

# VETERANS HEALTH ADMINISTRATION

## THE DEI JOURNEY



Presented to: NAVREF

Presented by: Terry Allbritton, Executive Director, DEI&AHPO

Date: September 12, 2022

# VHA Overview

*VHA operates the **nation's largest** integrated health care system and is one of the largest health care employers in the world.*



**100,000+**  
Veteran  
Employees

**371,000+** Total VHA Employees



**232,000+**  
Clinical  
Employees



## Four Statutory Missions:

- Care Delivery
- Education
- Research
- Emergency Response



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# Veterans Health Administration

- Organized by geographic region - **18** Veteran Integrated Service Networks (VISNs)
- **1,303** VA Healthcare Facilities including:
  - **171** VA Medical Centers (VAMCs)
  - **1,125** VA Outpatient Sites
- **318** Vet Centers (Readjustment Counseling)
- **136** Community Living Centers (Nursing Homes)
- **116** Residential Rehabilitation Treatment Programs
- **51** Mobile Clinics – each connected to a medical centers



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# VHA's Office of Diversity, Equity and Inclusion

**Mission:** To create and sustain a diverse, inclusive, and safe work environment where all employees can perform at their maximum potential to achieve excellence.

**Vision:** To be the premier health care service provider in the Nation and foster an inclusive and equitable culture where our Employees, Veterans, and Their Families are treated with dignity and respect.



# Goals

## GOAL 1: Build and retain a diverse, equitable, and inclusive workforce

- Provide corporate cultural direction/data practices and systems related to attracting, retaining, and promoting a diverse workforce.
- Enhance awareness of a variety of cultural, generational, ethnic, and other differences to increase understanding, create empathy, and build trust.
- Educate and train the workforce on diversity, equity, and inclusion to enhance collaboration, innovation, and engagement.





# Goals

## GOAL 2: Strengthen internal and external partnerships

- Leverage the DEI Committees and councils to advance the national efforts for Diversity, Equity and Inclusion programs, services, and initiatives designed to enhance the recruitment and successful retention of employees from diverse and under-represented groups.
- Work collaboratively with stakeholders in the development of recruiting and marketing materials to promote employment opportunities and attract top talent.
- Establish and maintain relationships with educational institutions and government, and non- government agencies to stay abreast of leading-edge DEI Strategies.



# Goals

## GOAL 3: Assess diversity, equity, and inclusion efforts to enhance productivity throughout the organization

- Gather and analyze data from various surveys/reports to determine where to focus diversity, equity and inclusion efforts and monitor progress.
- Provide data analytics to gain an understanding of underrepresented populations in order to focus efforts and resources on essential areas.
- Identify strategies to advance diversity, equity, and inclusion; and eliminate barriers and discriminatory behaviors within workforce functions.



# Diversity is...

The practice of including the many communities, identities, races, ethnicities, backgrounds, abilities, cultures, and beliefs of the American people, including underserved communities.

Executive Order 14035 of June 25, 2021 (Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce)





