# THE STAR² CENTER

- National Cooperative Agreement awarded in 2014

- Funded by the Bureau of Primary Healthcare

- One of 22 National Training and Technical Assistance Partners (NTTAPs)

- All things Retention and Recruitment!

www.chcworkforce.org

Contact us: info@chcworkforce.org

GUIDING VALUES FOR OUR TIME TOGETHER

- Make space, take space
- Commit to nurturing a "safe" space
- 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
- Respect confidentiality
- Encourage one another
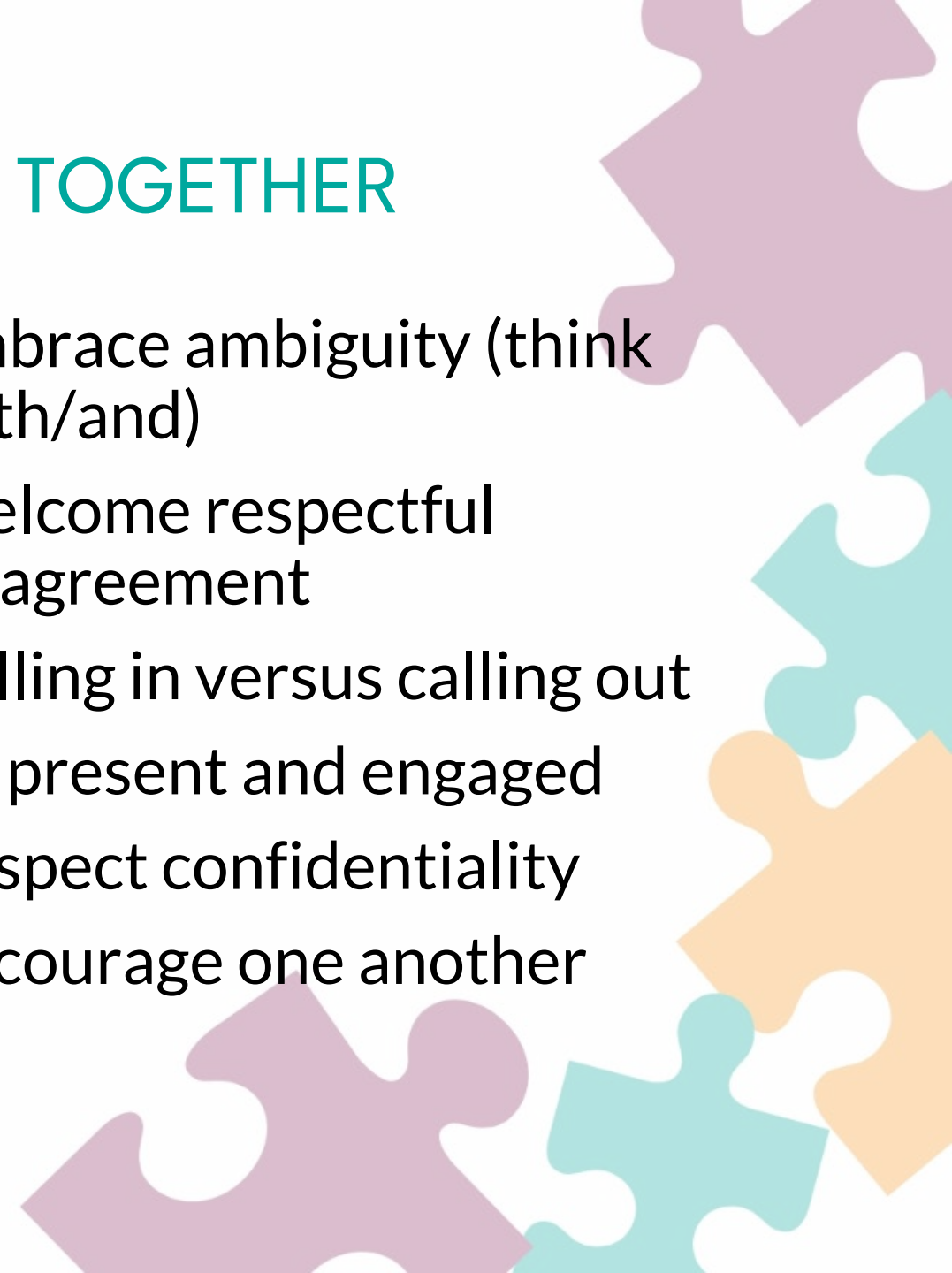
HOUSEKEEPING

THANK YOU TO OUR SPONSORS & PARTNERS!

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

ACU
ASSOCIATION OF CLINICIANS FOR THE UNDERSERVED

STAR²CENTER
SOLUTIONS TRAINING AND ASSISTANCE FOR RECRUITMENT & RETENTION

ENJOY THE SYMPOSIUM!

BPHC's Workforce Well-being Initiative

April 29, 2024
10:00a.m. – 10:20 a.m. ET

CDR Jayne Berube
Team Lead
Office of Quality Improvement, BPHC

Vision: Healthy Communities, Healthy People

Workforce Well-being Activity Milestones

Health Center and PCA Data:

> **March 29, 2024 – Release of PCA and Health Center EHB Dashboards**
>
> **April 2023 – Health Center Preliminary Reports**

National Data:

> **Fall 2023 - National Survey Data Released on the HRSA Data Warehouse**
>
> https://data.hrsa.gov/topics/health-centers/workforce-well-being

Survey Administration:

> November 2022 – January 2023 to all HRSA supported health centers

BPHC Workforce Well-being Website:

https://bphc.hrsa.gov/technical-assistance/clinical-quality-improvement/health-center-workforce-well-being-initiative

National Dashboard

HRSA Data Warehouse: https://data.hrsa.gov/topics/health-centers/workforce-well-being

Data Informed Technical Assistance

Technical Assistance Opportunities:

- Communities of Practice
- Virtual Learning Collaboratives
- Virtual Office Hours
- Virtual Coaching
- Focused Capacity Building
- Promising Practices
- Employee Well-being Strategy
- Action Planning
- Case Study Presentations
- Webinars

Sign Up for Technical Assistance Events

https://bphc-wellbeing-ta.impactivo.com/

HRSA
Health Center Program
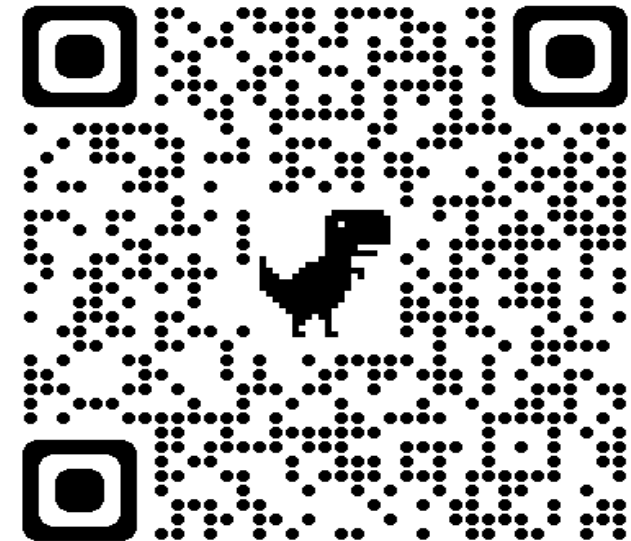
Save the Date - Upcoming Technical Assistance in May

Technical Assistance Events

https://bphc-wellbeing-ta.impactivo.com/

Onboarding: The Beginning of Employee Well-being

Webinar

May 15, 2024 at 2:00 – 3:00 p.m. ET

Sign Up for the TA : https://bphc-wellbeing-ta.impactivo.com/
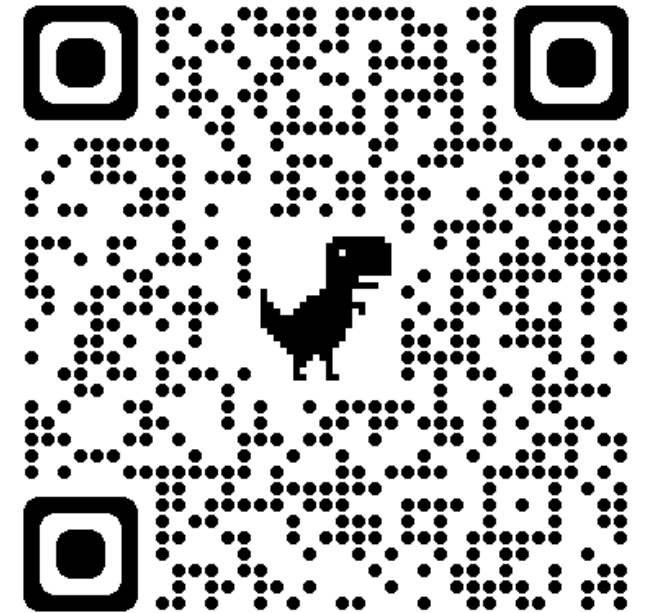
HRSA
Health Center Program

Communities of Practice - Coming in May!

