

# Create Cultures of Equity:

## Transforming Operations and Culture to Advance Health Equity

Part 2 of 2

*Updated May 2024*

# Agenda

## / Welcome

- Introductions
- Accountable Spaces Framework
- Culture Share

## / Create Cultures of Equity

- Learning Objectives
- Review of Part 1
- Five Implementation Strategies for Creating a Culture of Equity

# Accountable Spaces Framework

- // Do not interrupt others.
- // Listen actively, instead of waiting to speak.
- // Be mindful of your total talk time and resist the urge to add “sprinkles” to a perfectly good conversation sundae.
- // Give everyone a chance to speak, without unnecessary pressure.
- // Words and tone matter. Be mindful of the impact of your words, not just your intent.
- // We are all learning, and we will make mistakes from time to time. If you said something offensive or problematic, apologize for your actions or words – not for someone feeling insulted by them.

# Accountable Spaces Framework

- // Recognize and embrace friction. Constructive conflict can lead to substantive change.
- // Give credit where credit is due. If you are echoing someone's previously stated idea, give them appropriate acknowledgement. If you notice others aren't receiving the credit they are due, speak up and highlight their work.
- // Speak for yourself using "I" statements. Do not take ownership of others' lived experiences.
- // Create meaningful opportunities for those belonging to communities that have historically been most impacted to share their experiences.
- // Address racial inequities head on and call out racism when it happens.

# Culture Share

Share your journey about what brought you to health equity work.

Share it all! The twists, turns, and unexpected discoveries along the way.

# Learning Objectives

- // Identify your team and organization's role and responsibilities in creating a culture of equity.
- // Identify opportunities for each partner organization to advance health equity by transforming policies and procedures.
- // Discuss the importance of equity-focused policies and procedures in creating a culture of equity.

# Review of Part 1:

## A Critical Approach to Understanding Systems of Oppression

# Foundational Concepts

## What is a culture of equity?

A culture of equity refers to the environment and culture of an organization that:

1. Identifies inequities
2. Takes responsibility for eliminating those inequities by applying an equity and anti-racist lens to make systemic policy and procedural changes that dismantle discrimination, biases, and disparities.



# Foundational Concepts

**Creating a culture of equity is an ongoing effort that requires:**



Image source: storyset.com

- Reflecting on and transforming the internal dynamics which reproduce health inequities such as:
  - discriminatory hiring practices
  - unequal resource allocations
  - cultural insensitivity
- Training staff to recognize inequities and take responsibility eliminating them.
- Grounding equity work in critical theory to identify and reflect on policies, dynamics, and systems that reproduce inequities and disparities.

# Strategy 1

Deliberately Grounding Diversity, Equity, and Inclusion (DEI) Efforts in Critical Theory

# Grounding Equity Work in Critical Theory

## Opportunities to ground DEI efforts in critical theory:

- Evaluating your own team or organization's hierarchies and power relations
- Learning and understanding the history of the relationship between your organization and the community/patients and members
- Learning and understanding what the root cause of the health inequities are, and why they exist

