



Inclusive Leadership

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“An individual has not started living until he can rise above the narrow confines of his individualistic concerns to the broader concerns of all humanity.”

- Dr. Martin Luther King Jr

Our Time Today...

Core concepts of
diversity, equity
& inclusion

Building an
inclusive culture

Allyship

Health Equity

Call to Action



Break
the ice

Definitions



Diversity
difference
regarding
cultural, racial,
religion, age,
sex/gender,
disability, etc.



Equity
fair treatment,
access, and
opportunities

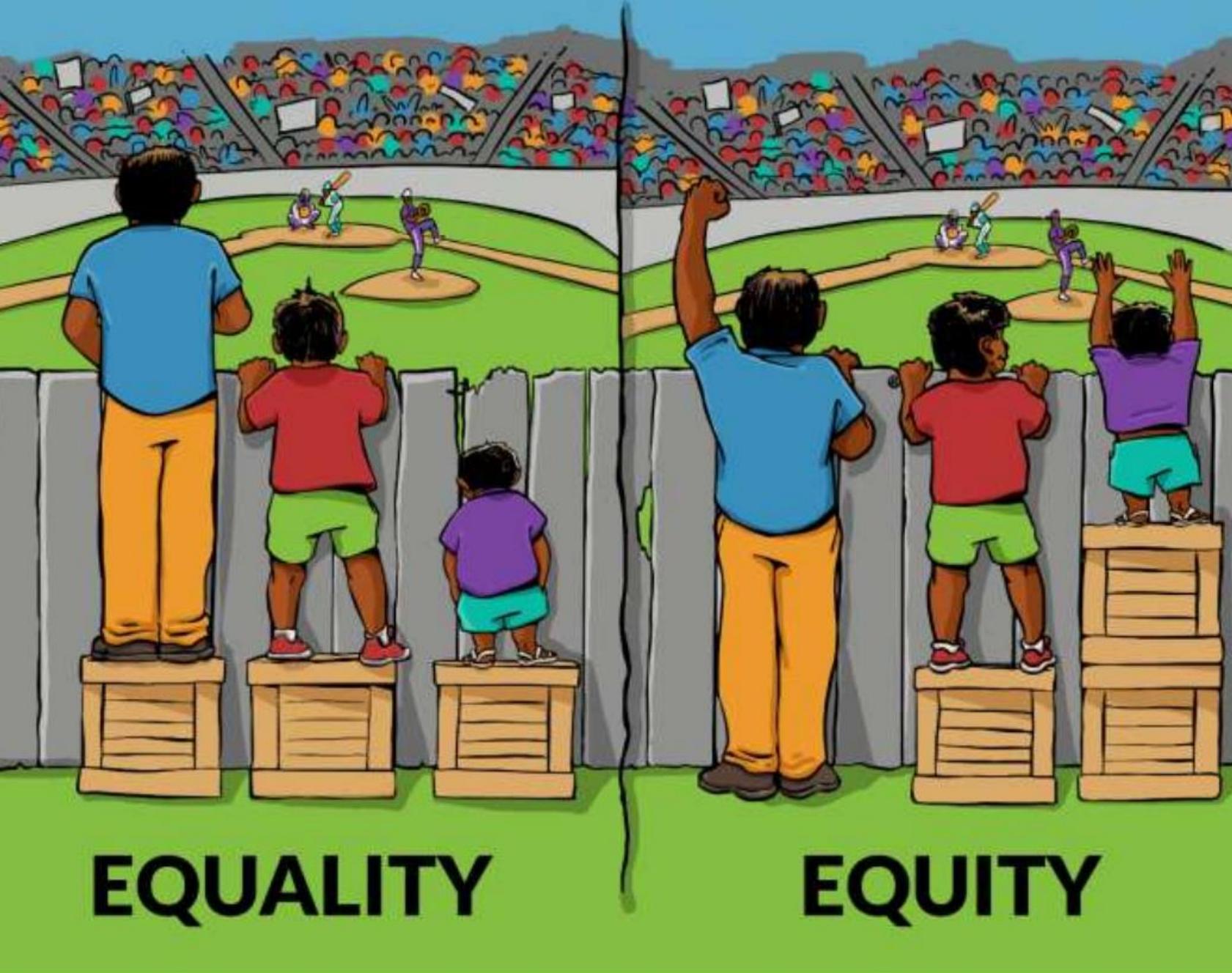


Inclusion
All individuals have a
say or voice and can
impact decision-
making; the practice of
providing equal access
and opportunities to all