# Three Aspects of Diversity

## Functional

- Policies, programs, initiatives to sustain diversity

## Ethical

- Everyone deserves to be treated with dignity and respect

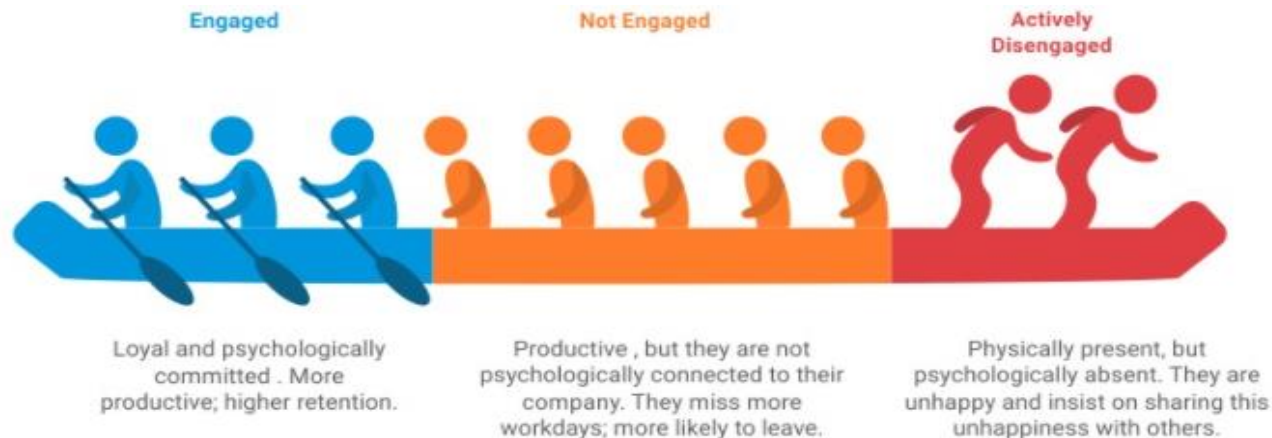
## Practical

- Anyone can bring something valuable to the table



# Assessing the Team Environment

- How engaged is my team?
  - Do I really know?
- What percentage of my team members are disengaged?
- Who is sitting on the bench waiting to be engaged?



**Same boat, different engagement.  
Some drive it, some jump off it.**

# Equity is...

The consistent and systematic fair, just and impartial treatment of all individuals, including individuals who belong to underserved communities, that have been denied such treatment.

Executive Order 14035 of June 25, 2021 (Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce)



# Some Components of Positive Relationships

- **Communication:** listen to understand, not to respond, judge or correct
- **Respect:** other perspectives
- **Trust:** build and sustain
- **Honesty:** be transparent
- **Flexibility:** things change, we all make mistakes, several ways to solve issues



# Inclusion is...

The recognition, appreciation and use of the talents and skills of employees of all backgrounds.

Executive Order 14035 of June 25, 2021 (Diversity, Equity, Inclusion and Accessibility in the Federal Workforce)



# Inclusive Habits



Use the Five Inclusive Habits!

**(F.O.C.S.E.)**

## **Fair**

Exhibit a disposition that is free of favoritism and bias; impartiality

## **Open**

Be free of a closed mind and be receptive to new ideas, viewpoints, and people

## **Cooperative**

Work or act together willingly for the common purpose or benefit

## **Supportive**

Constructively help others

## **Empowering**

Help others contribute to their full potential

***Inclusive Intelligence*** training explores how individual behaviors, repeated over time, form the habits that help create an inclusive environment.

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Veterans Health Administration  
*Office of Diversity, Equity and Inclusion*



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# T.R.I.P.

- Talent and Teamwork
- Recruitment and Retention
- Innovation and Ideas
- Performance and Productivity



# Servant Leaders

- Understand their employees
- Find their individual motivator(s)
- Work on:
  - ✓ Improving morale
  - ✓ Improving attitude
  - ✓ Enhancing results
- Empower their team



# You Can Expect to See...

## What's Next



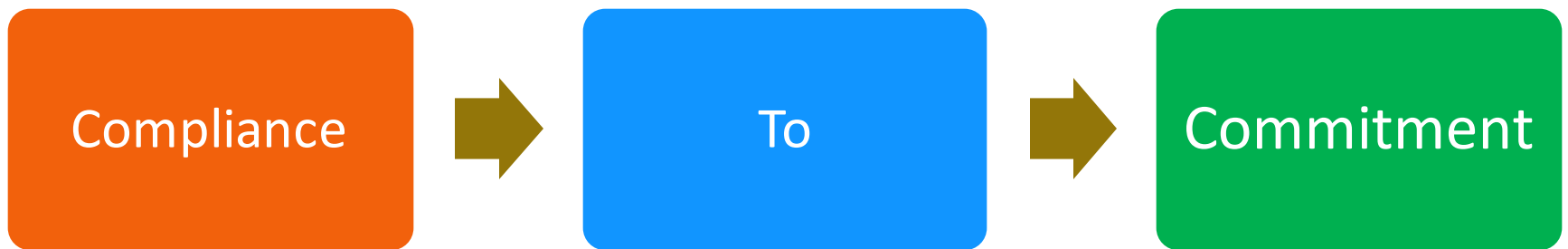
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# Transition



# Achieve Excellence

- Develop...
  - Educate...
  - Train ...
  - Practice...
  - Change...
  - Sustain...



