



Santa Cruz County

June 12, 2024

www.hipscc.org/workforce

Agenda



Presentations:

- ***Best Practices for Employee Onboarding & New Hire Orientation Experience:*** Jeff Hicks & Jason Astorio, Janus of Santa Cruz
- ***Creating a Culture of Belonging:*** Lucy Silva, Brenda Ávila, & Oscar Sánchez, Santa Cruz Community Health Centers

Health Workforce Council Updates: Hayley Mears & Maria Estela Jerezano, Health Improvement Partnership

Networking & Refreshments



IF YOU BUILD IT, THEY WILL STAY

Building a strong onboarding process





Significance of Successful Onboarding Process

To show emotional intelligence and empathy during onboarding, our goal is to make new hires feel welcome, valued, and supported. This can help reduce their anxiety, stress, and uncertainty.

Additionally, gives us an opportunities to address their questions, concerns, and feedback to foster a sense of belonging and alignment.



Emotional Intelligence in Onboarding

- Importance of EI during the onboarding process
- Building rapport with new colleagues
- Managing stress and adapting to change
- Creating a positive first impression

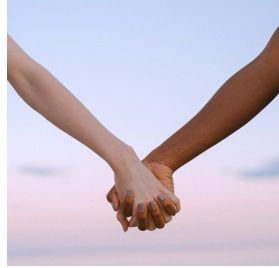


4 Key Components



Familiarity

The first order of business for a new hire must be creating an environment of familiarity



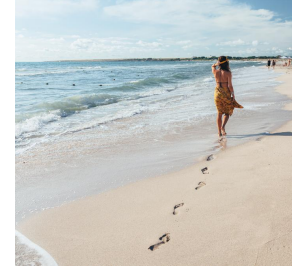
Simplicity

Onboarding can be an uncertain time for a new hire. Our process is fun, interesting, painless, and simple.



Culture

It's important to make sure the new hire feels prepared and included as a member of the company culture.



Personal

Make Day 1 about building relationships and making that personal connection with co-workers and the company.



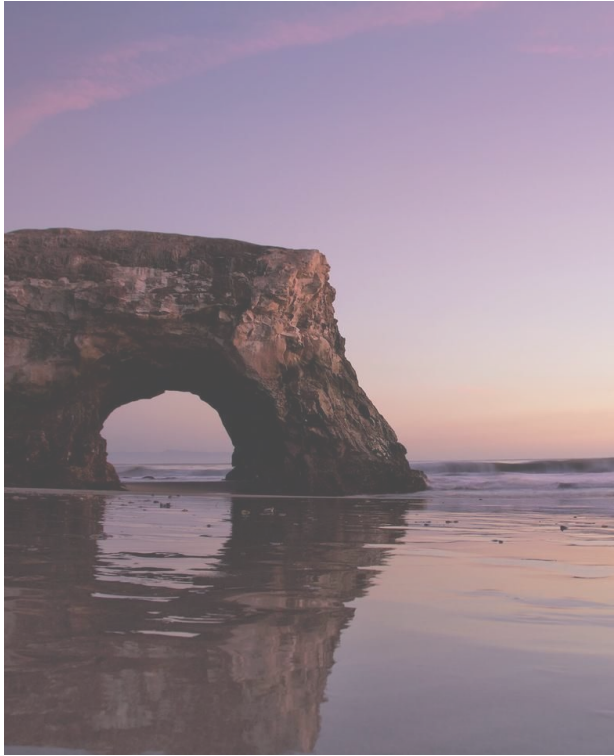
What is an emotion you feel at a new organization



Automate Paperwork

Before new hires can officially work, they'll need to fill out various legal forms, such as W-4 tax forms, I-9 employment eligibility forms, state tax forms, direct deposit forms and nondisclosure agreements. Since completing all of this paperwork can be tedious and time-consuming, our system will allow them to automate it.



