

# Decoding Diversity: Fundamentals of designing a diverse and inclusive community

*Hanna Song, Ph.D.*

*Children's Hospital Los Angeles, Chief Diversity, Equity, and Inclusion  
Officer*

*October 14, 2022*

**What's in a name?**

# Community Guidelines

- Listen deeply to understand
- Accept one another's reality
- Step up, Step back
- Ask compassionate questions
- Allow others to learn what you already know
- Respect confidentiality
- Be explicit when you are talking about race by avoiding coded language
- Expect and accept non-closure and discomfort
- Take care of yourself

# Setting the Stage: Words matter & Definitions need to be clear



# Diversity Is ...

- Any dimension that can be used to differentiate groups and people from one another.
- Showing respect for and appreciation of differences in ethnicity, gender, age, national origin, disability, sexual orientation, education, and religion.
- “The collective mixture of differences and similarities that includes individual and organizational characteristics, values, beliefs, experiences, backgrounds, preferences, and behaviors.”



# Protected Classes

- Sexual orientation
- Gender identity and gender expression
- Race
- Color
- Ancestry
- National origin
- Religion
- Sex (including pregnancy, childbirth, and related medical conditions)
- Medical conditions
- AIDS/HIV
- Disability: physical or mental
- Age (40 and older)
- Genetic information
- Marital Status
- Military or Veteran status
- Political affiliations or activities
- Status as a victim of domestic violence, assault, or stalking

# Diversity Bonus

## COGNITIVE DIVERSITY

-  INFORMATION
-  KNOWLEDGE
-  HEURISTICS
-  RULES OF THUMB
-  CAUSAL MODELS
-  FRAMEWORKS

## IDENTITY DIVERSITY

-  RACE
-  GENDER
-  SEXUAL ORIENTATION
-  RELIGION
-  PHYSICAL ABILITIES

HOW DOES IDENTITY DIVERSITY IMPROVE OUTCOMES?



# Inclusion Is ...

- The state of being valued, respected, and supported.
- About focusing on the needs of every individual and ensuring the right conditions are in place for each person to achieve his or her full potential.
- It should be reflected in an organization's culture, practices, and relationships that are in place to support a diverse workforce and the clients it serves.





## DIVERSITY, EQUITY AND INCLUSION



We commit to values that ensure that every person who enters our doors is treated with dignity and respect without regard to race, color, gender, age, religion, language, disability, veteran's status, national origin, geographic location, sexual orientation, gender identity or gender expression.



We value diversity as a source for innovation. Our diverse experiences, perspectives and backgrounds allow us to better serve our patients.



We use education and shared experiences to challenge ourselves to review our thinking, labels and actions. By doing so we expand our awareness so that we can actively seek and root out prejudice and injustice.

At Children's Hospital Los Angeles, we know that, when we tackle any form of inequality, bias or discrimination, we help to fulfill our mission. We also recognize that we must be relentless in our efforts to root out injustice—and we are committed to the work that it will take.

It is an honor to be able to give voice to the institution's commitment, even as work gets underway to refine and deepen this commitment even further. We will not rest until our culture supports an organization that is equitable for all.

Join us on the journey.

*"Children's Hospital Los Angeles is known as a leader in providing excellent and equitable care, producing innovative research for medical discovery, and advocating for diversity and inclusion within our enterprise and the communities we serve. We are committed to creating a sense of belonging as a foundation for building community and a hospital where all patients and team members can thrive."*



**- Hanna Song, PhD**

Vice President, Chief Diversity,  
Equity, and Inclusion Officer

# Strategic Planning: *Operationalizing DEI*



# DEI Strat Plan Goals

## Diversity

Increase our diversity as an enterprise to better reflect the communities we serve.

