



TAPESTRY

Tapping Our Strengths

know

In order to build a diverse and inclusive workplace, it is important that we understand our commitment and language and create common definitions to explain diversity and inclusion. Learn the meaning of diversity and cultural competence and the importance of diversity at Duke University Hospital.





DUKE UNIVERSITY HOSPITAL COMMITMENT & VISION

Commitment to Diversity

In principle and practice, Duke University Hospital is committed to equity and fairness in staff recruitment, retention, professional development, and care delivery. We make this commitment to those we work with and those we serve. This commitment is non-negotiable.



Diversity Vision Statement

Duke University Hospital is recognized around the world as a premier healthcare institution. Diversity is a critical value and the high priority business strategy. Because it is a critical component of our current and future success as a health care institution and a key to our continued growth and prosperity, we must remove barriers, cross traditional boundaries and explore new ways of thinking and being. We will promote an atmosphere of respect, openness, and trust. We will fully utilize our 'likenesses' and 'differences' to enhance problem solving, processes and systems. This sharing of our resources will result in new opportunities in education research, and patient care and we will, accordingly, become better equipped to respond to the needs of those we care for.



Diversity

- Diversity is defined as the practice or quality of including or involving people from a range of different social and ethnic backgrounds and of different genders, sexual orientations, etc.
- Diversity is a caring and inclusive environment where differences are valued and integrated into an organization's day-to-day operations in order to:
 - Provide the best possible patient care
 - Demonstrate exceptional workplace and business performance
 - Ensure the mental physical, and emotional well-being of staff
 - Ensure community outreach and involvement





CULTURAL COMPETENCE

Cultural competence is an *experiential understanding and acceptance* of the beliefs, values, and ethics of others as well as the *demonstrated skills* necessary to work with and serve diverse individuals and groups

- Experiential understanding and acceptance refers to the learning that results from personal transformation.
- Demonstrated skills refers to proficiency in delivering healthcare services and working with diverse individuals and groups.
- To learn more about our resources to support cultural competence, refer to: <https://www.crculturevision.com/subscribers/welcome.aspx>





The Dimensions of Diversity

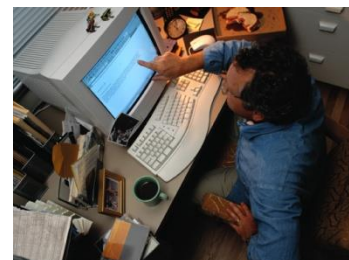
Human Diversity—physically distinguishing characteristics; race, ethnicity, sexual orientation, age, marital status, etc.



Cultural Diversity—beliefs, values, personal characteristics, and worldview; language, Type A, B, C, relationship/communication etc.



Systems Diversity—structure, systems, and functions; divisions, alignment, teamwork, quality, etc.





Critical Racial and Social Injustice Vocabulary

Concepts to Understand

- **#BlackLivesMatter:** Black lives matter too, NOT only Black lives matter: “Black Lives Matter began as a call to action in response to state-sanctioned violence and anti-Black racism. Our intention from the very beginning was to connect Black people from all over the world who have a shared desire for justice to act together in their communities. The impetus for that commitment was, and still is, the rampant and deliberate violence inflicted on us by the state” (see: <https://blacklivesmatter.com/what-we-believe/>)
- *“If your instinct is to use the #AllLivesMatter hashtag instead of the #BlackLivesMatter hashtag, ask yourself this. Can all lives really matter when black lives don’t?”*
- *Can #AllLivesMatter become a reality while black lives are excluded from equal rights, civil protections and economic and career opportunities?*
- *Also ask yourself whether you’d have the same reaction if someone said #CuringCancerMatters. Would you be compelled to dismiss that statement in exchange for #CuringAllDiseasesMatters?”*
- **Systemic Racism:** or “institutional racism,” refers to how ideas of white superiority are captured in everyday thinking at a systems level taking in the big picture of how society operates, rather than looking at one-on-one interactions.
- **White Privilege:** the unearned, mostly unacknowledged social advantage white people have over other racial groups simply because they are white.
- **Anti-Racism:** Author and history Ibram Kendi explains that “...there is no such thing as a “not-racist” — our actions are either *racist* or *anti-racist*. If we are serious about justice, if we are serious about peace, we don’t get to spend our time being “neutral” white people — because there is no neutral.



Vocabulary(continued)

- **What protestors are talking about when they talk about dismantling Confederate symbols and statues (including the Confederate flag):** The removals are driven by the belief that Confederate monuments, symbols, and flags glorify white supremacy and memorialize a treasonous government whose founding principle was the perpetuation and expansion of slavery.
- **What protesters are talking about when they talk about “Taking a Knee:”** *Critical patriotism* is the idea that members of society have not only the right but the moral obligation to hold society and the United States to its high values and to speak their conscience when they feel it is not living up to them. Protestors take a knee to call attention to racial inequality and police brutality. It is not an “anti-American” display.
- **What protesters are talking about when they talk about “Defunding the Police:”** They are talking about ways to redistribute city budgets so that police will be funded, but not overfunded with a focus on crime and criminals. The discussion is aimed at clarifying that police are not mental health counselors, social workers, medical professionals, or education specialists.

share

As you prepare to have conversations with your teams, there are a number of resources available to you to help broaden your understanding of diversity and inclusion.