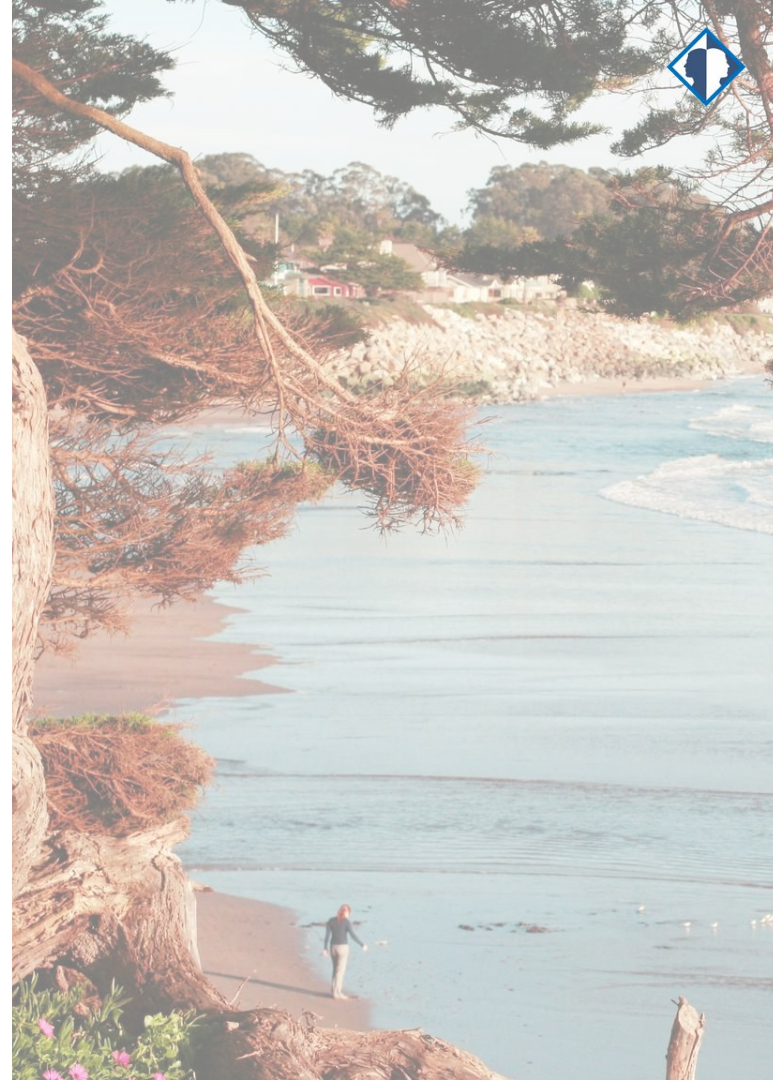


Choose the Right Day

We shifted our operations (meetings, etc...) to focus on new hires throughout the day with no interruptions. After all, they deserve your undivided attention.

Share the Agenda in Advance

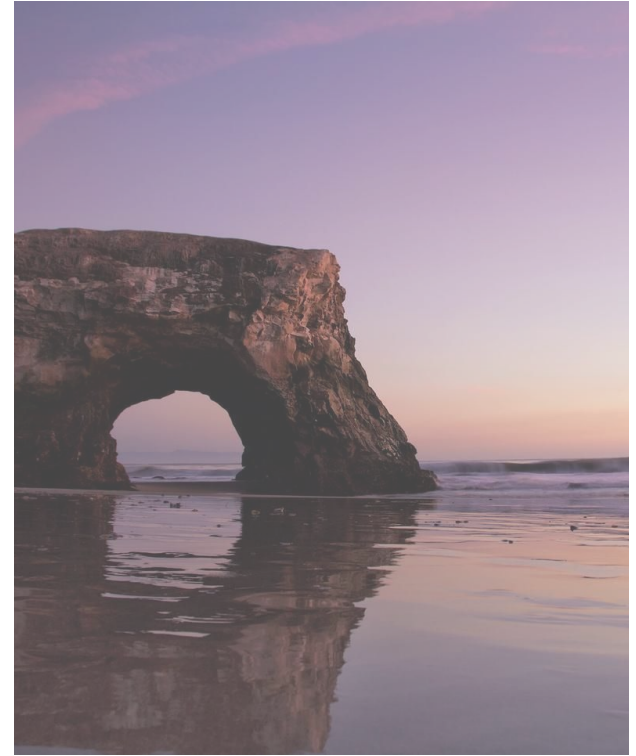
A few days before the orientation, we send our new hires the agenda and a break down on exactly what it will entail. This helps prepare the new employees and reduces some of the jitters and uncertainty that come with starting a new job.





Introduce Managers

We have our managers and supervisors involved by introducing your new hires to them, they'll be able to put names to faces and feel more comfortable interacting with higher-level colleagues. Managers and supervisors can also go over your company's mission and get new hires excited about what's to come.





Schedule One-on-One Time

We schedule our managers to meet with new employees individually to get to know them on a more personal level and help them feel more comfortable before they begin working.





HOW DO YOU MAKE A NEW HIRE
FEEL A SENSE OF BELONGING



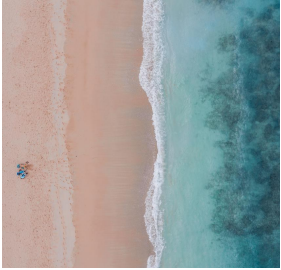
Provide an Employee Welcome Packet

We offer a physical welcome packet during our orientation. This includes our organizational chart, a list of key contacts and a glossary of terms we frequently use. We also add a few branded items to it, such as a T-shirt, water bottle, etc...

