



APHN Inclusion, Diversity and Equity Plan –FINAL– 4/25/2019

The Association of Public Health Nurses (APHN) is committed to Diversity, Inclusion and Equity. APHN desires to clarify the opportunities and implications of their current workplace diversity initiatives and create a comprehensive plan as well as the change-management processes needed to ensure success in equity for its membership and full integration for all. Responsibility for Inclusion, Diversity and Equity belongs to the entire APHN association, but the Diversity and Social Equity Committee shares accountability for assurance of the IDE Plan implementation along with the APHN Board of Directors.

We believe that a diverse membership is more creative, problem solves more effectively, and is better in its decision-making processes. In an inclusive association, members from varying backgrounds and life experiences are engaged, productive and feel a sense of belonging. For these reasons, APHN must be inclusive, an organization where each member is valued. An inclusive culture connects each member to the association and encourages collaboration, flexibility, and fairness. An inclusive association leverages diversity to enable and empower all its members to participate and contribute to their full potential. To achieve full inclusion, APHN must look internally at its culture, and replace rigid processes that impede optimum participation with the drivers of inclusion including fairness (equal opportunity), openness (transparent communications and information sharing), cooperativeness (collaboration), supportiveness (integration of differences), and empowerment (autonomy). Equity within APHN means that disparities are openly recognized, leadership and members are motivated to reduce them, and everyone is open to changing and recognizing the importance of promoting equity. Recognizing and addressing disparities is important within APHN.

Inclusion, Diversity and Equity Standards and Strategies

Standard I - Organizational Commitment

APHN reinforces its commitment to inclusion and diversity through a variety of communication channels and educational efforts. The association will develop and maintain an Inclusion, Diversity, and Equity Plan--approved and supported by its Board --to guide its efforts in this area.

Strategy 1: Through a variety of methods, communicate the Board's Diversity, Inclusion and Equity mission, vision, and standards.

Action step 1: Guided by the APHN Diversity and Social Equity Committee, at least annually, promote APHN's Inclusion, Diversity and Equity Plan at Board meetings, Committee meetings, or during Mid- Year meetings and Annual Conference utilizing the evidence based tool, "A Place at the Table" You -Tube video by Judy Seidenstein and Diversity toolkit, 'A Guide to discussing Identity, Power and Privilege" by Jeremy Goldbach.

Strategy 2: Strengthen understanding of the interrelationship between Inclusion, Diversity and Equity through offering education and training to the APHN membership.

Action Step 1: Diversity and Social Equity Committee recommends to APHN Board evidence-based tools to be used for this purpose.

Action Step 2: Provide Inservice to APHN Board, Committee chairs and membership during association meetings every year (This includes identification or development and presentation of recommended learning toolkits, lists of tools on APHN's Association website, and dedicating editions of the Association Newsletter to sharing and discussing Inclusion, Diversity and Equity tools, etc.).

Action Step 3: Provide in-service to new APHN members during organizational meetings (This can include development and promotion of a new member welcome package which contains training tools, etc.).

Standard II. - Organizational Inclusion

The APHN Board cultivates an inclusive association, bringing traditionally excluded individuals and /or groups into the associations processes, activities and decision making in a way that values their contributions. The association embraces diversity, recognizing that every member has unique skills and talents, and works to support members to maximize their contribution and personal satisfaction through the association's initiatives.

Strategy 1: Leaders are accountable for implementing the Inclusion, Diversity and Equity plan in all areas of the association and can articulate the strategy, including how Inclusion, Diversity and Equity enables the achievement of the Board's vision, mission, and goals.

Action Step 1: Utilize APHN's Inclusion, Diversity and Equity Plan as a talking point for use by all APHN Staff, Board and members.

Action Step 2: Incorporate Inclusion, Diversity and Equity Plan into APHN Strategic Plan and evaluate and revisit progress at least annually.

Strategy 2: Maximize APHN member engagement to enable individuals to contribute to the work of the association.

Action Step 1: Highlight the achievements of all members in various organizational medium such as the website, newsletter, committees, etc.

Standard III - Organizational Diversity

The APHN Board embraces the range of similarities and differences everyone brings to the association, including diversity of thought, experience, and background. The association attracts, retains, and develops a diverse, and qualified membership to execute the association's mission.

Strategy 1: Attract a qualified and diverse slate of candidates to sustain the mission of the Board by ensuring that strategic outreach and recruiting processes are accessible to all APHN Members.

Action Step1: Heighten intentional recruitment of qualified underrepresented minorities to APHN Board and Committee roles.

Action Step 2: Recommend a slate of candidates for office who reflect diversity of thought, experience, and backgrounds.

