



Implementing Strengths-Based Nursing and Healthcare Leadership Values to Promote Equitable, Diverse and Inclusive Workplaces: A Guide for Healthcare Leaders

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Table 2.		SBNH-L core values and definitions
SBNH-L value	Definition	Suggestions for promoting EDI-centred workplaces
Systems-thinking	Systems-thinking is a holistic approach that frames the conceptualization of a system's parts interacting with the whole in an interconnected manner. Systems exist at the micro, meso and macro levels.	Workplace diversity
		Vision, mission, goals and values and EDI strategic plan
Uniqueness	Uniqueness defines those special qualities that give a person, a staff member, a team, a unit or an organization their identity and the aspects that distinguish them. Uniqueness is reflected in what one does best, what a person/unit is known for, their history, what they strive to be, etc. Uniqueness is reflected in the capacities, capabilities, skills, talents and potentials (i.e., strengths) that are present or that can be developed. Uniqueness can also refer to an issue, situation or problem.	Acknowledge each team member's unique intersecting social positionings
		Flexibility
Health and healing	Health is about creating wholeness, whereas healing is about restoring wholeness to optimize functioning. Health involves developing the capacities, capabilities, competencies and skills needed to adapt, cope, relate, regulate, rally to achieve goals, grow, develop and flourish. Healing involves repair, recovery and renewal.	Reconciliation
		Zero tolerance
		Support
Multiple perspectives and creating meaning	Individuals have different beliefs, understandings, interpretations and values that affect their way of being and their responses. Creating meaning refers to the processes by which a person makes sense of an experience to deepen understanding, gain insights and create a coherent narrative.	Make space for varied meanings/perspectives
		Open communication

SBNH-L value	Definition	Suggestions for promoting EDI-centred workplaces
Self-determination	Self-determination involves choice and choosing. It entails taking charge, making choices and experiencing some level of control. Self-determination requires autonomy and skills of agency. Self-determination is about decision making, the processes involved in arriving at a plan of action and enacting that plan.	Equitable advancement opportunities
Goodness-of-fit	Goodness-of-fit is about the <i>match</i> between the demands of the environment and the available capabilities, capacities and resources of individuals, teams and units. Environments include physical (e.g., space, lighting, noise), social (e.g., relational, interactional), emotional (e.g., mood) and cultural (e.g., expectations, norms, ideas, customs). Individuals, teams and units grow and thrive in environments where there is a goodness-of-fit. The corollary is <i>poorness-of-fit</i> when values and expectations are misaligned.	Cultural competency training Creating healthy work environments
Learning-timing-readiness	Learning is the process of acquiring new knowledge, understandings, skills, behaviours, attitudes, values, beliefs and cognitions (products of thinking). Learning is an innate capacity required for personal and professional development. Learning can occur through formal education and informally through experience. Learning is maximized when the learner is ready and motivated to engage and reflect on their experiences. Readiness is a prerequisite for learning and considering a plan of action. Timing involves being attuned to personal, temporal and contextual factors to optimize functioning and the accomplishment of goals.	Education Encourage critical reflective and reflexive practice Continuous work and leading by example Varied EDI trainings
Collaborative partnership	Collaborative partnership recognizes that relationships are reciprocal – each person brings knowledge and experiences to the relationship or interaction from which the other can learn. Collaboration is the art of working together in trusting, supportive ways to achieve a purpose. Partnership requires a willingness to share power rather than exert power.	Include expert voices in policy creation Reciprocal mentorship

EDI = equity, diversity and inclusion.

Source: Table and definitions adapted from Gottlieb et al. (2021b) and Hublely et al. (2021).