Information Sharing Breakfast Meeting

for

Diversity Leadership Teams & Groups

November 13, 2014 • 8:30 - 10:30 a.m.
Duke Hospital
Information Sharing Breakfast Meeting

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PARTICIPANT GROUPS

- Duke University Hospital
- Duke Raleigh Hospital
- Duke Regional Hospital
- Duke HomeCare & Hospice
Information Sharing Breakfast Meeting
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AGENDA

I. Welcome & Introductions Tanya Griffin 8:50 – 9:00
II. Review of Agenda Items Bob Crouch 9:00 – 9:05
III. Insights & HEI Award Ben Reese 9:05 – 9:15
IV. Diversity Leadership Teams
   Presentation / Q & A Team Spokespersons 9:15 – 10:15
V. Feedback and Q & A Bob Crouch 10:15 – 10:25
VI. Closing Comments Tanya Griffin 10:25 – 10:30

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.
## 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
DIVERSITY INITIATIVES
(Categories are not mutually exclusive)

Recruitment/Retention
- Track Duke Ph.D.s 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
- Workshop 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 University
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
- Voluntary adoption of a Minority/Women Business Enterprise Program (MWBE). Contractors 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 I 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
Diversity Lunch and Learn Sessions

Previous sessions included:

- **The Overall Impact of The Changing Demographics** - focus on how changing demographics shape our everyday meals, policies, and work style.
- **Multicultural Aspects of Patient Care** - an overview of culture and the impact of cultural beliefs and practices on patients’ responses to healthcare recommendations.
- **Caring for LGBTQ Patients** - history of disparities and treatment by healthcare providers and others; provide information regarding the experience and perceptions of members of the LGBT population regarding healthcare; and identify and explore strategies for creating a more inclusive healthcare environment.

Diversity Lunch and Learn Sessions

Upcoming sessions include:

- **Why Diversity Matters** (why do we talk about it, nut and bolts of diversity. Some terms that were once offensive are now used by a community – for example the word Queer is now used as a classification in the LGBTQ community.) This program may be like a refresher course to the current Diversity Program.)
- **Generational Differences**
- **Parenting** – appreciating the diverse types of families. (Single parents, same sex parents, parents of older vs. younger children, staff who take care of their parents - i.e. role reversal, staff without children, pets are treated as children, etc.)

DUH Diversity Website

Site update to be completed fall of 2014 with implementation date January 2015.

Includes promotion of diversity resources available for staff.

- DUHS Staff Diversity Training
- DUH Diversity Committee
- OIE Service
- OIE Advisory Committee
- CultureVision
- DUHS Executive Diversity Leadership Committee
Diversity Lunch and Learn Sessions

Upcoming sessions include:

• **Communication Differences** – generational, cultural (culture may say something either verbally or thru body language that is appropriate for their culture but offensive in others), etc.

• **Negotiating Respect** – inflection of voice, tone of voice, loud vs. soft, need to at least be civil to each other even if not happy at least smile. What does being civil look like. The topic would have a connection to RELATE.

• **Different populations react to same stimuli in different ways** - This program is exercise driven. Need to identify major themes for dialogue such as sex, age, race, etc.

CultureVision Quiz

Quiz questions have been developed. Need to determine method of distribution and process to review, select, and acknowledge winners.

Healthcare Equality Index

“We are delighted to say that your facility has met all of the Core Four criteria for LGBT Healthcare Equality Leader status”.

2014
2013
2012

Use survey results to identify opportunities for improvement.

Educational Staff Programs

One hour program that focuses on barriers such as cultural, religious, etc. that may impact patient care. Open to all staff.

Staff share their experiences and learn from each other.
DUH Diversity Committee Excercise

Committee members participated in an exercise to help provide further understanding of the impact culture has in the work.

DUH Diversity Cookbook

The golden chef hat identifies a recipe that was featured at a DUH employee event.

