



Innovation Showcase: Strategies to Advance Diversity

Celebrating exemplary efforts from across the industry to improve representation in health care

Today's presenters

FINALISTS

Catherine Reynolds, SPHR, SHRM-SCP
Legacy Health

Christina Page, MPM, PMP
Teresa Wiley, RN, BSN, MHA
Community Care of North Carolina

Shana Dacon-Pereira, MPH, MBA
Mount Sinai Health System

Hector Flores, MD
Family Care Specialists Medical Group

Tabitha Fineberg, MHA, MEd
Laura Katz Leacu, MBA
Hebrew Senior Life, Inc.

Dana Politis, MPH
Montefiore Medical Center

William Alamo
L.A. Care Health Plan

Casey Hookfin, BSN, RN, CPN
Dayton Children's Hospital

ADVISORY BOARD

Deirdre Saulet
Rachel Zuckerman
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Sophia Duke-Mosier
Micha'le Simmons



1 leading idea
\$10K award



Meet the judges



Naseema Shafi

CEO, Whitman-Walker Health



Adele Scielzo

CEO, Advisory Board



Solomon Banjo

Managing Director, Health Care Ecosystem Research, Advisory Board



Andrés González

Vice President, Chief Diversity Officer, Froedtert Health



Deb Bubb

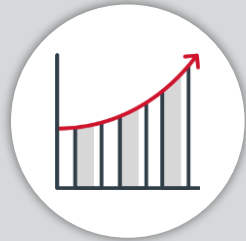
Chief Human Resources Officer, Optum



Darby Sullivan

Research Consultant, Executive Insights, Advisory Board

Evaluation criteria



Impact



Creativity



Design



Sustainability

Rules of the road

Presenters



When it's your turn, unmute yourself, turn your video on, and **introduce yourself**



Present your innovation's description and impact for **5 minutes**



Answer questions from audience and judges during 5 minute Q&A

Attendees



Take notes on each innovation using **the worksheet** provided



Type your questions for your peers **into the chat** on the right



Vote on the top innovations based on impact, creativity, design, and sustainability

Leadership Recruitment Diversity at Legacy Health

Legacy Health is a six-hospital, nonprofit, community-owned health system serving the greater Portland area



Challenge

- Manager and above roles do not reflect the races/ethnicities of the communities we serve or our workforce
- The higher the role in the organization, the fewer non-white employees
- Oregon’s racist history and low population diversity: 72% white, 28% non-white



Innovation

- Manager and above external recruitments required to have 23% minority candidates
- Slate also required to include at least two non-white candidates
- Facilitated manager workshops educating on the policy and our data



Impact

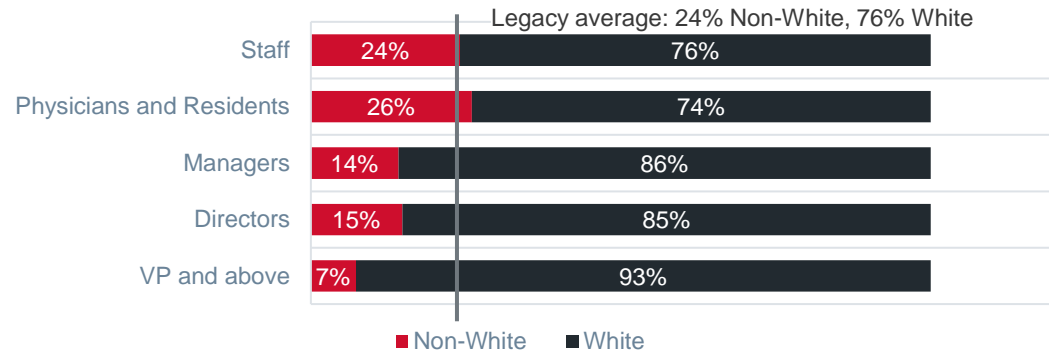
- The prior year, external hires into manager and above roles were 90% white and 10% non-white
- In the year since, non-white external leadership hires increased to 42%, and are more representative

