Information Sharing
Breakfast Meeting

for
Diversity Leadership Teams & Groups
November 13, 2013
Information Sharing Breakfast Meeting
For
Diversity Leadership Teams and Groups

November 13, 2013

Agenda

I. Welcome and Introductions Bianca Briola 8:45 – 8:55

II. Review of Agenda Items Bob Crouch 8:55 – 9:00

III. Diversity Leadership Teams Presentation/Q&A 9:00 – 9:35

IV. Insights and Initiatives Nadine Barrett & Judy Seidenstein 9:35 – 9:50

V. Feedback & Q&A Bob Crouch 9:50 – 9:55

VI. Closing Comments Bianca Briola 9:55 – 10:00

NOTE: Each Diversity Leadership Team will have 10 to 15 minutes to present their initiatives and priorities. This will also entail an opportunity for those from other teams in the audience to ask questions, clarify information and create contacts and relationships with their sister institutions.

We will be taking notes and preparing a summary for participants for future reference and plans.

Although various members from each team may speak and contribute to the dialogue, there should be one or two designated spokespersons for each team.
The Office for Institutional Equity is convening the 2013 Informational Breakfast which is being hosted by Duke Regional Hospital. The breakfast brings together members of each respective hospital’s Diversity Leadership Team (Duke University Hospital, Duke Raleigh Hospital and Duke Regional Hospital). The purpose of the meeting is to share experiences related to various initiatives and projects in which the respective participants have been involved.

Last year’s Informational Breakfast meeting proved to be a success in creating relationships, collaboration and sharing of initiatives and strategies.

Each team is asked to speak for approximately ten to fifteen minutes sharing information in response to the following questions.

- Describe the disposition of your current initiatives/programs, which initiatives are continuing, which ones have come to fruition, what are new initiatives you’ve embarked on during the past year. How did you measure impact, successes or obstacles?
- How do your initiatives/programs align with, contribute to, or benefit your hospital’s initiatives?
- What were the two greatest obstacles or impediments to carrying out the initiatives/programs of your group? (Be specific)
DIVERSITY INITIATIVES

Shifts Over Last Decade

- Diversity broadly defined
- Inclusion
- Outcomes that are measurable
- Subtle bias and stereotyping
- Leadership / Systemic and Organizational Change

What Do The Words Mean?

- Diversity
- Equity
- Opportunity
- Inclusiveness
- Respect

Possible Initiatives

- Recruitment/Retention
- Pipeline
- Learning
- Systems & Processes
- Supplier Diversity
- Local community
- Diversity plan

Selection Of Initiatives

- Should address a critical issue in your area of responsibility
• Clear and structured approach (plan)
• Responsible individual(s)
• Timeline
• Measurable outcomes

The following information is extracted from the Annual Report on Diversity Initiatives prepare by Benjamin Reese, vice president, Office for Institutional Equity based on President Brodhead’s request.
Sample Initiatives
(Categories are not mutually exclusive)

Recruitment/Retention

- Track Duke PhDs who are women or from underrepresented groups and maintain lists
- Establish ties with HBCUs
- Create relationships with particular high schools, such as the High School of Environmental Studies in NY, which has a diverse student population.
- Revise guidelines for make-up of search committees to ensure broad diversity
- Sponsor conferences that are likely to bring diverse participants to campus
- Educate search committees about subtle bias
- Develop new strategies to recruit a diverse student body

Pipeline

- Establish ties with HBCUs
- Special programs with local elementary, middle and high schools
- Creative approaches to mentoring

Learning

- Discussion series and/or outside speakers
- Workshops for staff (Respect in the Workplace, LGBT Issues, Religion, Generations in the Workplace, etc.)
- Creative programs that intentionally bring together students from different backgrounds
- Monthly lunch speakers
- Create opportunities for staff to learn Spanish
- Ensure participation in Guide to Managing at Duke

**Systems/Processes**

- Designate individual/point person for diversity within your unit or school
- Create a diversity task force with specific responsibilities
- Recognition and rewards for individuals and/or teams
- Systems to insure accessibility of brochures and websites
- Changes in the process for providing developmental opportunities for staff to insure equity and opportunity

