Creating a Culture of Equity

Facilitator's Guide

Session 2 Overview

Objectives

At the end of this session, participants will be able to:

1. List characteristics of a culture of equity.

2. Explain why a culture of equity is important.

3. Describe steps that can be taken to facilitate a culture of equity.

4. Assess their organization's culture of equity.

5. Create an action plan to foster a culture of equity in their practice(s).

Section	Slides	Length
Welcome	1-5	5 minutes
Discussion of Exercise 1- SWOT Analysis	6-7	32 minutes
What is a Culture of Equity? Why is it Important?	8-12	10 minutes
How do you Establish a Culture of Equity? (includes polling)	13-18	35 minutes
Q&A	19	5 minutes
Exercise 2 - Fostering a Culture of Equity: Action Plan	20-22	3 minutes

Session 2 Overview

Directions for Polling Throughout the Session

This session uses polling extensively, but you can choose which topics to address via discussion rather than polling. Polling is meant to help the group understand which elements of a "culture of equity" participants already have in place (or not) and to use those results to: 1) facilitate peer learning, and 2) tailor the level of session content to the participants.

Each question should be set-up as its own poll prior to the session's start. (Poll set-up and alternatives to pollling are discussed on the next page.) This guide will prompt you to open the poll at the appropriate times. When a poll is complete, show results to all participants.

For each question, consider whether participants are "advanced" (agree/strongly agree with the statement) or not (disagree/strongly disagree with the statement).

o **If everyone is advanced:** discuss only the key takeaways from the planned talking points. These are marked by **[KEY]** at the start of the bullet point or paragraph. After stating the key points, ask participants for any additional key points they think are related--do they see any other "best practices" for this particular strategy? [Note that the PPT will still show the bullets you don't explain. Simply state that these are more basic concepts that you are going to pass over, since the poll results show that people are already familiar with the topic.]

o **If the group is split (some advanced, some not):** ask those who are advanced to share how they achieved the strategy and any lessons learned. Ask those who are not advanced to share challenges they face and/or ask specific questions. As discussion winds down, highlight any **[KEY]** points that have not been covered. (The approach here is to let the participants share with each other before we add in any additional lecture points.)

o **If no one is advanced:** proceed with talking points as written.

Session 2 Overview

If no one is advanced, the session could become lecture-based. To avoid this, after you go through the talking points, use the Discussion Prompts in blue text at the end of each polling section to facilitate a conversation.

Note that some questions do not have **[KEY]** points associated with them: in these cases, Finding Answers does not have crucial suggestions to share with participants who are already familiar with the strategy. In these cases, if everyone is advanced, ask them to share how they got there.

Returning back to the topic of poll set-up, Finding Answers taught this session as a webinar and conducted anonymous polling using Cisco WebEx. There are many ways to address polling.
1) You can simply use a show of hands, but that loses the aspect of anonymity. If that is not a concern for you or your audience, this approach works well. Via webinar, the chat function would achieve the same goal and have the same limitations.
2) You can ask your students the questions before the session via e-mail, Survey Monkey, or other workable format. The con is that polling is not being done in real time; but, you will know your audience's level(s) beforehand and can prepare your facilitator notes accordingly.
3) You can choose to abandon or limit the polling. If you choose this approach, as noted above, use the Discussion Prompts in blue text at the end of each polling section to facilitate a more interactive conversation.

Welcome

1

Facilitator: ....

Step 2: Creating a Culture of Equity

Finding Answers
Disparities Research for Change

Hello and welcome! We're so glad to have you here with us today.

[Introduce facilitators if different than session one.]

The session today will build on our discussions from session one. We'll be focusing on how to create a culture of equity in your practices.

Welcome

2   Facilitator: ....

You'll recognize on this slide the Roadmap to Reduce Disparities. This is our guide for incorporating equity into your quality improvement work. Each of our six sessions focuses on one of the six steps of the Roadmap. But remember, each of you will find your unique path - the one that's best suited to your patients and organizations.

In session one, we talked about how equity and quality are linked, and we used a SWOT analysis to start exploring your organization and your community as a context for disparities work.

<Click>   Today, we'll talk *concretely* about how we can bridge equity and quality in our practices. Just as "a culture of *quality*" is an important foundation for doing quality improvement, a "culture of *equity*" is essential to implementing successful equity activities. Our goal today is to explore how we can foster a culture of equity in your healthcare organizations.

Welcome

Creating a Culture of Equity

Learning Objectives

- List characteristics of a culture of equity.
- Explain why a culture of equity is important.
- Describe concrete steps to foster a culture of equity.
- Assess your organization's culture of equity.
- Create an action plan to foster a culture of equity at your practice.

Finding Answers
Disparities Research for Change

Creating a Culture of Equity

By the end of today's session, you will be able to:

1. List characteristics of a culture of equity.

2. Explain why a culture of equity is important.

3. Describe concrete steps to foster a culture of equity.

4. Assess your organization's culture of equity.

5. Create an action plan to foster a culture of equity at your practice.

Welcome

Facilitator: ....

Creating a Culture of Equity

Agenda

- Welcome
- Discussion of Exercise 1 – SWOT Analysis
  Establishing a Culture of Equity
- Polling: Where Does Your Organization Stand?
- Exercise 2 - Fostering a Culture of Equity: Action Plan
- Feedback Survey

Finding Answers
Disparities Research for Change   Creating a Culture of Equity

---

Here the agenda for today's session:

- We'll start by reviewing the exercise--who did you talk to about your SWOT analysis, and what did they add?

- Then we'll discuss what a culture of equity is and identify concrete actions you can take to foster that culture in your practices.

- Throughout the session, we'll poll the group to learn about your current organizational culture, and we'll ask you to share related challenges and tips with each other. These conversations will build on your SWOT analysis.

