



## **APHN Justice, Equity, Diversity, and Inclusion Plan**

The Association of Public Health Nurses (APHN) is committed to Justice, Equity, Diversity and Inclusion. 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 justice, equity, diversity and inclusion belongs to the entire APHN organization, but the Justice, Equity, Diversity and Inclusion (JEDI) Committee shares accountability for assurance of the JEDI plan implementation along with the APHN Staff and 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.

## **Justice, Equity, Diversity and Inclusion 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 a JEDI Plan -- approved and supported by its board -- to guide its efforts in this area.

#### **Strategy IA: Through a variety of methods, communicate the board's Justice, Equity, Diversity and Inclusion Vision, Mission, and Standards.**

Action step IA1: Guided by the APHN JEDI Committee, at least annually, promote APHN's JEDI Plan at board meetings, committee meetings, or during mid-year meetings and the annual conference utilizing the evidence based tool, "A Place at the Table" You -Tube video by Judy Seidenstein - <https://rinatv.com/v/LKO-MIKidY0> - and Diversity Toolkit, 'A Guide to Discussing Identity, Power and Privilege' by Jeremy Goldbach - <https://msw.usc.edu/mswusc-blog/diversity-workshop-guide-to-discussing-identity-power-and-privilege/>.

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

Action Step IB1: JEDI Committee recommends to APHN Board evidence-based tools to be used for this purpose.

Action Step IB2: Provide in-service 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 website, and dedicating editions of the APHN newsletter to sharing and discussing Justice, Equity, Diversity and Inclusion tools, etc.).

Action Step IB3: 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 IIA: Leaders are accountable for implementing the JEDI Plan in all areas of the association and can articulate the strategy, including how Justice, Equity, Diversity and Inclusion enable the achievement of the association's vision, mission, and goals.**

Action Step IIA1: Utilize APHN's JEDI Plan as a talking point for use by all APHN staff, leadership, and members.

Action Step IIA2: Incorporate JEDI Plan into the APHN Strategic Plan and evaluate and revisit progress at least annually.

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

Action Step IIB1: 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 IIIA: 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 Step IIIA1: Heighten intentional recruitment of qualified underrepresented minorities to APHN board and committee roles.

Action Step IIIA2: Recommend a slate of candidates for office who reflect diversity of thought, experience, and backgrounds.

**Strategy IIIB: 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 IIIB1: 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 IVA: APHN leadership openly recognizes disparities.**

Action Step IVA1: APHN provides critical support and channels for reporting to members who experience inequitable situations and incidents.

### **Strategy IVB: APHN leadership and members are committed to addressing disparities where they exist.**

Action Step IVB1: 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 IVC: Leadership and members recognize their role in recognizing and promoting equity.**

Action Step IVC1: JEDI education and training resources will be identified and utilized to help develop skills and behaviors that will enhance the growth of APHN.

Action Step IVC2: 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 JEDI 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 VA: Demonstrate leadership commitment and accountability to continue to promote an inclusive and diverse association culture.**

Action Step VA1: Develop a formal, annual JEDI dialogue with APHN leaders and members.

Action Step VA2: In conjunction with the APHN Annual Strategic Planning Process, encourage regular review and assessment of the JEDI Plan.

**Strategy VB: Continue to foster an organizational culture of Justice, Equity, Diversity and Inclusion.**

Action Step VB1: Advertise APHN association events leading with JEDI principles.

**Strategy VC: Use data collection and reporting to assist in assessing JEDI Plan efforts at least annually.**

Action Step VC1: Conduct an annual association assessment to actively assess organizational diversity.

Action Step VC2: Develop a formal association process for reporting on JEDI activities via newsletter, action briefs, website, etc.

**JEDI Best Practices**

**JEDI 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>.

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