



## Best practice for inclusive employment

Best Practice for Inclusive Employment (Romania)

SC. Davima Clinic SRL

### Title of the best practice:

**Inclusive Employment and Equal Opportunities**

### Company context

Davima Clinic is a mid-sized medical clinic located in Arad. The clinic is supported by executive leadership that promotes diversity, inclusion, and equal opportunities within the organization. Davima Clinic works closely with local healthcare providers, recruitment partners, and service vendors to ensure fair and inclusive employment practices.

The clinic collaborates with Asociația Dalia to provide specialized care through the Davima Center. The center offers integrated psycho-neuro-motor rehabilitation services designed for both children and adults. These therapies and recovery protocols aim to support patients in improving mobility, cognitive abilities, and overall quality of life through personalized treatment programs.

### Problem and motivation

Davima Clinic was developed in response to an important challenge observed in the healthcare sector: limited access to equal employment opportunities. This issue was often caused by unconscious bias during recruitment and by the lack of clear, structured practices that support inclusive hiring.

Several signals highlighted the need for change. These included feedback from employees, feedback from job candidates, and comparisons with industry benchmarks. Together, they showed that improvements were needed to make recruitment and workplace practices more fair and transparent.

The main motivation was to create an inclusive work environment in healthcare where diversity, equal opportunities, and professional competence are valued. By implementing inclusive employment practices, the clinic aims to ensure fair recruitment processes, attract and retain qualified healthcare professionals, and strengthen teamwork. In the long term, these efforts also contribute to better collaboration within the team and improved quality of patient care.

### Governance & ownership

At Davima Clinic, the inclusive employment practice is managed internally through collaboration between the Human Resources (HR), Talent Management, and Operations teams. These teams are



responsible for developing, implementing, and monitoring fair recruitment and workplace practices that support diversity, equal opportunities, and professional development.

The executive sponsor for this initiative is the clinic's management team. They provide strategic leadership, ensure that the values of inclusion and fairness are integrated into the clinic's culture, and support the resources needed to implement these practices effectively.

The process owner is the HR department, working closely with clinic management. HR is responsible for coordinating recruitment processes, promoting equal opportunities for candidates, supporting inclusive hiring practices, and ensuring that employment policies are applied consistently and transparently.

The approvers are the Clinic Administration and the Operations Management team. They review and approve policies, procedures, and recruitment practices to ensure they align with the clinic's operational standards, organizational values, and regulatory requirements.

Through this governance structure, Davima Clinic ensures that inclusive employment practices are clearly managed, well coordinated, and consistently applied across the organization. This approach supports a fair working environment and helps attract and retain qualified healthcare professionals. There are currently 2 visually impaired employees working there as massage therapists.

## **Compliance & policy**

There are several important policies guide daily operations and recruitment practices. The most relevant policies include anti-discrimination, health and safety, and data protection in line with the General Data Protection Regulation (GDPR).

The clinic applies an anti-discrimination policy to ensure that all candidates and employees are treated fairly and with respect. Recruitment and employment decisions are based on professional qualifications, experience, and skills, without discrimination related to gender, age, disability, ethnicity, religion, or other personal characteristics.

Health and safety policies are implemented to provide a safe and supportive working environment for all employees. The clinic ensures that staff have access to appropriate equipment, clear procedures, and training that help maintain high standards of workplace safety.

In addition, the clinic strictly follows data protection rules under GDPR. Personal data of employees, candidates, and patients is handled carefully, securely, and only for legitimate purposes. Confidentiality and responsible data management are key priorities in all administrative and clinical processes.

All employees are informed about these policies and receive guidance on how to apply them in their daily work. These policies are consistently applied in daily operations and hiring practices to ensure transparency, fairness, and compliance with legal requirements.



## Accessibility regulations

In Romania, clinics such as Davima Clinic must follow several accessibility regulations to ensure that people with disabilities can access healthcare services equally. The main legal framework comes from national disability laws and European regulations.

Here are the most relevant accessibility regulations in Romania.

- Law No. 448/2006 on the protection and promotion of the rights of persons with disabilities

This is the main Romanian law regulating accessibility and equal access to services. It requires public buildings and service providers, including healthcare facilities, to ensure that people with disabilities can access their services without discrimination. This includes equal access to medical care, infrastructure adapted for reduced mobility, and appropriate communication with patients who have sensory disabilities.

- Physical accessibility of buildings and medical facilities

Healthcare facilities must ensure that their buildings are accessible to people with mobility impairments. Typical requirements include ramps or step-free entrances, elevators where necessary, accessible toilets, clear signage, and safe circulation inside the building. These measures are meant to remove barriers so that persons with disabilities can use medical facilities independently.

- Reasonable workplace accommodation

Romanian legislation also requires employers to adapt workplaces for employees with disabilities. This may include adapting tasks, equipment, or the working environment according to the worker's abilities. Employers that do not provide reasonable accommodations may face financial penalties.