**Supplier Diversity**

- Strategies to increase “spend” with minority, women owned and local businesses
- Andrea Horn, Supplier Diversity Coordinator (Procurement Department) maintains a database of diverse suppliers

**Local Community**

- Program whereby faculty and staff give talks in the Durham community
- Strategies to encourage volunteer service to areas and programs in Durham

**Diversity Plan**

- Develop School or department diversity mission statement and communicate to all staff and faculty
- Develop a comprehensive diversity plan with goals, strategies and outcome measures for your area or department
Diversity Initiatives

Some Promising Practices

- Pipeline programs and strategies to look more broadly for diverse candidates
- Voluntarily adoption of a Minority/Women Business Enterprise Program (MWBE). Contactors hired by Duke for construction must provide minority and woman data about sub-contractors.
- Initiate practice of including at least one article related to diversity & inclusion in each monthly newsletter.
- Development of diversity task forces and working groups.
- Develop cultural sensitivity competencies as part of the selection process
- Highlight diversity in department award or create new award category
- Improve accessibility of parking for mobility impaired individuals
- Duke Leadership Academy, Office Staff Development Program and First Time Supervisor Program with strong representation from women and minorities
- Internal Fellows Program (Duke Hospital) Class 1 had four participants (3 minorities & 3 females)
- “Building our Bench” – Professional development workshop. All women and minorities staff encouraged to attend (budget management, writing, social media development, interview techniques, etc.)
- “Open Door” – one minority male and one minority female from HBCUs- internship and professional development program
- Diversity Leadership Team Retreat
- Minority Recruitment and Retention Committee
- CultureVision: online cultural competency resource for Health System
- Diversity/inclusion speaker for senior leadership group
- Staff training: subtle bias and stereotyping, working across generations, LGBT issues patient care
Duke Raleigh Hospital
Diversity Leadership Team News
• **DRAH Diversity Initiatives:**
  - Monthly celebrations/recognition of different cultures/groups
    - Martin Luther King Jr. Day of Service
    - Black History
    - Women’s History
    - Disabilities Awareness
    - Asian Pacific American Heritage
    - LGBT Awareness
    - Hispanic Heritage
    - Employment Disabilities Awareness
    - Domestic Violence Awareness
    - Veterans' Day
    - Native American Heritage
    - Religious Diversity
    - End of Life Issues in relation to cultural/religious practices (new)

DRAH Diversity Initiatives:
• Diabetes Classes at Alliance Medical Ministry (Spanish and English)
• Prayer Shawl/Comfort Cart Project
• Care Transitions Focus on Sickle Cell Patients
• CultureVision - bi-monthly quiz to encourage use of CultureVision to learn about their patients’ cultures, religious beliefs.
• Measures:
  - Attendance at the monthly events
  - Response to CultureVision quiz from staff
  - Post-program evaluation results
• Greatest Barriers:
  - Lack of participation by DLT members
  - Having many competing activities sponsored by various departments
ED Subtle Bias Educational Series:
• 4 part series for Emergency Room staff to learn about and examine subtle bias, led by OIE.
• Duke Raleigh Hospital President actively involved in planning series
• Heavily promoted and encouraged by senior ED staff (Associate Medical Director and Clinical Operations Director)

Abstracts: Duke Raleigh ED

Racial and Ethnic Disparities in Pain: Causes and Consequences of Unequal Care

Karen O. Anderson, Carmen R. Green, and Richard Payne
Department of Symptom Research, The University of Texas M.D. Anderson Cancer Center, Houston, Texas.
Departments of Anesthesiology and Health Management and Policy, University of Michigan Schools of Medicine and Public Health, Ann Arbor, Michigan.
Duke Institute on Care at the End of Life, Duke University Divinity School, Durham, North Carolina.