Submit your family recipe!
Win prizes!
& Have Recipe Showcased at the 2014 DUH Winter Celebration

Again this winter the Duke Hospital Diversity Committee is soliciting employee family recipes to add to the DUH community cookbook started last winter featuring recipes from Duke University Hospital staff. The cookbook is currently located for download on the DUH Intranet for employees to find recipes from our diverse organization, including the winner of last year’s contest.

Similar to last year, the Duke University Hospital Chefs will pick three (3) recipes from the submissions and use those recipes to compliment the Annual Employee Winter Celebration meal. Chosen recipes will receive a prize! Please submit your recipe, along with a brief story about what the recipe means to you/your family by October 17, 2014. Recipes should be emailed to Diversitycom@dm.duke.edu or send via inner office mail to: DUMC 3904, Durham, NC 27710

International Day

Extend the annual Nursing International Day to include all areas of the hospital.
Staff World Map
Highlight the countries represented by staff.

Diversity Metrics
- Senior Diverse Hires
- Work Culture Survey Diversity Items
- Number of languages interpreters translate
- Attendance number to diversity events
- Patient satisfaction by patient demographics using HCAHPS
- Comparison of employee vs. patients demographics: race, ethnicity, gender, age, religion (patients only), language
DUKE RALEIGH HOSPITAL
DIVERSITY LEADERSHIP TEAM

DUKE UNIVERSITY HEALTH SYSTEM DIVERSITY LEADERSHIP SHARING
BREAKFAST
NOVEMBER 2014
PRESENTED BY
GARY BROOKS, RN, DUKE MEDICINE'S SEXUAL & GENDER DIVERSITY COUNCIL
HAI LY BURK, LCSW, CO-CHAIR

MEET OUR TEAM

- Bob Crouch, OR
- Barbara Upchurch, Co-Chair (PRMO)
- Hai Ly Burk, Co-Chair (Case Management)
- Ray Hudson (ACNO)
- Neal Spilker (Director of Dietary and EVS)
- Nisha Patel, Patient Focus Team Leader (Nuclear Med, Radiology)
- Elatt Spiller, Patient Focus Team Leader (PRMO, Cancer Center)
- Gary Brooks, LGBTQ Task Force Liaison, Employee Focus Team Leader (Compliance)
- Melanie Holden, Employee Focus Team Leader (HR)
- Tyson Zuckie (Medical Staff Services)
- Brooke Sollaway (Therapy, Radiology)
- Diane Mitchell (Operations Administrator, Team Lead)
- Jill Johns (RN, Cancer Center)
- Destiti Abarquez (Radiology)
- Chris Smith (Engineering)
- Stephanie Mitchell (CHA, float pool)
- Kathy Parker (Senior Advisor, Surgical Services)
- Adrian Dixon (Senior Advisor, Chaplain)
- Newly selected members for 2014-2015
- Patricia Emerline (Surgical Services)
- Rhonda Strickland (Interventional Radiology)
- Barbara Fesperman (RN, Surgical Services)
- Deena Crow (RN, OR)
- Sarah Nsiah (Operations Administrator)
- Bobba Turay (RN, Ortho)
- Wambui Mbuthi (RN, ED)
- Sara Smith (RN, ED)
- Masud Miller (Marketing)

REPRESENTATION HIGHLIGHTS

- 3rd shift
- Marketing
- LGBTQ leaders
- Emergency Department
- Native Spanish Speakers
ACHIEVEMENT HIGHLIGHTS

• Blue Ribbon Award
• Healthcare Equality Index designation
• Culture Vision
• Online Diversity Training
• Learn @ Lunch
• Middle Management Engagement
• Relationship with Senior Administration

BLUE RIBBON AWARD

• The DLT was awarded the Blue Ribbon Award in 2013
• This was the first time that Duke Raleigh Hospital was awarded this recognition
• This was the first time the entire team applied and won the EDI, to then be nominated for the Blue Ribbon

HEALTHCARE EQUALITY INDEX

• Duke Raleigh Hospital was recognized by The Human Rights Campaign (HRC) Healthcare Equality Index (HEI) as a 2014 Leader in LGBT Healthcare Equality
• Duke Raleigh Hospital is the only hospital in Wake County with this designation
• Duke Raleigh Hospital joins Duke University Hospital and Duke Regional Hospital as Leaders in LGBT Healthcare Equality