Caring for the Caregivers: Implementing A Lifestyle Medicine Approach
Designed for: Patient-facing roles working at HRSA supported health centers
Time: Biweekly, Wednesdays at 2-3:30 p.m. ET, May 8, 2024 - August 14, 2024

Redesigning Workflows for More Effective and Efficient Processes
Designed for: Health center managers responsible for daily non-clinical operations
Time: Biweekly, Tuesdays at 2-3:30 p.m. ET, May 14, 2024 - August 20, 2024

Structuring Clinical Teams and Workflows Amid Workplace Shortages
Designed for: Managers that support clinical teams' daily operations
Time: Biweekly, Thursdays at 2-3:30 p.m. ET, May 16, 2024 - August 22, 2024

- ❖ Build a community of peers
- ❖ Learn effective strategies and tools
- ❖ Develop a tailored action plan
- ❖ Receive individualized technical assistance

Sign Up for the TA : *https://bphc-wellbeing-ta.impactivo.com/*

HRSA
Office of Planning, Analysis and Evaluation

Questions

Contact Us

Please direct any additional questions through our BPHC Contact Form

BPHC Contact Form:

Salesforce category>APCMH H80> Salesforce sub category>other>within Salesforce Case owner> OQI- Quality

Or call 877-464-4772 from 8:00 a.m. to 8:00 p.m. ET, Monday-Friday (except federal holidays).

Building the Health Workforce
Association of Clinicians for the Underserved Workforce Symposium

April 29, 2024

Sheila Pradia-Williams
Deputy Associate Administrator
Bureau of Health Workforce (BHW)
Health Resources and Services Administration (HRSA)

Vision: Healthy Communities, Healthy People

The Health Workforce Challenge

TIME
IDEAS • HEALTH
American Health Care Faces a Staffing Crisis And It's Affecting Care

IDEAS BY **ROBERT GLATTER, PETER PAPADAKOS, AND YASH SHAH** JUNE 30, 2023 8:43 AM EDT

H ospitals, urgent care facilities, clinics, and imaging centers throughout the United States are experiencing staffing issues. Since the COVID-19 pandemic, costs have reached new highs as institutions are forced to staff their facilities with temporary health professionals due to rising turnover, fluctuations in demand, and evolving appreciations for work-life balance. These temporary, or "locums," physicians, mid-level administrators, travel nurses, therapists, and technicians are paid many multiples more than regular staff. Frequently, existing long-term employees feel undervalued in relation to these temporary workers and some resign to join the rapidly expanding pool of locums healthcare workers while others seek out early retirement.

The Washington Post
Primary care saves lives. Here's why it's failing Americans.

By Frances Stead Sellers
October 17, 2023 at 6:00 a.m. EDT

More patients are losing their doctors – and their trust in the primary care system

DECEMBER 22, 2023 · 5:00 AM ET

HEARD ON MORNING EDITION

FROM The Public's Radio 89.3ꜰᴍ

By Lynn Arditi

Modern Healthcare

March 07, 2024 05:00 AM

Why physician, nursing staffing shortages persist

MARI DEVEREAUX

Training bottlenecks, uneven distribution of certain providers and expected regulation are adding roadblocks to efforts to tackle pervasive staffing shortages throughout healthcare.

The National Center for Health Workforce Analysis predicts that by 2036 the industry will have shortages of more than 68,000 primary care physicians, 62,400 psychologists, 42,100 psychiatrists, 6,600 obstetrician-gynecologists and 33,100 family medicine physicians, in addition to deficits of other specialities.

Here's a snapshot of workforce challenges the industry is facing.

Physicians specialties want more residency slots

Some specialities are feeling the labor shortage more acutely than others.

The Washington Post
BUSINESS
TUESDAY, OCTOBER 18, 2022 · SECTION G

How to Fix the Nursing Shortage

SEATTLE, WA - JANUARY 21: (EDITORIAL USE ONLY) Nurse Elisa Gilbert checks on a patient in the acute care COVID-19 unit at the Harborview Medical Center on January 21, 2022 in Seattle, Washington. The highly transmissible omicron variant is putting a significant strain on health systems nationally resulting in staffing shortages and changes in capacity strategies. (Photo by Karen Ducey/Getty Images) (Photographer: Karen Ducey/Getty Images North America)

The US health-care system needs more nurses. Nursing schools aren't producing enough graduates, young workers are quitting, and older ones are retiring early. Throughout the pandemic, widespread shortages reduced the quality of care and even cost lives. To bolster the workforce and better prepare for the next crisis, the US must invest in its domestic pipeline and clear hurdles for qualified international talent.

Nursing shortages have been a problem for decades and will persist well after Covid-19 subsides. Not only is the US population aging, but nurses themselves are getting older. Some researchers estimate that 1 million registered nurses will retire by 2030.

In the past, hospitals, nursing homes, clinics and other health-care facilities have turned to staffing agencies during shortages. Travel nurses, as they're known, crisscross the country, typically working 13-week stints. At the height of the pandemic, they could easily triple or quadruple their pre-pandemic salaries, earning as much as $5,000 to $10,000 a week.

HRSA Health Workforce

Bureau of Health Workforce

MISSION   **Improves the health of underserved populations** by

▶ strengthening the health workforce

▶ connecting skilled professionals to communities in need
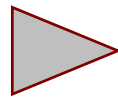
EDUCATION ▶ **TRAINING** ▶ **SERVICE**

HRSA
Health Workforce

HRSA Workforce Focus Areas (2023-2024)

Government-Wide Priorities
- Mental and Behavioral Health
- Health Equity

BHW Focus Areas
- Mental and Behavioral Health
- Community Health
- Maternal Health

Cross-Cutting Themes
- Provider Resilience
- Distribution
- Diversity / Health Equity
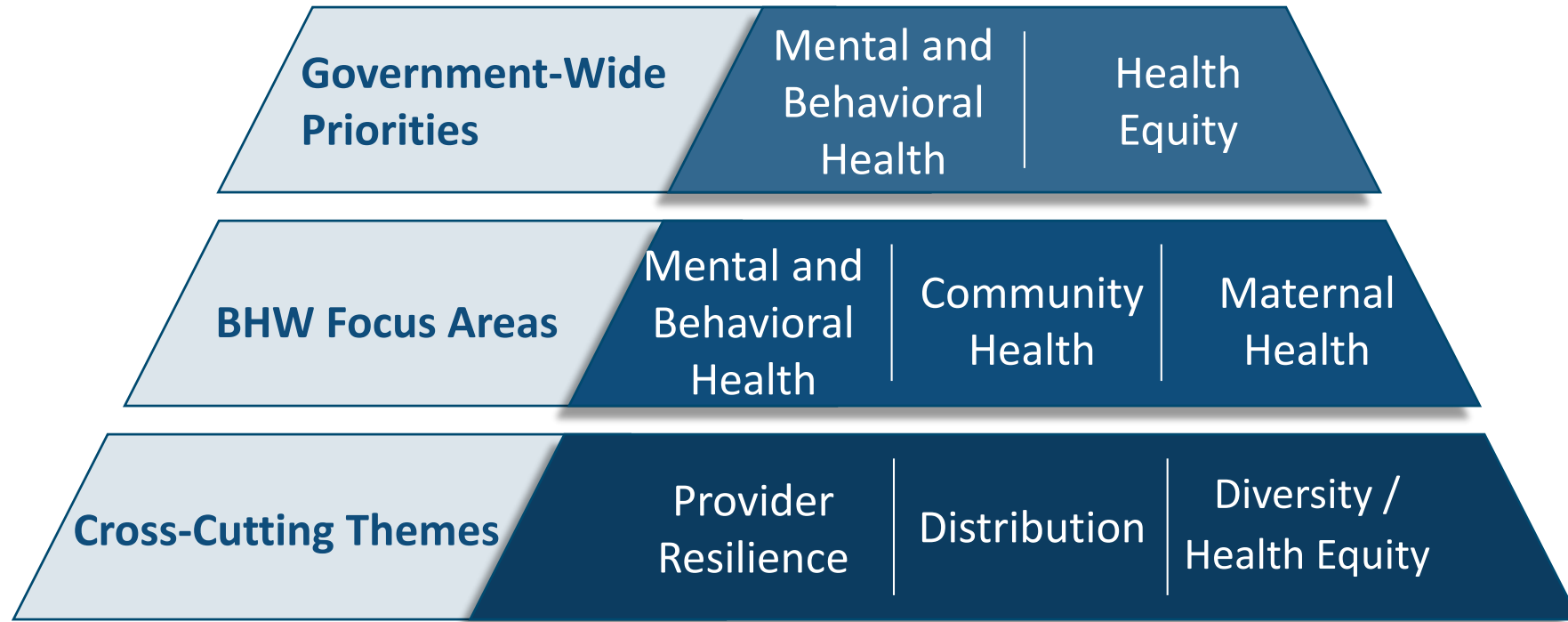
BHW Budget History

