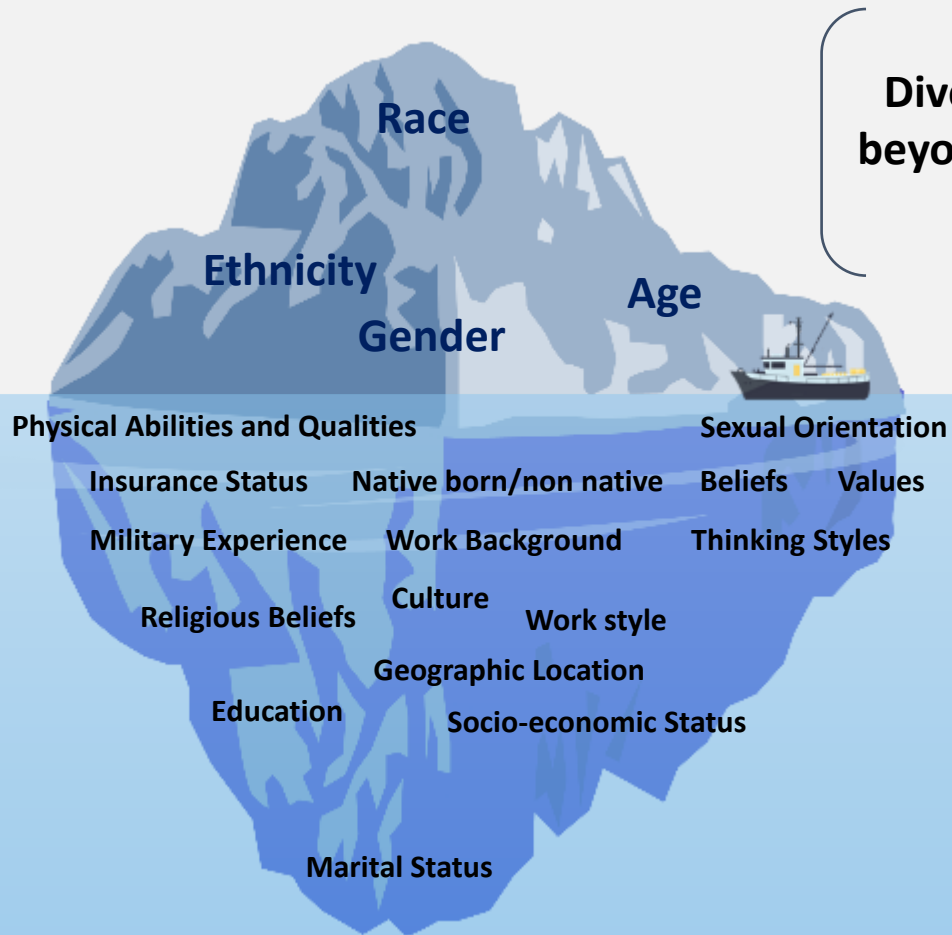Blue Cross
Blue Shield
Blue Care Network
of Michigan

Making the Connection: How a Culture of Inclusion Supports Employee Well-Being

Bridget Hurd
Vice President, Inclusion And Diversity and Chief Diversity Officer
Blue Cross Blue Shield of Michigan

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What *is* diversity and inclusion?

Race

Ethnicity

Gender

Age

Diversity goes beyond race and gender

Physical Abilities and Qualities

Sexual Orientation

Insurance Status

Native born/non native

Beliefs

Values

Military Experience

Work Background

Thinking Styles

Religious Beliefs

Culture

Work style

Geographic Location

Education

Socio-economic Status

Marital Status

Separation

Integration

Inclusion

Inclusion recognizes the person in front of you

Inclusion shows up when there is recognition of uniqueness, fairness, respect, appreciation and a sense of belonging for the individual.

We all have a story…
beyond what we see on the outside…

My Story…

A native Detroiter

My parents are a part of the Great Migration

St. John Health System… now Ascension Health

Detroit Medical Center

Blue Cross Blue Shield Blue Care Network of Michigan

Nonprofit corporations and independent licensees of the Blue Cross and Blue Shield Association

GDAHC

GREATER DETROIT AREA HEALTH COUNCIL

A passion for connecting people to health care.

