JEDI Initiatives & CWP: Intentional Planning for Justice, Equity, Diversity, and Inclusion

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YOUR SPEAKER

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LEARNING OBJECTIVES

- Understand the language of Justice, Equity, Diversity, and Inclusion(JEDI), including the changing nature of this vernacular.
- Describe why JEDI initiatives and programs are so important in current workforce efforts.
- Describe steps to establish more inclusive healthcare work environments.

VALUES TO GUIDE OUR INTERACTIONS

- Make space, take space
- Commit to nurturing a space filled with grace
- Respect personal experience
- Intent ≠ Impact
- Focus on systems over individuals
- Vulnerability is risky, but it helps us learn and grow together

- Embrace ambiguity; think *both/and*
- Welcome respectful disagreement
- Calling *in* versus calling *out*
- Be present and engaged; remove distractions (as much as possible)
- Respect confidentiality
- Encourage one another

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LIVING THE LEGACY

"The Health Center Movement traces its roots in the United States back to the Civil Rights Movement, Migrant Workers Movement, and President Lyndon B. Johnson's "war on poverty" in the 1960s. Leaders including Dr. H. Jack Geiger, Dr. Count D. Gibson Jr., Dolores Huerta, Cesar Chavez, President Jimmy Carter, Senator Edward M. Kennedy, and many others paved the way for the successful health center model that serves over 28 million people today."

Source: NW Pulse.
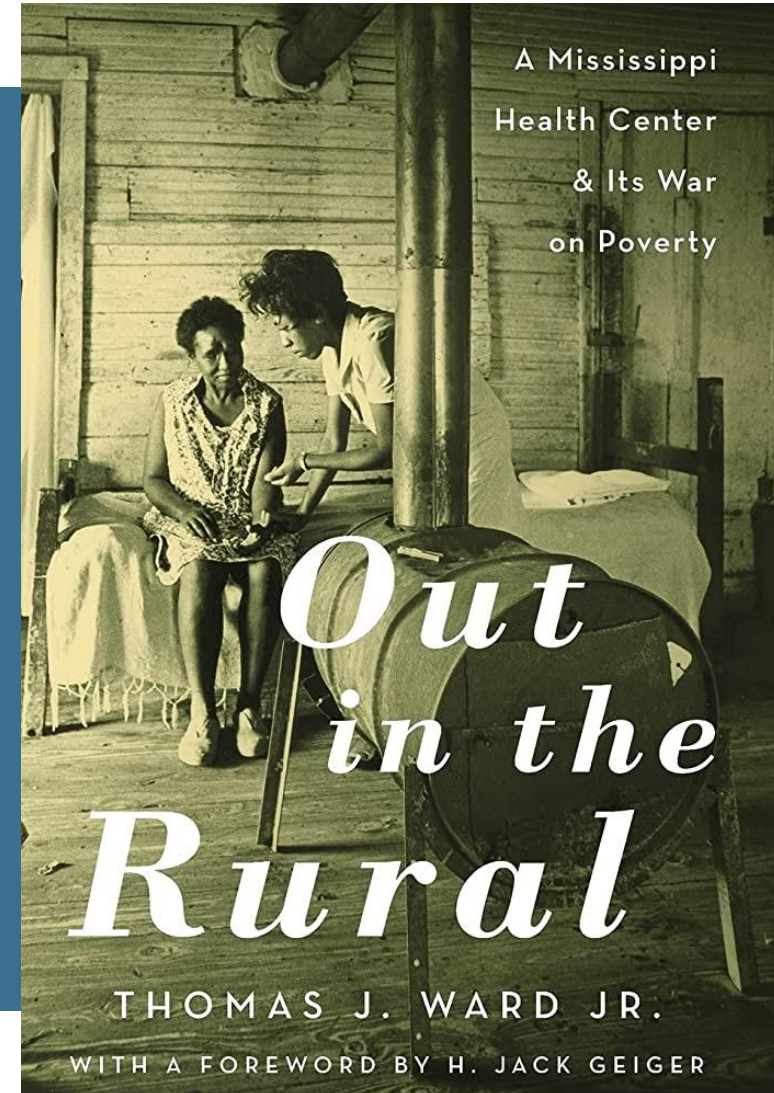
LEVEL SETTING: THE LANGUAGE OF JEDI

JEDI:
Justice
Equity
Diversity
Inclusion

DEFINITIONS

(Social) Justice: An analysis of **how power, privilege, and oppression impact the experience of our social identities.** It reflects a society, community, and institution mutually shaped to meet the needs of all groups through full and equal participation and creates physically and psychologically safe and secure spaces for all.

