

WORKPLACE
DIVERSITY



“Diversity as a Key Component to Executive Recruiting”

Presented by Peter Goodspeed & Carroll Bagwell

April 24, 2019

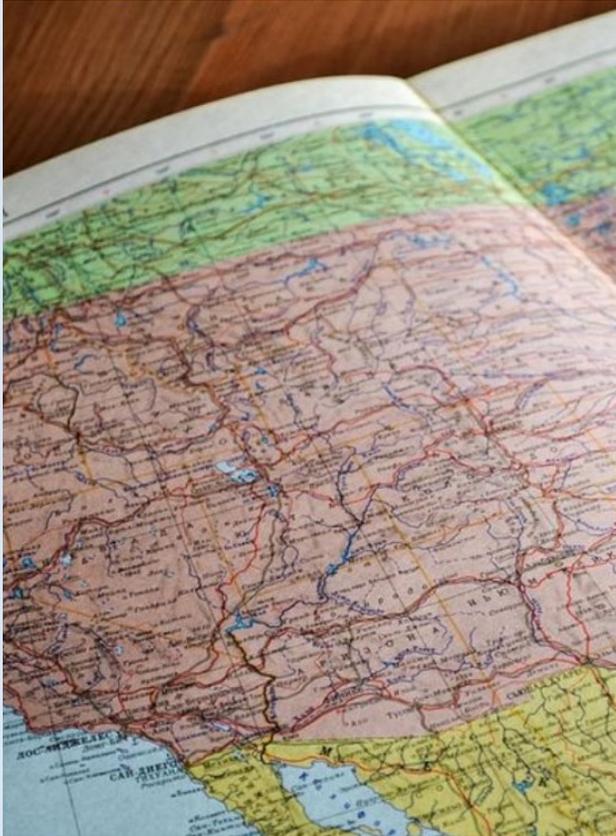
Nationwide Client Base

Currently provides hospital management, consulting services and technology to:

- **Serving community, district, non-profit and critical access hospitals**
- **Example managed hospital client includes Barrett Hospital and Healthcare in Dillon, MT. Ranked as a Top 100 Critical Access Hospital for 8 years in a row**
- **Example technology and AR services client includes two-hospital NFP system in southeast GA with numerous associated physician practices**

Preferred vendor to:

- **California Critical Access Hospital Network**
- **Western Healthcare Alliance**
- **Partner with Illinois Critical Access Hospital Network**
- **Vizient Group Purchasing Organization**



Areas of Expertise

Strategy – Solutions - Support

Governance & Strategy

- **Executive management & leadership development**
- **Community health needs assessment**
- **Lean culture**

Finance

- **Performance optimization & margin improvement**
- **Revenue cycle & business office improvement**
- **AR outsourcing**

Recruitment

- **Executive and interim recruitment**
- **CEOs, CFOs, CNOs**
- **VP and Department Directors**

Clinical Care & Operations

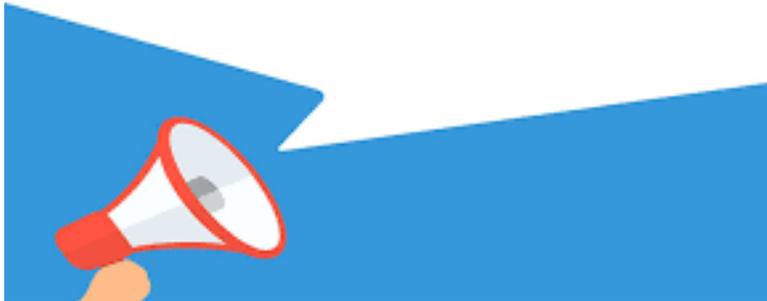
- **Continuous survey readiness**
- **Care coordination**
- **Swing bed consulting**

What is Workplace Diversity?

- The idea that the *workplace should reflect the make-up of your service area and community and/or the make-up of the United States*
- Two main categories of Diversity.
 - *Inherent Diversity*: Race, Sex, Age, etc.
 - *Acquired Diversity*: Education, Experience, Values, Skills, Knowledge
- **Workplace diversity** is understanding, accepting and valuing differences between people of different races, ethnicity, gender, ages, religions, disabilities and sexual orientation.

