Health Equity and Anti-Racism Action Plan

Quarterly Report Fiscal Year 2022
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Meaningful and transformational change takes time, commitment and resolve. To live out — and live up to — Seattle Children’s mission, vision and values, the organization is on a journey to make changes that eradicate racism and dismantle systemic inequities within pediatric healthcare.

**Seattle Children’s Health Equity and Anti-Racism Action Plan** (the Action Plan) guides the organization’s anti-racism, equity and diversity priorities, and its actions and commitments to workforce members, patients and families and the broader community. Through quarterly reports like this one, Seattle Children’s will fulfill its commitment to share ongoing progress and challenges related to the commitments outlined in the Action Plan.

The last three months have been active on multiple fronts. Seattle Children’s fulfilled its commitment to formally solicit internal and external input on the Action Plan. Workforce member feedback sessions were completed in fall 2021, with learnings shared in December. Feedback forums for community members were offered through the end of 2021. Key takeaways are provided on pages 9-10 and a summary of findings is available on seattlechildrens.org.

Each feedback session brought forth thoughtful perspectives from participants whose input informs and helps guide this work. Thank you to everyone who contributed — we are grateful for your feedback. Seattle Children’s will continue to provide opportunities for both workforce members and external stakeholders to share input on Action Plan efforts.

While there is more work ahead, significant progress was also made on a major priority to co-design a new behavioral response system to replace the existing Code Purple policy. As executive co-sponsors of this work, we would like to thank the workforce members, community representatives and patient families who are actively engaged in sharing ideas, identifying solutions and making decisions together to move this work forward. More details on this participatory process can be found on page 21-22.

The mission of Seattle Children’s is to provide hope, care and cures to help every child live the healthiest and most fulfilling life possible. Achieving this mission requires an unequivocal commitment to being an anti-racist organization by dismantling systemic racism within healthcare and achieving racially equitable outcomes for every patient and their family. Seattle Children’s remains resolved and dedicated to prioritizing the time and effort required to deliver on these commitments.

On behalf of Seattle Children’s Executive Leadership Team,

Bonnie Fryzlewicz  
Senior Vice President and Chief Nursing Officer

Dr. Jeffrey Ojemann  
Senior Vice President and Chief Medical Officer

Executive Co-Sponsors, Behavioral Response Project (previously Replace Code Purple), Recommendation 5
Seattle Children’s seeks to systematically dismantle racism within our organization through actions and outcomes outlined in the Health Equity and Anti-Racism Action Plan (en Español).

The Action Plan builds upon existing anti-racism efforts and includes the recommendations from the Covington & Burling assessment, the original Anti-Racism Organizational Change and Accelerated Equity, Diversity and Inclusion Plan (AROC) and input from the Action Plan Task Force comprised of Seattle Children’s workforce members.

Seattle Children’s anti-racism work is prioritized by phase, with Phase 1 being the most urgent actions to complete within the first 18 months (Oct. 2021 to March 2023). This second quarter report shares progress made on Phase 1 activities.

Please note that this report frequently refers to fiscal years instead of calendar years. Seattle Children’s fiscal year — the year Seattle Children’s uses for accounting purposes and preparation of financial statements — is from Oct. 1 to Sept. 30.

Quarterly progress highlights

The Behavioral Response Project (formerly Abolish Code Purple) team, comprised of patients, families, community and workforce members, continues their work to transform Seattle Children’s behavioral response system into one that is equitable and anti-racist so that disparities are eliminated.

- Hired three additional full-time employees as part of the Behavioral Support Team to ensure around-the-clock support for the Psychiatry and Behavioral Medicine Unit and inpatient units.
- Trained all 400 Code Purple responders in evidence-based critical behavioral response approaches using the “Safety Cares” program, emphasizing de-escalation from a trauma-informed perspective.
- As of end of February 2022, nearly 30 participants representing caregivers, community members and front-line workforce members are engaged in an equitable and participatory process called co-design to create a new and sustainable anti-racist behavioral response system to replace Code Purple.

