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ACU 2023 Conference

The Great Retention: Inclusive Practices that Keep Talent at Your Organization

July 24, 2023

Financial Disclosures

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No relevant financial relationships

Objectives

1. Learn how to infuse DEI into all aspects of the employee experience
2. Assess and evaluate workplace culture in conjunction with DEI principles
3. Develop a foundation for intentionally inclusive onboarding

Community Agreements

- Be present
- Listen with respect
- Embrace discomfort and vulnerability (be brave)
- Trust intent (offer grace)
- Acknowledge impact
- Step up, step back

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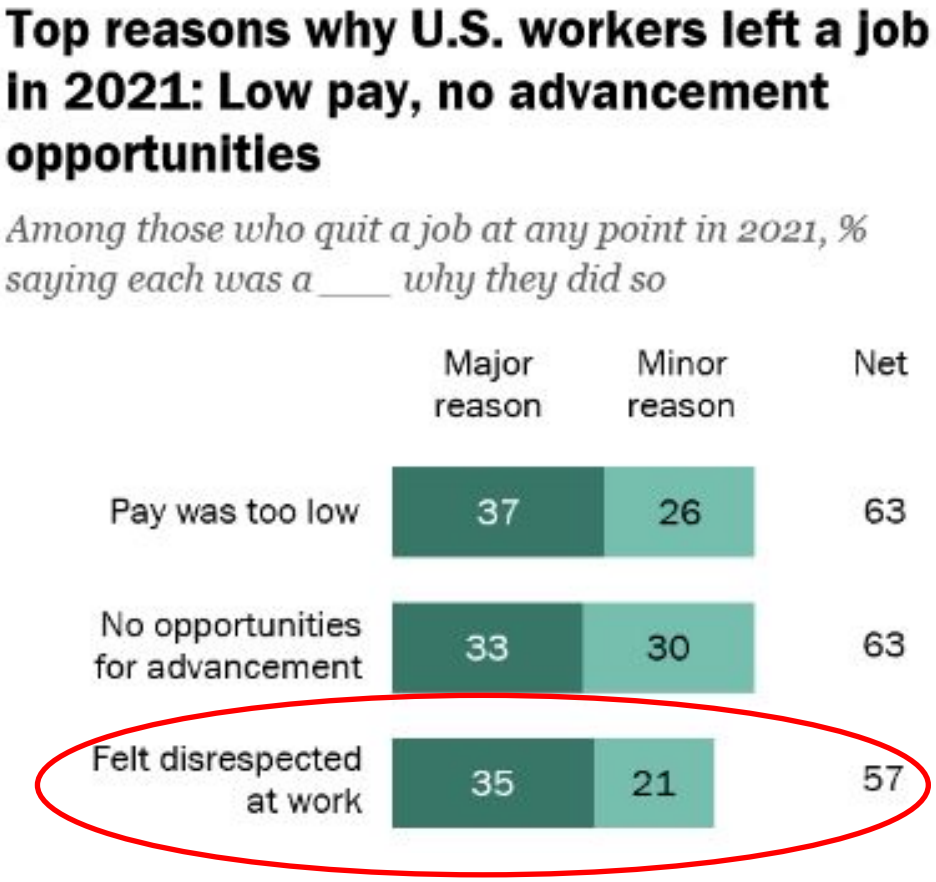
Gallup State of the Global Workplace 2023 Report: United States and Canada