Fiscal Year

2025	President's Budget (proposed) — $2.6 B
2024	$1.94 B
2023	$1.82 B
2022	$1.73 B
2021	American Rescue Plan — $1.55 B
	$1.67 B
2020	$1.65 B

Reauthorizes the NHSC and THCGME* programs
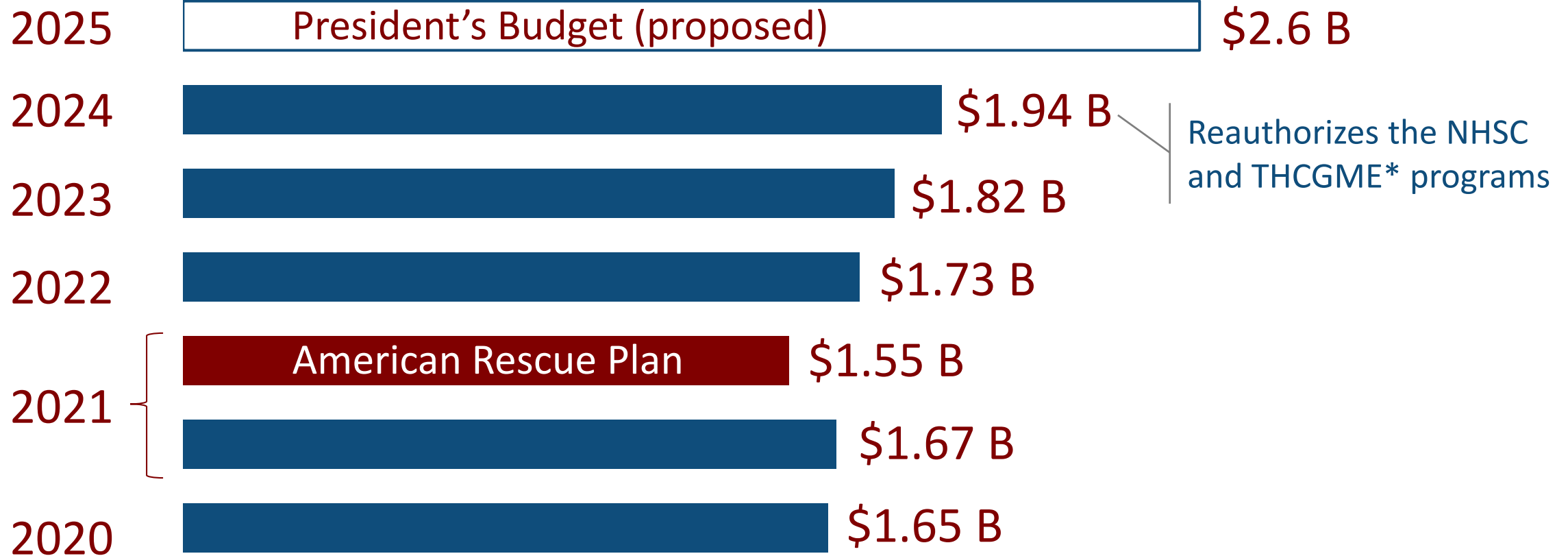
*NHSC = National Health Service Corps
THCGME = Teaching Health Center Graduate Medical Education

Projected Nursing Shortages (2036): RNs and LPNs
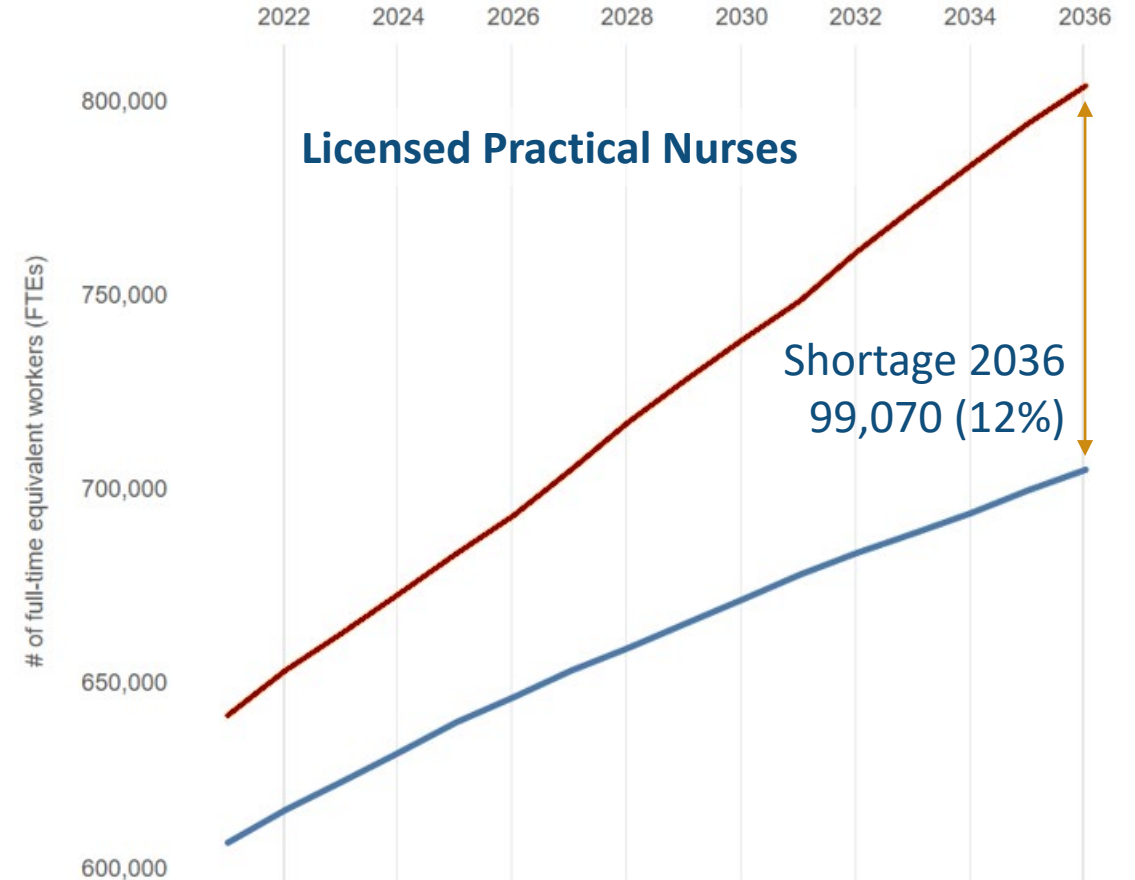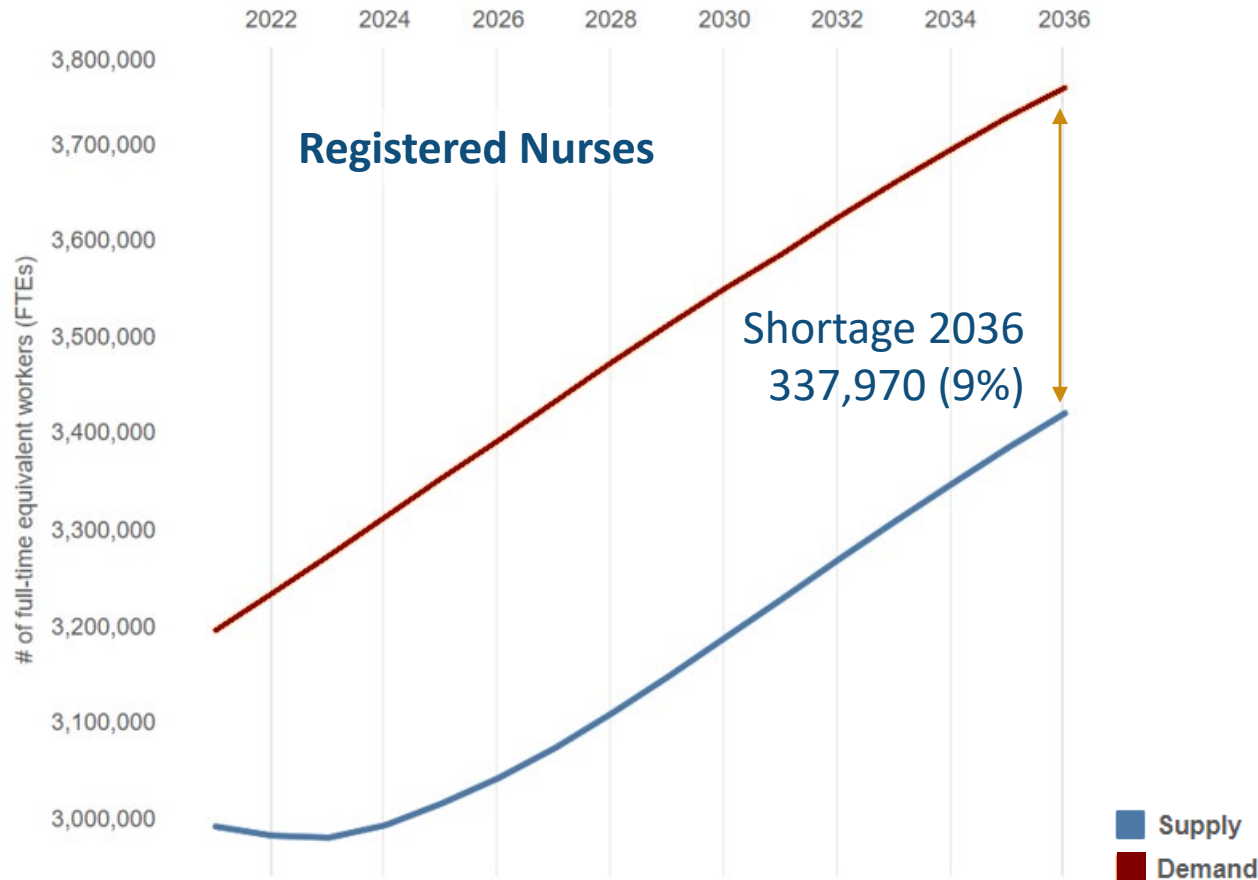
data.hrsa.gov > Workforce Projections Dashboard

