

Employer Strategies in Health Equity: Building and Sustaining a Culture of Inclusion

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Health Equity: *The Building Blocks*



Understand Impact of Differences

- Engage diverse communities
- Obtain data at community and organizational level
- Analyze “variation” not “averages”
- Examine business case to address

Integrate Equity into Strategy

- Break down silos (e.g., D&I, HR, benefits, wellbeing)
- Establish equity metrics for programs
- Improve program responsiveness
- Extend cultural focus (e.g., culture of health, safety & equity)

Evaluate & Engage Supply Chain

- Include equity & inclusion in accountabilities
- Focus on direct (health plans, vendors) and indirect (providers) influence
- Create transparency on performance
- Align incentives with expectations

Sustain Culture of Inclusion

- Makeup of governance & key advisors
- Inclusion in balanced scorecard
- Organization values & objectives
- Investment consistent with needs & strategy

Understand Impact of Differences

Recognizing Implicit Bias and Using Data to Overcome It

1 Assess
Understand the underlying root causes of health inequities (i.e., bias, structural flaws, ESG)

2 Analyze Data Insights
Leverage insights from both qualitative and quantitative data

3 Strategize & Deploy
Prioritize a data-driven health equity strategy

Data you should be evaluating

 *Voice of the Employee*

 *HRIS (climate, race, gender, income, region)*

 *Pharmacy & Medical Claims*

 *Community level (e.g., census, etc.)*

Aggregated data on subgroups can inform program design to mitigate implicit bias and reduce variation in outcomes

Tip:

Take a human-centered, **culturally humble** approach to identify drivers of health inequities within your population

Integrate Equity into Strategy

Accelerating Health Equity Using Workplace Policies & Benefits

1

Understand Equality vs. Equity

Providing everyone a fair and just opportunity to reach their full potential

2

Evaluate Influences & Impacts

Use an equity lens to existing benefit levers (e.g., health and wellbeing programs, PTO, disability, caregivers, etc.)

3

Address Potential Pushback

Provide education, challenge assumptions, and take collective action to reduce variation

Highlights of actionable strategies...

- *Tailor benefits based on need*
- *Remove/lower copays*
- *Tier premiums based on salaries*
- *Improved HSA contributions*
- *Integrate mental health benefits*
- *Expand bereavement coverage*
- *Education and communication*

and more...

Strive for greater personalization in policy and program implementation

Evaluate & Engage Supply Chain

Improving Health Equity Accountability for Vendor Partners

1 **Clearly Define Expectations**
Align vendor/partner contracts to enhance your impact in addressing health equity

2 **Set Performance Metrics**
Determine appropriate KPIs (e.g., reduced health disparities, improved access to care, or culturally competent services) to drive accountability

3 **Reporting and Accountability**
Institute regular monitoring of vendors performance and associated penalties for not meeting goal

4 **Continuous Improvement**
Re-evaluate and adjust based on outcomes and the evolving needs of your employees

Collaborate with partners who can enhance your impact

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Sustain Culture of Inclusion

Leadership

- Organizational commitment to diversity
- Reassess board governance make-up to be reflective of an inclusive culture
- Develop new skills to manage “macro moments” to foster cultural change daily

HR and Talent Strategy

- Embed DEI language into the on-boarding process
- Offer anti-bias training, culture competency classes
- Build a sponsor program for raising diverse leaders

Employee Experience

- Empower employees to be their authentic self
- Acknowledge employee lived experiences
- Embrace employee input (e.g., create/leverage ERGs/BRGs, establish champions)

Sustainability is achieved only when it's integrated in both culture and organization

Driving Business Outcomes

Making the Health Equity Case
Improve overall health outcomes
Re-enforce the people strategy
Become employer of choice
Align with organizational values
Demonstrate financial returns

Employers Can Do More to Advance Health Equity

By: Shantanu Nundy, Lisa A Cooper, Ellen Kelsay



health. By using a health equity lens and proven strategies to eliminate disparities, employers can improve business outcomes, create a better employee experience, and advance health for all.



Sustaining an Inclusive Culture

Inclusive Programs, Strategies, and Resources

- **People-Centered Design**
- **Intentional Communications**
- **Metrics & Accountability**
- **Diversity in Providers & Vendors**

Evaluating People-Centered Design Practices

Engaging individuals in product development and delivery

VENDOR ENGAGEMENT TEMPLATE



Final Thoughts



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