- across races/ethnicities
- Internal manager and above diversity promotion rate increased from 11% non-white to 28% non-white

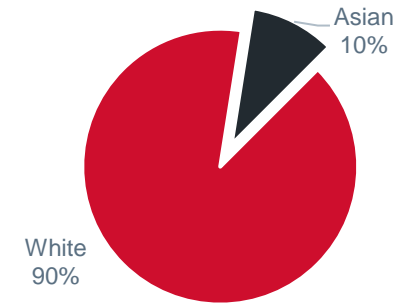
1. Used Portland/Vancouver metro area 2010 census data adjusted for eligible age of employment: 23% non-white
 2. Used federally-defined race/ethnicity categories as captured for affirmative action purposes

Leadership Recruitment Diversity at Legacy Health

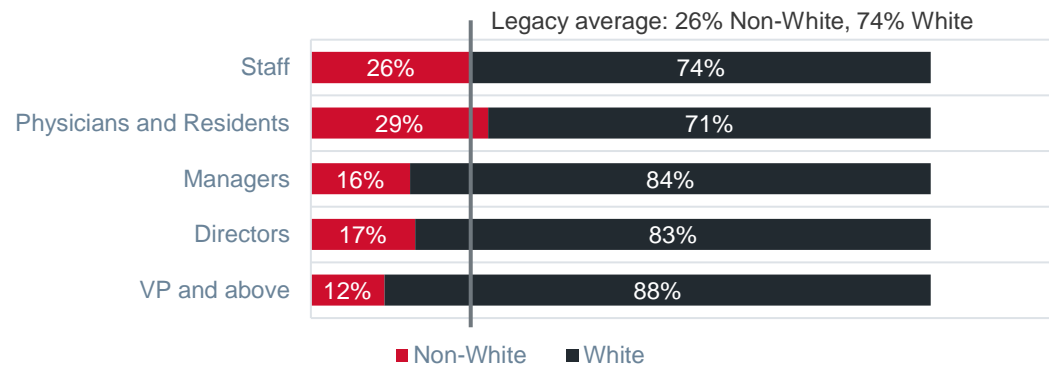
Race/Ethnicity - June 30, 2020



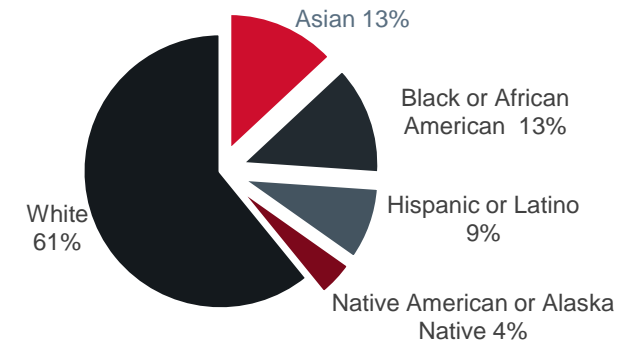
External Leadership Hires
October 2019 - September 2020



Race/Ethnicity - September 30, 2021



External Leadership Hires
October 2020 - September 2021



Presented by Cathy Reynolds.

Carolina Community Tracing Collaborative at CCNC

Care Management & Practice Support organization dedicated to supporting community-based health care delivery systems in NC.



