

Practical Tools to Advance DEI

Shana Dacon-Pereira, MPH, MBA, CPXP

Assistant Vice President, Corporate Health System Affairs, Office for Diversity and Inclusion,
Mount Sinai Health System

Agenda

- Introductions
 - HANYS AHEI team
 - AHEI faculty
- Our partners
- Session 2:
 - Practical Tools to Advance DEI
- Upcoming sessions

HANYS AHEI team



Kathleen Rauch, RN, MSHQS, BSN, CPHQ

Vice President, Quality Advocacy, Research and Innovation and Post-acute and Continuing Care



Christina Miller-Foster, MPA

Senior Director, Quality Advocacy, Research and Innovation



Morgan Black, MPA

Director,
AHEI



Maria Baum, MS, RN, CPHQ

Project Manager,
Mohawk Valley



Rachael Brust, MBA

Project Manager,
North Country



Kira Cramer, MBA

Project Manager,
Downstate

HANYS faculty



Julia E. Iyasere, MD, MBA

Executive Director, Dalio Center for Health Justice; Senior Vice President, Health Justice and Equity, New York-Presbyterian; and Assistant Professor of Medicine, Columbia University Irving Medical Center



Theresa Green, PhD, MBA

Director, Community Health Policy and Education, URMC Center for Community Health



Pamela Y. Abner, MPA, CPXP

Vice President and Chief Diversity Operations Officer, Mount Sinai Health System



Barbara Warren, PsyD, CPXP

Senior Director, LGBT Programs and Policies, Mount Sinai Office for Diversity and Inclusion



Shana Dacon-Pereira, MPH, MBA, CPXP

Assistant Vice President, Corporate Health System Affairs
Mount Sinai Office for Diversity and Inclusion

Our funder and partner



OUR FUNDER

Funding from the [Mother Cabrini Health Foundation](#) allows HANY to expand its capacity to provide education, direct support, tools and data to our members in a strategic way. With this learning collaborative, we strive to effect lasting change in health equity at the local level by engaging providers and community stakeholders to address health disparities.



OUR PARTNER

Through a partnership with Socially Determined, provider of Social Risk Intelligence™ solutions, [DataGen](#) will develop custom analytics for participants to help them understand how and where communities are affected by social risk so they can develop tailored intervention strategies.

Presenter



Shana Dacon-Pereira, MPH, MBA, CPXP

Assistant Vice President, Corporate Health System Affairs
Mount Sinai Office for Diversity and Inclusion

[Bio](#)

ADVANCING HEALTHCARE EXCELLENCE AND INCLUSION (AHEI) DEI WEBINAR SERIES

PRACTICAL TOOLS TO ADVANCE DIVERSITY, EQUITY, AND INCLUSION

Wednesday, May 31, 2023 | Noon – 1 pm

Presented by Shana L. Dacon-Pereira, MPH, MBA, CPXP

LEARNING OBJECTIVES

By the end of this session, you will learn to:

Utilize a change management framework to identify strategic priorities and goals and measure progress.

Apply best practices for recruiting, retaining, engaging, and educating staff and holding leaders accountable.

Maintain the momentum by reviewing and updating policies, practices, and procedures.

WHAT DO YOU
HOPE TO GAIN
FROM TODAY'S
SESSION?

Respond to this
question on Slido!

Scan the QR Code

OR

Go to www.slido.com

and enter code

#2241495



Open Text

SETTING THE STAGE

DEFINITIONS

Diversity

- Embodies inclusiveness and values multiple perspectives
- Considers all dimensions of diversity – race, ethnicity, sexual orientation, gender identity, ability, etc.

Equity

- Freedom from bias or favoritism
- All have the opportunity to attain their full potential; no one is disadvantaged due to socially-determined circumstances

Inclusion

- Fosters belonging, “connectedness,” and respect and value for all
- Considers differences in ideas, thoughts, opinions, experiences, beliefs, and practices in discussions

