The JEDI (Justice, Equity, Diversity, & Inclusion) Volunteer Workforce

March 7, 2023

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Housekeeping

- All participants are muted.

- **Audio Settings:** ability to select your speakers and adjust your volume.

- **Chat**: for sharing of ideas, interacting with speakers and attendees; not for promoting services and products. Make sure you choose '**Everyone**' in the dropdown in the chat box.

- **Q&A:** for submitting questions to review at the end of the webinar

- Receive follow up email tomorrow with webinar slides, recording and link to survey.

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- No off-label use of products will be addressed during this educational activity.

- No products are available during this educational activity, which would indicate endorsement.

This webinar is eligible for 1 patient experience continuing education (PXE) credit. Participants interested in receiving PXEs must complete the program survey within 30 days of attending the webinar. Participants can claim PXEs and print out PXE certificates through Patient Experience Institute. As an on demand webinar, it offers PXE for two (2) years from the live broadcast date.

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Our Speakers

Andrea Kennedy-Tull, MSBM, CPXP, CAVS
Director, Patient Experience & Operations
Harris Health System

Dana Litwin, CVA
President
Dana Litwin Consulting, LLC

Karina Vargas, CAVS
Solutions Architect
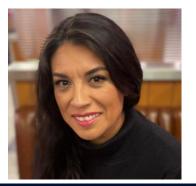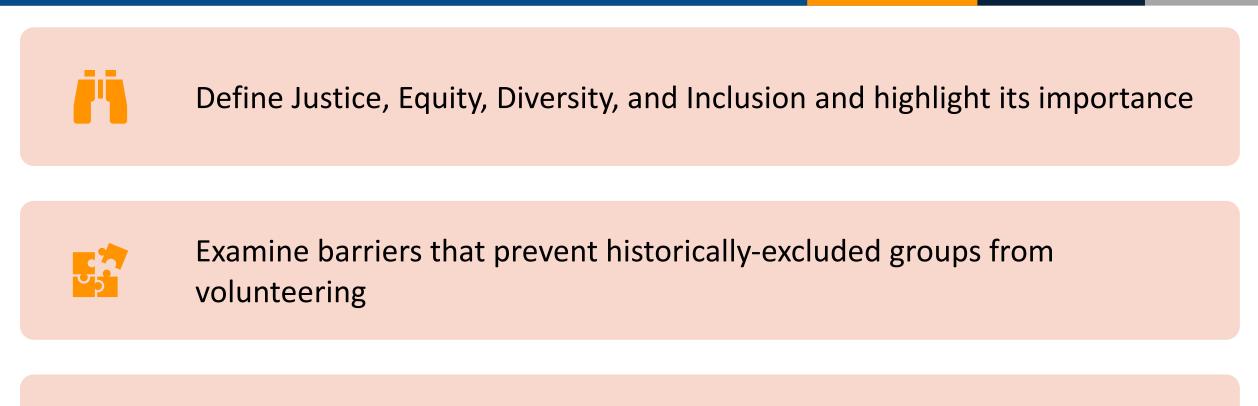VSys One

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Presenters

Dana Litwin, CVA, is a globally recognized strategic advisor, speaker, and advocate for civic service. Since 2002 she has guided organizations nationwide to produce breakthrough volunteer and community engagement programs. Dana is the creator of the YouTube channel "Priceless Advice for Leaders of Volunteers", served as President of the Association of Leaders in Volunteer Engagement (AL!VE), and is a founder and facilitator of the National Alliance for Volunteer Engagement.

Andrea Kennedy-Tull, MSBM, CPXP, CAVS is the Director, Patient Experience and Operations at Harris Health. She has over 20 years' experience in improving the patient experience and managing volunteer efforts in healthcare. Her efforts have focused on enhancing customer service and the patient experience through patient advocacy, engagement & retention programs, culture creation, onboarding/ training for volunteers as well as staff and diversity and inclusion initiatives.

Karina Vargas, CAVS, CompTIA Project+, has over 20 years' experience in volunteer management at all levels, ranging from working with Board-level professional volunteers to high school students. She spent over ten years managing volunteers for a large children's hospital where she developed volunteer leadership programs, presented interactive customer service trainings, and provided expert-level technical and leadership support to the volunteer program.

Objectives for today's webinar

Define Justice, Equity, Diversity, and Inclusion and highlight its importance

Examine barriers that prevent historically-excluded groups from volunteering

Discuss strategies, ideas and recommendations for improving JEDI efforts in your organization

Target audience for today's webinar

SKILL LEVEL

Minimal Knowledge

Looking for some basic information, key principles and "how-to's" on the subject.

Working Knowledge

Integrated practices and moving beyond basic concepts. Looking for breadth and depth on a topic

Authoritative Knowledge

Looking for advanced knowledge, integration and concepts that are innovative and cutting edge.

What is JEDI?

In the galaxy we live in today, JUSTICE, EQUITY, DIVERSITY, and INCLUSION are recognized as vital to success.

Yes, the JEDI way is the way forward.

Organizations have focused on building JEDI programs for hired staff, but the next frontier includes building JEDI volunteer teams.

The traditional volunteer population in some organizations may not reflect the demographics of the patient population.

This may have an impact on the patient experience, as individuals want to interact with people who look like they do.

So, the struggle to improve continues....

Justice, Equity, Diversity, and Inclusion

- **JUSTICE** is dismantling systems and structures that create inequality, replacing them with systems that promote fairness, and creating opportunities for diverse groups of people to thrive together.

- **EQUITY** is promoting justice, impartiality, and fairness within the procedures, processes, and distribution of resources by institutions or systems. Tackling equity issues requires an understanding of the root causes of outcome disparities within our society.

- **DIVERSITY** is the presence of differences that may include race, gender, religion, sexual orientation, ethnicity, nationality, socioeconomic status, language, (dis)ability, age, religious commitment, or political perspective. These are populations that have been—and remain— underrepresented among practitioners in the field and marginalized in the broader society.

- **INCLUSION** is an outcome to ensure those that are diverse actually feel and are welcomed. Inclusion outcomes are met when [a person or institution], and its program are truly inviting to all. Diverse individuals are able to participate fully in the decision-making processes and development opportunities within an organization or group
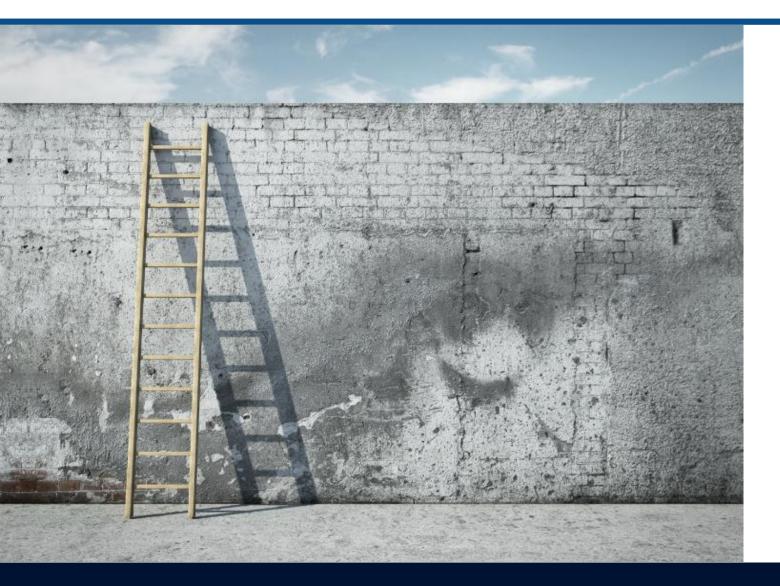
Why is JEDI important?