Diversity + Inclusion = Empathy + Compassion

Listening for understanding

Understanding another's experiences or perspectives

Remove Labels

Get people out of the box

Let go of assumptions

Hear someone's story

There is an opportunity to be more open-minded to others' experiences and perspectives.

We have to change the way we think about inclusion and diversity

- Adapt to bring humanity back into the workplace.

- Foster a workplace community where there is psychological safety and welcomes our vulnerabilities and unique strengths.

- Nurture an environment where we can develop authentic and meaningful relationships that build trust.

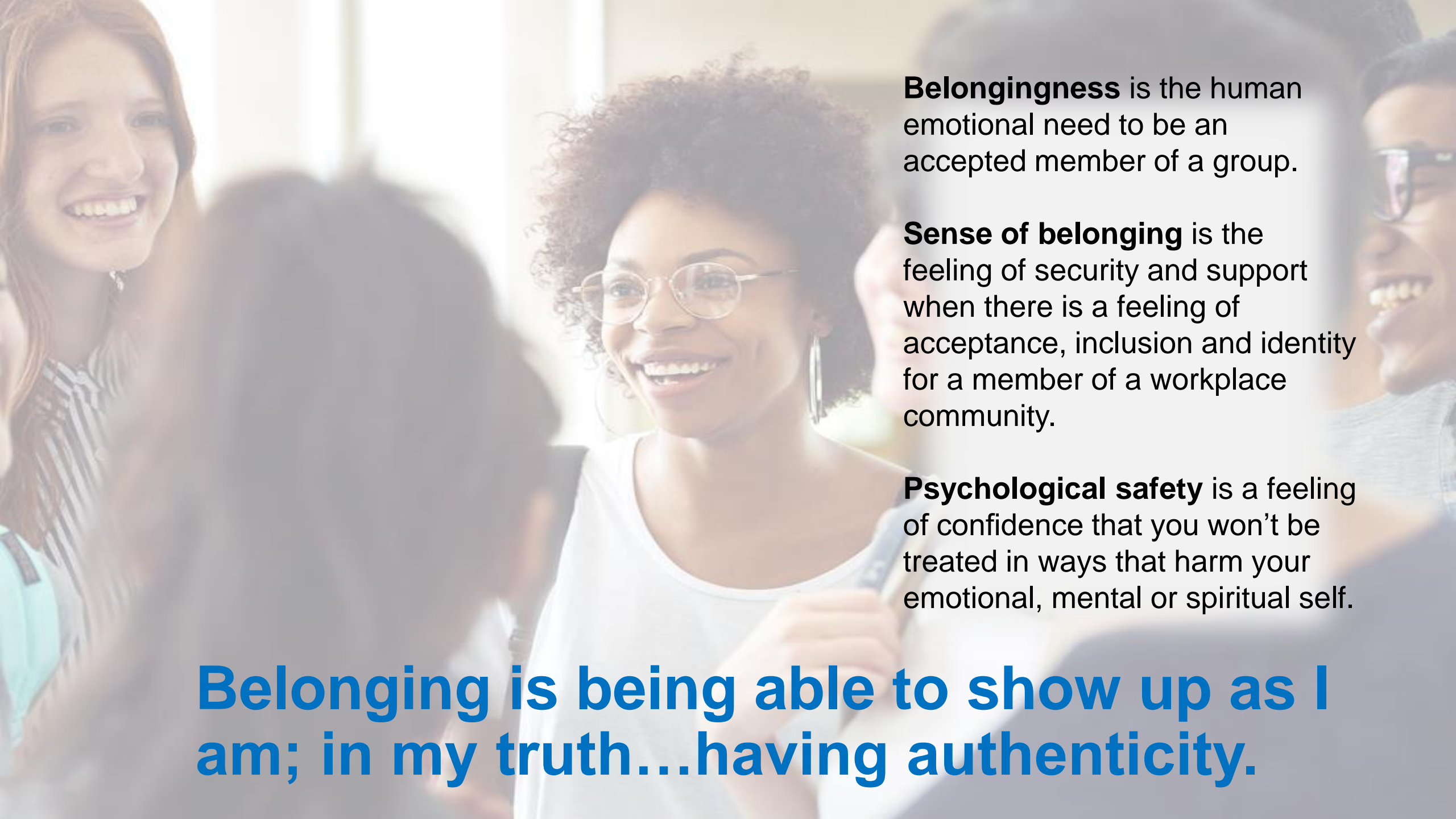- Create opportunities for **CONNECTION**.