Diversity

Presence of differences that may include race, gender, religion, sexual orientation, ethnicity, nationality, socioeconomic status, language, (dis)ability, age, religious commitment, or political perspective





EQUALITY

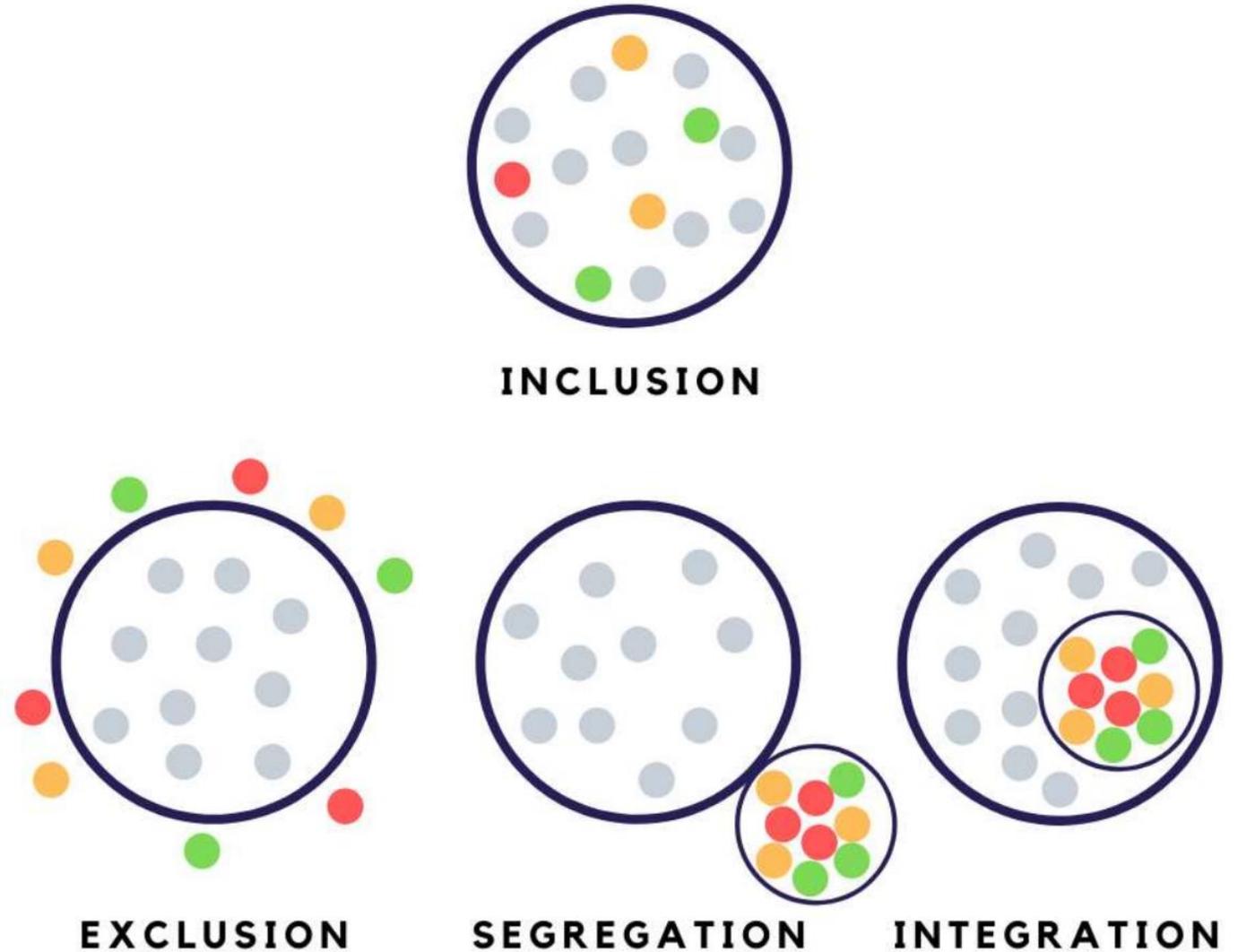
EQUITY

Equality ≠ Equity

- Promoting justice, impartiality, and fairness within the procedures, processes, and distribution of resources by institutions or systems
- Requires an understanding of the root cause of outcome disparities within our society