- A diverse healthcare workforce can improve patient compliance and satisfaction scores[1]

- Volunteers are part of the non-paid workforce, and they can impact the patient experience, then they can affect the bottom line

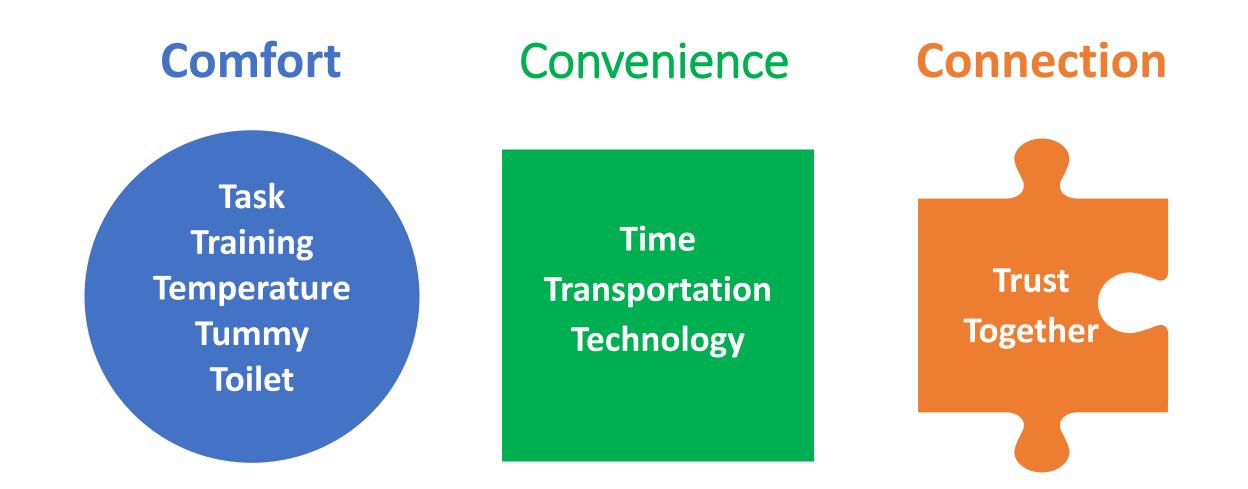- Industry best practice – it's the right thing to do

[1] Gomez, L.E. and Bernet, Patrick. (2019) Diversity improves performance and outcomes. *Journal of the National Medical Association*, 111(4), 383-392.
https://www.ucdenver.edu/docs/librariesprovider68/default-document-library/jmna-articles-bonuscontent-2.pdf

Barriers to Volunteering

Barriers to volunteering

- **Comfort**
- **Convenience**
- **Connection**

Break and remove the barriers

Comfort

Task
Training
Temperature
Tummy
Toilet

Convenience

Time
Transportation
Technology

Connection

Trust
Together

Every interaction is...

...an invitation to stay
or an invitation to go!

JEDI Programs in Action

Harris Health System – Houston, TX, USA

- Harris Health System is a fully integrated healthcare system that cares for all residents of Harris County, Texas. We are the public healthcare safety net for our community.

  Our system includes:

Harris Health System – Houston, TX, USA

BEN TAUB HOSPITAL - Level I trauma center

LYNDON B. JOHNSON HOSPITAL - Level III trauma center

OUTPATIENT / AMBULATORY CARESERVICES
• 18 community health centers, including the nation's first free-standing HIV/AIDS treatment center
• Three large multi-specialty clinics
• Same day clinics
• One free-standing dental center
• One dialysis center
• 10 homeless shelter clinics and five homeless eligibility service locations
• Mobile immunization and medical outreach program

HARRIS HEALTH PATIENT DEMOGRAPHICS
Hispanic - 52.9%
African American - 24%
Caucasian - 14.4%
Asian and other - 8.7%

Diversity, Equity and Inclusion at Harris Health System

- Our organization recently added Diversity, Equity and Inclusion as a pillar to our strategic plan

- Welcomed a Vice President and Chief Diversity Officer

Diversity, Equity, & Inclusion Team

Jobi Martinez, PhD
Vice President, DE&I

Jai Calloway, JD
Director, DE&I

Sherry Samuels
DE&I Coordinator

DIVERSITY EQUITY & INCLUSION
HARRIS HEALTH SYSTEM

DEI at Harris Health System: Volunteer Services

- Volunteer Services team leading the charge:

JerMarkus Booker, MPH
Mgr, LBJ Hospital

Kimberly Brown
Mgr, Ambulatory Care Svcs (ACS)

Kendall Collette
Mgr, PFAC & ACS

Courtney Hoyt, CAVS
Mgr, Ben Taub Hospital

What DEI opportunities did we identify?

- Marginalized, underrepresented people

- Individuals with disabilities

- Seniors

- Youths

Marginalized, Underrepresented People

Marginalized, Underrepresented People

- Partnership with Human Resources

- Inclusion in recruitment fairs

- Participation in community events

Individuals with Disabilities

Individuals with Disabilities

- ## Texas Workforce Commission:

  State program through the Department of Labor

Individuals with Disabilities

- An opportunity for participants to develop job skills and become employment ready

- Paid by third party

- Success in transitioning several from volunteer to employment

- Reverse referrals

Seniors

Senior Programs

- SER - Jobs for Progress National, on behalf of its Senior Community Service Employment Program   www.ser-national.org

- AARP - The nation's largest nonprofit, nonpartisan organization dedicated to empowering people to choose how they live as they age.   https://www.aarp.org/

- RSVP-Retired Senior Volunteer Program
          https://americorps.gov/serve/americorps-seniors/americorps-seniors-rsvp

Youths

Youths: High School and College Students

- Junior Volunteer Program

- Community outreach

- Partnership with local colleges

Junior Volunteer Program

- Barriers include transportation, compensation and meals

- Partnership with Logistics, local Metro services

- Exploring scholarship and stipends

Historically Black Colleges and Universities

- Texas Southern University

Historically Black Colleges and Universities

- Texas Southern University

- Partnership with the School of Pharmacy: Healthcare Administration

Recommendations & Resources

Recommendations

- Lead by example

- Explore opportunities in your local community

- Identify programs at the state and federal levels

- Partner with internal departments like HR

- Meet with the DEI leaders in your organization to strategize

Resources

Video to Watch

- Access for All: Breaking Down Barriers to Inclusion" - #TuesdayTip by Dana Litwin

Tools & Resources

- SERS Program
- AARP
- AmeriCorps Seniors RSVP Program
- DEI Glossary from Harris Health (attached)
- Volunteer Assignment Alignment Tool

Articles to Read

- Creating a Culturally Competent Volunteer Program – ENGAGE
- Inclusion of Diverse Older Populations in Volunteering – Nonprofit and Voluntary Sector Quarterly
- Applying an Anti-Racist and Anti-Ageist Lens to Intergenerational Volunteer Opportunities – Center for Health and Aging Innovation
- Diversity in the Nonprofit and Voluntary Sector – Nonprofit and Voluntary Sector Quarterly
- Activating the Power of the Latino Community: Engaging the Latino Community Through Volunteerism and Philanthropy - University of San Francisco

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- This program is approved for 1 PXE

- In order to obtain PXE, participants must attend the program in its entirety and complete evaluation within 30 days.

- Use the PXE link at the end of the evaluation to claim PXE credit at the Patient Experience Institute's PXE Portal.

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Upcoming Events & Programs

WEBINARS

March 9 | The Human Experience Imperative: Practical insights for executives on organizational strategy, structure and impact

March 14 | How High Performing Organizations are Leader Rounding: A Benchmarking Study

March 16 | **HEADLINER** - Growing Compassion In All Corners of Your Life

CONNECTION CALLS/PX CHATS

March 8 | VPC Connection Call - Exploring In-patient Volunteer Opportunities

March 15| Lost Belongings Workgroup

PROGRAMS

May 4-18, 2023| CAVS Exam Preparation Course

Access our vast library of on demand patient experience webinars.

