



Diversity, equity, and inclusion conversation starters

A multimedia resource library and discussion guide for understanding identity in the workplace

PUBLISHED BY

Human Resources Advancement Center
advisory.com/research/hr-advancement-center

Executive summary and table of contents

Understanding and discussing identity: A resource library and discussion guide

Healthy conversations about identity are essential to an inclusive workplace. While such dialogues can be challenging to navigate, they help build community and improve cultural awareness. Perhaps most critically, open dialogues about identity at work help address bias and discrimination that exists in the workplace.

Health care leaders often struggle to continue conversations about identity past introductory trainings on implicit bias. This multimedia resource library and discussion guide is designed to help. This tool can be used in group discussions and individual self-reflection activities. It includes a curated list of multimedia resources that dive into the complex ways that class, race, gender, ethnicity, and other aspects of identity overlap and affect people at work, at home, and in health care settings.

Table of contents

Understanding identity 1013
Identity and health care: Medical racism.5
Identity and health care: Transgender care experiences6
Identity and discrimination in the workplace7
Creating an inclusive workplace8
Identity discussion guide9

Understanding identity 101

Understanding Identity 101: Race, ethnicity, sexuality, and disability

Resource	Description	Questions to consider
<p>Listen: All My Relations</p> <p>Podcast series</p> <p>Listen time: 45 min. per episode</p>	<ul style="list-style-type: none">• This resource explores the daily life of Native American people and delves into a variety of topics including: feminism, queerness, genetic testing, and the appropriation of Native images• Use this resource to help staff understand the lived experiences of Native American people in the US.	<ul style="list-style-type: none">• What is the history of the Native American people who once lived in my community? How were they displaced? Are there spaces for them to return and live with equity and respect?• How might this information inform the way you interact with Native American colleagues and patients?
<p>Listen: Latinos Who Lunch</p> <p>Podcast series</p> <p>Listen time: 60 min.</p> <p>Episode spotlight: Latinos Who Work</p>	<ul style="list-style-type: none">• This resource explores the intersectionality between queer and Latinx experiences• Use this resource to facilitate a dialogue on the lived experiences of queer Latinx people	<ul style="list-style-type: none">• Which Latinx groups (and other ethnic groups) exist in your community and your place of work? In what ways are these cultures celebrated or acknowledged?
<p>Watch Emmy-nominated series: Special</p> <p>Netflix series</p> <p>Watch time: 15 min.</p>	<ul style="list-style-type: none">• This resource portrays a young gay male with cerebral palsy leaving home for the first time to work and live in LA• Use this resource to facilitate a discussion regarding the intersectionality of sexuality and disability	<ul style="list-style-type: none">• How does Ryan O’Connell speak to the intersections of queerness and disability? How are they similar? How do they differ?• What are some of the barriers to equitable care that people with disabilities who identify as queer experience?
<p>Watch: How Autism Feels, From the Inside</p> <p>New York Times Op-Docs</p> <p>Watch time: 12 min.</p>	<ul style="list-style-type: none">• This resource portrays what it’s like to live with autism spectrum disorder• Use this resource to facilitate a discussion on patient-centered care for people with disabilities	<ul style="list-style-type: none">• What were you the most surprised to learn about autism?• How will this inform the way you and your team interact with your patients with visible or invisible-disabilities? Coworkers?

Understanding identity 101 (continued)

Understanding Identity 101: Gender and intersectionality

Resource	Description	Questions to consider
<p>Watch: How Parents Influence Kids' Gender Roles Video from The Atlantic</p> <p>Watch time: 3 min.</p>	<ul style="list-style-type: none">• This resource illustrates how parents influence their children's understanding of gender in their day-to-day lives• Use this resource to facilitate a discussion on how people contribute to gender norms	<ul style="list-style-type: none">• How did your parents inadvertently shape your perception of gender? Consider their language, hobbies, and household roles.• How can you prevent propagating gender stereotypes to others that you interact with daily?
<p>Watch: The urgency of Intersectionality- Kimberlé Crenshaw</p> <p>Ted Talk</p> <p>Watch time: 18 min.</p>	<ul style="list-style-type: none">• This resource explores the reality of experiencing both racial and gender bias—and how the two experiences combined create even more harm• Use this resource to ground theoretical framework of intersectionality in anecdotes	<ul style="list-style-type: none">• What are your own identities, privilege(s), and positions of power in relation to your community and coworkers?• How can we better support our patients in identifying the ways that bias and privilege impact our clinical interactions?

