

DEI in Practice: Accountability versus Implementation

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Getting Started

- Realize that change is an opportunity – not a threat
- Implement an Equity and Inclusion Statement
- Ensure that any disciplinary efforts have legal precedent and can be enforced
- Make certain that staff understand what DEI means to the workplace with a team agreement

[WAC 246-919-640, Abuse.](#)

- 1) A physician commits unprofessional conduct if the physician abuses a patient. A physician abuses a patient when (they):
 - (d) Engages in any conduct, whether verbal or physical, which unreasonably demeans, humiliates, embarrasses, threatens, or harms a patient.

What is a Team Agreement

- Team Agreements create clarity and mutual expectations in a social system
- It creates safe spaces for groups to process and have difficult conversations
- When we make implicit social expectations explicit, we can come closer to bringing our whole self to work and:
 - Concentrate on real interactions
 - Focus on creativity and innovation
 - Let go of social fears that limit us
 - Lean into inclusion of diverse voices

Our Team Agreement



Be Present



Acknowledge your
Impact



Experience
Discomfort



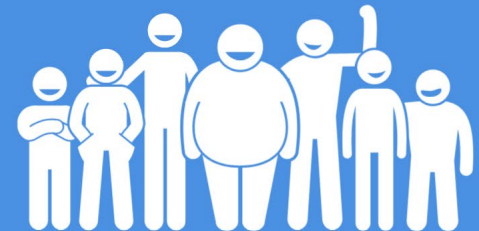
Expect and Accept
Non-Closure



Leave Stories,
Take Learnings

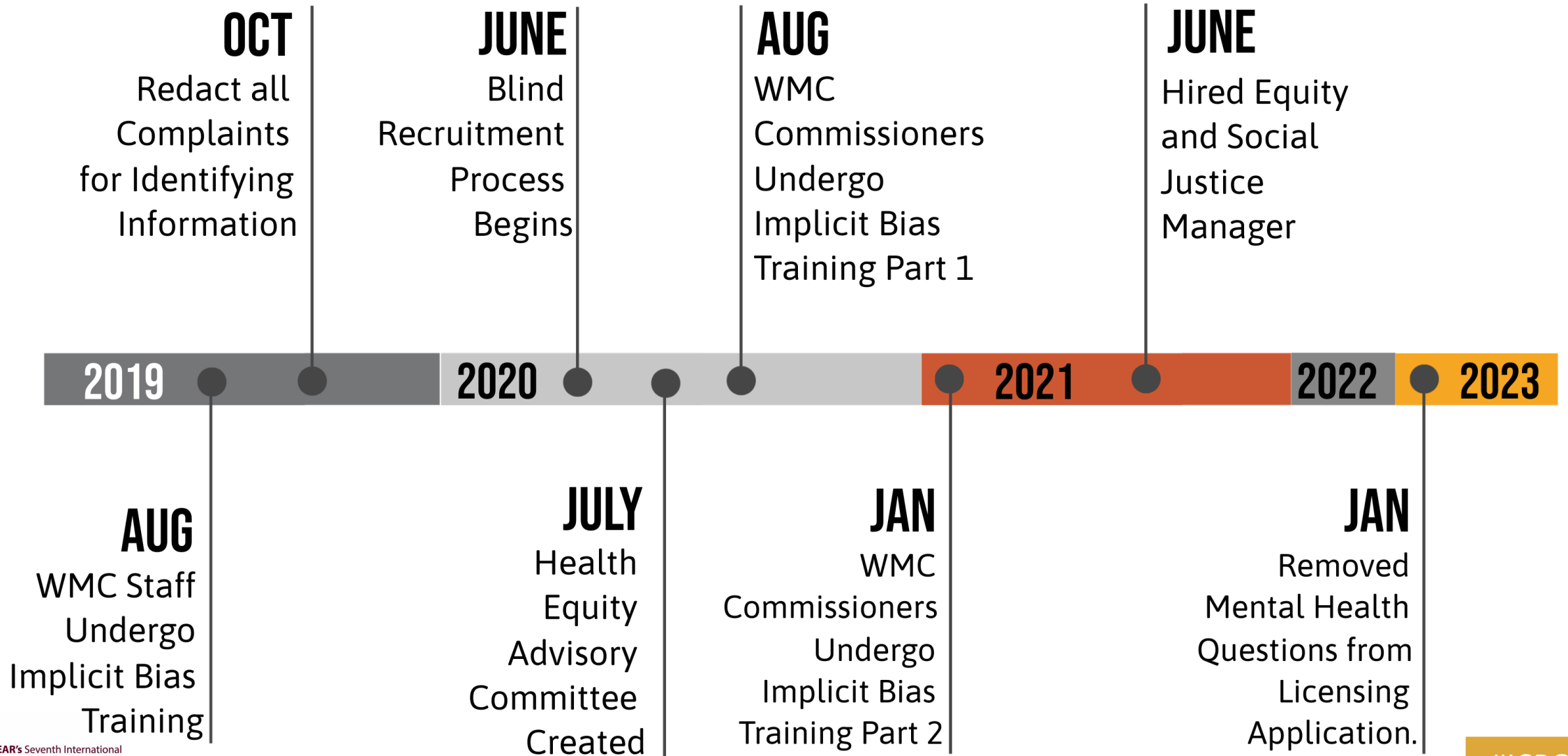


Step up, Step Back



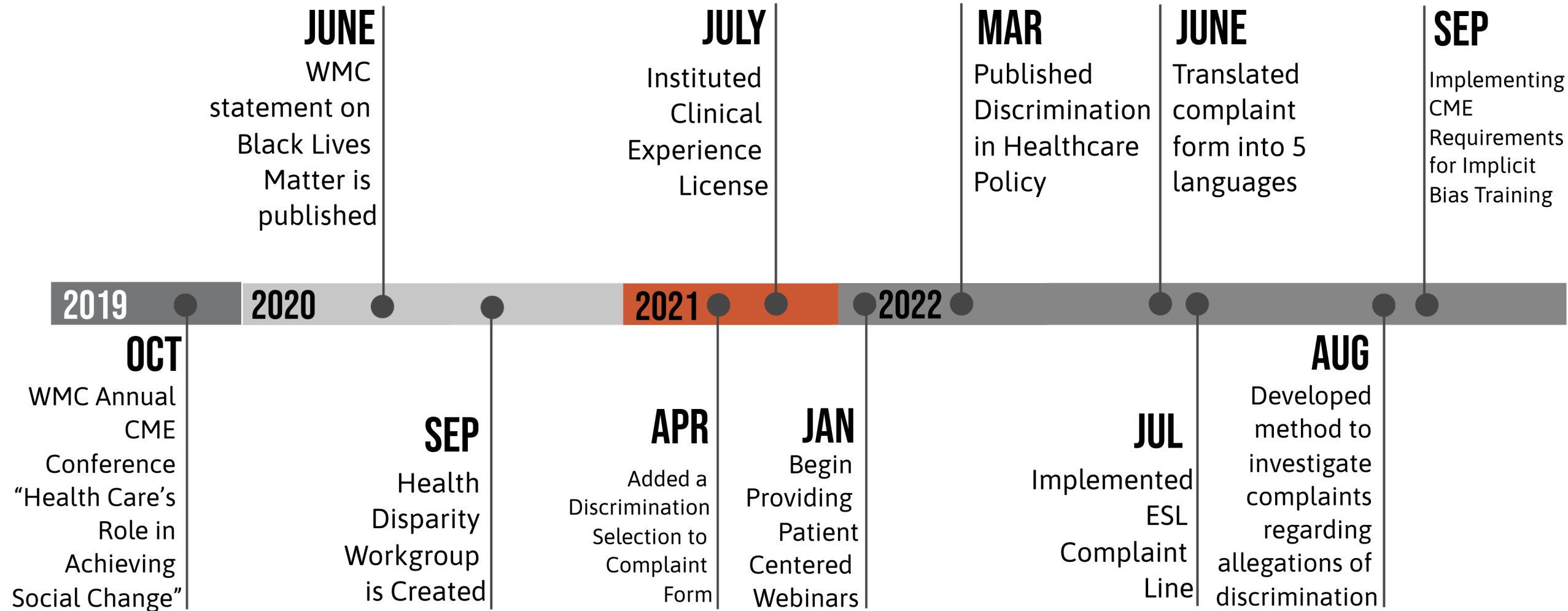
Be Kind

Looking Inward



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Looking Outward



Focus on the People

- Diversity, equity, and inclusion each require different methods of intervention, different resources, and different tools for measurement
- Focus on creating a culture of belonging
- Address situations that make person/people feel devalued
- There is no one way, no right way, but there is a way that works for you