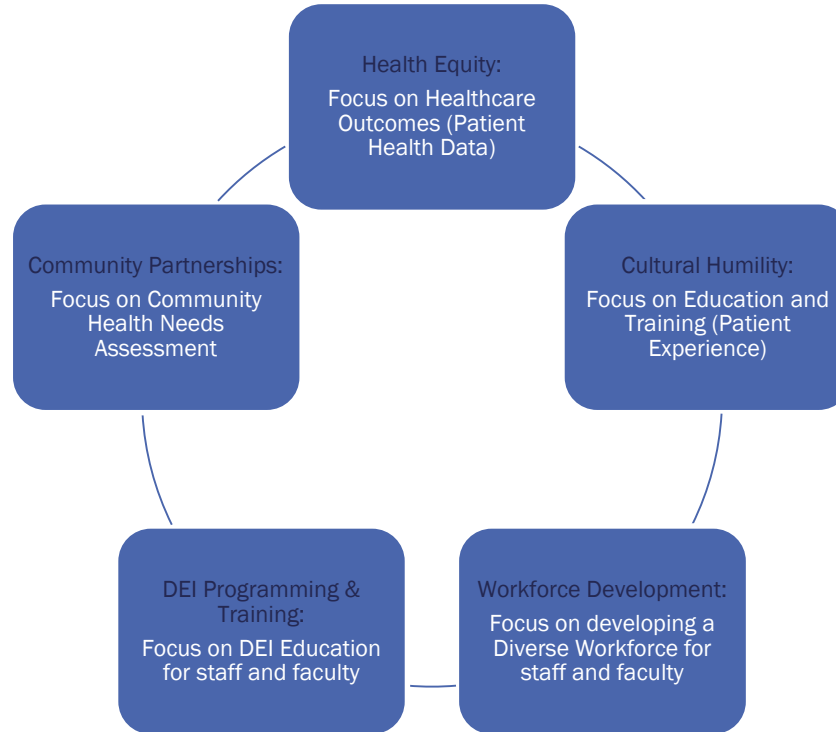
## Equity

Ensure equitable access to opportunities and outcomes both within and through CHLA across its investment in employee growth and care delivery.

## Inclusion

Build a culture of belonging; one that's cross culturally informed and intentional.

# DEI Strat Plan Sub-Committees



# Strategies & Tactics

Goal	Population	Phase 1	Phase 2
<u>Diversity</u>	INTERNAL- Hiring Practices	<ul style="list-style-type: none"> <li>Recruitment – build formal partnerships</li> <li>Application Hiring System Update</li> </ul>	<ul style="list-style-type: none"> <li>Unconscious Bias Training</li> <li>Develop Protocols: Rubrics, Scoring Sheets, etc.</li> <li>Establish best practices</li> </ul>
	EXTERNAL- Patients and Families Communities	<ul style="list-style-type: none"> <li>Collect, analyze, and report accurate demographic data</li> </ul>	<ul style="list-style-type: none"> <li>Ensure services are adequate and available to meet needs of diverse patient population</li> </ul>
<u>Equity</u>	INTERNAL- Leadership & Promotions  Enterprise Resource Groups (ERGs)	<ul style="list-style-type: none"> <li>Collect structural data for CHLA [e.g., demographics, education obtained, etc.]</li> <li>Identify areas of opportunity to provide resources/advocate for our CHLA community</li> </ul>	<ul style="list-style-type: none"> <li>Sponsorship/mentorship</li> <li>Celebrate successes of ERG groups</li> <li>Trainings: what are we offering, inventory, repository, etc.</li> </ul>
	EXTERNAL- Patients and Families	<ul style="list-style-type: none"> <li>Collect patient outcome and patient experience data [by ethnicity, zip code, etc.] to establish baseline</li> </ul>	<ul style="list-style-type: none"> <li>Ensure equitable outcomes and quality experiences</li> <li>Create mobile health clinics to deliver care in the community</li> </ul>
<u>Inclusion</u>	INTERNAL- Sense of Belonging	<ul style="list-style-type: none"> <li>GLINT Surveys on inclusion &amp; belonging</li> <li>Provide Professional Development on cultivating inclusion and inclusive leadership</li> </ul>	<ul style="list-style-type: none"> <li>Sponsorship/mentorship</li> <li>Create structures to monitor culture</li> </ul>
	EXTERNAL- Community Partnerships	<ul style="list-style-type: none"> <li>Identify partners in the community</li> <li>Align with Community-Impact SP</li> </ul>	<ul style="list-style-type: none"> <li>Explore initiatives and programs to address SDOH</li> </ul>