THE BUSINESS CASE

- Studies have shown that:
 - Identity diversity among people on a team contributes more to effective problem-solving than a team comprised of the best-performing people without identity diversity. (New York Times, 2008)
 - Companies that achieve diversity in their management and on their corporate boards attain better financial results, on average, than other companies. (Catalyst, 2011)
 - Workshops and learning for medical professionals that focus on the science, research, and mitigation of bias can reduce its impact. (Cook Ross, 2015)
 - Diversity in leadership enables an organization to reach its strategic goals, supports successful decision-making, and enhances equity of care. (WittKieffer, 2015)
 - Organizations should also focus on the “fairness case,” which justifies diversity initiatives on the grounds of equal opportunity and access. (Harvard Business Review, 2022)

THE IMPACT OF 2020

COVID-19 PANDEMIC



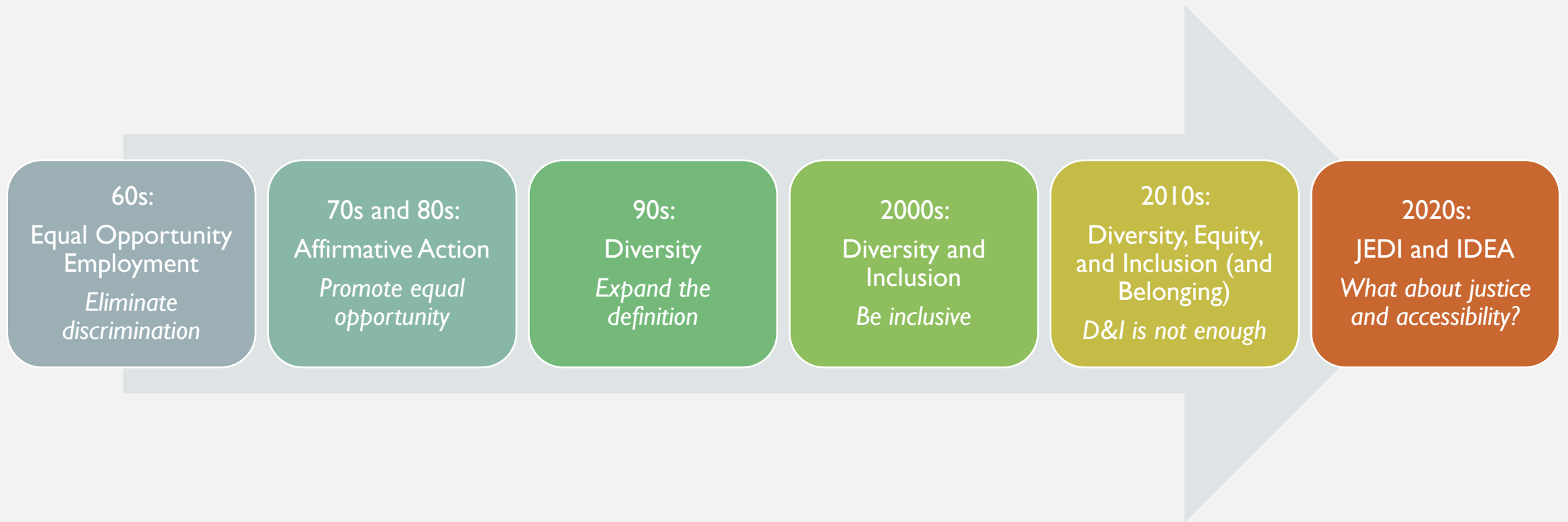
MURDER OF GEORGE FLOYD



HARNESSING THE POWER OF DEI

“Companies can benefit from diversity if leaders create a psychologically safe workplace, combat systems of discrimination and subordination, embrace the styles of employees from different identity groups, and make cultural differences a resource for learning and improving organizational effectiveness.” (Harvard Business Review, 2020)

EVOLUTION OF DEI EFFORTS IN THE U.S.



PREPARING FOR CHANGE

WHAT WE KNOW...



DEI is more than just race and ethnicity.



DEI should be embedded into the culture and fabric of the organization.