# Development and Education

## Training

Developing Emotional Intelligence

Navigating Change

Reframing Conflict

Leading and Working Across Generations

Psychological Safety

## Training

Equipping the New Leader

Unconscious Bias

Inclusive Intelligence

Understanding Systemic Racism

Employee Engagement



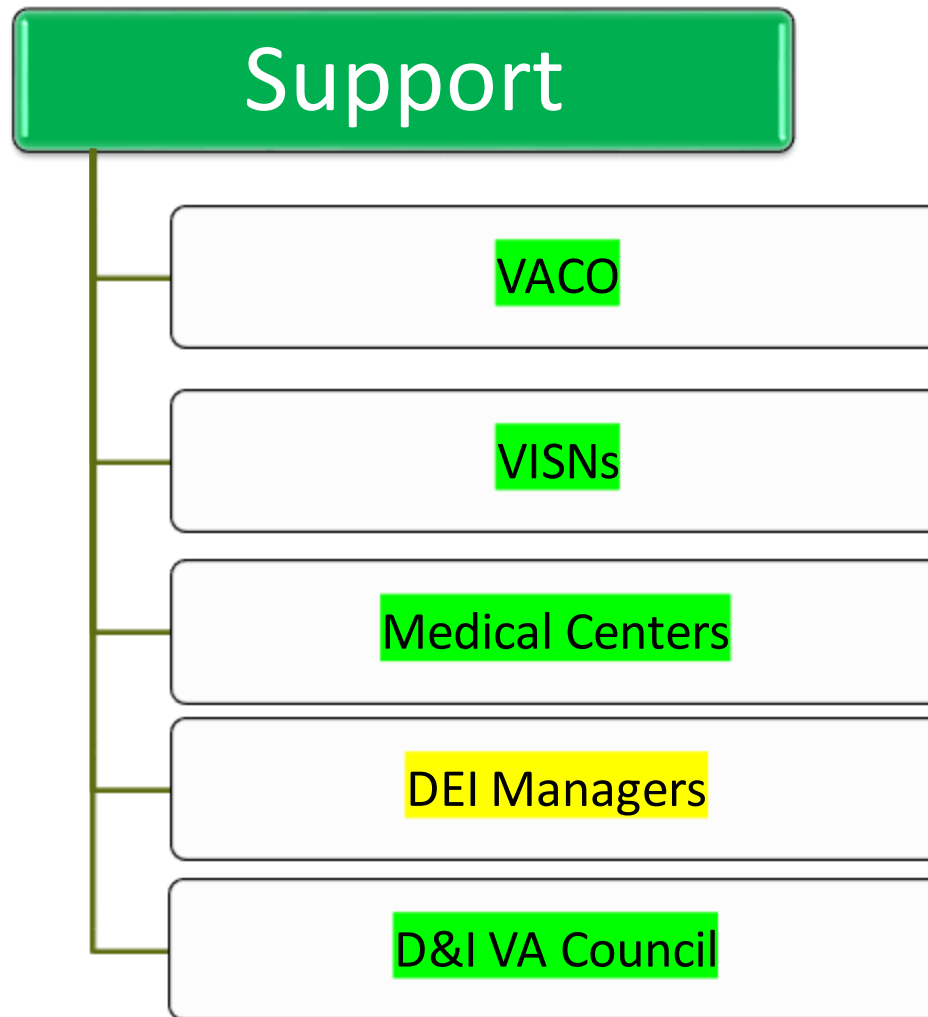
# Retention



# Recruitment and Outreach Efforts



# Collaboration

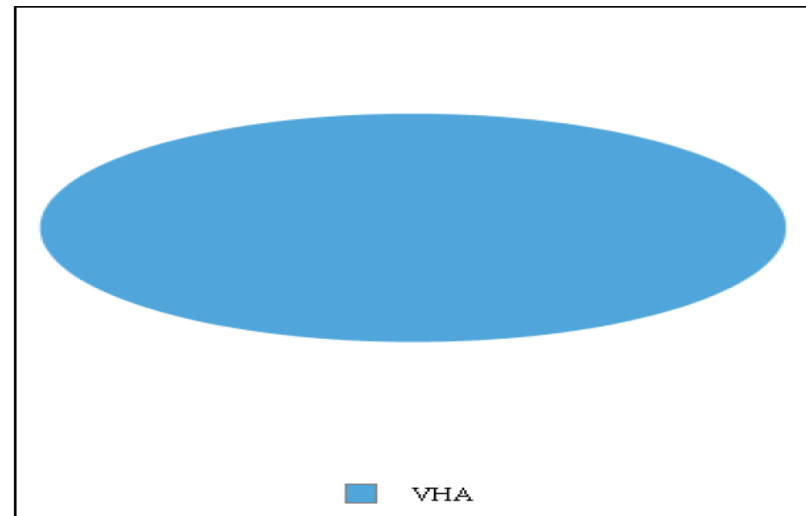


# Key Metrics

## Inclusive Intelligence – EES Summary Statistical Survey

The survey took a comprehensive look at participants' responses to key metrics and evaluated effective/success of Inclusive Intelligence. For instance, participants were identified by occupational categories and the percentage of responses were used to illustrate engagement by VA administrations. In addition, diverse levels of overall satisfaction were evaluated, such as learning activities, knowledge of inclusion principals, continuing education and best practices.

Participant Satisfaction (Standard Questions)	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree	N/A	Statistics
