We commit to a workplace in which we:

- Promote diversity, equity, inclusion, and belonging;
- Welcome all staff members, patients, volunteers, and partners with respect, recognition, and inclusion;
- Accept one another and encourage each other to learn more about the richness of cultures other than our own;
- Practice ongoing learning about, and solutions to, injustice; and
- Equip ourselves with the capacity to serve each other, our patients, our volunteers, and our partners as effectively as possible.

**Operation Access Core Values**

**Restoring Health**
We are committed to building healthy communities.

**Advancing Equity**
We believe that everyone should have access to health care.

**Protecting People**
We empower patients to get the healthcare they need.
Diversity, Equity, Inclusion, and Belonging (DEIB) Goals

01. Staff and Board Diversity

*Create and sustain a diverse, inclusive, and highly engaged team at all levels*

- Develop a clear and intentional outreach strategy to increase the pool of diverse and talented candidates.
- Ensure equitable practices for recruitment, hiring, development, and promotion.
- Annually review organizational personnel policies and practices.

02. Education and Awareness

*Develop a collective understanding of DEIB principles across the organization to set a foundation for all interactions and initiatives*

- Increase awareness, engagement, and dialogue around DEIB topics.
- Create expectations and provide education to supervisors for their teams.
Diversity, Equity, Inclusion, and Belonging (DEIB) Goals

**03. Equitable Practices**

*Provide fair opportunities throughout organizational structures and processes based on individual needs*

- Encourage staff and Board member participation in events and activities by sharing leadership, planning, and decision-making responsibilities.
- Build a culture where mentorship is encouraged and utilized by staff to foster inclusion, personal enrichment, and professional growth.
- Establish Operation Access as a safe environment for staff to feel vulnerable and gain support from peers.

**04. Empower our Patient Population**

*Ensure health care is a priority by providing patients with the tools and resources needed for their ongoing medical care*

- Create a toolkit/resources for patients.
- Give patients a voice in their care with Operation Access.
## Goals and Actions

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<tr>
<th>GOAL 1– STAFF AND BOARD DIVERSITY</th>
<th>ACTIONS</th>
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| Develop a clear and intentional outreach strategy to increase the pool of diverse and talented candidates. | • Collect resources about what a “diverse” pool means set a goal.  
• Review/update/plan on the places we currently post job announcements and assess current outreach efforts.  
• Review standards for compensation and review matrixes. |
| Ensure equitable practices for recruitment, hiring, development, and promotion. | • Review and update current job descriptions to ensure the use of inclusive language.  
• Review and update the onboarding process.  
• Review and maintain consistent and structured interview questions for each round of interviews.  
• Create objective criteria/scorecard and processes for interviewing and recruitment. |
| Annually review organizational personnel policies and practices. | • Review and update the Employee Handbook to ensure the use of inclusive language.  
• Identify/review and update additional policies outside of the Employee handbook to ensure the use of inclusive language. |

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<th>GOAL 2– EDUCATION AND AWARENESS</th>
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| Increase awareness, engagement, and dialogues around DEIB topics. | • Curate a resource list of DEIB workshops that staff can choose to take.  
• Identify the budget for DEIB trainings.  
• Find and coordinate DEIB workshops for the Board and staff each year.  
• Review and edit DEIB key concepts.  
• Coordinate 4 DEIB topic-focused brown bag sessions and 2–4 DEIB-focused workshops each year.  
• Review the key concepts in the equity plan with staff two times a year. |
| Create expectations and provide education to supervisors for their teams. | • Create norms and supervisor protocols for checking in with staff on DEIB topics. |
## Goals and Actions

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<th>GOAL 3– EQUITABLE PRACTICES</th>
<th>ACTIONS</th>
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| Encourage staff and Board member participation in events and activities by sharing leadership, planning, and decision-making responsibilities. | - Invite Board members to attend monthly roundtable staff meetings.  
- Invite staff to attend Board meetings.  
- Survey staff on growth in leadership based on rotating roles in various meetings. |
| Build a culture where mentorship is encouraged and utilized by staff to foster inclusion, personal enrichment, and professional growth. | - Hold an opt-in meeting to discuss what staff may want from a mentor.  
- Research effective virtual mentorships.  
- Create a list of resources/tools on best practices for mentors. |
| Establish Operation Access as a safe environment for staff to feel vulnerable and gain support from peers. | - Maintain an organizational focus on psychological safety.  
- Survey staff on self-care ideas and create monthly self-care/reflection meetings.  
- Find steps to create affinity groups by topic based on staff interests. |

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<th>GOAL 4– EMPOWER OUR PATIENT POPULATION</th>
<th>ACTIONS</th>
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| Create a toolkit/resources for patients | - Develop new questions for patient survey to focus on what has worked well for them when going through the Operation Access process.  
- Convene focus groups/patient panels with patients who are interested in sharing their experiences.  
- Based on information shared in the survey and focus groups, create resources for patients (documents, videos, trainings). |
| Give patients a voice in their care with Operation Access | - Look into automation with Mogli (texting platform) that can give patients more information about where they are in the process for a procedure.  
- Create an app for patients that better connects them with the process. |
Key Concepts and Terms

Diversity: Diversity is the presence and representation of differences that enrich the community and workplace. In the workplace, that can mean differences in race, ethnicity, gender, gender identity, sexual orientation, age, culture, background, abilities, opinions, experiences, and socioeconomic class.