- For this week's exercise, you'll consider which of the strategies we discuss could be helpful in your organization and write a plan for implementing them.

- Why don't we go around and see who is with us?

- Take Roll-Call

Finding Answers
Disparities Research for Change | **Creating a Culture of Equity**

Robert Wood Johnson Foundation

Welcome

Facilitator: ....

Our Classroom

Housekeeping

- Text too small?
  Under the "View" menu, select "Full-screen"

- Please mute your line during presentations
  You can mute by pressing *6

Finding Answers
Disparities Research for Change

Creating a Culture of Equity

Give explicit technical reminders if your audience is joining remotely. The bullets on this slide are examples of the type of information you might want to include if you are presenting this as a webinar series.

A few housekeeping notes:

o We really enjoyed the collective energy of the group during session one! So we're going to do what we can to make these sessions as interactive as possible. For example, we'll use the whiteboard frequently for group discussions.

o Please turn off your email and cell phone before each session so you can participate fully with us.

o Come prepared! Do your weekly exercises, and come to the next session prepared to discuss. Each exercise walks you through a step for planning and implementing an equity activity. Discussing the

---

Welcome

Our Classroom

Housekeeping

- Text too small?
  Under the "View" menu, select "Full-screen"

- Please mute your line during presentations
  You can mute by pressing *6

Finding Answers
Disparities Research for Change   Creating a Culture of Equity

exercises with your peers each week will allow you to problem-solve and learn from one another.

o Please respect confidentiality. What is discussed in the sessions should not be shared with others outside this group.

o **<Click>** [If webinar] If you find the text too small to read, you can access the 'Full-screen' option under the 'View' menu.

o [If webinar] Please also mute your lines during presentations. You can mute by [insert instructions]. When you want to ask a question or contribute to the discussion, simply unmute your line the same way, and speak up. Feel free to ask questions throughout, but we'll also have time set aside at the end for Q&A.

Welcome

5   Facilitator: ....

Our Classroom

Housekeeping

- Text too small?
  Under the "View" menu, select "Full-screen"

- Please mute your line during presentations
  You can mute by pressing *6

Finding Answers
Disparities Research for Change

Creating a Culture of Equity

o   Finally, at the end of each session we will have a survey asking for feedback. The more information you give us then, the better we can tailor the upcoming sessions to fit your needs, so please take a minute to complete these surveys.

Discussion of Exercise 1

6

Facilitator: ....

Discussion of Exercise 1 - SWOT Analysis

Finding Answers
Disparities Research for Change

Creating a Culture of Equity
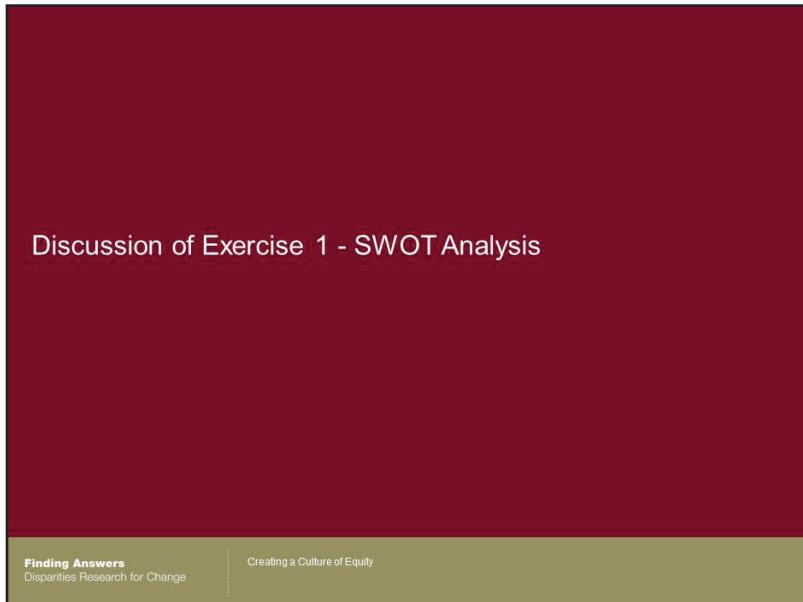
Let's talk about the exercise from our last session.

First of all, did anyone had trouble downloading the exercise from [the Finding Answers' website or alternative location]?

For today's session, we asked you to show your SWOT analysis to three other members of your organization and to ask for their additions or revisions.

Discussion of Exercise 1

7

Facilitator: ....

Discussion of Exercise 1 - SWOT Analysis

Getting input from others

- How easy was it to solicit input?

- Did any of the additions/revisions surprise you?

- If you were to show this SWOT analysis to the entire organization, which items do you think people would agree with? Which would be more controversial? Why?

Finding Answers
Disparities Research for Change   Creating a Culture of Equity

Let's go around this [virtual] room, team by team. Everyone will have about 3 minutes to share the results of their SWOT.

Feel free to tell us anything that stood out about the exercise, or you can answer the discussion questions you see on the slide:

o   How easy was it to solicit input?

o   Did any of the additions surprise you?

o   If you were to show this SWOT analysis to the entire organization, which items do you think people would agree with? Which would be more controversial? Why?

Allot 5 minutes per practice, total 32 minutes for discussion. Then, summarize key themes or differences across the respondents and invite people to add any that they noticed.

Discussion of Exercise 1

7

Facilitator: ....

Discussion of Exercise 1 - SWOT Analysis

Getting input from others

- How easy was it to solicit input?

- Did any of the additions/revisions surprise you?

- If you were to show this SWOT analysis to the entire organization, which items do you think people would agree with? Which would be more controversial? Why?

Finding Answers
Disparities Research for Change

Creating a Culture of Equity

These SWOT analyses help us understand the general context that your disparities work will occur in: what will you be able to build on, what will you have to anticipate or avoid. We're going to build on that discussion now by identifying concrete actions you can take to foster a culture of equity and promote your disparities work. The SWOT analysis should help you assess which of these strategies are most feasible and which will be especially key to your success.