Equity: Actively working to identify and eliminate barriers that have prevented full participation across differences in culture and circumstance It reflects processes and practices that both acknowledge that we live in a world where **everyone has not been afforded the same resources and treatment while also working to remedy this fact.**

Diversity: Having a **variety of social identities** (sex, race, gender, class, religion, ability, health, ethnicity, migration history and many others) that spend time in shared spaces, communities, institutions or society.

Inclusion: Creating environments in which individuals and groups feel **welcomed, respected, supported, and valued** by eliminating practices and behaviors that marginalize. An inclusive climate **embraces differences** and offers respect in words and actions so that all people can fully participate in the organization's opportunities.

Sources: Brandeis University, Rutgers University, & Workhuman

DEFINITIONS

Diversity asks, 'Who is in the room?'

Equity responds, 'Who is trying to get in the room but can't? Whose presence in the room is under constant threat of erasure?'

Inclusion asks, 'Has everyone's ideas been heard?'

Justice responds, 'Whose ideas won't be taken as seriously because they aren't in the majority?'

Diversity asks, 'How many more of [pick any minoritized identity] group do we have this year than last?'

Equity responds, 'What conditions have we created that maintain certain groups as the perpetual majority here?'

Inclusion asks, 'Is this environment safe for everyone to feel like they belong?'

Justice challenges, 'Whose safety is being sacrificed and minimized to allow others to be comfortable maintaining dehumanizing view?'

– Dr. D-L Stewart

Source: Dr. D-L Stewart, Radical Insights

Internal
Efforts

- Organizational Justice

External
Efforts

- Community Justice

EXTERNAL EFFORTS: COMMUNITY JUSTICE

- [Voter Registration and Ballot Measure Advocacy](#)
- Statements on injustice
- Offering time off for volunteer/advocacy efforts
- Education & empowerment

INTERNAL EFFORTS: ORGANIZATIONAL JUSTICE

- Distributive
- Procedural
- Interactional/Inter personal
- Informational

JUSTICE IN THE WORKPLACE

A just workplace will:

- Embrace a culture of openness
- Prioritize pay equity
- Create fair decision-making processes
- Involve managers in organizational justice efforts
- End unfair treatment in the workplace

Source: ChartHop

DIVERSITY

Diversity is essential, but not the goal.

While it's important to diversify the health center workforce, we must remember that diversity alone is just math. A fully representative workforce is essential, but does not necessarily mean staff of marginalized identities feel safe, heard, and respected; that your clients benefit from that diversity; or that your policies and procedures are just. Moreover, integrating and retaining staff of color, for example, means you must resist institutional racism. Perceive this toolkit, then, as a guide to get started, but we urge you to go deeper in equity and inclusion with our additional recommended resources.

Source: Building an Inclusive Organization Toolkit

"Increasing diversity does not, by itself, increase effectiveness; what matters is how an organization harnesses diversity, and whether it's willing to reshape it's power structure"

- Robin J. Ely & David A. Thomas, Getting Serious About Diversity: Enough Already with the Business Case

A NOTE ON EQUITY

"The term 'equity' refers to fairness and justice and is distinguished from equality: Whereas equality means providing the same to all, **equity means recognizing that we do not all start from the same place and must acknowledge and make adjustments to imbalances**. The process is ongoing, requiring us to identify and overcome intentional and unintentional barriers arising from bias or systemic structures."

Source: National Association of Colleges and Employers (NACE)

VISUALIZING EQUITY
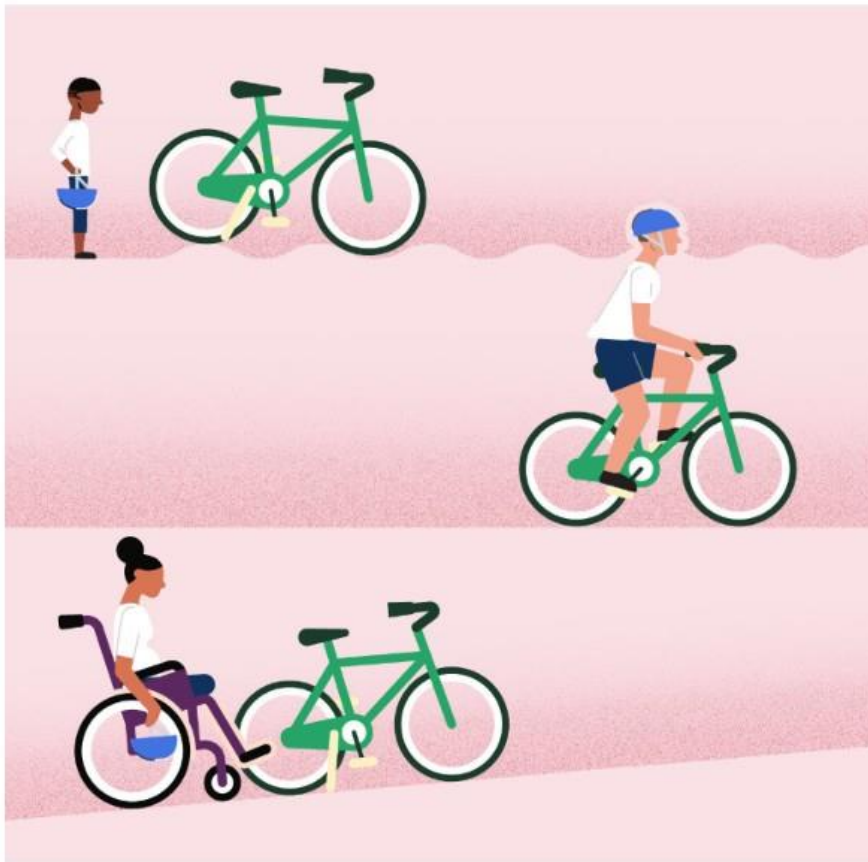
Source: Robert Wood Johnson Foundation Visualizing Health Equity: One Size Does Not Fit All Infographic

