



**IF NOT NOW, WHEN?!**  
**PRIORITIZING **LGBTQIA+****  
**OLDER ADULT INCLUSION**

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**OHCA**  
OREGON HEALTH  
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## Learning Objectives

- Identify common barriers to implementing DEI initiatives, and chart the necessary course to foresee and overcome them
- Demonstrate how creating a welcoming LGBTQIA+ environment can be leveraged toward broader DEI goals
- Review a sample organizational survey's results and development of a subsequent outreach plan with manageable timelines
- Understand how to identify key stakeholders to establish a shared vision.

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## WHAT BARRIERS EXIST WHEN IMPLEMENTING DEI INITIATIVES?

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We are short  
staffed!

We might offend  
someone!

COVID!

How do we  
engage  
residents?

We are waiting for a  
change in leadership.

Unfunded mandate!

There's not enough  
buy-in.

Patient care is  
more important.

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**When we listen and celebrate what is  
both common and different, we  
become a wiser, more inclusive, and  
better organization.**

*Pat Wadors*



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## Organizational Readiness

Will your leaders support culture change and the effort required to implement DEI initiatives?

Is your organization ready to...

- Allow time for personnel to attend trainings?
- Dedicate resources to culture change?
- Lead courageous conversations and respond to push back?
- Evaluate progress and improve processes as needed?

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“The middle is messy,  
but it's also where all  
the magic happens.”

—Brené Brown

@sojournercreative

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## Be Prepared to examine underlying issues — Clients

Can you improve intake process so LGBTQIA+ people feel welcomed?

Do current referrals ensure safety and respect for LGBTQIA+ consumers?

Does your organization have relationships with LGBTQIA+ specific organizations or providers?

Do existing policies and procedures create unintended barriers for LGBTQIA+ customers?

How can you improve outcomes & experiences for the LGBTQIA+ individuals you are already serving?

How can you determine the impact of your programs on LGBTQIA+ clients?

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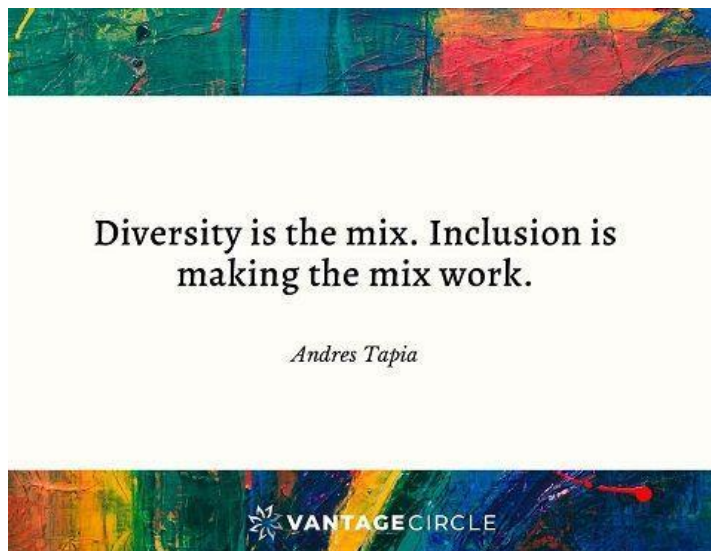
## Be Prepared to examine underlying issues — Staff

Is your organization's workplace culture welcoming and affirming for LGBTQIA+ staff and volunteers?

Do your HR practices and workplace climate support the hiring and retention of LGBTQIA+ employees?

Does your organization solicit feedback from staff about equity concerns or workplace climate?

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## Step 1 Leadership Survey

### Start with your mission statement



See handout

#### Our Mission

We strive to allow aging in place as long as possible. We are committed to five principles, which serve as guidelines for all our programs and relationships.

- Independence
- Individuality
- Privacy
- Choice
- Dignity

#### Our Vision

To be the premier provider of senior living services, transforming the industry through innovation in care, employee development and resident lifestyle enhancement.

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## Leadership needs to weigh in



See handout

- I believe providing LGTBQIA+ training fits with our mission statement.
- Why?

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# Sample Questions for Leadership



See handout

- I believe our older adult community would benefit from having all staff and managers receiving LGTBQIA+ training.
- I believe we can successfully implement this training series.
- The majority of my peers are dedicated to making this change work.
- I believe this change will support both staff, residents, and families.
- What should leadership do to support this organizational change?