What is a Culture of Equity? Why is it Important?

What is a Culture of Equity?

Finding Answers
Disparities Research for Change

Creating a Culture of Equity

So let's jump in. You've probably all heard the term "a culture of quality"--that generalized commitment and willingness to prioritize quality, which lays the foundation for quality improvement. Similarly, "a culture of equity" lays the foundation for successfully reducing disparities.

We'll start by getting your ideas. What do you think a culture of equity is? How can you recognize it? We want to hear your thoughts: let's brainstorm as a group, and we'll note comments on the whiteboard. As we mentioned, we hope you'll speak up any time you have questions or ideas. But when it's time for open discussion, we want each of you to participate and share.

Ask participants to share their ideas about what a culture of equity is.

Write/Type their responses on the whiteboard.

What is a Culture of Equity? Why is it Important?

What is a Culture of Equity?

A Culture of Equity means

- You identify the problem.

- You take responsibility.

Harvard Vanguard
- 60% of providers believed disparities exist in their organization
- 40% of providers believed disparities exist among their own patients

Finding Answers
Disparities Research for Change   Creating a Culture of Equity

A culture of equity is made up of two parts:

<Click> **One:** You identify the problem, and

<Click> **Two:** You take responsibility for addressing it.

In other words, disparities are openly recognized and staff and providers are motivated to reduce them.

It's not enough for people to know that disparities are a problem in general; they need to recognize that disparities exist among their **own patients**.

<Click> One example of this challenge comes from one of Finding Answers' grantees. When researchers at that organization assessed provider awareness of disparities, they found that 60% of providers surveyed believed that quality of care differed by race at the organization--but only 40% thought that differences existed in their own patient panels.

What is a Culture of Equity? Why is it Important?

9

Facilitator: ....

What is a Culture of Equity?

A Culture of Equity means

- You identify the problem.

- You take responsibility.

Harvard Vanguard
- 60% of providers believed disparities exist in their organization
- 40% of providers believed disparities exist among their own patients

Finding Answers
Disparities Research for Change   Creating a Culture of Equity

This is not uncommon -- people are aware that disparities exist generally, but have a hard time recognizing the role they play.

We're interested to hear from you: Does this sound familiar? How do providers in your practice view or talk about disparities?

Allow 2 minutes for discussion.

Finding Answers
Disparities Research for Change

Creating a Culture of Equity

Robert Wood Johnson Foundation

What is a Culture of Equity? Why is it Important?

10   Facilitator: ....

What is a Culture of Equity?

A Culture of Equity means

- Ideally, people at all levels of the organization, *from leadership to front-line staff,* share a common definition of equitable care and place high value on its delivery.

- People at all levels of the organization feel empowered to address disparities

Finding Answers
Disparities Research for Change   Creating a Culture of Equity

It's important to get everyone on the same page. **<Click>** Ideally, people at all levels of the organization, *from leadership to front-line staff,* share a common definition of equitable care and place high value on its delivery.

For example, some of you may be familiar with the AF4Q Expecting Success program. One of the hospital CEOs showed his support for the program by publicly endorsing it to staff at all levels, including housekeeping and valet. He spoke to them about they role they play in providing high-quality, equitable care for patients.

<Click> Sometimes even staff or providers who are motivated to address disparities may feel discouraged. Vulnerable patients face significant challenges outside the clinic and it can feel like the problem is out of our hands. Later in the session, we'll talk about ways to help providers and staff feel empowered to make a difference.

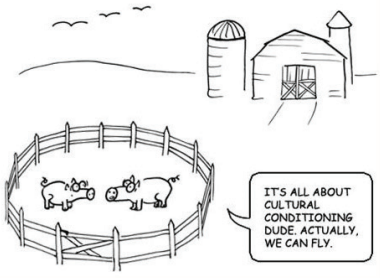# What is a Culture of Equity? Why is it Important?

Not only is it important to get everyone on the same page, it takes ongoing effort to keep them there.

Here's one definition of culture that highlights this point: "culture is the behaviors and beliefs characteristic of a particular group, built up by the group and transmitted from one to another over time". Note the phrase "over time" - it's important to plan for how a culture of equity can be transmitted and sustained in the long run--for example, will staff turnover or leadership change affect the way equity is valued at your organization?

As we discuss strategies for fostering a culture of equity, we'll highlight those that promote its sustainability.

Pause and ask for any questions.

What is a Culture of Equity? Why is it Important?

12   Facilitator: ....

Why is a Culture of Equity Important?
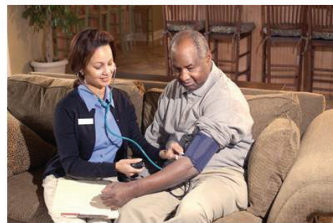
- Without a culture of equity, equity interventions are less likely to succeed.

- Essential for starting and **sustaining** equity activities.

Finding Answers
Disparities Research for Change   Creating a Culture of Equity

Why does a culture of equity matter? Let's go to a whiteboard here--we want to hear your input. Why is a culture of equity important? What is at risk if there isn't a culture of equity?   Solicit examples and write them on the whiteboard. Then:

- **<Click>**   Even the most well-intentioned equity program is less likely to succeed if it operates in isolation from the rest of the organization. When equity is an integral element of organizational values, equity programs are more likely to be successful.

- **<Click>**   A culture of equity is key both to jump-starting your activities and to maintaining them. Your program is likely to get the money and staffing it needs if the organization has prioritized disparities reduction.

We realize that this may seem like an abstract ideal. But a strong culture of equity will not only build the foundation for ongoing success: it will help to secure *tangible* resources, like money and protected staff time.

