Information Sharing Breakfast Meeting

for

DUHS Diversity Leadership Teams & Groups

April 23, 2015 • 8:00 - 10:30 a.m.
Duke University School of Medicine
Trent Semans Building
Information Sharing Breakfast Meeting
for Diversity Leadership Teams & Groups

April 23, 2015

AGENDA

I. Welcome & Introductions  Bob Crouch  8:30 – 8:35

II. Review of Agenda Items  Bob Crouch  8:35 – 8:40

III. Insights & HEI Award  Ben Reese  8:40 – 8:45

IV. Diversity Leadership Teams
    Presentation / Q & A  Team Spokespersons  8:45 – 9:55
    1. Clinical Labs
    2. PRMO
    3. Duke HomeCare & Hospice
    4. Duke Raleigh Hospital
    5. Duke Regional Hospital
    6. Duke Hospital
    7. Duke Cancer Institute

V. CultureVision  Paul James  9:55 – 10:00

VI. Feedback and Q & A  Bob Crouch  10:00 – 10:25

VII. Closing Comments  Bob Crouch  10:25 – 10:30
Information Sharing Breakfast Meeting
for Diversity Leadership Teams & Groups
April 23, 2015

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
Clinical Labs
2015 OIE Spring Diversity and Inclusion Informational Breakfast

DUHS Clinical Laboratories

April 2015

DUHS Clinical Laboratories

Demographics

- Gender
- Race
- Age

Work Culture Improvement Committee

Diversity and Work Culture Inclusiveness Sub-Committee

- Established in 2009
- One of four committees

Charter Mission

Mission is to reach out to all clinical labs and unite laboratory sites by promoting respect, openness, and trust in our day to day operations.

Pledging to provide a caring and inclusive environment in which differences are valued and accepted, as well as provide resources to learn and understand our diversity.
Diversity and Culture Inclusiveness

Members
- Anabel Barbosa
- Angela Crusan
- Cynthia Smith
- Florilia Crosby

Representing
- Rapid Response Lab
- Outpatient Phlebotomy
- Coagulation

Resources
- Robert Crouch
- Rita Winsor
- Office of Institutional Equity
- Labs Human Resources

Diversity Committee Initiatives
- Implemented the monitoring of diversity training
- Created Diversity Ambassadors
- Fourth Diversity Picnic-June 13
- Increase awareness of activities through LabLines articles and fliers announcing upcoming events placed in each lab
- Monthly Calendars and Culture Vision Quizzes
- Share communications from OIE with Lab Staff

Diversity and Culture Inclusiveness

Ambassadors
- Connie Jacobs
- Jose Sevilla
- Steve Troutman
- Valerie McLaughlin
- Shemecka McNeil
- Pamela Moye
- Pinaki Patel
- Linda Peel
- Renee Stringam
- Nathalia Davis
- Darshana Dixit
- Lynn Dean
- Kate Terbeck

Representing
- MBCL
- Pediatric Biochemical Genetics
- Histology
- CORE Lab
- Cytogenetics
- Transcription Services
- Adult Phlebotomy
- CTIL
- Blood Gas Lab
- Duke Regional
- Flow Cytometry
- Immunology
- Specimen Management

Future Initiatives
- Building Relationships –
  - Effective Communication Skills
  - Coping with Generational Differences
- Work Culture Survey Commitment Index – Continue to look for ways to improve scores.
Other Committee Efforts (cont)

- Community Outreach to High Schools and Community Colleges
  - Presentation to students regarding opportunities in clinical laboratory careers
- Increase partnerships with Community Colleges with HT and MLT programs in North Carolina
- Increase participation in career fairs and job fairs
PRMO
Journey

- 2005 – Present – Ongoing Training
- 2011 – Team Formation (Charter/Strategy, etc.)
- 2011-2013 - Diversity Videos (Trust, Communication, and Respect)
- 2013-2014 - Standard Diversity and Inclusion Expectations

PRMO Diversity and Inclusion Initiatives (Ongoing)

Training

- Eight hours Diversity Leadership Training required for new and existing directors/managers/supervisors.
  - 2005 to date = 96% complete (9 managers pending training)
- A Diversity Training Module included in PRMO Core New Employee Training.
  - 2005 to date = Out of 1500 employees, 95% complete
- An additional 4 hours of Diversity Training required for new and existing staff.
  - 2006 to date = Out of 1500 employees, 95% complete
Journey

- Diversity and Inclusion Charter/Strategy
- Mission, Vision, and branding
- Partnered with OIE (SMEs) to give guidance on how to develop an environment of Diversity and Inclusion
- Determined need for building respect in the workplace

Video Series (2011-2012)

Building a foundation of respectful partnerships/relationships, communication, and trust to remain open to different viewpoints, ideas and talents via:

- Professional Communication
- Active Listening
- Keeping Our Promises

Video Series Goal

- Appreciate everyone's differences
  - Earn and model behaviors of Trust and Respect through daily communications.
  - Treating others as you would like to be treated.
Communication and Training

- Town Hall and Leadership Meeting Updates
- Department Pilot Training (8/2012).
- Leadership Train the Trainer (10/2012).
  - Simulation Presentation of Videos and discussion with peers.
- Digital Sign Teasers (Summer, 2012).