Equity: Equity and equity-mindedness, is the action of ensuring that workplace processes and programs are impartial, fair, and provide equal possible outcomes, opportunities, and access to resources for every individual.

Inclusion: Inclusion is a state of consciously being respected, supported, and valued, regardless of background, beliefs, or identities. This includes creating a culture where individual skills and perspectives are effectively utilized.

Belonging: Belonging is the feeling individuals have of security and support when there is a sense of acceptance, and identity for a member of a certain group or place. It is the fundamental drive to form and maintain lasting, positive, and significant relationships with others.

Classism: The institutional, cultural and individual set of actions and beliefs that assign differential value to people according to their socioeconomic status.

Cultural Humility: An interpersonal stance that is open to individuals and different cultural communities and experiences in relation to aspects of one’s own cultural identity. Maintaining cultural humility requires learning and understanding the complexity of identities and how they evolve over time.

Culturally Responsive: The ability to learn and relate respectfully with people of your own culture as well as those from other cultures.

Culture: A social system of customs, behaviors, and norms that a group of people develops to ensure its survival and adaptation. It is also a system of values, habits, skills, ideologies, and beliefs.

Ethnicity: A common identity based on ancestry, language, culture, and nation or region of origin. Ethnic groups can possess shared attributes, including religion, beliefs, customs, and/or shared memories and experiences.

Gender: A social construct of norms, behaviors, and roles that varies between societies and over time. Gender is often categorized as male, female, or nonbinary.

Definitions were created by Operation Access staff, and/or from the National Association of Counties (naco.org) and/or from the National Center for Culturally Responsive Education Systems and/or from the Human Rights Campaign.
Key Concepts and Terms

**Gender-Expansive/ Non-Binary:** Umbrella terms for individuals who do not fit into traditional “male” and “female” gender categories. Includes individuals who identify as agender, bigender, gender fluid, genderqueer, and various other genders.

**Gender Expression:** Gender expression is how a person presents gender outwardly, through behavior, clothing, voice, or other perceived characteristics. Society identifies these cues as masculine or feminine, although what is considered masculine or feminine changes over time and varies by culture.

**Gender Identity:** How a person sees themselves in terms of their gender. Gender identity is one’s own internal sense of self and their gender, whether that is man, woman, neither or both. Unlike gender expression, gender identity is not outwardly visible to others.

**Health Equity:** Means that everyone has a fair and just opportunity to be as healthy as possible. This requires removing obstacles to health such as poverty, discrimination, and their consequences, including powerlessness and lack of access to good jobs with fair pay, quality education and housing, safe environments, and health care.

**Justice:** The concept that individuals are to be treated in a manner that is equitable and fair.

**Neurodiversity:** The presence of neurological differences that present in the way individuals act, think, hear and communicate. These differences in neurological conditions can include Dyspraxia, Dyslexia, Attention Deficit Hyperactivity Disorder, Dyscalculia, Autism Spectrum and more.

**Psychological Safety:** A shared belief held by members of a team that the team is safe for interpersonal risk taking.

**Race:** A social construct that divides people into distinct groups based on characteristics such as physical appearance (particularly skin color), ancestral heritage, cultural affiliation, cultural history, ethnic classification and, often, are associated with the social, economic and political needs of a society at a given time.

**Sex:** Sex refers to a person’s biological status and is typically assigned at birth, usually on the basis of external anatomy. Sex is typically categorized as male, female, or intersex.

**Sexual Orientation:** Sexual orientation refers to the enduring physical, romantic, and/or emotional attraction to members of the same and/or other genders.

Definitions were created by Operation Access staff, and/or from the National Association of Counties (naco.org) and/or from the National Center for Culturally Responsive Education Systems and/or from the Human Rights Campaign.
We acknowledge that no Diversity, Equity, Inclusion, and Belonging plan can eliminate or solve society’s complex problems, and this plan is fluid and ever-changing to keep up with organizational and societal needs. As stated on the Operation Access website, we stand with communities facing oppression in striving for justice, equity, and inclusion. We are listening, learning, and searching for ways we can help dismantle systems that uphold racism and white supremacy. This action plan is our commitment to continue to find ways to make the world a more equal, just, and inclusive place, beginning with our team and patient population.

**Operation Access Diversity, Equity, Inclusion, and Belonging Workgroup Members:**

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