Why Care About Diversity?

WORKPLACE DIVERSITY



- ✓ Improves Morale
- ✓ Improves Innovation
- ✓ Improves Bottom Line

Increasing Workplace Diversity Through Recruitment

- How to improve your candidate pool
- Innovate
- Change your referral sources



Increasing Diversity in Your Leadership Team

- The make-up of your leadership team tells an important story about your organization and helps attract diverse candidates.
- Use a diverse evaluation team.
- Show that you value different perspectives and differences and you do not look through a single lens
- Candidates want to see people in leadership roles who look like them

Points to Ponder

- *Where does a culture of diversity and inclusion begin for your organization?*
- *How is it represented in your community?*
- *How does it impact your bottom line?*

“Diversity in Health Care Providers Helps Patients Feel More Included”

Staff writer for *U.S. News*, Lisa Esposito, reported that “gaps in life span and access to treatment show why this is important.”

- Many people who visit a doctor or dentist or who stop by a pharmacy expect to see that some of the staff members will look like them.
- For some patients, it may not matter if their health care providers look like them or not.
- For others, the diversity or lack thereof, could determine whether they seek or shun the health care system.
- This impacts underrepresented groups in various ways.

Doctors, Nurses and Leaders Who Look Like Me

From patients' perspectives, is it important to see clinicians who resemble themselves?
According to Garland, the answer is **no** for most Americans.

This doesn't have to be a pre-requisite, as there are many people in America who get great care, notwithstanding the ethnicity of their providers.

But concerns about discrimination and mistrust of health systems do exist, causing some people to avoid it altogether (outside of dire emergencies).

Doctors, Nurses and Leaders Who Look Like Me (cont.)

Garland states, “There are Americans who are unwilling to engage in the health care system...we believe that **workforce diversity is one of the many tools that can help them re-engage**, particularly the frequency they engage with the health care system at the appropriate time – preventively as opposed to waiting until the last minute.”

It’s not just about the hands-on providers with whom the patients deal directly, but also the administrators and other staff members.

“**When patients walk into an institution and they see from top to bottom there are people who look like them, that helps promote trust and confidence in the system,**” according to Garland.

Improving Cultural Competence



Breland feels that practitioners from any background can improve their cultural competence.

While cultural competence encompasses a few broad areas, there are a couple of important areas from which a practitioner can begin.

One is by having a **knowledge base** of different U.S. populations.

Another piece is **awareness** of how you view yourself in relation to other groups and your own personal experiences and biases.

Improving Cultural Competence (cont.)

Breland reminds us:

- ✓ As health care providers, you want a diversity of perspectives and a diversity of experience.
- ✓ Diversity is what is best for patients.
- ✓ Patients don't have to have someone who looks exactly like them;
- ✓ However, they do require someone who's willing to understand and who has taken the time to gain enough of a skill set that they're open to working with people who are different from them.

*“We have become not a melting pot but a beautiful mosaic.
Different people, different beliefs, different yearnings, different
hopes, different dreams.”*

- Jimmy Carter



Definition of a Diversity Initiative

- Organizations that recognize they are only as good as their employees devote a great deal of time and resources to hiring the most talented individuals.
- By striving to build and maintain a diverse workforce, they have access to a larger pool of candidates, thus improving the odds of hiring the best people.
- Employers that put people first, regardless of their race, religion, gender, age or physical disability have an advantage over their competitors.

A diversity initiative is a “comprehensive managerial process for developing an environment that works for all employees.”

- R. Roosevelt Thomas, Jr. PhD



How To Develop a Diversity Initiative

Employers use diversity and inclusion initiatives for both compliance obligations and to increase the overall bottom line with a more diverse workforce.

Developing a diversity and inclusion initiative involves four main phases:

1. Compiling Data, Identify Needs & Address Policies/Practices
2. Identify Business Objectives & Procure Buy-In/Support
3. Implement & Communicate Initiatives
4. Measure Outcomes, Review & Adjust

Phase 1: Compiling Data

Employers must first know what the workforce looks like compared with the labor market.



Capture data on employee demographics to better understand the diversity of its employees and identify any areas of concern or trends.

