

# Measuring Inclusion

## Creating a Culture of DEI Accountability

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# CHESTNUT SERVICE LINES



Substance  
Use  
Treatment

Prevention

Mental  
Health  
Treatment

Primary  
Care

Housing

Research

# Overview

- DEI goals
- Existing research on workforce diversity
- Developing a tool
- Measuring inclusion
- Informed action

# Chestnut's DEI Goals

- Build and retain a diverse and inclusive leadership team and workforce
- Care for our patients and communities through policies and practices that respect the racial justice, equity, and inclusion of individuals with mental health and substance use disorders
- Reduce racial, ethnic, and other health disparities as we meet our mission

# Diversity

The composition of differences among individuals

# The DEI Industry



# Research on Workforce Diversity and Inclusion

# Diversity: Beneficial Outcomes

- Employee commitment
- Employee satisfaction
- Employee retention
- Effective workgroup decision making
- Organizational innovation



# Diversity: Health Equity

- Access to care and utilization
- Culturally competent care for underserved populations
- Greater patient choice for seeking care in line with their preferences
- Quality of care
- Reduce health disparities

# Diversity: Negative Outcomes

- Employee distrust
- Employee conflict
- Employee turnover

# Inclusion

The extent to which individuals feel they are appreciated in their distinctness and uniqueness and feel a sense of belonging as valued members of the group.

# Climates for Inclusion

- Increased:
  - Employee affective commitment
  - Employee job satisfaction
  - Organizational citizenship behavior
  - Effectiveness of work group decision making
  - Organizational innovation
- Reduced employee conflict

**How would we  
measure inclusion?**

# Existing Survey Tools

- Proprietary and cost prohibitive
- Not validated through research
- Time-consuming to complete
- Not designed for diversely-educated workforce
- Potentially backlash causing

# Inclusion Factors

- Level: organization, upper management, work group, supervisor-supervisee, social-informal
- Access to information
- Participation in decision making
- Involvement in social activities
- Recognition

# Chestnut's Dimensions

- Trust
- Values Personal Characteristics
- Personal Work Engagement
- Access to Opportunities
- Fair Rewards
- Cultural Responsiveness
- Respect
- Social Acceptance



# Workplace Inclusion Scale

- I know I can trust this organization
- People are valued as individuals by this organization
- My opinions matter to the organization
- I have access to new opportunities
- The organization distributes recognitions fairly
- I think the organization recognizes diversity
- I feel respected by the organization
- I always feel like I'm part of a team at work

# WORKPLACE INCLUSION SCALE

Thank you for agreeing to participate in our short study of inclusion at the workplace. As you can see neither your name nor any other identifying information appears on this questionnaire. Therefore, your responses to the questions will never be linked to you personally. Please answer the questions as honestly as you can.

Please check the appropriate box:

<b>Gender:</b> <input type="checkbox"/> Man <input type="checkbox"/> Woman <input type="checkbox"/> Transgender or Nonbinary <input type="checkbox"/> Prefer not to say	<b>Sexual Identity:</b> <input type="checkbox"/> Bisexual, Pansexual, or Queer <input type="checkbox"/> Gay/Lesbian <input type="checkbox"/> Heterosexual <input type="checkbox"/> Prefer not to say	<b>Race and Ethnicity:</b> <input type="checkbox"/> American Indian or Alaskan Native <input type="checkbox"/> Asian <input type="checkbox"/> Black <input type="checkbox"/> Hispanic or Latinx <input type="checkbox"/> Multiracial or Multiethnic <input type="checkbox"/> Native Hawaiian and Other Pacific Islanders <input type="checkbox"/> White <input type="checkbox"/> Prefer not to say	<b>Age:</b> <input type="checkbox"/> 15-20 <input type="checkbox"/> 21-30 <input type="checkbox"/> 31-40 <input type="checkbox"/> 41-50 <input type="checkbox"/> 51-60 <input type="checkbox"/> 61+ <input type="checkbox"/> Prefer not to say
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*Instructions: The following statements reflect your impressions of your work environment. Please answer as honestly as you can and remember that your answers are completely anonymous. Please circle the appropriate number to the right of each question using the 1-5 response format.*

	Strongly disagree	Somewhat disagree	Neutral	Somewhat agree	Strongly agree
1. I know I can trust this organization.	1	2	3	4	5
2. People are valued as individuals by this organization.	1	2	3	4	5
3. My opinions matter to the organization.	1	2	3	4	5
4. I have access to new opportunities.	1	2	3	4	5
5. The organization distributes recognition evenly.	1	2	3	4	5
6. I think the organization recognizes diversity.	1	2	3	4	5
7. I feel respected by the organization.	1	2	3	4	5
8. I always feel like I'm part of a team at work.	1	2	3	4	5