Identity and health care: Medical racism

Resource	Description	Questions to consider
<p>Read: Nonwhite patients get less pain relief in a U.S. emergency rooms Physician's weekly article Watch time: 10 min.</p>	<ul style="list-style-type: none"> This resource examines the racial and ethnic disparities in the management of acute pain in US emergency departments Use this resource to facilitate a discussion on the connection between inequality and racism 	<ul style="list-style-type: none"> How does inequality manifest in health care? As providers, how do we contribute to this inequality? What steps can we take (individually and as an organization) to lessen the impact that inequality and bias has on our patients?
<p>Watch: Black America & Coronavirus Town hall A brief conversation with activists and political leaders Watch time: 60 min.</p>	<ul style="list-style-type: none"> This resource explores how Covid-19 has disproportionately impacted Black and Brown communities Use this resource to facilitate a discussion on health disparities 	<ul style="list-style-type: none"> What are the social, political, economic, or cultural conditions impacting Black people during the Covid-19 pandemic? Is this an ongoing or emerging issue? What can we do to ensure that we do not further contribute to this issue? Where do we have the most power to make a difference?
<p>Watch: The problem with race-based medicine Ted Talk Watch Time: 18 min.</p>	<ul style="list-style-type: none"> This resource outlines how race-based medicine influences care and negatively impacts diagnosis and treatment decisions Use this resource to facilitate a discussion on the origin of race-based medicine, and it's impact in our current health care system 	<ul style="list-style-type: none"> How can race shift the power dynamic between patients and health care personnel? What processes have we invested in today to divest from race-based medicine?
<p>Listen: Black Mothers Keep Dying After Giving Birth. Shalon Irving's Story Explains Why NPR Podcast Listen time: 12 min.</p>	<ul style="list-style-type: none"> This resource portrays a Black mother's birthing experience that resulted in her death Use this resource to ground your conversation on the impacts of medical racism 	<ul style="list-style-type: none"> What are the specific identities that overlap or intersect to make Shalon more vulnerable to maternal death? What processes do we have in place to protect patients, like Shalon, from experiencing worse birth outcomes?

Identity and health care: Transgender care experiences

Resource	Description	Questions to consider
<p>Watch: Transgender health horror stories</p> <p>Short documentary</p> <p>Watch time: 20 min.</p>	<ul style="list-style-type: none">• This resource portrays the discrimination that transgender youth experience while accessing health care• Use this resource to help your staff understand the transgender experience in health care	<ul style="list-style-type: none">• What are the common pain points identified in this short documentary?• What might be different in your practice?• What complications might arise in how you would address the pain points explored in this documentary?
<p>Read: Playbook for building a comprehensive gender affirmation health program</p> <p>Advisory Board research report</p> <p>Read time: 20 min.</p>	<ul style="list-style-type: none">• This resource outlines three steps providers can take to develop their care delivery to provide gender-affirming care• Use this resource to brainstorm ways that your practice can develop their care delivery tactics	<ul style="list-style-type: none">• Does my practice have gender-fluid facilities?• How might you be able to mitigate your patients' stress around gender?• How can your administrative staff help trans patients feel comfortable in the check-in process?
<p>Watch: A Physician's experience treating trans patients</p> <p>Ted Talk</p> <p>Watch time: 18 min.</p>	<ul style="list-style-type: none">• This resource illustrates how providers can empower and support their transgender patients• Use this resource to facilitate a discussion on the barriers that transgender patients face when accessing medical care	<ul style="list-style-type: none">• How can you make space for your transgender patients to voice their concerns?• How can you set up your practice to eliminate discrimination against transgender patients? Are you doing this today? Why or why not?

Identity and discrimination in the workplace

Resource	Description	Questions to consider
<p>Read: Why Black doctors like me are leaving faculty positions in academic medical centers</p> <p>STAT article</p> <p>Read time: 10 min.</p>	<ul style="list-style-type: none">• This resource examines the racially complex experiences of faculty physicians in predominantly white medical centers• Use this resource to help staff understand the experiences, Black medical faculty members	<ul style="list-style-type: none">• What are the assumptions/beliefs around race that may have impacted this faculty member's decision to leave their post?• In what ways does your academic medical center align or diverge from the institutions described in this op-ed?
<p>Listen: You, me and them: experiencing discrimination In America</p> <p>NPR podcast series</p> <p>Listen time: 6-10 min.</p>	<ul style="list-style-type: none">• This podcast delves into personal experiences of discrimination in America from representative samples of African Americans, Latinos, Asian Americans, Native Americans, whites, men, women, and LGBTQ adults• Use this resource to facilitate a discussion on discrimination that relates to housing, health care, education, etc.	<ul style="list-style-type: none">• To what extent do your identities define you? By your social and economic class? By your religion?• As an organization, what can you do to minimize discrimination in the workplace?• What processes can you put in place to hold each other accountable?
<p>Read: How racism and a lack of diversity can harm workplace productivity</p> <p>The conversation article</p> <p>Read Time: 10 min.</p>	<ul style="list-style-type: none">• This resource explains how exposure to racism can negatively impact productivity and employee wellbeing• Use this resource to facilitate a discussion on the experiences of marginalized groups in your workplace	<ul style="list-style-type: none">• How can racism be harmful to your staff? Can you give an example of how racism and other biases may show up in your hiring practices/workplace in general?• What actions can you commit to doing and hold each other accountable to decrease the effects of racism in the workplace?

