Diversity & Inclusion

This self-directed learning module contains information that is important and necessary to promote an inclusive and engaged work environment.

Target Audience: All Teammates

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Learning Objectives

• Identify the Carolinas HealthCare System Diversity & Inclusion Agenda and strategic framework
• Identify strategies to build an inclusive work environment
• Utilize CultureVision™ as a tool to enhance cultural understanding and cross-cultural communication among teammates, patients, and customers
• Utilize CultureVision™ as a resource for physicians and care-givers to enhance quality and clinical outcomes that impact the patient experience

Module Content

At Carolinas HealthCare System, our commitment to creating a workplace environment that embraces and utilizes the unique cultural expertise and attributes of each teammate enables us to better meet the health needs of our increasingly diverse patient population. Through ongoing learning and development, all teammates have the opportunity to enhance their skill-set in a culturally inclusive work environment that is characterized by respect for the individual and a welcoming and inclusive atmosphere for our patients.

As such, Carolinas HealthCare System has adopted a Diversity & Inclusion Agenda designed to:

• Provide culturally and linguistically competent care to improve the health status of our increasingly diverse patient population.
• Enhance the diversity and cultural competency skill-set of our workforce.
• Enrich the health status of those who live and work in the communities we serve.
• Grow our patient population through effective market segmentation strategies that target the fastest-growing segments of the region via our diverse customers.

This Agenda serves as the framework for our Strategic Plan for Diversity & Inclusion.
Carolinas HealthCare System Diversity & Inclusion Agenda

The four pillars of the Diversity Agenda serve as the framework through which diversity initiatives are developed and implemented throughout Carolinas HealthCare System.
Dimensions of Diversity

Diversity and inclusion impacts every aspect of the teammate and patient experience.

Diversity is…
the full range of human and/or organizational differences and similarities.
(unique)

Inclusion is…
the process of using the full range of the differences and similarities throughout the organization to achieve common goals or objectives.
(engaged)

Primary dimensions are innate aspects of individuals that cannot be changed. These may include:

• Age
• Race
• Ethnicity
• Sexual orientation
• Mental and physical abilities
• Gender

Secondary dimensions are also important in how we define ourselves. They include choices we make in how we live our lives. These may include:

• Military experience
• Religious beliefs
• Income
• Education
• Parental Status
• Work Background
• Geographical Location
• Marital Status
We should also recognize diversity related to:
  • Sense of self and space
  • Dress and appearance
  • Communication and language
  • Food and eating habits
  • Time and time consciousness
  • Work habits and practices
  • Beliefs and attitudes
  • Relationships
  • Values and norms
  • Mental processes and learning

As we look at this list, it is clear that respecting the diversity of our patients, patients’ families, customers, and fellow teammates is vital to everyday interactions and the optimal delivery of safe and high quality medical care.

**What Does “Culturally Competent” Mean?**
As we examine our respective roles, modeling cultural competence allows each of us to understand cultural diversity in the clinical setting, respect patients’ health beliefs and practices, and value cross-cultural communication. The National Center for Cultural Competence defines cultural competency for medical professionals as a “set of congruent behaviors, attitudes and policies that come together in a system, agency or among professionals and enable them to work effectively in cross-cultural situations.”

When we are able to demonstrate respect for an individual’s language, religion, customs, values and traditions, we reflect a level of cultural competence in our interactions. Cultural competence will enable us to deliver the highest and safest quality of care to every patient regardless of their race, values, sexual orientation, religious or spiritual beliefs, ethnicity, cultural background or language preference.
Steps Toward Building a Culture of Inclusion
Diversity is a core value of Carolinas HealthCare System. Research supports that diverse teams that practice inclusion are generally more innovative and effective at problem solving. Additionally, an inclusive work environment improves staff engagement. Ultimately it is up to each of us to work towards becoming more culturally competent and embrace the tenets of diversity and inclusion. For example, here are some steps to consider to more actively support our culture of diversity and inclusion:

- Engage in continuous awareness and assessment of our own values and experiences as they affect perceptions of others.
- Look beyond obvious physical differences in people to develop and enhance positive work relationships.
- Seek to understand others’ viewpoints, norms, and styles to demonstrate sensitivity to beliefs and values that may be different from your own.
- Recognize and address culturally biased behaviors to resolve conflict, solve problems and increase individual, team, and organizational performance.
- Respect the positive value and productive contributions of people with different backgrounds and perspectives.
- Customize services, as appropriate, to meet our diverse customers’ needs.
- Develop awareness of how our biases can affect the decisions we make.
- Recognize that valuing diversity does not mean that everyone should adopt the same beliefs about all dimensions of diversity.
- Participate in diversity and inclusion learning and development
**CultureVision™**

