

# IHA-AHP Recruitment and Retention Strategies for Healthcare Leadership Series



## WEBINAR 5

### A Holistic Approach to Employee Retention: Diversity, Equity, and Inclusion/Belonging

November 15, 2022



# Housekeeping

- This is an interactive session to promote learning and dialogue.
- During the session, we will offer opportunities get your input on key questions. We value your input.
- If you have a question during the session, please feel free to raise your hand or enter your question into the chat. We will respond!
- Your participation and feedback are vital and will inform discussion topics for future sessions of this learning community.

# IHA-AHP Recruitment and Retention Strategies for Healthcare Leadership Series



## WEBINAR 5

### A Holistic Approach to Employee Retention: Diversity, Equity, and Inclusion/Belonging

November 15, 2022





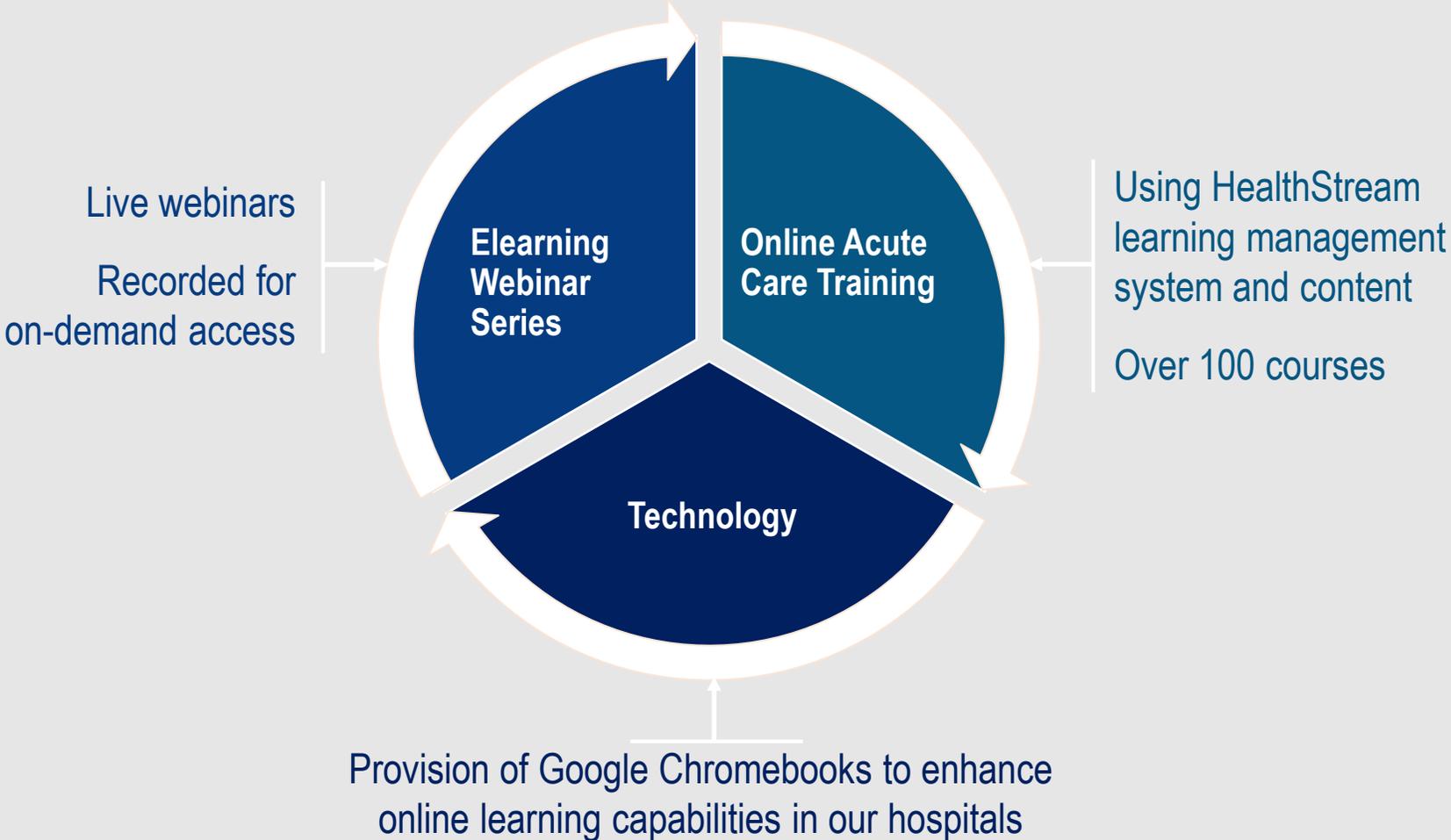
## ACKNOWLEDGEMENT

Support for this statewide initiative is provided through a grant by the  
Mother Cabrini Health Foundation.