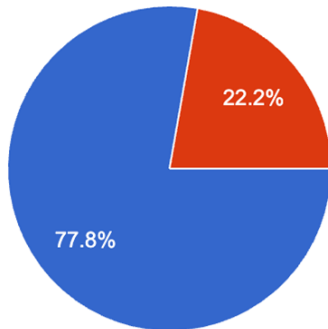
- Strongly Agree
- Agree
- Disagree
- Strongly Disagree

Enter your response...

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I believe providing this type of diversity training fits with our mission.

9 responses



- Strongly Agree
- Agree
- Disagree
- Strongly Disagree

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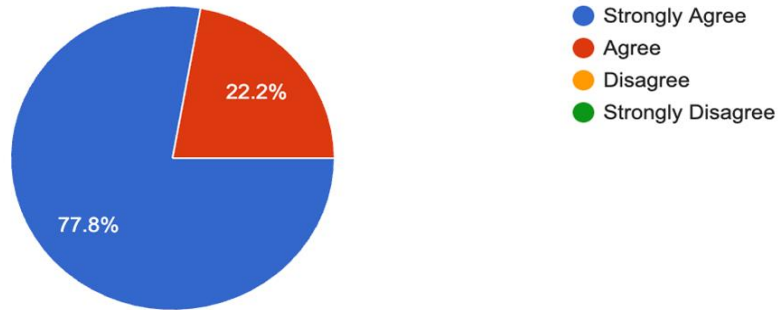
## Why?

- Each voice deserves to be heard, and each person deserves to be respected
- Our goals of providing dignified care should extend to all groups
- Otherwise, words of our stated mission have no depth and very little meaning
- If we are going to fulfill our mission to cherish each life, that starts by making what is important to each individual important to each other
- We strive to always provide holistic care to our seniors, and create a workplace that is inclusive on all counts
- We state in the mission statement “each person”
- Everyone deserves the best care we can provide

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I believe our senior living community would benefit from having all staff and managers receiving LGBT+ training.

9 responses



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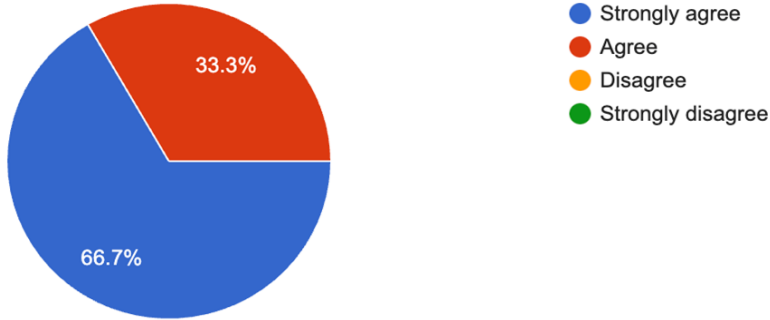


- We as healthcare workers should be able to serve all of our residents in the way that they wish to be cared for and therefore need to be well educated
- Education is always good!
- Several statements have been made by facility leaders that could be hurtful toward LGBT team members
- Based upon comments, and stated frustrations as employees exit, all staff, and especially managers, need to have better respect & understanding of LGBTQ
- It is important that the management team remain sensitive to the diversity of the entire team and the residents we serve
- Knowledge is power: know better, do better
- We have not had this type of training before
- To educate how to get beyond the discomfort/judgment of other lives.
- Our current society has an increase of the LGBTQ+ population

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I believe this change will support staff, residents, and families