How Do You Establish a Culture of Equity?

13   Facilitator: ....

How Do You Establish a Culture of Equity?

Finding Answers
Disparities Research for Change

Creating a Culture of Equity
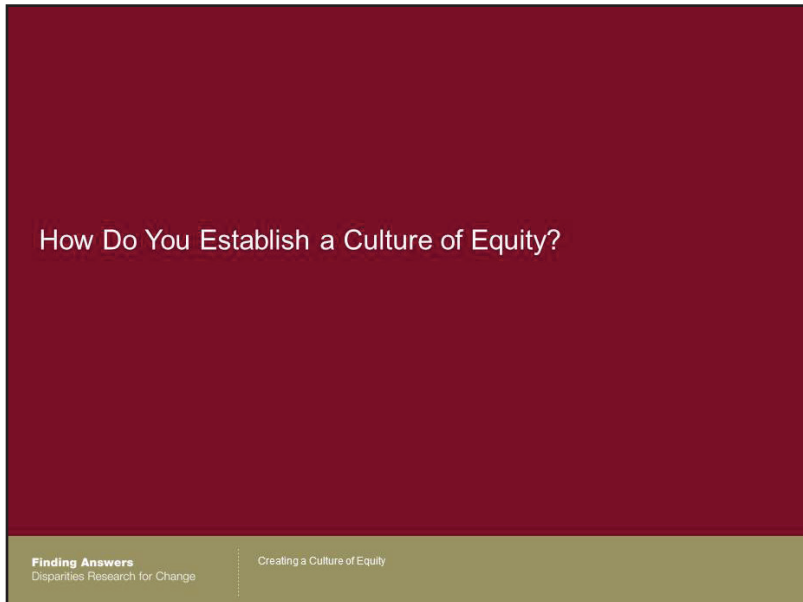
Culture change can be challenging because it is gradual and difficult to gauge, but there are concrete actions you can take to make it happen.

We said a culture of equity is that 1) you identify the problem and 2) you take responsibility for addressing it.

Let's talk about strategies to help accomplish each of these two goals. How can you *concretely* help your organization *identify* the disparities issues it faces?

For this discussion, we're going to use polling to learn more about each other's organizations and pinpoint specific areas for improvement in your practice. You'll see the polls pop up every few minutes. Your responses will be anonymous, but we'll all get to see the results of the group.

How Do You Establish a Culture of Equity?

How Do You Establish a Culture of Equity?

Identify the problem

- Share REL data.
- Facilitate open discussion.
  - Define your terms.
  - Start with what's comfortable.
  - Recognize and validate staff challenges.
  - Provide opportunities for anonymous input.
  - Bring in the patient perspective.
- Identify priorities.

Finding Answers
Disparities Research for Change

Creating a Culture of Equity

Here's the first poll. [You can see it on the bottom, right corner of your screen.]

Poll #1: "I have shared REL data with people across my practice, in multiple departments and at different levels." Facilitate discussion as described on page 2 of this guide.

[KEY] Understanding and sharing your data is an important strategy for our first component of a culture of equity, "identifying the problem."

- **<Click>**   Share your stratified REL data with ALL your staff and community advisory board members.

- **<Click>**   Facilitate an open discussion about the documented disparities and people's reactions to the data.

[KEY] Facilitating an open discussion about racial and ethnic disparities issues is challenging. Some helpful techniques are to:

→

How Do You Establish a Culture of Equity?

14 Facilitator: ....

How Do You Establish a Culture of Equity?

Identify the problem

- Share REL data.
- Facilitate open discussion.
  - Define your terms.
  - Start with what's comfortable.
  - Recognize and validate staff challenges.
  - Provide opportunities for anonymous input.
  - Bring in the patient perspective.
- Identify priorities.

Finding Answers
Disparities Research for Change   Creating a Culture of Equity

---

o **\<Click\>** **[KEY]** Define your terms! This is not an easy process, but it's an important first step. What does your team mean by "equity"?

o **\<Click\>** **[KEY]** Start by talking about more comfortable issues. Language and literacy are often good starting points.

o **\<Click\>** You should also recognize and validate the fact that this isn't easy work--minority patients can face signficant challenges outside of the health care system and it can sometimes feel overwhelming to take on some of those challenges. Taking the time to acknowledge and discuss those frustrations can be productive.

o **\<Click\>** Provide opportunities for anonymous input, for those who may not be comfortable speaking up in a group.

➡

How Do You Establish a Culture of Equity?

14   Facilitator: ....

Slide content

How Do You Establish a Culture of Equity?

Identify the problem

- Share REL data.
- Facilitate open discussion.
  - Define your terms.
  - Start with what's comfortable.
  - Recognize and validate staff challenges.
  - Provide opportunities for anonymous input.
  - Bring in the patient perspective.
- Identify priorities.

Finding Answers
Disparities Research for Change   Creating a Culture of Equity

---

o   **<Click>**   **[KEY]** Be sure patients' point of views are represented, either through a community advisory board or some other mechanism.

[KEY] Overall, it's important to respond to people's reactions in a productive manner. In fact, you can leverage the discussion to build momentum for your equity agenda. For example, discuss this training series and the opportunity to develop an equity intervention. Ask impassioned respondents to join your team, or whether you can get their input on plans further down the road. Mention the successful conversation to leadership, if they weren't present. Then you can follow-up with a request, like protected time or a standing agenda item at regular meetings.

→

How Do You Establish a Culture of Equity?

How Do You Establish a Culture of Equity?

Identify the problem

- Share REL data.
- Facilitate open discussion.
  - Define your terms.
  - Start with what's comfortable.
  - Recognize and validate staff challenges.
  - Provide opportunities for anonymous input.
  - Bring in the patient perspective.
- Identify priorities.

