

Caring for Humans: Reflecting on what DEIA Values Mean for Your Career

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Employer perspectives


- more diverse workplaces are more productive & innovative
- public companies in the top quartile for gender diversity in management: 21% more likely to have returns above the industry mean
- public companies in the top quartile for ethnic/racial diversity in management: 33% more likely to have returns above the industry mean
- 87% of global businesses state diversity & inclusion is an organizational priority
- 76% of job seekers report a diverse workforce is an important factor when evaluating companies & job offers

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Article

Diversity improves performance and outcomes

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Abstract

Background

Research on the effects of increasing workplace diversity has grown substantially. Unfortunately, little is focused on the healthcare industry, leaving organizations to make decisions based on conflicting findings regarding the association of diversity with quality and financial outcomes. To help improve the evidence-based research, this umbrella review summarizes diversity research specific to healthcare. We also look at studies focused on professional skills relevant to healthcare. The goal is to assess the association between diversity, innovation, patient health outcomes, and financial performance.

Methods

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[Review](#) > [Clin Sports Med.](#) 2023 Apr;42(2):269-280. doi: 10.1016/j.csm.2022.11.002.

The Importance of Diversity, Equity, and Inclusion for Effective, Ethical Leadership

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Abstract

Diversity, equity, and inclusion (DEI) increases performance through input of differing ideas and perspectives, leading to outcomes such as increased diagnostic accuracy, patient satisfaction, quality of care, and retention of talent. DEI can be difficult to establish due to the presence of unaddressed biases and ineffective policies against discrimination and noninclusive behaviors. Nevertheless, these complexities can be overcome through the integration of principles of DEI into the standard operations of health care, incentivizing DEI efforts through leadership curriculums, and highlighting the value proposition of diversifying our workforce as a critical asset to success.

Keywords: Diversity; Equity; Ethical leadership; Inclusion.

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Similar articles

[Multilevel Approach to Support Diversity, Equity and Inclusion in Radiology.](#)
Gupta S, Choe AI, Hardy PA, Ganeshan D, Hobbs SK, Probyn L, Awan OA, Straus CM.

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NACE research

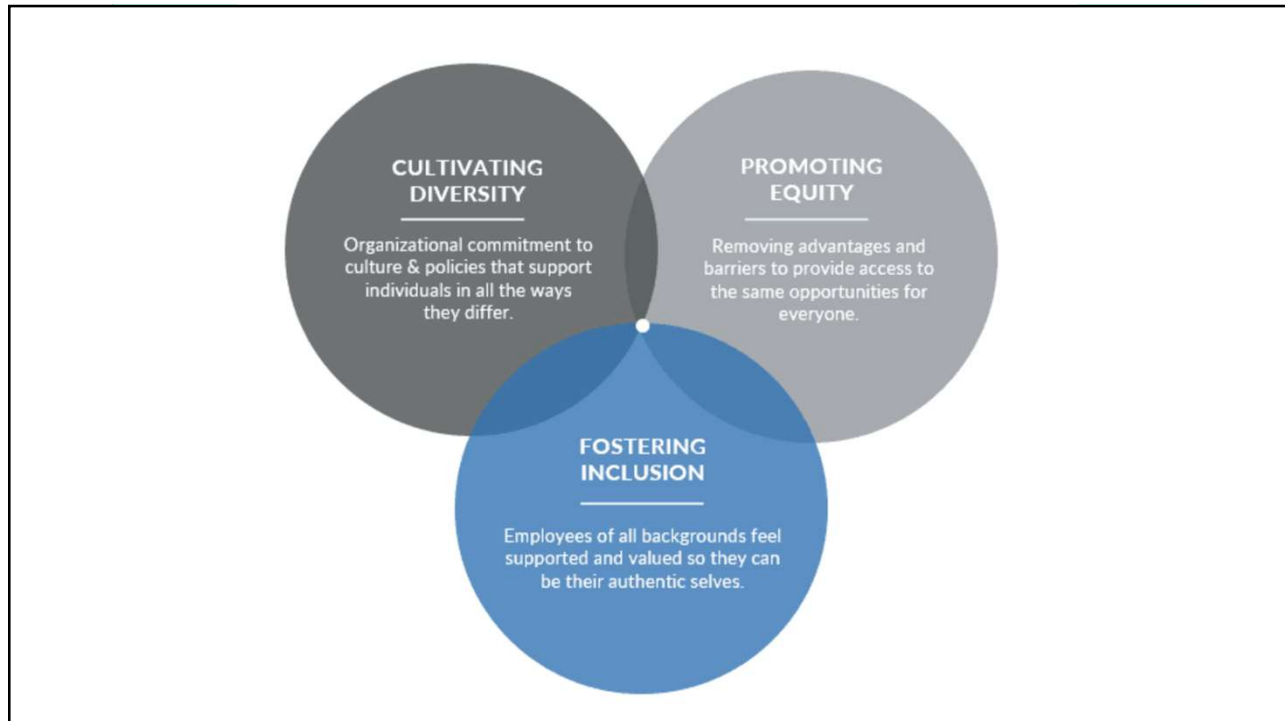
- National Association of Colleges and Employers (NACE) is a professional association that connects over 14,600 college career services professionals, university relations and recruiting professionals, and the business solution providers that serve this community.