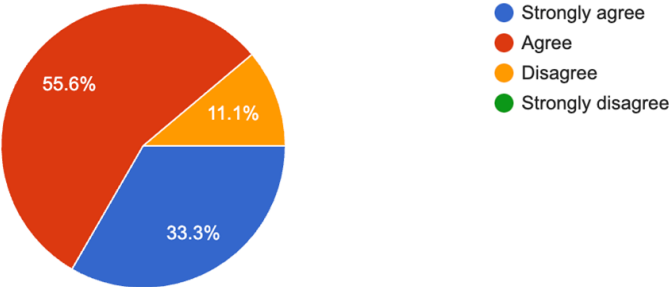
9 responses



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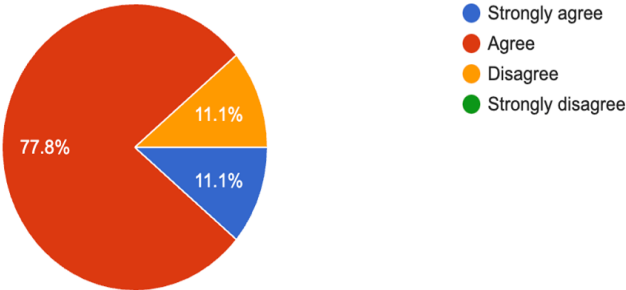
I believe we can successfully implement this training series.

9 responses



The majority of my peers are dedicated to making this change work.

9 responses



## What should leadership do to support this organizational change?

- Walk the talk and provide the time for all to be trained and continue the training at least annually
- Require accountability in all aspects of a manager's responsibilities, including this education
- Education on appropriate language
- Listen very well
- Learn as a group; plan, implement and promote as a team
- Be good examples of kind people.
- Education and training around this issue is important, but it will be the organizational commitment and follow-through that leads to sustainable change
- Lead by example
- Encourage proper use of pronouns and discourage any myths or stereotyping

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**We have become not a melting pot but  
a beautiful mosaic. Different people,  
different beliefs, different  
yearnings, different hopes, different  
dreams.**

*Jimmy Carter*



 VANTAGECIRCLE

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## Step 2 Review Findings with Sponsors

Review survey results, see where there's agreement, and identify concerns raised

Sponsors must decide if they are ready to move forward

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## Step 3 Debrief the Leadership Survey

Dedicate at least 90-minutes with leadership to review survey findings and discuss next steps

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## Leadership Survey Debriefing



See handout

### Commitment to training for all and ensure there's continued learning

- Make a commitment to training at all levels
- Include residents
- Keep the education continual since the language is ever-changing
- Educate and follow through
- Make sure *all* staff know this is important
- Continue this conversation into the future
- Encourage interaction for all

### Leadership Guidance

- Seek to agree on goals
- Create a diversity committee
- Create a "go to" group for problem solving and support
- Adapt to change
- Learn as much as you can
- Ask many questions
- Stay positive!
- Lead by example
- Be open to changes
- Listen to understand

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## Leadership Survey Debriefing



See handout

### Training Considerations

- Understand what is acceptable to discuss
- Include input from LGBTQ+ members in our community
- Identify proper use of pronouns

### Staying the Course

- Continue to keep this a high priority
- Don't give up
- Don't leave any unaddressed issues
- Stay vigilant on the topic

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## Step 4 Set SMART Goals



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## Setting Your Organization up for Success

Consider a phased-in, integrated approach

Develop measurable quarterly goals with timelines

Set up dedicated work groups to tackle specific goals

Build a “communication plan” to inform stakeholders of organization's progress and reinforce why this change is critical

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# Examples of Potential Work Groups

## Operations

- Review and update forms, assessment tools, resident admission packets, etc.
- Build into HR practices - staff orientation, onboarding new staff, etc.

## Diversity Committee


- Promotes DEI initiatives, including staff and resident trainings
- Create a Pride event (internal)
- Table at a Pride Event (external)


## Training & Evaluation

- Offer diversity trainings and evaluate effectiveness


## Communications

- Provide regular updates, seek ideas and involvement

09/01/22 — 12/31/22	01/01/23 — 03/31/23	04/01/23 — 06/30/23	07/01/23 — 09/30/23
<p><b>LGTBQIA+ Inclusion Team</b></p> <p>Create a small team charged with reviewing current forms, assessment tools and charged with building capacity for staff orientation, resident admission packets, etc.</p> <p>Team will prioritize outcomes and update Communications Team</p> <p><b>Identified Leads</b></p> <ul style="list-style-type: none"> <li>• lead</li> <li>• lead</li> </ul>	<p>Team will complete one item from the prioritized list.</p> <p>(During the first year, focus on the low hanging fruit.)</p>	<p>Team will complete one item from the prioritized list.</p>	<p>Team will complete one item from the prioritized list.</p> <p>Team will assess next year's priorities and establish quarterly goals.</p> <div data-bbox="1192 1545 1278 1651" style="text-align: right;">  </div> <p data-bbox="1178 1651 1292 1680" style="text-align: right;">See handout</p>


