



# Health Care Homes

## Fostering Belonging in the Workplace and Health Systems

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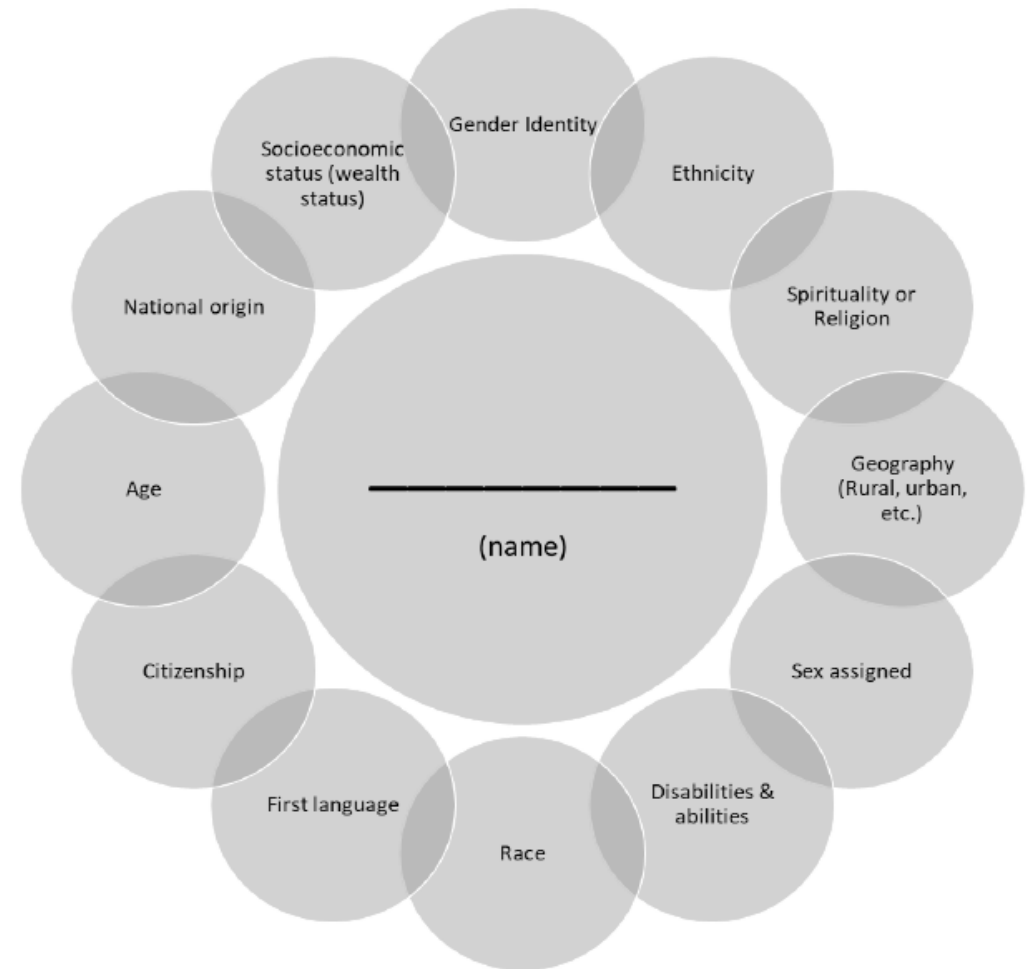
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# Learning objectives