Inclusion

The intentional, ongoing effort to ensure that diverse people with different identities **are able to fully participate** in **all aspects** of work of an organization, including leadership positions and decision-making processes. (Tan, 2019)





Additional Terms

Bias: tendency to favor one group over another: biases can be favorable or unfavorable and can be unconscious (implicit or unintentional) or conscious (explicit or intentional). (Marcelin et al., 2019)

Cultural humility: defined by its **ongoing self-reflection**; a lifelong **commitment to continuously evaluate** one's own behaviors, beliefs, and identities to determine how potential biases and assumptions may surface when collaborating with an individual of a different background. (Marcelin et al., 2019; Simonsen and Shim, 2019)

Reflection: Understanding Ourselves



What is implicit bias?

- Before we can understand others, we must understand ourselves
- We all have preferences that we are not conscious of, referred to as 'implicit bias'
- Biased associations may be positive or negative, resulting in favorable or unfavorable consequences

Harvard Project Implicit

- Intended to measure unconscious biases related to a variety of stigmatized characteristics
- May provide useful insights if taken over time
- <https://implicit.harvard.edu/implicit/takeatest.html>

A screenshot of the Project Implicit website. The header includes the Project Implicit logo and a navigation menu with links for Log In, Take a Test, About Us, Learn More, Technical Issues, Contact Us, and Donate. The main content area displays a list of seven Implicit Association Tests (IATs), each with a blue button and a brief description:

- Age IAT**: *Age ('Young - Old' IAT)*. This IAT requires the ability to distinguish old from young faces. This test often indicates that Americans have automatic preference for young over old.
- Sexuality IAT**: *Sexuality ('Gay - Straight' IAT)*. This IAT requires the ability to distinguish words and symbols representing gay and straight people. It often reveals an automatic preference for straight relative to gay people.
- Race IAT**: *Race ('Black - White' IAT)*. This IAT requires the ability to distinguish faces of European and African origin. It indicates that most Americans have an automatic preference for white over black.
- Disability IAT**: *Disability ('Physically Disabled - Physically Abled' IAT)*. This IAT requires the ability to recognize figures representing physically disabled and physically abled people.
- Asian IAT**: *Asian American ('Asian - European American' IAT)*. This IAT requires the ability to recognize White and Asian-American faces.
- Hispanic IAT**: *Hispanic American ('Hispanic American - European American' IAT)*. This IAT requires the ability to recognize Hispanic and European American names.
- Religion IAT**: *Religion ('Religions' IAT)*. This IAT requires some familiarity with religious terms from various world religions.