EQUITY IN THE WORKPLACE

An equitable workplace may have:

- Pay parity up and down the org chart

- A widely diverse executive team

- Accessibility and accommodations for employees of all abilities

- Fair and equal access to learning and development opportunities

Source: Workhuman

WHAT IS INCLUSION?

The notion that an organization or system is welcoming to new populations and/or identities. This new presence is not merely tolerated but expected to contribute meaningfully into the system in a positive, mutually beneficial way.

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INCLUSION IN THE WORKPLACE

An inclusive workplace may have:

- A strong sense of physical and psychological safety

- Flexible work options

- Employee Resource Groups (ERGs) for employees with similar experiences to connect

- Celebrations of diverse holidays and traditions
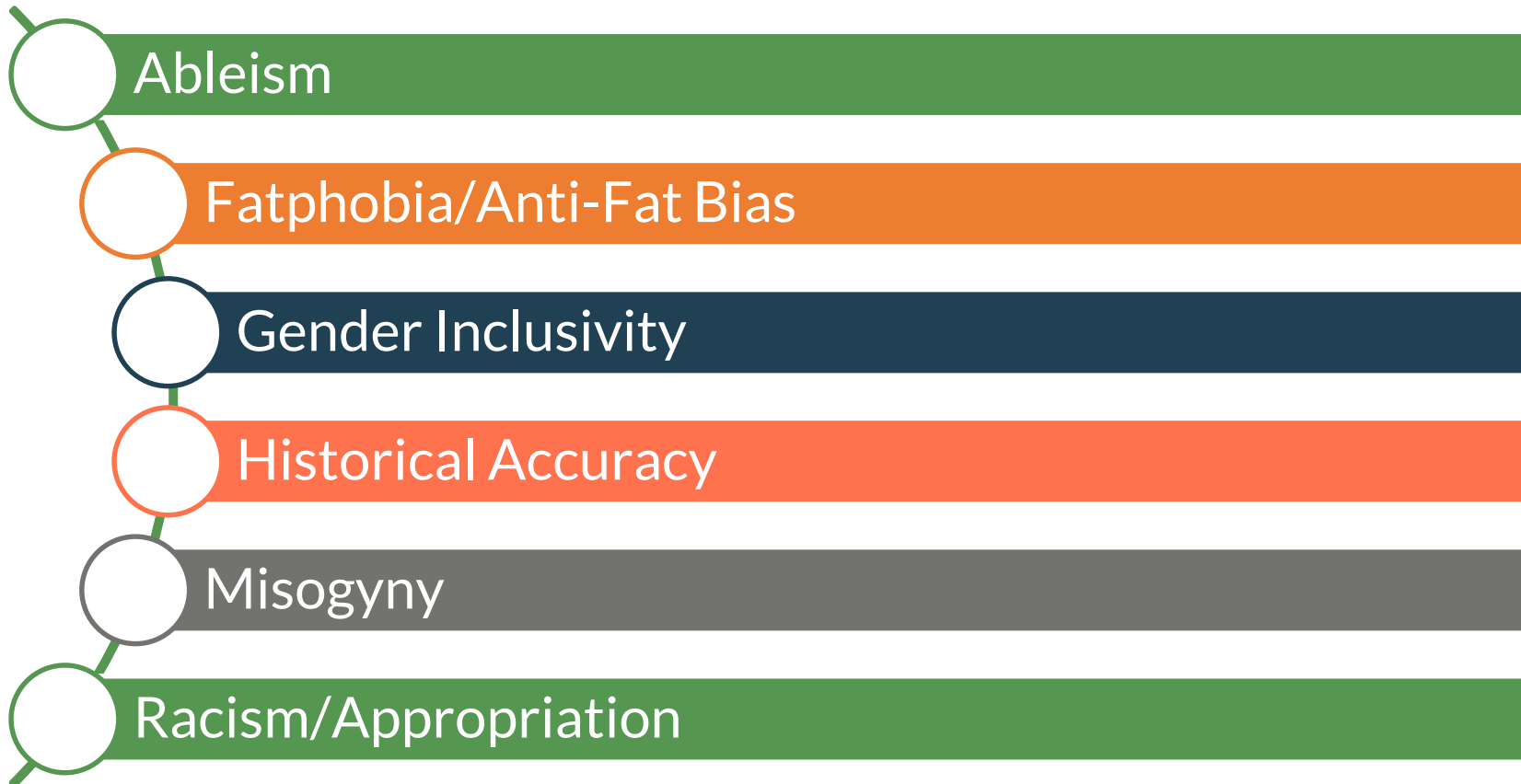
Source: Workhuman

