

Diversity and Inclusion in Healthcare: Stanford Health Care's Journey

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David Entwistle
President & CEO
Stanford Health Care



Barbara Hardy
Chief Diversity, Inclusion &
Health Equity Officer
Stanford Health Care



Michiko Tanabe
Chief Marketing Officer
Stanford Health Care



Chris Boyer (Moderator)
Touch Point Media
@chrisboyer llc



Equity & Inclusion Poll

To what extent do you feel your organization is fulfilling its aspiration of equity and inclusion for all dimensions of diversity?

Not at All

To Some Degree

Moderately

Very

Extremely

The Journey...

- Corporate policy can deliver diversity and equity while belonging & inclusion is delivered through individuals



Corporate Policy

Diverse Representation

- Leadership commitment and accountability for diversity (supported with metrics)
- Pay equity
- Diverse pipelines, candidate slates and interview teams
- Sponsorship & Mentoring programs for minority groups
- Flexible working arrangements
- Employee resource groups
- Chief diversity officer



Personal Activity

Belonging & Inclusion

Leaders and employees who:

- Increasingly mitigate their bias and check them
- Are curious about different views, insights, and ways of being
- Model inclusive behaviors, increase engagement and unleash the full talent and contribution on teams to further delight all patients



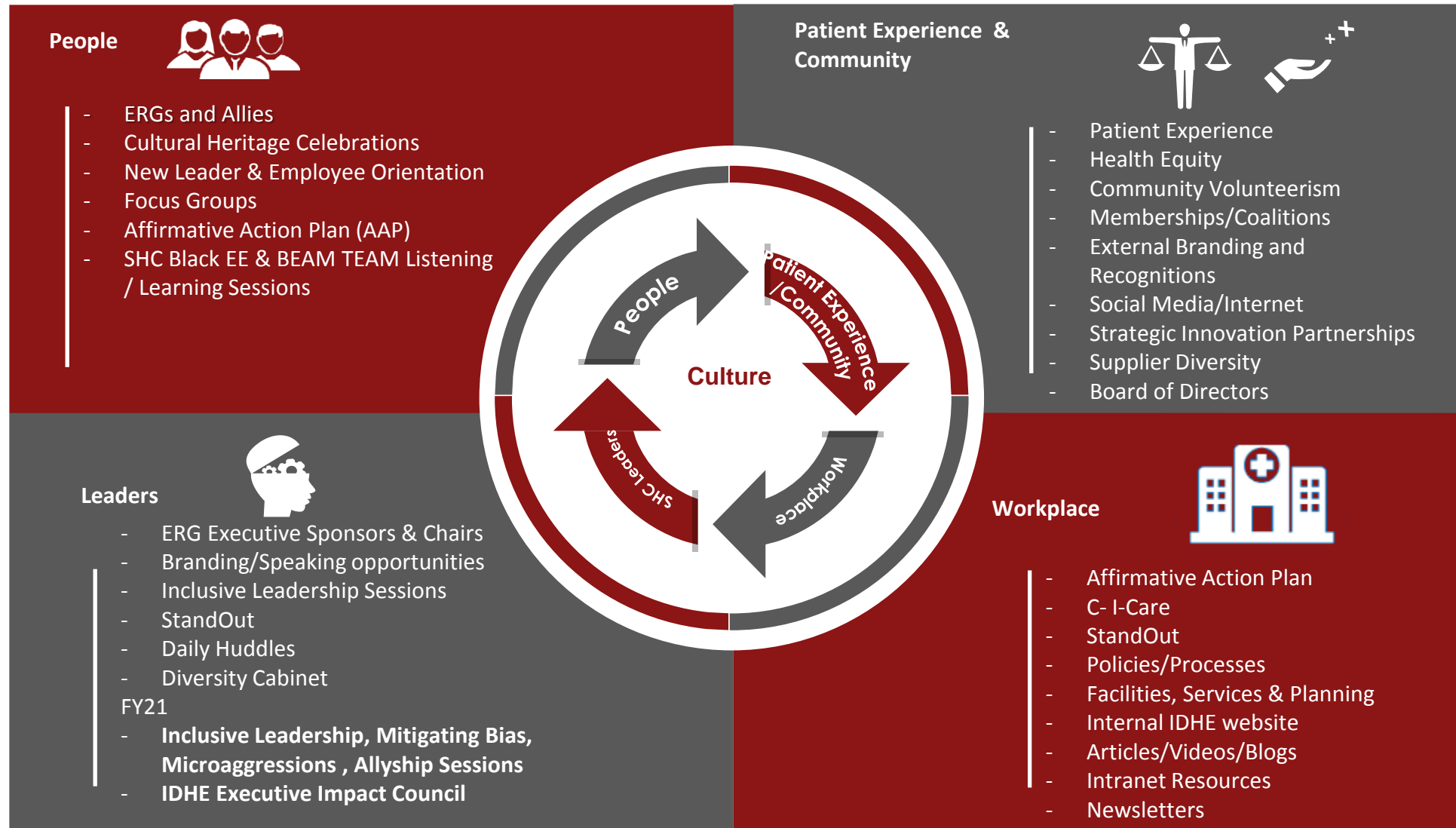
Formal Programmatic Approach



Integrated, Behavioral Approach

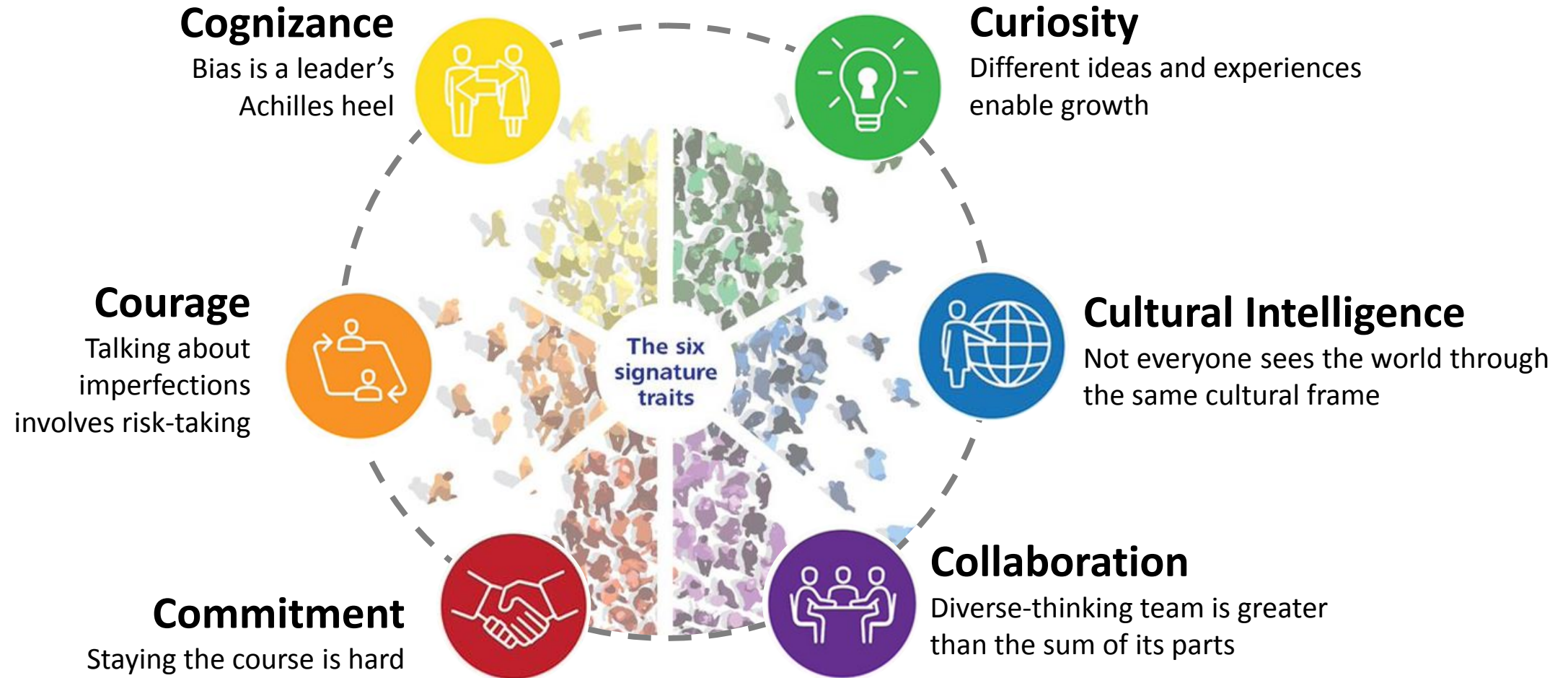
Key Diversity Business Drivers

Market Revenue Growth and Patient Satisfaction- Recruitment, Advancement, and Retention of Talent
Performance Optimization- Protection of Corporate Brand Value-Innovative Solutions



Inclusive Leadership is the New Paradigm

The 6 Signature Traits of Inclusive Leaders:





Bias is a leader's Achilles heel

What is Cognizance?