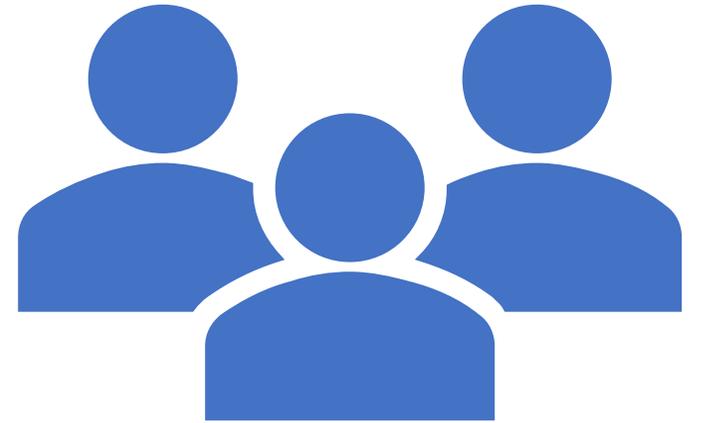
Reflection: Understanding Ourselves

Activity

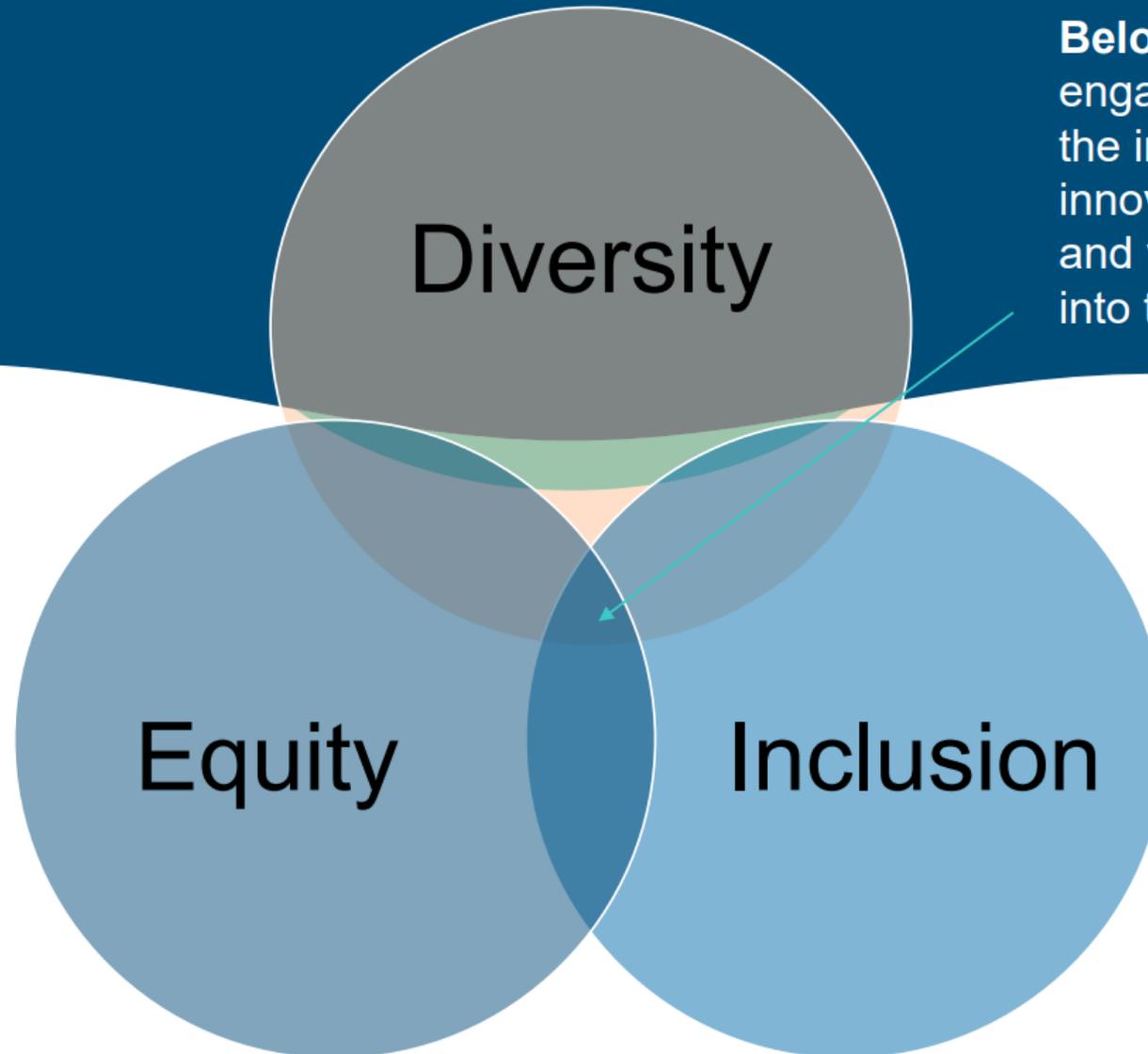
- Think about your 10 closest friends who are not family.
- How different are they from yourself? Do they share your race, ethnicity, faith, gender, sexuality, profession?

How can we grow?

- Before coming to a conclusion, try putting yourself in someone else's shoes and consider their prior experiences. How would you respond if you were in *their* situation?
- Increase your exposure to people different from yourself.
- Consciously work to understand and change your own stereotypes.