Challenge

- Create statewide COVID-19 staffing infrastructure
- Hire a diverse workforce from the HMP communities disproportionately impacted by COVID-19
- Strengthen public health community workforce through cultural sensitivity training and leadership opportunities



Innovation

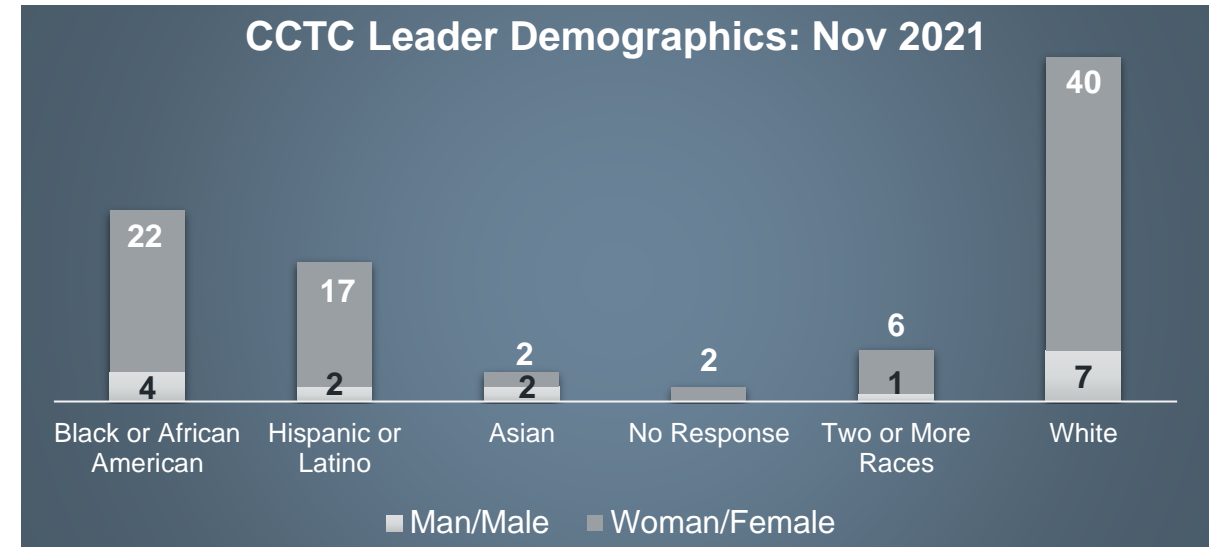
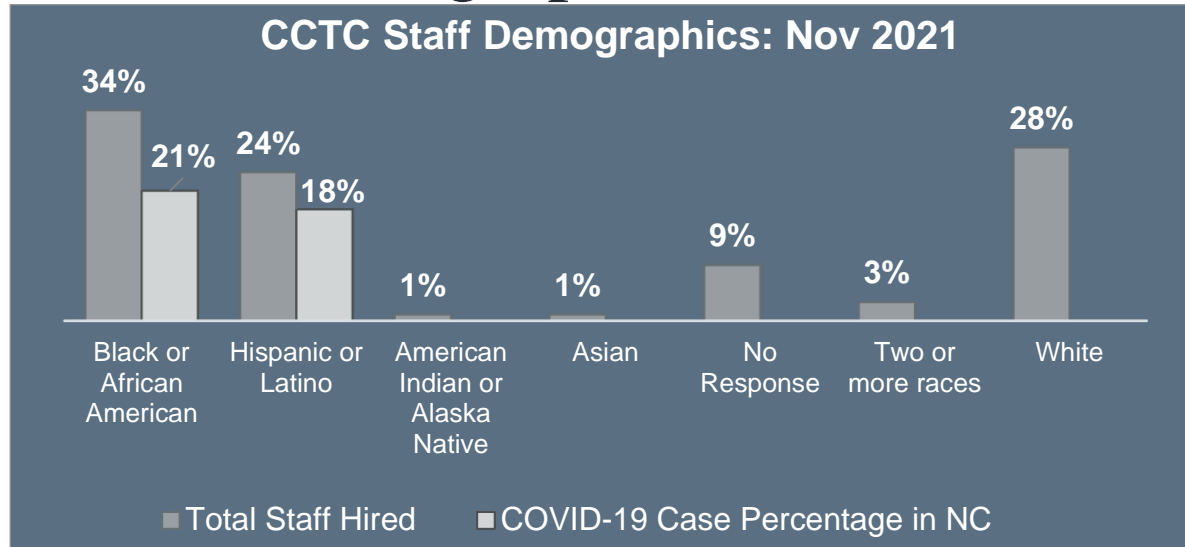
- Created new Community Network Development leadership role to build strong relationships to aid staff recruitment
- Focused diversity, equity & inclusion retention strategies, competitive wages and training
- Increased workforce engagement and inclusion through cultural celebrations and culturally appropriate training
- Collaboration with global partners, NCDHHS HMP Workstreams and CBOs as key stakeholders