- **Self-Awareness**
- Understand blind spots, triggers and biases including organizational biases to mitigate them
- Invest in the development of meaningful relationships across differences





Bias is a leader's Achilles heel

Cognizance Tips

- Pay attention and seek feedback from above, beside and below from people who will tell you the truth
- Review your processes, policies and programs to check for biases and remove them



Cognizance Poll

How self aware are you to your blind spots?

Not at All

To Some Degree

Moderately

Very

Extremely



Because different ideas and experiences enable growth

What is Curiosity?

- Open to different ideas, viewpoints, activities and asks questions
- Actively listen with compassion and empathy to create connection

Tips

- Actively seeking out diverse points of view to generate alternative solutions to problems and opportunities
- Suspend quick judgements to better see the way someone else sees and understands the world
- Being open to learning from others





Not everyone sees the world
through the same cultural frame

What is Cultural Intelligence?


- Build awareness of cultural norms, practices and flex as needed
- Recognize the way they see the world is the way they see the world; others have a different cultural view
- Embody an inclusive posture and use appropriate verbal and nonverbal actions in cross cultural interactions


Tips

- Expand community and build relationships with people who are different than you - read books, blogs, listen to podcasts
- Learn names and use appropriate verbal and nonverbal actions in cross cultural interactions



Cultural Intelligence: Why Saying Black Lives Matters

By Saying "Black Lives Matter" ... 



IT IS NOT...

- ...A statement supporting the BLM organization
- ...A statement of politics
- ...A statement of partisanship

IT IS ...

- ...A statement of **VALUE** and Commitment
- ...Value of the wellbeing and just treatment of our Black Employees
- ...A commitment to equitable treatment of our Black patients
- ...A commitment to fight systemic racism inside and outside Stanford
- ...A commitment to eliminate health disparities

...You are saying we see you and we value your life and your well being. Black Lives Matter says, we care about you, you belong here, we want you to be here and we want you to thrive here, and we will work together to eradicate systems of racial injustice, unfairness and inequity. ~ David Jones



Cultural Intelligence Poll

How comfortable are you with having a conversation about race with a team member, peer, or colleague who is Black/African American?

Not at All

To Some Degree

Moderately

Very

Extremely



Diverse-thinking team is greater
than the sum of its parts

What is Collaborative?

- Form diverse by design teams for diversity of thinking and ensure there are no outgroups
- Encourage and model a speak your truth and listening climate regardless of level or background
- Ensure there are no out groups and that team members ***understand and value each other's knowledge and capabilities***

Tips

- Ask, how do we do our best work together?
- Empower individuals and team members to make decisions about issues that impact their work
- Communicate using a variety of mediums to build one team





Talking about imperfections
involves risk-taking

What is Courage?

- Challenge the status quo including their own beliefs
- Openly admit shortcomings and mistakes
- Get comfortable with the uncomfortable
- Speak up, challenge the status quo including their own beliefs

Tips

- Humble about strengths and weaknesses
- Open to trying something new
- Vulnerable and willing to share personal history and experiences to help others



Courage Poll

To what extent do you feel your organization is ready to challenge the status quo and be comfortable with the uncomfortable?

Not at All

To Some Degree

Moderately

Very

Extremely



Staying the course is hard

What is Commitment?

- Build a climate of trust and respect through consistency with words and actions
- Understands the uniqueness of all team members
- Take action to ensure all team members feel connected to the mission

Tips

- Help employees see how their unique contributions can help the team and/or organization reach goals
- Take personal responsibility and allocate resources toward improving I & D



Commitment Poll

To what extent do you feel you can lead your team(s) on this journey and make the required long term and lasting commitment?

Not at All

To Some Degree

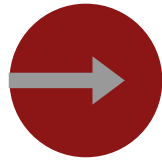
Moderately

Very

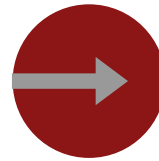
Extremely

Inclusive Leadership and Team Performance

INCLUSIVE LEADERS



RESULT IN PEOPLE FEELING INCLUDED



RESULT IN IMPROVED TEAM PERFORMANCE



↑ 70 %

Increase in their experiences of fairness, respect, value, and belonging; psychological safety; and inspiration.