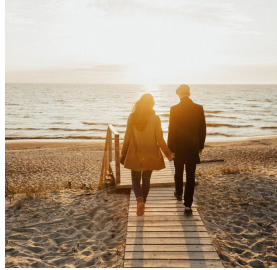




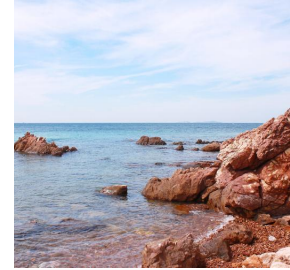
Engage Employees



When our new hires are engaged, they're more likely to retain information better.



We incorporate a mix of presentation styles, such as games, explainer videos, Q&A sessions and group discussions.



Our goal should be to make the orientation process fun and exciting, so it doesn't feel like a chore.

Be Mindful of Information Overload

Our orientation does not overwhelm,
rather it excites new hires.

That's why it's a good idea to split
orientation sessions over four
days, incorporate plenty of breaks and
divide extensive topics into digestible
chunks of information.





Give an Office Tour



Even if our new employees will be on a hybrid or remote schedule, it's important that they know their way around your office, building or campus. It is the perfect time to introduce them to common areas. With an office tour, new hires will be less likely to wander around aimlessly on their first few days.



Improve as Necessary



Our orientation is not set in stone. In fact, it can and should evolve over time. We ask our new hires for feedback so we know what's working and what needs to be changed. By listening to them, you can identify content gaps, redundancies and other areas for improvement.



"The future belongs
to those who believe
in the beauty of their
dreams."

— Eleanor Roosevelt





Thank You

Contact Us



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Belonging in the workplace is the **feeling** that an employee's uniqueness is accepted and valued by their colleagues and organization. It's a basic human need and a key part of **creating a culture of equity, diversity, and inclusion.**

IMPORTANCE OF BELONGING

- **Positive connections:** Feeling valued and able to bring your authentic self to work
- **Being seen:** Being recognized, rewarded, and respected by colleagues
- **Being connected:** Having positive and authentic social interactions with employees, managers, and senior leaders
- **Being supported:** Having peers and senior leaders provide what employees need to get their work done

Our mission is to improve the health of
our patients and the community and
advocate the feminist goals of social,
political, and economic equality.



WHO WE ARE

- Founded in 1974 as the Santa Cruz Women's Health Collective
- We operate Santa Cruz Women's Health Center, Live Oak Health Center and Santa Cruz Mountain Health Center
- Staffing Profile:
 - 228 Staff
 - 76 Clinicians
 - 106 Support Staff
 - 46 Administrative Staff
 - 162 Spanish Bilingual Staff



WHO WE ARE

- Services offered: Healthy Pregnancy Program, Pediatric Center of Excellence, Pain Management, Acupuncture, Chiropractic, OBAT, Integrated Behavioral health, Psychiatry, School-Based BH, Optometry, MAb, ECM, Patient Advisory Committee, Legal Services
- Patient Population as of 2023:
 - Saw 11,600 patients
 - 20% of our patients identify as homeless
 - 60% of our population is in between ages 19-65
 - 47% identifies as Latinx/Hispanic
 - 77% are on Medi-Cal