Impact

- Trained 3600+ staff members in public health functions providing transferrable technical skills and first-time leadership opportunities to many
- Completed 2.5M+ calls that include screening for resource needs within impacted communities
- Influenced creation of CCNC programs beyond COVID-19
 - New Exec Director Role, DEA&I
 - Formed DEA&I committee for diversity & recruiting
 - Health Equity pilots established for primary care practices

CCTC Demographics



Collaborative Partnerships

Carolina Community Tracing Collaborative

Key Community Organizations

- 82 NC Local Health Departments
- NC Area Health Education Centers
- Partners in Health
- NC Division of Public Health
- NC Dept of Health and Human Services

- Community Care Physician Network
- NC Grower's Association
- Episcopal Farmworker Ministry
- NC Office of Minority Health
- AA Beauty and Barber Shops
- African American Leaders Stakeholder Group

- Latin-19
- Association of Mexicans in NC
- Interdenominational Ministerial Alliance
- Eastern Band of Cherokee Indians
- Coharie Tribal Council
- Lumbee Tribal Council

Results

By the Numbers

- Staff Hired & Trained: **3,641**
- Highest Staff Totals: **1900+**
- Outreach Calls: **2,773,199+**
- Calls Received: **231,319+**
- Current Staff: **1421**

Source: Community Care of North Carolina Cary, NC.

Administrative Fellowship Program at the Mount Sinai Health System

Large eight-hospital, multispecialty, academic medical center based in the New York metropolitan area.



Challenge

- Newly-merged organization
- Dearth of underrepresented minorities (URMs) in health care leadership roles ¹
 - In 2015, approximately 3% of executive leaders and 15% of senior leaders identified as Black/African American or Hispanic/Latinx.
- Focus of existing programs not specific to URMs or creating a talent pipeline



Innovation

- First recruitment cycle launched in 2015; targeted toward Master's-prepared, URM students
 - Managed by the Office for Diversity and Inclusion, with support from HR and hospital leadership.
- Two-year project- and rotation-based program, with options to specialize in the second year
- Currently recruit internally and externally – including, local minority serving institutions (MSIs)

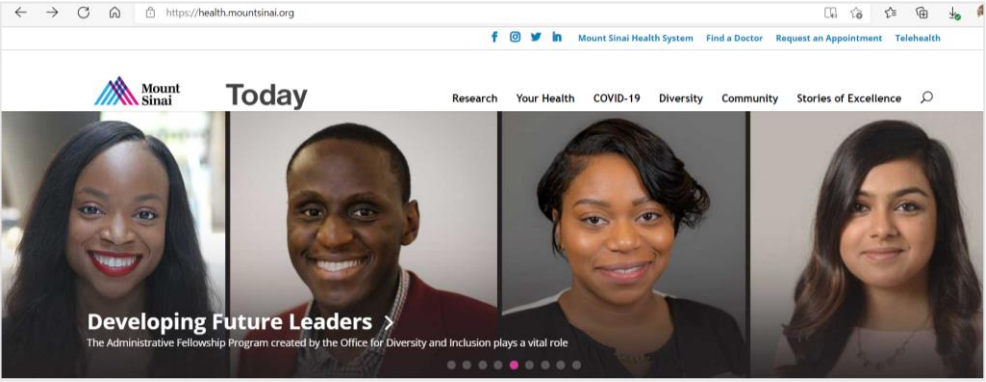


Impact

- Current state: 25 fellows (including 16 alumni)
 - 68% self-identify as Black/African American or Hispanic/Latinx.
 - 62.5% of alumni have remained/assumed managerial roles within the organization.
- Expanded program in 2019 to include Real Estate Services and the Department of Medical Education; interest from other departments to participate
- Received internal and external funding to support program expansion and development opportunities

1. We define URMs as individuals who self-identify as Black/African American, Hispanic/Latinx, Pacific Islander, or Native American.

