

# Integrating DEI into Organizational Culture: Strategies for Executive Leadership

Presented by Shana L. Dacon-Pereira, MPH, MBA, CPXP

---

**HANYS 54<sup>TH</sup> ANNUAL MEMBERSHIP CONFERENCE**

**THURSDAY, JUNE 22, 2023 | 10:45 AM – 11:45 AM**

# Session Objectives



Understand the business case for diversity, equity, and inclusion.



Consider the role of a multidisciplinary team in leading systems change.



Identify areas of leadership accountability to measure progress.



Learn the tenets of leading with equity to develop a strategic vision for success.



# Understanding the Business Case

# Definitions

## Diversity

- Embodies inclusiveness and values multiple perspectives
- Considers all dimensions of diversity - race, ethnicity, sexual orientation, gender identity, ability, etc.

## Equity

- Freedom of bias or favoritism
- All have the opportunity to attain their full potential; no one is disadvantaged due to socially-determined circumstances

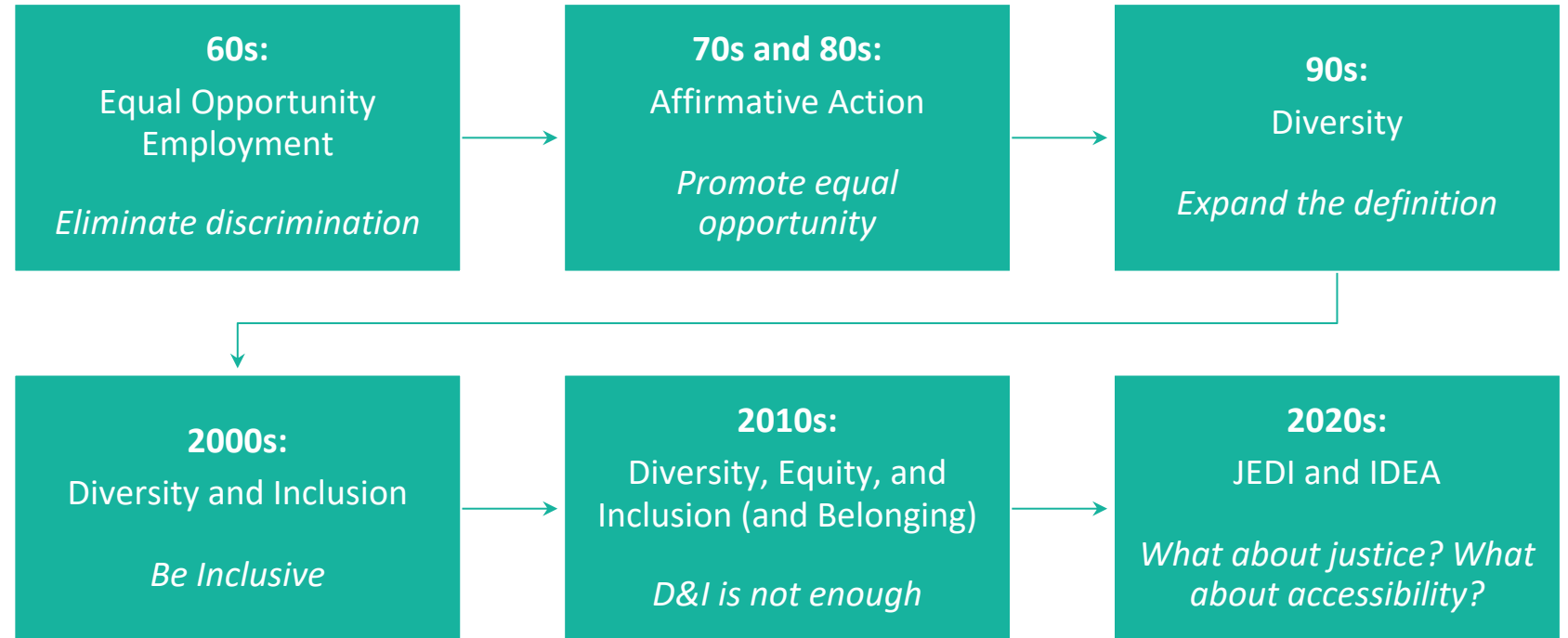
## Inclusion

- Fosters belonging, and respect and value for all
- Considers differences in ideas, thoughts, opinions, experiences, beliefs, and practices in discussions

