Practical Management & Leadership Consulting

# Diversity, Equity, & Inclusion for Scaredy Cats

# *Learning Objectives*

- Describe what is meant by cultural competence, diversity, equity, and inclusion.

- Review the research on health disparities linked to lack of cultural competence.

- Identify how to embrace diversity, equity, and inclusion by manifesting a culture of empathy, compassion, and kindness in ourselves, as well as in our teams, workplaces, and organizations.

Seminole Tribe of Florida

The United Confederation of Taíno People

Miccosukee Tribe of Indians of Florida
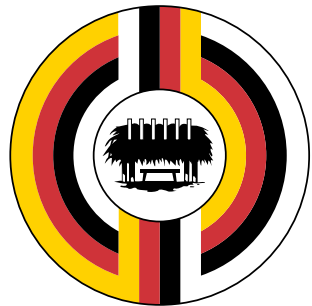
*Kuweeqâhsun!*

# Definitions

**Cultural competence**

**Diversity**

**Equity**

**Inclusion**

# *In The News*

## AMA

**Health Equity Education**

**AMA Podcasts**

## MGMA

**Insight Series: Battling Bias**

**MGMA Podcast: Leadership Strategies for Confronting Our Implicit Bias**

# Why Does This Matter?

- **Research has found evidence of implicit bias in the general population based on gender, age, sexual orientation, race & ethnicity, religion, disability, and appearance.**

- **There have been many studies conducted in recent years which demonstrate the real-world effects of implicit bias.**

# Why Does This Matter?

- **A lack of diversity, equity, and inclusion can create a negative experience before you ever interact with someone.**

- **Consider the perspectives of those marginalized voices not currently "at the table."**

# *Adjusting Our Mindsets*

- **Start with a Donabedian framework**

- **Focus on prevention and early detection; be proactive rather than reactionary**

- **Process-based with measurable outcomes**

- **Seek feedback to focus on continuous improvement**

# Leading Change: Individuals

- **Bennett's model of intercultural competency (1986)**

- **Identify biases with Harvard's Implicit Association Test**

- **Challenging biases in ourselves is *EPIC***
  - Engage in perspective taking
  - Practice the right message
  - Individuate people
  - Challenge stereotypes

# Leading Change: Individuals

- **Practice active listening skills**

  - Focus
  - Listen
  - Show respect
  - Understand their position
  - Acknowledge their emotions

# Leading Change: Individuals

- **Practice affective empathy**

  o Think about the other person. What are they going through?

  o What was their mood like?

  o What is going on in this person's life that might be making them sad, anxious, scared, or angry?

  o How are you contributing to how this person is feeling?

  o What could you do or say to improve this person's situation?

# Leading Change: Individuals

- **Practice emotional regulation skills**

- **Be open to learning**

- **Evolve, don't stagnate**

# Leading Change:Organizations

- **Make your case:**
  - Financial
  - Legal
  - Risk Management
  - Ethical Imperative


- **Acknowledge existing barriers**


- **Get buy-in from key stakeholders**

# Leading Change:Organizations

- **Be open to learning**

- **Make failure our ally by acknowledging mistakes**

- **Seek to prevent recurrences rather than place blame**

- **Create environments that are welcoming of all**

# Leading Change:Organizations

**Successful DEI programs have:**

- Organizational policies and procedures
- Mechanisms to monitor progress
- Ongoing education
- Conscious commitment
- Active participation
- Authentic leadership

Do the best you can until you know better.
Then, when you know better, DO better.

Maya Angelou

Scan To Download Slides!

# Definitions

**<u>Cultural competence</u>**

a set of congruent behaviors, attitudes, and policies that
come together in a system, agency, or among professionals
that enables effective work in cross-cultural situations.

**<u>Cultural competence</u>** can be further defined as the integration and
transformation of knowledge about individuals and groups of people into
specific standards, policies, practices, and attitudes used in appropriate cultural
settings to increase the quality of services; thereby producing better outcomes.