# Supporting Hiring Managers



**HR Recruiting Team – Train the Trainer Model**

Cultivate formal partnerships

**Mandatory Unconscious Bias in Hiring Training**  
for managers and above

96% Completion Rate

**1:1 Support**  
from Recruiting Team

**Applicant Tracking System (ATS):**  
Blinded review of application materials

**Data collection and reporting –**  
dashboards to monitor progress

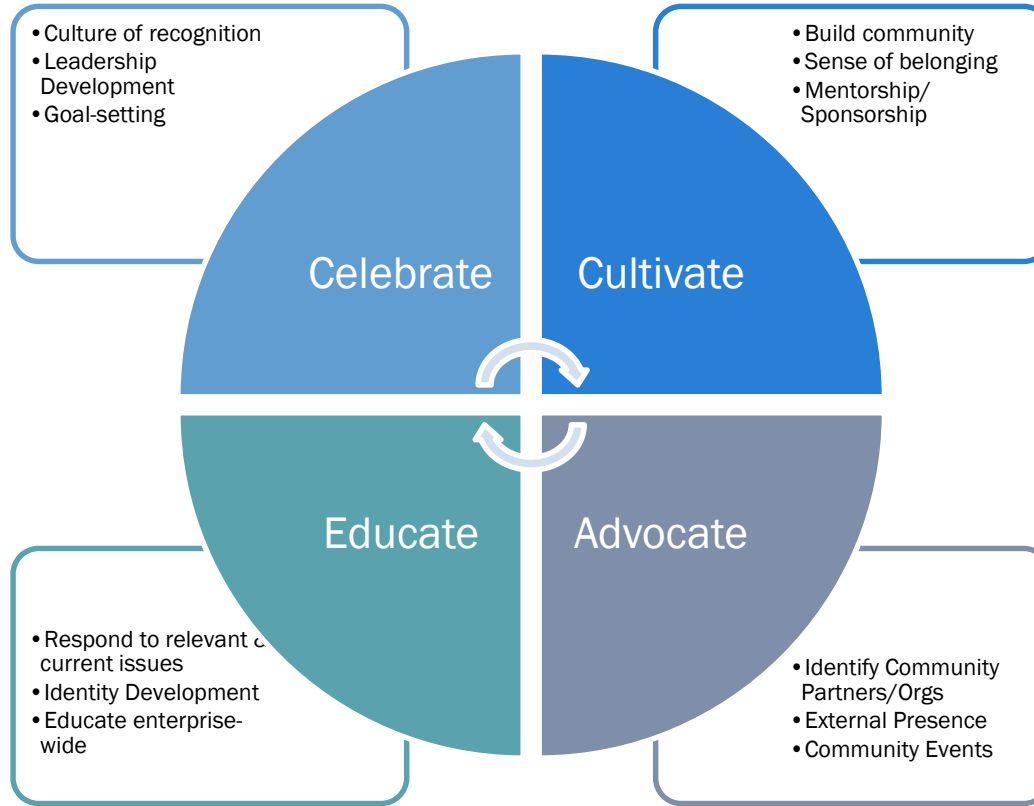
# DEI Data Collection

- Race, Ethnicity, and Language Preferences (REL)  
Disaggregate ethnicity and race data, update languages  
Changes went into effect in August 2021
- Sexual Orientation & Gender Identity (SOGI)  
3 representative working committees formed July 2021 (data, workflow, & education)

**The office of DEI has launched Enterprise Resource Groups (ERGs) bring team members – faculty and staff – together based on shared characteristics or life experiences and offer unique ways for everyone under the butterfly to grow and learn.**

- ERGs are strategic DEI partners for advancing team member and organizational objectives
- They are an inclusive collection of team members who share a common interest in the workplace who work together to drive innovative solutions, diversity awareness, education and celebration—and they are studies that prove that ERGs are great levers for developing leaders and increasing employee engagement
- ERGs are
  - (a) voluntary
  - (b) open to everyone
  - (c) led by Team Members





# Achieving DEI: Key Questions

---

What is going right?

What could go better?

How can we measure progress?

What do people need to understand?

What and how can you communicate?