Administrative Fellowship Program: Highlights & Opportunities



Article featuring the Fellowship Class of 2021

2022 Program Recruitment Flyer



Apply today for the Mount Sinai Health System Administrative Fellowship Program!

We uniquely designed our two-year program to provide underrepresented minorities with experiential learning opportunities in healthcare administration. Our goal is to develop a talent pipeline through which we promote individuals in the early stages of their careers into leadership roles within the organization.

Program Criteria and Requirements

- **Identify as an underrepresented group in healthcare** (Black/African American, Hispanic/Latinx, American Indian, and/or Pacific Islander)
- **Be in the early stages of your career** (five years or less of professional work and/or internship experience).
- **Graduated or will graduate in 2021 or 2022** with a Master's degree in a healthcare-related field.
- **Maintain a 3.0 grade point average** - verified upon receipt of transcript.
- **Must submit** a personal statement, current CV or resume, graduate school transcript and three letters of recommendation.

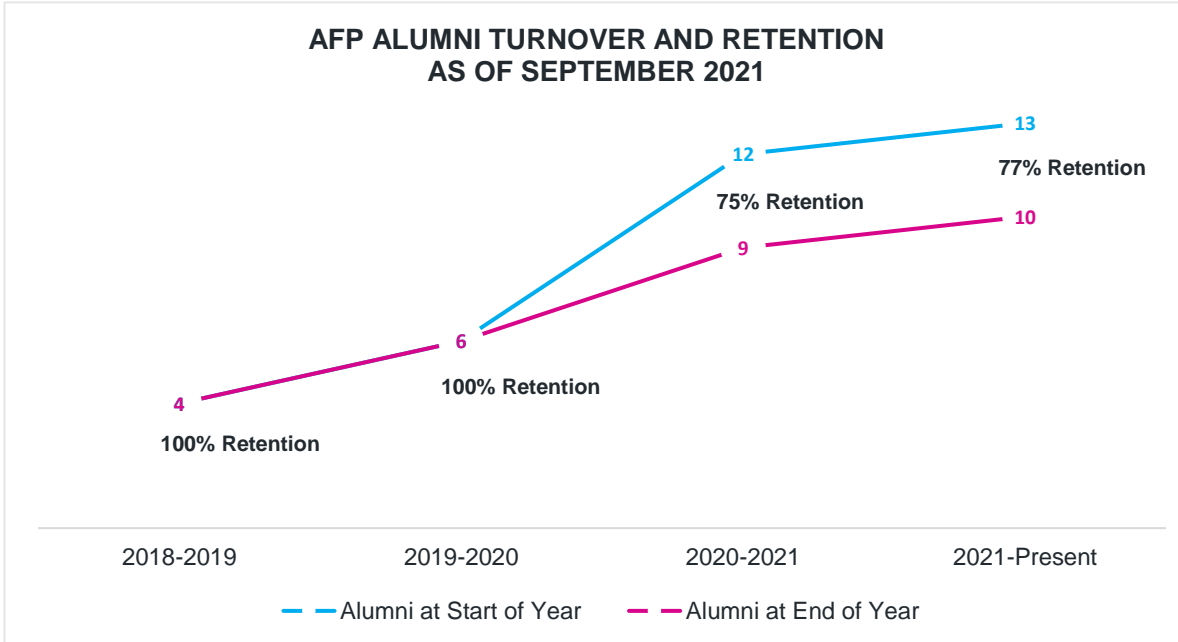
Program Recruitment Timeline



Application Link | https://bit.ly/2022AFP_Application
 Information Session Registration Link | https://bit.ly/2022AFP_InfoSession
 Registration is required to join the informational sessions, Zoom information will be shared upon registration