Thank you to the Foundation for its generous support.

# Overall Goal and Components of Grant

Creation of a set of tools for IHA member hospitals to retain and recruit essential healthcare workers.



# The Partnership Collaborating in Providing This Elearning Webinar Series



# IHA Webinar Partner

Advocates for Human Potential, Inc. (AHP) is nationally recognized for its expertise in training and technical assistance for healthcare providers and systems. AHP has focused from the beginning on improving the systems that support organizations and people in achieving health and wholeness.



## After Today's Session, You'll Be Able To:



1. Understand what diversity, equity, and inclusion (DEI) is
2. Explore DEI initiatives that might be a good fit for your organization
3. Apply DEI practices as metrics

# Location of Self Introduction: Alejandra Acuña (pronouns she/her/ella)

## Education:

- Ph.D., social welfare, UCLA
- M.S.W., UC Berkeley
- Pupil Personnel Services Credential (PPSC), CA Commission on Teacher Credentialing
- Licensed Clinical Social Worker (LCSW), CA Board of Behavioral Sciences

## Work Experience:

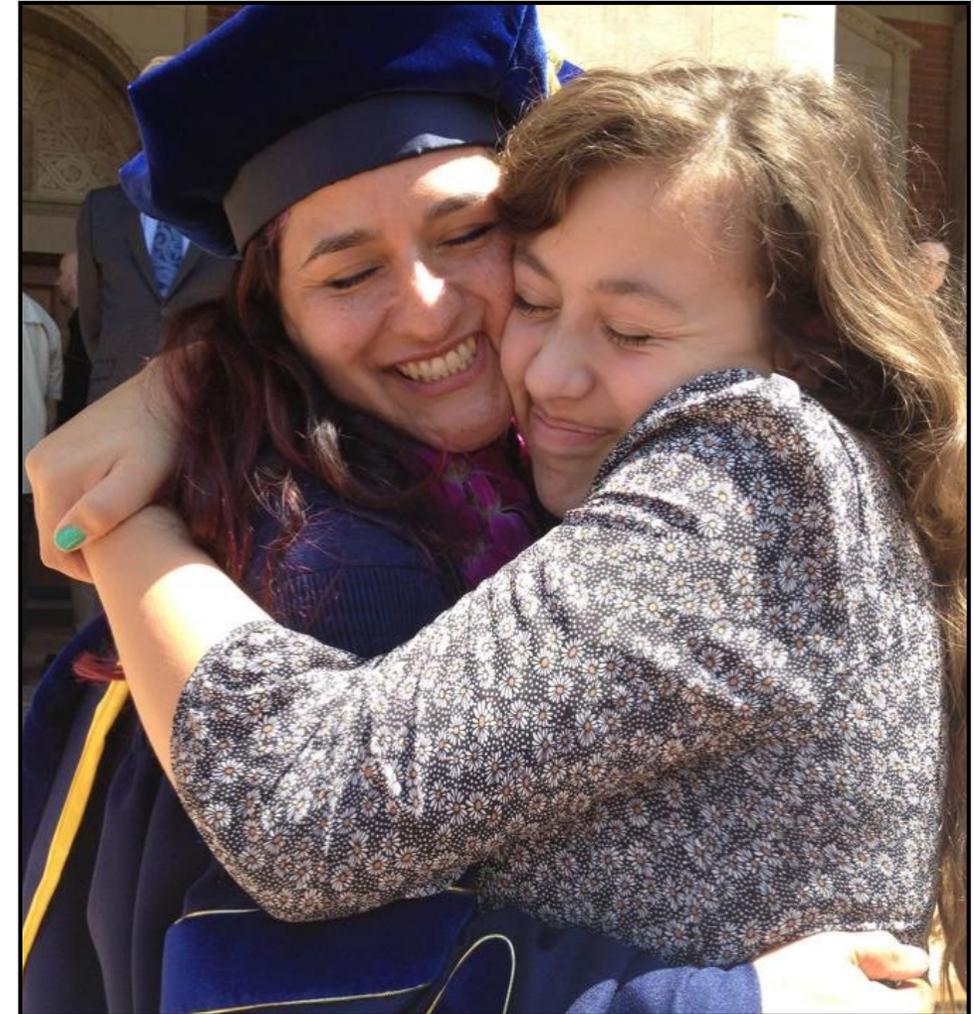
- Associate professor of social work at California State University, Northridge (retired)
- Social work faculty, Children's Hospital
- Professional expert, school social worker, Los Angeles Unified School District