Abstract: The purpose of our review is to evaluate critically the recent literature on racial and ethnic disparities in pain and to determine how far we have come toward reducing and eliminating disparities in pain. We examined peer-reviewed research articles published between 1990 and early 2009 that focused on racial and ethnic disparities in pain in the United States. The databases used were PubMed, Medline, Scopus, CINAHL, and PsycInfo. The probable causes of minority group disparities in pain are discussed, along with suggested strategies for eliminating pain-related disparities. This review reveals the persistence of racial and ethnic disparities in acute, chronic, cancer, and palliative pain care across the lifespan and treatment settings, with minorities receiving lesser quality pain care than non-Hispanic whites. Although health and health care disparities attract local, state, and federal attention, disparities in pain care continue to be missing from publicized public health agendas and health care reform plans. Ensuring optimal pain care for all is critically important from a public health and policy perspective. A robust research program on disparities in pain is needed, and the results must be successfully translated into practices and policies specifically designed to reduce and eliminate disparities in care.

Perspective: This review evaluates the recent literature on racial and ethnic disparities in pain and pain treatment. Racial and ethnic disparities in acute pain, chronic cancer pain, and palliative pain care continue to persist. Rigorous research is needed to develop interventions, practices, and policies for eliminating disparities in pain.

2009 by the American Pain Society
**Healthcare Equality Index**

- Presented to Executive Team the need to participate after learning that Duke University Hospital and Duke Regional Hospital were already participants
- Message was well received by the Executive Team
- DLT members to facilitate Duke Raleigh Hospital's participation

**Diversity Training**

- Presented to Executive Team need to have better monitoring of employees taking Diversity Training and more accountability from managers and directors to track their employees participation
- Working with compliance officer to add Diversity Training tracking with other mandatory education (OESO, competencies, etc...)
- Push to add more measurable actions in performance evaluation and 90 day evaluation for new hires
- Will work with OIE to develop other on going diversity and inclusion training for employees

**Middle Management Engagement**

- Recruited 2 directors to be on the team
- Broader impact to managers and directors to actively participate in diversity events and efforts
- Reach employees in underrepresented departments through other means besides email (i.e announcements, flyers, peer encouragement)
- To look at hiring and HR trends from a diversity and inclusion lens

**LGBT issues**

- Duke Raleigh Hospital LGBT task force liaison recruited and is actively participating in team
- LGBT liaison and co-chairs provided input into health system wide policies around same sex partners as equal members of the treatment team
- DLT to focus on LGBT education training for staff as a requirement for the Healthcare Equality Index participation and as a chosen focus of the DLT members for this year.
DRH Diversity, Respect and Inclusion Committee
November 13, 2013

Caring for Our Patients, Their Loved Ones, and Each Other

Kindly place all pagers and phones on vibrate
### DRH Highlights

- Restructuring of Committee
- HEI Designation
- Night/Weekend Shift Outreach
- Employee Education/Development
- Project SEARCH

### Restructuring

- Consolidation of Patient-Focused and Employee-Focused Team
- Designated Senior Leadership Members
- Addition of members from clinical areas and night/weekend shifts
HEI Designation

• 2nd Year in a Row

• Designation Related Initiatives:
  • NC Pride
  • MD Letter/GLMA Provider Directory
  • Employee Education
  • Community Outreach
  • Inclusive Images

Inclusive Images
Night/Weekend Shift Employees

- Analysis of Work Culture Data
- Related Initiatives:
  - Senior Leader Rounding
  - Employee Rounding
  - ARS Program
  - Employee Forums

Employee Education/Development

- Diversity Value Education in Orientation
- Certification of Interpreters
- Lunch and Learn Series
Project SEARCH

• 3rd Year

• On-site Leadership Support

• Employee Involvement
Duke University Hospital
Diversity Initiatives
**DUH Diversity Committee Workplan – FY2014**