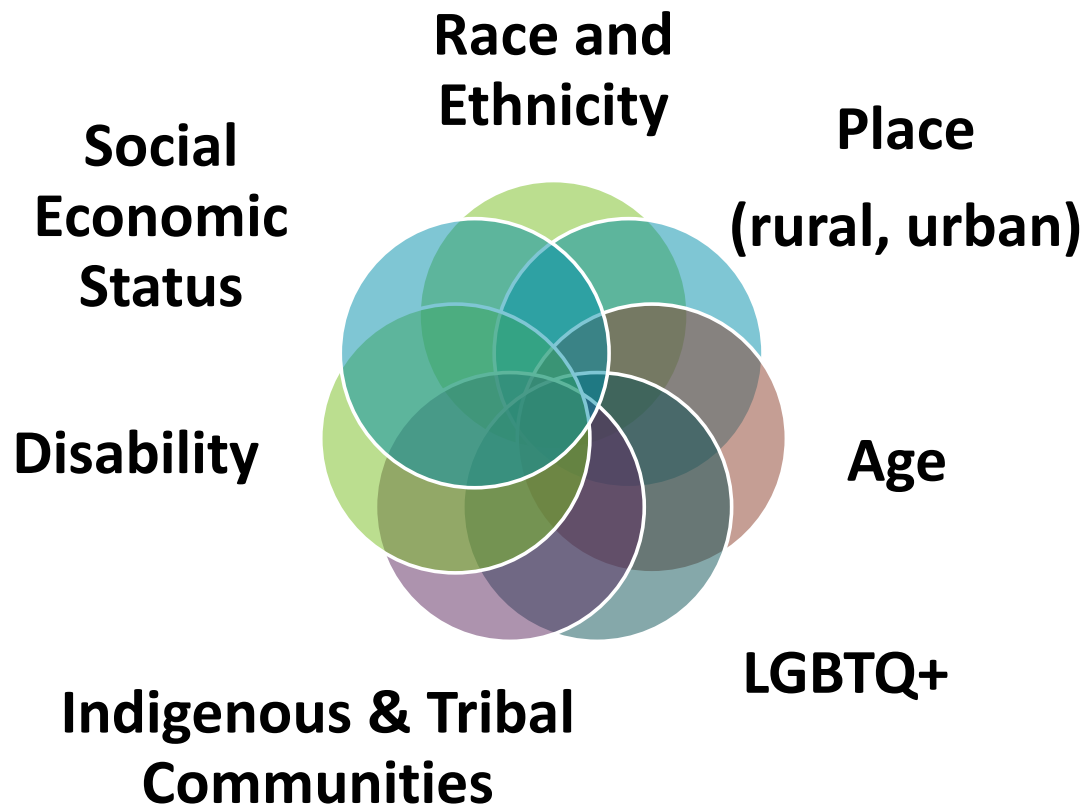
- Define social identities and the intersectionality.
- Identify belonging and fostering belonging in the workplace.
- Describe implicit and explicit bias and how it manifests in the workplace.
- Discuss best practices for equity in workplace culture, health care practices, systems, and policy.

# Social identities

- Are essential aspects of who we are, including our sense of gender, race, ethnicity, religion, and many other qualities.
- Inform our position in the social world and deeply shape our perceptions, thoughts, and actions.
- Take a moment to reflect on your own identities using the wheel to the right.



# Intersectionality



“Intersectionality explains why people experience inequality in society differently from others with whom they share some identity categories.”

Kimberlé Crenshaw, 2017

# Unconscious bias in health care

[What is implicit bias? \(https://www.youtube.com/watch?v=6V9jIDeuFpc\)](https://www.youtube.com/watch?v=6V9jIDeuFpc)

[What is Bias, and What can Medical Professionals do to address it? \(https://www.youtube.com/watch?v=E\\_qERP-Y0Jw\)](https://www.youtube.com/watch?v=E_qERP-Y0Jw)

- Implicit Bias is the unconscious mental processes that lead to associations and reactions that are automatic and without intention and actors have no awareness of the associations with a stimulus.
- Explicit Bias is the preferences, beliefs, and attitudes of which people are generally consciously aware, endorsed, and can be identified and communicated.”

# Addressing our own biases

## **1) Acknowledge that you have biases. Then, educate yourself to do better**

- Paying attention to your thoughts and examining your beliefs can help you identify the assumptions you currently hold

## **2) Let others challenge your assumptions**

- Our view of ourselves is made up of our life experiences and the lessons we learn along the way

## **3) Be open to feedback**

- Look at how your behaviors, actions, and words impact your team

## **4) Embrace diverse perspectives**

- Experience will broaden your mindset and encourage you to become a more inclusive (and creative) person



*What does belonging mean to you?*

- Belonging is the feeling of being seen and valued for your authentic self
  - Knowing you're an important part of a community or workplace
  - Feeling a sense of safety and ease within that community or workplace
  - Feeling connected to and respected by that community or workplace
- Fostering belonging in workplaces requires intentional efforts from leadership and staff
- Belonging is a basic human need



# Beyond “Do I belong?”

- Can I connect with my peers professionally? Socially?
- Do I trust my peers, supervisors, and leaders?
- Do I feel like my unique perspective and experiences are valued?
- Am I able to share my authentic self?
- Am I free from worries about fitting in?”