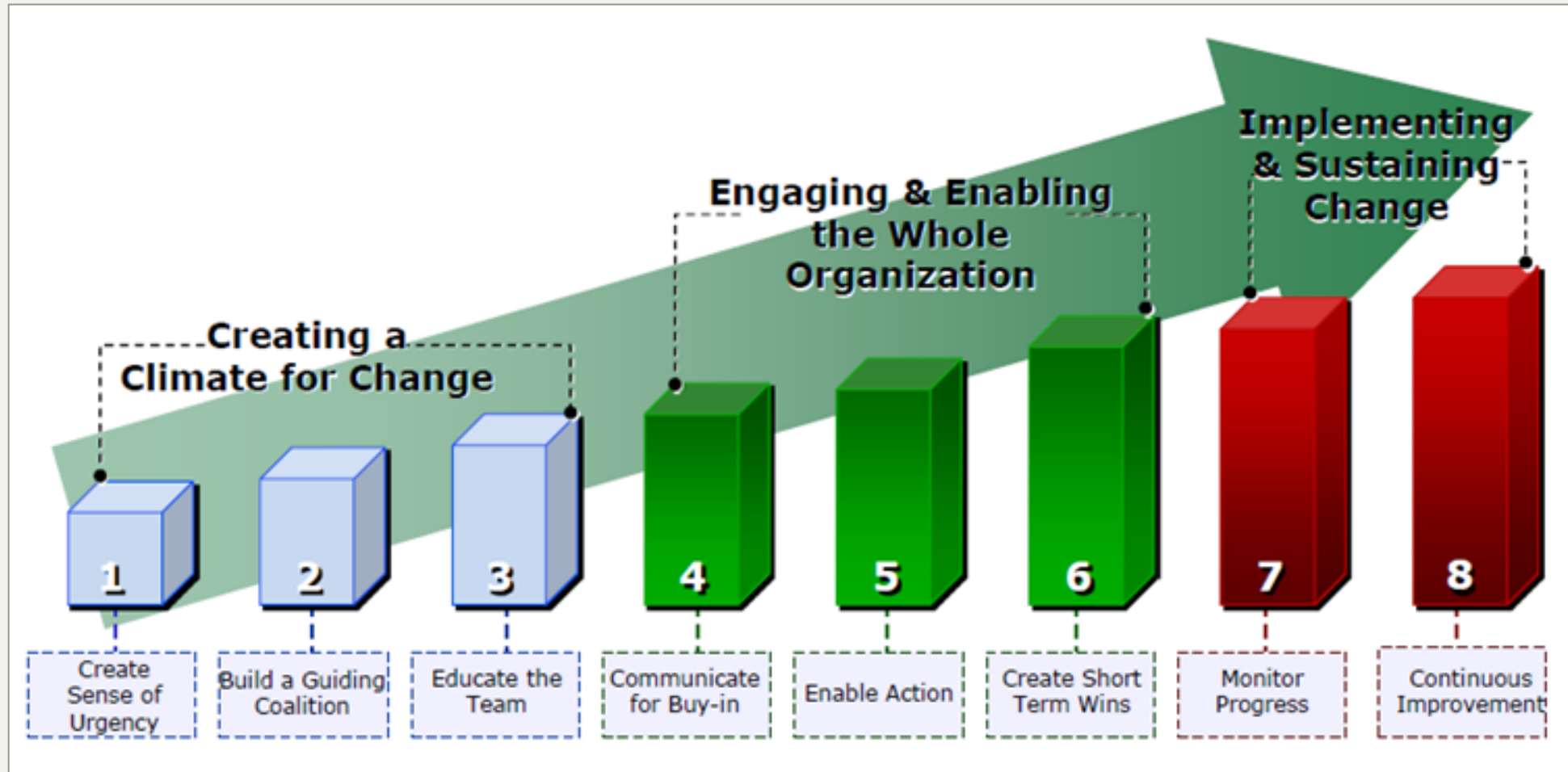
DEI initiatives require leadership and staff support and buy-in to thrive.

A CULTURE SHIFT

Characteristic	Fixed Mindset	Growth Mindset
Skills/Intelligence	Is static	Can be grown and developed
Focus	Performance/Looking good	Process/Improvement
Effort	Sees effort as fruitless	Sees effort as necessary
Feedback	Takes it personal; gets defensive	Welcomes it; uses it to learn
Challenges	Avoids challenges; gives up	Embraces/Faces challenges; persists

Leadership must embrace the shift and drive the change!