The workforce well-being imperative

by Dr. Jay Bhatt, Colleen Bordeaux, Jen Fisher

Why is workplace well-being important?

The World Health Organization considers employment to be a "social determinant of health"—something so important that it shapes our well-being at a deep level.[2] One issue may be that some employment determinants are limited to factors such as job security, physical safety, and salary.

Where, how, and when people work may have changed and could continue to evolve in the future, potentially removing traditional boundaries between work and other life activities. It could be time to change the way we think about well-being to reflect these changes in the workplace: Work can impact many aspects of an individual's well-being, including their physical, mental, social, and financial health, as well as their sense of purpose and ability to grow.

Belongingness is the human emotional need to be an accepted member of a group.

Sense of belonging is the feeling of security and support when there is a feeling of acceptance, inclusion and identity for a member of a workplace community.

Psychological safety is a feeling of confidence that you won't be treated in ways that harm your emotional, mental or spiritual self.

Belonging is being able to show up as I am; in my truth…having authenticity.

"Becoming more human at work, and nurturing the best in our relationships, is the next great innovation."

Dr. Brene Brown

Team members should feel *comfortable* at work

Team members should feel *connected* to the people they work with and the teams they are part of

Team members should feel that they *contribute* to meaningful work outcomes

May 15, 2020 Jeff Schwartz, Brad Denny, David Mallon, Yves Van Durme, Maren Hauptmann, Ramona Yan, Shannon Poynton

Contribution and connection drive belonging more than comfort alone

Which of the following is the biggest driver of creating belonging in your organization?

- ■ Workers who can bring their full, authentic selves to the workplace
- ■ Workers who are treated fairly
- ■ Workers who can identify with a defined team (e.g., function, department, geography, etc.)
- ■ Workers have a sense of community and feel connected to others in the organization
- ■ Workers who are valued for their individual contributions
- ■ Workers who feel aligned with the organization's purpose, mission, and values

Comfort

9% — 16% — **25%**

Connection

10% — 21% — **31%**

Contribution

16% — 28% — **44%**

Source: Deloitte Global Human Capital Trends survey, 2020.

Culture, leadership, and personal relationships are the biggest factors influencing an organization's ability to create belonging

What factors most influence your organization's ability to create a sense of belonging? Select up to two.

Organizational culture
43%

Leadership behaviors
33%

Personal relationships
24%

Organizational purpose
20%

Opportunity and growth
15%

The nature of the work
14%

Fairness
8%

Organizational culture refers to the system of values, beliefs, and behaviors that shapes interactions and how work gets done within an organization.

Source: Deloitte Global Human Capital Trends survey, 2020.

"Covering" – covering or downplaying certain aspects of one's identity

Team members may cover in four distinct ways:

Appearance-based covering concerns how individuals alter their self-presentation—including grooming, attire, and mannerisms—to blend into the mainstream. For instance, a Black woman might straighten her hair to de-emphasize her race.

Advocacy-based covering concerns how much individuals "stick up for" their group. A veteran might refrain from challenging a joke about the military, lest she be seen as overly strident.