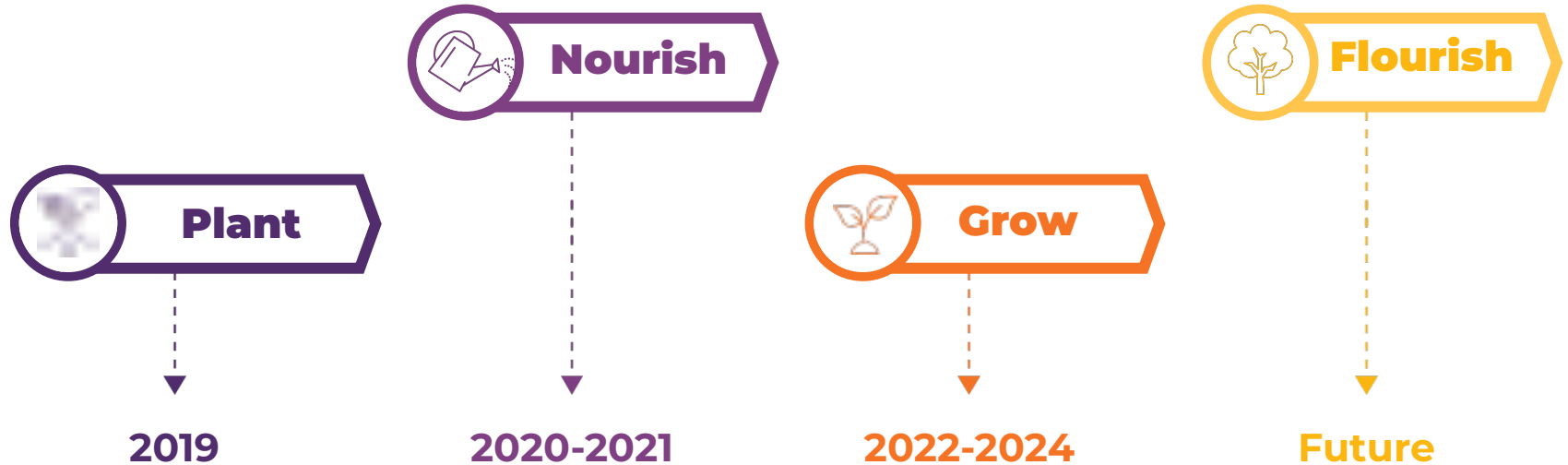


ABOUT JEDI

- Staff-led Committee, volunteer, with a stipend
- System of partnership: Report to the Leadership Team and to the Board of Directors
- Manage the JEDI program budget and agency wide Rewards and Recognition budget in collaboration with Human Resources
- Oversee the Staff Policy and Relations Committee (SPARC)
- Support Affinity Groups
- Partner with a DEI consultant, Dr. Shindale Seale



CULTIVATING A CULTURE OF BELONGING





PLANTING THE SEED

- Political Climate
- Call for a Racial Equity Group to lead from the bottom up to the top
- Quickly recognized a need for support fiscally to be able to hire a consultant
- Lay out the strategic plan and best practices
- Items to work on right away: HR policies and staff training
- Policy work and provide a DEI lens to HR policies



NOURISH

- Name change: Justice, Equity, Diversity and Inclusion (JEDI)
- All Staff Training time secure
- JEDI Charter and a DEI Mission Statement
- DEI Blueprint that turned into our Workplan
- 2nd wave of JEDI Chairs come in



DEI MISSION STATEMENT

At the core of Santa Cruz Community Health's (SCCH) values are diversity, equity, and inclusion. These values align with our mission to improve the health of our patients and the community and advocate the feminist goals of social, political, and economic equality.

We believe in the power of a diverse staff, influenced by varied experiences, to enhance the excellence of care we provide our patients. We pledge to cultivate an environment where all are respected, heard, valued, and appreciated. We are committed to overcoming obstacles and addressing injustice on the journey to realize a more just, diverse, equitable, and inclusive environment that benefits our staff, patients, and the communities we serve.





- JEDI Workplan created
- Received more funding from the Leadership Team
- Working with a consultant for staff training
- DEI questions embedded into the Staff Satisfaction Survey
- Launch of Affinity Groups
- Resource Libraries
- JEDI Office Hours



JEDI WORKPLAN



Staff Development and Training

Provide staff with the necessary training tools to increase awareness and to better understand how diversity, equity and inclusion impacts our work and delivery of care.



Staff Engagement

Develop programming that cultivates an environment where all are respected, heard, valued and appreciated.



Patient and Community Engagement

Realize a more just, diversity, equitable and inclusive environment that benefits our patients and the communities we serve.