Overall, I was satisfied with this learning activity.	0 (0.00)	0 (0.00)	11 (4.21)	57 (21.84)	193 (73.95)	1 (0.38)	Mean: 4.70 A+SA: (95.79)
I would recommend this training course to others.	0 (0.00)	0 (0.00)	11 (4.21)	54 (20.69)	196 (75.10)	1 (0.38)	Mean: 4.71 A+SA: (95.79)
I learned new knowledge and skills from this learning activity.	0 (0.00)	1 (0.38)	13 (4.98)	69 (26.44)	178 (68.20)	1 (0.38)	Mean: 4.62 A+SA: (94.64)
The scope of the learning activity was appropriate to my professional needs.	0 (0.00)	1 (0.38)	11 (4.20)	73 (27.86)	177 (67.56)	0 (0.00)	Mean: 4.63 A+SA: (95.42)
The content was presented in a manner that was fair and unbiased. If not, please elaborate in comments.	0 (0.00)	2 (0.76)	11 (4.20)	69 (26.34)	180 (68.70)	0 (0.00)	Mean: 4.63 A+SA: (95.04)
I will be able to apply the knowledge and skills learned to improve my job performance.	0 (0.00)	0 (0.00)	17 (6.49)	83 (31.68)	162 (61.83)	0 (0.00)	Mean: 4.55 A+SA: (93.51)
The training environment (face to face, video conference, web based training) was effective for my learning.	0 (0.00)	1 (0.38)	11 (4.20)	75 (28.63)	175 (66.79)	0 (0.00)	Mean: 4.62 A+SA: (95.42)
	0.27%			95.08%			