# Definitions

### Diversity

a group or organization comprised of people from diverse backgrounds or communities

### Equity

processes or programs that address disparities amongst marginalized communities and which seek a sense of fairness & equality

### Inclusion

not just having diverse individuals involved but, more importantly, creating learning-centered organizations that value the perspectives and contributions of all people, and embracing equity by incorporating the needs, assets, and perspectives of marginalized communities into the design AND implementation of policies, procedures, and programs.

# Definitions

**<u>Cognitive empathy</u>**

the ability to understand how another person feels.

It's perspective taking, imagining yourself in another person's shoes.

**<u>Affective empathy</u>**

the ability to share the feelings of another person.

It's the emotional component of empathy; you feel what the other person is feeling.

**<u>Behavioral empathy</u>**

also known as compassionate empathy

the ability to react appropriately to another person's feelings;

to acknowledge or move to alleviate another's suffering.

# Accessibility Questions

- Is your practice accessible to patients? What about to staff/applicants?
  - Mobility accessibility – proper clearance for hallways/turns/bathrooms, ramp/step-free access, etc
  - Braille signage/notices, large print paper forms, audio description for videos, alt text on photos, etc
  - ASL interpretation, TTY, captioned videos, etc
  - Interpreter services and translated forms for non-English speakers?

- What gender options are available in your EHR, portal, or patient forms? What about employee forms? Those of you who see minors, do you ask about mother/father or parent 1/parent 2?

- What questions are you asking for demographics/social history? If they have programmed answer choices, what are those options?

- Do you ask (and have an easy way to document) a patient's pronouns? What about for employees?

- Does your team reflect the diversity of your community?

- Have the members of your team been trained on how to identify implicit biases and analyze their own words and actions for prejudice and microaggressions?

# Probing Questions to Confront Bias

Do my biases:

- Impact the amount of time I spend with others?
- Influence how I communicate with others?
- Hamper my capacity to feel/express empathy toward others?
- Interfere with my capacity to interact positively with others?

# Probing Questions to Confront Bias

- Do you know (or believe) that those with whom you routinely interact think that your attitudes and behaviors demonstrate bias? If so, are you open to discussing these issues with them to elicit their point of view?

- Has anyone, directly or through satisfaction surveys, raised concern about attitudes in your organization or the way you communicate with them?

# Probing Questions to Confront Bias

- Do you ever perceive that you are less comfortable with others who are different than you? (Race/ethnicity, religion, sexual orientation, gender identity, or disability?)

- What can you do to combat bias in your daily life?

An adaptation of Bennett's intercultural competency model™ illustrates how individuals might move
from absolute denial of unconscious bias to the integration of strategies to mitigate its influence on their interactions with patients
Adaptation from a 2011 study published in Medical Education (2012: 46: 80–88)

| Bennett stage | Definition of stage in intercultural competency | Proposed definition of stage for bias awareness and behavioral manifestation |
|---|---|---|
| Denial | No awareness of cultural differences between self and others, or differences among cultural subgroups | Unawareness of UB<br><br>Inability to differentiate between conscious bias and UB |
| Defense | Recognition of differences<br><br>Denigration of cultural others<br><br>Perception of cultural superiority | Recognition that UB may exist<br><br>Failure to accept UB in oneself |
| Minimization | Recognition of differences with minimisation of importance<br><br>Expectation that human behaviours and values can be interpreted in a universal manner | Recognition of UB in others<br><br>Perhaps recognition of the possibility of UB in oneself<br><br>Trivialisation of potential impact<br><br>Belief that one can treat all patients objectively |
| Acceptance | Acknowledgement of and respect for cultural differences | Recognition that UB exists<br><br>Recognition of UB in oneself<br><br>Ability to see potential impact on interaction with patients |
| Adaptation | Modification of behaviour to reflect awareness of and respect for cultural differences | Ability to reflect on possible previously unrecognised UB in oneself<br><br>Ability to act on known biases to reduce potential impact on interaction with patients |
| Integration | No absolute cultural identity | Ability to recognise behaviour as related to cultural context<br><br>Ability to recognise previously unrecognised UB in self and act to mitigate |

# *Additional Resources*

- Implicit Assessment Test (IAT)  (Harvard)