LANGUAGE & JEDI

- Language is constantly evolving
- We don't have to know every term, but we should strive to stay up-to-date
- When in doubt, **ASK!**

Areas to Consider

- Ableism
- Fatphobia/Anti-Fat Bias
- Gender Inclusivity
- Historical Accuracy
- Misogyny
- Racism/Appropriation

JEDI LANGUAGE RECOMMENDED RESOURCE

American Psychological Association. (2021). Inclusive Language Guidelines. www.apa.org/about/apa/equitydiversity-inclusion/language-guidelines.pdf.

THE WHY

WHY DOES JEDI MATTER?
Diversity and Inclusion Drive Employee Engagement

Social Justice Case	Functional Case	Engagement Case
• Moral principles of equality and justice	• Better decision-making • Better results • Lower turnover	• Team collaboration and commitment • Innovation, dedication, team support • Company values

DO NOT MAKE A BUSINESS CASE FOR DIVERSITY!

33% of Black workers do not feel respected or valued at work

(compared to 18% of White workers)

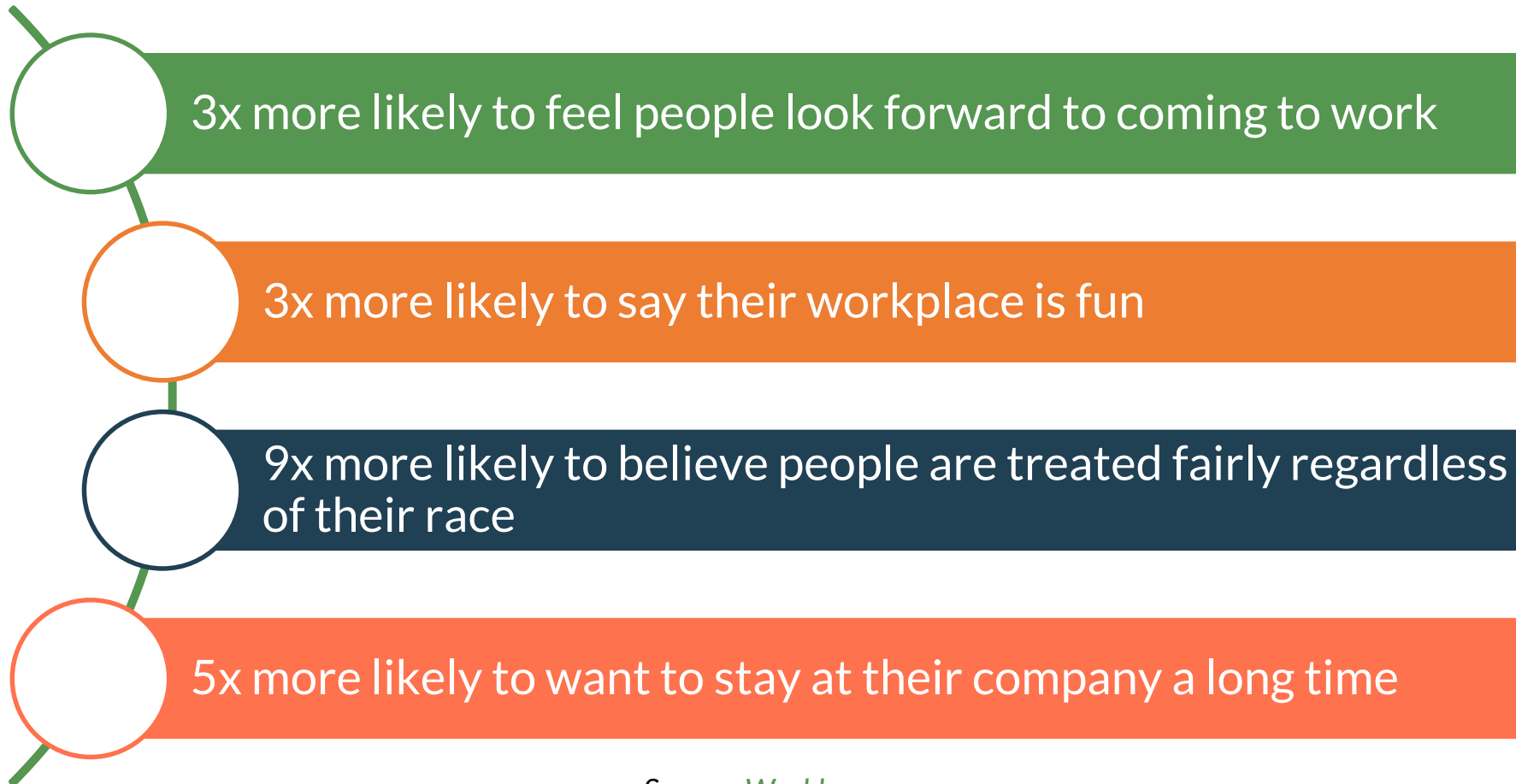**1 in 3 BIPOC** report feeling fatigue related to racial tensions or issues at work