<table>
<thead>
<tr>
<th>Strategic Objective</th>
<th>Goals</th>
</tr>
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<tbody>
<tr>
<td>Develop internal and external resources that support patient-centered care and meet the needs of the diversity patient and workforce populations serviced. Partner with other organizations that educate health care workers to support development of an environment that fosters diversity.</td>
<td>• Educate staff members on the importance of understanding the diversity of the patient population served to support culturally competent care. • Collect and disseminate diversity-related resources and information. • Provide support that continues the creation of a work environment that is conductive to open communication, acceptant of differences and flexible in maximizing the use of an increasingly diverse and aging workforce.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Tactics (to support goals above)</th>
<th>Champion(s)</th>
<th>Measure of Success</th>
<th>Changes/Updates</th>
<th>Target Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Programs:</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>• Educational Staff Programs</td>
<td>Rebecca Reyes</td>
<td>Feedback from program evaluations. Number of participants</td>
<td>1 hr. program focuses on barriers (such as cultural, religious, etc) that may impact patient care.</td>
<td>Program to be offered in Sept 2013</td>
</tr>
<tr>
<td>• CultureVision Quiz</td>
<td>Anita Kumari</td>
<td>Number of participants</td>
<td>Tie quiz to monthly diversity event. Utilize Raleigh’s quizzes. Offer prizes, if so what? CultureVision training being offered soon, get names of attendees for DUH and send out quiz to them as a pilot? Employee Forums periodically to review program.</td>
<td>January 2013</td>
</tr>
<tr>
<td>• Lunch and Learn sessions</td>
<td>Brian Anderson</td>
<td>Feedback from program evaluations. Number of participants</td>
<td>Began in July 2013.</td>
<td>Quarterly Presentations</td>
</tr>
<tr>
<td>• Feature diversity on Duke TV</td>
<td>Tanya Griffin</td>
<td>Staff feedback</td>
<td>Feature images of staff and other diversity events. Feature picture of Diversity Committee members. Feature diversity months and share diversity metrics, i.e. during Native American Heritage month share number of Native American Staff.</td>
<td>Monthly notifications for events and celebrations.</td>
</tr>
<tr>
<td>DUH Diversity Website</td>
<td>Biju Chacko</td>
<td>Number of hits on site.</td>
<td>Review website to develop ideas and suggestions for committee review.</td>
<td>January 2014</td>
</tr>
<tr>
<td>Diversity Ambassador Program</td>
<td>Robert Moss</td>
<td>TBD</td>
<td>Update to be provided at Sept. meeting</td>
<td>Update to be provided.</td>
</tr>
</tbody>
</table>

**Vision**
To be the recognized leader in: Patient and family centered care, providing the finest environment for clinical education, improving the health of our community through clinical research, collaborative work culture that brings out the best in each of us, and supporting and investing in our community.

**Mission**
To provide exceptional and innovative care to patients, families, and the community through the finest integration of clinical care, education, and research while respecting the needs of the human spirit.

**Values**
Caring for our patients, their loved ones, and each other: Teamwork, Integrity, Diversity, Excellence, Safety
## DUH Diversity Committee Workplan – FY2014

### Vision
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<thead>
<tr>
<th>Strategic Objective (cont.)</th>
<th>Goals</th>
<th>Measure of Success</th>
<th>Changes/Updates</th>
<th>Target Date</th>
</tr>
</thead>
</table>
| Develop internal and external resources that support patient-centered care and meet the needs of the diversity patient and workforce populations serviced. | • Educate staff members on the importance of understanding the diversity of the patient population served to support culturally competent care.  
• Collect and disseminate diversity-related resources and information.  
• Provide support that continues the creation of a work environment that is conductive to open communication, acceptant of differences and flexible in maximizing the use of an increasingly diverse and aging workforce. | TBD | Ideas to be presented at Sept. meeting. | TBD |