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defining terms

- diversity: ways in which people differ, encompassing different characteristics that make individuals or groups different from one another
- inclusion: the act of creating environments in which any individual/group can be & feel welcomed, respected, supported & valued to fully participate
- equity: addressing needs to ensure opportunities & outcomes are equal for those who withstand systemic barriers
- + accessibility: making information, activities &/or environments sensible, meaningful & usable for as many people as possible

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reflection

- What are you anticipating in terms of pushback? from whom?
- What does this sound like in your mind?

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resistance

resistance typically stems from:

- learned behaviors and experiences
- lack of lived experience, misconceptions, misunderstandings
- fear

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resistance from colleagues/admin

- "This kind of training isn't needed—we don't have diverse patients."
 - "Not all diversity is visible. When we include practices that serve address health disparities everyone benefits—it is a win-win."
 - "Our job as healthcare providers is to stay up-to-date with best practices for treating our communities. When we build trust, we may learn of diversity we hadn't been aware of."

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resistance from colleagues/others

- "She missed the last two appointments. As far as I'm concerned she can wait. She's probably just here to get meds anyway."
- "We don't know why she missed appointments. It may be her need for care is acute and it's our job to prioritize building trust."
- "Life happens to humans. It is not helpful to make assumptions before you have a chance to talk with that patient."

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resistance from patients

- "I don't want that person caring for me. Did they get their healthcare training in the United States?"
- "Everyone who works here has current licensure and is held to the same high standards in terms of quality of care. Is there a reason you are concerned with their care?"

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resistance from community


"I don't trust this information and I don't want to subject myself to your protocols."


- "I appreciate you being honest with me. Can you tell me more about why you feel this way?"

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Competencies for a Career-Ready Workforce

Definition and Sample Behaviors





Equity & Inclusion

Demonstrate the awareness, attitude, knowledge, and skills required to equitably engage and include people from different local and global cultures. Engage in anti-racist practices that actively challenge the systems, structures, and policies of racism.

naceweb.org/career-readiness-competencies

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Sample Behaviors

- Solicit and use feedback from multiple cultural perspectives to make inclusive and equity-minded decisions.
- Actively contribute to inclusive and equitable practices that influence individual and systemic change.
- Advocate for inclusion, equitable practices, justice, and empowerment for historically marginalized communities.
- Seek global cross-cultural interactions and experiences that enhance one's understanding of people from different demographic groups and that leads to personal growth.
- Keep an open mind to diverse ideas and new ways of thinking.
- Identify resources and eliminate barriers resulting from individual and systemic racism, inequities, and biases.
- Demonstrate flexibility by adapting to diverse environments.
- Address systems of privilege that limit opportunities for members of historically marginalized communities.

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Competencies for a Career-Ready Workforce

Definition and Sample Behaviors

Leadership

Recognize and capitalize on personal and team strengths to achieve organizational goals.

Sample Behaviors

- Inspire, persuade, and motivate self and others under a shared vision.
- Seek out and leverage diverse resources and feedback from others to inform direction.
- Use innovative thinking to go beyond traditional methods.
- Serve as a role model to others by approaching tasks with confidence and a positive attitude.
- Motivate and inspire others by encouraging them and by building mutual trust.
- Plan, initiate, manage, complete, and evaluate projects.

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leadership

- “A leader is defined by the characteristics we embody and the unique perspectives we share with the world, not necessarily by the roles we occupy. We all have the capacity to meet the call to lead through curious engagement, a sense of responsibility, a willingness to listen—and most importantly through the ability to see, value, and lift up the unique skills of others.”

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Translate this competency to your discipline

- Focus on “Demonstrate the awareness, attitude, knowledge, and skills required to equitably engage and include people from different local and global cultures.”