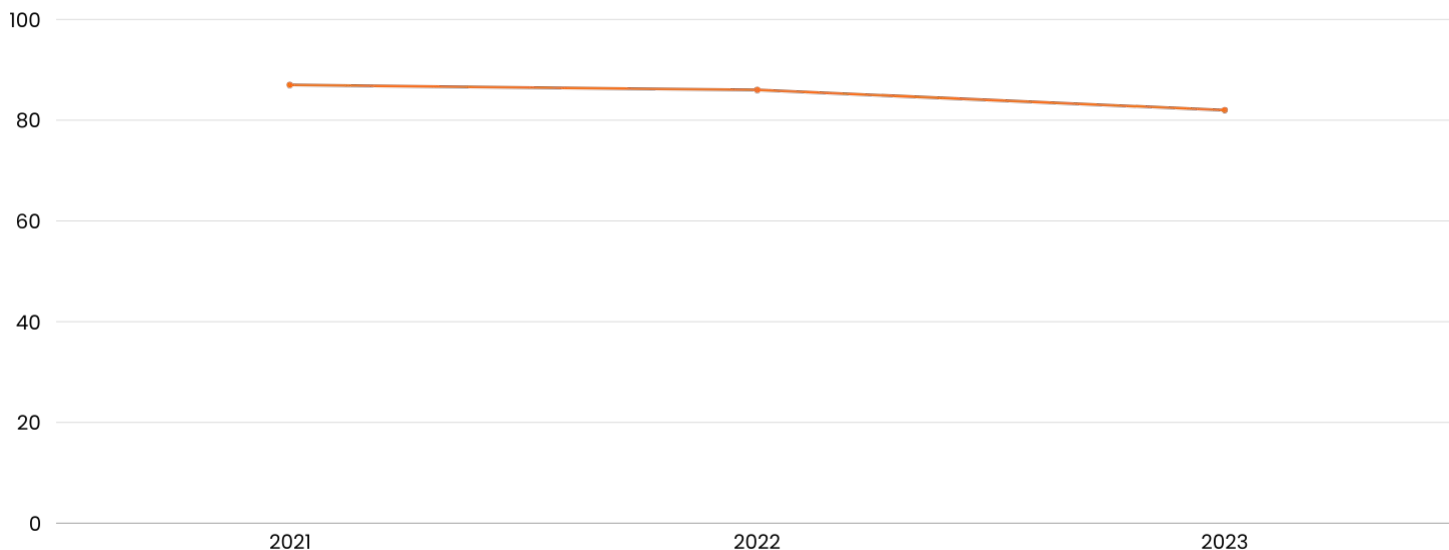


Policies and Procedures

Develop policies that are just, diverse, equitable and inclusive to better support our staff and our patients.

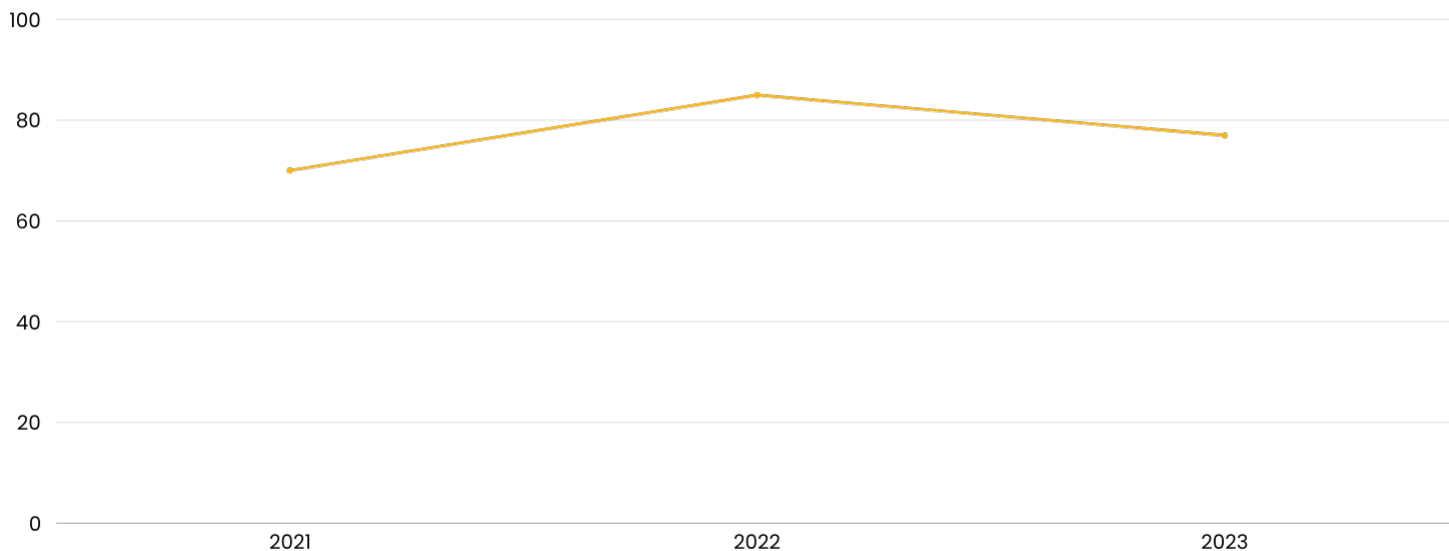
STAFF SATISFACTION SURVEY

On a scale of 1-5, with 1 being very poor and 5 being excellent, how inclusive do you experience SCCH to be (you feel welcomed and you are encouraged to welcome others without regard to race, ethnicity, age, gender, gender identification, sexual orientation, ability, education or any other factor)?