Finding Answers
Disparities Research for Change   Creating a Culture of Equity

IF NO ONE IS ADVANCED - DISCUSSION PROMPTS:

- Do you have REL-stratified data?

- Has anyone shared REL-stratified data with others at your practice?

- If so, what was the reaction? What types of issues came up in those conversations?

- Is there anything we can do to help you strategize around sharing your REL-stratified data with others?

<Click> Once you've gathered feedback, you'll want to identify priority areas for disparities reduction. We'll talk about this more next session, when we discuss doing a root cause analysis.

How Do You Establish a Culture of Equity?

How Do You Establish a Culture of Equity?

Take responsibility

- **Explicitly** reflect equity as a priority in organization mission and goals.

  For example:
  - o Part of official QI strategy
  - o Office of Health Equity

- Anticipate the impact on disparities.

Finding Answers
Disparities Research for Change   Creating a Culture of Equity

---

We said that the second component of a culture of equity is taking responsibility. What are some strategies to help your practice *take responsibility* for its documented disparities?

Many practices feel stuck here, because they don't have REL-stratified data to point out specific disparities in their communities. We want to emphasize that you can move forward, even if the data's not ready. Creating a culture of equity is building a foundation for taking action, and that action might include a push for data, among other things.

Let's go to another poll here.

Poll #2: "Equity is reflected in the mission, vision, and value statements of my practice." Facilitate poll discussion.

- **<Click>** **[KEY]** Now that you've defined your terms as a group, be sure that they are **explicitly** stated in organizational mission statements and charters. Some of you may already have missions with a strong

➡

How Do You Establish a Culture of Equity?

15

How Do You Establish a Culture of Equity?

Take responsibility

- **Explicitly** reflect equity as a priority in organization mission and goals.
  - *For example:*
    - o Part of official QI strategy
    - o Office of Health Equity

- Anticipate the impact on disparities.

Finding Answers
Disparities Research for Change   Creating a Culture of Equity

---

emphasis on underserved populations, and that's great.

o For example, a Finding Answers partner organization developed a very strong vision statement for their organization - it was several pages long, with specific definitions and equity goals across a number of departments. And it took them several months to write!

o In contrast, the mission of another partner organization used the phrase "care for **all** patients." While equity is implied in the phrase "for all patients," it is not highlighted. Adopting an **explicit** statement about equity in your mission will build a foundation for future disparities work.

You can also incorporate equity into other strategic documents or plans for your organization. For example:

o **<Click>** The Board of Trustees at Harvard Vanguard, one of Finding Answers' grantees, ➡

15

How Do You Establish a Culture of Equity?

Take responsibility

- **Explicitly** reflect equity as a priority in organization mission and goals.

  For example:
  - o Part of official QI strategy
  - o Office of Health Equity

- Anticipate the impact on disparities.

Finding Answers
Disparities Research for Change

Creating a Culture of Equity

---

added equity as a core component of their **QI strategy**. This senior-level acknowledgement of equity indicated that the organization was ready to implement the Finding Answers intervention.

o   **<Click>**   Similarly, Baylor Health Care System opened an **Office of Health Equity** and created a new position: Chief Equity Officer. This sent a message throughout the organization that equity is a priority and a part of organizational culture.

If you need more information on crafting mission and value statements, see the Finding Answers' "Equity Resources" for Roadmap Step 2 on the Finding Answers website.

Poll #3: "When my practice plans QI projects, we take into account the impact on disparities." Facilitate poll discussion.

- **<Click>**   We spoke last session about how quality

How Do You Establish a Culture of Equity?

improvement can close or widen the disparities gap. As you plan your quality improvement work, ask yourself how it might affect patients differently.

One way to facilitate this is to include equity as a standing item on your QI agenda.

[KEY] Additionally, be sure all quality evaluation plans include metrics to assess the disparities **gap**.

[KEY] Because--like we discussed in session one--even if improvements are made **overall**, a quality project may affect different populations differently. So any time you evaluate quality in your practice, be sure to look at your metrics in different patient populations. Assess changes in the gap between the rate of improvements for different patient populations.

[KEY] In other words, look to see if your rising tide is lifting all your boats to the same level.

15 ....

How Do You Establish a Culture of Equity?

Take responsibility

- **Explicitly** reflect equity as a priority in organization mission and goals.

  For example:
  - o Part of official QI strategy
  - o Office of Health Equity

- Anticipate the impact on disparities.

Finding Answers
Disparities Research for Change

Creating a Culture of Equity

IF NO ONE IS ADVANCED - DISCUSSION PROMPTS:

- Think back to your SWOT analysis and self-assessment - what are the current QI initiatives at your organization?

- Are there any that would be especially promising for an equity focus?

How Do You Establish a Culture of Equity?

16

Facilitator: ....

How Do You Establish a Culture of Equity?

Take responsibility

- Gain leadership buy-in.
- Designate accountable leaders.
- Identify and recognize champions.

"An equity champion is a person with a <u>strong personality</u> who <u>takes pride</u> in his or her work. S/he often works at the level of <u>nurse or care coordinator</u> and is seeking ways to demonstrate talent beyond his or her prescribed duties. In our experience, the equity champion is <u>self-identified</u>, but it is important that <u>supervisors also approve</u> of their role."

Fund for Public Health in New York

Finding Answers
Disparities Research for Change

Creating a Culture of Equity

Poll #4: "The leadership at my practice is committed to reducing disparities in health care." Facilitate poll discussion.

- **<Click>** Gain general leadership buy-in to disparities reduction. We're going to discuss getting buy-in to a *specific* idea or project in session 5. But to start, you need general buy-in to making equity a part of the organizational culture. Your practices' participation in this initiative is a good indicator of this buy-in, but you need to make sure that buy-in is secured across the organization's leadership—not just from one enthusiastic member of management.