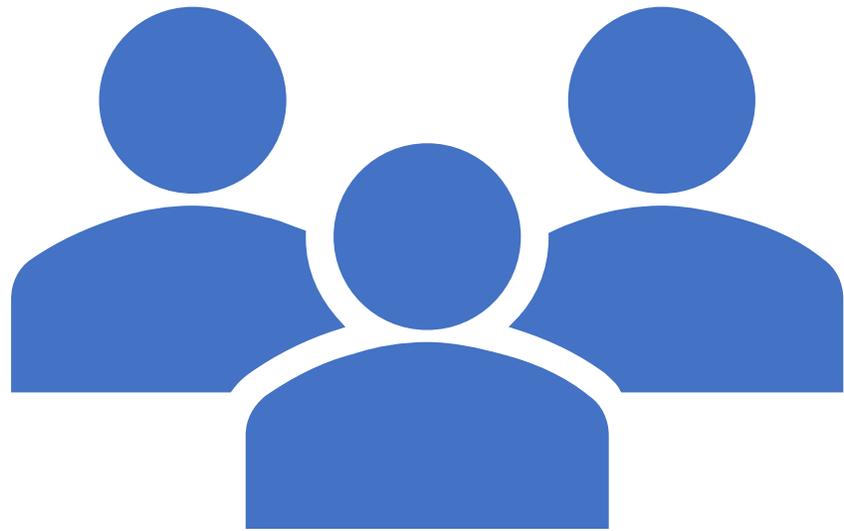


Relationships Between Diversity, Equity, and Inclusion



Belonging: structure that engages full potential of all the individuals, where innovation thrives, and beliefs and values are incorporated into the whole





Scenario

A graduate student and mother of 2 young children is feeling overwhelmed after being diagnosed with breast cancer. She has Medicaid and has come to the office for a follow-up appt for one of her children who has asthma.

What assumptions can be made from this scenario?



**What Is
Inclusive Culture?**

An inclusive culture is a workplace culture that is supportive of and respectful toward all employees.

Organizations with inclusive cultures embrace differences in backgrounds and experiences and build high-performing teams of employees who are engaged with their work and invested in the organization's success.



Why is an inclusive culture important?

A study from Deloitte found that companies with an inclusive workforce are:

- Two times more likely to exceed financial performance goals.
- Three times more likely to be high-performing.
- Six times more likely to be innovative and agile.
- Eight times more likely to achieve positive business outcomes.



9 Ways Organizations can build a more inclusive culture



Reflection:

Write down one word to describe your organization's culture

What is one way that you can contribute to building or sustaining an inclusive culture?



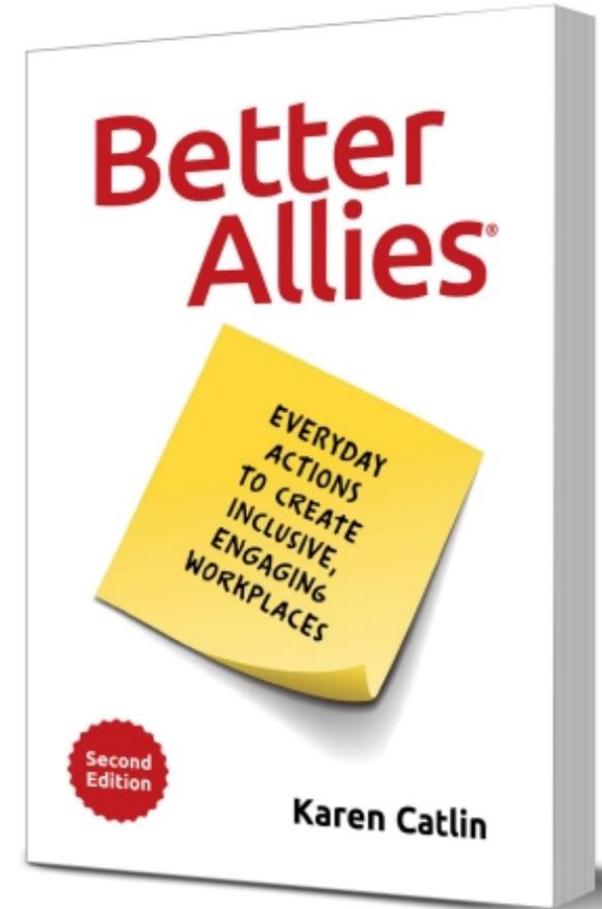
What is an ally?

An ally is someone who is not a member of an underrepresented group, who is active and purposeful in supporting, promoting, and advancing real change to a marginalized group through a focus on inclusion, equity, and diversity.



7 Types of Allies

- The Sponsor
- The Champion
- The Amplifier
- The Advocate
- The Scholar
- The Upstander
- The Confidant



Sponsor

A sponsor is an ally that vocally supports a person from a minority group and their work with the aim of helping boost the credibility and reputation of the person, especially in situations where the sponsor notices that the contributions of the underrepresented colleague are being dismissed or ignored.



Champion

A champion is an ally who champions for the inclusion of underrepresented groups in public avenues – such as conferences and industry-wide events, traditional media events, social media, etc.– with the aim of giving them greater visibility and sending a message to large audiences about the need for equity and inclusivity.