If you are interested in learning more about the DUH Diversity initiatives, please use the link below:

<https://intranet.dh.duke.edu/hospitals/duh/diversityinitiative/SitePages/DUH%20Diversity%20Committee.aspx>





Tools and Resources

- A full list of resources is available at the Duke University Office of Institutional Equity website and the Duke University Hospital Diversity website. [Resources for Understanding and Confronting Racism and Its Impact](#)
- DUH Diversity Website - there are a series of Useful Links included here: <https://intranet.dh.duke.edu/hospitals/duh/diversityinitiative/SitePages/Home.aspx>



Bookstores, Books, and Reading Guides

- 16 books on race and white privilege that will show you what's really happening in America right now
<https://www.businessinsider.com/books-white-privilege-novels-racism-antiracism-black-scholars-2020-6>
- The 1619 Project <https://www.nytimes.com/interactive/2019/08/14/magazine/1619-america-slavery.html>
- BuzzFeed News – An Essential Reading Guide For Fighting Racism
<https://www.buzzfeednews.com/article/ariannarebolini/george-floyd-amy-cooper-antiracist-books-reading-resources>
- Charis Books & More — Your Independent Feminist Bookstore
<https://www.charisbooksandmore.com/understanding-and-dismantling-racism-booklist-white-readers>
- Robin DiAngelo, PhD - On white fragility: <https://robindiangelo.com/publications/>



Webinars and Videos

- 10 Documentaries To Watch About Race Instead Of Asking A Person Of Colour To Explain Things For You <https://www.docplay.com/articles/10-documentaries-to-watch-about-race-instead-of-asking-a-person-of-colour-to-explain-things-for-you/>
- Korn Ferry Raceism Matters Webinar Series https://infokf.kornferry.com/racematters.html?_ga=2.35321825.1591275433.1591648981-224910908.1591648981
- Systemic Racism Explained | Act.tv on Facebook Watch https://m.facebook.com/watch/?v=2745061675716583&_rdr
- UNC Black Communities Webinars <http://blackcommunities.unc.edu/2021/index.php/webinars/>
- CNN Presents Unconscious Bias: Facing the Realities of Racism <https://cnnpressroom.blogs.cnn.com/2020/06/06/cnn-presents-unconscious-bias-facing-the-realities-of-racism/amp/>
- If Microaggressions Happened to White People | Decoded | MTV News <https://youtu.be/KPRA4g-3yEk>



Caring for Each Other

Mental Health, Crisis Response, and Other Services

- [Counseling and Psychological Services \(CAPS\)](#)
- [Durham Crisis Response Center \(DCRC\)](#) | [919-403-6562](tel:919-403-6562)
(English) | [919-519-3735](tel:919-519-3735) (Spanish) |
crisisline@durhamcrisisresponse.org
- Duke Health Integrity Line and Duke Speak Up Program |
- [1-800-826-8109](tel:1-800-826-8109) | [Speak Up Online Form](#)

[Personal Assistance Service \(PAS\)](#)

[Psychologist Locator](#)

do

Begin to examine your personal commitment to diversity and partner with your teams to discuss the current culture within your teams.





Do's and Don't

- **DO** Say Something. “Wherever you are and whatever position you have, use your voice in this moment. Advocate for an end to racism and inequality. Own your power to lead—and have the uncomfortable conversations—in this moment. Demonstrate your leadership in this moment.”
- **DO** listen **HARD** if one of your Black staff or colleagues choose to speak up. Listen to understand. **DONT defend.**
- **DO** recognize that this may be a particularly exhausting and traumatic moment for Black people.
- **DO** recognize that for those of us who are White who have Black family members (partners, children etc) and think of ourselves as strong committed allies, we still do not have the same experience of the current moment as our Black colleagues and family members.
- **DO** be mindful of the way in which appreciating the value of viewpoint diversity can be misused to validate perspectives that are fundamentally racist.
- **DONT** put Black staff on colleagues on the spot to speak of their reaction to this moment or their personal experiences.
- **DONT** use “both sides” language. This framing of the issue draws a false equivalency between anti-racist activism and an unwillingness to confront racism. As Ibram Kendi explains, “...there is no such thing as a “not-racist” — our actions are either *racist* or *anti-racist*. If we are serious about justice, if we are serious about peace, we don't get to spend our time being “neutral” white people — because there is no neutral.”



Know Share Do

KNOW

- Duke University Hospital's Commitment to Diversity and Inclusion.
- The Definition of Diversity and Cultural Competence.
- The key concepts of racial and social injustice.

SHARE

- The lists of diversity and inclusion resources with your team.

DO

- Reflect on your personal commitment to diversity.
- Partner with your leadership team to create safe spaces for your team to talk about the current environment.
- Listen, then listen some more!



Diversity is the one thing we all have in common...Celebrate it everyday!

WINSTON CHURCHILL