RN Shortages: Percent Adequacy by State, 2036

91%

National adequacy
(2036)
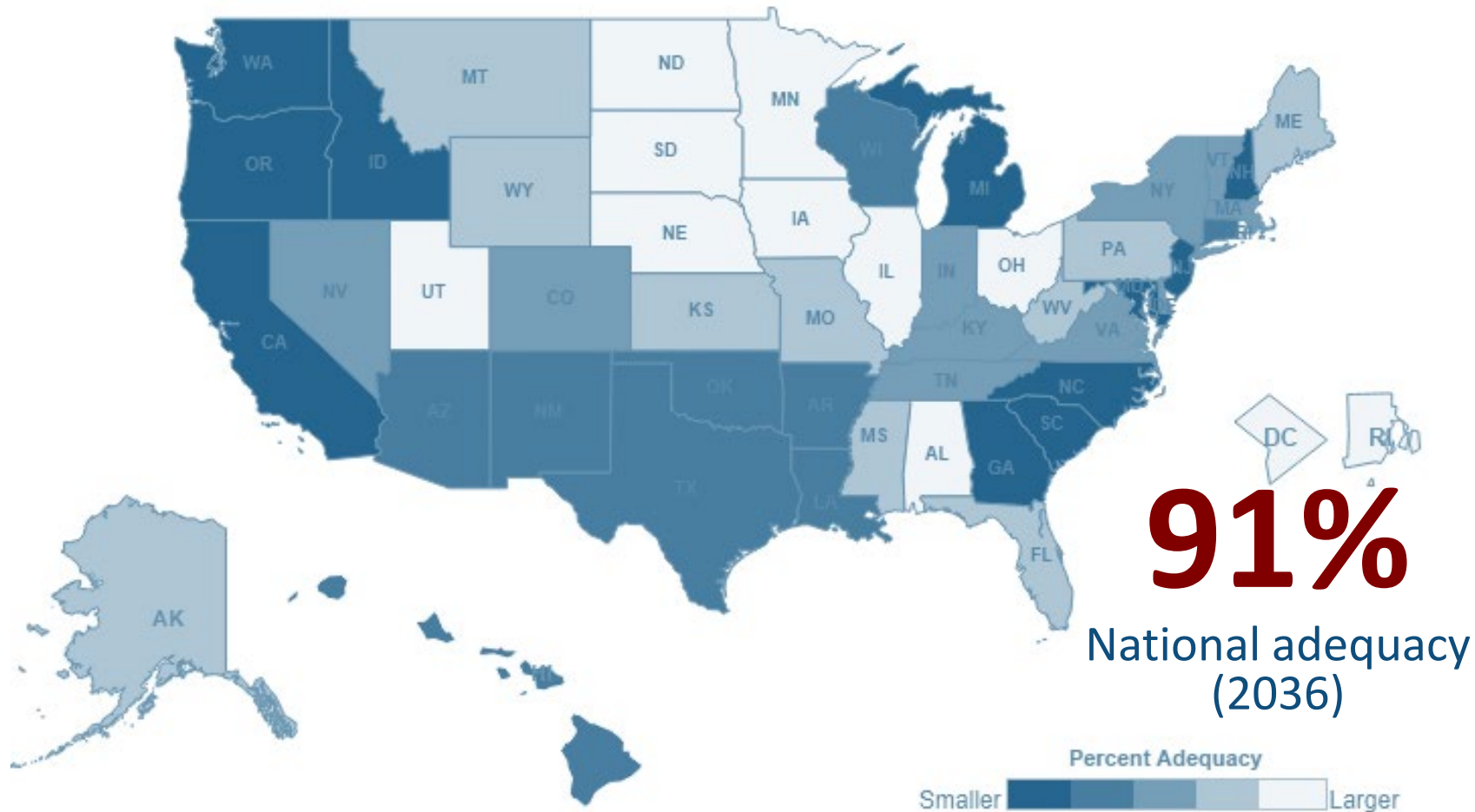
Lowest Projected Adequacy (2036)

State	Adequacy
GA	71%
CA	74%
WA	74%
NJ	75%
NC	77%
NH	77%
SC	79%
MD	80%
MI	81%
OR	84%
ID	84%

Percent Adequacy

Smaller ▬▬▬▬▬ Larger

data.hrsa.gov > Workforce Projections Dashboard

2022 National Sample Survey of Registered Nurses

Key Topics

- Size and composition of workforce
- Educational attainment and pathways
- Employment
- Experience during the pandemic
- Burnout
- Job satisfaction

Results Released March 2024

Nursing Workforce Is Changing

2022 NSSRN vs. 2018 NSSRN
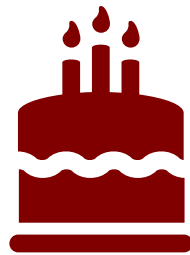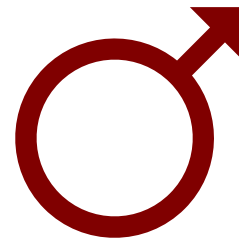
More RNs   Younger   More Males   More Diversity   More Educated
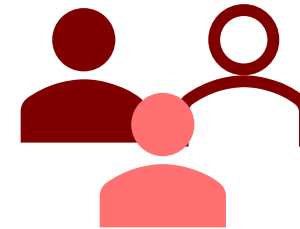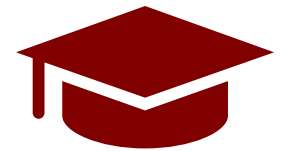
data.hrsa.gov > Nursing Workforce Dashboard

The Pandemic's Impact on RNs
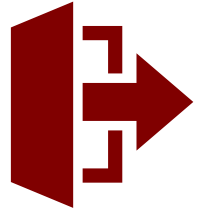
5% left the nursing workforce
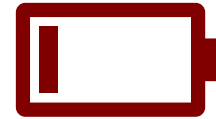
82% felt burned out at some point
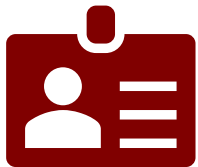
44% experienced employment change

26% felt burned out every day

Almost 25% had employment disrupted

Degree of dissatisfaction nearly doubled to 20%

Growing the Nursing Workforce

$194.2 M

awarded in FY2023

414

awardees in FY2023

23,138
trainees

AY 2022-2023

Trainees from disadvantaged backgrounds	32%
Training sites	5,821
Training sites in medically underserved communities	63%
Graduates/Completers	10,174

Loan Repayment and Scholarship Programs

LOAN REPAYMENT PROGRAMS　　　　CLOSES

NHSC LRP

NHSC SUD Workforce LRP　　　　May 9

NHSC Rural Community LRP

STAR* LRP

Pediatric Specialty LRP　　　　Coming Soon

Faculty LRP

SCHOLARSHIP PROGRAMS

Nurse Corps　　　　May 2

*STAR = Substance Use Disorder Treatment and Recovery
STAY INFORMED: Sign up for email updates. https://bhw.hrsa.gov/subscribe-to-emails

Grant Opportunities: Open or Expected 2024*

- Opioid-Impacted Family Support Program†
  $16.8 M / 28 awards / HRSA-24-016
  OPEN through May 6, 2024

- Medical Student Education Program‡
  Forecasted / HRSA-24-074

- Nurse Education Practice, Quality, and Retention—
  Registered Nurse Training Program‡
  Forecasted / HRSA-24-098

*Programs listed are on Grants.gov as of April 15, 2024. This list is not comprehensive for Fiscal Year 2024.
†Health centers are eligible.   ‡Open to institutions of higher education.