Scan to learn more:

Webinars are included in membership with the Institute.

theberylinstitute.org

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ELEVATE PX
The Global Patient Experience Event
THE BERYL INSTITUTE

March 27 - 29, 2023
Hilton Anatole Dallas

KEYNOTE SPEAKERS

Karen Grimley

Dr. Alfredo Quiñones-Hinojosa

Shola Richards

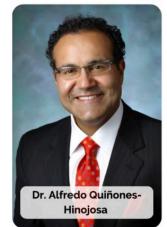Rebekah Taussig

OVER 75 BREAKOUT & POSTER SESSIONS

Agency for Clinical Innovation
AngelEye Health
Arkansas Children's
Ascension Living
Reading2Connect
Atrium Health
Billings Clinic
Boston Children's Hospital
Boulder Associates
Brigham and Women's Hospital
CareMax
Changi General Hospital Singapore
Children's of Alabama
Children's Wisconsin
Cohen Children's Medical Center
Duke University Hospital
Emory Johns Creek Hospital
Enloe Medical Center
Epworth HealthCare
Geisinger
Gould Medical Group
Grow Now Niagara
Hartford Healthcare
HCA Ambulatory Surgery Division
HealthCare Chaplaincy Network

Hospital Alemão Oswaldo Cruz
Hospital e Maternidade Santa Joana
Houston Methodist
Instituto de Ensino e Pesquisa -
do Hospital Sírio Libanês
Kaiser Permanente
Lehigh Valley Health Network
London Health Sciences Center
Macquarie University
Major Hospital
Marianjoy Rehab Hospital
Mass General
Mayo Clinic
Medallia
MedStar Washington Hospital Center
Mount Sinai Health System
MSKCC
NC A&T State University
NorthShore University HealthSystem
Northwell Health
Northwestern Medicine
NSW
Oncomed Integrated Medical Treatment
PatientsVoices
Providence Institute for Human Caring

Shaller Consulting
SingHealth
Southwestern Health
St Vincent's Health Network Sydney
St. Louis Children's Hospital
Sutter Health
Sydney Local Health District
Temple University Hospital
UC Davis Health
UC Health
Univ. of Michigan Health
Universitat de Valencia General Hospital
University of Alabama, Birmingham
University of California, Berkeley
University of Maryland St. Joseph Medical
Center
University of South Carolina School of
Medicine Greenville
US Dept. of Veteran Affairs
UT Southwestern
Vision Volunteering
WellMed
Yale New Haven Hospital

Thank you!

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DIVERSITY
EQUITY&
INCLUSION
HARRISHEALTH SYSTEM

Inclusive Language

A **LEADING WITH LOVE** inspired toolkit and glossary of terms that promotes a sense of belonging, supports a culture of respect, and improves engagement
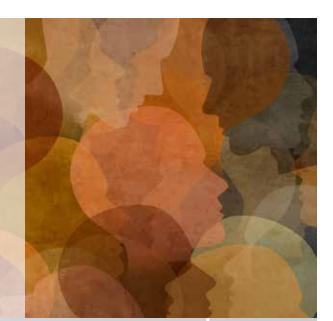
What is "inclusive language?"

Inclusive language is defined as "language that avoids the use of certain expressions or words that might be considered to exclude particular groups of people."

A hallmark of inclusive language is using "people first" descriptions, rather than reducing people to their most isolating characteristics.

This glossary of terms is not meant to be rigid or exhaustive. The goal is to familiarize you with the terminology used to discuss matters of inclusion and create a flexible framework for using language that is empowering and respectful.

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DIVERSITY EQUITY & INCLUSION
HARRISHEALTH SYSTEM

Executive Advisory Council for Diversity & Inclusion

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Chair

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Government Relations

Christopher Okezie
Vice President
Operations

Alicia Hernandez
Administration Director
Nursing Professional
Development

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Sherry Samuels
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Email: Inclusion@HarrisHealth.org

Harris Health Employee Resource Groups

W.E.N.
WOMEN'S EMPOWERMENT NETWORK
WEN@harrishealth.org

PRIDE
LGBTQIA+
PRIDE@harrishealth.org

G.O.A.L.
GIVING OUR ABILITIES LIFE
PHYSICAL/MENTAL DISABILITIES
GOAL@harrishealth.org

SPIRIT
FAITH & RELIGIONS
SPIRIT@harrishealth.org

V.E.T.S.
VETERAN EXCELLENCE
THROUGH SERVICE
VETS@harrishealth.org

MOSAIC
MULTICULTURAL
MOSAIC@harrishealth.org

I-GEN
INTERGENERATIONAL
IGEN@harrishealth.org

We Need You!

Join an ERG today and in the life and culture of Harris Health System.

Sign-up on SharePoint.

LeadingwithLOVE

A high-reliability organization is characterized by a culture of compassionate leadership. Leading With Love, Harris Health's new leadership development program, aims to cultivate leadership among employees and support the system's cultural transformation.

Leading With Love is Harris Health's new leadership development program, designed to cultivate leadership among Harris Health employees and support the system's transformation to a highreliability organization. The curriculum is designed to support employees and managers in developing the skills and tools to lead our organization. The six main courses available to all staff incorporate the QUALITY values and the ONE Harris Health Competency Framework and include:

- Sound Decision Making
- Embrace Learning and Adaptability
- Respect: Yourself, Patients, & Staff
- Trust: Yourself, Patients, & Staff
- Communicate Effectively
- Ensure Quality and Patient Safety
- Drive Performance

What is DE&I?

DE&I stands for Diversity, Equity and Inclusion.
In the workplace, **diversity** is a term used to represent the various personalities, behaviors, backgrounds, and general "states of being" represented by the employees. **Inclusion** refers to the actions or steps that can be taken to ensure that diversity is not only present, but supported, retained, protected, valued, and treated equitably. With **equity,** we aim to identify and eliminate barriers to the full participation of some groups.

Diversity, equity, and inclusion are mission-critical to Harris Health, and we recognize how each of these concepts affects employee experience and patient outcomes in a profound way.

Glossary I – Diversity, Equity, & Inclusion

In this section:

Inclusive language acknowledges diversity, conveys respect to all people, is sensitive to differences, and promotes equitable opportunities. It is more important to understand and apply inclusive language principles rather than memorizing specific phrases, as these may change in meaning over time. However, understanding commonly used terminology is a great way to learn about issues of personal importance in a rapidly changing workforce.

It is important to regularly consult the individuals or groups you communicate with, particularly those from any underrepresented populations. Preferred language and terminology may also vary among individuals, including those from a specific group (e.g., Latino, Latina, or Latinx). Do not assume one person represents all members of a particular community but acknowledge their experience and knowledge as a member of that community.

Accessibility
• Giving equitable access to everyone along the continuum of human ability and experience. Accessibility encompasses the broader meanings of compliance and refers to how organizations make space for the characteristics that each person brings.

• Accessibility is about providing access to environment and representation for all.

Belonging
• Belonging is demonstrated when an individual is recognized, accepted, and allowed to express their thoughts while having the ability to make contributions.

• Belonging can also be interpreted as an employee's perception of acceptance within a given group.

• Creating a general sense of belonging is an outcome of diversity, equity, and inclusion efforts .

Diversity
• The varied assemblage of abilities, skills, experiences, and cultural backgrounds all persons bring to the table. Diversity in groups is any dimension that can be used to differentiate people from each other.

• Harris Health utilizes a multi-dimensional approach to diversity, understanding that most of our human experiences are shaped by the intersections of who we are, and not monolithic stereotypes. These overlapping considerations are what create the rich tapestry of perspectives that we carry with us each day.

"[Diversity] should be used to define the composition of a group. A group can be diverse, but an individual cannot be. When a group is diverse, leaders can value how every person contributes to the group diversity, as opposed to adding one person who seems unlike the rest and calling them diverse. When leaders see their team as a diverse group or portfolio, they're more likely to see and value the additive contribution of individuals instead of essentializing differences."