STAFF SATISFACTION SURVEY

On a scale of 1-5, with 1 being very poor and 5 being excellent, how well is SCCH doing in terms of building a diverse, equitable, and inclusive organization?



AFFINITY GROUPS



RESOURCE LIBRARIES



JEDI OFFICE HOURS

- Quarterly at each site
- Safe space for staff to provide feedback about DEI efforts
- Report shared with the Leadership Team and we circle back with All Staff
- JEDI as the bridge between the people and the Leadership Team





- DEI Strategic Plan: what do we want to accomplish in the next 3-5 years? What do we envision SCCH to look like?
 - Happy healthy staff that are culturally humble and make impacts on health outcomes of our patients to create a healthier community
- Pass the torch: hiring of a DEI Director



FUNDING

- Develop a good relationship with your Development/ Grants Officer.
- Maintain a running list of projects that you want to implement. There are often opportunities to include DEI project in seemingly unrelated grant proposals. Help your Grant Officer look for these opportunities. It is preferred if they are:
 - evidence based
 - time bound
 - budget developed
- If there are no "projects" then include JEDI work as an indirect line item. Assign the cost as a percent of salary + benefits.
- Work with your Development/Grant Officer to develop a narrative that outlines the fundamental role of the JEDI group

THE EMPLOYEE EXPERIENCE

- It is important to build relationships
- We want to be an Employer of Choice
- Staff are happier, engaged and want to achieve the mission



THE EMPLOYEE EXPERIENCE

I put excellent because the question is asked in terms of "building", meaning in process and not complete. Obviously this is a very high priority, and I think we are sincere and consistent in actively pursuing those goals. Again, this is a complicated and very nuanced issue, and while we are not excellent in having achieved these goals, we are actively moving that direction.



THE EMPLOYEE EXPERIENCE



Our organization is excelling in building a diverse, equitable, and inclusive environment. Leadership actively promotes diversity through inclusive hiring practices, provides ongoing training on cultural competence, and fosters a workplace culture that values and respects all perspectives. This commitment contributes to a positive and inclusive atmosphere, making me feel valued and supported in our diverse workplace.

DISCUSSION

What is one thing you will try to implement at your organization from the resources we have provided?




KEY TAKEAWAYS

- Get leadership and staff buy-in
- Establish a DEI committee
- Secure funding, if possible
 - apply for grants as needed
- Partner with a DEI Consultant
- Provide DEI training to the Leadership Team
- Provide DEI training to All Staff
- Establish Affinity Groups
- Survey staff on DEI initiatives

RECOMMENDED DEI BOOKS:

- *Cultures of Belonging: Building Inclusive Organizations that Last* by Alida Miranda-Wolff
- *Disability Visibility: First-Person Stories from the Twenty-First Century* by Alice Wong
- *Do the Work! An Antiracist Act* by Ibram X. Kendi
- *For Brown Girls with Sharp Edges: Women of Color by Prisca Dorsey*
- *Gorda: Stories* by Jaime Cortez
- *How to Be an Antiracist* by Ibram X. Kendi
- *White Fragility: Why It's So Hard to Talk About Racism* by Dr. Robin DiAngelo



BUILDING A CULTURE OF BELONGING

TIPS ON CULTIVATING AND SUSTAINING DEI PRACTICES



DEI FUNDAMENTALS

- ☐ Obtain Leadership and Staff buy-in.
- ☐ Establish a DEI committee.
- ☐ Secure funding.
- ☐ Partner with a DEI consultant.
Recommendation: Dr. Shindale Seale, Seale.Coaching.Consulting@shindale.com
- ☐ Provide DEI training to the Executive Leadership Team.
- ☐ Provide DEI training to All Staff.
- ☐ Design policies with a DEI lens (start with HR policies).
- ☐ Establish Affinity Groups.
- ☐ _____
- ☐ _____




TRAININGS TO OFFER:

- ☐ Diversity, Equity and Inclusion 101
- ☐ Bias: Implicit and Unconscious
- ☐ Combatting Microaggressions
- ☐ Inclusive Language
- ☐ Intersectionality in the Workplace
- ☐ Belonging 101
- ☐ Combatting Microaggressions
- ☐ Affinity Groups
- ☐ Creating a Culturally Equitable Workplace

RESOURCES TO GET YOU STARTED

- ["A CEO Blueprint for Racial Equity"](#) by PolicyLink
- ["Creating an Equity Lens: A How-To Guide for Implementing Implicit Bias Training"](#) by the California Primary Care Association
- ["A Toolkit to Advance Health Equity in Primary Care Improvement"](#) by the California Improvement Network



“JEDI demonstrates how SCCH leadership aims to share power with staff.