Creating an inclusive workplace

Resource	Description	Questions to consider
<p>Watch: How to get serious about diversity in the workplace</p> <p>Ted Talk</p> <p>Watch time: 18 min.</p>	<ul style="list-style-type: none">• This resource explores strategies to create an inclusive workplace• Use this resource to brainstorm diversity and inclusion strategies	<ul style="list-style-type: none">• Why is learning about diversity and inclusion important for the work that you do?• What happens if you don't address diversity, equity, and inclusion as an organization?
<p>Listen: A new way to combat bias at work</p> <p>HBR IdeaCast</p> <p>Listen time: 26 min.</p>	<ul style="list-style-type: none">• This resource explores how employees can address bias in a productive and successful way• Use this resource to facilitate a discussion on combatting bias and discrimination in the workplace	<ul style="list-style-type: none">• When you set out to hire candidates, what qualities, beliefs, and educational backgrounds have you favored in the past?• What is your current recruitment strategy? How can you actively source candidates from underrepresented communities?
<p>Watch: Three ways to be a better ally in the workplace</p> <p>Ted Talk</p> <p>Watch time: 18 min.</p>	<ul style="list-style-type: none">• This resource shares three actionable ways to support people who are underrepresented in the workplace• Use this resource to identify ways you can better support your coworkers and create an inclusive community	<ul style="list-style-type: none">• In what way can a person genuinely believe that discrimination is wrong and still hold unconscious bias?• What actionable steps outlined in this Ted Talk can you implement today? Which steps are less feasible?
<p>Listen: The will to change: uncovering true stories of Diversity and Inclusion</p> <p>Podcast</p> <p>Listen time: 30-50 min.</p> <p>Episode spotlight: "Engaging Men as Allies for Gender Equality With Ray Arata."</p>	<ul style="list-style-type: none">• This resource explores a broad range of diversity and inclusion topics including: engaging men as diversity champions, the business case for diversity and inclusion, employee networks or resource groups, and more• Use this resource to identify successful diversity and inclusion initiatives	<ul style="list-style-type: none">• How should we define progress? What metrics should we consider?• How do we ensure that our diversity, equity, and inclusion initiatives are incorporated at a strategic level?

Identity discussion guide

Note to the facilitator:

Use the prompts below to structure a meaningful discussion or workshop on identity in your workplace. To ensure a the conversation is constructive, assess your audience's experience, knowledge, and comfort level at the onset of the conversation and throughout. If you are less familiar with aspects of identity or culturally competent language, please consider inviting a co-leader with expertise. Remember the importance of creating safe spaces and setting realistic goals.

Establish safe space agreements. Set necessary rules about how you will work together during this workshop. These agreements will make the space comfortable for every participant and set a productive tone. Review an example [here](#).

Set realistic goals. Identify actionable results that you would like to get out of this conversation. Whether it's to get to know your staff better, create a sense of community, or identify systematic issues in your organization that you would like to address, it's essential to set these goals before you start a conversation to measure success.

Discussing Identity

Individual self-reflection prompts

1. Who am I? Think of the numerous ways you describe yourself.
2. What parts of your identity do you choose for yourself?
3. What parts of your identity are determined for you by other people or by society?
4. What part of your identity is the most important to you?
5. What part of other people's identities do you notice first?
6. What are your own identities, privilege(s), and positions of power that shape your values and lived experiences?