09/01/22 — 12/31/22	01/01/23 — 03/31/23	04/01/23 — 06/30/23	07/01/23 — 09/30/23
<p><b>Diversity Committee</b></p> <p>Bring people together interested in establishing a diversity committee and discuss potential goals, structure, etc. Seek staff involvement.</p> <p>Chair responsible for updating Communications Team</p> <p><b>Identified Leads</b></p> <ul style="list-style-type: none"> <li>• lead</li> <li>• lead</li> </ul>	<p>Bring proposals to the leadership team for feedback.</p> <p>Create a one/two page document that identifies the champion, chair, mission statement, decision making process, etc.</p> <p>Schedule first Diversity Committee meeting</p>	<p>Look for opportunities for learning that promotes diversity and inclusion.</p> <p>Consider creating some type of Pride event(s).</p> <p>Consider having diversity committee sponsor upcoming LGBTQIA+ staff trainings</p>	<p>See Training goal below.</p> <p>Explore combining the Diversity Committee with the Training Committee.</p> <p>If that feels doable, join forces and plan upcoming goals together.</p> <div style="text-align: right;">  <p>See handout</p> </div>

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09/01/22 — 12/31/22	01/01/23 — 03/31/23	04/01/23 — 06/30/23	07/01/23 — 09/30/23
<p><b>Training</b></p> <p>Assign two people to act as scheduled and liaison. Ensure quarterly goals are shared with the Communications Team.</p> <p>Leadership team schedules an initial training — <b>Supporting LGBTQIA+ Older Adults — The Fundamentals.</b></p> <p>This is designed for leadership team members, lead staff, and any diversity committee members not part of prior groups</p> <p>(All trainings will include a post electronic survey to gather feedback)</p> <p><b>Identified Leads</b></p> <ul style="list-style-type: none"> <li>• lead</li> <li>• lead</li> </ul>	<p>Leadership team schedules <b>Navigating for LGBTQIA+ Older Elders: Creating Visibility and Inclusion</b></p> <p>This is designed for leadership team members, lead staff, and any diversity committee members not part of prior groups</p>	<p>Leadership team schedules <b>Being A Strong Ally: A Multidisciplinary Approach to Supporting Person Centered Planning</b></p> <p>Include members of the leadership team who are directly involved in providing or overseeing patient care. Supplement attendance with others in the organization that are involved in direct care including nursing, PT, OT, dietary, activities, etc.</p>	<p>Schedule two viewings of <b>GenSilent</b> for staff and residents, followed by facilitated debrief and conversation.</p> <p>Roll out first all-staff training — <b>Supporting LGBTQIA+ Older Adults — The Fundamentals.</b></p> <div style="text-align: right;">  <p>See handout</p> </div>

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09/01/22 — 12/31/22	01/01/23 — 03/31/23	04/01/23 — 06/30/23	07/01/23 — 09/30/23
<p><b>Communications Team</b></p> <p>Identify two/three people who will ensure timely updates are sent to all staff and will respond to questions/concerns.</p> <p>Send out first communication to all staff about the vision for this project and goals we hope to achieve in the next year. Let them know your commitment to this important change.</p> <p><b>Identified Leads</b></p> <ul style="list-style-type: none"> <li>• lead</li> <li>• lead</li> </ul>	<p>Team will prepare and send out at least one update per quarter</p>	<p>Team will prepare and send out at least one update per quarter</p>	<p>Team will prepare and send out at least one update per quarter</p> <p>Report training outcomes from employee surveys — include both quantitative and qualitative.</p> <div style="text-align: right;">  <p>See handout</p> </div>

# Identify, Involve, Integrate & Invest

- Identify** Leadership Champions
  - There must be buy-in and commitment to change management principles
- Involve** all layers of your organization
  - Find creative ways to involve staff and seek out diversity leaders
- Integrate** with your organizational values
  - Commitment to creating a safer and more inclusive space
- Invest** in people and process
  - Take time to invest in staff education, resident engagement, updating policies, etc.



# Q&A

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