We honor staff’s wisdom by listening, offering resources, and following their lead.

Just as with our patients, we hope to spark humane, respectful, and enlightening interactions across all staff.

We are learning, and it is a humbling journey.

But there is no **way** to Justice, Equity, Diversity, and Inclusion. **JEDI IS the way”**



-Leslie Conner, CEO Emeritus



THANK YOU!

**Justice, Equity, Diversity and
Inclusion**

jedi@schealthcenters.org

Health Workforce Council Updates



IBHAC Workforce

IBHAC Quarterly Convening
Friday, July 19th 10-11:30AM
Theme: unique needs of individuals
with SUDs navigating the criminal
justice system

Monterey Bay CHW Collaborative

Cabrillo College Advisory Committee
meeting (April); ~8 CHW apprentices
starting this August at various
organizations; WePair job platform

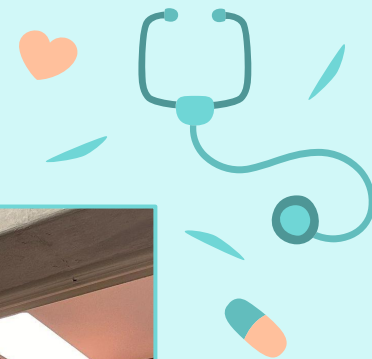
Medical Assistants

MA employer survey & coordinating
info session/site visits with Cabrillo
College, SCCOE, & WASCAE MA
training programs

Primary Care/Pediatrician

Stanford MS Physician Assistant
program, Morehouse School of
Medicine Residency curriculum,
Central Coast K-16 Regional
Collaborative

Santa Cruz County Nursing Workforce Council



National Nurse Week
Proclamation
May 6 - 12, 2024
Proclamation

Grant proposal
submitted for 1440
Multiversity
www.1440.org/nurses



Surgical Technologists



Partnered with Bay Area Community College Consortium (BACCC) to explore options to create a Surgical Technologist program in the Monterey Bay.

The closest accredited option to the Monterey Bay is Carrington College's program (costs students \$45,000 to complete). The closest community college option is Skyline Community College in San Bruno.

Met with the following industry & educational partners:

- Dominican Hospital Surgical Services
- Sutter Health Surgery Center
- Monterey Bay Subregion Community Colleges Career Education Deans & Associate Deans
- Skyline Community College

All of our Monterey Bay community college partners passed on creating a program at this time due to minimal demand from employers. Offering remote classes with Skyline College is not feasible as the governing board that accredits Surgical Technologist programs requires that class instruction take place in-person.

Next step: Futuro Health Surgical Technologist Program (offering 3 career pathways)

High-Road Training Partnership Grant Deliverables

A decorative graphic featuring several colorful pills (orange and teal) and hearts (teal and orange) scattered across the page.

Listening Tour

March - August 2024

Conducting listening tour on effectiveness of HWC, discover future topics to address, identify solutions, & determine if the council should continue after March 2026

HIP Community Forum

September 12th, 2024 9:30am-12pm

Seascape Golf Club

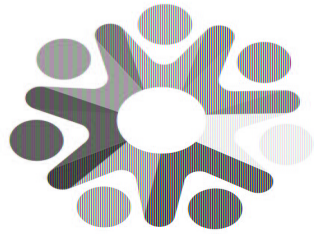
Registration opens this week!

www.hipsc.org/hip-community-forum-2024

Looking ahead...



- **Health Career Connections Summer Intern:** Jennyfer Sanabria
- **HWC Quarterly Convening:**
Sept. 18th 11am-12:30pm (online)
 - Central Coast K-16 Regional Collaborative
 - Futuro Health Surgical Tech training program
- **Health Career Expo:**
November 2024 @ Cabrillo College