Results – Staff Recruitment and Retention

	2019	2023	Percent Change
Number of Employees	52	57	+ 9.6%
Male	35%	33%	- 2%
Female	65%	67%	+ 2%
Caucasian	83%	71%	- 12%
Black / African American	6%	7%	+ 1%
Asian	4%	12%	+ 6%
American Indian / Alaskan Native	4%	3.5%	- 0.5%
Native Hawaiian / Pacific Islander	0%	0%	0%
Hispanic	4%	5%	+ 1%

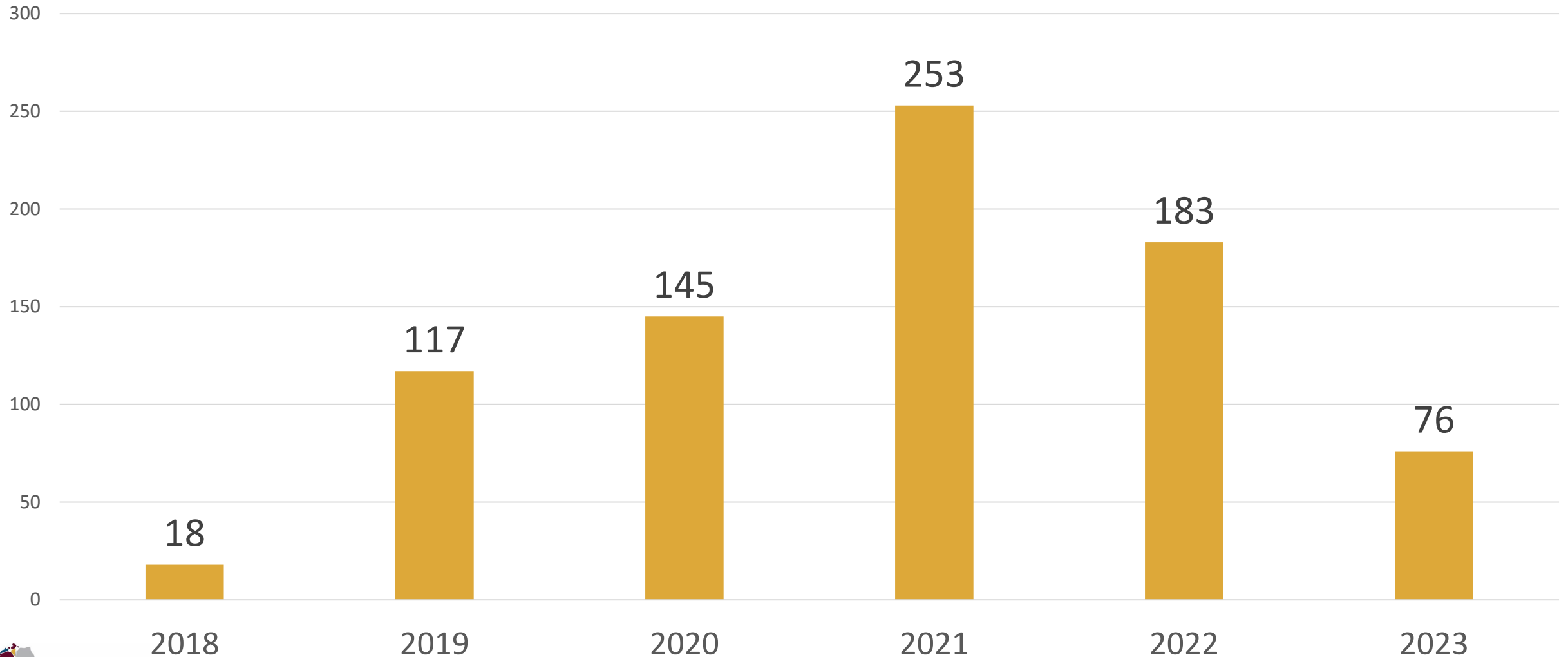
Average Annual Turnover: 3 FTE

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Results – Commissioner Recruitment

