No One Size Fits All:
Incorporating DE&I into wellbeing strategy

October 2020
Susan Bailey, MS, SPHR, SHRM-SCP
Vice President, Practice Leader- Culture & Wellbeing
Marsh & McLennan Agency
Who are you?
Healthy Cultural Ecosystem

- Physical
- Mental
- Social
- Financial
- Professional
- Community
- Resources to Thrive
- Open & Consistent Communication
- Cultural Ecosystem
- Purpose & Values Driven
- Positive Leadership
- Recognition
- Diverse & Connected
Today’s Objectives

• Define diversity, equity & inclusion and their relationship to wellbeing
• Describe how DE&I can influence health and wellbeing
• Understand how personas can be used as a framework for building relevant approaches for your entire population
• Develop an action plan to incorporate DE&I thinking into wellbeing strategy
Diversity

Our unique characteristics as individuals that identify us.

A sample of the many...

Diversity is not how we differ. Diversity is about embracing one another’s uniqueness. ~Ola Joseph

Equity

In this first image, it is assumed that everyone benefits from the same support. They are being treated equally.

Individuals are given different support to make it possible for them to have equal access to the view. They are being treated equitably.

All three can see the view without any support because the cause of inequality was addressed. The systemic barrier has been removed.
Inclusion

Creating a culture of belonging and value. Everyone is respected and encouraged as individuals. Harnessing differences in a way that is beneficial.

Three Aspects

- Diversity is where everyone is invited to the party
- Equity means that everyone gets to contribute to the playlist
- Inclusion means that everyone has the opportunity to dance

University of Michigan Chief Diversity Officer Robert Sellers
Children born to parents who have not completed high school are more likely to live in an environment that poses barriers to health such as lack of safety, exposed garbage, and substandard housing. They also are less likely to have access to sidewalks, parks or playgrounds, recreation centers, or a library.

Less than 5 percent of lung disease studies funded by the National Institutes of Health in the last two decades have statistically meaningful number of participants from ethnic minorities.


The incidence rate of breast cancer before age 45 is higher among Black women than White women, whereas between the ages of 60 and 84, breast cancer incidence rates are strikingly higher in White women than in Black women.

Black women are more likely to die from breast cancer at every age.

Incidence and death rates for breast cancer are lower among women of other racial and ethnic groups than among non-Hispanic White and Black women.

Employees experiencing poor mental health feel more stigmatized by this than almost anything else.

Mercer Mental Health at Work Report 2017
Social Determinants of Health

“...the conditions in which people are born, grow, work, live, and age, and the wider set of forces and systems shaping the conditions of daily life,”

Calculations aggregated by goinvo.com using data from the following sources:
- DHHS
- JAMA
- Health Affairs
- WHO
- U.Wisconsin

Determinants of Health

Genetics & Biology
- Genetics
  - Single-gene
  - Chromosomal
  - Multifactorial
  - Mitochondrial DNA-linked
  - Gender
- Body Structure
  - Age
  - Height
  - Weight
  - Waist-Hip ratio
- Body Function
  - Bone density
  - Blood pressure
  - Nutritional status
  - Biochemical function
  - Sensory function
  - Movement and balance
  - Strength and robustness
  - Fitness
Determinants of Health

- Social Circumstances: 22%
- Genetics & Biology: 21%
- Individual Behavior: 37%
- Medical Care: 11%
- Environment: 7%

Access to Healthcare
- Distance to resources
- Provider availability
- Vaccines and immunizations
- Quality of insurance

Quality of Healthcare
- Provider linguistic competency
- Provider cultural competency

Patient Engagement
- Health Literacy
- Affordability

Determinants of Health

- Pollution
  - Tobacco use exposure
  - Air quality
  - Lead exposure levels
  - Carcinogen exposure
  - Water quality
- Location
  - Access to healthy foods
  - Crime level
  - Transportation quality
  - Crowding conditions
  - Job opportunities
  - Public space quality
  - Educational opportunities
  - Access to vocational training
  - Recreational activity access
  - Walkability
  - Residence quality
- Exposure to Firearms
- Allergens
Determinants of Health

Individual Behavior

- Psychological Assets
  - Conscientiousness level
  - Self-efficacy
  - Optimism level
  - Life satisfaction level
  - Cognitive function in late life
- Negative Mood and Affects
  - Stress level
  - Hopelessness level
  - Anxiety level
  - Depression level
- Other Risk Related Behavior
  - Gun behavior
  - Sexual activity
  - Motor vehicle behavior
- Physical Activity
- Sleep Patterns
- Diet Patterns