31%	52%	17%
ENGAGED	QUIET QUITTING	LOUD QUITTING

Top Reason Why U.S. Workers Left a Job in 2021



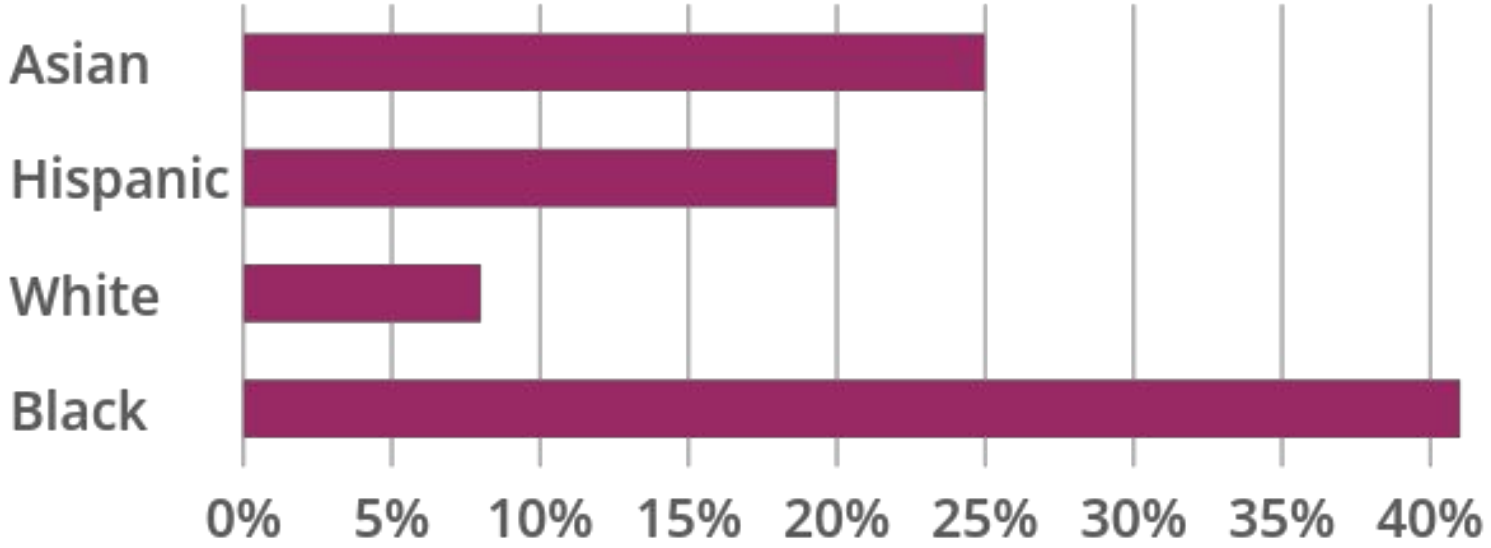
Other reasons (in order of major reason):

- 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):



Source: Pew Research Center. (March 2023). How Americans View Their Jobs

Inclusive Hiring

Embed DEI into the Recruitment & Hiring Process

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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

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- 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

Incorporate DEI Goals in Performance Evaluations

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Examples

- Goal: Promote diversity and inclusion in my division/team.

  Goal met by: Promote the development and advancement of underrepresented groups in my team through professional development courses and trainings

- Goal: Actively create a productive work environment within my team that is free of harassment and bullying.

  Goal met by: Implemented a series of team building activities resulting in improved teamwork, communication, and inclusion

Inclusive Onboarding
Check-in Regularly

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- Ask about team dynamics
- Ask if there is anything creating anxiety
- Invite feedback on the onboarding process