# The Business Case

- Studies have shown that:
  - Identity diversity among people on a team contributes more to effective problem-solving than a team comprised of the best-performing people without identity diversity. (New York Times, 2008)
  - Companies that achieve diversity in their management and on their corporate boards attain better financial results, on average, than other companies. (Catalyst, 2011)
  - Workshops and learning for medical professionals that focus on the science, research, and mitigation of bias can reduce its impact. (Cook Ross, 2015)
  - Diversity in leadership enables an organization to reach its strategic goals, supports successful decision-making, and enhances equity of care. (WittKieffer, 2015)
- Organizations should also focus on the “fairness case,” which justifies diversity initiatives on the grounds of equal opportunity and access. (Harvard Business Review, 2022)

# Evolution of DEI Efforts in the U.S.



# The Power of DEI Initiatives

“Companies can benefit from diversity if leaders create a **psychologically safe workplace**, combat **systems of discrimination and subordination**, embrace the **styles of employees from different identity groups**, and make **cultural differences a resource** for learning and improving organizational effectiveness.”  
(Harvard Business Review, 2020)



# Establishing a Team for Systems Change



# What We Know



DEI is more than just race and ethnicity



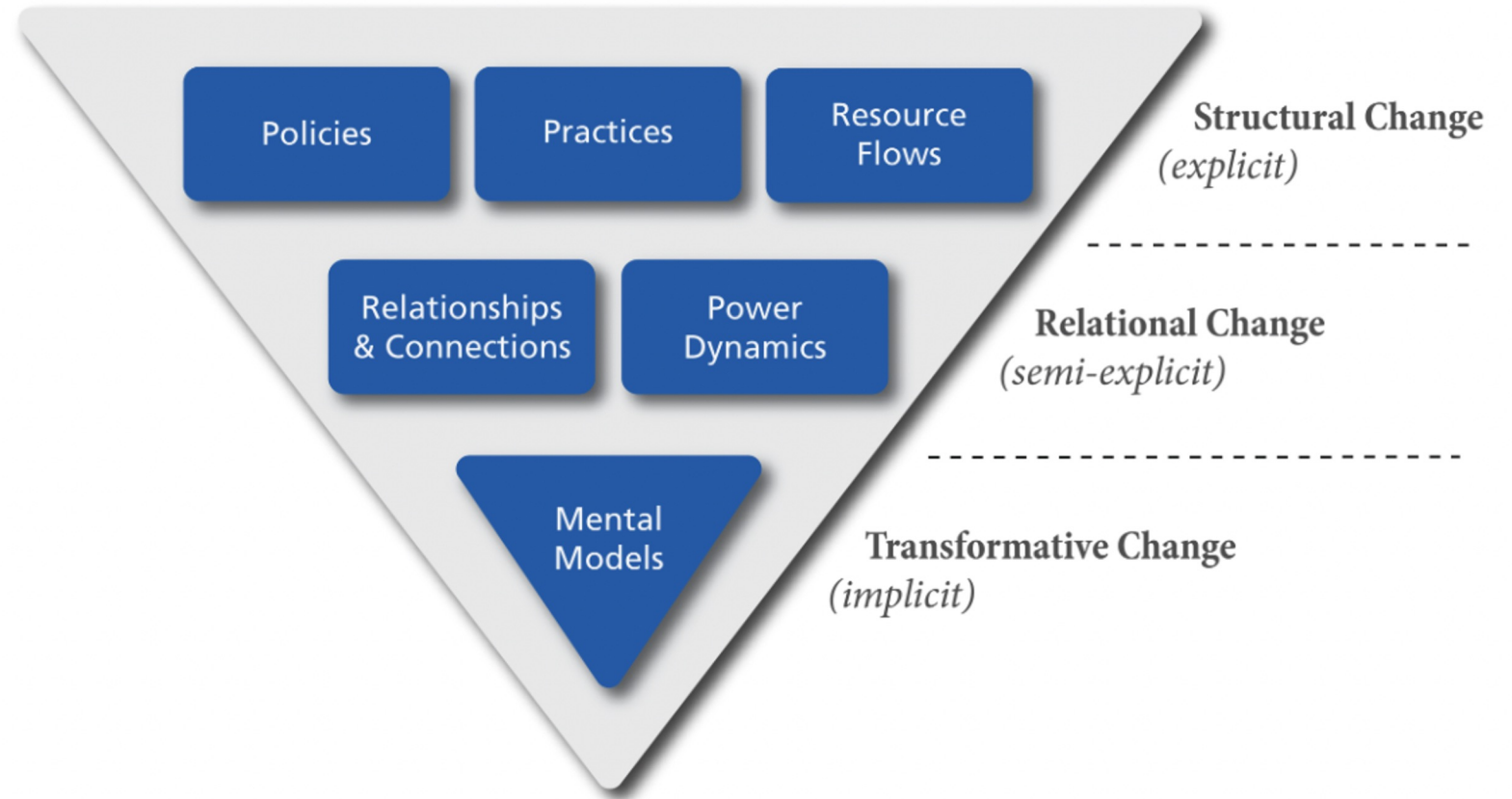
DEI should be embedded into the culture and fabric of the organization