Engaging with law enforcement:
Seattle Children’s made a total of 59 law enforcement calls during this quarter with eight of those calls reporting safety and behavioral concerns on patients and families. Of those eight calls, two involved Black and African American families, one involved a Hispanic family, one involved a family of two or more races, three involved Non-Hispanic White families and one involved a family of unknown race/ethnicity. All calls were reviewed and confirmed to be consistent with current policy.

Listening to patients, families and community members:
Community members were invited to provide input on the Action Plan through December 2021; 146 participants gave direct feedback via online feedback forums.

- Top priorities shared by community members include providing high quality medical care, regardless of race, ethnicity, gender identity or sexual orientation, and a desire for openness and transparency with an emphasis on listening to feedback provided by patients, their families and the workforce.

Thematic Challenges

- While Seattle Children’s is acting with urgency, meaningful culture change takes time.
- Workforce turnover continues to increase. From January 2021 to January 2022, workforce turnover increased 5.1%, creating staffing shortages in key clinical areas.
- The Health Equity, Diversity and Inclusion (HEDI) committees are in the forming and norming stages. Establishing the way HEDI will function at full operation requires greater in-depth evaluation of processes and shared learnings.
Outcome Measure Tracking

A dashboard showing progress on Action Plan efforts was developed and made available for workforce members on CHILD, Seattle Children's intranet, in December 2021. This supports the organization’s commitment to transparency and gives workforce members access to information any time. As of March 1, 2022, the dashboard had been viewed over 21,000 times by nearly 700 users. The dashboard snapshots below include information and updates through March 1, 2022. Charts with percentages represent project percentage complete.

Symbol key code:

✅ = at or above goal

❗ = below goal

Tile Snapshot

Outcome Measure Update

FY22 and FY23: Update Seattle Children’s values to include anti-racism to hold leaders and workforce accountable through the performance evaluation process.

In January, the Seattle Children’s Hospital Board of Trustees (the Board) approved updates to Seattle Children’s vision and values statements that reflect the organization’s commitment to health equity and anti-racism.

Purpose and Decisive Action


In September 2021, the Board adopted a revised executive compensation model which includes four equity goals. Now, 16% of executive compensation is tied to meeting the organization’s equity, diversity and inclusion goals. In October 2022, executives will be evaluated based on the new compensation model and achievement of Action Plan outcomes.
**Tile Snapshot**

**Increase and Sustain Diversity**

*Recommendation 3*

**Employee Diversity by Race/Ethnicity**

- **Goal:** 38.3%
- **FY22:** 38.4%

**Outcome Measure Update**

**FY22: Increase employee diversity by race/ethnicity to 40%, to further reflect patient population.**

The phase 1 goal of 40% racial and ethnic diversity is tracked through quarterly milestones. The Q2 FY22 goal is being met, with a result of 38.4%.

Ongoing work to increase employee diversity includes ensuring diverse candidate pools, hiring managers focusing on diverse hiring, targeting recruiting efforts to diverse populations and broader outreach by recruiters focused on diverse hiring.

**FY22: Achieve a clinically significant improvement (measured by comparing year-over-year scores) on the Inclusion Indicator question, “This organization values workforce members from different backgrounds.”**

The most recent Workforce Engagement Survey, conducted in fall 2021, provides a baseline score for this question of 3.78 out of 5. The target score for FY22 is 3.82 (out of a best possible score of 5), which represents a clinically significant increase. The Workforce Engagement Survey, including the question, “This organization values workforce members from different backgrounds,” will be administered to our workforce in the fourth quarter of FY22.

**FY22 Seattle Children’s Hires**

<table>
<thead>
<tr>
<th>Month</th>
<th>Racially/Ethnically Diverse</th>
<th>White</th>
<th>I Choose Not to Identify</th>
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<tr>
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<td>96</td>
<td>1</td>
<td>89</td>
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<tr>
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<tr>
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<td>1</td>
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<td>148</td>
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<tr>
<td>Feb. 2022</td>
<td>97</td>
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<td>FYTD</td>
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<td>510</td>
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Efforts to increase racially and ethnically diverse hiring show positive progress.