Phase 1: Identify Needs and/or Areas of Concern

Once data is collected, underrepresented areas can be identified.

Employers should start with a high-level review of demographics, such as age, race and gender, and continue to drill down by location, department, position, etc.

Additional information gained from employee surveys can help identify other areas of concern

Phase 1: Address Policies and/or Practices Affecting Diversity

Employers must determine if their barriers impede the employment of individuals from different demographic backgrounds.

This means considering if any policies and/or practices need to be eliminated or adjusted. Examples to start with include:

- Employee referral programs – Too many “like me” referrals?
- Unconscious bias – Does one hiring manager have significantly less diversity than other hiring managers?
- Company culture – Do you host an annual Christmas party and only recognize Christian holidays in the workplace?

Phase 2: Identify Business Objectives

Identify and set specific goals related to diversity and inclusion based on the company's strategic objectives.

One goal might be around a business goal to create more innovative products or services an employer can introduce quickly to the competition or the community.

Phase 2: Procure Buy-In and Support

For the diversity initiative to succeed, senior level buy-in and support is vital. Senior management must understand the business case for the D&I initiatives and the direct links to the company's strategic goals.

It is helpful to identify a senior-level champion who can be tasked with visible support of the initiative and ultimately responsible for keeping the program alive.

One recommended step might be to create a diverse committee of employees from all levels with visible leadership presence and support that would be charged with implementing defined goals and promoting diversity and inclusion in the workplace

Phase 3: Implement Initiatives

Examples given of diversity and inclusion initiatives may include:

- ✓ Changes in policies and practices
- ✓ Staff training
- ✓ Targeted recruiting
- ✓ Employer-sponsored diversity and inclusion awareness events for employees.

The employer must also develop an action plan to implement these initiatives by setting realistic goals and starting with elements that have the greatest business value or are readily achievable to build momentum for the initiative.

Phase 3: Communicate the Initiatives

- **Identify the different stakeholders and design messages for each stakeholder to inform, educate, engage or empower as appropriate.**

Each person should receive an ongoing stream of communication about the initiatives.

- **The communication plan should be incorporated into executive presentations and all available media, including social media.**

Newsletters, Intranet and E-mail can also be successful communication tools.

- **Use metrics and success stories to connect the diversity and inclusion efforts to the organization's own goals and strategic plan**

Phase 4: Measure and Disseminate Outcomes

- Important to measure the results of diversity initiatives that have been implemented.
- Outcomes, such as increased representation of identified groups and improved employee survey scores, should be captured.
- Other measurements, such as employee retention, public recognition, employer rewards, social media accolades, can also indicate how an employer is performing in D&I initiatives.
- The results of the initiatives should be communicated at all levels to demonstrate the return on investment and value-add to the organization.

Phase 4: Review and Adjust



- Diversity and inclusion initiatives are not static
- An ongoing review of the workforce and a response to changing needs are necessary
- Establish procedures for periodic review of the D&I initiatives and goals
- Re-survey employees regarding their perceptions of the company's efforts
- An organization may need to start at Step 1 again and collect data to refocus its diversity and inclusion program

Uber's Guide to Diversity & Inclusion

When Bernard Coleman first arrived at Uber in January 2017, he says he spent the first few months talking to anyone and everyone who wanted to chat.

Why?

Because he was on a fact-finding mission to understand the *culture* of Uber.



What he found was that in nearly every interaction there were people who cared passionately about diversity and inclusion but were paralyzed by the fear of saying or doing the wrong thing, thus missing opportunities to speak up or express support.

Uber's Guide to Diversity & Inclusion

Coleman discovered that diversity and inclusion efforts ultimately suffer from not being *intentional, deliberate, or strategically comprehensive* from the onset.

Uber was at an inflection point...just go back and read their 2017 headlines.

Uber needed to intensify its *focus on inclusion* by making sure they were building an environment where everyone is welcome and that accentuates belongingness and values uniqueness.