Effectiveness of the Facilitator

![Graph showing effectiveness ratings for Knowledge of Material, Presentation Skills, Fielding Questions and Concerns, and Overall Rating.]

Dialogue of Open Discussion

![Graph showing dialogue openness across team members (Entire Team, Me, Manager, Supervisor, Director).]

Experience/Reflection

![Graph showing experience and reflection on understanding diversity, work experience, and relevance to day-to-day work.]

"My supervisor models open and honest conversations about diversity, inclusion, fairness, and respect."
PRMO Diversity and Inclusion Initiatives (2014)

- Standard Diversity and Inclusion Expectations created by the Diversity and Inclusion Team to:
  - Align all departments
  - Hold each other accountable
  - Allow flexibility for each manager/team to add departmental examples
  - Measure individual staff performance expectations

Project Overview Focus (2015)

“My entity values employees from different backgrounds.”
(R espect) 
( -.07)
HomeCare & Hospice
Build awareness and use of CultureVision among DHCH staff

- Promotion of CultureVision tool to all staff in DHCH staff meetings, department meetings, communications around living our values and posters
- Reviewed in DHCH Orientation
- All clinical patient care staff are completing a CultureVision competency via online learning management system as part of DHCH’s required annual competencies. Competency includes a pre/post test and is intended to increase awareness of the tool and understanding of how tool is utilized.

Build diversity awareness/competence at the leadership and staff levels of DHCH

- 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

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
  - LGBTQ Communities and Healthcare Management

DHCH Senior Leadership

- Learning session, bias awareness
- Learning session, stereotypes
- Crash viewing & discussion
- Spinning into Butter viewing & discussion
- Civil Rights Museum & learning session
- Distribution and discussion of Diversity Article quarterly
- “Coffee time” with peer
Next Steps

- Continue building diversity awareness/competence at the leadership and staff level of DHCH:
  - In collaboration with OIE, conduct senior leadership survey with further action planning based on findings
  - Conduct quarterly discussions/case studies on diversity topics within DHCH senior leadership
  - In collaboration with OIE, conduct staff surveys with further action planning based on findings
  - In collaboration with OIE, develop and conduct 4 diversity sessions in fiscal year 2016 that continue to build competence and enhance skill level in engaging with each other around topics of diversity

What has made this a successful Journey?

- Senior Leadership’s commitment and engagement
  - Visibility
  - Participation/Facilitation
  - Availability for one on one dialogue with staff
  - Encouraging discussions in staff/patient care meetings
  - Incorporating conversation about diversity in senior rounds
- Listening to staff
  - Topics they have an interest in
  - Don’t make sessions mandatory
  - Schedule sessions at a time that works for them
  - Let them talk
Duke Raleigh Hospital
DUKE RALEIGH HOSPITAL
DIVERSITY LEADERSHIP
TEAM INITIATIVES
Hai Ly Burk, LCSW, Case Management Co-Chair
Gary Brooks, RN, Compliance Officer Co-Chair

CURRENT INITIATIVES

- Promoting Duke Raleigh Hospital’s Healthcare Equality Index designation as the first hospital in Wake County to better serve LGBTQ patients and families
  - Message to employees, press release to media outlets, Farmers Market, LGBTQ focused media
  - Hospital wide training of LGBTQ patient experience in collaboration with Office of Institutional Equity, using the “Why Can’t You Hear Me?” video and training materials
  - Plan is to provide training to all 108 units/departments
  - Team members to co-facilitate with LGBTQ leaders or Bob Crouch with OIE
  - Training has been done with managers and directors and the members of the Diversity Leadership Team

CURRENT INITIATIVES

- Required Diversity training on LMS implemented hospital wide to staff in January 2015
  - LMS provide bi-weekly completion reports
  - Directors and Managers have been given names of employees who have yet to complete training by April
  - As of last week, 85% of staff completed training
  - Training case study and quiz to be updated annually

CURRENT INITIATIVES

- Coordinated the first information sharing breakfast with diversity leaders from all three hospitals in Wake County (Duke Raleigh-Wake Med-Rex)
  - Continue sharing breakfasts with rotating host sites amongst three hospitals
  - Next breakfast is in June, hosted by Wake Med Hospital
  - Focus on community needs dialogue and collaboration
  - Rex Hospital has committed to hosting breakfast in October
CURRENT INITIATIVES