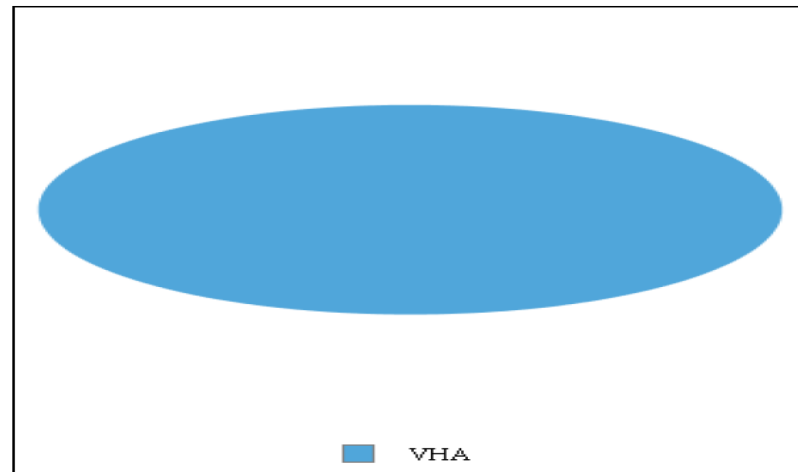
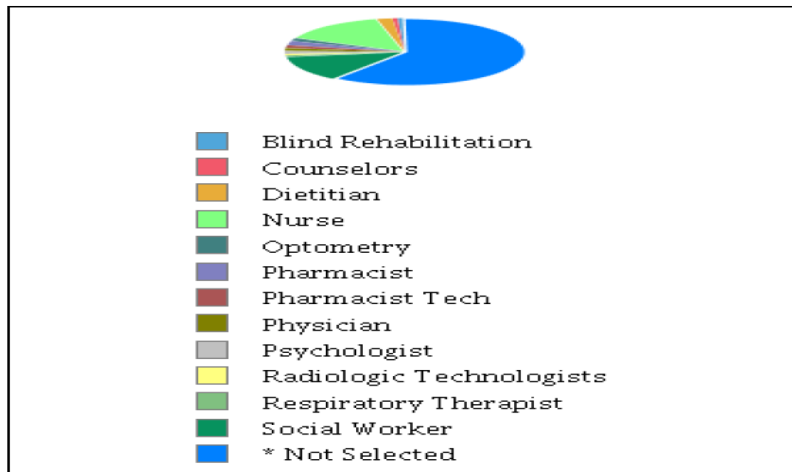


# Key Metrics

## Building Your Personal Brand – EES Summary Statistical Survey

The survey took a comprehensive look at participants' responses to key metrics and evaluated effective/success of Building your Personal Brand. For instance, participants were identified by occupational categories and the percentage of responses were used to illustrate engagement by VA administrations. In addition, diverse levels of overall satisfaction were evaluated, such as learning activities, knowledge of inclusion principals, continuing education and best practices.

Participant Satisfaction (Standard Questions)	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree	N/A	Statistics
Overall, I was satisfied with this learning activity.	0 (0.00)	0 (0.00)	8 (5.56)	48 (33.33)	88 (61.11)	0 (0.00)	Mean: 4.56 A+SA: (94.44)
I would recommend this training course to others.	0 (0.00)	0 (0.00)	8 (5.56)	47 (32.64)	89 (61.81)	0 (0.00)	Mean: 4.56 A+SA: (94.44)
I learned new knowledge and skills from this learning activity.	0 (0.00)	2 (1.39)	10 (6.94)	49 (34.03)	83 (57.64)	0 (0.00)	Mean: 4.48 A+SA: (91.67)
The scope of the learning activity was appropriate to my professional needs.	0 (0.00)	2 (1.39)	10 (6.94)	49 (34.03)	83 (57.64)	0 (0.00)	Mean: 4.48 A+SA: (91.67)
The content was presented in a manner that was fair and unbiased. If not, please elaborate in comments.	0 (0.00)	0 (0.00)	7 (4.86)	47 (32.64)	90 (62.50)	0 (0.00)	Mean: 4.58 A+SA: (95.14)
I will be able to apply the knowledge and skills learned to improve my job performance.	0 (0.00)	2 (1.39)	10 (6.94)	52 (36.11)	80 (55.56)	0 (0.00)	Mean: 4.46 A+SA: (91.67)
The training environment (face to face, video conference, web based training) was effective for my learning.	0 (0.00)	1 (0.69)	8 (5.56)	58 (40.28)	77 (53.47)	0 (0.00)	Mean: 4.47 A+SA: (93.75)
	0.69%			93.25%			