AFP Spotlight Series



Opportunities for Growth

- Increase internal awareness of the program, especially among senior leaders
- Enhance relationships with MSIs and HBCUs
- Standardize competencies across fellowship hospital sites
- Offer fellows interim roles/more opportunities to supervise/manage staff
- Seek out new platforms to tell our story!

Source: Mount Sinai Health System, New York, NY



Increasing the Supply of Latinx Health Professionals in Shortage Area Practice and in Leadership Positions: Family Care Specialists (FCS) Medical Group, East Los Angeles, CA



Family Care Specialists is a high-quality safety net practice that operates health workforce programs to increase diversity, ensure placement of graduates in underserved areas, and to develop future leaders



Challenge

- 1988 only one Board-Certified Family Physician worked in East LA and only 8% of physicians were Latinx and most reaching retirement age
 - The ratio of physician-to-patient population was 1:3,700 (a federal Critical Health Professions Shortage Area – Critical HPSA)¹
- In 1990 only 4.5% percent of physicians in California were Latinx and over half were International Medical Graduates²



Impact

- Have graduated 226 Family Medicine physicians
- Two-thirds are direct/indirect result of our pipeline, including six former high school students
- 70% practice in medically underserved areas
- 65% are under-represented minorities (URM)



Innovation

- 1988 FCS established a Community-Oriented Primary Care³ curriculum to assess the social determinants of health including the academic needs of our K-12 patients and their families
 - 1990 established a minority health professions pipeline for academic enrichment with local community colleges and universities
 - 1990 launched our practice management and leadership curriculum to place and retain graduates in medically underserved communities
 - 2014 co-founded MiMentor, a high school-to-residency-to-medical practice pathway using a social media platform to broadcast academic enrichment
-
- 30% (67) are in leadership positions in the medical community
 - 18% (42) are practicing in our hospital's primary service area
 - Today MiMentor sponsors 10,000 aspiring health professionals
 - 2022 partnering with the UCLA Center for the Study of Latino Health and Culture for a "Minority Physician Pathway to the C-Suite" project to expand the impact of our leadership program

1. California Office of Statewide Health Planning and Development, 1988

2. Hayes-Bautista D; Academic Med July 2015

3. Kark, SL; The Practice of Community-Oriented Primary Healthcare, 1981

Our patients are our pipeline, our pipeline is our patients...
– and they are our inspiration



Family Care Specialists, Los Angeles, CA.

Culinary and Hospitality Immersion Program (CHIP) at Hebrew SeniorLife

2,500 diverse employees reaching 3,000 seniors per day along a continuum of care and services in Greater Boston



Challenge

- Over **100** frontline culinary employees (nearly all recent Haitian/Dominican immigrants) are a key point of care for frail seniors but experience financial and other barriers to career development
- Organization-wide DEI listening tours overwhelmingly indicated a need for equitable opportunities for advancement



Innovation

- Incorporating input, feedback, and mentorship from frontline staff and supervisors, developed and trained **24** entry-level staff in competencies related to their current and promotional job level in the culinary pipeline
- Enhanced training with computer, ESL, communication, dementia care, and safe food handling skills



Impact

- Approximately **90%** increase in entry level culinary staff promotions over previous year (nearly **20%** of employee group promoted)
- Partnerships with immigrant/workforce training agencies have helped fill vacated entry-level positions & get Black/Latinx employees back to work
- Sustained program by integrating competencies into training/ongoing mentorship for all frontline culinary employees as well as new hires
- Increased awareness of/access to career pathways lead some staff to pursue education/new career trajectories in nursing, front of house