	WMC Composition (2021)	WMC Composition (2023)	Physician General Population
Male	44.4%	62%	62%
Female	55.5%	38%	38%
Caucasian	83%	47.3%	67%
Black / African American	5.5%	19%	2.2%
Asian	11%	28%	19%
American Indian / Alaskan Native	Not Represented	Not Represented	0.6%
Native Hawaiian / Pacific Islander	Not Represented	Not Represented	0.4%
Hispanic	Not Represented	4.7%	3.1%
Other	Not Represented	Not Represented	2.7%

Results – Complaints Processing



■ Number of Complaints

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What is Next?

- Not just integrate – but embed our DEI policies into employee culture and retention strategies
- Evaluate the broader impacts of our initiatives to health care practices
- How do we begin to move from DEI to Equity and Social Justice (ESJ)?



Thank you

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Washington Medical Commission

Licensing. Accountability. Leadership.

Manage Expectations...



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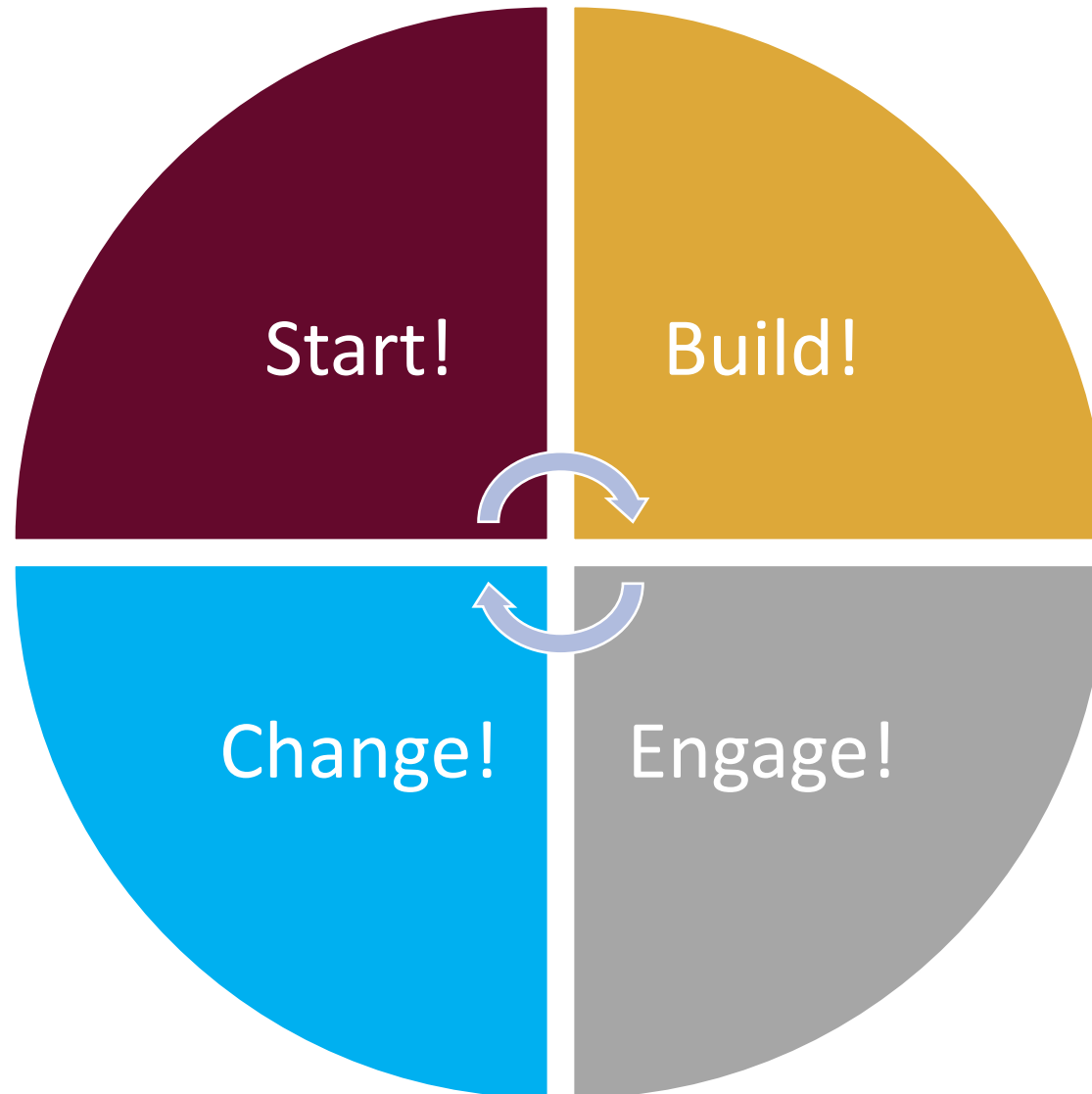
Sit with the Discomfort¹...