-Harvard Business Review

Disparity
• A great difference between groups or individuals. In healthcare, this often refers to the differences in the quality of healthcare received by communities of color.

• **Synonyms:** discrepancy, inconsistency, imbalance, inequality incongruity.

Equality
• Treating everyone the same and giving everyone access to the same opportunities.

Equity
• Providing fair treatment, access, opportunity, and advancement for all people while identifying and eliminating barriers preventing the full participation of some groups.

• Equity is a process that begins by acknowledging the reality of an unequal starting place for some groups and makes a commitment to correct and address the imbalance.

Inclusion

• An effort and set of practices where groups or individuals with different backgrounds are culturally and socially accepted, and welcomed.

• In the workplace, an inclusive environment is one where all individuals are treated fairly and respectfully, have equal access to opportunities, resources, and can contribute to the organization's success.

Power Dynamic

• How different people or groups interact with each other in situations of power imbalances or shifts.

Psychological Safety

• The ability to show and employ one's self without fear of negative consequences of self-image, status, or career trajectory/potential.

• Psychological safety also describes perceptions of the consequences of taking interpersonal risks in a particular context such as a workplace.

• This term was coined and defined by Harvard Business School professor Amy Edmondson.

Justice

• Fairness in how employees are treated with regard to the implementation, process, and outcomes of policies and procedures.

• An accountable and just culture is a core component of Harris Health's QUALITY values.

Social Justice

• People from different backgrounds coming together to work and create in inclusive and ethical settings.

• Full and equal participation of all groups in a society that is mutually shaped to meet their needs.

Equality vs Equity

• The difference between equality and equity is the difference between sameness and fairness.

• Equality does not require "freedom from bias;" rather, it requires people have equal opportunity. Equality is only possible after we achieve proper equity.

Source: Softway D&I Dictionary

Glossary II – Dimensions of Identity

In this section:
Humans contain multitudes and their identities can be reflected through several terms and concepts. This section provides the terminology that can provide context to an individual's perception and identity.

AAPI *(Asian American and Pacific Islanders)*

An acronym intended to unite all people of Asian descent in the U.S and its territories.

This terminology allows the many unique cultures of Asian heritage to unite under one moniker in the pursuit of equity and representation.

BIPOC *(Black Indigenous People of Color)*

Pronounced BYE-POCK An acronym intended to unite all people of color in the work for liberation while intentionally acknowledging that not all people of color face the same levels of injustice.

BIPOC is a more inclusive term than "people of color" when talking about marginalized groups affected by racism.

Caregiver

The most common is the family caregiver: someone who takes care of a family member without pay. The other types are professional, independent, private, informal, and volunteer caregivers.

Disability

Term used to describe confitions affecting long-term physical, mental, intellectual or sensory impairments that may hinder a person's full and effective participation in society on an equal basis with others.

Invisible Disability

A cognitive, developmental, intellectual, mental, or sensory condition that limits a person's behaviors, senses, or activities.

The presence of employees with disabilities of a cognitive nature within work groups is referred to as "neuro-diversity."

Ethnicity

Social construct dividing individuals into smaller social groups based on a shared sense of group membership, values, behavioral patterns, language, political and economic interests, history, and ancestral geographical base.

In healthcare, ethnicity is closely documented and recorded to track the quality of care and identify common health risks associated with specific ethnic populations.

Ethnicity should not be heavily relied upon to the detriment of the patient. In an increasingly global world where ethnicity is often intertwined, there are no shortcuts to diagnosis through ethnic identification.

Latinx

A gender-neutral term used in lieu of "Latino" or "Latina" to refer to a person of Latin American descent. Using the term "Latinx" to refer to all people of Latin American descent.

The term has become more common among members of the LGBTQ community and its advocates have embraced the label.

This said, not everyone welcomes this terminology as it is largely based in English language principles to describe a culture that is not of English origin.

Marginalized Groups

People who, for whatever reason, are denied or experience limited involvement in mainstream economic, political, cultural, and social activities.

Language Bias

The unfair treatment of an individual based solely upon the characteristics of their speech including accent, size of vocabulary, and syntax.

This bias can lead to non-native speakers to be denied opportunities to communicate their needs and priorities, report abuse, or get the information they need to make decisions.

Neurodiversity

Term used to encompass conditions such as autism that are not disabilities, but rather perfectly normal neurological differences between people.

Neurodiversity refers to the different ways the brain can work and interpret information, highlighting how people naturally think about things differently.

POC *(People of Color)*

Encompasses all non-white people, emphasizing shared experiences of systemic racism.

Positionality

The social and political context creating your identity in terms of race, class, gender, sexuality, and ability status.

Positionality also describes how your identity influences, and potentially biases, your understanding of and outlook on the world.

Religion

A particular system of faith and worship

Classism

Prejudice against or in favor of people belonging to a particular social class. Class can be broken down into the subcategories of education and background.

Education

Individuals from higher social classes are more likely to have the means to attend more prestigious schools, and are therefore more likely to receive higher educations.

Background *(personal and professional)*

Relates to a combination of an individual's income, occupation and social background. The socio-economic background is a key determinant of success and future life chances.

Underrepresented Person

In the U.S., historically underrepresented groups are Black, Indigenous and Latinx people as they are the most marginalized in terms of acess to freedom, education, property and business ownership, and professional opportunities.

Visible Disability

Visible disabilities can be noticed in a person's appearance and include facial features, involuntary shaking, or physical immobility.

WOC *(Women of Color)*

An acronym standing for women of color, in terms of race and ethnicity.

GENDER VS. SEXUALITY

LGBTQIA+

(Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Asexual)

An umbrella term embracing matrix of sexual preferences, orientations, and habits of the not-exclusively heterosexual-and-monogamous majority.

Sexual Orientation

Interpersonal term defining who we are romantically, emotionally, and/or physically attracted to. Sexual orientation is an inherent or immutable enduring emotional, romantic or sexual attraction to other people.

Lesbian

Refers to a woman who is emotionally, romantically, or sexually attracted to other women.

Gay

Refers to a man who is is emotionally, romantically, or sexually attracted to other men. Gay is often colloquially used as a generic term for lesbian and gay sexuality as some women define themselves as gay rather than lesbian.

Gender refers to how your perceive and refer to yourself, or your concept of your yourself as male, female, a blend of both or neither. One's gender identity can be the same or different from their sex assigned at birth.

Sexuality refers to your inherent or immutable enduring emotional,
romantic or sexual attraction to other people.

Source: Human Rights Campaign

Bisexual

A person emotionally, romantically or sexually attracted to more than one sex, gender or gender identity though not necessarily simultaneously, in the same way, or to the same degree.

"Bi" is an umbrella term and bi people may describe themselves using one or more of a wide variety of terms, including, but not limited to, bisexual, pan, queer, and other non-monosexual identities.

Transgender

Refers to a person whose gender is not the same as the sex they were assigned at birth. Trans people may also identify as gender-queer (GQ), gender-fluid, non-binary, gender-variant, crossdresser, genderless, agender, nongender, third gender, two-spirit, bi-gender, trans man, trans woman, transmasculine, transfeminine and neutrois.

Being transgender does not imply any specific sexual orientation and therefore, transgender people may identify as straight, gay, lesbian, bisexual, etc.

Asexual

The lack of a sexual attraction or desire for other people.

Intersex

A set of medical conditions that feature congenital anomaly of the reproductive and sexual system. In some cases, these traits are visible at birth, and in others, they are not apparent until puberty. Some chromosomal variations of this type may not be physically apparent at all.

Pansexual

Describes someone who has the potential for emotional, romantic or sexual attraction to people of any gender though not necessarily simultaneously, in the same way or to the same degree.

Cisgender

This refers to a person whose gender identity is the same as the sex they were assigned at birth. Often used by the allies, who by using this term recognize that trans people exist and matter.

Gender Noncomforming

A broad term referring to people who do not behave in a way that conforms to the traditional expectations of their gender, or whose gender expression does not fit neatly into a category.