Building a culture of belonging in health care

# Belonging in the workplace

- Leadership style plays a powerful role in the ‘safety’ of a work environment
- How? ALL hands-on deck!
- Emphasize teamwork, request (and use) input from all, appreciate individual contributions, accessible lines of communication, invite participation in care teams/planning (mitigate hierarchal traditions), and regular check-ins and debriefs
- Zero tolerance on staff harassment and ‘different rules and treatment’
- Diversity of staff improves performance and patient outcomes

[What Does It Take to Build a Culture of Belonging? \(hbr.org\)](#)  
Harvard Business Review 12

# Belonging for patients

- Biases permeate the health care system and affect patients via patient–clinician communication, clinical decision making, and institutionalized practices
- Implicit biases manifest in our non-verbal behavior towards others, such as frequency of eye contact and physical proximity
- Patients who do not feel welcome have poorer health outcomes
- The most consistent evidence is found in studies of patient–provider interactions in which the bias of health care providers has been repeatedly linked to discriminatory care
- In a large study of adult primary care, higher implicit bias among health care providers was associated with patients’ lower ratings of interpersonal treatment, contextual knowledge, communication, and trust

# Promising Interventions

- Stand-alone provider interventions such as training, raise awareness but do not create longstanding change
- Must be accompanied by interventions that systemically change structures inside and outside the health care system
- Implicit bias towards trainees and faculty reveal rates of harassment and discrimination have not changed
- 'Quadruple Aim' - staff satisfaction

# Measuring success

- 1. Employee Satisfaction Surveys:** Regularly assess employees' sense of belonging and job satisfaction.
- 2. Turnover Rates:** Monitor turnover rates, especially among minority staff.
- 3. Promotion and Advancement Rates:** Track the diversity of promotions to ensure equity.
- 4. Incident Reports:** Analyze reports of cultural insensitivity to identify and address patterns promptly (Smith et al., 2023).

# What call of action may further be implemented within your health system?

Promoting ongoing community belonging and relationship building

Developing inclusive spaces through cultural humility

Encouraging diverse community engagement and connection

Facilitating meaningful conversations

Celebrating diversity

Recognizing and uplifting staff

Offering support and resources

Embracing growth over perfectionism

Humanizing DEIB

## Patient Belonging and Bias in Health Care

- [Eliminating Explicit and Implicit Biases in Health Care: Evidence and Research Needs - PMC \(nih.gov\)](#)
- <https://hbr.org/2022/02/are-you-aware-of-your-biases>
- [The associations of clinicians' implicit attitudes about race with medical visit communication and patient ratings of interpersonal care - PubMed \(nih.gov\)](#)
- [Clinicians' implicit ethnic/racial bias and perceptions of care among Black and Latino patients - PubMed \(nih.gov\)](#)
- [It Can Be Done! A Skills-Based Elective in Implicit Bias Recognition and Management for Preclinical Medical Students - PMC \(nih.gov\)](#)
- [Implicit bias in healthcare professionals: a systematic review - PMC \(nih.gov\)](#)
- [Focus Group Findings on Barriers to Obtaining Quality Healthcare](#)
- <https://seer.cancer.gov/statfacts/html/aya.html>

## IBRM: Implicit Bias Recognition and Management

- <https://pmc.ncbi.nlm.nih.gov/articles/PMC8275619/> and <https://pmc.ncbi.nlm.nih.gov/articles/PMC8349376/>

## IAT: Implicit Association Test

- <https://direct.mit.edu/daed/article/153/1/21/119942> and <https://onlinelibrary.wiley.com/doi/full/10.1111/jocn.17097>



## Workplace Belonging

- [What Does It Take to Build a Culture of Belonging? \(hbr.org\)](https://hbr.org/2016/06/what-does-it-take-to-build-a-culture-of-belonging/)
- [Add a Missing Focus: Foster a Culture of Belonging in Health Care Organizations to Drive Leadership Success \(chefchicago.org\)](https://www.chefchicago.org/2017/05/add-a-missing-focus-foster-a-culture-of-belonging-in-health-care-organizations-to-drive-leadership-success/)

## Employee Retention

- <https://info.nhanow.com/learning-leading-blog/6-proven-strategies-to-keep-your-best-talent-improve-patient-outcomes>

## Assessments and Tools

- [Assess | Pathways to Population Health Equity \(publichealthequity.org\)](https://publichealthequity.org/assess-pathways-to-population-health-equity/)
- [Take a Test \(harvard.edu\)](https://www.harvard.edu/implicit-association-test/) IAT – Implicit Association Test
- <https://www.changingfaces.org.uk/for-professionals/employers/training-guidance/unconscious-bias-training/>
- <https://www.totalbrain.com/mental-health-assessment/>

## Welcoming Physical Environment

- <https://www.ahrq.gov/health-literacy/improve/precautions/tool13.html>

Session 3: Thursday November 7, Noon – 1:00 pm

***Opportunities for Community Engagement in Health Care  
Systems***

Thank you!

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