↑ 17% Increase in team performance

↑ 20% Increase in decision-making quality

↑ 29% Increase in team collaboration

Inclusive Leadership Traits Poll

Which of the six traits do you most want to work on first?

Cognizance

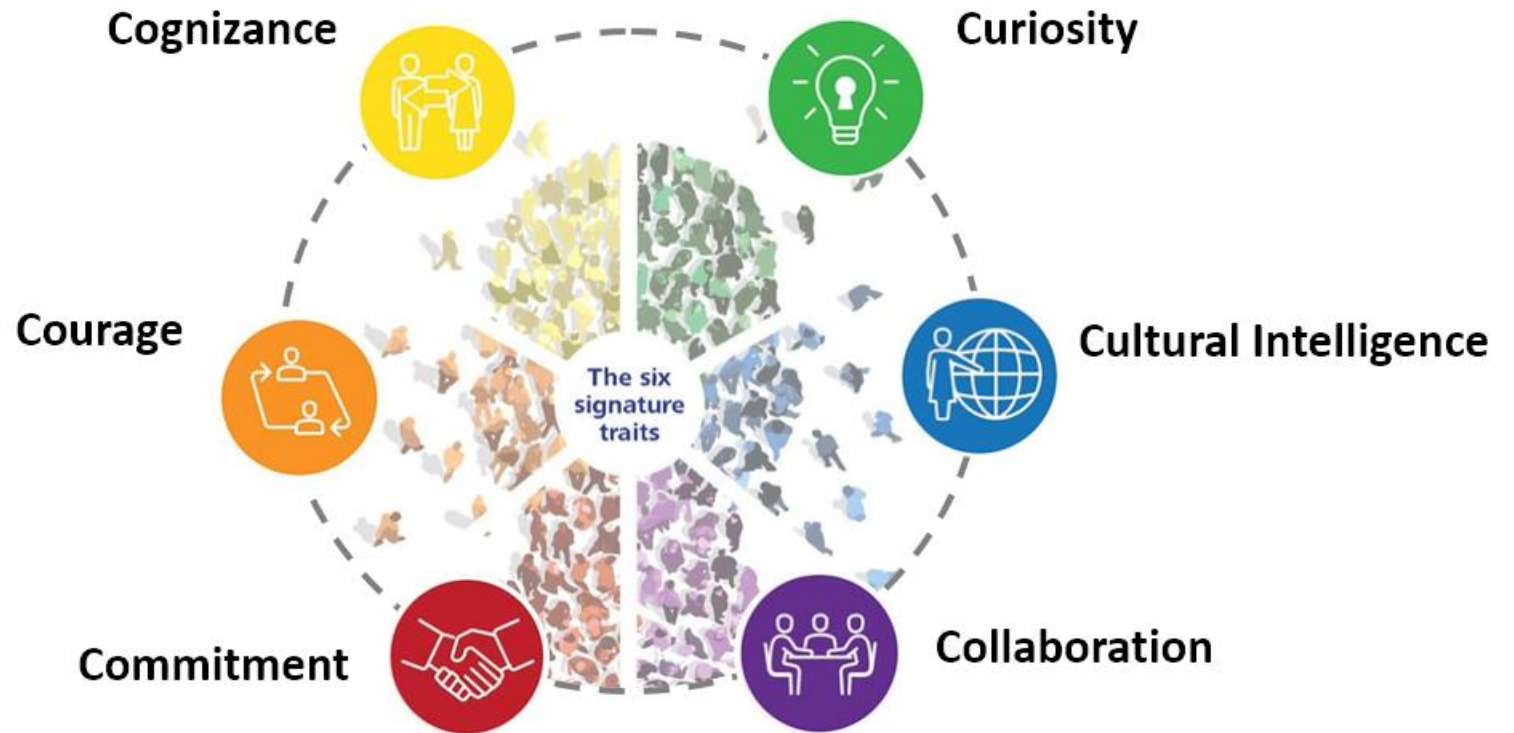
Curiosity

Cultural Intelligence

Collaboration

Courage

Commitment





**“YESTERDAY I WAS CLEVER, SO I WANTED TO
CHANGE THE WORLD. TODAY I AM WISE, SO I’M
CHANGING MYSELF.”** RUMI



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HEALTH CARE
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Thank You!