Nonbinary

An adjective describing a person who does not identify exclusively as a man or a woman. Non-binary people may identify as being both a man and a woman, somewhere in between, or as falling completely outside these categories. While many also identify as transgender, not all non-binary people do.

Demisexual

A sexual orientation in which someone feels sexual attraction only to people with whom they have an emotional bond.

Glossary III – Forms of Inequity

In this section:
All of the ism's are here.

Ageism
When you are treated unfavorably because of your age.

Casteism
A division of society based on differences of wealth, inherited rank or privilege, profession, occupation, or race.

Casteism can result in prejudice or antagonism directed against someone of a different caste.

Classism
Prejudice against or in favor of people belonging to a particular social class, involving individual attitudes, behaviors, systems of policies and practices that are set up to benefit the upper class at the expense of the lower class.

Colorism
Prejudice or discrimination against individuals with a dark skin tone, typically among people of the same ethnic or racial group.

Treatment differs based on the social implications or cultural meanings attached to skin color.

Homophobia
A range of negative attitudes, fears, aversions, or prejudices toward homosexuality or people who are identified or perceived as being lesbian, gay, bisexual or transgender.

Nationalism
Personal identification with one's nation and support for its interests, especially to the exclusion or detriment of the interests of other nations.

Nationalism can promote the interests of a particular nation to the extent of gaining and maintaining the nation's sovereignty over its homeland.

Paternalism

The act of people in authority positions restricting the freedom and responsibilities of those subordinate to them in their supposed best interest.

Paternalism seeks to limit a person's or group's liberty or autonomy and is intended to promote their own good.

Racism

Prejudice, discrimination, or antagonism directed against a person or people on the basis of their membership of a particular racial or ethnic group, typically one that is a minority or marginalized.

Racism also represents the belief that race is the primary determinant of human behavioral and physical traits and capacities and that these racial differences produce an inherent superiority of a particular race.

Regionalism

The consciousness of and loyalty to a distinct region with a homogeneous population or the dominance of regional administration over central systems of economic, cultural, or political affiliation.

Sexism

Prejudice, stereotyping, or discrimination, typically against women, on the basis of sex.

Sexism can affect anyone, but primarily affects women and girls. It has been linked to stereotypes and gender roles, and may include the belief that one sex or gender is intrinsically superior to another.

Sizeism or Weight Discrimination

A bias, judgment, stigma, prejudice, or discrimination toward individuals based on their size, shape, or weight.

Tokenism

A practice of making only a perfunctory or symbolic effort toward equity, often by recruiting a small number of people from underrepresented groups to give the appearance of sexual or racial equality within a workforce or to prevent criticism.

Glossary IV – Forms of Workplace Bias

In this section:
This section explores the types of bias commonly creating barriers to entry during recruiting, interviewing, hiring, and succession planning.

Recognized Forms of Bias in Hiring, Advancement, and Discipline
In many instances multiple biases are in play at the same time, creating escalating barriers to entry and advancement.

- Affinity Bias
- Attribution Bias
- Attractiveness Bias
- Conformity Bias
- Confirmation Bias
- Name Bias
- Gender Bias
- Ageism
- Perception Bias
- Height Bias
- Contrast Effect
- Halo Effect
- Horns Effect

Affinity Bias
Affinity bias (also known as similarity bias) occurs when we treat people more favorably, simply because they are like us or others we like. Similarities can include any shared commonalities or preferences, appearance, schooling, or career history.

Avoiding affinity bias is key to creating diverse teams. When recruiting, it can lead managers to hire individuals they get along with, but who aren't necessarily the right fit in terms of experience or skillset. As a result, an affinity bias can hurt the growth and function of a business, as well as denying opportunities to otherwise deserving applicants.

To avoid affinity bias, ensure that an applicant's skills and experience are weighted greater than attributes such as background or personality, and implement blind recruitment processes.

Attribution Bias
Attribution bias occurs when we incorrectly evaluate the reasons behind the experiences and accomplishments of others.

Usually, this means we believe individuals' successes are due to luck instead of effort or skill. Similar to confirmation bias, an individual falls outside of the biased perception we may have of groups, we will often lean on attribution bias to explain why this person has disproven our explicit bias.

Attribution bias can lead to managers unduly disregarding candidates' accomplishments, forgoing otherwise talented candidates. Avoiding attribution bias involves properly considering the reasons behind individuals' backgrounds and accomplishments, as opposed to jumping to conclusions. In the workplace, this can mean analyzing performance indicators, properly analyzing an employee's role in successful or unsuccessful projects, and analyzing a wide range of work examples.

Attractiveness Bias

Also known as "beauty bias," attractiveness bias occurs when we view attractive people as being more competent at their jobs than less conventionally attractive people.

This bias is based in evolutionary psychology, where more attractive individuals are viewed as more charismatic and persuasive, where unattractive individuals are seen to be lacking in these qualities. Further, very attractive individuals may be perceived as succeeding due to their looks as opposed to their accomplishments.

To combat attractiveness bias, make sure that when hiring, promoting or managing your team, skills and accomplishments form the basis of your decision-making, not beauty standards.

Conformity Bias

Conformity bias is the pressure to disregard our own thoughts and act similar to others. Stemming from a 1951 study by psychologist Solomon Asch, conformity bias feeds into our need to conform and please others around us.

This bias can lead to groupthink or discussions that become echo chambers of similar views where decisions aren't properly critiqued. As a result, conformity bias can lead to senior members of staff having undue influence over hiring, promotion, and other business processes, and poor decision making impacting business performance.

Conformity bias is avoided by creating and promoting a workplace culture allowing staff to constructively voice their views and opinions and where superiors actively listen to their team's concerns.

Confirmation Bias

Confirmation bias is the tendency to interpret new evidence as confirmation of one's existing beliefs or theories. For example, people who support an issue will not only seek information to support it, they will also interpret that information in a way that upholds their existing ideas.

For example, if a person believes left-handed people are more creative than right-handed people, whenever this person meets a left-handed person in a creative role, they place great importance on this "evidence" that supports what they already believe. This individual might then discount examples that don't support the idea.

In the workplace, you can avoid confirmation bias by identifying and ignoring your existing prejudices in order to give individuals a proper evaluation. During interviews and evaluations, this practice extends to adopting standardized questions that stop your biases from manifesting as you meet prospective hires and review employee performance.

Name Bias

Name bias occurs when we treat people with similar names as ourselves preferably. Often cccuring along racial, ethnic, or cultural lines, name bias hampers the prospects of minority individuals whose names differ from the group. In the U.S., studies have shown how African American-sounding names (e.g., Dashawn or Tanisha,) experience more discrimination when to those with Caucasian-sounding names (e.g. Alison or Christopher). Studies have also shown how incorrect assumptions of a language barrier occur based on ethnic names of non-European origin.

Name bias in the workplace can be demonstrated by a lack of diversity among employees or capable, talented individuals with minority names not offered promotions they otherwise deserve.

Overcoming name bias requires us to look past our initial reactions to someone's name and assess their skills and personality instead. In recruitment, name bias is overcome by removing candidates' names or other identifying personal information before sharing with managers, ensuring interviewees are selected based on their accomplishments.

Gender Bias

We exhibit gender bias when we tend toward preferring one gender over another. Generally speaking, gender bias affects women far more than it does men and can lead to both men and women hiring more male job candidates, as well as influencing the perceived roles men and women are best at performing.

The workplace effects of gender bias are clear: More men in senior positions who hire more men than women in certain roles, resulting in a team marked by a lack of diversity, not the skills and accomplishments of its members.

As with name bias, overcoming gender bias requires CVs to be anonymized, on top of the establishment of diversity hiring goals to ensure that the gender mix is more or less equal.

Ageism

Ageism is the discrimination of individuals based on their age. A 2019 Hiscox survey found 44 percent of workers knew someone that had been affected by age discrimination, and 36 percent felt their age prevented them from getting a job after they turned 40.