Source: Hue. Unsafe, Unheard, Unvalued: A State of Inequity Report

WHY DOES JEDI MATTER?

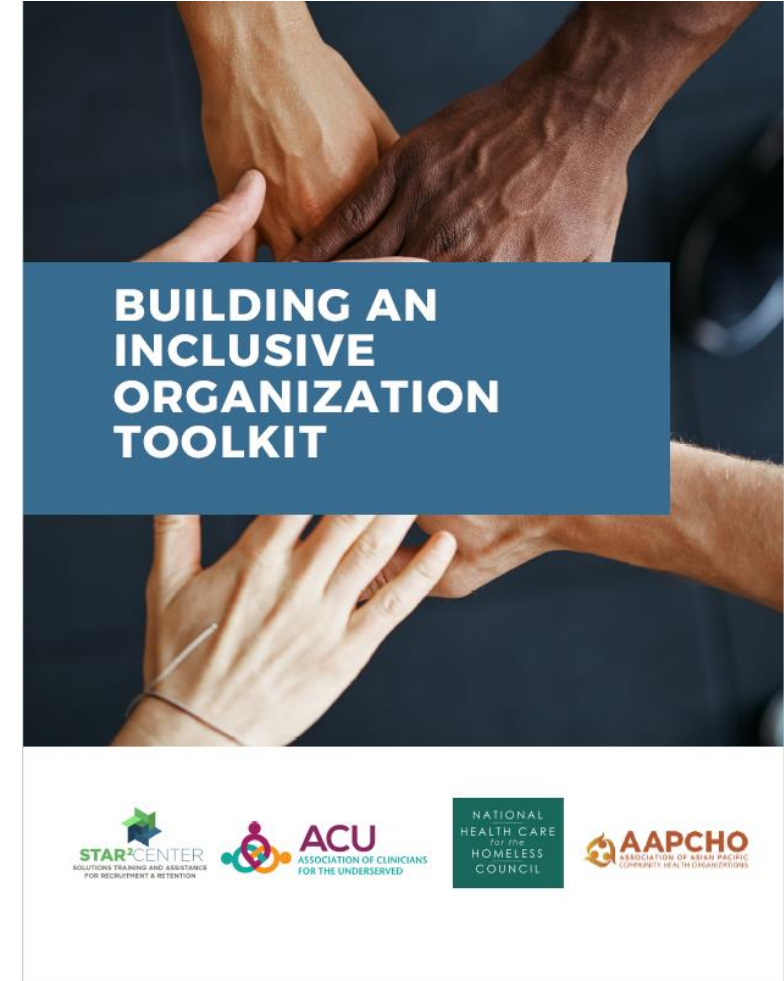When employees feel like they belong at work they are…

3x more likely to feel people look forward to coming to work

3x more likely to say their workplace is fun

9x more likely to believe people are treated fairly regardless of their race

5x more likely to want to stay at their company a long time

Source: *Workhuman*

THE PATH FORWARD: PRACTICAL STEPS

STAR² CENTER RESOURCE HIGHLIGHT

Building An Inclusive Organization Toolkit

Click here to access the Building An Inclusive Organization Toolkit!

BUILDING AN INCLUSIVE ORGANIZATION TOOL KIT

How can you use data to assess needs, implement action, and ensure accountability?

What are best practices in implementing policies to support an inclusive environment?

