ADDITIONAL READINGS

Data from the General Social Survey Quality of Worklife Module were analyzed to compare self-reported mental health symptoms among U.S. adult workers from 2018-2022. Health workers continued to face a mental health crisis in 2022. Positive working conditions were associated with less burnout and better mental health. CDC’s National Institute for Occupational Safety and Health has developed a national campaign, Impact Wellbeing, to provide employers of health workers with resources to improve the mental health of these workers.

**Holistic Admissions at UC Davis—Journey Toward Equity** (Henderson, Fancher, and Murin, 2023)
Now that the US Supreme Court has struck down race-conscious admissions in higher education, institutions are looking to California where the practice has been banned in public schools for nearly 3 decades. After Proposition 209 prohibited granting “preferential treatment” based on race, sex, color, or ethnic or national origin in 1996, enrollment of students from Black and Hispanic/Latino backgrounds fell dramatically throughout the University of California (UC) undergraduate system. Similar bans in 8 states led to a 37% reduction in the proportion of matriculated Black, Hispanic/Latino, and Native American medical students.1 However, over the past 15 years, UC Davis School of Medicine (UC Davis) has tripled enrollment of these students by developing an admissions model that prioritizes state workforce needs and attention to the mission fit, lived experience, and socioeconomic background of each applicant.2 The UC Davis experience offers lessons for institutions seeking to uphold a commitment to health and education equity.

**Diversity and Inclusiveness in Health Care Leadership: Three Key Steps** (Lee et al., 2021)
As health care leaders give voice and commit resources to diversity, equity, and inclusiveness initiatives, an external community-focused strategy will fail without an honest look inside their own organizations and their own ideas of what leadership is and what it looks like.

**How to Measure Inclusion in the Workplace** (Romansky et al., 2021)
In an era where companies are paying more and more attention to diversity, equity, and inclusion (DEI), inclusion remains the most difficult metric to track. From new research, Gartner developed the Gartner Inclusion Index to measure what true inclusion looks like across an organization. The authors outline how to use the Gartner Inclusion Index to measure employee perceptions of inclusion, what effective action looks like from leaders, and common pitfalls to avoid.

**Suicide — Rewriting My Story** (Bullock, 2020)
Dr. Justin Bullock shares his intern year experience in this *NEJM Perspective*.

**Impact Wellbeing™** (CDC NIOSH)
The National Institute for Occupational Safety and Health’s (NIOSH) *Impact Wellbeing™* campaign gives
hospital leaders evidence-informed solutions to reduce healthcare worker burnout, sustain wellbeing, and build a system where healthcare workers thrive.

**NIOSH Worker Well-Being Questionnaire (CDC NIOSH)**
The NIOSH Worker Well-Being Questionnaire (NIOSH WellBQ) provides an integrated assessment of worker well-being across multiple spheres, including individuals’ quality of working life, circumstances outside of work, and physical and mental health status.

**Valid and Reliable Survey Instruments to Measure Burnout, Well-Being, and Other Work-Related Dimensions (NAM)**
The NAM’s Clinician Well-Being Collaborative provides a summary of established tools to measure work-related dimensions of well-being. It details how variety of dimensions of clinician well-being can be measured including burnout, engagement, and professional satisfaction. Each tool has advantages and disadvantages, and some are more appropriate for specific populations or settings.

**Inclusion and Belonging (University of Utah)**
This overview of inclusion and belonging provides resources on building an inclusive workplace, promoting racial equity, equitable policies and practices, family-friendly workplaces, and supporting a multigenerational workforce. This is a resource housed under the Utah Center for Promotion of Work Equity Research (U-POWER), one of 10 Centers of Excellence for Total Worker Health® supported by CDC NIOSH.

**12 Key DEI Metrics To Track For An Inclusive Workplace (Bartram)**
DEI is a complicated topic and no two organizations will approach it quite the same. While investing in your DEI efforts is important, it's equally important to track them and see what’s working for your organization and what needs improvement. This article covers 12 key DEI metrics to track to help you identify bias in the workplace culture and work towards a safe, inclusive, and equitable workplace.