**THANK YOU!**

**What did we find?**

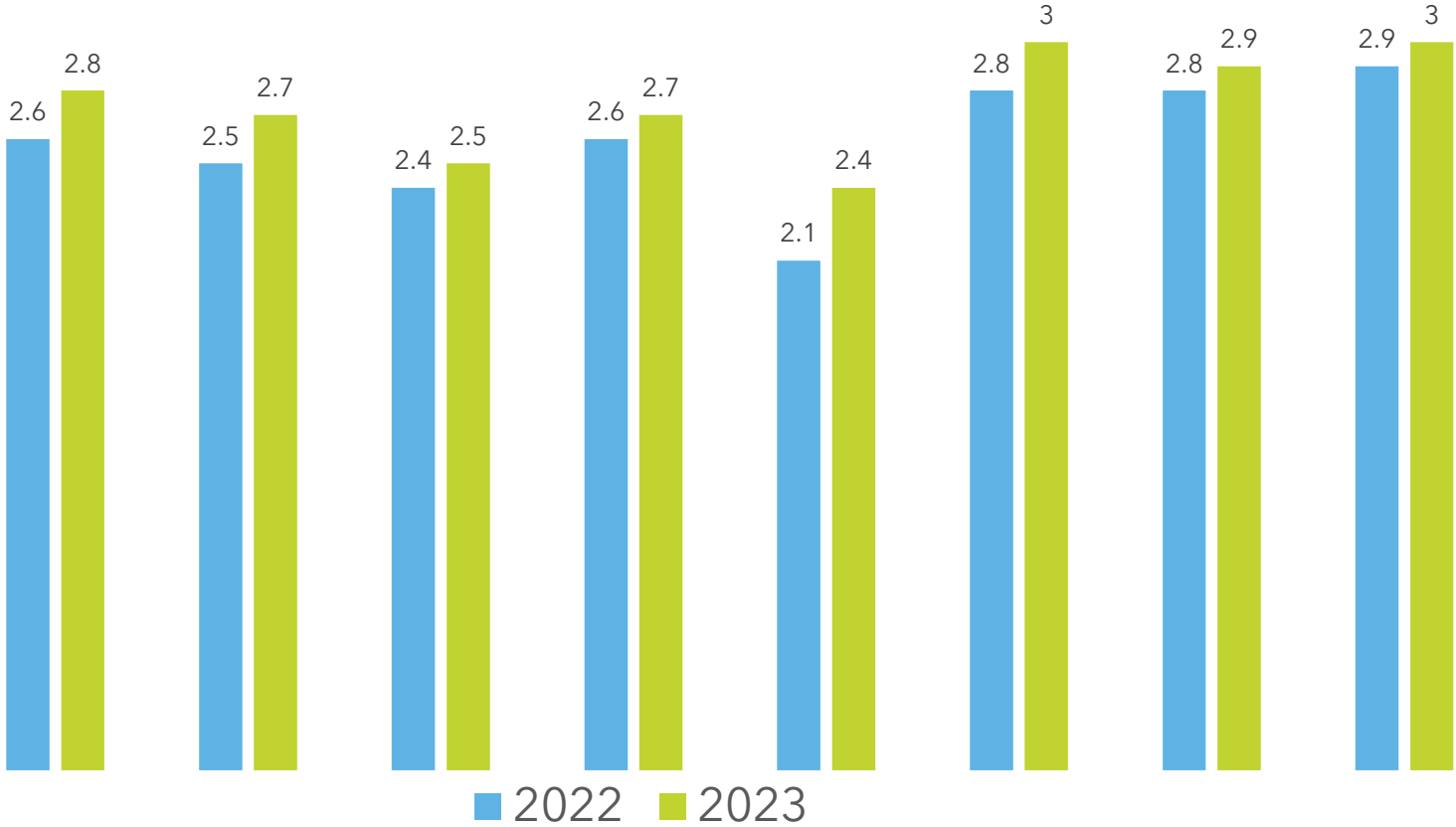
# Chestnut WIS Results 2022



# Chestnut WIS Results 2023



# WIS 2022-2023



# Qualitative Data (2021-2022)

- Perceptions of lack of access to information
- Perceptions of being excluded from decision making
- Perceptions of being unvalued, even disposable
- Perceptions of inequitable professional development opportunities and promotions
- Calls for more support for supervisors, especially new supervisors

# Informing Action



# Actions Taken

- Creating spaces for participatory decision-making
  - Wellness Committee
  - DEI Committee
- Development of supervisor training
- Cultivate mentorship and community among supervisors
- Uncover barriers to advancement in the organization

# Future Action

- Design and implement comprehensive professional development program
  - Improve internal hiring processes
  - Implement job shadowing
  - Promote leadership skill development
  - Ensure equitable access and consistency of opportunities

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