How can we create a culture of inclusion and equity demonstrated in our daily actions and words?

The Race Equity and Justice Initiative (REJI) Organizational Assessment

Measures (Likert scale: 1 to 5)

- Organizational commitment to equity
- Organizational culture
- Recruiting, hiring, and retaining a diverse workforce
- Accountability and partnership with communities of color
- Applying anti-racism lens to programs, advocacy, and decision-making

Click here to access the REJI Toolkit!

Coalition of Communities of Color and All Hands Raised. Tool for Organizational Self-Assessment Related to Racial Equity

Reflective questions for leadership (Y/N):
- Organizational Commitment, Leadership & Governance
- Racial Equity Policies & Implementation Practices
- Organizational Climate, Culture & Communications
- Service-Based Equity
- Service-User Voice & Influence
- Workforce Composition & Quality
- Community Collaboration
- Resource Allocation & Contracting Practices
- Data, Metrics & Continuous Quality Improvement
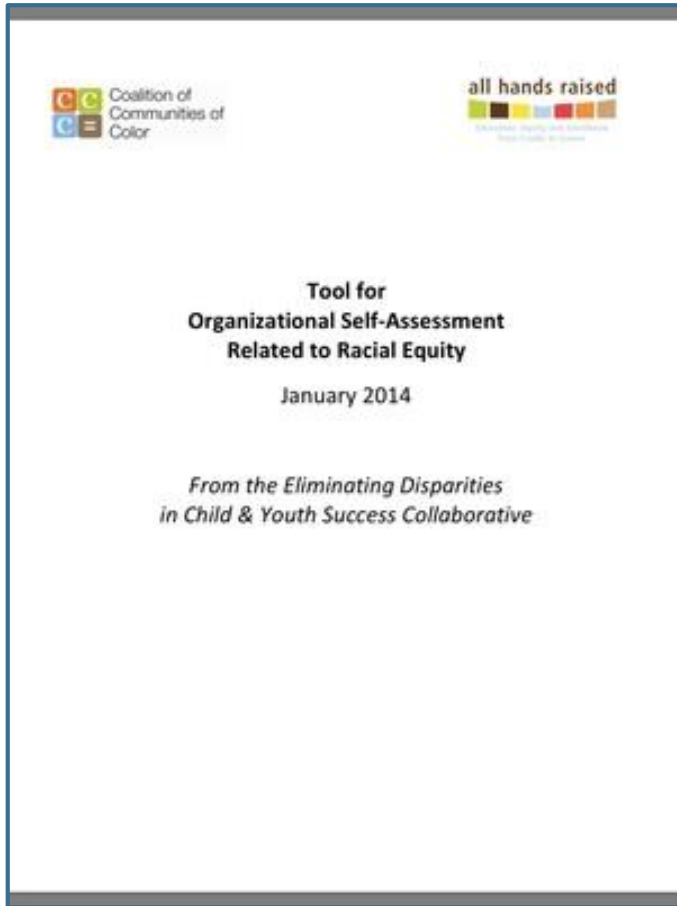
Click here to access the CCC & AHR Self-Assessment!

ASSESSMENTS

Race Forward and Center for Social Innovation.
Ready for Equity in Workforce Development:
Racial Equity Readiness Assessment Tool

Questions, score (1 to 4):
- Mission, values, culture
- Customer Access to Services and Tracking Disparities
- Curriculum and Client Services
- Leadership and Staffing
- External Relationships
- and Advocacy

Click here to access the Race Forward & CSI Assessment Tool!

- Develop a mission or vision statement around diversity, equity, and inclusion

- Establish a task force to lead diversity, equity, and inclusion work. Provide leadership support around task force activities

- Integrate diversity, equity, and inclusion into professional development

- Establish affinity groups to offer a safe space for people who have similar backgrounds to share their experiences, receive support, and discuss opportunities to address workforce challenges and needs

Callen-Lorde Community Health Center (New York, New York)

DEI/Anti-Racism Committee Working Vision Statement

The Callen-Lorde Diversity, Equity, and Inclusion (DEI)/Anti-Racism Committee works to continuously apply an anti-racism lens to all of the organization's work and functions. The committee helps to foster a climate of anti-racist intentionality in its approach to staff, patients, and community. While we acknowledge the intersectionality of oppression we center anti-racism in our approach. Without this intentionality, organizations mimic the macro environment and replicate systemic oppression. We will continue to do this work recognizing that truly effective equity work is never finished and that until true equity is realized we struggle together. We recognize that our individual liberation is intimately linked to our collective liberation.

Central City Concern (Portland, Oregon)

Equity Commitment

People of color and members of the LGBTQIA+ community experience homelessness at a far higher rate. This is unacceptable. CCC is committed to significantly reducing these disparities through improved culturally-responsive service delivery, broadened community partnership, advocating for systemic change, and advancing organizational equity.