STAR^2 Center Health Center Onboarding Checklist

www.chcworkforce.org

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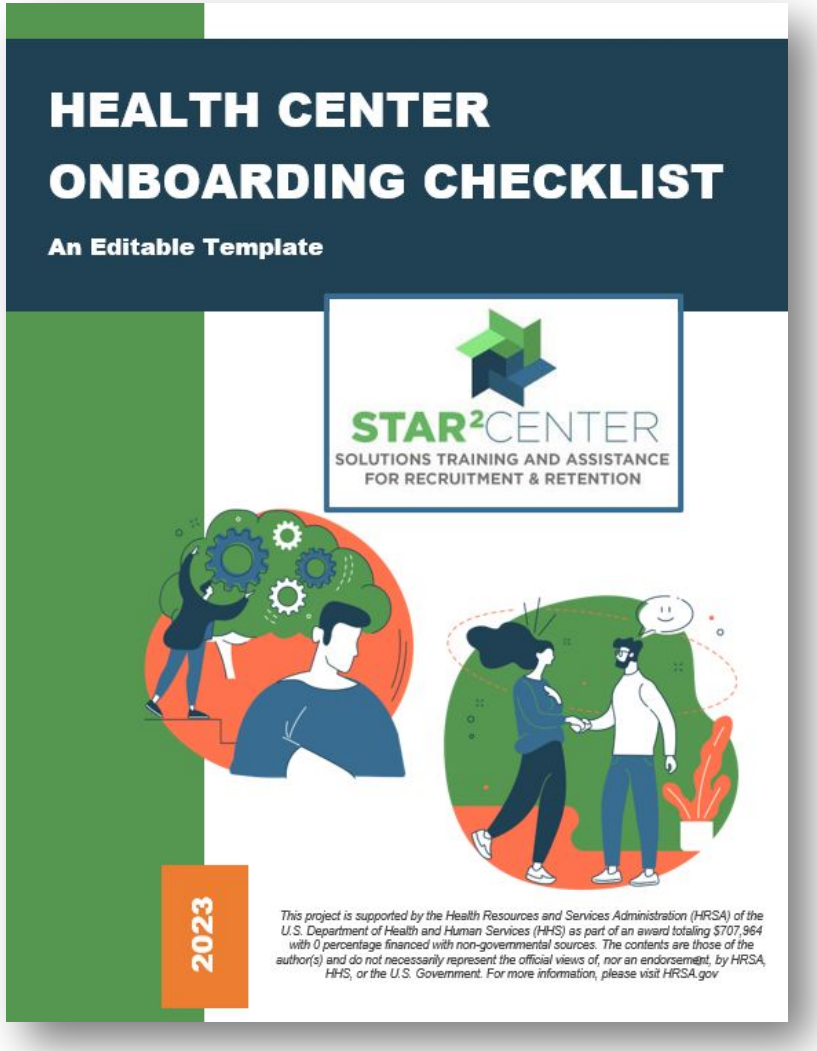
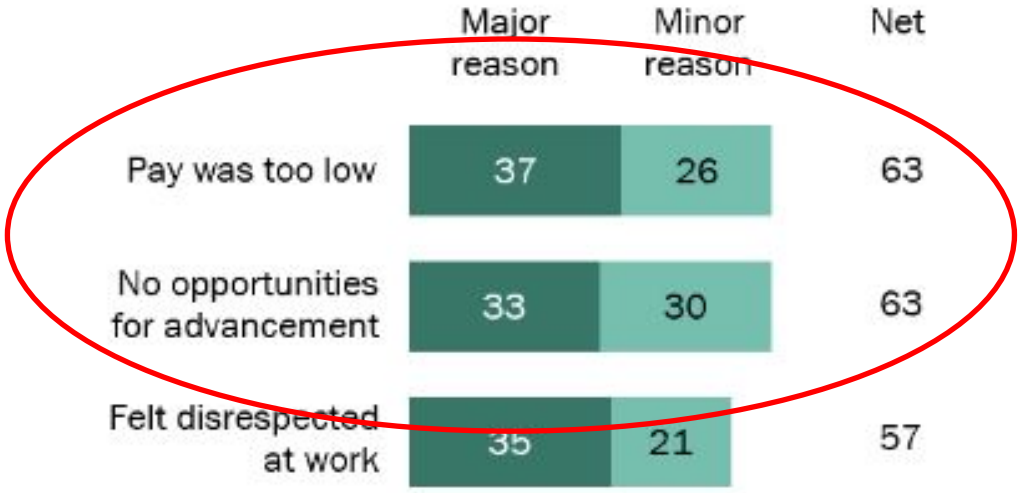


Workplace Equity

- Pay equity and transparency
- Opportunities for advancement
  - Who is getting the glamour work?
  - 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

Among those who quit a job at any point in 2021, % saying each was a ____ why they did so



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

STAR^2 Center Pay Equity Resource

www.chcworkforce.org

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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^2 CENTER
WHITE PAPER 2023

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 $707,964 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

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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

Let Employees Know You Have Their Back

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- Develop a policy and procedure for dealing with discriminatory patients
- Train employees on how to respond to discriminatory behavior

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

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.**

Reflection Moment

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Reflection Moment

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Affinity or Employee Resource Groups

"Affinity groups, also known as employee resource groups (ERGs), are voluntary, employee-led teams within organizations that share a common interest, background, or goal."

