HOW TO RECRUIT & RETAIN A DIVERSE WORKFORCE

Presented by:
Darci Graves MPP, MA, MA
and
Zara Marselian, CEO
Facts

- By 2050, 54% of the population will be minorities.

- As the U.S. becomes more ethnically and racially diverse, there is a need for healthcare systems and providers that can reflect and respond to an increasingly heterogeneous patient base.

- The minority portion of the workforce is projected to double (from 18% to 37%).
Facts

- There are 94,000 people working as health educators and community health workers:
  - 76% Women
  - 17% Black
  - 18% Hispanic

- There are 8,000 healthcare practitioners
  - 75% Women
  - 11% Black
  - 7% Hispanic

- There are 3,500 healthcare support workers
  - 88% Women
  - 27% Black
  - 15% Hispanic
How to Recruit & Retain a Diverse Workforce

Darci L. Graves MPP, MA, MA
Senior Health Education and Policy Specialist
Health Determinants & Disparities Practice
at SRA International, Inc.

Bringing CLAS and Equity to Systems Impacting Health
Learning Objectives

1. Describe why recruiting and retaining a diverse workforce is important

2. Describe elements which aid in the development of a successful diversity and inclusion plan

3. Identify at least three techniques/best practices for recruiting and retaining a diverse workforce
WHY RECRUITING AND RETAINING A DIVERSE WORKFORCE IS IMPORTANT
Diversity

Inclusion

Innovation
Workforce Diversity

A collection of individual attributes that together help agencies pursue organizational objectives efficiently and effectively.

Graves, 2001
Inclusion

A culture that connects each employee to the organization

Encourages collaboration, flexibility, and fairness

Leverages diversity throughout the organization

All individuals are able to participate & contribute to their full potential
Diverse Workplaces Increases

- Responsiveness to Customers
- Relations with the surrounding community
- Ability to cope with change
- Staff retention and productivity
- Exposure to New Ideas

- Mutual Respect
- Business Reputation
- Job Promotion
- Creativity
DEVELOPMENT OF A SUCCESSFUL DIVERSITY AND INCLUSION PLAN
Diversity & Inclusion Plan

- Purpose and/or Values
- Goals & Objectives
- Climate/Organizational Culture
- Training/Education
- Recruitment
- Retention
- Measures of Success
Sample Vision and Mission Statements

• Vision Statement
  • Be the Nation’s model employer by leveraging diversity and fostering inclusion to deliver the best public service.

• Mission Statement
  • Recruit, retain, and develop a diverse, high-performing Federal workforce that draws from all segments of society and values fairness, diversity and inclusion.
Sample Goals

(1) **Workforce Diversity.** Recruit from a diverse, qualified group of potential applicants to secure a high-performing workforce drawn from all segments of American society.

(2) **Workplace Inclusion.** Cultivate a culture that encourages collaboration, flexibility, and fairness to enable individuals to contribute to their full potential and further retention.

(3) **Sustainability.** Develop structures and strategies to equip leaders with the ability to manage diversity, be accountable, measure results, refine approaches on the basis of such data, and institutionalize a culture of inclusion.
Diversity *In Action*

Diversity *Inaction*
For a Plan to Succeed

1. Informed and committed leadership
2. Comprehensive scope of goals and activities
3. Integration of objectives within business plans throughout the organization
4. Dedicated resources
5. Focused education and training opportunities
6. Policy review and development
7. Shared responsibility and individual accountability
TECHNIQUES/BEST PRACTICES FOR RECRUITING AND RETAINING A DIVERSE WORKFORCE
Recruitment

• Design and implement strategic recruitment and outreach to reach all segments of society
• Assess the effectiveness of process already in place.
• Sell your organization’s diversity
• Not all employment advertisements appeal to everyone
Retention

• Walk the Talk
  • Follow Through

• Mentoring
  • Forward and Reverse

• Professional development
  • Support learning and mobility.