**Ethnicity/Race:** Chicana

**Gender Identity:** Cisgender female

**Nationality:** Born in East Los Angeles (Tongva Territory); immigrant parents from Northern Mexico

**Family structure:** Mother of an NYU senior

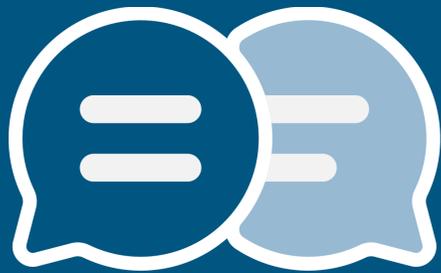


# Maisam Ileivi (she/her)



- Basset Healthcare Network
- Director of Diversity, Equity, and Inclusion
- Born in Babylon, Iraq
- Raised in Arlington, Texas
- Honors her roots by cooking traditional Middle Eastern meals and Texas BBQ in her free time

# Check-in



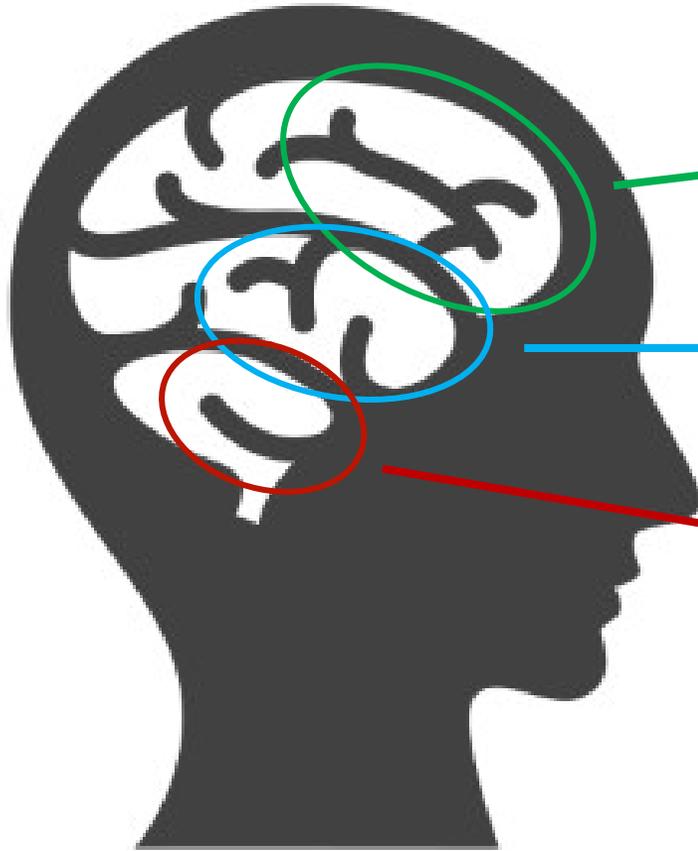
- How does it feel to have presenters who are or have these identities?
- Does it raise concerns related to your status and to your perspectives?
- How might your staff feel about having a leader who is/has your identities, status, and perspectives?

# 1

## What Is Diversity, Equity, & Inclusion?



# Why Psychological Safety and Relationships Matter in the Workplace



**Cortex:** Reasoning, learning, thinking, and creativity

**Limbic system:** Do I feel welcome? Do I belong? Am I respected?

**Brainstem:** Am I safe?

# The Relaxation Response: Progressive Muscle Relaxation Exercise

- How do I feel in my body right now?
- What messages am I receiving from my body right now?
- On a scale of 1 to 10, where
  - 1 = “not calm at all” and
  - 10 = “the calmest I’ve ever felt in my life,”Where am I on this scale right now?
- [YouTube Video: Progressive Muscle Relaxation Exercise](#)