Based on stereotypical assumptions about older people, including resistance to change or technology, ageism can manifest itself in many areas of business, although the hiring and appraisal processes are most common. The effect on business can be severe as excluding older adults often means ignoring the most experienced hires.

Combatting ageism starts with anonymizing job applications to remove age and looking at an employee's experience, not age when promoting.

Perception Bias

Perception bias happens when we treat individuals based on simplistic, often incorrect stereotypes and general assumptions. This bias encompasses a range of other biases, including age, gender, and height, and in turn, excluding talent and reduces diversity in an organization.

Overcoming perception bias requires individuals to be aware of their biases in the first place. This can be done by "flipping" a bias when we are at risk of acting on it. As outlined in HR guru Kristen Pressner's TEDx Talk, you "flip" a bias between the two things we are comparing – the gender of two hires, say –by analyzing how our brains react to the roles being switched. If their skills don't match their gender, it's highly likely we're biased.

Height Bias

Akin to attractiveness bias, height bias occurs when we treat taller people more favorably than others. Based in evolutionary psychology, taller people are more likely to be seen as leaders, resulting in shorter individuals being passed over, further hindering diversity in senior positions and the company at large. Since women are generally shorter than men, height bias can reduce gender equality in the workplace as well.

Overcoming height bias requires us to be mindful of our built-in predispositions and necessitates a conscious focus on paying attention to individuals' specific accomplishments and qualities.

Contrast Effect

The contrast effect occurs when we make unnecessary comparisons, even when there are many other things to compare within the set. In recruiting scenarios, when presented with 30 CVs to analyze, we can end up comparing one with the next, omitting the rest from our decision-making. One excellent interview can make the next interviewee seem particularly bad, even if the next applicant was far better than most of the others. On the contrary, a particularly poor interviewee can make a middling hire that follows appear excellent.

Relying on the contrast effect can result in excellent candidates being declined simply due to their place in the interview procedure. In a promotion context, good staff can be overlooked for promotions solely due to the timing of their meeting. To combat the contrast effect, create well-structured review processes that consider all hires or staff at the same time, not just some.

Halo Effect

The halo effect occurs when we seeing a single exceptional attribute in an individual, such as their place of education, previous employer, or personality, and in turn, believe all of their attributes are exceptional.

In the workplace, the halo effect results in generally ineffective individuals being hired or promoted due to a single notable success or their mere presence in a highly regarded organization. Investing in the halo effect comes at the expense of other individuals who, despite appearing less exceptional at first are comparably skilled. To avoid the halo effect, consider and compare all an individual's characteristics, qualities and weaknesses in order to produce a well-rounded view.

Horns Effect

The horns effect occurs when we form a complete view of someone based on a single negative attribute. Similar to the halo effect, the horns effect impacts workplaces by excluding employees who may have one standout negative attribute despite being an otherwise excellent employee. The horns effect might be demonstrated in a job interview when a candidate fails to see an employee, who just happens to be conducting their interview, walking behind them and doesn't hold the door open. And although the candidate might not have known this person at the time, their chances of getting the job are now skewed because the interviewer has tainted their view of the candidate.

Avoiding the horns effect requires us to not rush to conclusions when interviewing prospective hires and to use techniques such as blind interviewing and standardized interview questions.

Glossary V – HR & Compliance

In this section:
A deeper dive into DE&I-related HR terms.

Access & Opportunity
- **Access**
  - The design, development or state of physical or digital environments, resources, and services that are easy to reach, enter, use, see, etc. for all users.
- **Opportunity**
  - Giving everyone the same opportunity to thrive, where all people will be treated equally or similarly and not disadvantaged by prejudices or bias.
  - This means that the best person for a job or a promotion is the person who earns that position based on qualifications, experience. and knowledge.

Affirmative Action
- Refers to a set of policies and practices preventing discrimination based on race, creed, color and national origins. Implies an active effort to improve the employment or educational opportunities, rights, or societal progress of members of minority groups and women.

Attrition
- **Regrettable**
  - The loss of high-performing employees who could have potentially become assets to the organization.
- **Involuntary**
  - When an organization parts ways with an employee, reflecting the lesser, lower-profile part of the overall attrition number.

Benefits
- A payment made by an employer, the state, or an insurance company aimed at produces good or helpful results for an employee.

EEOC *(U.S. Equal Employment Opportunity Commission)*
- A federal agency administering and enforcing civil rights laws to combat workplace discrimination.

EEO1 Reporting
- A compliance survey mandated by federal statute and regulations. The survey requires company employment data to be categorized by race/ethnicity, gender, and job category.

Employment Legal
- A person who is hired for a wage, salary, fee, or payment to perform work for an employer.

Employee Relations
- The multidisciplinary academic field that studies the employment relationship; that is, the complex interrelations between employers and employees, labor/trade unions, employer organizations, and the state. Refers to an organization's efforts to create and maintain a positive relationship with its employees.

Leveling
- A systemic method of objectively and accurately assigning value to individual positions within an organization. Leveling defines and evaluates the knowledge and skills that are necessary to perform a job and establishes the job's duties, responsibilities, tasks. and level of authority within the organization's job hierarchy.

Meritocracy
- A system where economic goods and/or political power are vested in individual people on the basis of talent, effort, and achievement, rather than wealth or social class. Essentially, talented individuals are selected and promoted based on their achievements.

Ombuds *(man/person)*
- An official appointed to investigate individuals' complaints against maladministration, especially that of public authorities, and attempts to resolve the conflicts or concerns raised, either by mediation or by making recommendations.

Pay equity *(compensation)*
- Comparative compensation for employees performing the same or similar job duties, while accounting for other factors, such as their experience level, job performance, and tenure with the employer.

Perks
- Goods, services, or opportunities that aren't part of salary or wages but hold value to employees.

Promotional Velocity
- The ratio to which an employee is promoted during a given period or the average tenure in position prior to promotion.
- An employee who transfers to a new unit after one year with the organization, and then gets promoted a year later, has a Promotion Speed Ratio equal to one year.

Representation
- The act of speaking on someone's behalf, or depicting or portraying something.

Resource Toolkit – How To Use This Toolkit

Many of the terms included in the glossary are linked to research materials, videos, and articles in this toolkit that expand on those concepts.

This toolkit also includes self-study leadership materials for formal and informal leaders looking to increase their emotional IQ and D&I acumen

RESOURCE TOOLKIT INDEX

- Implicit Bias
- Artificial Intelligence
- Intergenerational
- LGBTQIA+
- Pronouns
- Physical / Mental Disabilities
- Multicultural
- Women
- Veterans
- Spirituality
- Harris Health D&I Recorded Events
- Harris Health D&I Trainings

Search by:

- Keyword
- Resource Type
- Or browse for topics of interest

BENEFITS OF DIVERSITY IN THE WORKPLACE

Financial Performance

The 2017 research found that companies in the top quartile for gender diversity experience outperform by 21%.

Innovation & Creativity

Workplace diversity is crucial for innovation and creativity within organizations.

Decision Making

Besides implementing flatter hierarchy and agile organizational culture, diversity is one of the crucial factors for better business decision making.

Reputation

Companies who focus on promoting diversity inthe workplace are seen as more human and socially responsible organizations.

Talent Attraction

According to Deloitte, 67% of job seekers use diversity as an important factor when considering companies and job offers.

Employee Engagement

Deloitte's on 1550 employees showed that engagement is an outcome of diversity and inclusion in the workplace.

Knowledge Sharing

Employers that support the culture of diversity are more likely to excell knowledge sharing practice within their companies.

Employee Retention

Diversity and inclusion in the workplace casue all employees to feel accepted and valued, resulting in lower turnover rates.

