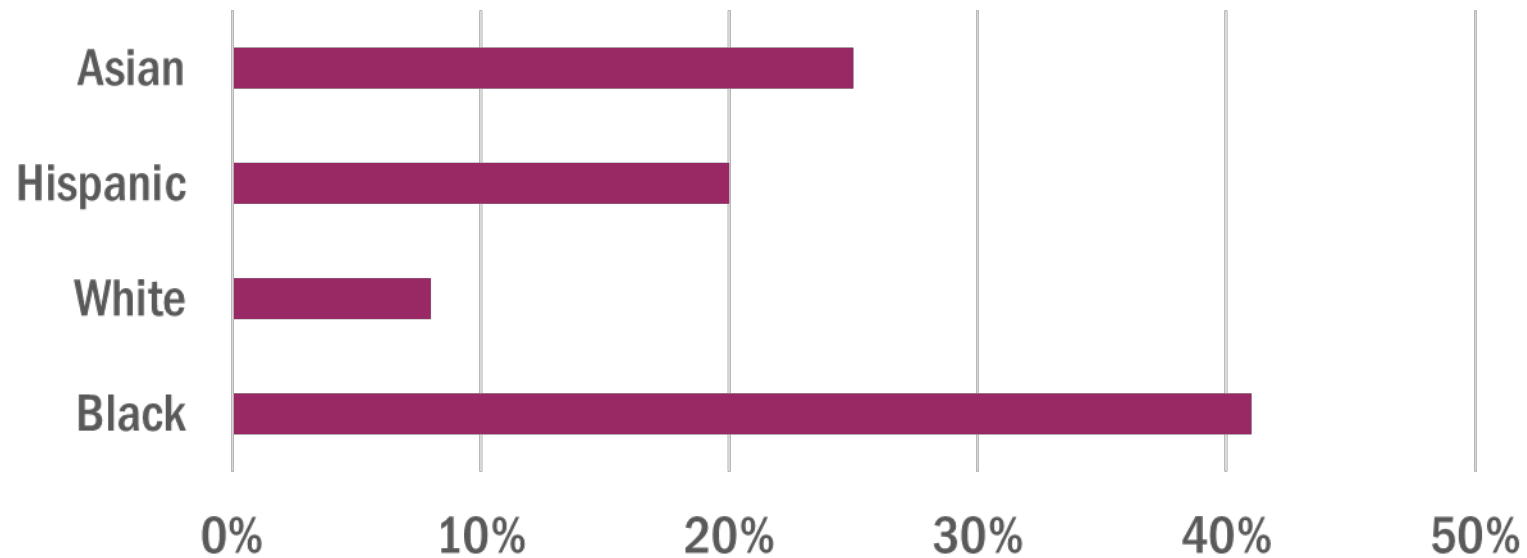
Source: Parker, K. and Menasce Horowitz, J. Pew Research Center. (March 9, 2022). [Majority of workers who quit a job in 2021 cite low pay, no opportunities for advancement, feeling disrespected](#)