*CultureVision™* is one of many resources that our System affords our teammates to build competence in the areas of diversity and inclusion. This web-based tool provides on-the-spot access to cultural beliefs and values of diverse populations which can help inform how we deliver culturally appropriate patient care. A primary goal of this module is to encourage teammates to explore the valuable information and tools that *CultureVision™* offers to increase our collective competence in this area. Use of this tool by teammates tripled over the two preceding quarters but there is still opportunity to build greater awareness of this valuable tool.

*CultureVision’s* comprehensive database provides information on over 38 cultural groups, 13 religious groups, and 12 additional communities on such topics as communication, family, diet and nutrition, treatment protocols, and ethno-pharmacological issues. This tool is a compilation of aggregate data covering a wide range of experiences. Within *CultureVision™* we can access a variety of information for further inquiry and discovery about a number of groups through the venue of three primary menus:

1) Ethnic Groups
2) Religious Groups
3) Additional Communities

As we utilize *CultureVision™*, we have the opportunity to share our own experiences with each other, and hopefully within that process, create richer and deeper cultural dialogue in our work environments. *CultureVision™* can also assist in exceeding the standards for Culturally and Linguistically Appropriate Services (CLAS), the Joint Commission Standards on Advancing Cultural Competence, and achieving Magnet and Planetree designations.

**Note:** Individual differences do exist within the framework of each culture, so it is important to note that *CultureVision™* should be used as a tool for asking authentic
and more detailed questions, and NOT as a tool for forming stereotypes based on a person’s culture. Information found in CultureVision™ must not be generalized to make assumptions about each member of every group.

In CultureVision™, resourceful information is at your fingertips. For example, did you know?……

- Recent study found that 15% of all US healthcare workers were foreign-born. Of those, nearly 40% were from Asia and nearly 70% were women.

- Some Russian immigrants may be particularly concerned about radiation exposure when getting X-rays.

- African-American women tend to retain more sodium than Caucasian women, which results in lower rates of osteoporosis.

- Some Latina new mothers consider themselves to be in a “cold” state for 6 weeks after birth and may wish to consume only warm foods while recuperating.

- Some individuals of Asian descent may wish to avoid floors and room numbers with a “4” in them.

- One in three US residents self-identify as African-American, American Indian, Asian, Native Hawaiian/Pacific Islander, Hispanic/Latino or multiracial.

As a reminder, CultureVision™ is a resourceful tool to assist with our interactions and cross-cultural communication with teammates and patients. In utilizing this tool, there may be information with which you disagree or have a different experience. In such instances, CultureVision™ allows the opportunity to provide feedback via the Send Us Your Feedback link located under “How Can CultureVision™ Better Serve You.” Concerns may also be communicated with your leader as well as the Office of Diversity & Inclusion.
How to Access CultureVision™:

1. Read the module information and access CultureVision™ to answer the questions on the posttest.

    You can access CultureVision™ in one of two ways:

    Go to -
    • PeopleConnect/Tools & Forms/All Tools (Alpha Order)/CultureVision™
    Or -
    • PeopleConnect/Clinical Overview Tab/CultureVision™

    The link is also provided below


2. If you have any questions about the material, ask your supervisor, or contact the Office of Diversity & Inclusion.
Diversity & Inclusion Resources

• Office of Diversity & Inclusion
  – 704-631-0153

• CultureVision™
  – PeopleConnect/Tools & Forms/All Tools (Alpha Order)/CultureVision™
  – PeopleConnect/Clinical Overview Tab/CultureVision™

• Diversity Hotline
  – 1-888-419-0520

• Physician Diversity Advisory Committee
  – www.carolinashealthcare.org

• Carolinas HealthCare System Diversity & Inclusion Council
  – www.carolinashealthcare.org

• Carolinas HealthCare System Clinical Cultural Competence Committee
  – www.carolinashealthcare.org

• Carolinas HealthCare System Medical Group Diversity Committee
  – www.carolinashealthcare.org

• HR Innovation, Diversity & Inclusion Advisory Group
  – www.carolinashealthcare.org