- European and international accessibility standards

Romania has ratified the UN Convention on the Rights of Persons with Disabilities, which requires equal access to healthcare services, buildings, transportation, and information systems. This means clinics must remove barriers that prevent people with disabilities from accessing services or participating fully in society.

- Accessibility requirements for digital services.

Under Law No. 232/2022 (implementing the European Accessibility Act), certain digital services and technologies must also be accessible to people with disabilities. This may include websites, digital communication tools, and electronic services used by organizations.

In practice, this means a clinic in Romania should ensure accessible buildings, inclusive communication with patients, equal access to healthcare services, and reasonable workplace accommodations for employees with disabilities. These regulations support equal participation and prevent discrimination in both healthcare access and employment.

## GDPR

In Romania, the protection of personal data is regulated by the General Data Protection Regulation (GDPR), which applies to all organizations that collect or process personal data within the European



Union. GDPR is supported by national legislation, including Law No. 190/2018, which provides additional rules for the application of data protection standards at national level.

For healthcare organizations, GDPR is particularly important because clinics process sensitive personal data, including patients' medical information as well as personal data of employees and job applicants. The regulation requires organizations to handle this information responsibly, ensuring confidentiality, security, and transparency in all data processing activities.

## **Practical approach**

Key changes were introduced to improve fairness, inclusion, and efficiency across recruitment and workplace processes. Processes were standardized, including updating job descriptions with neutral language, structuring interviews, and applying clear evaluation criteria. Roles and responsibilities were clarified, with HR and Operations managing inclusive practices and clinic management providing oversight.

Technology was upgraded to support recruitment, employee management, and secure data handling. All staff were trained on new processes, inclusive practices, and compliance standards.

The changes were implemented gradually over several months, affecting HR, Operations, management, and all employees to ensure alignment and adoption. As part of their commitment to inclusion, Davima Clinic actively hires persons with disabilities, including two recent hires who are massage therapists with visual impairments. This demonstrates the clinic's practical commitment to creating equal employment opportunities for all candidates.

Core interventions included standardizing recruitment, updating job descriptions, clarifying roles, implementing supportive technologies, staff training, and targeted hiring practices to promote an inclusive and professional work environment.

## **Timeline highlights**

Clinics typically start by reviewing existing recruitment, HR, and operational practices to identify gaps in fairness, inclusion, and compliance with Romanian regulations, including labor law, accessibility, and GDPR.

Employee and candidate feedback is often collected during this phase.

Job descriptions are updated to use neutral language, interview processes are standardized, and evaluation criteria are clarified. Policies on anti-discrimination, health and safety, and data protection are reinforced.

Responsibilities for inclusive practices are assigned to HR and Operations teams, while management provides oversight and sponsorship. Staff are informed about new roles and expectations.

Digital tools are introduced or optimized to support recruitment, employee management, and secure data handling. Clinics may adopt applicant tracking systems, internal communication platforms, and data protection tools.



All employees receive training on inclusive practices, workplace policies, and compliance standards. Implementation is monitored, and feedback is collected for adjustments.

Clinics evaluate the effectiveness of the new processes, make improvements, and establish ongoing monitoring to ensure continued compliance, inclusion, and operational efficiency.

## **Reasonable accommodations process**

Employees can request workplace accommodations by submitting their request through their manager. Once submitted, requests are reviewed and typically fulfilled within seven days.

The budgeting for accommodations is handled on a case-by-case basis, depending on the type and scope of the request. Approval is provided by the clinic management and the Operations Manager to ensure that accommodations are practical, effective, and aligned with operational needs.

This process helps ensure that all employees, including those with disabilities, have the support they need to perform their roles effectively and safely.

## **Accessibility**

Accessibility is a priority across physical, digital, organizational, and technological aspects of the workplace.

Physical accessibility includes adapted offices and workstations, a clear evacuation plan, and visible wayfinding with good contrast to help employees navigate safely.

Digital accessibility is ensured through tools such as apps and the internet. The clinic provides alt text on images, readable PDFs, screen reader compatibility and good color contrast. An alt-text policy supports consistent accessibility across all digital content.

Organizational and process accessibility includes flexible work schedules, adaptable shifts, and meeting norms that allow all employees to participate fully.

Learning and development materials are available in accessible formats, with alternative versions provided when needed.

Assistive technology such as screen readers, verbal instructions, and tactile guidance is available to support employees in performing their work effectively.

Davima Clinic provides reasonable accommodations for visually impaired employees and others with disabilities, including adapted workspaces, flexible schedules, accessible digital tools, and clear guidance. All accessibility measures are implemented based on individual needs and in direct consultation with employees, creating an inclusive and supportive work environment.



## Recruitment, onboarding & career progression

At Davima Clinic, recruitment, onboarding, and career development are designed to be inclusive and supportive for employees with disabilities.