CULTURE VISION

• We’ve gone online!
• 7 fold participation since upgrade
• Improvement in accessibility and process
• Focus on getting departments/units that are not computer connected to participate (computer training, Director bringing back information to staff meetings)
**CULTURE VISION**

- Required annual online training
- Full and positive support from Senior Administration
- Because of team representation from Nursing Administration and Compliance, project completion is moving forward quickly
- Review and support from OIE

**LEARN @ LUNCH**

- Alcoholism Awareness training from REAP counselor
- "Caring for the LGBT Patient" seminar with Robert Crouch from the Office of Institutional Equity.
- In celebration of Disabilities Awareness Month, speakers from Canine Companions and other therapy dog owners shared their knowledge and experience about the benefits of therapy and service animals.
- "Caring for the Latino Patient" seminar with Dr. Rebecca Reyes from the Latino Health Project.
- In honor of Domestic Violence Awareness Month, Surgical Services Director Juanita Currin shared her family’s heart wrenching experience losing their daughter due to domestic violence.
- The Duke Raleigh Hospital Veterans' Day Celebration featured a keynote speech from the Chief Medical Officer Dr. Ted Kurtz who shared about his experience and the life lessons learned while serving in the Navy. The Junior ROTC from Millbrook High School presented the flags during the ceremony.
- In collaboration with the Ethics Committee, the Diversity Leadership Team planned an "End of Life and Palliative Care" panel discussion featuring perspectives including the Medical Director from Hospice of Wake County, a Hospice nurse sharing her perspective from Egypt, and an Operations Administrator sharing her perspective from as a Jehovah's Witness.

**ONLINE DIVERSITY TRAINING**

- Required annual online training
- Full and positive support from Senior Administration
- Because of team representation from Nursing Administration and Compliance, project completion is moving forward quickly
- Review and support from OIE

**MIDDLE MANAGEMENT ENGAGEMENT**

- Associate Chief Nursing Officer
  - Policy impact (Performance Evaluation improvements, required Diversity training)
  - Influence on directors, managers and team leaders

- Director of EVS and Dietary
  - Bringing Diversity efforts and information to two very under represented departments
  - Improve communication through more means than electronic
  - Access to resources (food, prizes for Culture Vision)
SENIOR ADMINISTRATION ENGAGEMENT

- Meeting with Senior Administration on a quarterly basis
- Meetings are only focused on Diversity team and efforts (no part of a larger agenda)
- Very supportive and encouraging of the team's work and efforts
- Some efforts that have germinated from meetings: ED subtle bias training, community outreach, End of Life and Palliative Care Panel

WHY OUR TEAM WORKS

- Diverse representation on team
- Focus on projects and efforts that team members are genuinely excited about
- Empower team members to be in charge of projects
- Middle Management support and relationship
- OIE support and relationship
- Senior Administration support and relationship

PROJECTS AND INITIATIVES

- REQUIRED ANNUAL ONLINE DIVERSITY TRAINING (NEAR COMPLETION)
- "WHY CAN'T YOU HEAR ME?" — HOSPITAL WIDE LGBTQ PATIENT EXPERIENCE TRAINING
- COMPUTER TRAINING, FOCUSING ON EVS AND DIETARY UNITS
- COMMUNITY PARTNERSHIPS
- DOMESTIC VIOLENCE EDUCATION: HEALTH SYSTEM WIDE SCREENING OF "PRIVATE VIOLENCE"

FEEDBACK AND QUESTIONS?
"If we cannot end now our differences, at least we can help make the world safe for diversity. For, in the final analysis, our most basic common link is that we all inhabit this small planet. We all breathe the same air. We all cherish our children’s future. And we are all mortal."