Affiliation-based covering concerns how individuals avoid behaviors widely associated with their identity, often to negate stereotypes about that identity. A woman might avoid talking about being a mother because she does not want her colleagues to think she is less committed to her work.
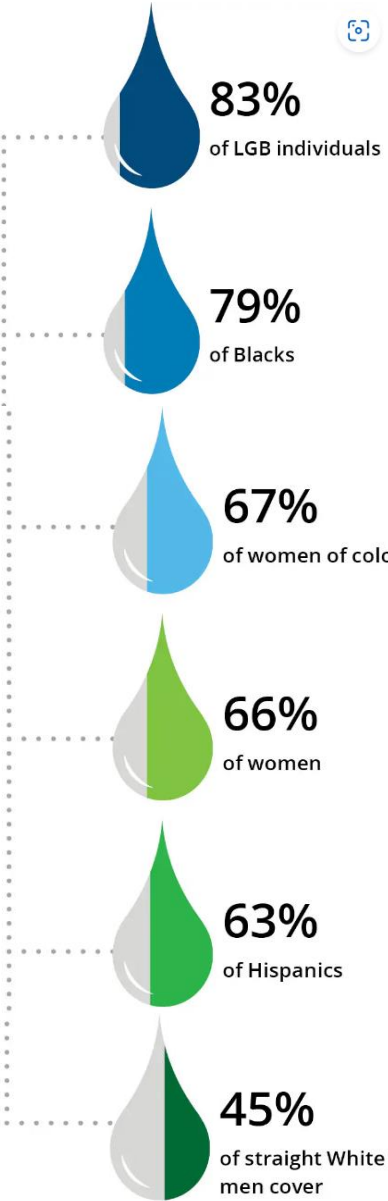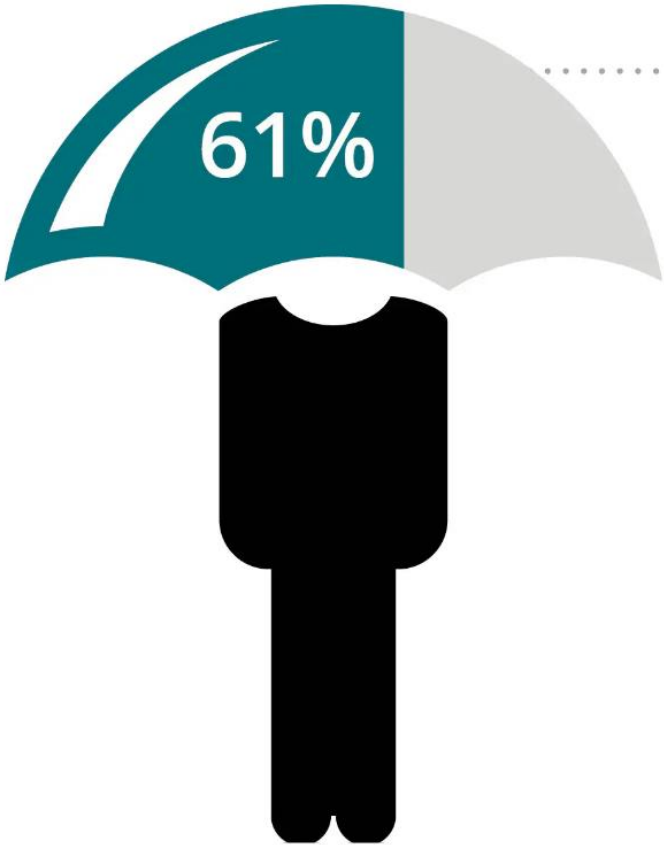
Association-based covering concerns how individuals avoid contact with other group members. A gay person might refrain from bringing his same-sex partner to a work function so as not to be seen as "too gay."

Source: Deloitte – Uncovering Talent, A New Model of Inclusion

Deloitte Inclusion Survey: Uncovering Talent

The majority of our 3,000 respondents reported having engaged in covering in the workplace. While some groups reported incidents of covering more than others, covering was a common experience across the board.

Overall, the respondents reported perceived social expectations that involved managing aspects of their identity to fit into the mainstream. Individuals felt they had to manage their identities alongside their jobs.