Data Tools and Insights
Practical Applications for Storytelling and Other Uses

NATIONAL HEALTH WORKFORCE COLLABORATIVE

Empowering health professionals to lead retention, recruitment, and training of the health workforce

NEXT WORKSHOP ⟶ **MAY 21, 12-2 PM ET**

o Learn from and collaborate with colleagues from public and private sectors

o Gain insights on cutting-edge workforce data tools from BHW experts

o Explore how to apply HRSA and BHW data to share your progress and address needs

Become a HRSA Grant Reviewer

› REQUIRED EXPERTISE (in at least one area)

Behavioral health

Health workforce training

HIV/AIDS

Maternal and child health

Primary care delivery

Rural health

Underserved communities: either work with or be a member of

› ADDITIONAL EXPERTISE

Diversity, equity, inclusion and accessibility

Health equity

Lived experience

Social determinants of health

› BENEFITS

Learn about the grantmaking process

Meet and work with others with shared interests

Earn an honorarium (nonfederal participants)

hrsa.gov/grants/reviewers

Learn How to Become a Grant Reviewer

HOW TO BECOME A
GRANT REVIEWER PAGE

REGISTER TO BE A REVIEWER ON THE
REVIEWER RECRUITMENT MODULE

Or search
"HRSA grant reviewer"

Or search
"HRSA reviewer recruitment"

HRSA
Health Workforce

Contact Us

Sheila Pradia-Williams

Deputy Associate Administrator

Bureau of Health Workforce (BHW)

Health Resources and Services Administration (HRSA)

Email: BHWSpeakerRequest@hrsa.gov

Website: bhw.hrsa.gov

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YOUR SPEAKER

Dr. Michelle Fernández Gabilondo, DSW, MSW
(she/her(s)/ella)
Director of Workforce Development
mfernandez@clinicians.org

LEARNING OBJECTIVES

- Understand the meaning of psychological safety and its role in fostering workplace well-being.

- Identify leadership's responsibility in advancing and supporting the development of a psychologically safe workplace.

- Illustrate the intersection between psychological safety and inclusion and belonging.

- Build psychological safety through a group activity.

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

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CORE COMPONENT

Positive Culture Focused on Engagement

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

DEFINING PSYCHOLOGICAL SAFETY

WHAT IS 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

PSYCHOLOGICAL SAFETY AT WORK

- All *employees have the right* to show up to work authentically and contribute openly without fear of punishment or judgement.

- *Leadership has the responsibility* to ensure their organization has a culture that is psychologically safe and prioritizes employee feedback and needs.

PSYCHOLOGICAL SAFETY

Nice / Polite ≠ Respect

menti.com
5258 0282

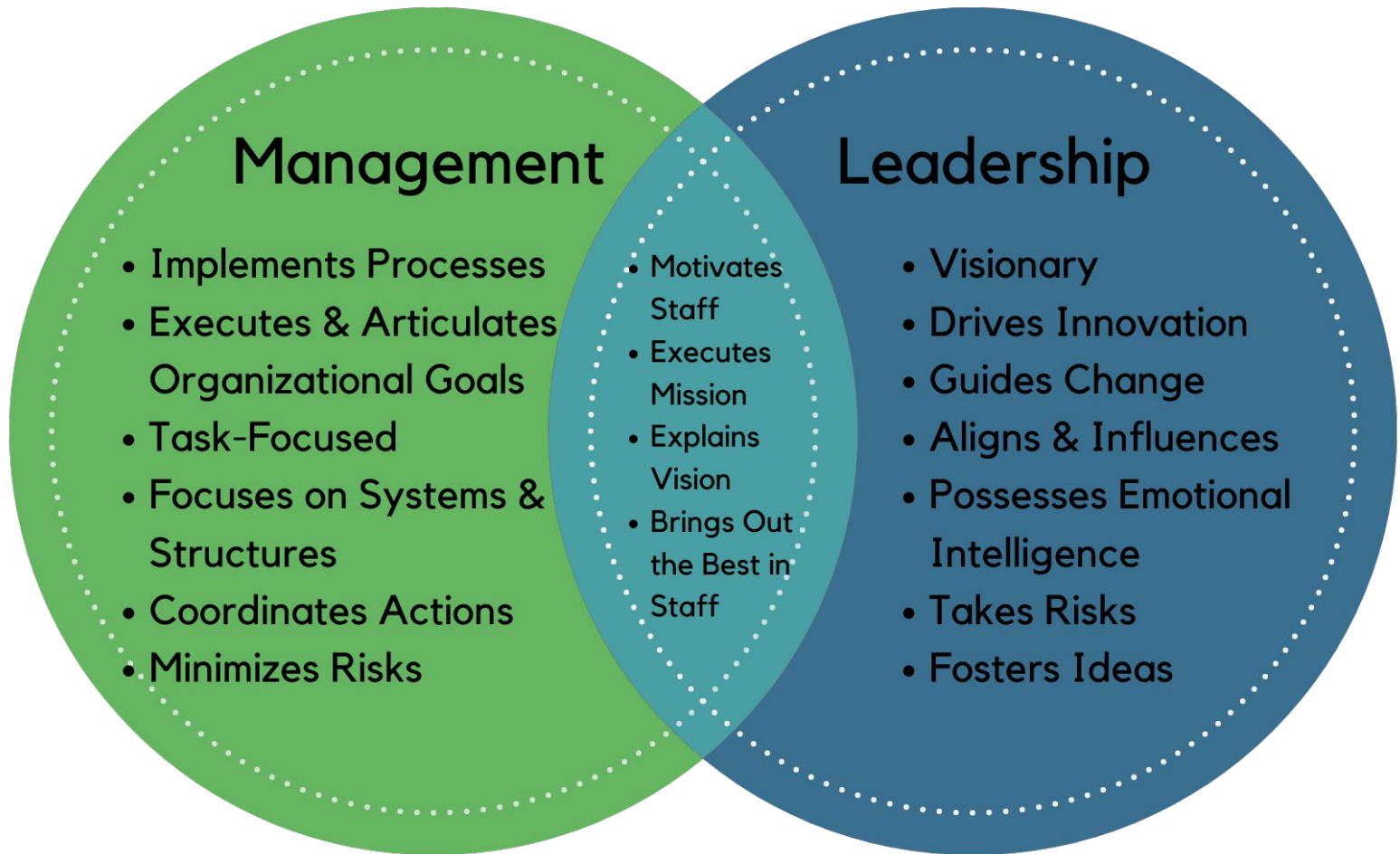What does it mean to you to feel heard in the workplace?

LEADERSHIP & PSYCHOLOGICAL SAFETY

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

Management

- Implements Processes
- Executes & Articulates Organizational Goals
- Task-Focused
- Focuses on Systems & Structures
- Coordinates Actions
- Minimizes Risks

- Motivates Staff
- Executes Mission
- Explains Vision
- Brings Out the Best in Staff

Leadership

- Visionary
- Drives Innovation
- Guides Change
- Aligns & Influences
- Possesses Emotional Intelligence
- Takes Risks
- Fosters Ideas

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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**

menti.com
5258 0282

How does your organization practice psychological safety?

UNDERSTANDING PSYCHOLOGICAL SAFETY

HOW TO CREATE PSYCHOLOGICAL SAFETY

Talk about it and make it a priority

Lead with empathy and respect

Support speaking up and create open dialogue

Encourage truth-telling and healthy debate

Normalize mistakes and failure

Engage in active listening and trust intent

Create space for brainstorming and new ideas

Practice giving and receiving feedback

Dismantle the concept of perfection

Celebrate achievements and wins

Replace blame with curiosity

Establish clear norms and expectations

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FOR RECRUITMENT & RETENTION

Sources: Center for Creative Leadership; Harvard Business Review
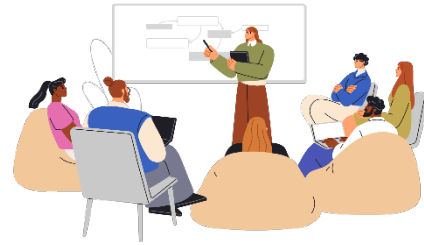
INCLUSION & BELONGING

Psychological safety starts with inclusion and belonging

Inclusion = Action
Belonging = Feeling

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*.

FOUR STAGES OF PSYCHOLOGICAL SAFETY

Stage 1
Inclusion Safety
- Satisfies need to connect and belong
- Safe to show up authentically and be accepted

Stage 2
Learner Safety
- Satisfies need to learn and grow
- Safe to engage, experiment, and make mistakes

Stage 3
Contributor Safety
- Satisfies need to make a difference
- Safe to meaningfully use skills, knowledge, and abilities

Stage 4
Challenger Safety
- Satisfies need to make things better
- Safe to speak up and challenge the status quo

Source: Center for Creative Leadership

BUILD PSYCHOLOGICAL SAFETY

Leaders

- Celebrate learning from mistakes
- Provide debriefing sessions
- Encourage tough questions and embrace challenges to the status quo
- Applaud risk-taking and be empathetic
- Celebrate unique skills and talents

Organizations

- Train staff on psychological safety
- Discourage barriers, unnecessary hierarchies, and chains-of-command that impede multidirectional communication
- Recognize staff and team achievements
- Make clear toxic behavior is not tolerated

Employees

- Find solutions through teamwork
- Solicit and provide feedback
- Practice active listening and communicating respectfully
- Understand disagreements are healthy
- Be kind and empathetic

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Source: American Psychological Association

Psychological Safety within Team Meetings

Do team members avoid giving an opinion or sharing how they feel about a new idea, project, or policy?