Uber's Guide to Diversity & Inclusion

Their approach to diversity and inclusion was in a holistic, intentional way by focusing on four key steps:

1. **Individual Employees** – encouraging an increased sense of belonging and being able to both model and mirror inclusion.
2. **Systems** – create systems that decrease bias and improve fairness and equitable treatment, no matter who you are or where you are from.
3. **Leadership** – require leaders at every level to understand why diversity and inclusion matters and amplify that message throughout the company so that it becomes fully embedded in their DNA.
4. **Citizenship** – perform meaningful work at their jobs, make a difference in society and plant seeds to positively impact others.

HealthTechS3's Survey

50% of hospitals responding have a Cultural Diversity and Inclusion Policy

- One hospital noted that the policy is reviewed with new staff during orientation and is also required by its employees as part of Behavior Standards before any annual merit increases are processed

100% of hospitals responding require staff to complete Cultural Diversity and Inclusion training

- Majority require annual training while one requires every 3 years

Swank, Relias, Healthstream and NetLearning are used for online HR compliance training

- Majority would recommend their training provider to others
- One expressed desire to conduct in-person training

“Good leadership requires you to surround yourself with people of diverse perspectives who can disagree with you without fear of retaliation.”

- Doris Kearns Goodwin



Information Resources

- Lever. “The Diversity and Inclusion Handbook.” October 2017. <https://www.lever.co/resources/the-diversity-and-inclusion-handbook>
- Lorenzo, Rocio and Nicole Voigt, Miki Tsusaka, Matt Krentz and Katie Abouzahr. “How Diverse Leadership Teams Boost Innovation.” January 23, 2018. <https://www.bcg.com/en-us/publications/2018/how-diverse-leadership-teams-boost-innovation.aspx>
- Hawlk, Kali. “Diversity in Leadership Positions: Why It’s Important at All Levels of an Organization.” January 18, 2018. <https://www.impactinvestingexchange.com/diversity-in-leadership-positions-why-its-important-at-all-levels-of-an-organization/>
- Esposito, Lisa. “Diversity in Health Care Providers Helps Patients Feel More Included”. U.S. News, October 12, 2016. <https://health.usnews.com/health-news/patient-advice/articles/2016-10-12/diversity-in-health-care-providers-helps-patients-feel-more-included>
- “The Business Case for Diversity.” Society for Human Resource Management (SHRM), September 2016. <https://www.shrm.org/resourcesandtools/tools-and-samples/presentations/pages/thebusinesscasefordiversity.aspx>
- “How to Develop a Diversity and Inclusion Initiative.” Society for Human Resource Management (SHRM). <https://www.shrm.org/resourcesandtools/tools-and-samples/how-to-guides/pages/how-to-develop-a-diversity-and-inclusion-initiative.aspx>
- “Diversity Survey.” Society for Human Resource Management (SHRM). <https://www.shrm.org/resourcesandtools/tools-and-samples/hr-forms/pages/diversitysurveys.aspx>
- Coleman, Bernard. “Viewpoint: Uber’s New Four-Step Guide to Inclusion and Diversity” Society for Human Resource Management (SHRM), January 11, 2018. <https://www.shrm.org/resourcesandtools/hr-topics/behavioral-competencies/global-and-cultural-effectiveness/pages/viewpoint-ubers-new-four-step-guide-to-inclusion-and-diversity.aspx>

Contact Us!

Peter Goodspeed

972.265.4549

Peter.Goodspeed@HealthTechS3.com

Carroll Bagwell

615.309.7413

Carroll.Bagwell@HealthTechS3.com

Upcoming HealthTechS3 Trainings

Swing Bed Series Part 2 - Implementing Trauma-Informed Care - May 3

Register:

<https://register.gotowebinar.com/register/2862429386588890371>

The First 90 Days of a Healthcare Executive - June 6

Register:

<https://register.gotowebinar.com/register/7357654033890681859>

Strategies for Improving the Effectiveness of your Community
Health Needs Assessment - June 7

Register:

<https://register.gotowebinar.com/register/4893474753207528451>

Implementing Care Coordination: Partner to Remove the Barriers - June 13

Register:

<https://register.gotowebinar.com/register/1813883421295369731>

Impact of Brand & Culture on Executive Recruiting - June 14

Register:

<https://register.gotowebinar.com/register/9086921941592223491>