[Commencement Address at American University, June 10 1963]
— John F. Kennedy

Organizational Values Serve as our Roadmap

- "Duke Raleigh supports an inclusive culture by acknowledging the unique experiences and perspectives that individuals bring to our team. Our goal is to be known as the best place to work, celebrating our intricate backgrounds and differences. Diversity is critical for us to provide the best care for our community. We are committed to living our values every day and in everything that we do."
- "Dr. David Zaas, President, MD, MBA
  Duke Raleigh Hospital"

The Duke University/Duke University Health System’s Office for Institutional Equity is pleased that you are taking the time to review these important slides. Understanding diversity and inclusion is critical to providing outstanding care to our patients and sustaining a welcoming, sensitive and productive workplace.

Dr. Benjamin D. Reese, Jr.
Vice President, Office for Institutional Equity
Understanding Diversity

- Diversity is more than just tolerating differences. It is respecting, appreciating, and understanding the varying characteristics of individuals.

Definitions

Diversity

- Encompasses acceptance, respect and the understanding that each individual is unique.
- It is the full spectrum of human differences, including physical characteristics, life experiences, and personal preferences.

Three dimensions of diversity:

- Primary - characteristics you are born with
- Secondary - characteristics acquired during life
- Functional - status in an organization

Inclusion

- A state of being valued, respected, and supported.
- It focuses on the needs of every individual. It is reflected in our culture and enables us to support a diverse workforce.

What is “Diversity?”

The Dimensions of Diversity

Human Diversity—physically distinguishing characteristics; race, sex, age, sexual orientation, etc.

Cultural Diversity—beliefs, values, personal characteristics, and worldview; language, Type A, B, C, relationship/communication etc.

Systems Diversity—structure, systems, and functions; divisions, alignment, teamwork, quality, etc.
Stereotypes

- **Stereotypes** are generalizations, negative or positive, about a person or group of persons and assumptions that often cause people to make unfair and inaccurate judgments about individuals or situations.

Sources of stereotypes

- Family, friends, and coworkers
  - They are maintained by personal experiences, rumors, and media influence.

  Become aware of the stereotype and expand one’s knowledge about the group/individual to eliminate the stereotype.

Respect in the Workforce

- Value the differences among people.
- Welcome and value each person’s contribution.
- Inclusion in the Workforce will:
  - Employee turnover
  - Complaints from customers
    - Bottom line
    - Public image
    - Competitiveness
Become a Change Agent

› A change agent is someone who makes a commitment to use inclusion to foster and maintain diversity in the workplace.
  
  ◦ Think, strategize, about ways to work with others. Consider your actions from the other person's point of view.
  
  ◦ Inclusion is the keyword when becoming a diversity change agent.

Think about this...

› A person’s sexual orientation, race or gender may shape and impact a person's workplace experience much differently than does one's style, personality or educational background.

› In order for diversity to thrive, there must be inclusion in the department.

› Creating a climate of inclusion allows people to be who they are at work!

5 Building Blocks of Cultural Competence

› Promote inclusive behaviors
› Share knowledge and power to encourage others
› Listen when interacting with your colleagues
› Understand and appreciate the value that their differences bring to the table.
Open Attitude

- Being open to a wide variety of ideas and approaches
- Seeking out divergent views and contrary arguments
- Considering the full range of pros and cons on an issue

Self-Awareness

- Understanding your personal background and culture
- Awareness of your assumptions, biases, and judgments
- Ability to recognize your personal biases, cultural incompetence, or exclusive behavior
- Capacity for self-reflection and intervention

Awareness of Others

- The recognition that all individuals are uniquely programmed with their own background, worldview, beliefs and values, and that while these may not match up with your own, they are equally valid and valuable.
- The capacity for awareness of self and others is deeply connected to cultural humility, in which we are able to recognize that our perspective is just that: our own perspective.