Are team meetings dominated by one or two speakers?

Do new or less experienced team members feel comfortable sharing?

What happens when there is a conflict? Conflict can be a sign of health.

Are new ideas encouraged?

Peer Support

Do we discuss the concerns, needs of those on the team?

COMMUNICATION IN THE WORKPLACE

- What you say and what you do matters
- How you say it and the actions you take matter
- When and where you say it matters

- Practice **bidirectional** or **multidirectional communication** that is clear, concise, direct, and mindful
  - Create a dialogue
  - Don't be dismissive
  - Be open – listen, learn, adapt

- Take a **strengths-based perspective**

- Appreciation goes a long way!

ENGAGING IN TOUGH CONVERSATIONS

Help keep biases, blame, and negative emotions in check with some of the following communication basics:

- Don't make it a surprise. Let the other person prepare, too.

- Address issues as soon as possible.

- Don't assume ill intent.

- Express your feelings or how something affected you, but don't assume you know how someone else feels.

- Acknowledge others' feelings and what they say ("I hear you saying __, and it sounds like you feel __.")

- Be aware of power dynamics and perceptions.

- Try to build collaborative solutions with clear, defined goals/benchmarks for success. ("In the future, I will check with you before I do __ and you've said you will let me know ahead of time if you need __.")

REMEMBER, PSYCHOLOGICAL SAFETY...

- Permits candor

- Reduces fear of speaking up

- Allows for interpersonal and team-based risk-taking

- Contributes to greater team cohesion

- Supports employee well-being by helping to reduce burnout, turnover, and toxic stress

- Moves away from the prescriptive to embrace creativity and new ideas

- Increases employee engagement, retention, and satisfaction

- Furthers an organizational culture of wellness

- Advances the principles of justice, equity, diversity, and inclusion (JEDI)

GROUP ACTIVITY

- Introduce yourself to everyone at your table.

- Engage in an exploratory dialogue to identify one or two things that every single person at the table has in common (*cannot be related to work*).

- Find something that is unique to each person sitting at your table.

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FOR RECRUITMENT & RETENTION

QUESTIONS

STAR² CENTER RESOURCES

- **Recruitment & Retention Self-Assessment Tool**
- **Health Center Comprehensive Workforce Plan Template**
- **Implementing Staff Satisfaction Surveys Infographic**
- **Building a Resilient & Trauma-Informed Workforce Factsheet**
- **Turnover Calculator Tool**
- **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 STAR² 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 STAR² Center Self-Paced Courses: chcworkforce.elearning247.com

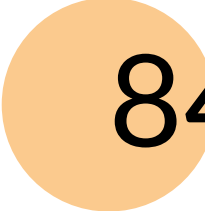And the ACU & STAR² Center Video webpage: www.youtube.com/channel/UCZg-CFN7Wuev5qNUWt69u0w/feed

And the STAR² Center Podcast page: www.chcworkforce.org/web_links/star%c2%b2-center-chats-with-workforce-leaders/

STAY IN TOUCH!

Chcworkforce.org

Clinicians.org

info@clinicians.org

844-ACU-HIRE

TIME FOR A BREAK!

2:15-2:30PM

Session Objectives

- Gain a comprehensive understanding of the principles of JEDI and JEDI terminology

- Understand how to assess your organization's current recruitment practices through a JEDI lens

- Increase confidence to mitigate implicit bias in the recruitment process.

Presentation Reminders

- Safe Space versus Brave Space!

- This is an abbreviated training and additional information can be made available.

Moses Weitzman Health System Affiliates

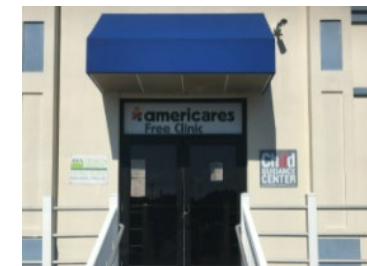Locations and Service Sites in Connecticut
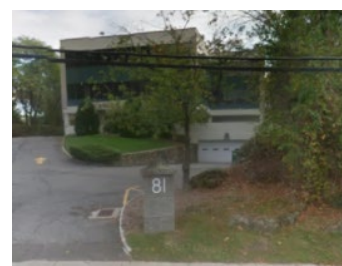
CHC Profile:

- Founded: **May 1, 1972**
- Staff: ~**1,200**
- Total Patients Served: **102,275**
- Clinical Sites across CT: **19**
- SBHCs across CT: **180+**
- Students & Residents/year: **390**
- Three Foundational Pillars:
  1. Clinical Excellence
  2. Research & Development
  3. Training the Next Generation

Moses/Weitzman Health System JEDI Office

- **JEDI Office**: Small, but Mighty!
  - 1 Chief Diversity, Equity & Inclusion Officer (CDEIO) + 1,200 partners across the organization
  - Promotes the expectation that JEDI work is EVERYONE's responsibility
- JEDI Commitment Statement:

  Moses Weitzman Health System Inc., and affiliates, are committed to advancing its values of justice, equity, diversity, and inclusion (JEDI) across the organization. We acknowledge, embrace and value the diversity and individual uniqueness of our patients, students, employees and external partners. MWHS strives to foster a culture of equity and inclusion in broad and specific terms.

  Our commitment to JEDI presents itself in our quality health care delivered to our patients, our passion for inclusive excellence for our employees, the learning environment we foster for our students, and the attention paid to our equitable and inclusive policies and practices across the organization.

Moses/Weitzman Health System JEDI Highlights

- JEDI Webpage: https://www.mwhs1.com/jedi/

- Health Equity Plan

- Justice, Equity, Diversity and Inclusion Council

- Employee Resource Groups

- Bias Incident Response Team (BIRT)

- Internal JEDI Podcast Series

Foundations of JEDI in Recruitment
Overview of JEDI and JEDI Terms

Poll: How familiar are you with the principles of Justice, Equity, Diversity, and Inclusion (JEDI)?

- Very familiar

- Somewhat familiar

- Not familiar at all

Justice

- Fair and impartial treatment of all individuals, ensuring that each person receives what is rightfully and ethically due to them.

- Involves the idea of moral rightness and fairness in the distribution of opportunities, resources, and consequences within a society.

Justice

Fixing the system to offer equal access to both tools and opportunities
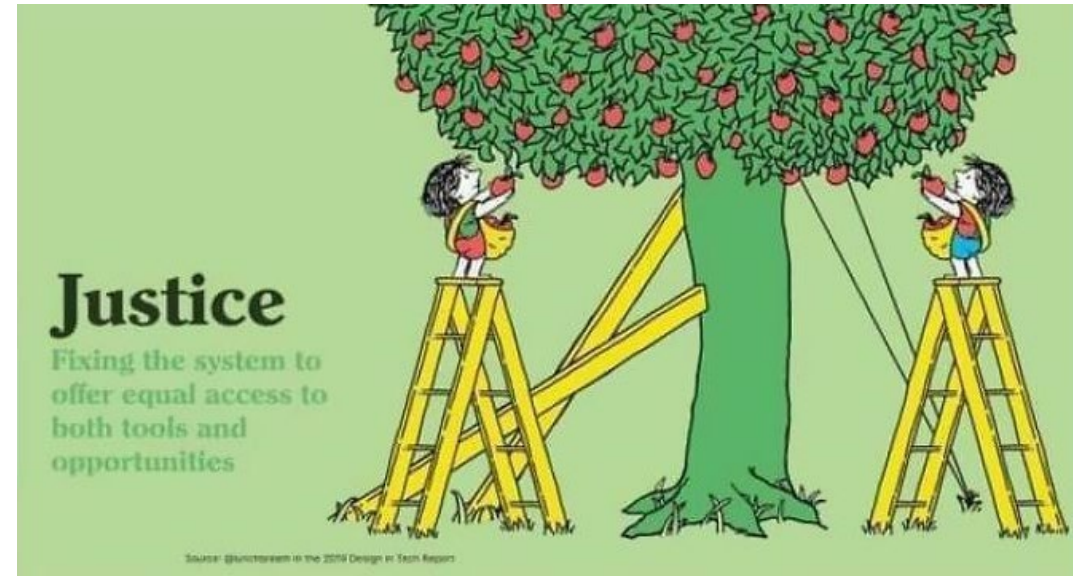
Equity

- Involves the promotion of fairness and justice by providing individuals with the resources and opportunities they need to achieve the same outcomes.