- Continue to actively promote CultureVision with electronic quizzes and CultureVision posters in visible areas throughout Duke Raleigh Hospital
  - Director of EVS and Dietary to encourage staff to complete the CultureVision quiz at the hospital and provide a computer
  - CultureVision posters are prominently displayed in the HR office, in the main entrance of the café and some patient care units (ED, Cancer Center)
- Trend of more physicians and third shift staff entries

UPCOMING PLANS/EVENTS

- Understanding Poverty Event in collaboration with the United Way
- Understanding Domestic Violence and Sexual Assault event in collaboration with InterAct
- Senior Administration is looking at revitalizing the 4 hour diversity training at Duke Raleigh Hospital
- Race and Responsibility dialogue event(s) at Duke Raleigh Hospital in collaboration with OIE
- Diversity Leadership Team representation at North Hills Farmers Market

SUGGESTIONS FOR CONTINUED EFFORTS

- Recruit and engage physician champions on the Diversity Leadership Team
  - MD champion leading a race and responsibility dialogue event
  - MD champion participating in International Festival for International Nurses Week Celebration
  - Good attendance at meetings

- Empower all employees to actively take on diversity efforts in the hospital or within their departments
- Enhance and more clearly define ways to exceed in Diversity quadrant of the Performance Evaluation
- This strengthens the culture that every employee can promote and actively live the Diversity value (not just needing to be a member of the Diversity Leadership Team or just attending events put on by the DLT)
- Continue to promote and use the Diversity Tool Kit among Directors and Managers to actively bring diversity efforts to their departments and employees
2015 Diversity Committee Update

• Create awareness and understanding of diversity through strategies that support a culture of inclusiveness among our team in the respectful delivery of care for our patients, their families, and each other.

• Foster an environment of inclusiveness and respect, creating value to delivery of care, recruitment, retention, and development where everyone feels welcome.

Mission and Vision

• Education

• Electronic presence

Goals

Sub-Committee
• LGBTQIA
• Champion program

Events
<table>
<thead>
<tr>
<th>LGBTQIA</th>
<th>Champion Program</th>
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</thead>
<tbody>
<tr>
<td>• Training - Department Reps meeting.</td>
<td>• A staff member selected by Department Mgr.</td>
</tr>
<tr>
<td>• Relate Training - Updated</td>
<td>• Will support, share, &amp; model diversity news and communication of events.</td>
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<tr>
<td>• New Employee training - updated</td>
<td>• Initial training. Quarterly meetings. Electronic communication.</td>
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<tr>
<th>Events</th>
<th>Electronic Presence</th>
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<tbody>
<tr>
<td>• Mental Health Awareness Seminar</td>
<td>Currently exploring:</td>
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<tr>
<td>• Employee International Day</td>
<td>• Intranet page</td>
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<tr>
<td>• Pride Parade Booth</td>
<td>• DUHS link</td>
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Measuring Tools

- Work Culture Survey
- Healthcare Equality Index
- Press Gainey/ HR database
- Focus Group meetings
Duke Hospital
DUH Staff Diversity Training

Average of 950 staff attend the Diversity Training program each year.

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<tr>
<th>Feedback</th>
<th>Recommendations</th>
<th>Themes</th>
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<tbody>
<tr>
<td>Informative and can be applied in the workplace.</td>
<td>Have classes on different cultures.</td>
<td>How can cultural competence be acquired.</td>
</tr>
<tr>
<td>Freedom to talk about culture and differences and how we can accommodate each other.</td>
<td>More focus on LGBT issues.</td>
<td>How to develop teamwork among units/departments.</td>
</tr>
<tr>
<td>Exposed me to different ideas of diversity, especially organizational diversity.</td>
<td>Have culture awareness twice yearly.</td>
<td>How to develop better communication and respect with coworkers and managers.</td>
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LIMITED ENGLISH PROFICIENCY CARE CONVERSATIONS
A MODEL FOR EXAMINING OUR BIAS IN PROVIDING PATIENT CARE

Objective:
Provide clinicians an educational space to converse and hear from peers regarding clinical issues and resources in enhancing care for the LEP patient/family.

Outcomes Desired:
Increase awareness of unique cultural and distinct clinical skills utilized in working with LEP patients/families

Format:
- 6 sessions that are 1 hour in length.
- Cases studies are presented to the group for discussion identifying cultural issues impacting care.
- Evaluation
- CEU’s: 1 hour

https://intranet.dm.duke.edu/hospitals/duh/diversityinitiative/SitePages/Home.aspx
L.E.P. CARE CONVERSATIONS

Facilitators:
Rebecca Reyes, M.Div, MSW
Renea Valea, MSW, LCSW
Sarah Davis, MSW, LCW

Participants:
CSW, PRM, Chaplains, Nutrition, Communications, Interns
Average 9 participants per session

Cultures Discussed Include:
Hmong, Vietnamese, Japanese, Mexican, Honduran, Jewish, French

Cultural Topics:
End of life, blood transfusion, alternative medicine, language barriers, and religious rituals.