• Employee Engagement
  • Involve all staff
RESOURCES
National CLAS Standards: The Blueprint

National Standards for Culturally and Linguistically Appropriate Services in Health and Health Care:
A Blueprint for Advancing and Sustaining CLAS Policy and Practice

• The Case for CLAS
• The Enhancements
• Standard by Standard chapters:
  • Purpose
  • Description
  • Strategies
  • Resources
FOR MORE INFORMATION:

Darci_Graves@sra.com

www.ThinkCulturalHealth.hhs.gov
Bringing Cultural Competency into Healthcare for Public Housing Residents

Presented by: Zara Marselian, CEO
Mission: “To provide quality healthcare and education, improve the overall well-being of the family, bringing the underserved, ethnically diverse communities into the mainstream of our society, through a caring, effective, culturally and linguistically competent manner, respecting the dignity of all patients.”
Annual Number of Patients

77% of Patients best served in a language other than English (2012)
Annual Number of Visits

<table>
<thead>
<tr>
<th>Year</th>
<th>Unduplicated Patients</th>
<th>Total Patients</th>
</tr>
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<tbody>
<tr>
<td>2003</td>
<td>39,881</td>
<td>41,420</td>
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<tr>
<td>2004</td>
<td>56,192</td>
<td>82,492</td>
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<td>2005</td>
<td>82,492</td>
<td>88,948</td>
</tr>
<tr>
<td>2006</td>
<td>112,898</td>
<td>122,564</td>
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<td>2007</td>
<td>122,898</td>
<td>124,383</td>
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<td>2008*</td>
<td>138,070</td>
<td>150,598</td>
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<tr>
<td>2009</td>
<td>165,872</td>
<td>174,430</td>
</tr>
<tr>
<td>2010</td>
<td>150,598</td>
<td>159,487</td>
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<td>2011</td>
<td>159,113</td>
<td>159,113</td>
</tr>
<tr>
<td>2012</td>
<td>122,564</td>
<td>165,872</td>
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*Expanded Grant in 2008
Innovative Models at La Maestra

- *Circle of Care* - Integration of Services
- *Medically Trained Cultural Liaison* Model
- Electronic and Cloud-based Program/ Case Management
- Digital Imaging Services
- Real-time Specialty care via Telemedicine
- School-Based and Mobile Clinics
Residents of Public Housing

- Outreach & Health Fairs (education/screening) at Housing Sites
- Eligibility & Enrollment Assistance
- Transportation
What does cultural competency mean?

Awareness of diverse cultures, and beliefs that affect health care; employing staff that are from the diverse populations to ensure linguistic and cultural competency.
Why do community health centers want to bring cultural competency into their service delivery model?

*To open access to care for ALL populations living in service area.*
Most culturally diverse health center in California.

Over 26 languages and dialects spoken by staff.

77% of patients prefer to communicate in a language other than English.

Staff represents (is from) the cultures served, ensuring cultural and linguistic competency.

**Medically Trained Cultural Liaisons** provide valuable, ongoing support and education to local residents and identify new needs.
<table>
<thead>
<tr>
<th>Languages Spoken by Staff</th>
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<tbody>
<tr>
<td>Acholi</td>
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<tr>
<td>Arabic</td>
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<tr>
<td>Burmese</td>
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<tr>
<td>Cantonese</td>
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<td>Chaldean</td>
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<td>English</td>
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<td>French</td>
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<td>German</td>
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<td>Greek</td>
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<td>Italian</td>
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<td>Karen</td>
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<td>Laotian</td>
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<td>Luganda</td>
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<td>Mandarin</td>
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<td>Nuer</td>
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<td>Polish</td>
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<td>Russian</td>
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<tr>
<td>Sign Language</td>
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<td>Somali</td>
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<td>Spanish</td>
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<td>Sudanese</td>
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<td>Swahili</td>
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<td>Tagalog</td>
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<td>Thai</td>
</tr>
<tr>
<td>Turkish</td>
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<tr>
<td>Vietnamese</td>
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<tr>
<td>African, Asian &amp; Middle Eastern Dialects</td>
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</tbody>
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How to initiate a cultural competency program:

- Begin by knowing who the diverse cultures are in your catchment area(s).
- Conduct an internal assessment and external assessment.
How to Initiate

- Present findings to executive management. Get their buy-in.
- Point out that most refugees are covered under Medicaid/Medicare.
- Align with your mission

Examples of staff resistance
• Look for resources and materials on health issues, education, etc. in other languages that can be used even before new staff are recruited

• Contact ethnic based community organizations, faith based organizations to reach out and find cultural liaisons.

• Interview those cultural liaisons to identify individuals from those communities who have an interest in partnering with the health center on this project to increase access to quality care for their community.
• You will find people who worked with the medical teams in the refugee camps and might want to get involved.

• Look at your state's requirements for medical assistant certification.

• Also look for physicians from other countries that could help with health education, referrals, outreach.
How to Initiate

• Introduce them to your providers, nursing staff and support staff.
• Let your current staff know that the health center needs these new recruits/ volunteers in order to effectively serve the diverse populations.

La Maestra Example
Training, training, and more training for new recruits.

This is one of the most important steps.

La Maestra Example
How to Initiate

- Conduct periodic assessments in order to ascertain if the implementation of cultural liaisons is functioning.
- Give it time.
- Check back with the diverse communities to obtain their opinion and suggestions.
• Ask the cultural liaisons where gaps are and get their opinion on what would work.

• Take note of external existing gaps. Could turn into fund development opportunities.
How to Initiate

• Keep up the effort until the program is fully integrated in all of the health center services: pharmacy, lab, diagnostics, education, outreach, eligibility, service units, billing, reception,...
Q&A

- If you would like to ask the presenter a question please submit it through the questions box on your control panel.

- If you are dialed in through your telephone and would like to verbally ask the presenter a question, use the “raise hand” icon on your control panel and your line will be unmuted.
Resources

- Culturally Competent Healthcare Systems

- National Standards for Culturally and Linguistically Appropriate Services in Health Care Full Report

- Summary: National Standards for Culturally and Linguistically Appropriate Services (CLAS) in Health and Health Care
Resources

- **Promising Practices for the Recruitment and Retention of Culturally Diverse Students and Faculty into Maternal and Child Health Training Programs**

- **Cultural and Linguistic Appropriate Services Resource Toolkit**
# Contact Us

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<tbody>
<tr>
<td><strong>Dr. Astril Webb</strong></td>
<td><strong>Dr. Jose Leon</strong></td>
</tr>
<tr>
<td>Project Director</td>
<td>Clinical Quality Manager</td>
</tr>
<tr>
<td><a href="mailto:awebb@namgt.com">awebb@namgt.com</a></td>
<td><a href="mailto:jose.leon@namgt.com">jose.leon@namgt.com</a></td>
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<tr>
<td><strong>Johnnette Peyton, MS, MPH, CHES</strong></td>
<td><strong>Tricia Brannan, RN, BSN, MHMP</strong></td>
</tr>
<tr>
<td>Health Promotion Project Manager</td>
<td>Training and Technical Assistance Manager</td>
</tr>
<tr>
<td><a href="mailto:johnnette.peyton@namgt.com">johnnette.peyton@namgt.com</a></td>
<td><a href="mailto:tricia.brannan@namgt.com">tricia.brannan@namgt.com</a></td>
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</tr>
<tr>
<td><strong>Rachel Logan, MPH</strong></td>
<td><strong>Joy Oguntimein, MPH</strong></td>
</tr>
<tr>
<td>Health Research Assistant</td>
<td>Health Research and Policy Analyst</td>
</tr>
<tr>
<td><a href="mailto:rachel.logan@namgt.com">rachel.logan@namgt.com</a></td>
<td><a href="mailto:joy.oguntimein@namgt.com">joy.oguntimein@namgt.com</a></td>
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703-812-8822

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