### **AHE Roadmap spotlight:**

Team Charter, SOAR Exercise, and Scenario Planning

Earn and Maintain Stakeholder Buy-In

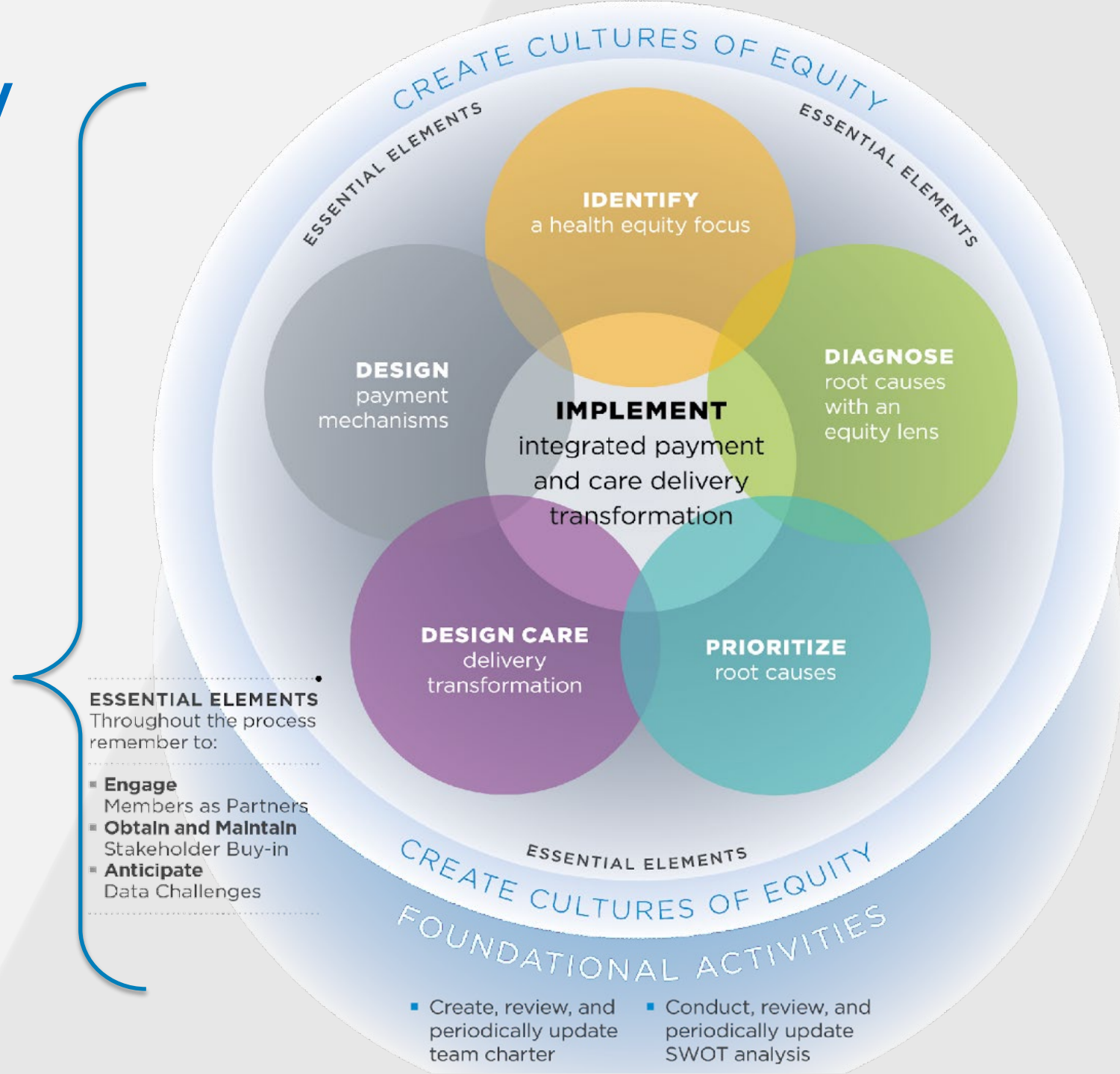
Partnering with Patients, Members, and Community

Diagnose Root Causes with an Equity Lens

# Grounding Equity Work in Critical Theory

**AHE Roadmap's is grounded in critical theory by:**

- Analyzing power constructs and inequities in organizational and broader societal context
- Developing awareness of self, others, and the world



# Strategy 2

Ensure that training goes beyond cultural competency and humility to include critical consciousness

# Going Beyond Cultural Competency and Humility

**Deepening our understanding of health equity work**

**Courses focused on improving cultural competence often**

**Overemphasize implicit biases**

**Run the risk of exoticizing patients**

**Exclude histories of unjust power structures that cause health disparities**



Image source: storyset.com

# Going Beyond Cultural Competency and Humility

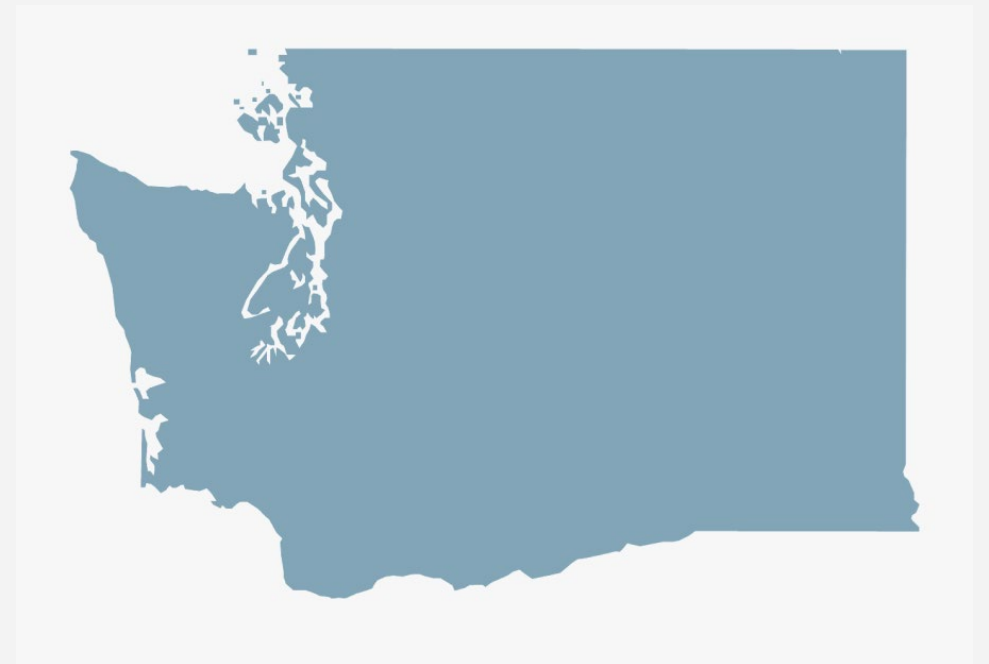
## **Incorporating critical consciousness to health equity**