- Recognizes that people have different starting points and aims to address and correct these disparities to ensure everyone has an equal chance
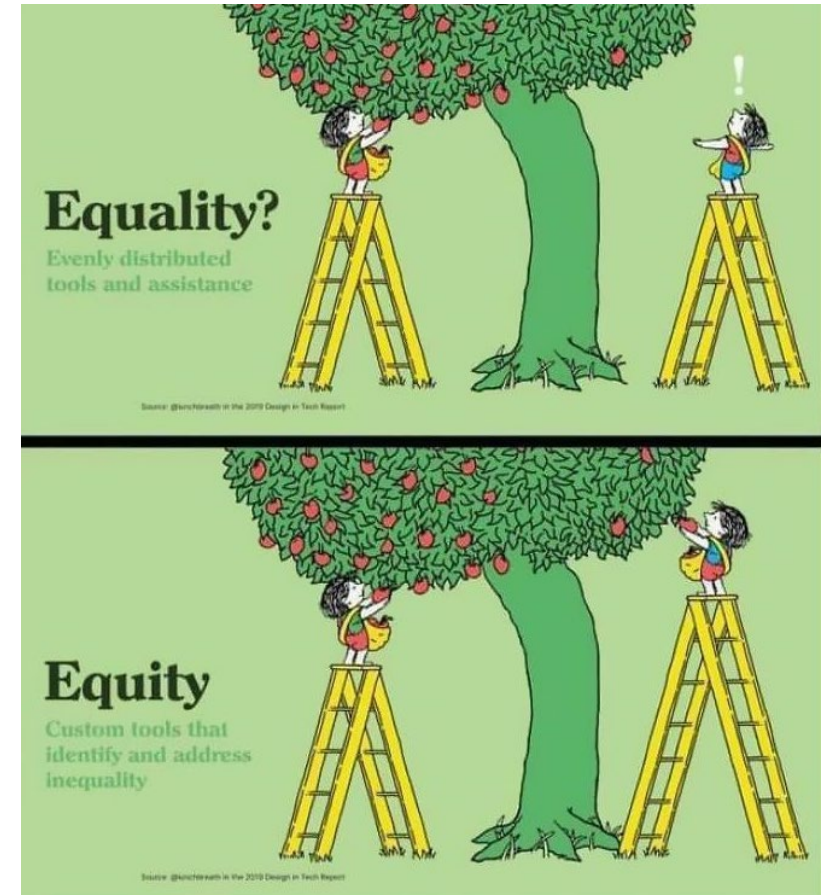
Diversity

- Refers to the presence of a wide range of human differences, including but not limited to race, ethnicity, gender, sexual orientation, socio-economic status, age, physical abilities, religious beliefs, and more.

- Embracing diversity involves recognizing, respecting, and valuing these differences in individuals and groups.

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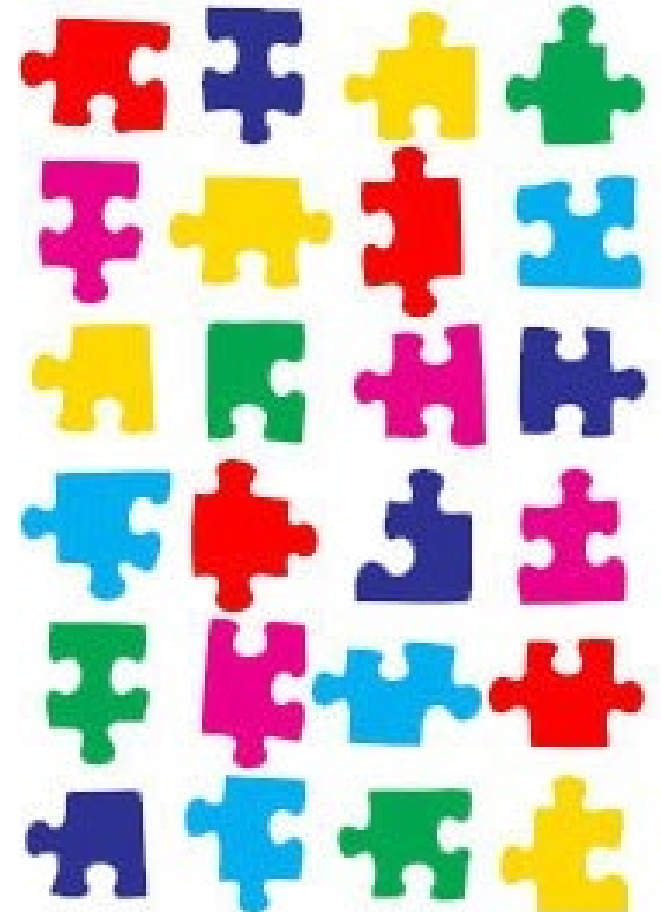
Inclusion

- Deliberate effort to create environments and cultures that embrace and welcome diversity.

- Involves ensuring that all individuals, regardless of their differences, feel valued, respected, and included in decision-making processes, activities, and day-to-day life.

What is Your Organization's JEDI Why?

- To have a more diverse team of providers and professional staff to best serve your patients?

- To increase employee satisfaction?

- To increase retention rates for employees from underrepresents groups?

- Reputation of being a JEDI committed organization?

- Hmmm………

Discussion Question:
What is your organization's why?

How to Assess and Improve Your Current Organization's Practices

Review your organization's existing recruitment processes through a JEDI lens

- Identify areas of improvement to enhance fairness, equity, and inclusivity

- Develop a comprehensive strategy for recruiting, attracting, selecting and retaining diverse staff

- On-going engagement between an executive leader focused on JEDI and HR

- Being intentional about where we recruit, how we prepare job descriptions, how we allow employees to self-identify (where/when possible)

- Collect culture/climate data from employees to best understand workforce profile

Best Practices for Interviews and Hiring

- Adhering to state and federal anti-discrimination laws

- Structured and Consistent Interview Process

  – Standardized interview questions

  – Standardized evaluation criteria

- Equitable Hiring Committee

- Trainings for hiring managers

- Employee resource page for equitable hiring

Role of Technology

- Diversity Dashboard – developed via Workday

- Programs to help build a diverse database of prospective applicants (phenom people, Seekout)

- De-identifying applicant information (e.g. name, address, education)

How to Improve Your Recruitment and Interview Process

Implicit Bias

What Is Implicit Bias (IB) and Why Does it Matter?

- Implicit bias is a natural phenomenon that results from our brain taking shortcuts to categorize and retrieve information that has been stored.

- IB refers to the automatic beliefs and assumptions we make based on our history, personal experiences, and exposure to social messages through things like media and entertainment.

Types of Implicit Bias

Understanding implicit bias can help you on your journey to developing the level of self-awareness needed to mitigate the potential negative effects of bias.

5 Common Types of IB:

1. Confirmation Bias
2. The Halo Effect
3. Anchoring Bias
4. Attribution Bias
5. Small Numbers Bias

Confirmation Bias

- Describes our tendency to interpret new evidence or recall information as a confirmation of pre-existing beliefs or ideas.

The Halo Effect

- Occurs when our impression of someone (or something) unconsciously influences our opinion of a different aspect of their character.

- In the business world, this bias often occurs during hiring and performance appraisals.
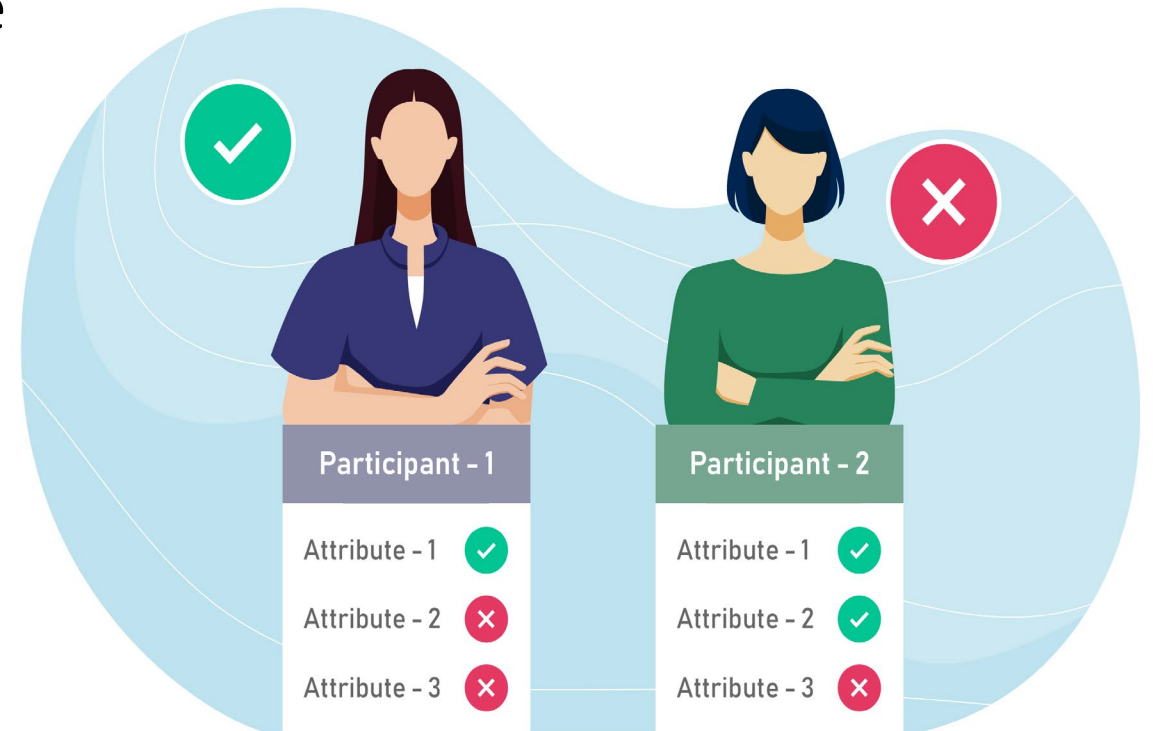
Anchoring Bias

- Occurs when we're overly influenced by older information, or an "anchor," when we interpret a new situation.