Workforce
Santa Cruz Co

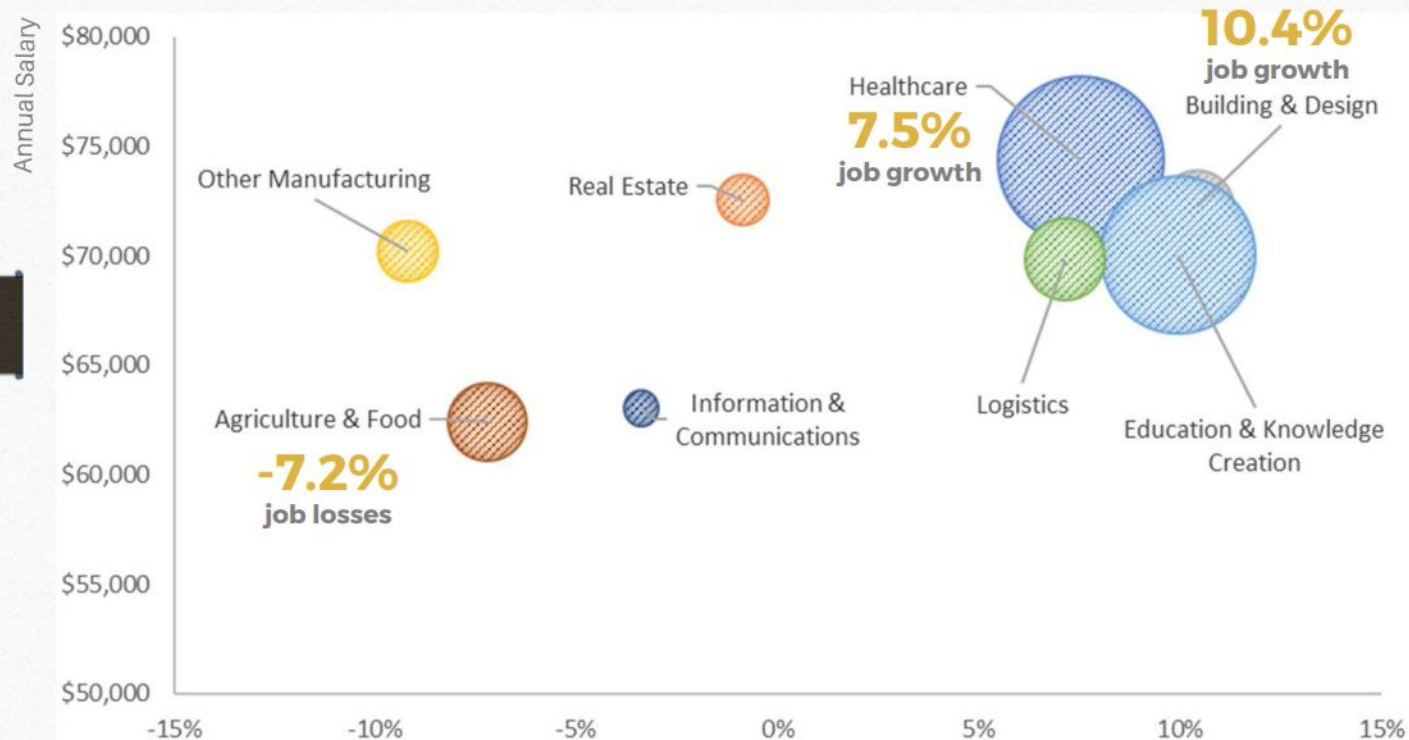


Santa Cruz County State of the Workforce 2024

Report

<https://workforcescc.com/publications/>

TIER 2: MEDIUM-WAGE INDUSTRY CLUSTERS



Healthcare is the largest employer in the county, accounting for over 17,000 jobs.

Education & Knowledge Creation is the third largest employer, accounting for over 14,000 jobs.

SOURCE: JobsEQ 2023 Q3. Bureau of Labor Statistics. Quarterly Census of Employment and Wages (2023).



HEALTHCARE INDUSTRY

\$74,393

average annual
wages, Santa
Cruz County

1 in 6

county jobs
are in Healthcare,
Q2-2023

Nearly 1 in 5 county residents was 65 years or older in 2022.

The share of seniors in the county's population is expected to **continue to grow** as the Boomer generation enters this cohort, driving demand for Healthcare jobs.

HOW CAN THE COUNTY & LOCAL EFFORTS SUPPORT WORKFORCE NEEDS?

1

Identify and communicate career pathways in high-growth industry clusters, such as DATM, B&BD, and Healthcare.





WATSONVILLE/APTOS/SANTA CRUZ
ADULT EDUCATION

CERTIFIED HOME HEALTH AIDE PROGRAM

Interested in an introductory career in healthcare?

Home Health Aides (HHA) monitor the health status of an individual with disabilities or illness, and address their health-related needs, such as changing bandages, dressing wounds, or administering medication.

In Santa Cruz County HHA earn average \$34,000 annual salary and can work in a variety of services that provides non-medical, supportive in-home care such as assisted living, substance abuse, and rehabilitation facilities.

In this affordable short-term program, students will learn how to provide personal care, exercise, ambulate, and transfer nutrition services to clients in their homes. Students must be Certified Nursing Assistant (CNA) prior to starting the program.

Learn more about the program:

www.wascae.edu/Programs/HEALTH-CARE/

Questions? Contact: connie_williams@pvusd.net





**Thank
you!**