IDENTIFY A CHANGE MANAGEMENT FRAMEWORK



DEI FOCUS AREAS

CEO/Leadership
Commitment

Data Integrity,
Disparities, and
Health Equity

Education and
Consulting

Staff Engagement
and Satisfaction

Faculty
Development

Recruitment,
Retention, and
Advancement

External and
Other
Community
Relationships

Environmental,
Social, and
Governance
Initiatives

Patient
Experience/
Caring for Patient
Populations

Mental Health
and Wellness
Initiatives

Addressing
Racism, Bias, and
Discrimination

Internal and
External
Communications

DEI FOCUS AREAS CONT'D

For each focus area:



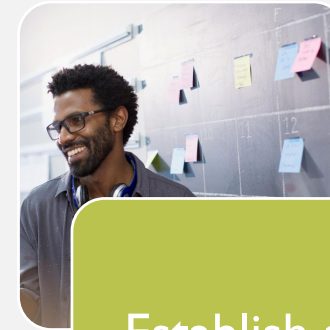
Assess the current state.



Center marginalized groups.



Determine a strategy.



Establish a SMART goal.



Identify methods to measure progress.

Through this process, you can establish DEI strategic priorities for your organization.

A NOTE ABOUT BOARD LEADERSHIP AND DIVERSITY

- As the governing body of an organization, boards have a fundamental role to play in the DEI journey. They:
 - Provide **strategic oversight** for DEI priorities and monitor key performance indicators.
 - Ensure health equity is a key focus area within the organization's **quality and safety program**, especially given new standards, i.e. Joint Commission.
 - Serve as **internal champions and external advocates** for the organization's DEI efforts.
- Board directors and members should represent a variety of backgrounds and experiences to embody inclusivity. Ask the following questions to assess current board composition and structure:
 - What is the current composition of the board across **multiple dimensions of diversity**: race, ethnicity, gender and gender identity, sexual orientation, ability, professional experience, etc.?
 - Does the organization have a **multi-year cultivation or succession plan** and does it aim to increase diversity?
 - How will board-level diversity, equity, and inclusion efforts be **measured and reported**?

APPLYING BEST PRACTICES

BIAS, RECRUITMENT, AND RETENTION

Bias is a tendency or inclination that results in judgment without question. It is an automatic response; a shortcut to interact with the world.

Unconscious biases are mental associations we make without awareness, intent, or control. These biases often conflict with our attitudes, behaviors, and intentions.

Bias may present itself *at every step of the talent acquisition and retention process* – consciously and unconsciously.

HOW DOES
BIAS SHOW UP
IN THE TAR
PROCESS?

Respond to this
question on Slido!