61%

83%
of LGB individuals

79%
of Blacks

67%
of women of color

66%
of women

63%
of Hispanics

45%
of straight White men cover

Connection to other people is essential to mental and physical well-being.

Studies indicate that lack of belonging leads to isolation, stress, aloneness and anxiety.

Over 40% of Americans today say that they feel lonely or alone at work.

Nearly 80% of adults in US report experiencing stress that causes physical symptoms.

Almost half say it has had a negative impact on both their professional and personal lives.

Studies find that as many as two-thirds of employees experience burnout on the job at some point.

These feelings and experiences can impact our mental and physical health in many ways:

- Illness and chronic disease
- Depression
- Difficulty sleeping
- Fatigue

- Irritability
- Less creativity
- Decreased productivity at work
- Decreased organizational commitment

Sources: "Work Better Together" Jen Fisher, Anh Phillips; www.lifeadvancer.com

What does diversity mean for your organization?

Does diversity include me?

What is inclusion?

What does this mean for me?

What does inclusion look like and feel like for different team members?
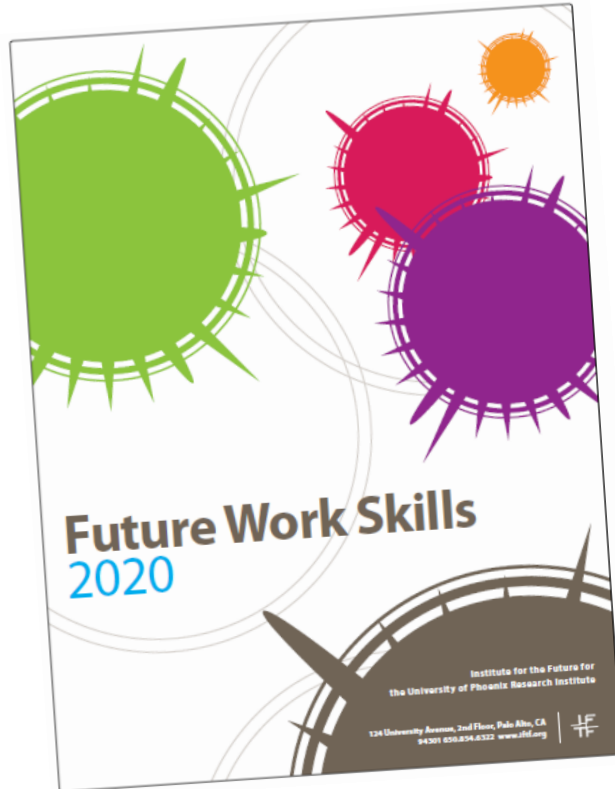
Is this a political thing?

Recommendation Two: Foster an environment where employees can share their stories and perspectives

Stories create community, enable us to see through the eyes of other people, and open us to the claims of others.

PETER FORBES

Employee Resource Networks

A top-down and bottom-up approach

- Board of Directors
- President and CEO
- Diversity Leadership Council
- Division Engagement and Executive Leadership
- Inclusion and Diversity Champions
- Inclusion and Diversity Employee Committees
- Individual Employees

The top-down and bottom-up approach to inclusion and diversity cultivates our culture of inclusion.

Recommendation Three: Broaden focus to include cultural competency and cultural intelligence