Amplifier

When an ally takes on the role of the Amplifier, that ally works to ensure that marginalized voices are both heard and respected. This type of allyship can take many forms, but is focused on representation within communication.



Advocate

When an ally takes on the role of the Advocate, that ally uses their power and influence to bring peers from underrepresented groups into highly exclusive circles. The Advocate recognizes and addresses unjust omissions, holding their peers accountable for including qualified colleagues of all genders, races and ethnicities, abilities, ages, body shapes or sizes, religions, and sexual orientations.



Scholar

When an ally takes on the role of the Scholar, that ally seeks to learn as much as possible about the challenges and prejudices faced by colleagues from marginalized groups. It's important to note that Scholars never insert their own opinions, experiences, or ideas, but instead simply listen and learn. They also don't expect marginalized people to provide links to research proving that bias exists or summaries of best practices. Scholars do their own research to seek out the relevant information.



Upstander

An upstander is an ally who chooses not to sit back and watch as someone from a marginalized group gets harassed or disrespected. When they see action that they deem to be wrong, they take action against the wrongdoing. When someone makes jokes or comments that are offensive to people from a minority group, an upstander will speak out against such comments. When they see someone from a marginalized group being treated unfairly, upstanders are not afraid to speak up and fight for the rights of this person.



Confidant

A confidant is an ally who creates an environment that makes people from minority groups comfortable enough to express their needs, frustrations, fears, and challenges. Confidants provide a listening ear without being judgmental, believing that the people from minority groups are being truthful with their stories. To be a confidant, you need to be ready to believe the experiences of others. Avoid the temptation to assume that such things do not happen simply because they have not happened to you, and avoid the temptation to be judgmental about the experiences of these people.



Reflection

Can you think of a time when you have been an ally?

What are some ways that you can be an ally in the future?



Health Equity



Understanding Health Equity



Healthcare is constantly evolving, yet these advances are not benefitting everyone equally



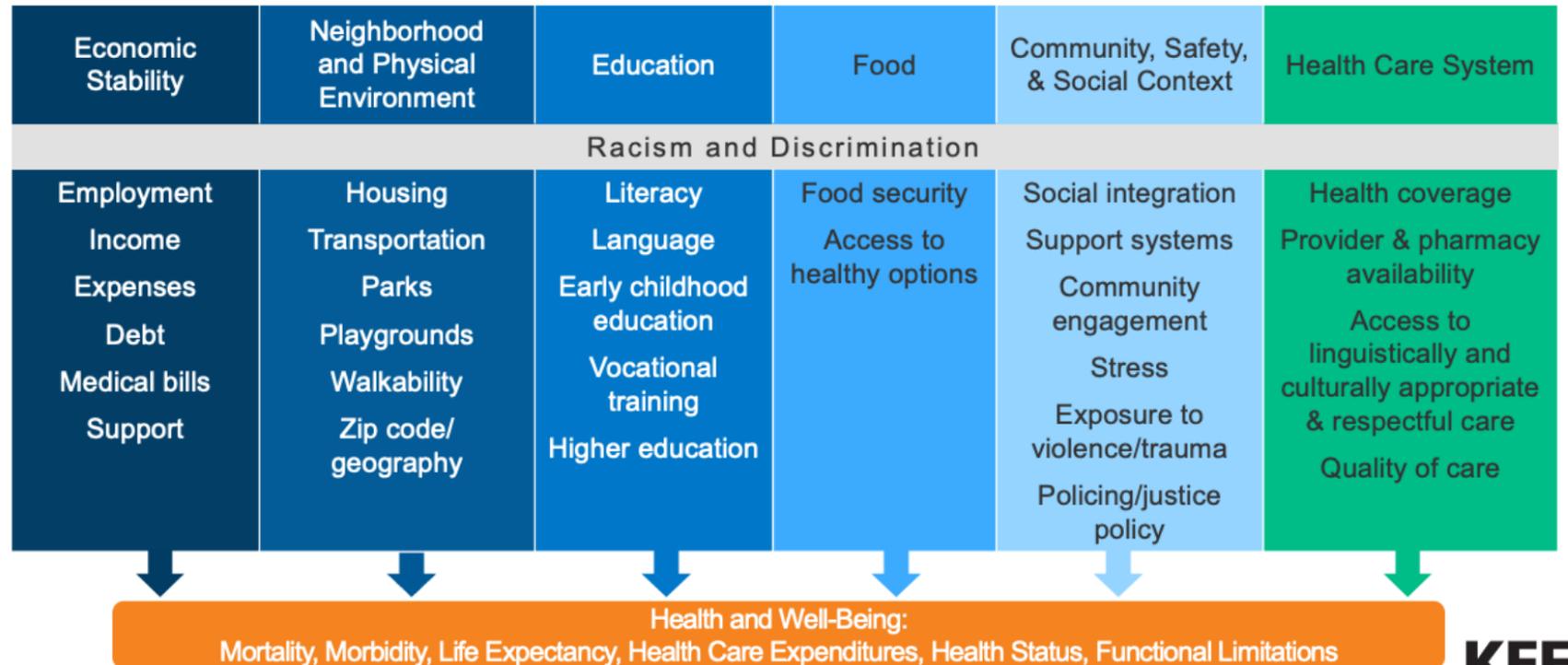
Gaps persist based on race, income, education, and other social factors