Discussing identity and discrimination in the workplace

Small group discussion prompts

1. What does it mean to "belong" in your workplace? Who and what determines that membership?
2. How does inequality manifest in your workplace?
3. What part of your identity do you feel least comfortable with at your workplace?
4. What part of your identity do you see having the most effect on your interactions with [patients/peers/managers]?
5. Have you experienced any barriers to success at your workplace related to an aspect of your identity?
6. Is there anything that leadership can do better to facilitate your success and sense of inclusion?
7. Do you sense that mentorship and promotions happen without bias?
8. What are the consequences and legacies of exclusionary practices in your workplace/industry?

Debrief activity

Full group discussion prompts

1. Which questions were the hardest to respond to? Why?
2. Were you wary of answering honestly at any point?
3. Why do you think we did this activity?
4. Who's currently in the room and who's not? Who should be a part of this conversation?
5. How might what you learned or realized today impact your future actions?

Human Resources Advancement Center

Project Editors

Darby Sullivan

sullivada@advisory.com
202-266-6714

Micha'le Simmons

simmons@advisory.com
202-909-4351

Project Directors

Daphney Gaston

Research Team

Julia Renfroe

Teresa Ghidey

Stephanie Estevez

Sarah Brown

Erin Lane

Design Consultant

Sebastian Beckmann

LEGAL CAVEAT

Advisory Board has made efforts to verify the accuracy of the information it provides to members. This report relies on data obtained from many sources, however, and Advisory Board cannot guarantee the accuracy of the information provided or any analysis based thereon. In addition, Advisory Board is not in the business of giving legal, medical, accounting, or other professional advice, and its reports should not be construed as professional advice. In particular, members should not rely on any legal commentary in this report as a basis for action, or assume that any tactics described herein would be permitted by applicable law or appropriate for a given member's situation. Members are advised to consult with appropriate professionals concerning legal, medical, tax, or accounting issues, before implementing any of these tactics. Neither Advisory Board nor its officers, directors, trustees, employees, and agents shall be liable for any claims, liabilities, or expenses relating to (a) any errors or omissions in this report, whether caused by Advisory Board or any of its employees or agents, or sources or other third parties, (b) any recommendation or graded ranking by Advisory Board, or (c) failure of member and its employees and agents to abide by the terms set forth herein.

Advisory Board and the "A" logo are registered trademarks of The Advisory Board Company in the United States and other countries. Members are not permitted to use these trademarks, or any other trademark, product name, service name, trade name, and logo of Advisory Board without prior written consent of Advisory Board. All other trademarks, product names, service names, trade names, and logos used within these pages are the property of their respective holders. Use of other company trademarks, product names, service names, trade names, and logos or images of the same does not necessarily constitute (a) an endorsement by such company of Advisory Board and its products and services, or (b) an endorsement of the company or its products or services by Advisory Board. Advisory Board is not affiliated with any such company.

IMPORTANT: Please read the following.

Advisory Board has prepared this report for the exclusive use of its members. Each member acknowledges and agrees that this report and the information contained herein (collectively, the "Report") are confidential and proprietary to Advisory Board. By accepting delivery of this Report, each member agrees to abide by the terms as stated herein, including the following:

1. Advisory Board owns all right, title, and interest in and to this Report. Except as stated herein, no right, license, permission, or interest of any kind in this Report is intended to be given, transferred to, or acquired by a member. Each member is authorized to use this Report only to the extent expressly authorized herein.
2. Each member shall not sell, license, republish, or post online or otherwise this Report, in part or in whole. Each member shall not disseminate or permit the use of, and shall take reasonable precautions to prevent such dissemination or use of, this Report by (a) any of its employees and agents (except as stated below), or (b) any third party.
3. Each member may make this Report available solely to those of its employees and agents who (a) are registered for the workshop or membership program of which this Report is a part, (b) require access to this Report in order to learn from the information described herein, and (c) agree not to disclose this Report to other employees or agents or any third party. Each member shall use, and shall ensure that its employees and agents use, this Report for its internal use only. Each member may make a limited number of copies, solely as adequate for use by its employees and agents in accordance with the terms herein.
4. Each member shall not remove from this Report any confidential markings, copyright notices, and/or other similar indicia herein.
5. Each member is responsible for any breach of its obligations as stated herein by any of its employees or agents.
6. If a member is unwilling to abide by any of the foregoing obligations, then such member shall promptly return this Report and all copies thereof to Advisory Board.

Advisory Board helps leaders and future leaders in the health care industry work smarter and faster by providing provocative insights, actionable strategies, and practical tools to support execution.

With more than 40 years of experience, a team of over 250 experts, and a network of nearly 5,000 member organizations, we spend more time researching the now and predicting the next than anyone else in the health care industry.

We know that together we can change the business of health care for the better. Join us by visiting advisory.com.