Scan the QR Code

OR

Go to www.slido.com

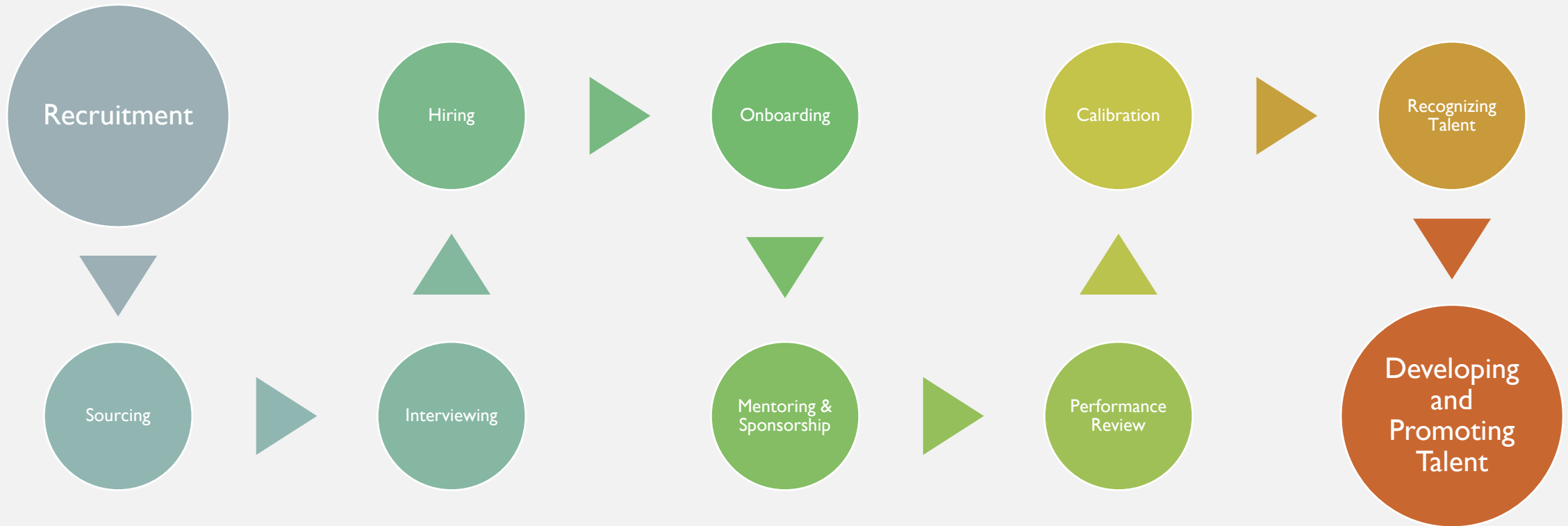
and enter code

#2241495



Open Text

THE TALENT ACQUISITION AND RETENTION (TAR) PROCESS



MITIGATION STRATEGIES

Bias	What It Means	Mitigation Strategy
Attraction to the Familiar	We tend to like candidates who are similar and/or remind us of ourselves.	Say, “I recognize my bias and want to acknowledge how it may impact my decision.”
Assumptions and Stereotypes	We make assumptions about the ability of candidates based on our own experience and not on fact.	Ask standardized questions during interviews so that you evaluate all candidates by the same standards.
Use of Coded Language	We often use phrases, such as “good fit” or “articulate,” without recognizing the impact of our words.	Recognize whether you use these phrases for certain individuals; give examples to support your feedback.
Groupthink	We tend to side with the majority when assessing a candidate, even when we may have a different view.	Use an anonymous voting mechanism and/or encourage candid discussions based in fact.

TACTICS FOR MAKING MORE CONSCIOUS DECISIONS

Priming

Pay attention to potential areas of bias than may impact your decision-making

Do a self-assessment to surface assumptions that may be grounded in bias

Reorganizing Structures and Systems

Develop and implement specific practices around recruitment, hiring, and promotion

Be clear on the process/criteria and communicate the strategy to all

New Forms of Accountability

Determine which metrics will be used to identify bias and hold colleagues accountable

Consider diverse slates for interviews and track # of hires, offers, and promotions

THE INCLUSION FRAMEWORK

Low Belongingness

High Belongingness

*Low Value
in
Uniqueness*



*High Value
in
Uniqueness*



WAYS TO FOSTER INCLUSION: ENGAGE TO RETAIN



Diversity
Councils and
Employee
Resource
Groups



Mentorship,
Sponsorship,
and Career
Pathway
Programs



Structured
Listening
Sessions and
Social Media
Engagement



Diversity,
Equity, and
Inclusion
Educational
Opportunities

HOW DO YOU HOLD LEADERS ACCOUNTABLE?

Leadership must embrace the shift and drive the change!

They must model the behaviors they want to see and be catalysts for the work.

Methods of Accountability

Dashboards/Scorecards



Performance Reviews



Compensation (tied to results)



Board Presentations



Annual Reports
(with metrics)