Health Disparity: differences in health that are preventable, rather than biological or natural

Understanding Health Equity

Health Disparities are Driven by Social and Economic Inequities



KFF

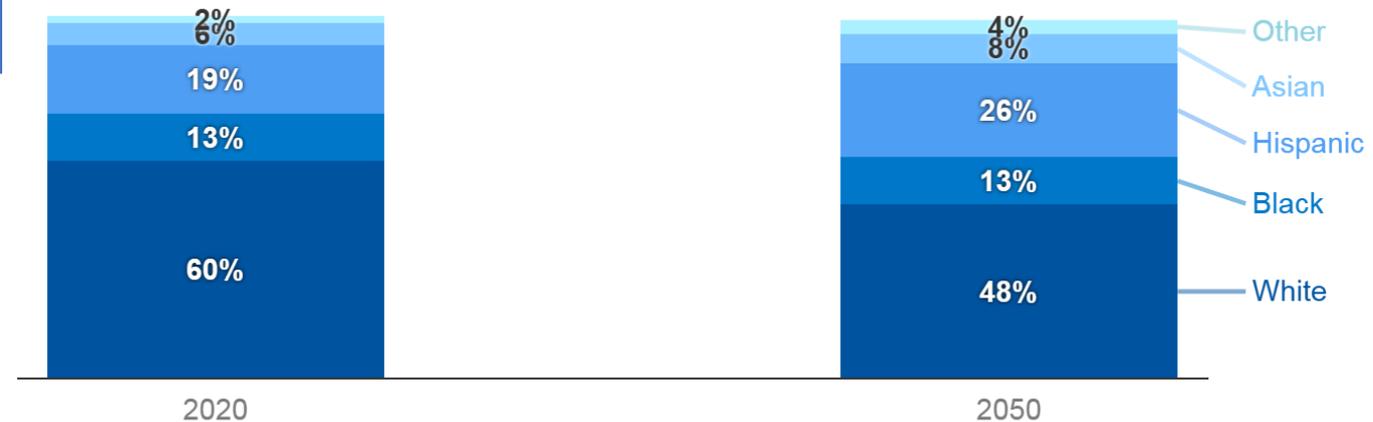
Understanding Health Equity

It is increasingly important to address health disparities as the population becomes more diverse and income inequality continues to grow.

Figure 2

People of Color are Projected to Make Up Over half of the U.S. Population as of 2050

Projected Distribution of U.S. Population by Race/Ethnicity, 2020 and 2050



NOTE: All racial groups are non-Hispanic. Other includes Native Hawaiian and Pacific Islander, American Indian and Alaska Natives, and individuals with two or more races. Data do not include residents of Puerto Rico, Guam, the U.S. Virgin Islands, or the Northern Mariana Islands.

SOURCE: U.S. Census Bureau, 2017 National Population Projections, Race by Hispanic Origin, 2017-2060. • PNG



Regulatory requirements for Health Equity (CMS)

CMS Requirement	What It Is	2023	2024
HCHE: Hospital Commitment to Health Equity Measure	NEW Structural Measure	Mandatory	Mandatory
SDOH-01: Screening for Social Drivers of Health Measure	NEW Structural Measure	Voluntary	Mandatory
SDOH-02: Screen Positive Rate for Social Drivers of Health Measure	NEW Structural Measure	Voluntary	Mandatory

Regulatory requirements for Health Equity (CMS)

Domain two – Data Collection

- Our hospital collects demographic information, including self-reported race and ethnicity and/or social determinant of health information on the majority of our patients.
- Our hospital has training for staff in culturally sensitive collection of demographic and/or social determinant of health information.
- Our hospital inputs demographic and/or social determinant of health information collected from patients into structured, interoperable data elements using a certified EHR technology.