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<th>Tactics (to support Goals above)</th>
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<tbody>
<tr>
<td>Promotion to staff of diversity resources available.</td>
<td>Committee Members</td>
<td>TBD</td>
<td>Ideas to be presented at Sept. meeting.</td>
<td>TBD</td>
</tr>
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<tr>
<th>Identify committee/programs that feature diversity aspects such as:</th>
<th>Committee members feedback.</th>
<th>Have speakers talk with committee about the services their organization provides.</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>• DUHS Staff Diversity Training</td>
<td></td>
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<tr>
<td>• DUHS Executive Diversity Leadership Committee</td>
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<tr>
<td>• DUH Diversity Committee</td>
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<tr>
<td>• OIE Advisory Committee</td>
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<tr>
<td>• OIE Services</td>
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<tr>
<th>Partnerships with other diversity organizations.</th>
<th>Monica Taylor</th>
<th>Committee members feedback.</th>
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<tbody>
<tr>
<td></td>
<td></td>
<td>Have speakers talk with committee about the services their organization provides.</td>
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| Committee Education: | Paul James  
Bob Crouch | Committee members feedback. | |
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</thead>
<tbody>
<tr>
<td>• Diversity exercises</td>
<td></td>
<td>Topics to be reviewed such as Faith, Social Economic Diversity, etc. Program would be 1.5 hours.</td>
<td>Nov 7, 2013</td>
</tr>
</tbody>
</table>
**Strategic Objective**

Provide support in establishing a healthful practice/work environment that is reflective of diversity through a commitment to inclusivity, tolerance and governance structures.

**Goals**

- Celebrate the diversity of talent as a source of strength, pride and team spirit throughout the hospital.
- Emphasize the promotion, recognition and acceptance of diversity by all staff members in a non-biased and sensitive manner.
- Establish metrics to monitor targeted diversity benchmarks.

**Tactics (to support Goals above)**

<table>
<thead>
<tr>
<th>Metrics:</th>
<th>Champion(s)</th>
<th>Measure of Success</th>
<th>Changes/Updates</th>
<th>Target Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Senior Diverse Hires</td>
<td>Caitlin Daley</td>
<td>1. 6 month Review</td>
<td>Begin providing updates in January 2013.</td>
<td>Ongoing</td>
</tr>
<tr>
<td>2. Work Culture Survey Diversity Items</td>
<td>Deborah Page</td>
<td>2. Annual Review</td>
<td></td>
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<tr>
<td>3. Number of hits on CultureVision web-tool</td>
<td>Tanya Griffin</td>
<td>3. Quarterly Review - Target number of hits = ?</td>
<td></td>
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<tr>
<td>4. Number of languages interpreters translate</td>
<td></td>
<td>4. Quarterly Review</td>
<td></td>
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<tr>
<td>5. Diversity Training attendance numbers</td>
<td></td>
<td>5. Quarterly Review - %</td>
<td></td>
<td></td>
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<tr>
<td>6. Attendance number to diversity events</td>
<td></td>
<td>6. Quarterly Review - %</td>
<td></td>
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<tr>
<td>7. Number of Minority Business Enterprises utilized by DUH</td>
<td></td>
<td>7. Info being received from Procurement – 6 month review</td>
<td></td>
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<tr>
<td>8. Patient satisfaction by patient demographics using HCAHPS</td>
<td></td>
<td>8. 6 month review</td>
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<tr>
<td>9. Comparison of employee vs. patients demographics: race, ethnicity, gender, age, religion (patients only), language</td>
<td></td>
<td>9. 6 month review</td>
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**Events:**

- Develop diversity cookbook - Staff submit their best food recipe from their country.

**Strategic Objective (cont.)**

- Celebrate the diversity of talent as a source of strength, pride and team spirit throughout the hospital.

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**DUH Diversity Committee Workplan – FY2014**

- World map or country flag in a public space and people designate where they are from. (Flag Ship Project)
  - Nouria Belmouloud
  - Brian Anderson
  - Ongoing
  - Looked at maps – cost. Need ideas on where to display. Area by cafeteria? Concourse area between DN & DS? Each Dept. provide map for roll-up into large area. Flag in lobby or outside in CC Circle? January 2013

Provide support in establishing a healthful practice/work environment that is reflective of diversity through a commitment to inclusivity, tolerance and governance structures.

- Emphasize the promotion, recognition and acceptance of diversity by all staff members in a non-biased and sensitive manner
- Establish metrics to monitor targeted diversity benchmarks.

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<tr>
<td>Organizational Recognition:</td>
<td></td>
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<tr>
<td>- Healthcare Equality Index</td>
<td>Committee Members provide suggestions on recognitions to apply for.</td>
<td>Continued recognition.</td>
<td></td>
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<tr>
<td>- Others?</td>
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