# Loving-Kindness Meditation Reduces Implicit Bias & Prevents Burnout

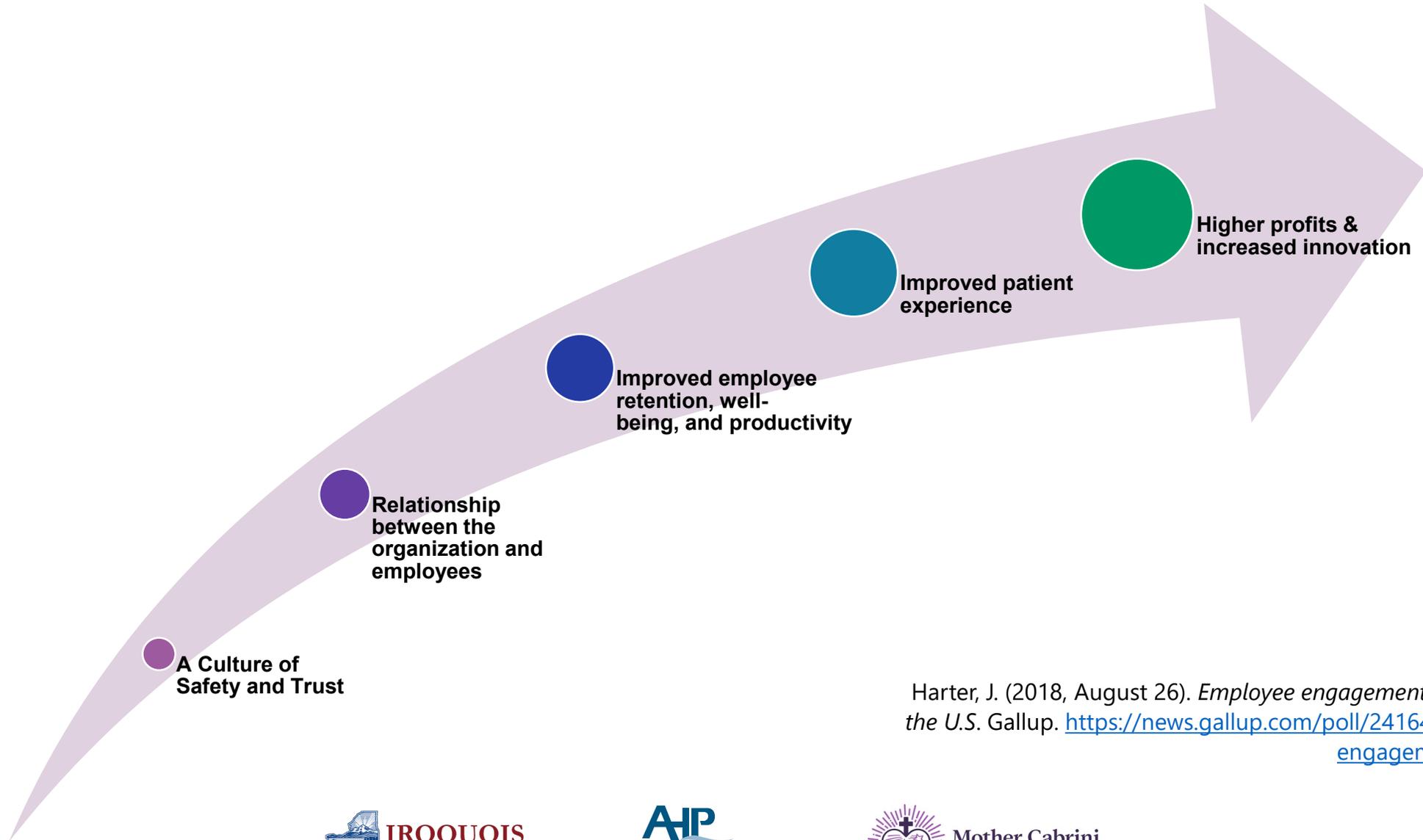
## Guided Meditations - MARC | UCLA Health

### Research Findings:

- Increases positive emotions, feelings of social connection (vagal tone), and emotional regulation (gray matter volume)
- Decreases migraines, chronic pain, PTSD, schizophrenia-spectrum disorders
- Increases empathy, compassion, social connection
- Slows biological aging
- Decreases implicit bias
- Curbs self-criticism
- Is effective even in small doses
- Has long-term impact

Seppala, E. (2014, September 15). 18 science-backed reasons to try loving-kindness meditation. *Psychology Today*.  
<https://www.psychologytoday.com/ca/blog/feeling-it/201409/18-science-backed-reasons-try-loving-kindness-meditation>

# Why?



Harter, J. (2018, August 26). *Employee engagement on the rise in the U.S.* Gallup. <https://news.gallup.com/poll/241649/employee-engagement-rise.aspx>

# Defining Key Concepts: Diversity



**Diversity** refers to “the variety of *personal experiences, [perspectives,] values, and worldviews* that arise from differences of culture and circumstance.

“Such differences include **race, ethnicity, gender, age, religion, language, abilities/disabilities, sexual orientation, gender identity, socioeconomic status,**” **veteran status, national origin, color, and other social identities.**

University of California Board of Regents. (2007). *University of California diversity statement.*

# Benefits of Diversity



“Research has repeatedly found that organizations benefit from **diversity of thought, and groups of people with different life experiences** are better able to recognize problems and offer up creative solutions than groups with similar life experiences.”