Regulatory requirements for Health Equity (CMS)

Domain three – Data Analysis

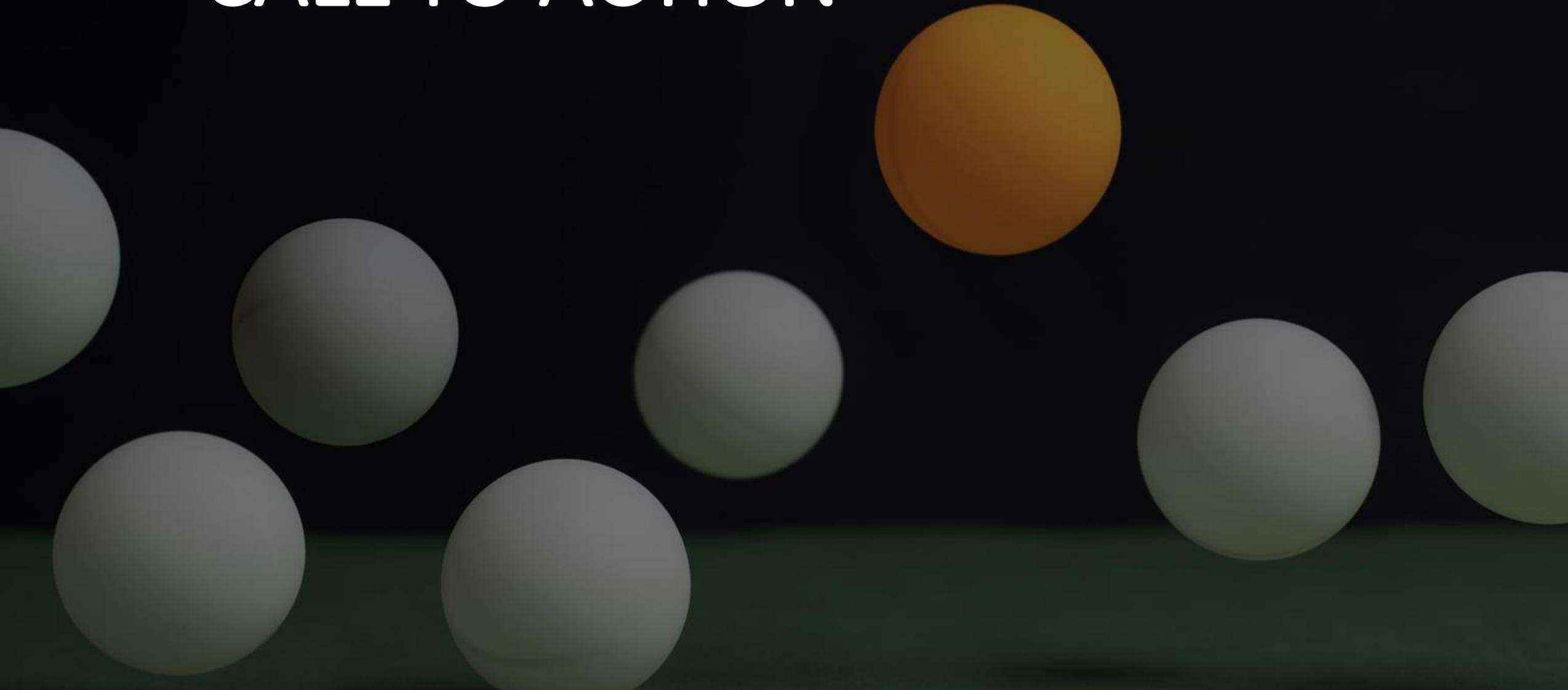
- Our hospital stratifies key performance indicators by demographic and/or social determinants of health variables to identify equity gaps and includes this information on hospital performance dashboards.

Domain four – Quality Improvement

- Our hospital participates in local, regional, or national quality improvement activities focused on reducing health disparities.



CALL TO ACTION



References

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Additional references can be found directly on slides

THANK YOU!