# DISCRIMINATION AT WORK



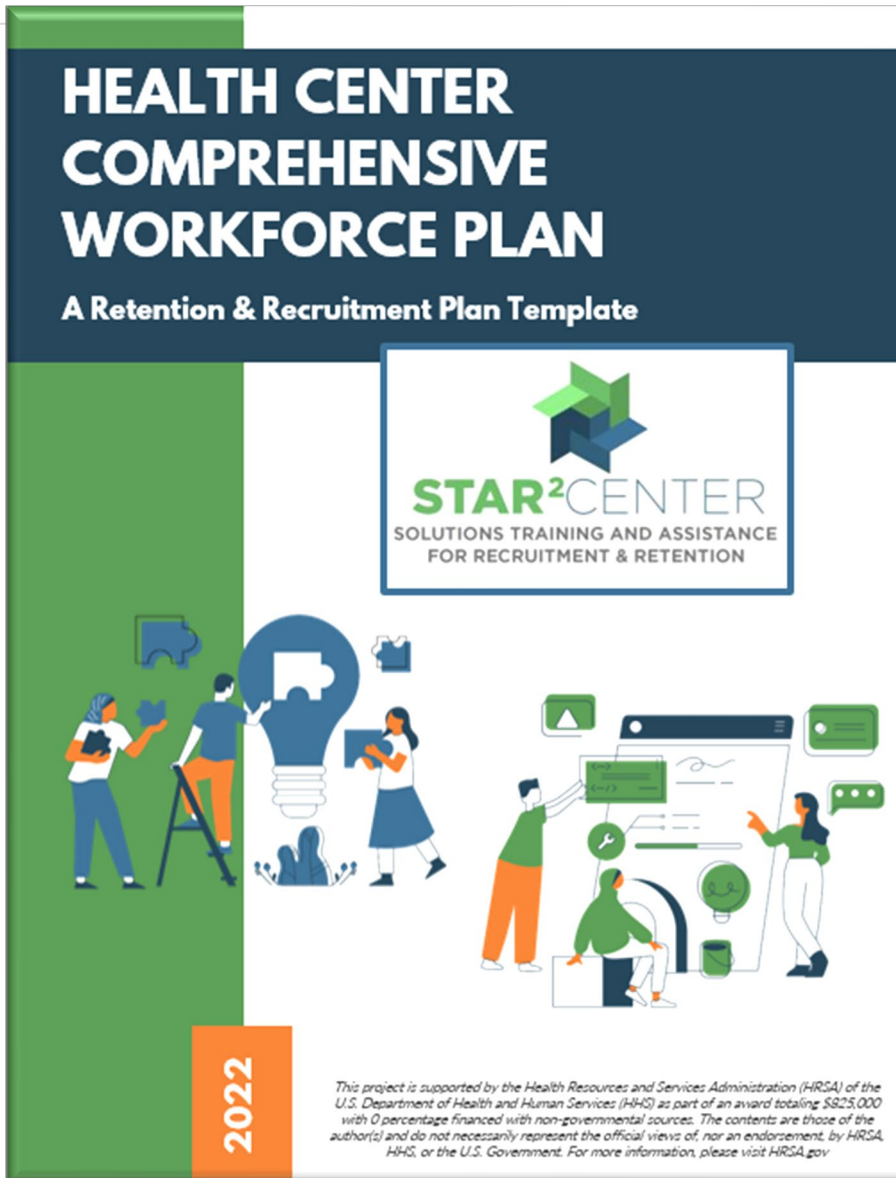
At some point, experienced discrimination or has been treated unfairly by an employer in hiring, pay or promotions because of their race or ethnicity (though not necessarily by their current employer):



## 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?

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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

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### 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



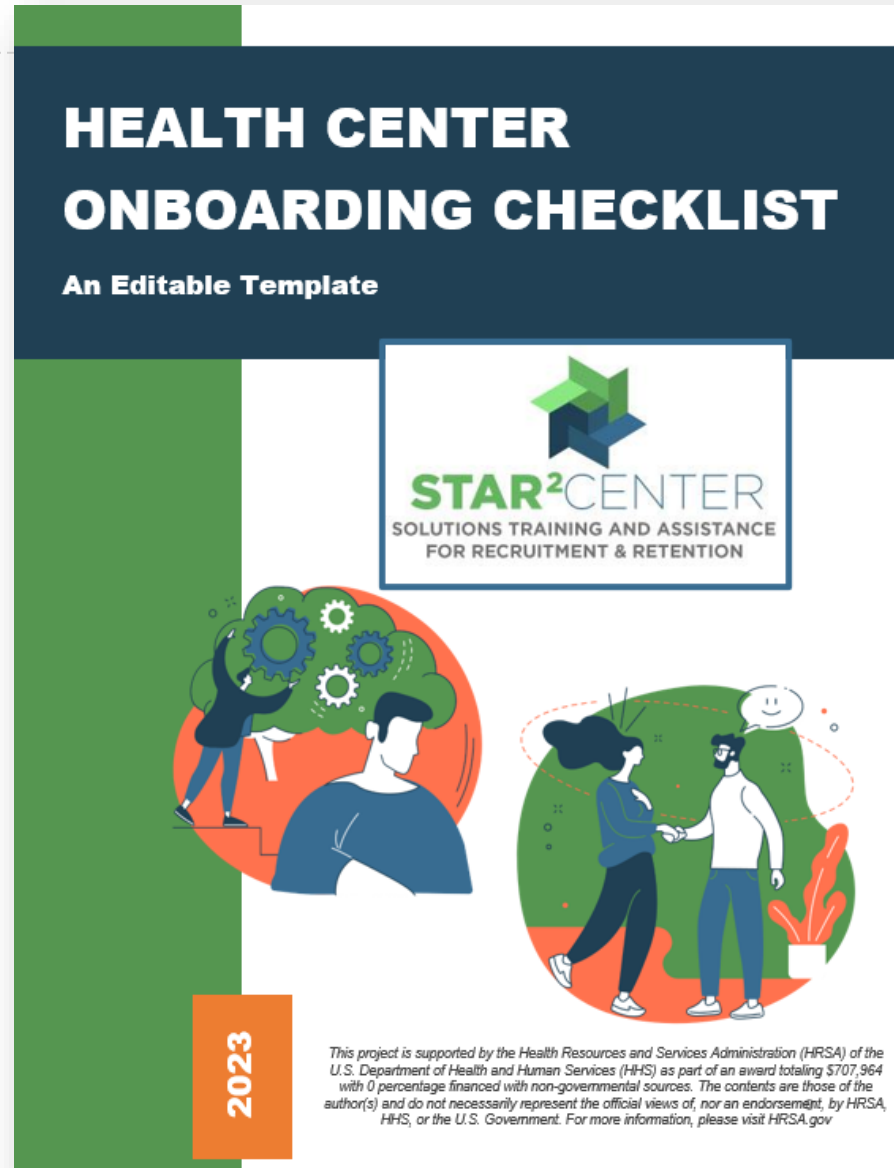
Ask if there is anything creating anxiety