Genetics & Biology 21%
Medical Care 11%
Environment 7%

Social Circumstances 22%

Determinants of Health

Social Circumstances

- Social Connectedness
  - Civic participation
  - Intimate relationships
  - Quality of family support
  - Quality of friends support
  - Quality of community support
- Social Status
  - Subjective social status
  - Individual income level
  - Language and literacy level
  - Education level
  - Occupation
- Culture and Tradition
  - Religious involvement
  - Community cultural norms
  - Family cultural norms
- Race and ethnicity
- Citizenship Status
- Military Service
- History of Incarceration
- Discrimination
- Work Conditions

Genetics & Biology 21%
Medical Care 11%
Environment 7%

Social Circumstances 22%

Individual Behavior 37%
An Audience of One

Whole Person Wellbeing
Whole Person Wellbeing

Elements to Consider

- Age / generation
- Fitness Level
- Stress levels
- Gender identity
- Access to fitness resources
- Sleep patterns
- Sexual Orientation
- Cultural healthcare norms
- Shift work
- Race & ethnicity
- Literacy (reading, financial, healthcare)
- Religious involvement
- Location
- Living conditions
- Diet patterns
- Salary
- Public space quality
- Interests/Hobbies
- Relationship Status
- Walkability
- Quality of family/friend/community support
- Education level
- Physical abilities
- Citizenship Status
- Work hours
- Access to healthy foods
- Permanent, Temporary, Situational Status
- Language(s) spoken
- Access to care/providers
Steps to Build Personas

1. Gather basic demographics
2. Understand priorities & goals
3. Identify barriers and challenges

Sample Persona

Jennifer
Quality Control Inspector

Demographics
• Baby Boomer
• $45,000/year
• Rural location
• High school diploma
• Single mom with adult children

Priorities & Goals
• Wants to work until age 65
• Needs more overtime hours to save for daughter’s wedding
• Train the next generation
• Worried about automation

Barriers & Challenges
• Capped on income unless promoted to manager (90% of leaders in the organization are male)
• Worried about automation
• Cannot afford further education
• Never learned to cook
• A little afraid to retire - Wonders... “Will I have enough money to live?”
• Adult daughter living at home
Sample Persona

**Demographics:**
- Gen X/Millennial
- Age 32-39
- $80,000/yr
- Suburban location
- Associate’s degree
- Married, 2 kids
- Highly energetic/go-getter

**Priorities & Goals:**
- Exceed his sales quota
- Time off for fun
- Promotion and leadership opportunities

**Barriers & Challenges:**
- Works long hours over a broad territory
- Limited time at home
- Trying to “get by” and also save for the future
- Organizational diversity is low
- Retirement concerns – parents are still working with no end in sight
- Finding time for exercise is a challenge
- Eating fast/comfort food while traveling

---

**Strategic Framework**

- **Identity**
  - Demographic differences
- **Cognitive**
  - How you think about the world
- **Neuro**
  - Neurological variation
  - Tools, resources, knowledges, and models
  - Part of nature and “normal” genetics
Diversity, Equity & Inclusion Check

**Diversity**
- We consider the unique characteristics of the individuals in the organization.

**Equity**
- We pledge fair treatment, opportunity, and advancement while striving to identify and eliminate barriers.
- We aim to provide opportunity to reach full potential.

**Inclusion**
- We are creating a culture of belonging and value.
- Everyone is respected and encouraged as individuals.
- We harness differences in a way that is beneficial.

---

**Top Tips**

<table>
<thead>
<tr>
<th>Don’t</th>
<th>Do</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Offer one-size-fits-all homogeneous wellbeing strategies</td>
<td>• Create policies that address the specific health risks of different groups</td>
</tr>
<tr>
<td>• Overlook the power of diversity in health for making people feel included</td>
<td>• Use wellbeing to prevent issues such as mental health and menopause discrimination</td>
</tr>
<tr>
<td>• Ignore the impact of talent management strategies on wellbeing</td>
<td>• Look at how wellbeing can boost engagement and performance</td>
</tr>
<tr>
<td>• Forget the differences in how genders access wellbeing support</td>
<td>• Aspire to create compelling initiatives tailored to individuals</td>
</tr>
</tbody>
</table>
Thank you for coming

Susan Morgan Bailey
VP, Practice Leader- Culture & Wellbeing
sbailey@mma-mi.com