- Developing and implementing training that is consistent with critical consciousness:
  - Focusing on building capacity to listen deeply, be honest, and disagree while engaging in critical analysis of oppressive power relations and systems.
  - Understanding the social and historical context of health inequities
  - Recognizing societal problems impacting health
  - Acting to remove barriers to health

# Aligning Culture and Operations Transformation

## The Washington Team

- MCO created an organizational-level equity assessment tool
- Cross-departmental and organizational collaboration
- Shared equity goals and targets
- Creating and empowering an implementation team





# Strategy 3

Work to strengthen relationships so they can be vehicles for change

# Relationships as Vehicles for Change

**Work to strengthen relationships so they can be vehicles for change**

- According to relational-cultural theory, healthy development over a person's life-span occurs in the context of quality relationships that support mutual development.
- Growth fostering relationships are evidenced by:
  - Feeling of zest or energy
  - Increased sense of worth
  - Increased awareness of self and others
  - The ability to act both in relationships and out of them
  - The desire for more connection



Image source: storyset.com

# Relationships as Vehicles for Change

**Work to strengthen relationships so they can be vehicles for change**

**Relationships as change vehicles challenge the social norm/construct of separation and independence.**

**When resistance to training or new policies arise, we listen to, build relationships with, and engage with the concerned parties to concrete solutions.**

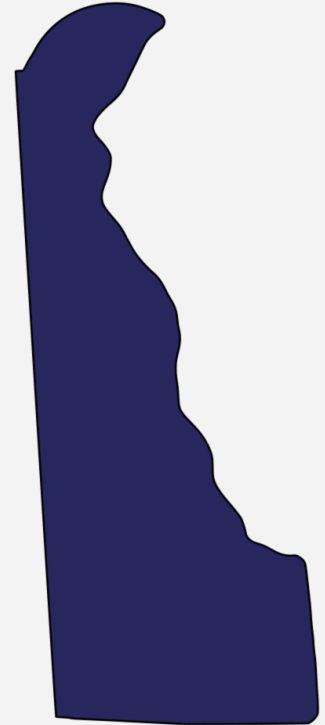
## AHE Roadmap spotlight:

- The Essential Elements component is grounded in RCT:
  - Partnering with Members, patients, and community
  - Earn and Maintain stakeholder trust

# Relationships as Vehicles for Change

## The Delaware Team

- Intra-organization evaluation
- Cross-departmental and organizational collaboration
- Working to develop improved partnership with MCOs and providers
- Shared equity goals and targets



# Breakout Session

## Discussion Prompts:

- // What steps can, or has your organization take(n) to learn and understand the history and impact of its relationship with the community?
- // How can, or has, your organization take(n) responsibility for its impact(s) on the community?

# Break

**5 mins**

# Strategy 4

Empower an Implementation Team That  
Models a Culture of Equity

# Empower an Implementation Team That Models a Culture of Equity

## Setting the example

The team leading these efforts must:

- Recognize their ability to lead this change
- Embody the culture of equity they hope to achieve
- Model how to transform relationships and structures of hierarchies through trainings and meetings facilitation





# Empower an Implementation Team That Models a Culture of Equity

## The Illinois Team

- Established equity committees and new DEI leadership positions
- Implemented a Lived Experience Advisory Council (LEAC) and governing board



# Strategy 5

Align Equity-Focused *Culture* Transformation with  
Equity-Focused *Operations* Transformation  
to Support Transformative Application

# Aligning Transformation of Culture and Operations

## **What is alignment:**

Incorporating equity into daily work and operations.

*Everyone* in the organization understands their role in this transformation, and how that translates to their day-to-day tasks.

## **What are we aligning:**

Health care equity efforts require complex fundamental changes in the

- Structure
- Culture
- Operations of an organization

These changes must be aligned to support each other's success.

# Aligning Transformation of Culture and Operations

## Steps for alignment:

1. Evaluating your organization's equity efforts
2. Identify opportunities for alignment
3. Taking action to align

## Potential Measurement Categories

Non-exhaustive list of examples:

- **Community representation**
- **Accessibility**
- **Org. training and development**
- **Employee engagement, inclusion, and belonging**
- **Strategic planning and implementation**

# Aligning Culture and Operations Transformation

## ✓ **Culture Transformation**

- Organizational culture
- Interpersonal relationships
- Understanding historical and social context of inequities and their role

## ✓ **Evaluation of equity efforts**

- To understand the uptake in equity-focused practices
- Facilitators
- Barriers

## ✓ **Results**

- Professional silos
- Top-down hierarchy
- Lack of leadership involvement

# Aligning Culture and Operations Transformation

## UCM's Alignment efforts

- Shared annual goal
- Flattened organizational hierarchy
- Eliminating silos
- Leaning into relational-cultural theory
- Working to develop a new leadership management system



# Breakout Session

## Discussion Prompts:

- // Moving forward, in what ways could your organization align culture and operations?
- // How will your organization ensure accountability?

Thank you!

Additional resources at

[www.AdvancingHealthEquity.org](http://www.AdvancingHealthEquity.org)

and from your AHE key contacts