  [KEY] Finding Answers has a product called "Making the Case for Equity" that explains various rationales for investing in disparities interventions. It might be a helpful tool if you're finding it challenging to make your case to leadership.

➡️

How Do You Establish a Culture of Equity?

16 Facilitator: ....

How Do You Establish a Culture of Equity?

Take responsibility

- Gain leadership buy-in.
- Designate accountable leaders.
- Identify and recognize champions.

"An equity champion is a person with a strong personality who takes pride in his or her work. S/he often works at the level of nurse or care coordinator and is seeking ways to demonstrate talent beyond his or her prescribed duties. In our experience, the equity champion is self-identified, but it is important that supervisors also approve of their role."

Fund for Public Health in New York

Finding Answers
Disparities Research for Change   Creating a Culture of Equity

---

IF NO ONE IS ADVANCED - DISCUSSION PROMPTS:

- Leadership buy-in should appear in some form in your SWOT analysis.

- Where does it fall? Is it a strength? A weakness that needs attention?

- Are there other elements in your SWOT that could help strengthen the case for equity and secure leadership buy-in?

How Do You Establish a Culture of Equity?

16   Facilitator: ....

Poll #5: "My practice has designated specific leaders that are responsible for disparities reduction." Facilitate discussion.

- **<Click>** Designate specific leaders that are held accountable for disparities reduction.

- **[KEY]** Note the plural here. Having more than one leader on board is key to share the burden of work and maintain momentum when someone is on vacation or leaves the organization.

Finding Answers has seen this in their work with partner organizations who assigned one point-person to focus on equity. When that person left, the effort lost steam and slowed down for a while. Additionally, when hiring new leaders, include equity priorities in their job description and training.

How Do You Establish a Culture of Equity?

How Do You Establish a Culture of Equity?

Take responsibility

- Gain leadership buy-in.
- Designate accountable leaders.
- Identify and recognize champions.

"An equity champion is a person with a strong personality who takes pride in his or her work. S/he often works at the level of nurse or care coordinator and is seeking ways to demonstrate talent beyond his or her prescribed duties. In our experience, the equity champion is self-identified, but it is important that supervisors also approve of their role."

Fund for Public Health in New York

Finding Answers
Disparities Research for Change

Creating a Culture of Equity

Poll #6: "My practice has identified, and publicly recognized, someone on our team who advocates for equity, beyond his/her job responsibilities." Facilitate poll discussion.

<Click>   Identify and publicly recognize equity champions.

[KEY] An equity champion is **not necessarily a position someone is hired for**. An equity champion is someone who already works at your practice and who has demonstrated passion to address racial and ethnic inequalities in care. In other words, they're going above and beyond to promote equity, even if it's not an explicit responsibility of their job description.

An equity champion may not be a member of the leadership team. In fact, it's important to have equity champions who are frontline staff.

<Click>   **[KEY]** Finding Answers' partner organizations

→

How Do You Establish a Culture of Equity?

How Do You Establish a Culture of Equity?

Take responsibility

- Gain leadership buy-in.
- Designate accountable leaders.
- Identify and recognize champions.

"An equity champion is a person with a strong personality who takes pride in his or her work. S/he often works at the level of nurse or care coordinator and is seeking ways to demonstrate talent beyond his or her prescribed duties. In our experience, the equity champion is self-identified, but it is important that supervisors also approve of their role."

Fund for Public Health in New York

Finding Answers
Disparities Research for Change   Creating a Culture of Equity

---

have repeatedly stated that equity champions are key. You'll see on the slide a quote from a Finding Answers' partner organization. They described the characteristics of an equity champion:

- A strong personality
- Pride in his or her work
- Self-identified but also approved by a supervisor

We've found that champions also have a natural talent for team-building, leadership, and advocacy. Be sure to look for equity champions at all levels throughout your practice.

→

How Do You Establish a Culture of Equity?

16

Facilitator: ....

How Do You Establish a Culture of Equity?

Take responsibility

- Gain leadership buy-in.
- Designate accountable leaders.
- Identify and recognize champions.

"An equity champion is a person with a strong personality who takes pride in his or her work. S/he often works at the level of nurse or care coordinator and is seeking ways to demonstrate talent beyond his or her prescribed duties. In our experience, the equity champion is self-identified, but it is important that supervisors also approve of their role."

Fund for Public Health in New York

Finding Answers
Disparities Research for Change   Creating a Culture of Equity

---

IF NO ONE IS ADVANCED - DISCUSSION PROMPTS:

- Your participation in this training series tells us that you are all likely champions of equity at your organizations.

- Are there potential equity champions that come to mind? (If so, add them to your SWOT as a strength!)

- If so, what is their current role and is it possible to protect their time to participate in this training series?

Finding Answers
Disparities Research for Change | **Creating a Culture of Equity**

Robert Wood Johnson Foundation

How Do You Establish a Culture of Equity?

17   Facilitator: ....

How Do You Establish a Culture of Equity?

Take responsibility

- Empower Staff
  - o Give examples of success.
  - o Take a field trip.
  - o Invite participation.
  - o Share your plan.

Finding Answers
Disparities Research for Change   Creating a Culture of Equity

Poll #7: "The staff at my organization feels empowered to address equity (that is, staff feels capable and confident to take specific, even if small, actions to promote equity)." Facilitate poll discussion.

- As we said before, sometimes even those who are motivated to address disparities may feel discouraged, because vulnerable patients face significant challenges outside the clinic. So how can we help providers and staff feel empowered to help these patients?

  o **<Click>** Give examples of success in similar clinics. You can find examples in several products on Finding Answers' website; for example, 1) portfolio of "Real World Examples," and 2) "Reducing Health and and Health Care Disparities: Implementation Lessons and Best Practices for Healthcare Organizations."

➡

How Do You Establish a Culture of Equity?

17   Facilitator: ....

How Do You Establish a Culture of Equity?