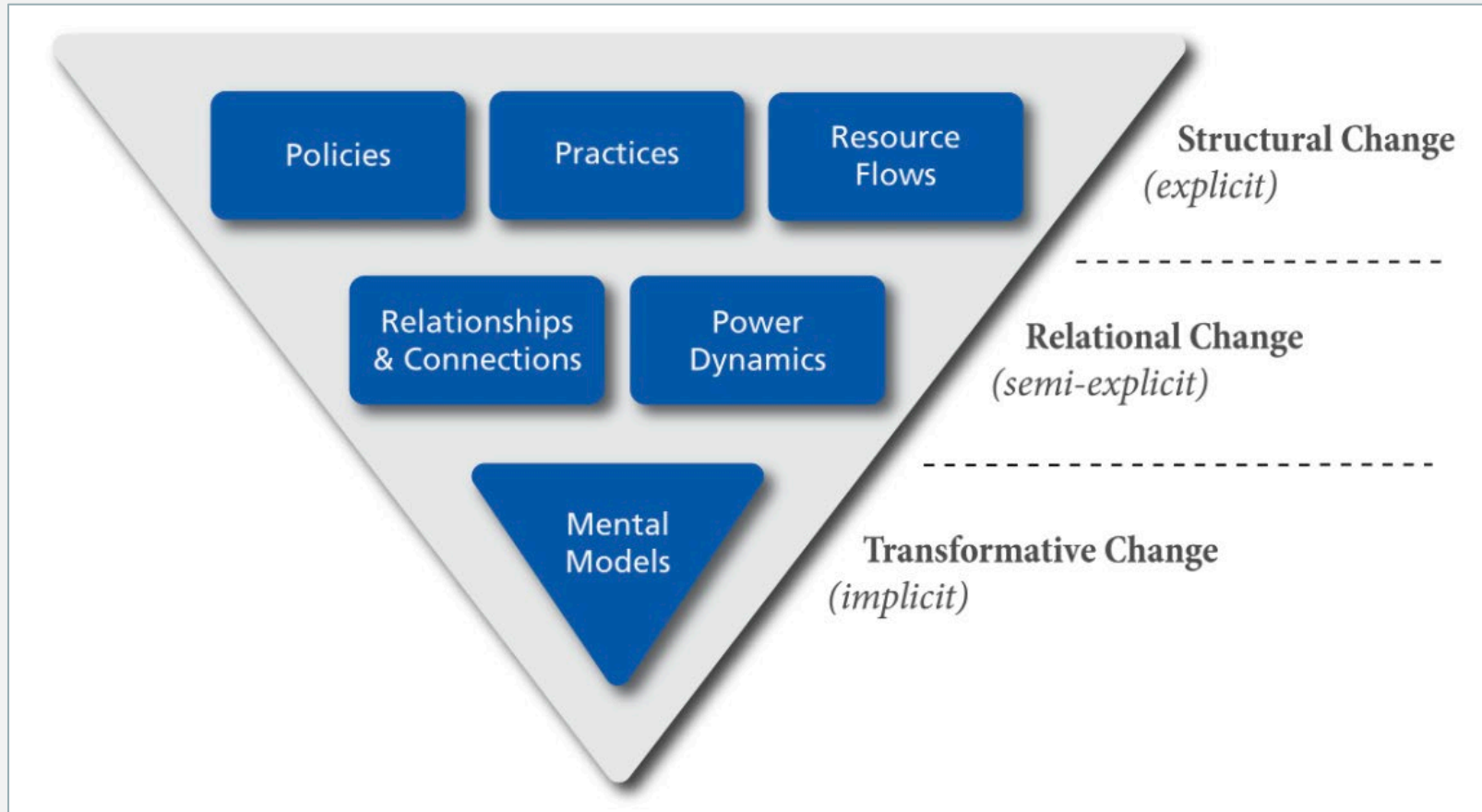
MAINTAINING THE MOMENTUM

Now that we have prepared the organization for change and applied DEI best practices to support staff retention, engagement, and development, how do we maintain momentum and continue to advance DEI in our organization?

“Systems change is about advancing equity by shifting the conditions that hold a problem in place.”