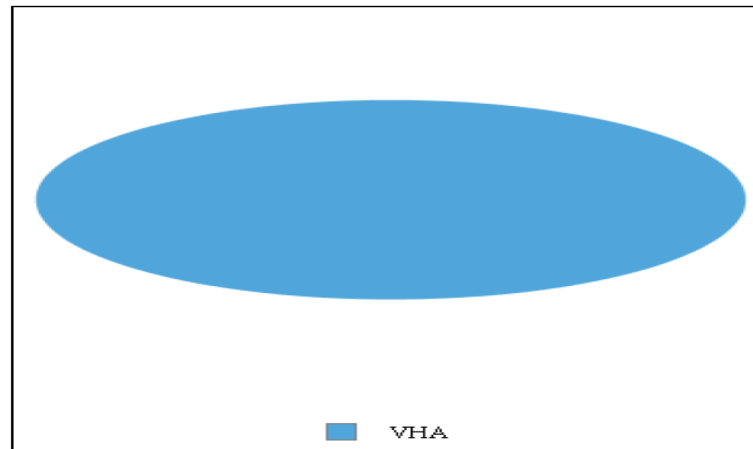


# Key Metrics

## Employee Engagement – EES Summary Statistical Survey

The survey took a comprehensive look at participants' responses to key metrics and evaluated effective/success of Employee Engagement. For instance, participants were identified by occupational categories and the percentage of responses were used to illustrate engagement by VA administrations. In addition, diverse levels of overall satisfaction were evaluated, such as learning activities, knowledge of inclusion principals, continuing education and best practices.

Participant Satisfaction (Standard Questions)	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree	N/A	Statistics
Overall, I was satisfied with this learning activity.	1 (0.29)	1 (0.29)	36 (10.43)	162 (46.96)	145 (42.03)	0 (0.00)	Mean: 4.30 A+SA: (88.99)
I would recommend this training course to others.	1 (0.29)	1 (0.29)	38 (11.01)	156 (45.22)	149 (43.19)	0 (0.00)	Mean: 4.31 A+SA: (88.41)
I learned new knowledge and skills from this learning activity.	1 (0.29)	5 (1.45)	44 (12.75)	165 (47.83)	130 (37.68)	0 (0.00)	Mean: 4.21 A+SA: (85.51)
The scope of the learning activity was appropriate to my professional needs.	0 (0.00)	1 (0.29)	38 (11.01)	178 (51.59)	128 (37.10)	0 (0.00)	Mean: 4.26 A+SA: (88.70)
The content was presented in a manner that was fair and unbiased. If not, please elaborate in comments.	0 (0.00)	1 (0.29)	34 (9.86)	164 (47.54)	146 (42.32)	0 (0.00)	Mean: 4.32 A+SA: (89.86)
I will be able to apply the knowledge and skills learned to improve my job performance.	0 (0.00)	3 (0.87)	48 (13.91)	176 (51.01)	118 (34.20)	0 (0.00)	Mean: 4.19 A+SA: (85.22)
The training environment (face to face, video conference, web based training) was effective for my learning.	1 (0.29)	5 (1.45)	33 (9.57)	170 (49.28)	136 (39.42)	0 (0.00)	Mean: 4.26 A+SA: (88.70)
	0.87%			87.91%			



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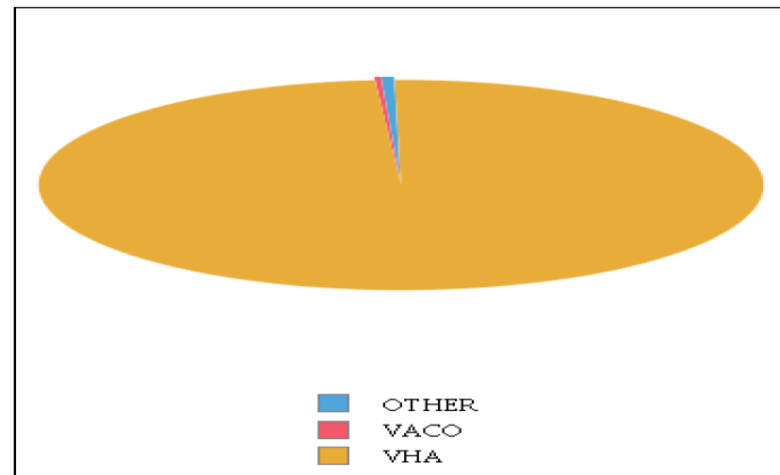
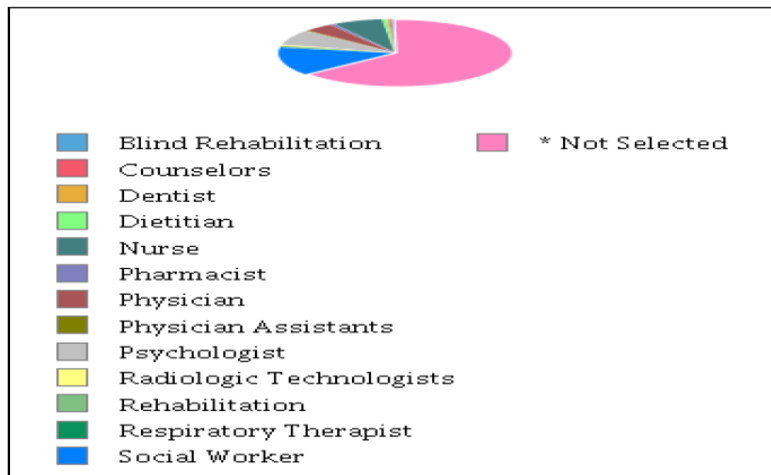