Take responsibility

- Empower Staff
    o Give examples of success.
    o Take a field trip.
    o Invite participation.
    o Share your plan.

Finding Answers
Disparities Research for Change   Creating a Culture of Equity

---

<Click> Take a field trip to a nearby clinic that's done well already. Your leadership may be able to help set these up. Hearing and reading stories of success is one thing—but seeing how another clinic operates drives home the message that this is possible.

o **<Click>** Invite staff and providers to join your Equity Team—those participating in this training series and your equity project. And if they can't fully participate, find small ways for them to contribute as change is implemented throughout the organization.

o **<Click>** **[KEY]** Share your plan for equity with the whole staff. They'll feel inspired if they are purposefully included from the beginning and have an ongoing role to play.

→

How Do You Establish a Culture of Equity?

How Do You Establish a Culture of Equity?

Take responsibility

- Empower Staff
  - o Give examples of success.
  - o Take a field trip.
  - o Invite participation.
  - o Share your plan.

Finding Answers
Disparities Research for Change

Creating a Culture of Equity

IF NO ONE IS ADVANCED - DISCUSSION PROMPTS:

- Are there elements in your SWOT that could be better publicized to help your staff feel empowered?

How Do You Establish a Culture of Equity?

How Do You Establish a Culture of Equity?

Take responsibility

- Strive for a diverse workforce.
- Tie compensation to disparities reduction.
- Establish a diverse community advisory board.
- Develop relationships with community-based groups and organizations.

Finding Answers
Disparities Research for Change   Creating a Culture of Equity

---

Let's cover some final action steps to foster a culture of equity. We have a few more poll questions:

Poll #8: "My practice staff is diverse and represents the population we serve." Facilitate discussion.

- **<Click>**   Strive to recruit and maintain a diverse workforce that reflects the population you serve. This demonstrates to your patients that you're committed to the issue and may also lead to improved patient-provider communication.

- It also demonstrates to your staff that you value a culturally competent work environment, which, in turn, can help prevent staff dissatisfaction and turnover.

Poll #9: "In my practice, compensation is tied to goals that include a reduction in disparities in health care." Facilitate discussion.

- **<Click>**   Tie compensation to quality goals that

→

How Do You Establish a Culture of Equity?

18   Facilitator: ....

How Do You Establish a Culture of Equity?

Take responsibility

- Strive for a diverse workforce.
- Tie compensation to disparities reduction.
- Establish a diverse community advisory board.
- Develop relationships with community-based groups and organizations.

Finding Answers
Disparities Research for Change   Creating a Culture of Equity

include disparities reduction. This is a big one, and the jury is still out on its effect--it's not entirely well understood, in research or policy, how tying pay to performance may impact disparities.

- **[KEY]** If you're interested in learning more about this strategy, see Finding Answers' "Equity Resources" webpage.

IF NO ONE IS ADVANCED - DISCUSSION PROMPTS:

- Does anyone think their organizations might be considering or would consider a pay-for-performance model for disparities reduction?

- What will those initial conversations look like with leadership and staff?

How Do You Establish a Culture of Equity?

How Do You Establish a Culture of Equity?

Take responsibility

- Strive for a diverse workforce.
- Tie compensation to disparities reduction.
- Establish a diverse community advisory board.
- Develop relationships with community-based groups and organizations.

Finding Answers
Disparities Research for Change

Creating a Culture of Equity

- Is there information we can provide that would be helpful to get those conversations started?

- Baylor College of Medicine and Hudson Health Plan, two Finding Answers partner organizations, tested and evaluated pay-for-performance models. Visit their webpages on Finding Answers' website for more information. Finding Answers is also currently working with three other` organizations - George Mason University, Icahn School of Medicine at Mount Sinai, and the University of Washington - to reduce disparities by linking payment and delivery system reforms.

How Do You Establish a Culture of Equity?

How Do You Establish a Culture of Equity?

Take responsibility

- Strive for a diverse workforce.
- Tie compensation to disparities reduction.
- Establish a diverse community advisory board.
- Develop relationships with community-based groups and organizations.

Poll #10: "At my practice, a community advisory board has been established and includes minority patients." Facilitate discussion.

- **<Click>** Establish and maintain an active community advisory board that is representative of your patient population.

  o Keep in mind that a CAB is **not** a group that meets just once for specific problem.

  o A CAB is a regularly meeting board, comprised of patients and/or community members, who give input on your organization's progress and goals. CABs represent an ongoing, collaborative relationship with members of your local community to improve your practice.

  o You'll need to work with your organization to decide how suggestions from the CAB will be assessed and implemented.

→

How Do You Establish a Culture of Equity?

How Do You Establish a Culture of Equity?

Take responsibility

- Strive for a diverse workforce.
- Tie compensation to disparities reduction.
- Establish a diverse community advisory board.
- Develop relationships with community-based groups and organizations.

Finding Answers
Disparities Research for Change   Creating a Culture of Equity

o   Then you need to be transparent with the CAB that while every idea will be heard, not every idea will be implemented.

o   Finally, provide consistent feedback to CABs about which ideas have been implemented. When they see the results of their work, they'll be motivated to continue contributing good ideas.

- **[KEY]** Please see Finding Answers' "Equity Resources" webpage under Roadmap Step 2 for resources on developing and maintaining CABs.

- **[KEY]** If the facilitator(s) is/are able to do so: We can also provide ongoing support to anyone interested in creating or develooping their CAB, so just let us know if that's of interest.

How Do You Establish a Culture of Equity?

How Do You Establish a Culture of Equity?

Take responsibility

- Strive for a diverse workforce.
- Tie compensation to disparities reduction.
- Establish a diverse community advisory board.
- Develop relationships with community-based groups and organizations.

Finding Answers
Disparities Research for Change   Creating a Culture of Equity

We have one more poll question for today's session.