- National Center for Cultural Competence (NCCC, Georgetown)  Bias Primer

- State of Science on Unconscious Bias

- National Standards for Culturally and Linguistically Appropriate Services in Healthcare

- Inclusive Internship Program ( How to Guide) - Dept. of Labor

- Building an Inclusive Workforce : A Four-Step Guide - Dept. of Labor

- <u>Getting to Equal: The Disability Inclusion Advantage</u> - Research report produced jointly by AAPD & Disability:IN

- <u>APSE – The Association of People Supporting Employment First</u> (employment resources and certification opportunities)

- <u>All In The Mind</u> (Cognitive Sciences podcast)

- <u>Hidden Brain</u> (podcast hosted by Shankar Vedantam)

# Additional Resources cont'd

- Achieving Health Equity (whitepaper)

- Unequal Treatment (whitepaper)

- Cognitive Bias: Recognizing and managing our unconscious biases (whitepaper)

- Anti-Racism Beginner's Guide   Google doc compiled by A. Dasgupta,

  New York, NY, June 2020

- Kirwan Institute for the Study of Race and Ethnicity at OSU

# Additional Reading

- Blind Spot: Hidden Biases of Good People by Mahzarin Banaji and Anthony Greenwald

- Biased: Uncovering the Hidden Prejudice That Shapes What We See, Think, and Do
  by Jennifer Eberhardt

- Blink: The Power of Thinking Without Thinking by Malcolm Gladwell

- How To Be An Antiracist by Ibram X. Kendi

- So You Want To Talk About Race by Ijeoma Oluo

- White Fragility by Robin DiAngelo

- The Memo by Minda Harts

- We Are Everywhere: Protest, Power, and Pride in the History of Queer Liberation
  by Matthew Riemer and Leighton Brown

# Additional Reading cont'd

- Misconceptions, Misinformation, and the Logic of Identity-Protective Cognition (& other papers) by Dan Kahan

- Thinking, Fast and Slow (& papers) by Daniel Kahneman

- Judgment Under Uncertainty: Heuristics and Biases by Daniel Kahneman, Paul Slovic, & Amos Tversky

- Mistakes Were Made (but Not by Me): Why We Justify Foolish Beliefs, Bad Decisions, and Hurtful Acts
        by Carol Tavris & Elliot Aronson

- Works by Richard Thaler & Cass Sunstein

- Books and resources (particularly for those leading Gifted Youth programs) from Gail Thompson at
        www.drgailthompson.com

- Heads of the Colored People: Stories by Nafissa Thompson-Spires

# TED / TEDx

- Dr. Ibram X. Kendi: The Difference Between Being Not Racist and Being Anti-racist  (TED Interview, June 2020)

- Kristin Pressner: Are You Biased? I Am. (TEDxBasel, May 2016)

- Melanie Funchess: Implicit Bias -- how it effects us and how we push through  (TEDxFlourCity, Oct 2014)

- Denise Hernandez: Unpacking and Transforming Your Biases For A Better Community (TEDxSanAntonio, Apr 2016)

- Kori Carew: Just Belonging - Finding the Courage to Interrupt Bias (TEDxYouth@KC, Mar 2018)

- Valerie Alexander: How to Outsmart Your Own Unconscious Bias (TEDxPasadena, Oct 2018)

# Images Promoting Diversity

**Devoted Specifically to Combatting Stereotypes:**

- Getty Images "Lean In Collection" (www.gettyimages.com/collections/leanin)
- *HuffPost* Asian Stock Photos (https://tinyurl.com/22ac2xvb)
- Women of Color in Tech (www.flickr.com/photos/wocintechchat)

**Wide Variety (So Easier to Find Images That Combat Stereotypes):**

- DesignersPics (www.designerspics.com)
- Google Images (www.google.com/imghp; after search click Tools > Usage Rights)
- Pixabay (www.pixabay.com)
- The Public Domain Project (www.pond5.com)
- Stock Snap (https://stocksnap.io)
- Unsplash (www.unsplash.com)
- Videvo (www.videvo.net)
- Visual Thinkery (www.visualthinkery.com)