-Diversity for Social Impact. What Is an Affinity Group in the Workplace?

Operationalizing Affinity Groups

- Group charter
- Governance (Chair, Vice Chair, Manager)
- Executive sponsor
- Process for joining

Workplace Culture

Hypervisible
and
invisible
at the same
time

Many BIPOC feel as if they need to work harder to demonstrate value and negate stereotypes

The Atlantic

BUSINESS

Black Workers Really Do Need to Be Twice as Good

African American employees tend to receive more scrutiny from their bosses than their white colleagues, meaning that small mistakes are more likely to be caught, which over time leads to worse performance reviews and lower wages.

By Gillian B. White

The Importance of Trust

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

Train Supervisors in Compassionate Leadership

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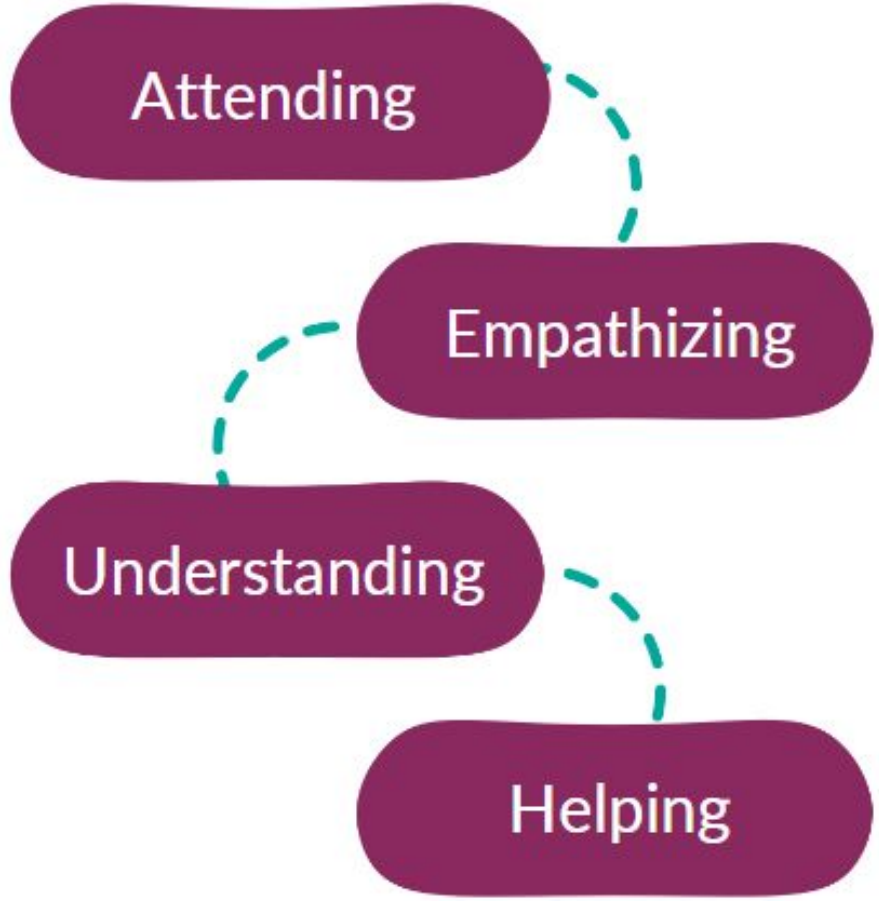
Employees who work for compassionate managers are:

25%
MORE ENGAGED

20%
MORE COMMITTED TO THE ORGANIZATION

11%
LESS LIKELY TO BURNOUT



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/

“Professionalism has become coded language for white favoritism in workplace practices that more often than not privilege the values of white and Western employees and leave behind people of color.”

Aysa Grey. The Bias of ‘Professionalism’ Standards. Stanford Social Innovation Review.