Poll #11: "My practice has developed strong working ties with community-based groups and organizations that serve the vulnerable populations in my practice." Facilitate poll discussion.

- **<Click>** Develop and maintain strong, working relationships with community-based groups and organizations who serve priority populations.

  o These partnerships might bring advice, space, materials, and/or a good reputation to your practice's work. In return, your practice might offer expertise, screenings, or other resources.

How Do You Establish a Culture of Equity?

18   Facilitator: ....

How Do You Establish a Culture of Equity?

Take responsibility

- Strive for a diverse workforce.
- Tie compensation to disparities reduction.
- Establish a diverse community advisory board.
- Develop relationships with community-based groups and organizations.

Finding Answers
Disparities Research for Change   Creating a Culture of Equity

- **[KEY]** If applicable, describe how you will help your audience identify and build relationships with community organizations.

- In Session 5, we'll discuss strategies to secure buy-in from your community partners.

How Do You Establish a Culture of Equity?

18   Facilitator: ....

How Do You Establish a Culture of Equity?

Take responsibility

- Strive for a diverse workforce.
- Tie compensation to disparities reduction.
- Establish a diverse community advisory board.
- Develop relationships with community-based groups and organizations.

Finding Answers
Disparities Research for Change   Creating a Culture of Equity

IF NO ONE IS ADVANCED - DISCUSSION PROMPTS:

- Community partners should definitely be reflected in your SWOT. Are they?

- How amenable is your organization to working with community partners? Would you say it's standard practice or something people are just starting to explore?

- What are the potential barriers to building strong community ties?

- Is there an relatively easy activity you could together with a community to start building a new partnership? For example, sharing space at a booth at a local health fair.

19   Facilitator: ....

Questions & Answers

Finding Answers
Disparities Research for Change   Creating a Culture of Equity

We have a few minutes now for questions, so feel free to speak up.

Write/type answers on the whiteboard.

If you run out of time: Tell audience how they can get their questions to you and when they can expect responses.
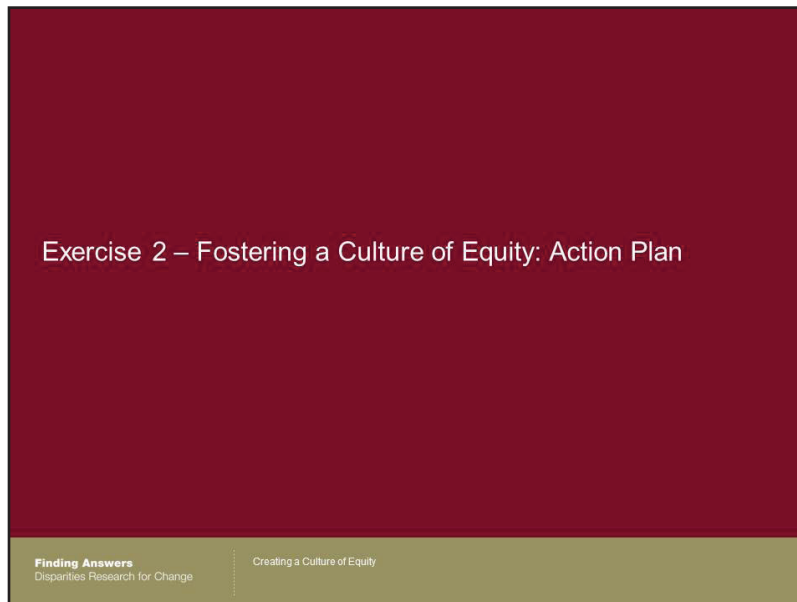
If extra time:

- Of the strategies we've discussed today, which do you think are most feasible for your organization to implement in this Initiative?

- Why is it most feasible?

- Which might require more momentum and why?

Exercise 2

Exercise 2 – Fostering a Culture of Equity: Action Plan

Finding Answers
Disparities Research for Change

Creating a Culture of Equity

Now let's take a look at the exercise for this session.

Exercise 2

Fostering a Culture of Equity: Action Plan

Work with your team to develop a plan of action for fostering a culture of equity in your organization.

STRATEGY	ACTIVITIES How will you accomplish the strategy	PEOPLE TO ENGAGE For each list the "ask"	PEOPLE RESPONSIBLE At least one person for each activity	SUSTAINABILITY How will you maintain this strategy over time?	TIMELINE Concrete deadlines linked to specific tasks
Share Race – Ethnicity – Language– stratified data and facilitate open discussion					
Work with team to define your terms (e.g. 'equitable care')					
Incorporate equity into mission and value statements					
Gain leadership buy-in to a culture of equity					
Empower staff to address equity					

Finding Answers
Disparities Research for Change

Creating a Culture of Equity

For your exercise this week, your team will create an action plan with concrete steps to foster a culture of equity in your practices.

The action plan template is available for you to download from [the Finding Answers website or alternative location].

Fill out the template with your team--feel free to adapt it if it doesn't fulfill your needs. Remember that the SWOT analysis should help you assess which of these strategies are most feasible and which will be especially key to your success.

Please send us action plan by [insert date and time]. [Insert name(s)] will review it by [insert date and time].

Before your next session, if possible, arrange for peer review of the other teams' plans and ask your students to come prepared to identify at least one strength of each plan. Explain how and when here.

Are there any questions?

Wrap-Up

Facilitator: ....

Thanks for participating! (Please fill out the survey!)

Finding Answers
Disparities Research for Change

Creating a Culture of Equity

Remeber to complete your feedback survey. The more feedback you provide, the better we can tailor the upcoming sessions to fit your needs, so please take a minute to complete these surveys [before signing off].

[Is everyone able to see the message with this link?]

Thanks for joining us today. We're excited to get going on this work together. We'll see you at Session 3 on [insert date and time].