DEI initiatives require the support of **everyone** to thrive

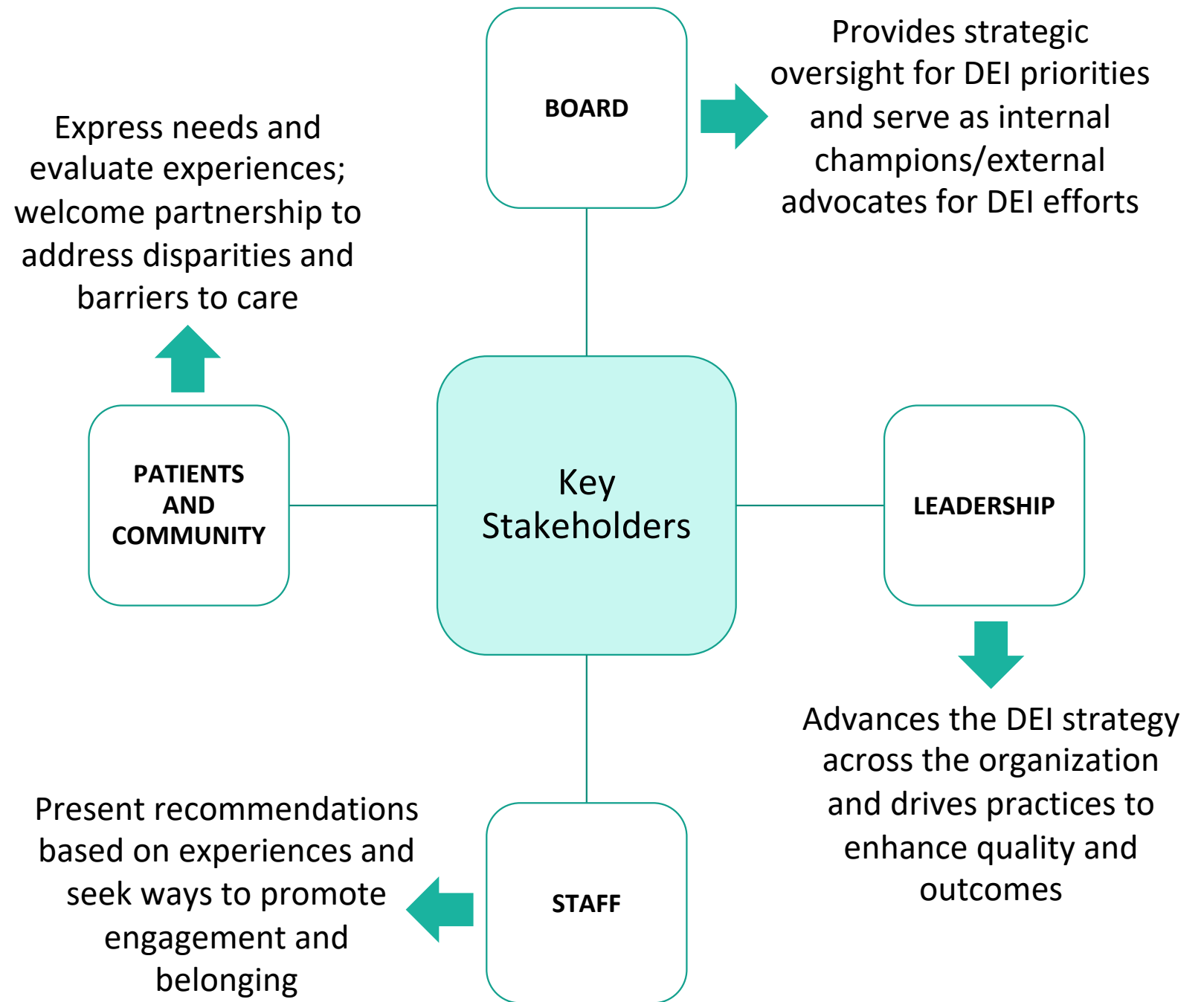


# The Six Conditions of Systems Change



“Systems change is about **advancing equity** by **shifting the conditions** that hold a problem in place.”  
*The Water of Systems Change* by John Kania, Mark Kramer, and Peter Senge

# The Multidisciplinary Team



# Change Management Framework: The Kotter Model



# Change Management Framework: The ADKAR Model

## *Prosci* ADKAR Model on a Page

ADKAR element	Definition	What you hear	Triggers for building
<b>A</b> Awareness	Of the need for change	"I understand why..."	Why? Why now? What if we don't?
<b>D</b> Desire	To participate and support the change	"I have decided to..."	WIIFM Personal motivators Organizational motivators
<b>K</b> Knowledge	On how to change	"I know how to..."	Within context (after A&D) Need to know <i>during</i> Need to know <i>after</i>
<b>A</b> Ability	To implement required skills and behaviors	"I am able to..."	Size of the K-A gaps Barriers/capacity Practice/coaching
<b>R</b> Reinforcement	To sustain the change	"I will continue to..."	Mechanisms Measurements Sustainment



# Identifying Areas of Accountability

# DEI Focus Areas

CEO/Leadership  
Commitment

Data Integrity,  
Disparities, and  
Health Equity

Education and  
Consulting

Staff Engagement  
and Satisfaction

Faculty  
Development

Recruitment,  
Retention, and  
Advancement

External and Other  
Community  
Relationships

Environmental,  
Social, and  
Governance  
Initiatives

Patient  
Experience/ Caring  
for Patient  
Populations

Mental Health and  
Wellness Initiatives

Addressing Racism,  
Bias, and  
Discrimination

Internal and  
External  
Communications

# DEI Focus Areas cont'd

For each focus area:



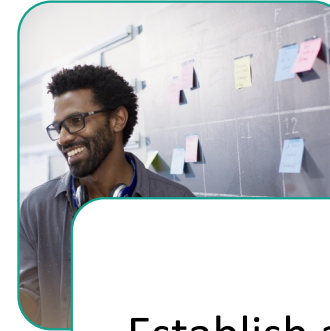
Assess the current state.



Center marginalized groups.



Determine a strategy.



Establish a SMART goal.



Identify methods to measure progress.

Through this process, you can establish DEI strategic priorities for your organization.