Cultural Knowledge and Skills

**Cultural Knowledge** is the acquisition of information about others' values, norms, and beliefs.

**Cultural Skills**

- Ability to adapt your communication style to different individuals, groups, and cultures
- The use of active listening skills
- Implementing processes that promote organizational cultural competence and inclusion
Culture Vision

- The Culture Vision website can be used as a reference tool to learn about different ethnic groups and religious groups as well as additional communities such as:
  - Blind
  - Deaf
  - Intersex
  - LGBTQ2
  - Obesity
  - Veterans and more

Case Study

- Mrs. Ali is a 43 year old Indian woman who identifies her faith as Muslim who recently had a knee repair surgery. She wears a head scarf and prefers to be modestly covered in addition to wearing her gown. The patient is reserved in her speech and defers many of her medical decision making to her husband, including her pain management. This is a concern to her nurse who is unfamiliar with the Muslim faith and would like to talk with and hear more directly from the patient. The patient appears to be uncomfortable with this and continues to defer to her husband to answer the pain assessment questions.

Questions to think about...

- How could you educate yourself the Muslim faith and Indian society, and their views on taking medications?
- What words could you use to engage the patient and husband to get a more accurate assessment of the patient's pain?

Contacts

- Bob Crouch – Duke Office for Institutional Equity (www.dukeoie.com) – robert.crouch@duke.edu
- Hai Ly Burk – DRAH Diversity Leadership Team Co-Chair – bichhai.ly@dm.duke.edu 954-3922
- Barbara Upchurch – DRAH Diversity Leadership Team Co-Chair – barbara.upchurch@dm.duke.edu 862-5436
- Gary Brooks – DRAH Liaison to LGBT and Allies Inclusion Council – gary.r.brooks@duke.edu 862-5936
DIVERSITY INITIATIVE UPDATES

We ourselves feel that what we are doing is just a drop in the ocean. But the ocean would be less because of that missing drop.”
- Mother Teresa

"Diversity is not about how we differ. Diversity is about embracing one another's uniqueness.”
- Ola Joseph
DHCH Diversity Plan

- Build awareness and use of Culture Vision among DHCH staff
  - Culture Vision annual competency
  - Review of Culture Vision in staff meetings and communications materials (Link, HC&H Happenings, etc)
  - Conduct post-assessment and complete further action planning based on findings

- Build diversity awareness/competence at the leadership and staff level of DHCH:
  - Collaborate with Duke OIE to conduct assessment of diversity mindfulness of DHCH senior leadership
  - Introduce series of discussions/case studies on diversity topics within DHCH senior leadership
  - Utilize DHCH Grand Rounds for at least one session/year on a diversity related issue
  - Conduct diversity awareness campaign at DHCH that includes 2 general inservices and 2 lunch & learn case study events per year on diversity topics.

- Enhance patient outcomes through key diversity initiatives
  - Improve outcomes through enhancements to patient education for limited English speaking patients: translated teaching materials available through DHCH Clinical Nurse Educator

DHCH Senior Leadership Diversity Sessions

- Partnership with Paul James, Director of Diversity & Equity Programs for Duke University and Duke University Health System
- Mix of classroom and immersive experiences
- Goals:
  - Enhance knowledge of diversity concepts
  - Build self-awareness of diversity attitudes and beliefs
  - Increase comfort for inviting and engaging in conversations about diversity in the workplace
FY14/15 Activity

- **Culture Vision**
  - All staff and Dept staff meeting
demonstration and review
  - Included in annual
    competencies process
  - Review in clinical orientation

- **DHCH Senior Leadership**
  - Learning session, bias awareness
  - Learning session, stereotypes
  - Crash viewing & discussion
  - Spinning into Butter viewing & discussion
  - Civil Rights Museum &
    learning session (12/2/14)

- **DHCH All Staff Learning Sessions**
  - Large Group format:
    - Bias Awareness
    - Multi-Generations in the Workforce
    - Socio-Economics
  - Small Group Break Outs:
    - Differently-Abled
    - Diversity of Thought
    - Faith/Religion in the Workplace
  - Panel Discussions:
    - Multicultural & Intercultural Development
    - Exploring the Intersections of Faith & End of Life Care
      (11/20/14)
    - LGBTQ Communities and Healthcare Management
      (1/15/15)