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# Diversity, Equity, & Inclusion in Healthcare

*Starting a DEI Journey*

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Stormont Vail  
Health

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# Overview

- Defining DEI
- Inclusive leadership tips
- Research tying inclusive cultures to retention and morale
- Starting a DEI program
  - Policies
  - Engaging employees and getting feedback
  - Responding to feedback collected
  - Providing resources





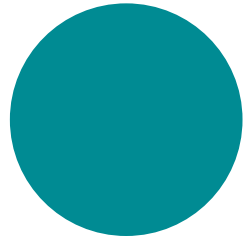
# What is Diversity, Equity, and Inclusion (DEI)?

# Defining DEI

**Diversity:** The presence of different and multiple characteristics that make up inherent differences that exist amongst a group of people.

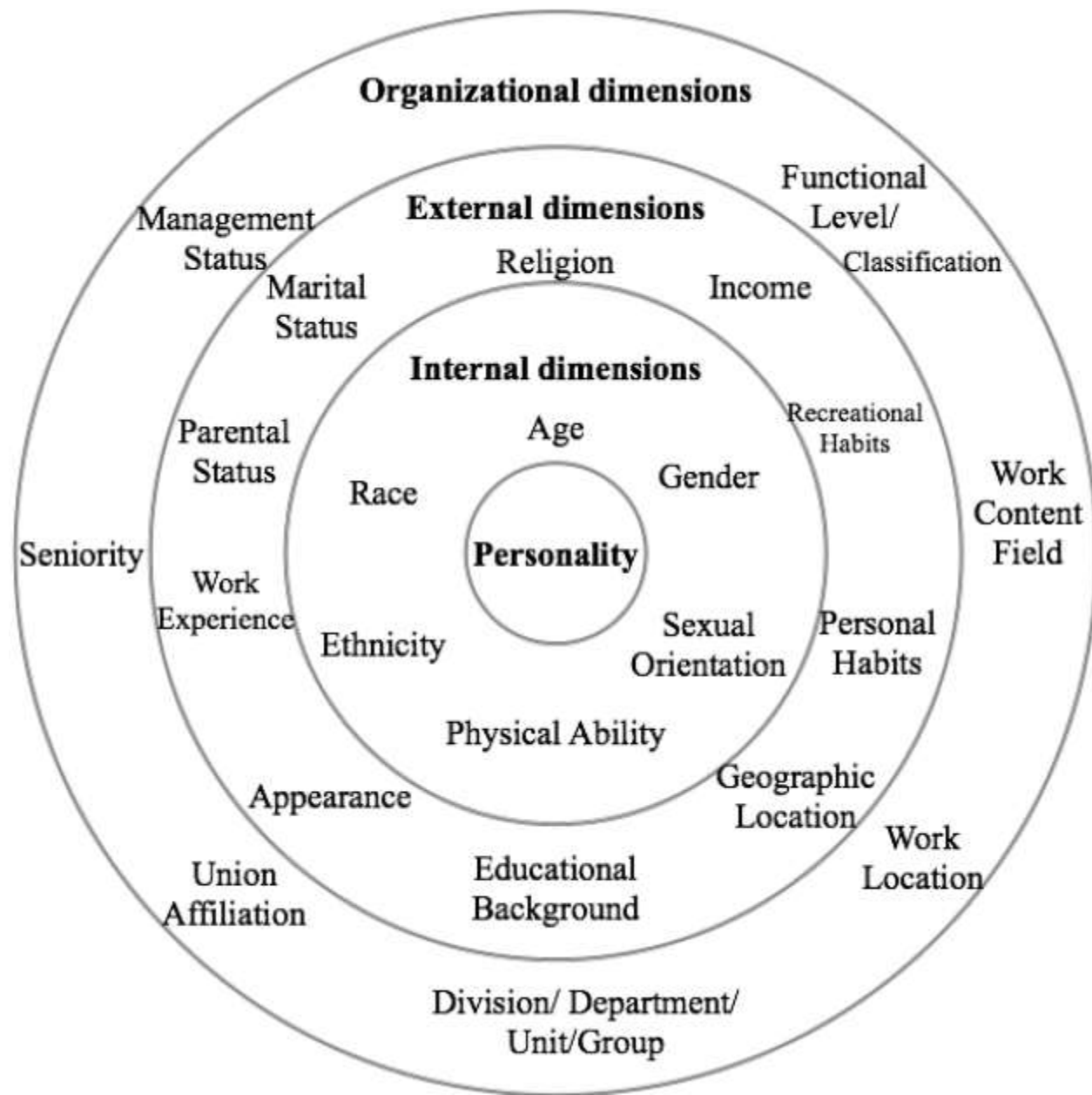
**In the workplace,** that can mean difference in race, ethnicity, gender, religion, gender identity, sexual orientation, age and socio-economic status, among others.