# A Note on Policies, Procedures, and Practices

- Review all policies, procedures and practices with the following questions in mind:
  - When was the last time we reviewed this policy/procedure/practice?
  - Is the group conducting the review representative of those whom the policy/procedure/practice affects?
  - Whose opinion is not considered in this discussion? Who needs to be included?
  - Who does this policy/procedure/practice benefit? Who does it exclude and/or marginalize?
  - Does it align with our mission/vision/values and the needs of our patient population? Of our faculty, staff, trainees, students, and community?
  - What structure have we put in place to conduct reviews moving forward?

# Holding Leaders Accountable

- Leaders should model the behaviors they want to see and be catalysts for DEI efforts and initiatives
- Methods of Accountability:
  - Dashboards
    - Stoplight method, heat maps, bar graphs, pie charts, etc.
  - Performance Reviews
    - Qualitative feedback around DEI priorities
  - Compensation/Bonuses, tied to DEI results
    - Set percentage for goals met
  - Presentations to the Board
    - Quarterly, Biannually, or Annually
  - Annual Reports, with metrics
    - Distributed to key stakeholders, internal and external



# Leading with Equity

# Definitions Revisited

## Health Equity

- Achieved when every person has the opportunity to attain their full health potential
- No one is disadvantaged due to social position or other socially-determined circumstances

## Health Inequities

- Systematic, socially produced, and unfair
- Reflected in circumstances related to social determinants of health, such as differences in length of life; quality of life; rates of disease, disability, and death; severity of disease; and access to treatment

## Social Determinants of Health

- Conditions in which we are born, grow, live, work and age
- Shaped by the distribution of money, power, and resources at global, national, and local levels

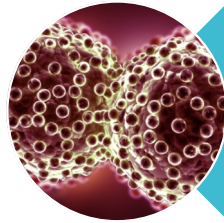
Significant  
health  
disparities  
exist in...