Code-switching Among LGBTQIA+ Healthcare Professionals

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"Health care professionalism is tied to [hetero]normative presentation. Health care professionals report the desire for high levels of social conformity in their practice and see LGBTQ+ identities as 'unprofessional.'"

Source: Wolfe A. (2023). Incongruous identities: Mental distress and burnout disparities in LGBTQ+ health care professional populations. Heliyon, 9(4), e14835. https://doi.org/10.1016/j.heliyon.2023.e14835

Examples of Assimilation

- Rigid expectations about how “professionalism” is defined (speech, manerism)
- Hiring for “Culture fit”
- “This is how we do things here/That’s not how we do things here”
- Rewarding conformity
- Avoiding conflict

Code-switching

Adjusting one's style of speech, appearance, behavior, and expression in ways that will optimize the comfort of others in exchange for fair treatment, quality service, and employment opportunities

Impact of code-switching

- Depletes cognitive resources and hinders performance
- Reduces authentic self-expression
- Contributes to burnout

Evaluating workplace culture

Embed JEDI Questions Into Employee Satisfaction Surveys

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

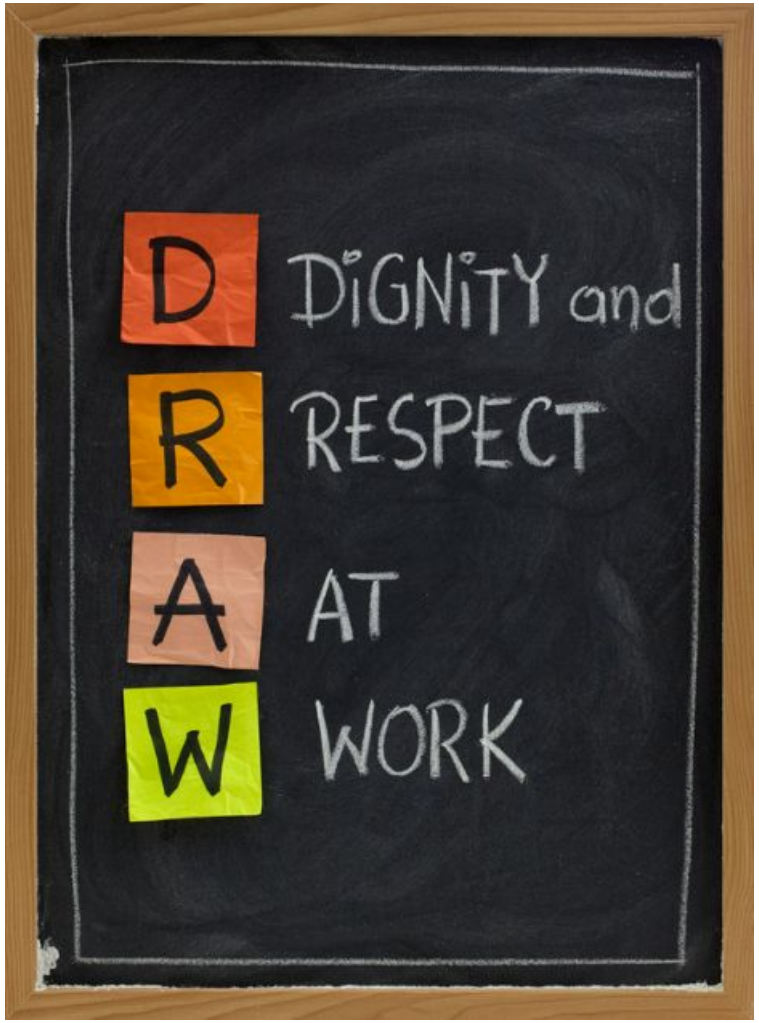
- This company fosters a workplace that allows employees to be themselves at work without fear.
- This company respects individuals and values their differences.
- The leadership at this company treats all employees fairly.
- At this company, employees appreciate others whose backgrounds, beliefs and 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.

Source: SHRM. Employee Survey: Diversity, Equity and Inclusion

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



Thank You!

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