Leading Effectively Staff. (2022, January 15). *What is psychological safety at work?* Center for Creative Leadership. <https://www.ccl.org/articles/leading-effectively-articles/what-is-psychological-safety-at-work/>

# Defining Key Concepts: Inclusion & Belonging



- Inclusion exists when **all** staff, regardless of their social identities, ***feel welcomed, respected, and valued.***
- **Full inclusion** requires staff to have a **voice in decision-making and feel at home in the workplace.**

# Benefits of Inclusion and Belonging

**A Culture  
of Safety,  
Trust, and  
Respect**

**“Psychological safety at work** doesn’t mean that everybody is nice all the time. It means that you embrace the conflict and you speak up, knowing that your team has your back, and you have their backs.”

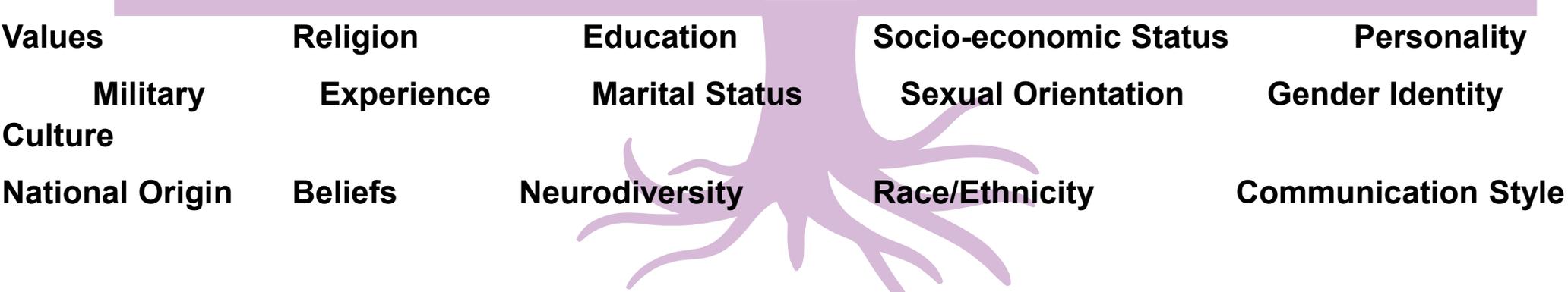
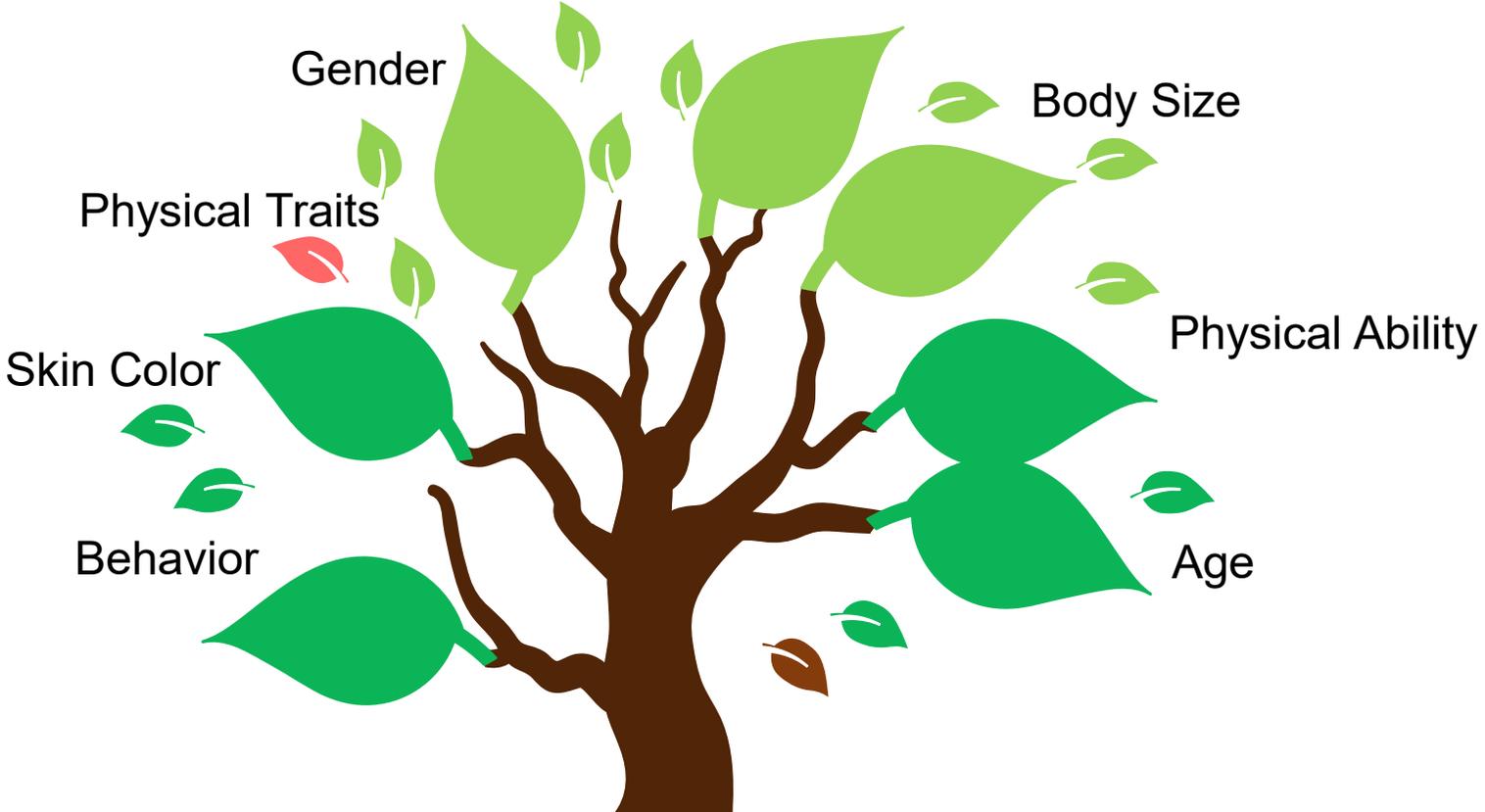
Leading Effectively Staff. (2022, January 15). *What is psychological safety at work?* Center for Creative Leadership. <https://www.ccl.org/articles/leading-effectively-articles/what-is-psychological-safety-at-work/>