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No color or symbol status is assigned as 3.78 is a baseline for future measurement against the goal.
FY22: The Behavioral Response Project will replace Code Purple with an equitable and anti-racist structure that is co-created with patients and families to ensure it is culturally responsive and provides psychosocial support.

A team comprised of caregivers/families, community representatives and workforce members is working to recommend solutions that will inform creation of a new behavioral response system. In parallel, additional Behavioral Support Team employees were hired and will support hospital units with higher Code Purple use. The Behavioral Support Team is also developing an equity-centered debrief process. Red status is due to delays in family and community recruitment for co-design work, for which a mitigation plan has been developed.

FY22: Eliminate overall non-mucosal barrier injury central line-associated bloodstream infection (non-MBI CLABSI) disparities for Black and African American patients and patients who use a language other than English.

The dot color and symbol depict our completion status for the projects being implemented to reduce or avoid CLABSI. Due to limited data and the risk of a single non-MBI CLABSI occurrence significantly skewing data, the non-MBI CLABSI rate will be reported yearly (October).

Completed interventions include ensuring observation of care with central lines and transparency in data sharing with race ethnicity and language filter, and improving the formal CLABSI event review process with an equity perspective. A central line care nurse role (pilot on Cancer Care Unit) has been developed and candidates have been hired, however progress is behind schedule. Interventions to solicit feedback on central line care from patients who identify as Black/African American and patients who use a language other than English are in progress but behind schedule.
Outcome Measure Tracking

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| **Listen to the Workforce, Patients and Families** | FY22: Improve the [Family Experience Survey](#) (FES) score from a baseline of 81.6% to 83.0% by Sept. 30, 2022. The target is set based on the performance of pediatric hospitals against whom we are benchmarked.

The FY21 result of 81.6% provides the baseline for the FY22 target of 83.0% (out of a possible 100%). First quarter scores improved slightly over baseline.

- At the end of Q1 (October through December 2021), scores fell below the FY22 target by 1.1%.
- The greatest improvement was in the scores for ambulatory (“outpatient”) appointments. Hospital (“inpatient”) and Emergency Department (ED) scores were lower than baseline, reflecting families’ concerns about COVID-19 safety and long ED wait times during the Omicron surge. |

| **Communicate Transparently** | FY22: Redesign reporting on anti-racism and equity, diversity and inclusion efforts and commit to quarterly reports.

Reports have or will be released in December 2021 and March, June and September 2022. The release of each report equates to 25% completion of the FY22 commitment. |

| **Lead the Way** | FY22: Contribute to the establishment of national health equity standards; actively engage through participation in the U.S. News and World Report: Best Children's Hospitals Health Equity/Disparities/Inclusion working group.

Representatives from Seattle Children's, along with people from 12 other pediatric hospitals across the country, participated in a U.S. News & World Report working group tasked with recommending a methodology to evaluate equity, disparities and inclusion in overall hospital quality assessment. New measures have been incorporated into the recently released U.S. News and World Report 2022 survey that will help shape the 2022-2023 Best Children's Hospitals rankings. |

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**Outcome Measure Tracking**

- **FES Likelihood to Recommend...**
  - **81.9%**
  - Goal: 83.0%

- **Quarterly Reporting**
  - PROJECT % COMPLETION
  - 25% | 50% | 75% | 100%
  - ✔ 50%
Seattle Children’s is accountable to the communities it serves. The changes Seattle Children’s is making to improve equity, diversity and inclusion impact the care patients and families receive.

Seattle Children’s followed through on the commitment to gather feedback on the Health Equity and Anti-Racism Action Plan (en Español) and conducted both external community and workforce member feedback sessions. Feedback is shaping Seattle Children’s decisions moving forward and informing the actions taken to address systemic inequities and racism in healthcare. Real-time feedback matters and must translate into actions that foster high-quality care to enable Seattle Children’s to continue delivering on its mission: to provide hope, care and cures to help every child live the healthiest and most fulfilling life possible.

Who participated?

External: 146 parents and caregivers residing in Washington, Alaska, Montana and Idaho participated in 10 online, interactive feedback forums in December 2021.