L.E.P. WORKPLACE APPLICATION

• I ask the patient about cultural traditions in care.
• I use an interpreter or translator in each encounter.
• I have shared my learning experiences in the meetings with colleagues.
• Aware of the ethnocentricity of most people and of the dominant white culture.
• The LEP conversations have opened an even wider perspective that has prompted me to take a closer look at the US history and its mythologies that explain the problem even though it does not justify the attitude of a large number of it citizens.

LUNCH & LEARN SESSIONS

• In the context of diversity and inclusion, members of the hospital community are invited to participate in interactive sessions aimed at creating authentic dialogue in the areas of diversity and intercultural awareness.

• Designed to complement CultureVision and other diversity initiatives, these sessions highlight teambuilding, effective communication methods, and intercultural learning in a manner that values multiple diverse perspectives and journeys.

• Topics selected are based on feedback from the Diversity Training program and the annual work culture survey.

LUNCH & LEARN SESSIONS

An experiential model with actors who portray different scenarios. Based on the scenario, participants are asked to participate in an interactive dialogue on their observations and how the situation could have been handled differently.

To date we have completed two programs:

1. Why Diversity Matters
   Highlights the importance of diversity and inclusion in the workplace.
   Attendees: 40

2. Generational Differences
   Highlights the different generational attitudes and behaviors in the workplace.
   Attendees: 20
LUNCH & LEARN SESSIONS

We have scheduled three additional programs. They include:

- May 7, 2015: Negotiating Respect in the Workforce
- June 18 and 25, 2015: Transgender Lives and Transgender Care

Exploring the opportunity to capture the experience on videotape to enlarge the audience and knowledge sharing.

FUTURE INITIATIVES

- Diversity Lunch & Learn: Programs on Unconscious Bias
- Recruitment: Review strategies to strength an inclusive, diverse applicant pool.
- Engagement: Incorporate diversity into hospital-wide recognition programs.
- Work Culture:
  - New mission and vision
  - Feature a Diversity Slide on monthly storyboard to compliment information currently featured in DUH HR Newsletter
Duke Cancer Institute
DCI Diversity and Disparities Training

Creating Opportunities for Deeper Learning

Nadine J. Barrett, PhD
Director of Health Equity

OIE - DUHS
Diversity Information Sharing Breakfast
April 23, 2015

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Our Vision
The Office of Health Equity and Disparities

Vision

Integrate d Focus Areas

Assessment Data

Reduce Disparities & Promote Health Equity

Community Engagement, Outreach and Screening Navigation
Minority Inclusion in Research and Clinical Trials
Health Disparities Research, Training, and DNI
Baseline Data Collection
Clinician/Investigator Assessment
Community and Patient Assessment

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National Geographic

Diversity in the US, 2050

How are we going to address and talk about disparities in the future?

Diversity and Disparities

Diversity Training
Education

Gaps in Access and Patient Care
Lack of Diversity in Research
Workplace Diversity
Methods of Current Training

1. Introduction to Culture Vision (n=150)
   1. Why the click at your station is not enough?
   2. What is source and the resource?

2. Annual Retreat (n=300)
   1. Overview of current trends disparities and diversity
   2. Small break-out sessions – Vignettes with findings publicized
   3. Evaluations

3. Team Trainings (n=12)
   1. Small groups or department sessions on bias, communication, culture, diversity.
   2. Consultations

4. Documents and Dialogue – review documents and communications (6)

5. DNI – Inclusion Council, hiring and training, and co-workers

Impact and Lessons Learned

• Interactive engagement around key topics are preferred.
• Group vignettes and training, team sessions, and communications and documentation support are very well received and requested.
• Open dialogue around race, gender, and sexuality, although difficult is appreciated and “refreshing” for some.
• Evaluating program effectiveness allows us the ability to modify based on feedback.
• Organizational Culture Shift includes trainings with PACs, CABs, volunteers, and Duke personnel.
• Mixed methods reaches more and can be modified based on the audience, their roles, and training objectives.
• A comprehensive approach with clear communication from the onset can be very effective.

Next Steps

• Formalize and strengthen the DNI Council
• Create and pilot face to face and LMS community outreach training for clinicians and staff
• Continue to assist in building, enhancing, and supporting larger system diversity and disparities initiatives and align the DCI
• Modify evaluation to better measure effectiveness
• Collaborate with other entities to avoid/reduce duplication and silos and build consistent messaging across the system.
• Ensure everyone gets the WHY? at every session and meeting.
• Identify metrics to measure organizational culture shift.
Diversity and Disparities