# What DEI Initiatives Are a Good Fit for Your Organization?

## Case Study: Bassett Healthcare Network



# Visible and Invisible Dimensions of Diversity



# Our Pillars of DEI



Bassett Healthcare Network



## Workforce

*Bringing visible and invisible diversity representation to foster innovation and equity*



## Workplace

*Ensuring equitable practices and policies to foster a culture of respect and belonging for all backgrounds and perspectives to improve retention*



## Community

*Make an impact by supporting health equity through healthcare access, supplier diversity, and social justice advocacy*



# DEI Dashboard

## Education & Internal Advocacy



Workplace

**4.8**

Average rating

**45**

Residents, Fellows, caregivers and practitioners educated with an average of +73% retention impact



Community

**7**

Holiday emails

**222**

Inclusive meal options provided across the network

**2**

Social justice emails

**5,000**

Individuals educated overall

**1**

DEI Calendar developed and launched

**5,000**

Received captioned town-hall communication

Pronoun options for email signatures



Bassett Healthcare Network

**+90%**

Retention impact at the National Association of Healthcare Recruiters Conference, where BHN took center stage in sharing DEI strategies with tangible metrics for health systems

**238**

Delhi Community members reached and supported BHN's revamped cancer screening verbiage to include patients of varying backgrounds, experiences, and sexual orientation

**2**

Partnerships with a Black-owned business, and SUNY Delhi

**3,110**

Social Media impressions

Our Community Partners:



DEI CRH | November 2022



**Compliance Assessment:** Understand your organization's priorities and assess its scorecards based on the key metrics we discussed.

*Where can DEI become a “productive disruptor?”*

*Is there a level of recognition that you wish to see achieved?*



# **DEI Sponsorship:** Is there a senior leader that can bring DEI's influence to the operational meetings?

*Is that leader you?*

*Is there low-hanging fruit? Ex: are you captioning your videos?*

*Do you have a DEI professional as a subject matter expert (SME)?*



**Measurement:** Think qualitative and quantitative.

*Education programming: Pre and Post surveys*

*Do you get written positive feedback?*

# How Can You Apply DEI Practices as Metrics?



# Practical Applications: *What Can We Do?*

- **What are you and your organization already doing well?**
  - How can you do more of it, build on it, and standardize it across the organization?
- **Who at your organization makes conscious efforts to foster inclusivity?**
  - For example, while running meetings and one-on-ones, delegation, performance reviews, and so on?
  - Are there lessons and opportunities to model this for others?

# Practical Applications: *What Can We Do?*

- **When we start anything new, we can explore ambivalence to prevent self-sabotage.**
  - What are **your** fears, worries, doubts, questions, and concerns about building inclusion and expanding a culture of safety?
  - What fears, worries, doubts, questions, and concerns do **staff** have about building inclusion in the workplace?
  - What are the specific concerns of newly hired staff? Longtime staff? Women and people of color? Other subgroups?
  - What would it take to explore and address the ambivalence?