Inclusive recruitment practices include structured interviews, skills-based assessment, and the use of alternative formats to ensure fair evaluation of all candidates. For onboarding, employees receive support through a buddy or mentor, a staged workload, hands-on guidance, flexible scheduling, and adapted workspaces, all tailored to individual needs.

Career development is supported through mentoring and opportunities for skills development, allowing employees to grow through practical experience.

As an example, two visually impaired massage therapists were recruited based on their professional skills and experience. Their recruitment process included structured interviews and verbal explanations to ensure clarity. During onboarding, they were supported with a buddy system, gradual workload, flexible schedules, and adapted workspaces, enabling full integration into the team and a successful start in their roles.

## Results

The introduction of inclusive employment practices had a positive impact on the two visually impaired massage therapists. They experienced increased job satisfaction and engagement, maintained stable productivity, improved confidence at work, and benefited from a safe and supportive environment tailored to their needs.

Illustrative example: Following the implementation of these practices, the two therapists were successfully integrated into the clinic’s daily operations. With adapted onboarding, flexible scheduling, and supportive management, they perform their duties independently and contribute positively to patient satisfaction and team collaboration.

## Outcome indicators (0, 6, 12, 24 months)

Indicator (KPI)	0 Months (Baseline)	12 Months (Projected)	24 Months (Target)	Significance
Hiring rate	No employees with disabilities	2 employees with disabilities recruited	Continue inclusive hiring for all suitable roles	Supports diversity, inclusion, and equal opportunity.
6/12/24-month retention	Not tracked for employees with disabilities	Employees retained and	Maintain high retention and integration of	Drives engagement,



		performing independently	employees with disabilities	confidence, and team stability.
Engagement	Low	Increased engagement and job satisfaction for newly hired employees	Full integration and ongoing engagement for all staff	Improves workplace culture and patient care.

### Cost efficiency

At Davima Clinic, the average cost per accommodation ranges from €0 to €100. Despite the low financial investment, these accommodations have delivered meaningful benefits.

Observed benefits include reduced employee turnover, faster integration into daily activities, and stable, consistent service quality. While some savings, such as fewer incidents, have not been formally measured, the overall impact on employee performance and engagement has been positive.

The accommodations required minimal cost but provided significant long-term value for both employees and the organization, demonstrating a strong return on investment.

### Success factors

The most critical success factor at Davima Clinic was strong leadership commitment, which enabled flexible decisions and rapid implementation of inclusive practices. Staff training and clear internal processes were also important, while external partnerships and complex tools were less critical. Low-cost accommodations and a supportive team culture ensured employees with disabilities were effectively integrated without needing extensive resources or structures.

### Challenges & solutions

Challenge	Problem	Solution
Attitudes/stigma	Initial uncertainty or misconceptions among staff about hiring employees with disabilities.	Open communication, awareness sessions, and direct collaboration within the team to foster understanding and acceptance.
Logistics	Workspaces, schedules, and daily routines were not initially adapted to individual needs.	Workspaces were adapted, schedules made flexible, and daily routines adjusted to ensure employees could perform their tasks comfortably and safely.



Procedures	Standard procedures did not account for individual accommodations or inclusive practices.	Simple and flexible procedural adjustments were implemented, including staged workload, buddy system, and adapted onboarding processes.
Data protection	Need to handle personal data of employees and patients safely.	Compliance with GDPR, secure storage of personal data, limited access to authorized staff, and staff training on data protection rules.

## Sustainability

The inclusive employment practices at Davima Clinic have been maintained since 02/07/2020. The clinic ensures sustainability through regular staff training, periodic updates to policies, and ongoing management oversight. Continuous dialogue with employees helps identify needs, address challenges, and keep practices effective and up to date. This approach ensures that inclusive practices remain a permanent part of the clinic's culture and daily operations.

## Transferability

The inclusive employment practices can be replicated in other organizations if some minimum conditions are met. These include strong management commitment to inclusive employment, willingness to adapt work processes, open communication with employees, and a basic understanding of reasonable accommodations.

Key steps for replication include identifying roles based on skills, adapting recruitment and onboarding processes, engaging directly with employees to understand individual needs, and implementing simple, low-cost accommodations. The main resources required are management time, staff cooperation, and basic workplace adjustments.

Potential risks to monitor include lack of awareness or commitment, insufficient communication, over-standardization of processes, and failure to regularly review individual needs and accommodations. Addressing these risks is essential to ensure successful and sustainable inclusive employment practices.

## Sources & contacts

Public sources and links for reference include the clinic's website ([davimaclinic.ro](http://davimaclinic.ro)) and internal policies and procedures. No public reports are currently available.

For future collaboration, Davima Clinic is open to:



- Becoming a member of the W.I.N. stakeholder network and participating in upcoming training sessions.
- Receiving regular updates about the project's progress and results.
- Engaging in knowledge sharing and exchanging best practices with other organizations.

This approach supports ongoing learning, collaboration, and continuous improvement in inclusive employment practices.

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