Invite feedback on the onboarding process



# ONBOARDING CHECKLIST



Access this  
Resource:



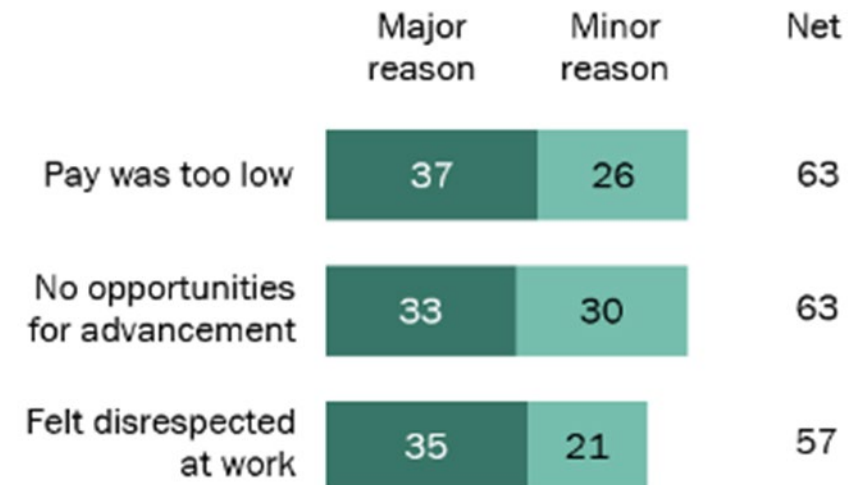
# WORKPLACE EQUITY



- 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*

**STAR<sup>2</sup> 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



- 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.





**WORKPLACE CULTURE**

# THE IMPORTANCE OF TRUST



- Recognize when policies and actions are reactive to a negative experience
- Default to believing and trusting employees
- Manage performance issues individually and without assumptions



# TRAINING SUPERVISORS IN COMPASSIONATE LEADERSHIP



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**STAR<sup>2</sup>CENTER**  
SOLUTIONS TRAINING AND ASSISTANCE  
FOR RECRUITMENT & RETENTION

Employees who work for compassionate managers are:

**25%**

MORE ENGAGED

**20%**

MORE COMMITTED TO  
THE ORGANIZATION

**11%**

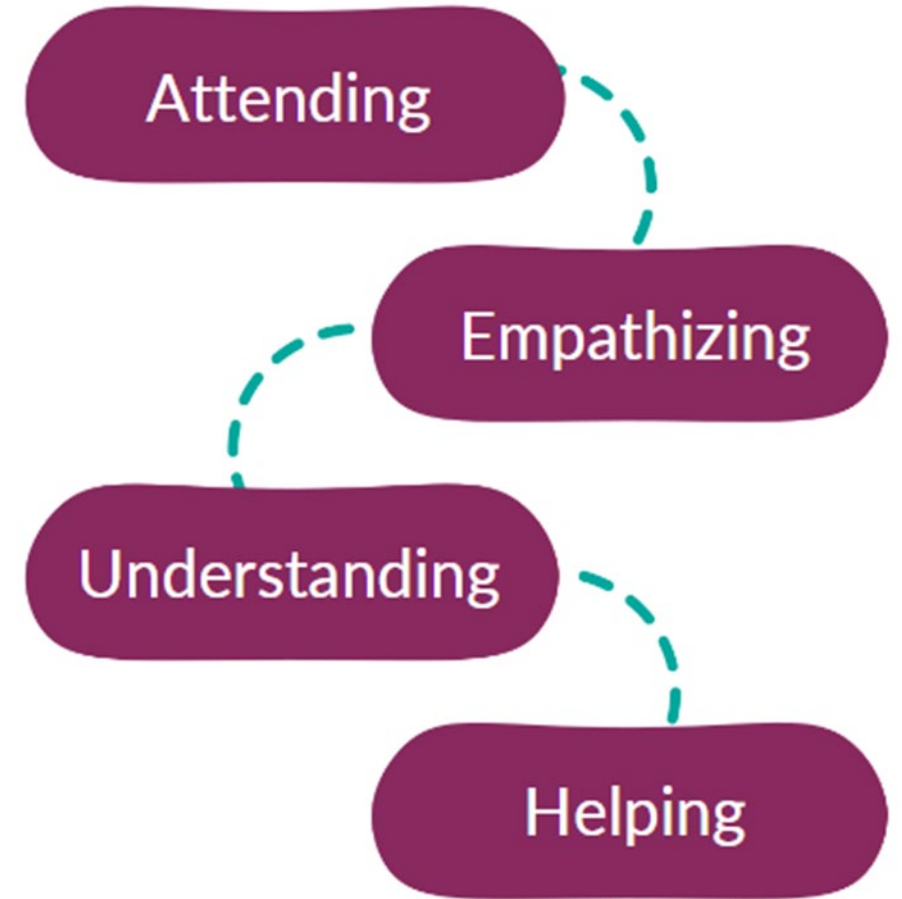
LESS LIKELY TO  
BURNOUT

Attending

Empathizing

Understanding

Helping



# CREATE A BRAVE SPACE FILLED WITH GRACE

## BUILD A CULTURE OF “CALLING IN”



**C – Center:** Avoid centering yourself; center the individual who was impacted

**L – Listen:** Hear what the individual is saying

**A – Acknowledge/Apologize:** Instead of explaining your intentions, acknowledge what happened and apologize

**(I) – Inquire:** If the situation warrants and if the person consents, ask what you could have done instead

**M- Moving Forward** – Use the experience as an opportunity for growth

Credit: The CLA(I)M acronym is community knowledge originating from St. Stephen’s Community House in Tkaronto/Toronto

# RESOURCE



## JEDI Orientation Series (Free E-Course)

### Having Tough Conversations: Creating a Brave Space Filled with Grace

<https://clinicians.org/programs/justice-equity-diversity-inclusion/>

### Example questions (Likert scale from Strongly Agree to Strongly Disagree)

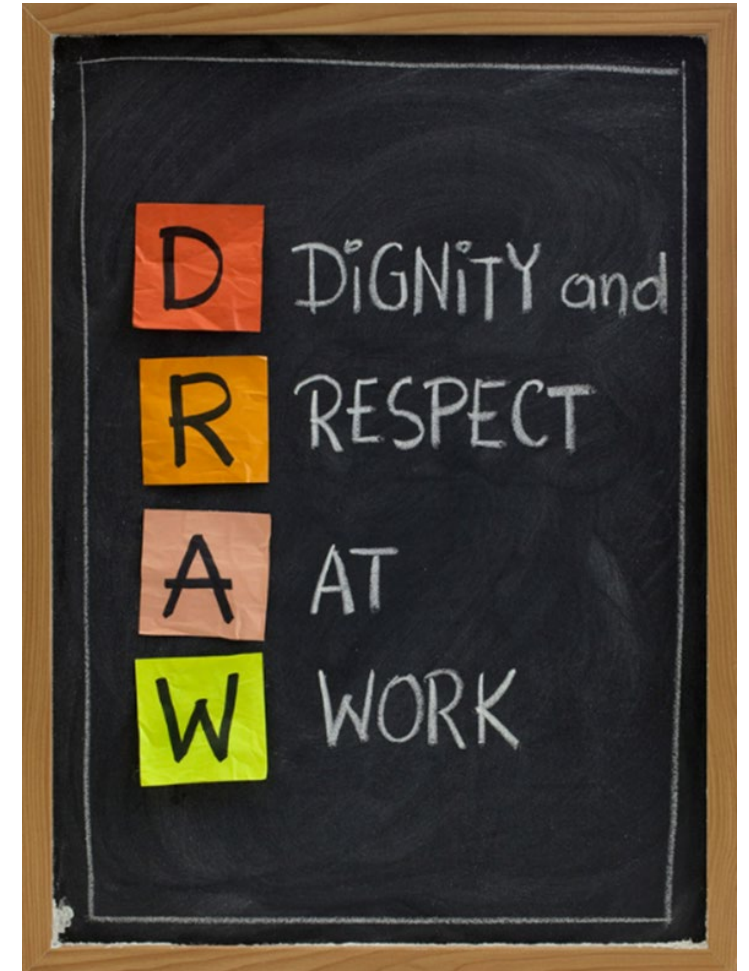
- This company fosters a workplace that allows employees to be themselves at work without fear.
- This company respects individuals and values their differences.
- The leadership at this company treats all employees fairly.
- At this company, employees appreciate others whose backgrounds, beliefs and experiences are different from their own.
- My supervisor is committed to, and supports, diversity, equity and inclusion.
- My supervisor handles matters related to diversity, equity and inclusion matters satisfactorily.

# RESPECT IS CONTAGIOUS



“When employees feel respected and treated with dignity, they are more likely to treat co-workers and customers the same way. This creates a positive culture within the organization.”

Source: Solon, R. (November 28, 2018). Society for Human Resource Management.  
[Viewpoint: Why Respect, Dignity and Kindness Are Foundational Workplace Principles](#)





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# QUESTIONS



**STAY IN TOUCH!**

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**844-ACU-HIRE**