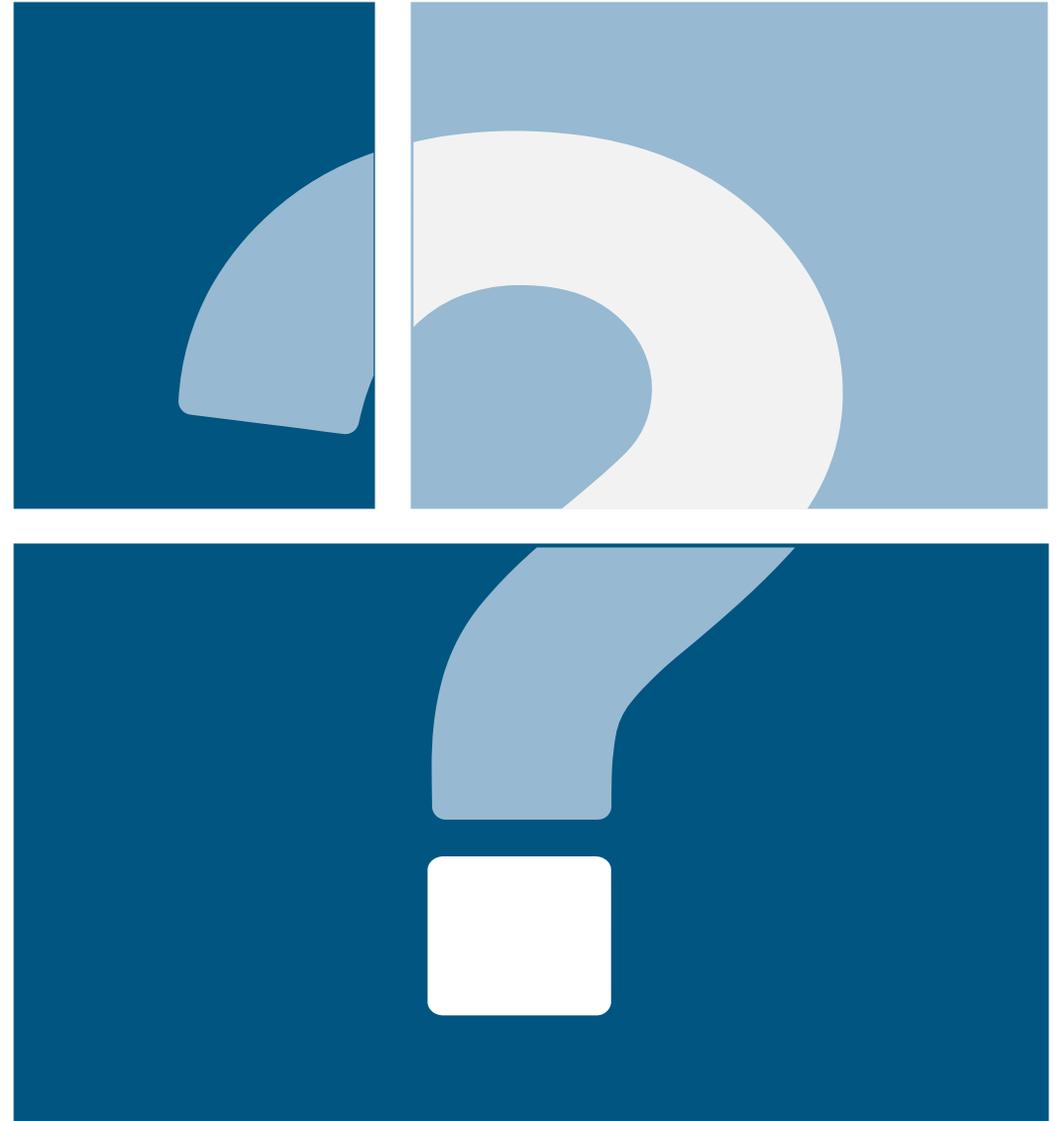
# Takeaways for Management

Understand benefits of DEI

Identify DEI initiatives that fit my organization

Identify DEI practices that I can adopt

# QUESTIONS



# Next Webinars

Webinar Title	Key Concepts	Date
<b>Webinar 6:</b> Bolstering the Workforce: Resiliency, Workplace Well-being, and Retention	<ul style="list-style-type: none"><li>• How do you build a resilient workforce? What current strategies do you use?</li><li>• What kind of support network do you have in place—professional/personal?</li><li>• How might your organization better foster resilience for your employees?</li></ul>	Tuesday, December 13, 2022*

**\*All webinars from 12 p.m.–1 p.m. ET**



## Important Links

### Resource Page

<https://www.ihawio.org/recruitment-retention-webinars-and-resources/>

All webinars will be recorded and available at the above link with copies of each presentation.