Additional accomplishments from the CHIP pilot

Since project completion in mid-2021, three additional employees trained and promoted into advanced positions

Individually trained and supported each participant in next promotional level: kitchen equipment, safety, and operations; knife skills, food safety, recipe completion, and cooking techniques, resulting in safer environment for patients and residents


Basic skills training: computer skills, ESL, reading and writing skills, dietary training for special diets and custom meals, caring for dementia patients, and ServSafe

Created and mapped out competencies related to communication, work ethic, professionalism, problem solving, teamwork, and technical skills for each employee's position

23 peer mentors and supervisors ensure participants have a deep bank of support and encouragement

Participants report an increase in knowledge, engagement, and plans to maintain their career trajectory at HSL

Several workforce and senior care consortia in Boston have planned events to help HSL disseminate the CHIP project to those interested in replicating the project



"We need to start early to cultivate a diverse pipeline through mentoring or internships (paid) to bring people along and establish more equity."

"It's not just about hiring people of color...it's about hiring diverse people at all levels and building pipeline."

"I came to this country wanting the American dream. I feel I have that at HSL! I think bettering myself is the ticket to a better life than were I came from. I love this country!"

"For me, both [providing opportunity for internal training/moving up and hiring diverse candidates] are important...we need to have a plan to prepare and promote staff."



Community Workforce Programs at Montefiore Medical Center

Located in the Bronx, New York, Montefiore Medical Center is a premier academic medical center, the primary teaching hospital of the Albert Einstein College of Medicine and one of the 50 largest employers in New York



Challenge

- Opportunity gap among ethnically diverse talent
- Unemployment within low-income areas
- Community representation in healthcare workforce



Innovation

- Develop, lead, and manage a portfolio of community-based workforce programs
- Provide experiential learning, career navigation, wrap-around services and professional development
- Leverage strategic community, education, industry, and government partnerships to bridge Opportunity Youth to higher education and employment opportunities



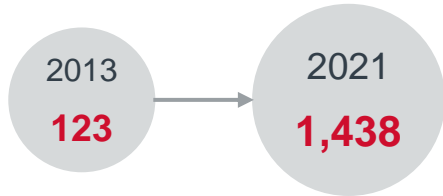
Impact

- 1,934 students trained and counting
- 400+ opportunity youth industry hires
- Increased organizational recruitment utilizing “non-traditional” candidate pools
- Increased industry-based involvement in organizational workforce development efforts

Community Workforce Programs Overview

COMMUNITY IMPACT

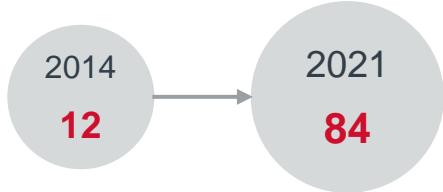
H.E.R.O High School



Phipps Neighborhoods Career Network



Project SEARCH



STUDENTS TRAINED TO DATE: 1,934

77%
Of hires
passed
probation

EMPLOYMENT HIGHLIGHTS

Montefiore Internship Slots: **700**

Students Hired: **400**

Students Hired at Montefiore: **142**

18%
Receive first promotion within
two years of hire

SERVICE HIGHLIGHTS

Training Hours: **101,485**

Career Navigation & Wrap Around Service Hours: **175**

Consulting Hours: **600**

10%
Receive second promotion within
three years of their first promotion

Source: Montefiore Medical Center, Bronx, New York

Elevating the Safety Net Initiative at L.A. Care Health Plan

L.A. Care Health Plan is the nation's largest publicly operated health plan serving more than 2.4 million members.

Elevating the Safety Net (ESN) initiative website: www.lacare.org/elevateproviders



Challenge

- The class of graduating physicians in 2017 accrued a mean combined debt of \$190,964.
- Safety net employers are not able to offer competitive salaries when compared to private practices and for-profit health systems.
- There is a shortage and lack of diversity among physicians practicing in safety net settings.