Source: Building an Inclusive Organization Toolkit

Saban Community Clinic (Los Angeles, CA)

Saban Community Clinic values the diversity of the people it hires and serves. Diversity at Saban means fostering a workplace in which individual differences are recognized, appreciated, respected and responded to in ways that fully develop and utilize each person's talents and strengths. We are an Equal Opportunity Employer. We do not discriminate on the basis of race, religion, color, sex, age, national origin, gender identity, sexual orientation, or disability.

Source: Saban Community Clinic

Community Health Services at Denver Health (Denver, CO)

Building a diverse workforce to serve our community is a central element to providing the highest quality, patient-centered care. A range of backgrounds and perspectives leads to a variety of ideas, knowledge, and approaches from which decisions are made. A medical staff reflective of the patient population results in improved access to care, patient-provider communication, patient satisfaction, and health outcomes.
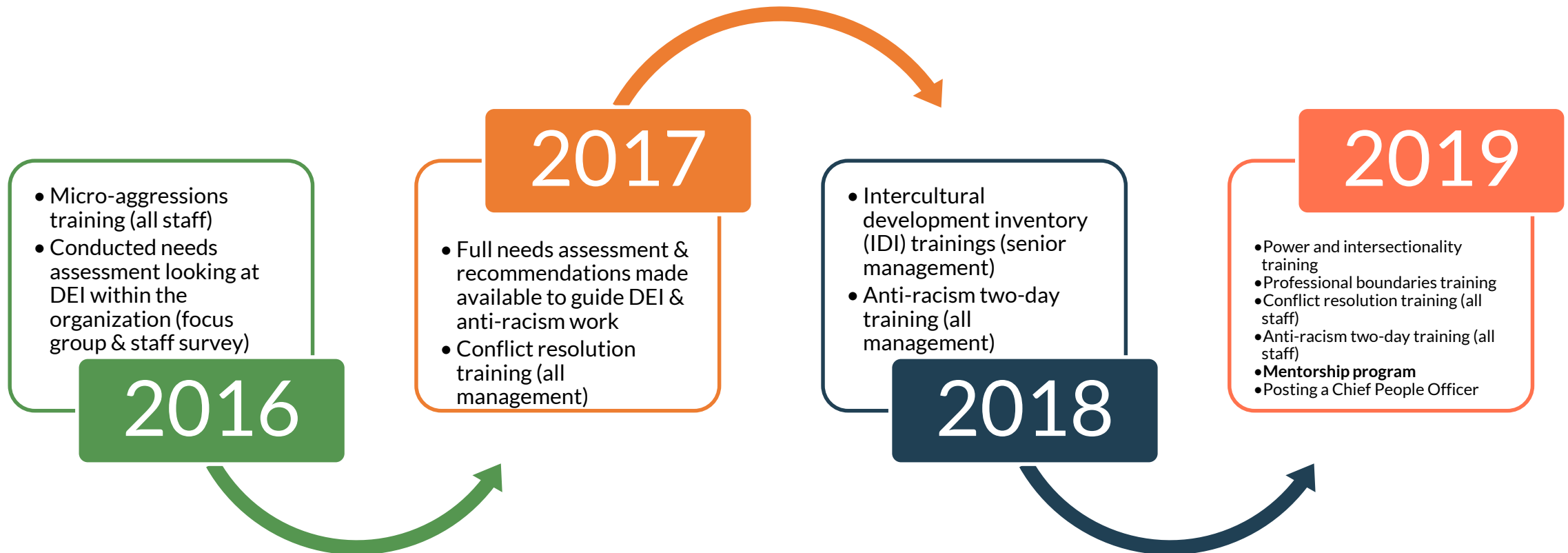
Source: Denver Health

The Callen-Lorde DEI/Anti-Racism Committee Activities

2016
- Micro-aggressions training (all staff)
- Conducted needs assessment looking at DEI within the organization (focus group & staff survey)

2017
- Full needs assessment & recommendations made available to guide DEI & anti-racism work
- Conflict resolution training (all management)

2018
- Intercultural development inventory (IDI) trainings (senior management)
- Anti-racism two-day training (all management)

2019
- Power and intersectionality training
- Professional boundaries training
- Conflict resolution training (all staff)
- Anti-racism two-day training (all staff)
- **Mentorship program**
- Posting a Chief People Officer

Source: Building an Inclusive Organization Toolkit: Callen-Lorde Profilee

HIRING BEST PRACTICES & TOOLS

- Review position descriptions with an equity and inclusion lens

- Recruiting from minority-led and focused professional organizations

- Implementing practices to mitigate bias in hiring

- Establishing a mentorship program to support organizational advancement for minority or underrepresented groups

BUILDING AN INCLUSIVE ORGANIZATION
Job Posting Sites

The following national organizations have Career Centers available for job postings. Click on their organization's name to be directed to their website.