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Grounding this work in your values

▼ Why do you do
DEIA work?

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Why do this work?

pragmatism

- career readiness
- inclusive environments benefit all
- retention of diverse folks (betting on gravity)
- better teams, more productive collaboration, better care, greater innovation, etc.
- others?

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▪ “It pains me to have to justify why doing the right thing is good for us all, but from a purely business standpoint, DEI drives better results and breeds innovation. Those of us in leadership positions have a responsibility to make it clear that diversity is no longer a compliance mandate; building inclusive environments and employee experiences that value diversity has become a business imperative.”

Sharon Doherty, [Finastra](#)

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▪ “Google recently completed a study, Project Aristotle, that identified psychological safety as one of the most important factors of a high-performing team. Employees feeling included and able to be their authentic self at work frees up their mind and energy to focus on their performance, creating an overall more supportive team environment.”

Robin Kirby, Benefitfocus

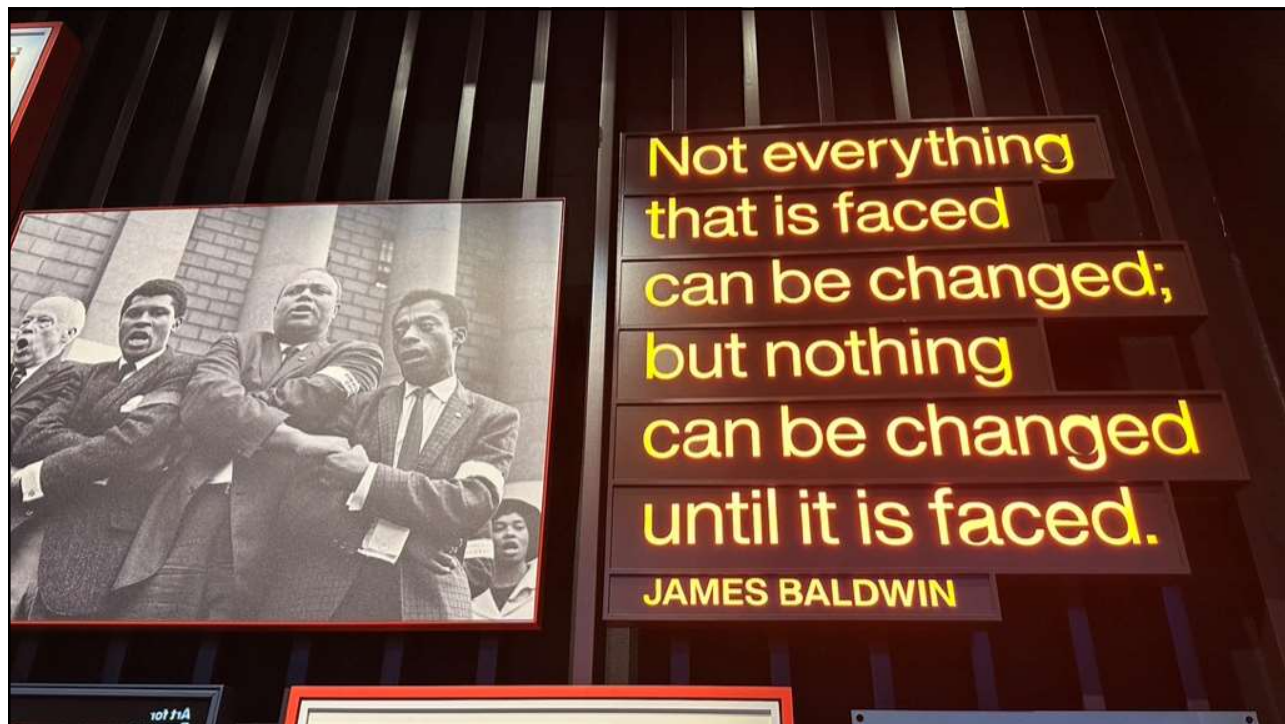
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Why do this work?

values

- being a better human
- social benefit
- power of health care—importance of access
- religious or spiritual values
- others?

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strategies

- active listening
- seek genuine understanding
- practice scripts
- recognize & mitigate your own biases (Project Implicit)
- humility & grace
- self-work

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community supports

- professional organizations
- institutional or organizational values, mission & goals
- employer expectations for graduates & future employees
- each other

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resources

- Calling out vs. Calling in
- Right to Be Training
- Coursera
- read/watch/take-in the experiences of those who are different from you

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▸ Thank you!

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