– *The Water of Systems Change* by John Kania, Mark Kramer, and Peter Senge

SIX CONDITIONS OF SYSTEMS CHANGE

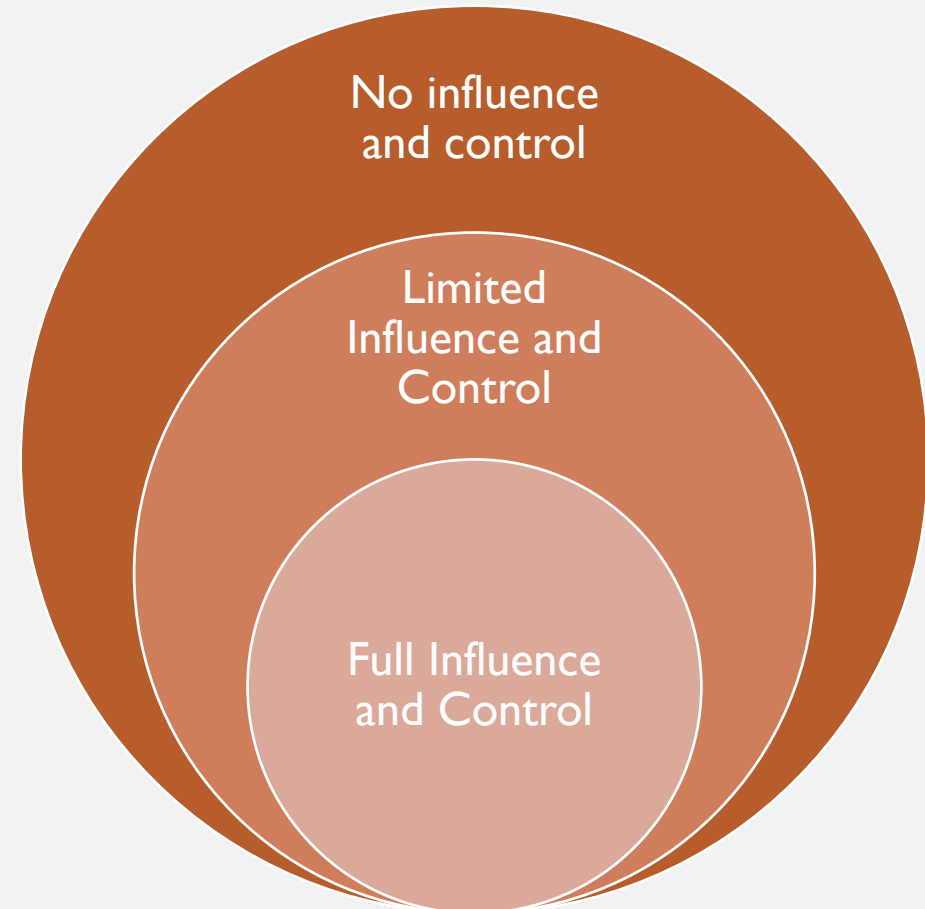


SPHERE OF INFLUENCE

Consider your own sphere of influence – areas where you have some or full influence and control.

You each have the power to impact outcomes by your individual behaviors and daily interactions with others – even if you do not have formal authority.

What policies/practices/procedures within your sphere of influence do you need to shift to foster a more equitable and inclusive culture?



REVIEWING POLICIES, PRACTICES, AND PROCEDURES

Review all policies, practices, and procedures with equity in mind and ask yourself (or your team) the following questions:

- When was the last time we reviewed the policy/practice/procedure?
- Is the group conducting the review representative of those whom the policy/practice/procedure affects? Whose opinion is not considered in this discussion? Who needs to be included?
- Who does this policy/practice/procedure benefit? Who does it exclude and/or marginalize?
- Does it align with our mission/vision/values and the needs of our patient population? Of our faculty, staff, trainees, students, and community?
- What structure have we put in place to conduct reviews moving forward?

DEVELOPING NEW POLICIES, PRACTICES, AND PROCEDURES

Once you have reviewed and updated current policies, examine areas where staff and/or patients would benefit from new practices and procedures.

Use the following steps when developing new policies:

1. Understand the problem to be addressed.
2. Identify the overall policy objective.
3. Collect information and consult widely.
4. Identify the risks.
5. Identify the cultural factors involved.
6. Identify the ranges of policy options and choices.
7. Consider the internal and external environment, including how you will communicate the policy.
8. Draft the policy in writing.
9. Discuss, develop, and adopt the policy, involving all necessary stakeholders.
10. Set up systems to ensure the policy is applied and reviewed on an ongoing basis.



Establish a DEI leadership committee.



Identify DEI champions.



Communicate information in multiple formats.



Develop a mechanism to receive and respond to feedback.



Share your story, especially successes, internally and externally.