> **We are all different, which is great because we are all unique. Without diversity life would be very boring.**
>
> *- Catherine Pulsifer*

IMPLICIT BIAS

How the Best Bosses Interrupt Bias on Their Teams
The Huffington Post

Companies spend millions on antibias training each year with the goal of creating workforces that are more inclusive, and thereby more innovative and more effective.

The Impact of Unconscious Bias in Healthcare: How to Recognize and Mitigate It

As the U.S. becomes more diverse, the patient population treated by healthcare professionals does as well. Unfortunately, this diversity is not always represented by the demographic characteristics of healthcare professionals themselves.

Implicit Bias in Patient Care: An Endemic Blight on Quality Care

In an attempt to help us navigate a complex world, our unconscious minds make certain group associations on the basis of our experiences. Physicians are not immune to these implicit associations or biases, which can lead to unknowingly associating certain demographic groups with negative concepts, like danger, noncompliance, and lower competence.

Check out this video: Combating Racism and Place-ism in Medicine

Addressing Racism in Correctional Health Care

Black individuals enter custody with a higher burden of chronic diseases than white individuals – a downstream manifestation of adverse social and structural determinants of health. Research has shown that incarceration overall exacerbates racial disparities in health outcomes.

How Clinicians and Educators Can Mitigate Implicit Bias in Patient Care and Candidate Selection in Medical Education

Research attests that many groups of patients receive a significantly lower quality of care attributable in part to biases held by health care providers. Implicit (or unconscious) bias refers to positive or negative attitudes or stereotypes, activated automatically and involuntarily, that influence our understanding, decisions, and behaviors without our awareness or voluntary control.

Take this Implicit Bias Test

The IBT measures the strength of associations between concepts *(e.g., black people, gay people)* and evaluations *(e.g., good, bad)* or stereotypes *(e.g., athletic, clumsy)*.

Top Tips to Deal with Challenging Situations: Doctor/Patient Interactions

Interactions between patients and medical practitioners can sometimes be challenging. We have all had consultations where the interaction was not optimal, either as medical practitioners or as a patient ourselves.

Implicit Biases Have an Explicit Impact on Healthcare Outcomes

Implicit biases may be unconsciously formed, but they can have real impacts for patients in the healthcare system if physicians or other healthcare providers don't take the time to recognize their own implicit biases.

ARTIFICIAL INTELLIGENCE

Artificial Intelligence Bias In Healthcare

As AI-powered tools gain momentum, we have a critical window of opportunity to develop approaches for addressing biases in algorithms. Implementing safeguards will be vital in ensuring AI helps improve patient outcomes across diverse communities and avoids perpetuating today's inequalities.

Dissecting Racial Bias in an Algorithm Used to Manage the Health of Populations

Less money is spent on Black patients who have the same level of need, and the algorithm thus falsely concludes that Black patients are healthier than equally sick White patients. Reformulating the algorithm so that it no longer uses costs as a proxy for needs eliminates the racial bias in predicting who needs extra care.

Recognizing and Addressing Bias in Health Care AI/Algorithms

As the use of AI continues to spread throughout the diagnostic, decision support and therapeutic areas of the health care, the issue of how such "baked in" biases may impact the decisionmaking software systems' conclusions has become a serious concern for clinicians, hospital administrators and insurance companies alike.

INTERGENERATIONAL

Empowering Multigenerational Collaboration in the Workplace

Today's workforce represents a broad range of age groups. As a result of college internships, modern healthcare, anti-discrimination laws, and a plethora of lifestyle choices, the workplace spans four generations of age groups from 18 to 78.

Multigenerational Challenges and the Future of Graduate Medical Education

Demographics are changing on a global scale. In the United States, an aging population continues to work, either by preference or because of insufficient resources to retire. Of even greater importance, a younger generation, referred to as the Millennial Generation, will soon predominate in the workforce and even now accounts for nearly 100% of resident physicians.

The "Forgotten Protected Class": How Training Can Disrupt Ageism in the Workplace

It's not only older workers who are facing ageism on the job, either: A recent Glassdoor survey found that 18- to 34-year-olds are even more likely to have experienced ageism in the workplace than workers over 55. Fortunately, training and development can help stop ageism to ensure an equitable workplace for all.

Ageism as a Species of Bias

Ageism is becoming more prevalent in society and in medicine. For example, instead of treating an elder as a person with dignity, clinicians sometimes minimize the severity of elders' concerns, attributing them to signs of "old age."

Check out this Video: Let's End Ageism

Reluctance to Retire: A Qualitative Study on Work Identity, Intergenerational Conflict, and Retirement in Academic Medicine

Strong work identity and tensions between different generations may confound concerns about retirement in ways that complicate institutional succession planning and that demonstrate how traditional understandings of retirement are out of date.

LGBTQIA+

How to Attract and Support LGBTQIA+ Employees in the Workplace

In 2018, the Human Rights Campaign reported that nearly 50 percent of LGBTQIA+ workers remain in the closet at their place of employment. The report revealed that these workers are told to dress more masculine or feminine or have heard others tell offensive jokes about being gay or lesbian.

How to Navigate the Gender Landscape at Work

"Forty-six percent of LGBTQ people hide who they are at work," said Huckel. Thirty-eight percent do so because they are afraid of being stereotyped, 36 percent think they may make others uncomfortable, 31 percent worry about losing relationships with co-workers, and 27 percent are concerned that a co-worker may think that they're attracted to them just because they are LGBTQ, she explained.

Lesbian, Gay, Bisexual, and Transgender Health

Research suggests that LGBT individuals face health disparities linked to societal stigma, discrimination, and denial of their civil and human rights. Discrimination against LGBT persons has been associated with high rates of psychiatric disorders, substance abuse, and suicide.

On the Margins

Until recently, none of the major national health surveys collected sexual orientation or gender identity data, and health systems haven't had intake forms or electronic records that track sexual or gender minority patients.

What Doctors Should Know About Gender Identity

Onboarding Trans Employees: Terms You Should Know

Transgender: The term for a broad range of people whose gender identity or gender expression is different from that typically associated with the sex assigned to them at birth. It can include transsexuals, cross-dressers, and those who are otherwise gender nonconforming.

Managing People from 5 Generations

For the first time in history, five generations will soon be working side by side. But whether this multi-generational workplace feels happy and productive or challenging and stressful is, in large part, up to you: the boss.

How the LGBTQ+ Community Fares in the Workplace

A record 206 major corporations signed an amicus brief advocating for the Supreme Court's June 2020 decision protecting LGBTQ+ individuals from workplace discrimination. Companies are also increasingly making business-critical decisions about recruitment practices, employee-resource groups, and marketing that embrace LGBTQ+ rights.

Addressing Health Care Disparities in the Lesbian, Gay, Bisexual, and Transgender Population: A Review of Best Practices

The health care disparities that affect this population are closely tied to sexual and social stigma. Furthermore, LGBT people aren't all alike; an understanding of the various subgroups and demographic factors is vital to providing patient-centered care.

Transsexual: A medical term for people whose gender identity and sex do not align and who often seek medical treatment to bring their body and gender identity into alignment. Avoid using this term unless an individual self-identifies as such.

Gender Identity: An individual's personal sense of gender. It is different from "sex," which is the biological status of being male or female.

Genderqueer: How some people describe themselves when they present themselves in a gender-nonstandard way. Avoid using this term unless an individual selfidentifies as such.

Transitioning: The process of becoming MTF (male to female) or FTM (female to male). The process can take some time and may include changes in dress, name and gender identification, as well as hormonal and surgical therapy.

Gender Expression: How a person communicates gender identity to others through behavior, clothing, hairstyle, voice or body characteristics.

A New Beginning

PRONOUNS

What Are Personal Pronouns And Why Do They Matter?

Using someone's correct personal pronouns shows your respect them and create an inclusive environment, just as using a person's name can be a way to respect them.

Talking About Pronouns in the Workplace

In the workplace, employees should have the option of articulating their preferred name and the way this is articulated may vary across settings -- formal vs. informal, email vs. in-person meetings, name badges, business cards and so on.