Strategy 2: Foster an environment in the association that allows members to realize their full professional potential by leveraging the continuing education and membership development processes of APHN toward the equitable advancement and retention of members.

Action Step 1: Promote diverse continuing education and professional development opportunities for APHN members routinely throughout the membership year.

Standard IV. - Organizational Equity

APHN promotes the open recognition of inequities within the association and adjusts the association's operations to allow them to be addressed.

Strategy 1: APHN Leadership openly recognizes disparities.

Action Step 1: APHN provides critical support and channels for reporting to members who experience inequitable situations and incidents.

Strategy 2: APHN Leadership and members are committed to addressing disparities where they exist.

Action Step 1: Use evidence-based tools with leadership and membership to encourage dialogue on how to recognize and address disparities as needed and at least annually.

Strategy 3: Leadership and members recognize their role in recognizing and promoting equity.

Action Step 1: Inclusion, Diversity and Equity education and training resources will be identified and utilized to help develop skills and behaviors that will enhance the growth of APHN.

Action Step 2: Educational tools will be made available on the APHN website to promote access to training and education on implicit bias and equity promotion within the membership.

Standard V. - Sustainability

APHN will adopt best practices and strategies to equip leaders with the ability to manage diversity, measure results, and refine approaches while institutionalizing a culture of inclusion within the association. Association leaders are accountable for executing the Inclusion, Diversity and Equity Plan. The association utilizes both quantitative metrics -such as membership tracking data -and qualitative metrics - such as membership engagement surveys - to assess its inclusion and diversity performance on a routine basis.

Strategy 1: Demonstrate leadership commitment and accountability to continue to promote an inclusive and diverse association culture.

Action Step 1: Develop a formal, annual Inclusion, Diversity and Equity and Inclusion Discussion with APHN Leaders and members.

Action Step 2: In conjunction with the APHN Annual Strategic Planning Process, encourage regular review and assessment of the Inclusion, Diversity and Equity Plan.

Strategy 2: Continue to foster an organizational culture of Inclusion and diversity.

Action Step 1: Advertise APHN association events leading with inclusion, diversity and equity principles.

Strategy 3: Use data collection and reporting to assist in assessing Inclusion, Diversity and Equity Plan efforts at least annually.

Action Step 1: Conduct an annual membership / Association Development Inventory to actively assess organizational diversity.

Action Step 2: Develop a formal association process for reporting on Inclusion and Diversity activities via Newsletter, action briefs, web site, etc.

(It was recommended by the Committee that the “Best Practices” listed below be removed from the actual IDE Plan. The committee will adopt these into a cheat sheet for reference in their work to implement the IDE Plan).

Best Practices include:

1. Create a safe and welcoming association environment for members
2. Embrace differences instead of being ‘colorblind’
3. Create membership resource groups
4. Foster a “Health for all” organizational culture
5. Be as flexible and as accommodating as possible
6. Recognize or work to understand work/life balance issues
7. Avoid grouping people into limited roles.
8. Discourage aggressive behavior which undermines diversity and inclusion efforts by silencing all but the loudest voices.
9. Recognize the intersectionality of others.
10. Pay attention to our pipeline, training and education with the goal of developing interventions to increase diversity, inclusion and equity.
11. Set a baseline with concrete steps to achieve goals including evaluation and measurement of progress towards achieving them.

Evidence Based Tools:

1. Diversity Toolkit: A Guide to Discussing Identity, Power and Privilege
October 25, 2017 by Jeremy Goldbach - <https://msw.usc.edu/mswusc-blog/diversity-workshop-guide-to-discussing-identity-power-and-privilege/>.
2. Diversity You tube presentation - “A Place at the Table “by Judy Seidenstein-
<https://www.youtube.com/watch?v=LKO-MIKidY0>
3. American Public Health Association Health Equity Resources: <http://uat.apha.org/topics-and-issues/health-equity>
4. CDC’s Diversity and Inclusion website:
<https://www.cdc.gov/minorityhealth/diversityandinclusion/index.html>
5. Implicit bias resource: <http://www.pbs.org/independentlens/videos/implicit-bias-test/> -
6. Harvard University Implicit Bias test- <https://implicit.harvard.edu/implicit/>
7. Intercultural Development Inventory - <https://idiinventory.com/>
8. Intersectionality defined: The idea that people whose individual identities overlap with a number of marginalized groups experience multiple, overlapping threats of discrimination; through an awareness of intersectionality, we can better acknowledge and ground the differences among us"- SOURCE: Merriam-Webster, Care2.com
9. Building a Culture of Health- <https://www.rwjf.org/en/how-we-work/building-a-culture-of-health.html>.

10. The Build Health Challenge- <https://buildhealthchallenge.org/resources/>
11. Community Toolbox-<https://ctb.ku.edu/en/toolkits>