Diabetes



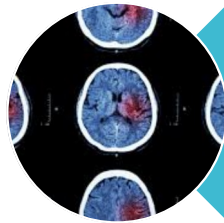
Hypertension



Cancer



Kidney  
Disease



Stroke



Mental Illness



Addiction



Maternal  
Mortality

# An Integrated Model of Healthcare Disparities from *Unequal Treatment*



# Social Determinants of Health



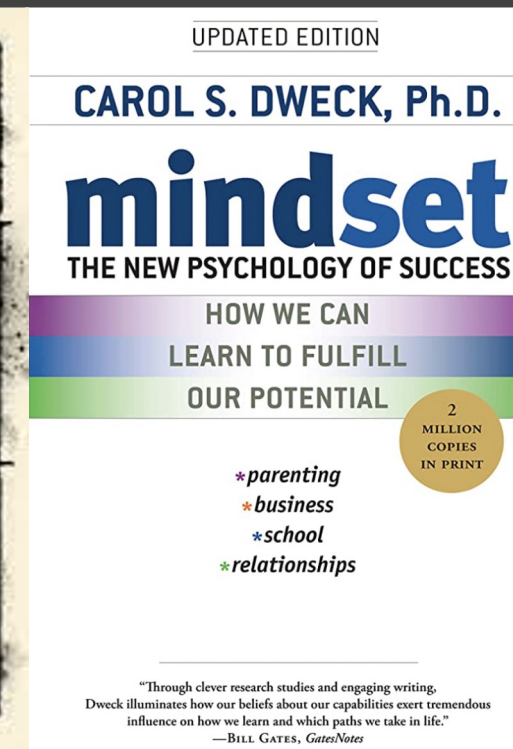
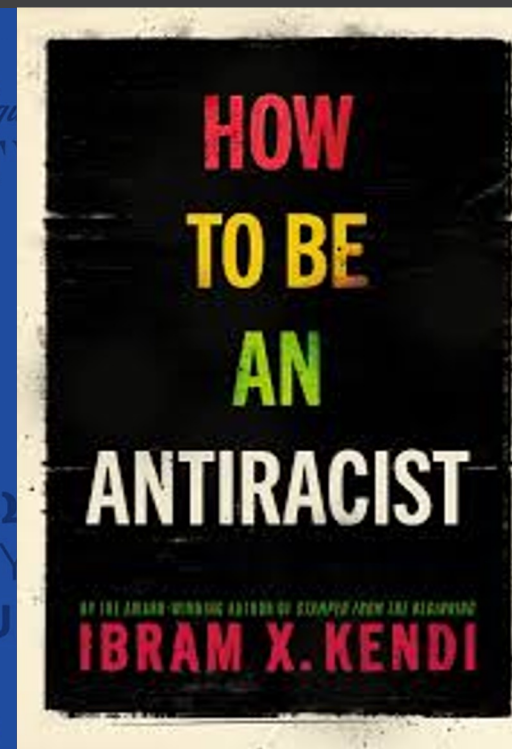
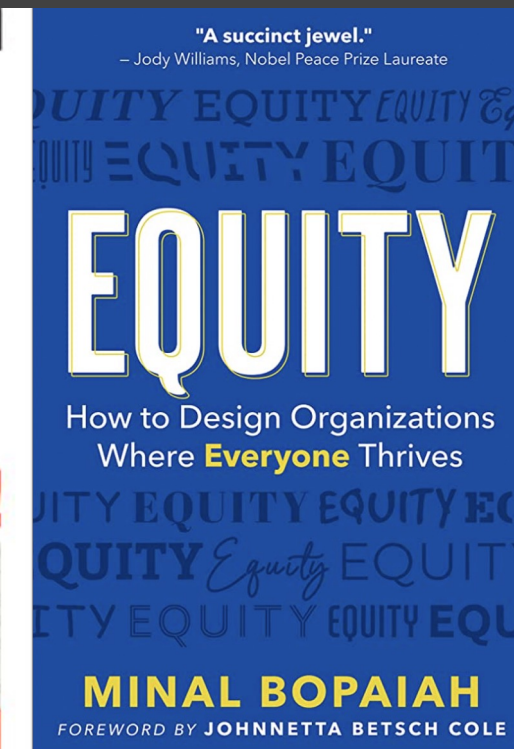
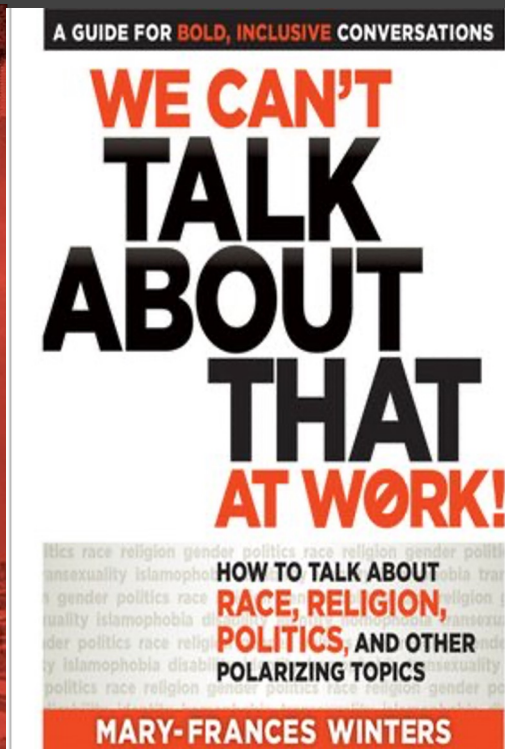
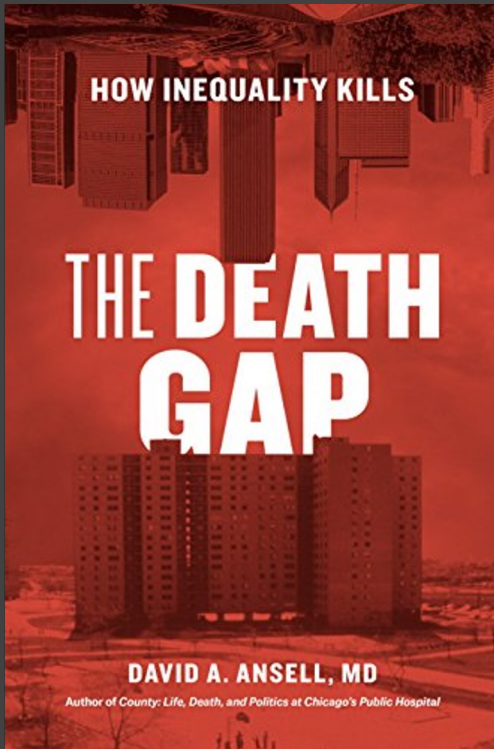
“Inequities linger largely because remedies often focus on **reducing disparities in clinical care** and not on the **social determinants of individual and population health.**”

*Health Equity Must be a Strategic Priority* by Kedar S. Mate, MD and Ronald Wyatt, MD, MHA

# Make Health Equity a Strategic Priority

- Make health equity a **leader-driven priority**.
  - Advance equity in ways that are critical to the organization's mission and vision and include and engage key stakeholders.
- Develop **structures and processes** that support equity.
  - Dedicate financial and informational resources to operationalize efforts.
- Take **specific actions** that address social determinants of health.
  - Collect and review patient demographic data and assess social needs to identify and develop interventions to remove barriers to care.
- Confront **institutional racism** within the organization.
  - Address practices which perpetuate bias and discriminatory practices which lead to adverse health outcomes.
- Partner with **community** organizations.
  - Prioritize community needs to improve community health.





# Recommended Reading

# Thank You

For questions or more information, contact me at  
[Shana.L.Dacon@gmail.com](mailto:Shana.L.Dacon@gmail.com).