- The world is unacceptably inequitable, exclusive, homogeneous¹
- DEI training in isolation does little to create long-term behavior changes¹
- We do not have a collective handle on how to change at scale¹
- DEI work is “forever work”



¹Excerpted from Zheng, L. (2022). *DEI Deconstructed: Your No-nonsense Guide to Doing the Work and Doing it Right*. (p. 28). Berrett-Koehler Publishers.

Levels of DEI Achievement



Start!

- Level 1: Focus on right now
 - No prerequisites
 - Successful execution begins to build trust
 - Unlikely to independently achieve DEI outcomes at scale

Foundational

Create a DEI Statement
Create a DEI Committee

Internal

Offer opt-in well-being and learning resources
Formalize and standardize employee processes

External

Publicly recognize cultural holidays and history months
Spotlight DEI efforts on social media

Build!

- Level 2: Focus on building the infrastructure
 - Few prerequisites
 - Resources and leadership commitment needed
 - Builds further trust

Foundational

Share high-level representational data

Hire DEI professionals

Internal

Offer inclusive benefits and facilities

Organize ERGs and affinity groups

External

Work with benchmarking organizations

Hold regular meetings with community leaders

¹Excerpted from "4 Levels of DEI Achievement", in: Zheng, L. (2022). *DEI Deconstructed: Your no-nonsense guide to doing the work and doing it right*. Berrett-Koehler Publishers. Used by permission.

Engage!

- Level 3: Focus on solving the “right” challenges
 - Valuable to organization
 - Requires significant data
 - Requires trust

Foundational

Create unit-specific DEI strategy with objectives

Redesign products and services from a DEI lens

Internal

Normalize regular DEI conversations and feedback

Create sponsorship and mentorship programs

External

Offer employee and/or community seats on BOD

Engage in corporate social and/or political advocacy

¹Excerpted from “4 Levels of DEI Achievement”, in: Zheng, L. (2022). *DEI Deconstructed: Your no-nonsense guide to doing the work and doing it right*. Berrett-Koehler Publishers. Used by permission.

Change!

- Level 4: Focus on sustained impact
 - Requires the most commitment
 - Requires political will, trust, and momentum
 - Significant changes made

Foundational

Regularly share ESG and DEI outcome data

Make organizational change using ESG and DEI data

Internal

Align incentive and disciplinary systems

Train leaders on stewarding systems and culture

External

Invest/divest in alignment with mission and values

Involve community reps and labor unions in decisions

Forever work!

DEI = N.I.C.E.

- Not a “one and done” activity
- Inspire, don’t require
- Commitment from leadership, celebrate wins
- Evaluate and reassess



Thank you

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¹Reference: Zheng, L. (2022). *DEI Deconstructed: Your No-nonsense Guide to Doing the Work and Doing it Right*. Berrett-Koehler Publishers. Used by permission.

Q&A Time

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