Innovation

- ESN initiative launched in 2018 as a 5 year, \$155 million, investment to recruit, train & retain health professionals who come from and commit to our local safety net.
- The Provider Loan Repayment Program (PLRP) addresses the financial burden of educational debt while supporting physician recruitment and retention.



Impact

- 73% of PLRP awardees are eligible for the maximum \$180k in exchange for a 3-year service commitment.
- 108 total PLRP awards and 96 current active awards (91% awardee retention)
- 65% of PLRP awardees identify with an underrepresented racial/ethnic group in medicine.
- 40% of PLRP awardees speak Spanish and 66% speak a language other than English

William Alamo, Safety Net Initiatives, Program Manager

Planning for the Future



Elevating *The Safety Net*

An L.A. Care Health Plan Initiative to Strengthen the Provider Safety Net in L.A. County

Nearly \$100 million **INVESTED** across 10 programs and \$55 million pending commitment.

Nearly \$26 million committed to PLRP awards. In 2022, 30-60 new awards and **EXTENDING** some awards for an additional 2 years.

SUSTAINING

multi-year grants and contracts;

IDENTIFYING

alternative and matching funds;

ESTABLISHING

partnerships to expand and sustain support for our local safety net workforce; and

EVALUATING

impact and persistent gaps in supply and diversity

Minority Nursing Work Study Program at Dayton Children's Hospital

Independent Pediatric Specialty Health Care System in Dayton, Ohio:
181 Inpatient Beds; 2 ED's; Multiple Ambulatory Sites



Challenge

- To have our nursing staff reflect the patients we care for. Next to Caucasian, Black is the largest patient demographic (18%).
- To ensure patient safety; families feel safest around people who look like them.
- In Ohio, only 6.6% of nurses are Black, while nationally Black nurses account for 6.2%
- Dayton Children's started with 1.9% of black patient-facing nurses.



Innovation

- Realistic goal setting: Increase Black bedside nurses by 1% each year through recruitment and retention interventions with goal to surpass Ohio's rate (6.6%).
- Created Minority Nursing Work Study Program
- Established collaborations internally and externally with program supporters.
- Leveraged hiring managers to bring in diverse entry-level staff seeking healthcare careers.
- Testimonial – "I am the innovation."



Impact

- Four participants (50% started due to the program and 50% currently in school for nursing).
- Increased Black "patient-facing" nurses 1.9% to 3% due to recruitment and career planning. Program provided reassurance and investment to incoming Black nurses. Became selling point for mentorship and growth opportunity.

- Seven original applicants; next window is expecting 40+. (Career planning with 53 staff internally; 30% filed for tuition assistance.)
- 73% of external pre-nursing connections have started or will be starting.
- 0% turnover in black nurses from Nov 2020-Nov 2021

1. Ohio Workforce Data Summary Report,(nursing.ohio.gov, 2019) 2. Enhancing Diversity in the Workforce (aacnursing.org, 2019)

Minority Nursing Work Study Program at Dayton Children's Hospital

Sustain, Retain & Grow

"By 2044, more than half of all Americans are projected to belong to a minority group. By 2060, the Black population will have the biggest increase and jump 42% overall."¹

Sustain & Retain

- Tassel Commitment
- Increase community funding/support
- Open communication to barriers
- Maintain grade school and college pipeline
- Allied mentoring education
- Stay Interviews



Grow

- Dayton Children's has plans to invest in this program and expand it beyond the nursing role (i.e., respiratory, pharmacy, social work, etc).
- Career specialists-staff 1:1 career planning and coaching
- School-based personnel — speaking engagements, job shadow planning



Program Statistics



Source:
Dayton Children's Hospital,
Dayton, Ohio

1. Projections of the Size and Composition of the US Population: 2014-2060, Sandra Colby and Jennifer Ortman, 2015.

CHAT IN

What's **one action or idea** that you plan to bring back to your organization from today's showcase?



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