# Dimensions of Diversity

- Race
- Ethnicity
- Gender
- Sex
- Age
- Ability/Disability
- Military background
- Sexual Orientation
- Religion
- Class/Income
- Education background
- Appearance
- Size
- Political affiliation
- Languages spoken
- Care giving status
- Physical & mental health
- Nationality
- Marital status
- Occupation
- Geography
- Parental status
- Life experiences
- Skills



# Defining DEI

**Equity:** The process of identifying and removing the barriers that create disparities in the access to resources and means, and the achievement of fair treatment and equal opportunities to thrive.

**This looks like** working towards fair outcomes for people or groups by treating them in ways that address their unique advantages or barriers.



# Defining DEI

**Inclusion:** Creating an atmosphere where all employees can feel a sense of belonging, can contribute and can thrive. This requires deliberate and intentional action.

**Authentically bringing** traditionally excluded individuals and/or groups into processes, activities, and decision/policy making in a way that shares power.





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# What can leaders do to be more inclusive?

- Embrace inclusive leadership
- Cultivate better collaboration for teams
- Be curious about what you don't know – and create space for dialogue
- Prevent bias from hindering employee growth
- Foster respect by building connections
- Empower peer coaching and leadership on teams

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# New research

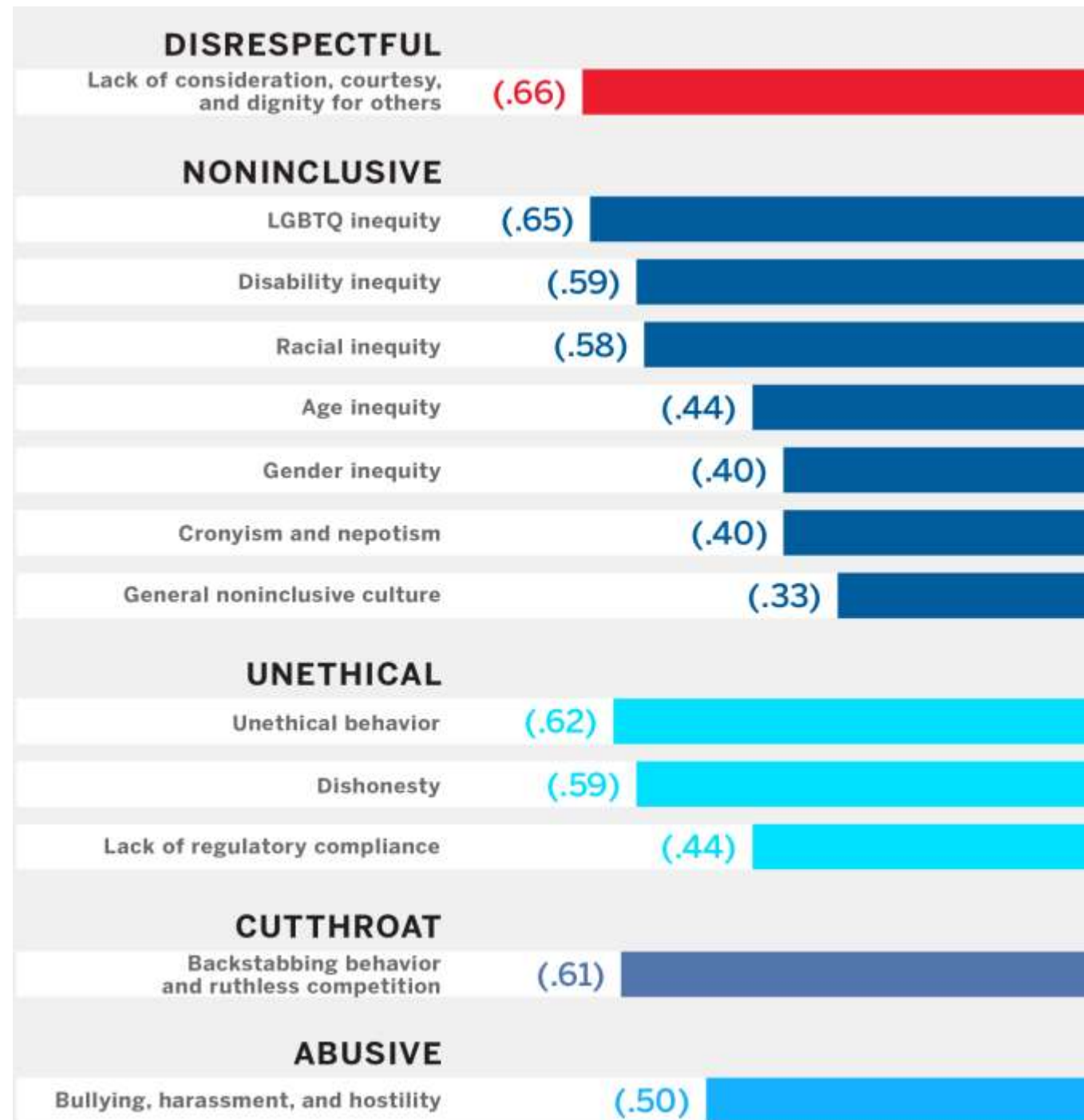
## The Toxic 5 Culture Attributes

- **Disrespectful, noninclusive, unethical, cutthroat, and abusive**
  - These poison workplace culture in the eyes of employees
  - Five elements have by far the largest negative impact on how employees rate their workplace culture
  - Have contributed most to **employee attrition** throughout the Great Resignation



## The Toxic Five

- Five attributes – disrespectful, noninclusive, unethical, cutthroat, and abusive – have by far the largest negative impact on how employees rate their company’s culture.



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# Starting your DEI journey...

- Inclusive internal & external messaging
- Policy review
- Demographic data collection and staff engagement
  - Surveys
  - DEI point person or department
  - Employee feedback mechanisms
- Resources
  - Employee & community DEI resources
  - Professional & community organizations

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# DEI Policies at SVH

- Accommodations Policy
- Diversity, Equity and Inclusion Policy
- Non-Discrimination, Anti-Harassment, and Equal Employment Opportunity Policy
- Professional Behaviors Policy
- Staff Rights Non-Discrimination in Patient Care Policy
- Workplace Violence Policy



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# Equitable & Inclusive Data Collection

1. Explain why you are asking for demographic information. This should include:
  - Language explicitly requesting consent;
  - An explanation of how your organization will use the data to support underserved communities; and
  - A reinforcement of the survey's confidentiality.

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# Equitable & Inclusive Data Collection

2. Provide multi-select checkboxes or open-ended questions.

- Give respondents the freedom to express the diversity of their identity for a given trait by allowing them to select multiple answers or self-identify.



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# Equitable & Inclusive Data Collection

## 3. Assess the order of response choices.

- Best practices for avoiding these biases include randomizing response choices, ordering them alphabetically or manually arranging the choices to support an inclusive survey experience.



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# Equitable & Inclusive Data Collection

4. Give respondents the option to opt-out.
  - Instead, include “Prefer Not To Answer” options to track how often respondents select that response choice and explore why individuals may be opting out of responding.
  - In addition, replace “Other” options with “Prefer to Describe” or “Prefer to Self-Describe” to avoid alienating respondents that do not see their identity represented.

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# Equitable & Inclusive Data Collection

5. Solicit feedback from the communities responding.
  - Actively seek input from individuals representing your populations of interest about what demographic data will be most helpful, relevant and inclusive.



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# Capturing the Employee Experience

- Informal and formal surveying
- Employee feedback mechanisms
  - DEI point person
  - DEI Committee
- Data and employee feedback provide narratives about different employee experiences
  - Prioritize responses to feedback collected
- Implement interventions
  - Provide appropriate resources

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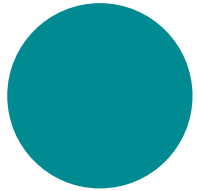
# Employee & Patient Resources

- Educational & awareness resources
  - Formal trainings (in-person & online)
  - DEI in healthcare research, articles, books, podcasts, quick tips, etc.
- Community groups and resources
  - Professional organizations
  - Committees
  - Non-profits and other advocacy groups
- Formal DEI support
  - Support for employee engagement in DEI initiatives
  - Professional development and budget allocations (conference registrations, budget for events)
  - Sponsoring community DEI events & initiatives

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# Resources consulted

- “Six Ways Leaders Can Adapt to the Workplace of 2022” from MIT Sloan Management, by Ally MacDonald, December 28, 2021
- “Why Every Leader Needs to Worry About Toxic Culture” from MIT Sloan Management Review, by Donald Sull, Charlie Sull, William Cipolli, and Caio Brighenti



**Thank you!**

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