✓ **Check out this Video: How to Share Gender Pronouns at Work**

Being transgender does not imply any specific sexual orientation. Therefore, transgender people may identify as straight, gay, lesbian, bisexual, etc.

How HR Can Support Transgender Employees

Pronouns Matter

Referring to people by the pronouns they determine for themselves is basic to human dignity. Being referred to by the wrong pronouns particularly affects transgender and gender nonconforming people. Together, we can transform society to celebrate people's multiple, intersecting identities.

PHYSICAL/MENTAL DISABILITIES

Persons With Disabilities as an Unrecognized Health Disparity Population

People with disabilities have largely been unrecognized by public health experts, but recent efforts prioritized the health of this population. Adults with disabilities are four times more likely to report their health to be fair or poor than people with no disabilities.

People with Mental Illness Can Work

People with mental illness can, should and often need to work. The social costs of the unemployment and underemployment of people living with mental illness are incalculable: deteriorated health, additional health care costs, financial struggle for families, among many others.

Why Employers Don't Hire People With Disabilities: A Survey of the Literature

In periods of economic downturn, individuals with disabilities experience more severe losses in labor force participation than individuals without disabilities. Furthermore, in periods of economic growth, people with disabilities experience less significant gains in labor force participation than those without disabilities. In summary, people with disabilities are often the "last hired and first fired."

✓ Check out these videos:

Disability and Work: Let's Stop Wasting Talent

Re-Thinking Disabilities in the Workplace

4 Ways to Improve Your Company's Disability-Inclusion Practices

A recent study by the National Organization on Disability indicates that only 13 percent of companies in the U.S. have reached the Department of Labor's target of having 7 percent disability representation in their workforce.

Balancing Health Care Rationing and Disability Rights in a Pandemic

To prevent unlawful discrimination against people with disabilities, federal agencies should issue a detailed, nationalized model triage policy and encourage state adoption of such guidance. Such guidance should help prevent disability discrimination by providing specific protections, delineating individualized assessments, and prohibiting discriminatory exclusions.

A Fair Shot for Workers with Disabilities

In order to break the link between disability and economic insecurity, we must enact public policies giving workers with disabilities a fair shot.

MULTICULTURAL

Cultural Responsiveness

Cultural responsiveness is the ability to recognize and understand the role culture plays in health care and adapt care strategies to meet patient and employee needs.

Don't Stereotype or Make Assumptions

Use caution in making assumptions about others based strictly on cultural stereotypes. You run the risk of insulting colleagues and patients and may even cross the line into illegal discrimination. Follow established practice protocol in your professional approach with an eye toward making exceptions when necessary to account for diversity needs.

✔ **Check out this Video: Cross Cultural Communication**

WOMEN

Gender Equality in the Health Care Industry

The healthcare industry is comprised of roughly 76 percent female professionals and 24 percent male professionals. This is one of the most intense gender compositions in any working industry, as few industries see such a lopsided composition of one gender being significantly larger than the other in the workplace.

✔ **Check out this Video: How Women Can Overcome Bias at Work**

VETERANS

Veterans in the Workplace

Veterans have a lot to offer companies through the valuable training that they gained through their military service.

✔ **Check out this Video: Overcoming Stigmas Faced By Veterans in the Workplace**

How to Deal With Diversity in the Healthcare Workplace

Recognize that people from have different ways of communicating. This is vital to understanding when exchanging medical information with colleagues or explaining health care issues to patients. Have patience with others who don't speak your language, and make every effort to ensure important information is being accurately conveyed, either through a translator or written instruction.

Women Are Important in Healthcare

According to The Advisor, an America's Essential Hospitals Newsletter, the healthcare industry organizational ladder roughly consists of the following:

- Executives :
  - 43% Female
  - 57% Male

- Directors :
  - 65% Female,
  - 35% Male

- Frontline Leaders :
  - 76% Female
  - 23% Male

- Frontline Staff:
  - 83% Female
  - 17% Male

How Employers Can Support Veterans in the Workplace

Be an organization of values—veterans are leaving a culture that emphasizes "The Why" over "The What." Show them the why in all things—it's valuable to have a mission, but a mission without a clear purpose rarely leads to success.

DIVERSITY INCREASES INNOVATION

The Essentials of Healthcare Innovation

Greater flexibility in the workplace has enabled organizations to draw from a more diverse talent pool. "You can now attract anyone, anywhere," one executive said in reference to hiring.

SPIRITUALITY

What You Should Know: Workplace Religious Accommodation

Under Title VII of the Civil Rights Act of 1964, employers must act in good faith to make reasonable accommodations for the religious beliefs and practices of employees, providing it does not provide an undue hardship to the employer or infringe on the rights of co-workers.

✓ **Check out this Video: Religion in the Workplace**

Interfaith Skills to Engage Difference

Religion is often left out of the corporate diversity conversation. Developing a company culture that proactively engages religious diversity can open doors to greater employee productivity, enhanced client satisfaction, and even new business prospects.

Inclusive Leadership Resources

How Will Your EQ (Emotional Intelligence) Measure Up?

Learning about emotional intelligence can be a valuable experience, but it's important for you to know where to look. The tests included here can offer some insights into your strengths and weaknesses as an emotionally intelligent being.

**8 Free Emotional Intelligence Tests
That Reveal More About You**

1. Very Well's EQ Test
2. Psychology Tools's EQ Test
3. Harvard Business Review Test
4. PsychTests' EQ Test
5. Alpha High IQ Society Test
6. University of California, Berkeley Test
7. MindTools Test
8. University of Central Florida EQ Test

HARRIS HEALTH DE&I RECORDED EVENTS

To watch past recorded D&I events and to keep updated on upcoming events, visit the D&I SharePoint page.

What Is Workplace Spirituality and How To Cultivate It

"Workplace spirituality is a framework of organizational values evidenced in the culture that promotes employees' experience of transcendence through the work process, facilitating their sense of being connected to others in a way that provides feelings of completeness and joy."

A Peek Into Harris Health Chaplaincy

"Health care professionals are entrusted to care for patients as whole persons – body, mind, and spirit. The health care approach is interdisciplinary and encompassing. It is important, then for that approach to be culturally and spiritually sensitive."

Diversity Still Matters: The Case for Continued D&I Efforts in Crisis

The COVID-19 pandemic can help companies to unlock the power of D&I as an enabler of business performance and organizational health and contribute to the wider effort to revive economies and safeguard social cohesion.

DIVERSITY EQUITY&INCLUSION

HARRISHEALTH SYSTEM

Our Mission

It is our mission to foster an inclusive environment that supports and nurtures the talents, skills, and abilities of each individual; encourages curiosity and empathy; and ensures world-class delivery of care marked by equity and respect.

Our Vision

In our pursuit to create a healthier community and be recognized as one of the Nation's premier public academic healthcare system, we are committed to celebrating the uniqueness of all individuals through acceptance, inclusion, continued learning, and respect. Our Diversity, Equity & Inclusion initiatives will honor the contributions of every employee, patient, and community member to our shared success.

Our Goal

To foster a culture of compassion, trust, integrity, equity, and respect that continues to ensure that our patients, staff, and partners feel welcomed, understood, and valued at Harris Health. Our inclusive culture is supported by an investment in continuous learning opportunities that broaden our collective understanding of the intersections between, culture, religion, language, and patient care. Moreover, Harris Health System is committed to leveraging industry-leading technology and analytics to ensure measurable progress in this goal.

DIVERSITY
EQUITY &
INCLUSION

HARRIS**HEALTH** SYSTEM

Talk to Us

Is there a resource that you were looking for and could not find?

Please submit suggestions for additions to this document to: **inclusion@harrishealth.org**

DIVERSITY
EQUITY & INCLUSION
HARRISHEALTH SYSTEM

Out of our many unique skills, perspectives, interests, and experiences...we are

ONEHARRISHEALTH