- This "anchor" is usually the first piece of information we hear, or what we are used to.

Attribution Bias or Fundamental Attribution Error

- Refers to our tendency to project negative traits onto someone when they make a mistake, rather than blaming the mistake on circumstances.

Small Numbers Bias

- Occurs when we overgeneralize about a group, culture, or society based on too little evidence.

First Response Activity
The work begins with you!

We are all public accountants at the world's largest public accounting firm.

We are award winning ballroom dance partners. Spectators love to watch us dance.

We are the beauty queens of 2019

Miss World
Miss Universe
Miss USA
Miss Teen USA
Miss America

We are global athletes and have some of the fastest times on the track!

Strategies to Avoid IB in Hiring Process

Evaluate job postings:

➢ Review for biased language

➢ Review for lack of inclusive language (lavender resumes etc.)

➢ Expand scope of where you promote openings

Strategies to Avoid IB in Hiring Process

Establish a diverse selection team of individuals with different:

- ➢ Identities

- ➢ Perspectives

- ➢ Expertise

- ➢ Levels of authority

Strategies to Avoid IB in Hiring Process

Standardize selection process:

➢ **Resume Review** – incorporating rubrics, anonymous/de-identifying resume reading

➢ **Interviewing practices** – asking everyone same questions, modalities must be consistent (in-person, online or accepting written responses

➢ **Check your bias –** these strategies are only as affective as the person engaging them.

PSA Phone Screen and Interview Template

Step 1: Phone Screen (30 minutes)

A. Recruitment provides the candidate with the following information (check-off when complete):

❑ **Company and Position Overview**: Additional prep materials are sent via email

❑ **Benefits overview**: Medical plans, PTO, paid holidays, tuition assistance, 403b (benefits guide is sent via email)

❑ **Assessment**: eSkill (computer skills test) and Alta (Spanish skills test) – ask candidate to complete within 48 hours

❑ **Interview Process**: There are a total of 3 interviews to complete via Zoom – Manager, VP, CEO/Sr. VP. Prep materials are sent via email.

B. Recruitment asks/confirms the following information and provides the responses to the hiring manager:

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PSA Candidate Phone Screen - Recruitment

Candidate name:	
Date:	
Contact info (phone | email):	
Job title:	
Location:	
Confirmation – candidate is aware they may need to travel to cover other locations when needed.	
Salary:	
Bi-Lingual Spanish/English required (include any other languages spoken):	
Education/Experience: Associates degree, medical office or medical assistant degree **OR** 2 plus years' with directly relevant experience in a patient services role. *(Approved 9/12/2023 for NL only to have experience in lieu of edu.)*	
Why are you looking for a new opportunity:	
Why are you interested in working for CHC? What do you know about CHC - our model and the patients/communities we serve?	
Do you have prior experience working in Healthcare - Medical, Dental, or BH:	
Do you have prior experience : 1. Collecting payments, balances and copays 2. Reviewing Schedules to ensure accuracy and fill open appointments 3. Verifying active insurance coverage 4. Working with/protecting HIPPA/PHI 5. Collecting and updating patient demographics? 6. Scanning docs and Indexing 7. Working with an HER 8. Working within multiple systems simultaneously 9. Answering a high volume of phone calls	
Why do you feel you are a good fit for the PSA role?	
Confirm schedule: M-TH 10:30am-7pm; F 8:30am-5pm; 1 S 8am-4pm // OR M-F 8:30am-5pm; 1 S 8-4pm	
Confirm start date: Any known conflicts?	
Confirm mandatory training times regardless of schedule (M-F, 8am-5pm, approx. 3.5 weeks):	
Make candidate aware 1st day would be on site in Middletown.	
Make candidate aware of IC docs (Flu, MMR doc., Varicella doc. PPD, Hep. B documentation, Health Statement)	
Completed by:	
Work History – past 3 *(position title and reason for leaving each job)*	
Recruiter Notes & Assessment	

Step 2: Manager Interview (30 minutes)

A. The hiring manager provides the candidate with the following information (check-off when complete):

- ❑ Overview of hiring managers role and background
- ❑ Overview of CHC
- ❑ Overview of the role, responsibilities, customer service, KPI's
- ❑ Systems – Novo, eCW, Athena
- ❑ Equipment provided and (if hybrid) internet connection needed
- ❑ Overview of team structure and support
- ❑ Overview of training process

B. The hiring manager asks/confirms the following information and provides the responses to recruitment (to be forwarded by recruitment to the VP of Practice Administration).

PSA Candidate Interview – Hiring Manager	
Candidate name:	
Date:	
eSkills score:	
Alta score– need a 9 or higher 11- Superior Minus; 10- Advanced Plus; 9- Advanced; 8- Advanced Minus	
Why are you interested in working for CHC:	
Tell me about yourself, your prior work history and the accomplishments you are most proud of:	
Why are you interested in this position and why do you believe you are a good fit for the role:	
What have you enjoyed most about your previous roles:	
What have you enjoyed least about your previous roles:	
Do you have experience with high volume phone handling, how many daily calls would you answer:	
How do you define exceptional customer service – how would you provide exceptional customer service to our patients:	
Tell me about a time that you had a challenging interaction with a patient/client/customer, how did you handle the situation? Is there anything you would've done differently:	
How do you define a team player and how do you contribute in a team environment:	
How are you used to receiving communication from peers/managers? How do you prefer to receive communication:	
If Hybrid Position: Do you have any experience/how do you feel about working remotely/do you have a private space to work from:	
Questions asked by Candidate	
Hiring Manager Notes & Assessment	

Step 3: VP of Practice Administration Interview (20 minutes)

A. The VP of Practice Administration provides the candidate with the following information (check-off when complete):

❑ Introduction and overview VP of Practice Administration role

❑ History, mission, programs and innovations of CHC and its Weitzman Institute

B. The VP of Practice Administration asks/confirms the following information and provides the responses to recruitment (to be forwarded by recruitment to the CEO and Sr. Vice President).

PSA Candidate Interview – Vice President	
Candidate name:	
Date:	
Why are you interested in working for CHC:	
What do you know about CHC and the services we provide:	
What do you know about the PSA position and why do you feel you are a good fit for the role:	
What are your goals, what would you like to be doing in the next 2-3 years:	
What do you feel are your strongest qualities:	
In the context of PSA position, what skills do you feel you would like/will need to improve:	
What else do you feel I should know about you:	
Questions asked by Candidate	
VP Notes & Assessment	

Culture Fit Vs Culture Add

➢ We often discuss "Culture Fit" with regards to candidates for a position

➢ But we need to cautious to allow unconscious bias or other assumptions to inappropriately screen out candidates because they may not seem to be a "fit".

➢ With new additions to the workforce and community, comes new ideas, perspectives, and approaches to the work, which can ultimately leads to stronger teams, more inclusive policies, and better health outcomes.

Culture Fit Vs Culture Add

Examples might include:

Culture Fit	Culture Add
Relatively young team/early career professionals	Older/more experienced workers
Very comfortable with current processes/tools/somewhat change averse	Those from different types of organizations or with new ideas/tools to share
Limited representation from the LGBTQIA+ community	LGBTQIA+ population
All native English-speakers	Those with English as 2nd language
No visible/known disabilities	Those who might need an accommodation
People who don't look, sound or act like me	Me?

Focus on the candidate's:

Experience

Knowledge

Skills

Abilities

Culture Add

Enhances Workforce Diversity

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Health System

Steps to reinforce your commitment to interrupting implicit bias

- Be brave, you can do uncomfortable things!

- Acknowledge your own biases

- Change your behavior

- Track your progress (regularly examine the profile of your team)

- Commit to life-long engaging and learning about people, cultures and experiences unlike your own.

"We can't solve a problem if we don't know what it is."

(Kirwan Institute for the study of Race and Ethnicity)

Learn more about implicit bias:

- Harvard Implicit Association Test
https://implicit.harvard.edu/implicit/takeatest.html

- Kirwan Institute for the Study of Race and Ethnicity
https://kirwaninstitute.osu.edu/implicit-bias-training

Activity

Instructions

- **Objective:** Work with your peers to discuss what can be done to enhance your organization's recruitment and interview processes through a JEDI lens.

- **Goal:** Utilize the print out to reflect on your key insights and actionable steps to improve your organization's recruitment and interview process.

- We encourage you to work with your neighbors to discuss your reflections with each other. Share your insights, listen to different perspectives, and engage in open and respectful dialogue.

Total Allotted Time: 10 minutes

Questions?