National Hispanic Medical Association
NHMA empowers Hispanic physicians to lead efforts to improve the health of Hispanic and other underserved populations in collaboration with Hispanic state medical societies, residents, and medical students, and other public and private sector partners.

National Black Nurses Association
NBNA's mission is to provide a forum for collective action by African American nurses to represent and provide a forum for black nurses to advocate for and implement strategies to ensure access to the highest quality of healthcare for persons of color.

National Association of Hispanic Nurses
NAHN is the nation's leading professional society for Latinx nurses.

National Medical Association
NMA is the collective voice of African American physicians and the leading force for parity and justice in medicine and the elimination of disparities in health.

National Alaska Native American Indian Nurses Association
NANAINA unites American Indian/Alaska Native nurses and those who care for AN/AI people to improve the health and well-being of American Indian/Alaska Native people.

Philippine Nurses Association of America
PNAA is an organization responsive to Filipino-American nurses' needs.

Out Professional Network!
Out Professional Network! provides the LGBT community with a trusted professional network, which pairs members with employers who are serious about building a diverse workforce to meet the needs of an increasingly diverse customer base.

Overview of cultural humility

Example questions to help reflect on the concept of cultural humility in our personal and professional lives:

- How does the notion of cultural humility connect with your work in building authentic and sustained relationships across differences?

- What is my professional responsibility to build the skills and approaches connected to operating with cultural humility and what is the cost to me personally or to those that I work with if I don't operate from a place of cultural humility?

ENSURING ACCOUNTABILITY

- After conducting an assessment and implementing action items, reevaluate and see where your health center lands

- Celebrate areas where your health center made improvements, and explore opportunities of continued growth

- Dedicate space at leadership and Board meetings to share progress and discuss opportunities for ongoing growth and commitment

Crises as a Catalyst:
A Call for Race Equity &
Inclusive Leadership

Do we need an in-house DEI Leader?

If you're thinking about hiring a DEI leader, ask yourself these questions first:

- Who will the person report to and where will the role "sit" in the organization?

- What specific challenges is the role accountable for solving?

- How will the role be supported in solving those challenges? Think in terms of budget, decision authority, and cross-functional work.

- What blockers have stopped you from achieving this end in the past, and have you addressed the ones you can while documenting what you can't (and why you can't right now)? Think in terms of knowledge, buy-in, resourcing, and championship.

- What data, resources, buy-in, or other factors are already in place to set up the new hire for success?

Source: Bloom Collective

Do we need a consultant?

What consultants provide:
- Perspective
- Transparency
- In-house preparation
- Inclusion infrastructure set up

Source: Bloom Collective

ADDITIONAL RECOMMENDED RESOURCES

- ProInspire. Equity in the Center. **AWAKE to WOKE to WORK: Building a Race Equity Culture**
- King County (Seattle) **Equity & Social Justice Strategic Plan**
- **Racial Equity Tools**
- The Center for Work Life Law. UC Hastings College of the Law. **Bias Interrupters: Tools for Organizations**
- King County. **Countering Bias in Hiring**
- University Health Services, UC Berkeley. **A Toolkit for Recruiting and Hiring a More Diverse Workforce**
- Just Lead Washington. **On-Demand Webinars.**
- Foronda, C., Baptiste, D., Reinholdt, M., and Ousman, K. (2016). **Cultural Humility: A Concept Paper.** *Journal of Transcultural Nursing, 27(3), 210-217.*

CONCLUSION

TAKING THE PATH OF JEDI

- The complexity and sensitivity of JEDI work can cause resistance, out of a desire to do it perfectly/right.

  o This is a great example of a time to not let perfection be the enemy of the good.

  o You don't have to do everything exactly right the first time, or any time, for that matter. We should all just be striving to do better with every project.

QUESTIONS

Registration open!

https://education.weitzmaninstitute.org/content/virtual -2023-biennial-workforce-summit

STAR² CENTER RESOURCES

- **Recruitment & Retention Self-Assessment Tool** *(Newly updated!)*
- **Health Center Comprehensive Workforce Plan Template** (*formerly Health Center Provider Recruitment & Retention Plan - Newly updated!*)
- **Pay Equity Checklist**
- **Financial Assessment For Provider Turnover Tool** (*Newly Updated!*)
- **Building an Inclusive Organization Toolkit**
- **Onboarding Checklist** *(A Brand New Tool!)*
- **Supporting Mental Health Through Compensation Equity Factsheet**

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