# Key Metrics

## VHA DEI 2022 Virtual Summit – EES Summary Statistical Survey

The survey took a comprehensive look at participants' responses to key metrics and evaluated effective/success of the Diversity, Equity and Inclusion Summit. For instance, participants were identified by occupational categories and the percentage of responses were used to illustrate engagement by VA administrations. In addition, diverse levels of overall satisfaction were evaluated, such as learning activities, knowledge of inclusion principals, continuing education and best practices.

Participant Satisfaction (Standard Questions)	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree	N/A	Statistics
Overall, I was satisfied with this learning activity.	2 (0.60)	3 (0.89)	29 (8.63)	125 (37.20)	177 (52.68)	4 (1.19)	Mean: 4.40 A+SA: (89.88)
I would recommend this training course to others.	2 (0.60)	4 (1.19)	26 (7.74)	126 (37.50)	178 (52.98)	4 (1.19)	Mean: 4.41 A+SA: (90.48)
I learned new knowledge and skills from this learning activity.	1 (0.30)	6 (1.79)	29 (8.63)	135 (40.18)	165 (49.11)	4 (1.19)	Mean: 4.36 A+SA: (89.29)
The scope of the learning activity was appropriate to my professional needs.	0 (0.00)	4 (1.19)	31 (9.23)	135 (40.18)	166 (49.40)	4 (1.19)	Mean: 4.38 A+SA: (89.58)
The content was presented in a manner that was fair and unbiased. If not, please elaborate in comments.	2 (0.60)	4 (1.19)	30 (8.96)	129 (38.51)	170 (50.75)	5 (1.49)	Mean: 4.38 A+SA: (89.25)
I will be able to apply the knowledge and skills learned to improve my job performance.	0 (0.00)	5 (1.49)	34 (10.12)	146 (43.45)	151 (44.94)	4 (1.19)	Mean: 4.32 A+SA: (88.39)
The training environment (face to face, video conference, web based training) was effective for my learning.	1 (0.30)	4 (1.19)	38 (11.31)	142 (42.26)	151 (44.94)	4 (1.19)	Mean: 4.30 A+SA: (87.20)
	1.62%			89.15%			



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Veterans Health Administration • Office of Diversity, Equity and Inclusion

# INCLUSIVITY CAMPAIGN

• F.O.C.S.E on the T.R.I.P because ICARE •

**Launching April 4, 2022**



ODEI Inclusivity Campaign



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# Moving Forward



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# Questions to Consider

- Why do we have this Social Unrest?
- How can we overcome it? What steps do we take?
- How can I identify and manage my own unconscious bias?
- How can I be a more inclusive leader or team member?
- How can I engage others more effectively?
- How do I have a difficult conversation?
- How can I create empathy/build trust?
- If your organization was a vehicle, what part would you be?



# *Things to Keep in Mind...*

- If you do not intentionally, deliberately, and proactively include, you will unintentionally exclude.
- Who can you afford to exclude from your team?



**“We Are Better Together”**



# Questions