To learn more about workforce development, see AHP's landing page:

<https://www.ahpnet.com/Rotating-Banner-Landing-Pages/Workforce-Development>



## Contacts

### IHA

**Eileen Murphy**

Senior Director, Special Projects

[emurphy@iroquois.org](mailto:emurphy@iroquois.org)

**Kathy Kirvin**

Director, Marketing and Communications

[kkirvin@iroquois.org](mailto:kkirvin@iroquois.org)

### AHP

**Susan Lange, M.Ed.**

Project Manager, Workforce Development Specialist

[slange@ahpnet.com](mailto:slange@ahpnet.com)

**Allen Fowler, M.A.**

Senior Writer, Workforce Development Specialist

[afowler@ahpnet.com](mailto:afowler@ahpnet.com)

**Alejandra Acuña, Ph.D., M.S.W., LCSW**

Senior Program Manager, Workforce Development Specialist

[aacuna@ahpnet.com](mailto:aacuna@ahpnet.com)



# Resources

## What Is DEI?

- [YouTube Video: Progressive Muscle Relaxation Exercise](#)
- [Guided Meditations - MARC | UCLA Health](#)
- [Science-backed Reasons Loving Kindness Meditation | Psychology Today](#)
- [Employee Engagement Rise | gallup.com](#)

## DEI Initiatives

- [Nationwide Childrens Hospital VIDEO](#)
- [National-Fund-Job-Design-Framework](#)
- [Why mentoring: what the stats say - McCarthy Mentoring | Inspiring Leaders](#)

## Over 45 Courses with a DEI Focus

- [IHA WIO DEI Course List](#)

[Acute Care Training Program | IHA WIO](#)

[2022 IHAWIO - Acute care Training Program Overview.pdf\(Shared\)- Adobe cloud storage](#)

# Defining Key Concepts

## Justice

- The morally right and fair treatment of all people

## Anti-Racism

- Purposeful action taken against racist behaviors, systemic racism, and the oppression of marginalized groups

## Questions to Increase Psychological Safety with Your Team Members

1. What's the thing you see me doing that's helping me best contribute to the team?
2. What's the thing I do that's detracting from our success?
3. What's one thing I need to know about you that will improve our relationship?
4. What's one thing you need from me that will enable you to be successful?
5. What's one gift, skill, or talent that I've overlooked, under-valued, or under-utilized?
6. What motivates you, and how can we bring more of that to your work?

DiGiovanna, J. M. (n.d.) *Increasing psychological safety in a digital world*. ICON Outlook.  
<https://iconoutlook.com/increasing-psychological-safety-in-a-digital-world/>

# Reflection Questions

- Are all staff members engaged? Who speaks up? Who doesn't feel comfortable speaking up?
- Do staff members have a voice and vote on policies and practices? If not, then why would they risk speaking up (and potentially burning up their social capital)?
- Respect breeds respect, but what if standards of respect vary among individuals from different families and cultures?
- What happens when a leader who privileges indirect communication meets an employee who is a direct communicator, or vice versa?

# Self-Reflection: Best Practices for an Inclusive System

## ■ Mentoring

- Are women and underrepresented groups actively supported by someone who has significant influence, advocates for their career advancement, and recommends them for leadership roles, awards, or high-profile speaking opportunities?
- Do we encourage women and underrepresented groups to coordinate journal clubs, grand rounds, and professional development sessions that foster inclusion and equity (and career advancement)?

## ■ Recruitment & Retention

- Are search and hiring committees assembled intentionally, with gender balance? Do committee members receive implicit bias training?
- Are we developing affinity groups to provide a safe space for members and allies?
- Are leaders educating themselves and teams on the importance of language, bias, and discrimination?
- Do we conduct stay interviews?

# Case Study: Nationwide Children's Hospital

## Curricula & Committees

[Diversity & Inclusion | A Look Inside our Residency Program - YouTube](#)

### What is Nationwide Children's Hospital doing?

- **PEARLS Curriculum:** Pediatric Equity Advocacy Resident Learning Series (longitudinal, conferences, retreats)
- **DREAM Curriculum:** Diversity Racism Equity & Academic Medicine (individual and institutional strategies)
- **Residency Diversity & Inclusion Committee:** Take action to accomplish goals