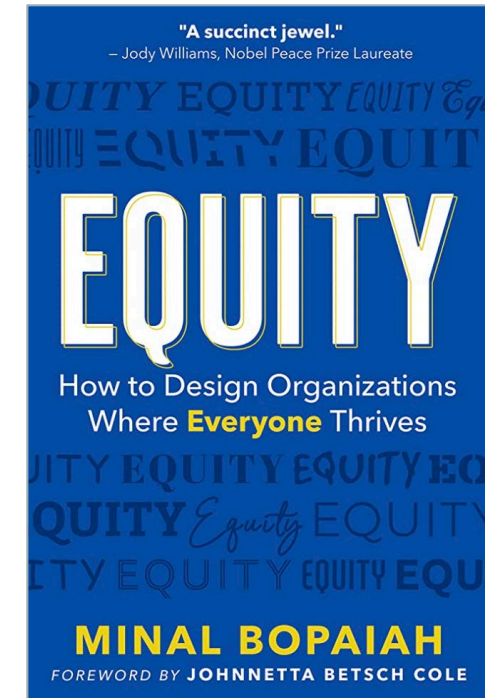
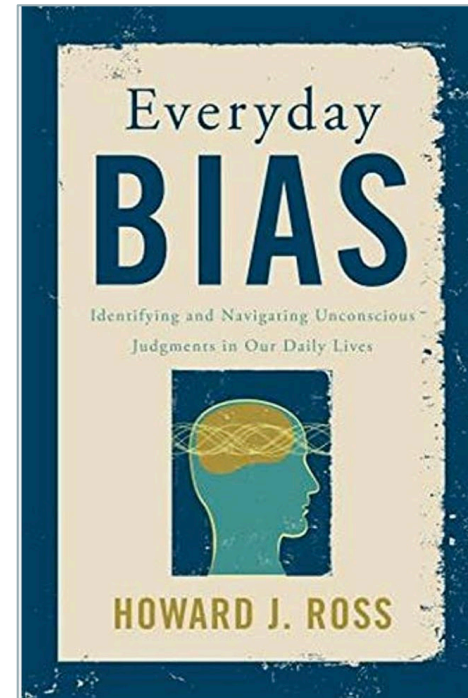
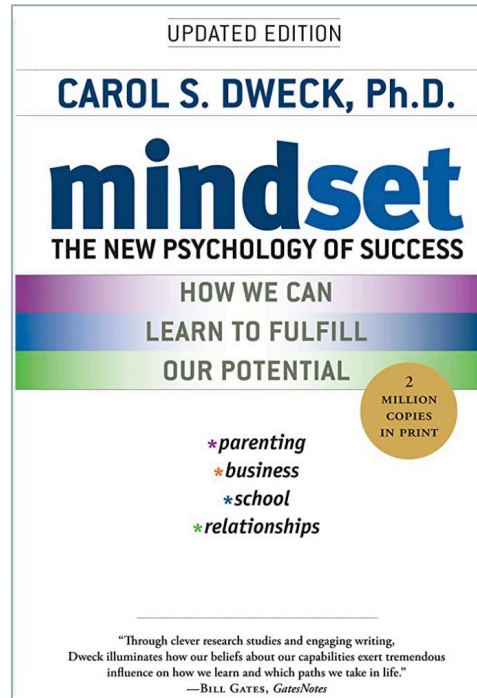


Encourage and engage in brave conversations.



Lead with equity in mind, always.

FACTORS THAT
SUPPORT AND
MAINTAIN
LASTING
CHANGE



RECOMMENDED READING

COMPLETE THE
STATEMENT: AS
A RESULT OF
TODAY'S
DISCUSSION,
I WILL...

Respond to this
question on Slido!

Scan the QR Code

OR

Go to www.slido.com
and enter code
#2241495



Open Text

THANK YOU

For questions or more information, contact me at

Shana.L.Dacon@gmail.com

Upcoming sessions

Wednesday, June 7 | Noon - 1 p.m.

Measuring the Impact of DEI Work

Successful organizations harness data to quantify the impact of DEI work and demonstrate its value. This session will cover the direct and indirect impacts of DEI work and the value it brings to hospital leadership, staff and patients. Our speaker will demonstrate how to use HR reports to set targets for increasing diversity in leadership, leverage the CAHPS survey to collect DEI data, stratify data and identify opportunities for improvement.

The final session, LGBTQ+ Best Practices, will be held on **Wednesday, June 14** from noon to 1 p.m.

Register [here](#).

Breakout sessions

Join the conversation! If you are interested in learning from other hospitals about their experiences with health equity and DEI work, then consider registering for our DEI series breakout sessions. Come ready to discuss what is working or not working at your organization, share resources, ask questions, or just gain more insight into what other hospitals are doing. These sessions will be moderated by Dr. Theresa Green.

Session details

June 5, noon – 1 p.m. | Health Equity/DEI Implementation

June 12, noon – 1 p.m. | Patient Education and Experience

Register for the sessions [here](#).



ADVANCING HEALTHCARE
EXCELLENCE AND INCLUSION

Questions?

Morgan Black, MPA

mblack@hanys.org

AHEI Team

ahei@hanys.org