Cultural competency is ranked #4 of the top 10 work skills needed for the future
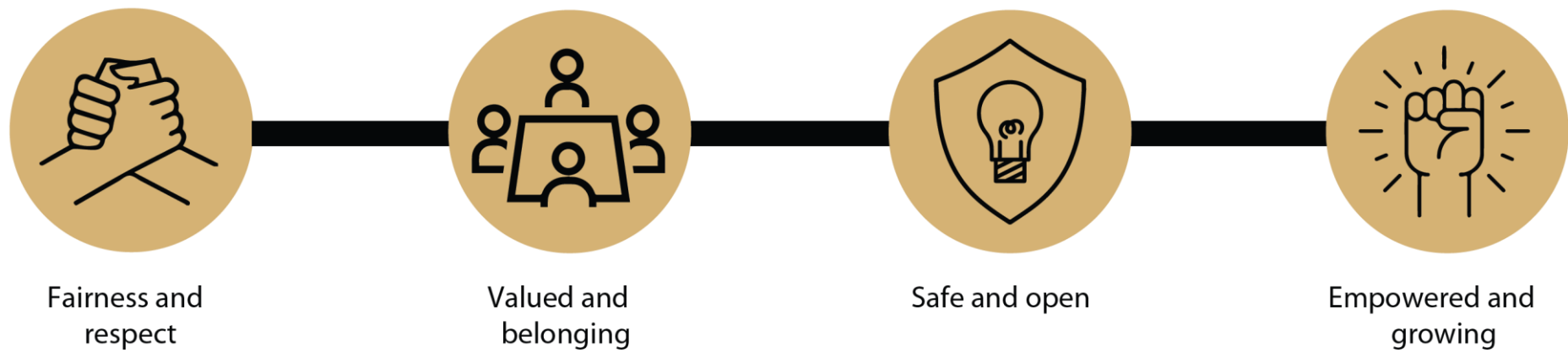
Cultural competency is the ability to understand, communicate with and effectively interact with people across cultures and communities.

It encompasses:
- being aware of your own world view
- developing positive attitudes towards cultural differences
- gaining knowledge of different cultural practices and world views

A focus on cultural competence and intelligence opens the door to learning about real people.

Blue Cross Blue Shield of Michigan and Blue Care Network are a nonprofit corporations and independent licensees of the Blue Cross and Blue Shield Association.

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Recommendation Four: Focus on Inclusion

FIGURE 3 | The science of inclusion: Deloitte's inclusion model

Fairness and respect

Valued and belonging

Safe and open

Empowered and growing

What leaders say and do make up to a 70% difference as to whether an individual reports feeling included.

Harvard Business Review article "The Key to Inclusive Leadership."

Sources: Bersin by Deloitte, High-impact diversity and inclusion: The new maturity model, 2017; Juliet Bourke and Bernadette Dillon, Waiter, is that inclusion in my soup? A new recipe to improve business performance, Deloitte Australia and the Victorian Equal Opportunity and Human Rights Commission, 2012.

Recommendation Five: Promote inclusive leadership

Inclusive leadership is the practice of leadership that centers belonging and cultural competency to carefully include the contributions of all employees.

Belonging occurs when:

- Others are seen and included at the table

- You recognize the unique person in front of you

- Different perspectives are heard and valued

- The contributions of team members are valued

- Respect is demonstrated in big ways and small ways
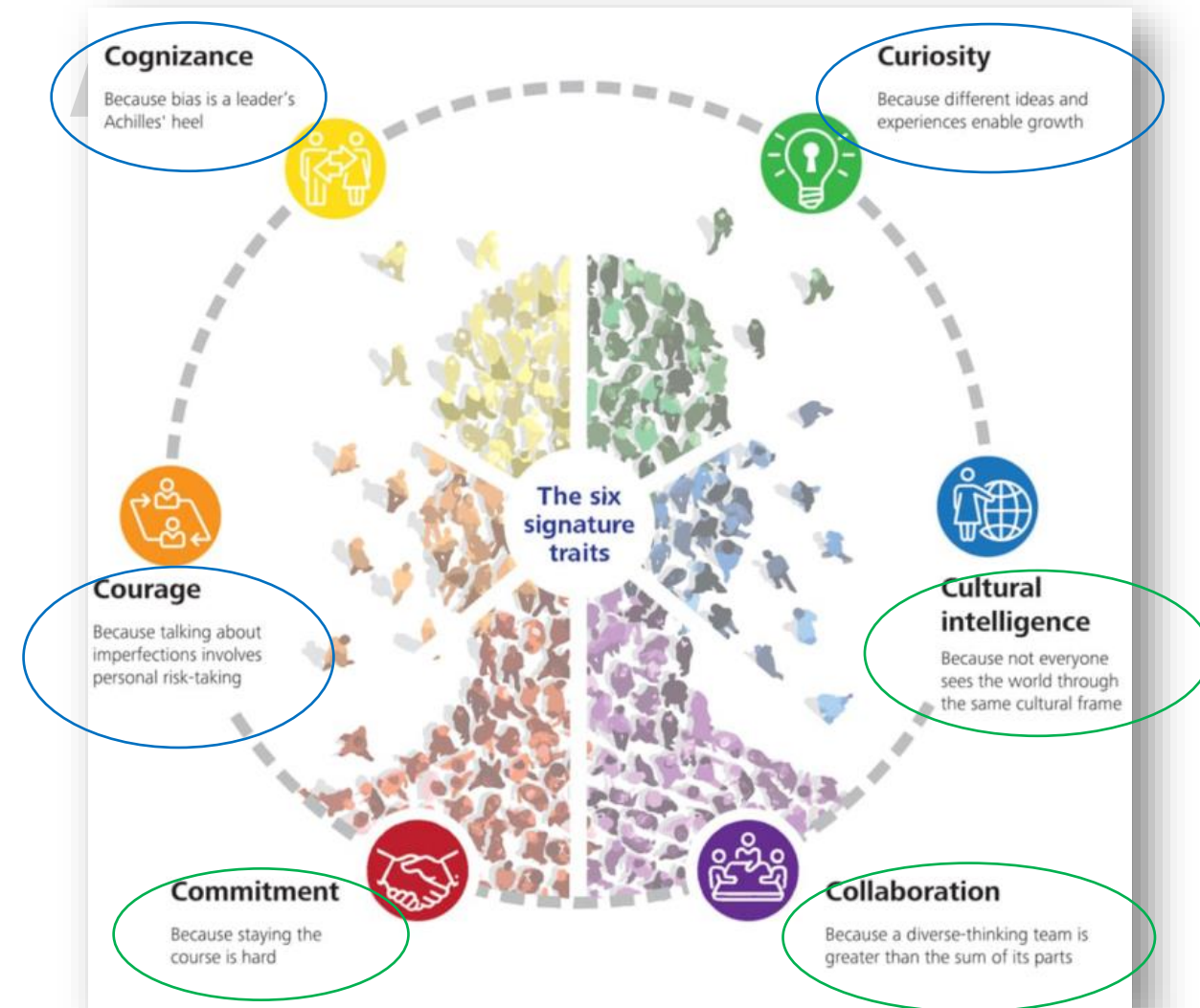
Source: Deloitte

Recommendation Six: Encourage leaders to "check their blindspots" and understand their unconscious biases

All human beings are wired to have bias, it's neuroscience.

Beyond race, people are subject to unconscious bias based on many factors

CONSCIOUS

UNCONSCIOUS

Age	Sexual Orientation	Gender Identities	Weight	Physical abilities
Socioeconomic status	Religion	Education level	Medical Insurance Coverage	Geographic location

Bias: attitudes or stereotypes that affect our understanding, actions and decisions.

    -- Conscious bias (also known as **explicit bias**)

        -- Unconscious bias (also known as **implicit bias**)

Unconscious biases are **social stereotypes** about certain groups of people that individuals form outside their own conscious awareness. They are **prejudices** we have but are unaware of. They cause us to make decisions that **favor** or **exclude** others.

Biases are often based on stereotypes and assumptions

"The problem with stereotypes is…
They make one story become the ONLY story."

- Chimamamanda Ngozi Adichie

Make the pledge to *Be Inclusive*

- Be mindful and mitigate bias

- Learn about unconscious bias and check your blindspots

- Accept that your actions have an impact

- Foster a culture of inclusion based on fairness and respect, value and belonging, promoting a safe and open workplace, and empowerment and growth

Courageous   **Curious**   **Cognizant**   **Committed**   **Culturally intelligent**   **Collaborative**

Six Traits of Inclusive Leadership, Deloitte

Together, let's build a culture of inclusion...