Internal: 296 workforce members representing eight areas of the workforce participated in 20 virtual listening sessions in fall 2021.

How was feedback collected?

• Sessions moderated by external facilitators

• Participants asked for their reactions to the Health Equity and Anti-Racism Action Plan (en Español)

• Asked how participants would prioritize the commitments Seattle Children’s made to become an anti-racist organization

• Offered online boards in both English and Spanish for external sessions, with six participants in the Spanish-speaking online boards

What was shared?

External priorities – Overall, reaction was positive to the recommendations and actions outlined in the Action Plan.

• Providing quality medical care is top priority and everyone should be treated equitably and receive the same quality of service and respect regardless of race, ethnicity, gender or sexual orientation

• Holding leaders and workforce responsible rose to the top among English-speaking parents and Spanish-speaking parents, as well as improving the Family Experience Survey score and abolishing Code Purple

• Contributing to national health equity standards and linking executive compensation to making significant progress on race, equity and inclusion efforts

• Creating an atmosphere of openness and transparency with an emphasis on listening to feedback provided by patients, their families and the workforce

Internal prioritization of recommendations

• Listen to the workforce, patients and families

• Sustain a culture of inclusion

• Communicate transparently
Internal prioritization of outcome measures

1. Update Seattle Children’s values to include anti-racism to hold leaders and workforce accountable
2. Increase employee diversity to reflect Seattle Children’s patient population
3. Replace Code Purple with an equitable and anti-racist system

Find more information at seattlechildrens.org.

Seattle Children’s continues to invite workforce and community members to share feedback in the following ways:

- Workforce members can submit comments and questions to the Health Equity, Diversity and Inclusion Council and Committees as well as through town halls and other forums. Workforce members are encouraged to have discussions with their teams and leaders about anti-racism and EDI efforts at the individual, team and organization level. Projects within the Action Plan may have specific opportunities for involvement and input as well.

- Community members can submit comments and suggestions to improve services in person, via phone (Patient and Family Relations at 206-987-2550) and via the Family Experience Survey and an online form.

Seattle Children’s values the safety of patients, families, visitors and workforce members. Threats, aggression and discrimination are not allowed. Everyone is responsible for safety. To keep everyone safe, we must all respect the rights of all patients, families, visitors and workforce members. If you have concerns or feedback, please let us know:

- Workforce members can share feedback and experience with their leader, People Operations or report anonymously via EthicsPoint on the employee intranet. For situations involving patients and families, please submit an eFeedback.

- Community members, caregivers and families can call Patient and Family Relations at 206-987-2550 or fill out an online form.
**Recommendation 1: Make and Sustain an Unequivocal Commitment to Anti-Racism and EDI**

Demonstrate and communicate an unequivocal institutional commitment to anti-racism and EDI in all of Seattle Children’s operations. Have leadership announce this commitment and assign ownership for executing on it. Specify the actions that will be taken to demonstrate it, the timeline for doing so, and concrete plans for implementation, including how people will be held accountable.

**Action:**

Embed commitment to anti-racism in Seattle Children’s mission, vision and values.

**Progress to Date:**

- The Board sets the organization’s mission, vision and values, in consultation with the Executive Leadership Team. The Board considered workforce and community feedback when proposing the adopted changes.

- Seattle Children’s mission remains the same; refinements were made to the vision and values statements to emphasize the organization’s commitment to equitable care and championing racial equity to confront and address systemic racism.

- Changes were shared first with Seattle Children’s leaders at the Feb. 10 System-Wide Leadership Forum then via an employee-wide message and workforce email newsletters.

**Equity: one of Seattle Children’s six equally important overarching value statements**

(bold = approved additions)

We champion anti-racism and find strength in the diversity of our patients, their families, staff and community. We believe all children deserve exceptional care, the best outcomes, respect and a safe environment. To achieve this, we work to eliminate health inequities and address any form of systemic racism in our organization.

**Who owns this work?**

The Board was responsible for updating the mission, vision and values. The People Experience team will apply the value changes to Seattle Children’s values-based behaviors and leadership qualities, embedding the anti-racist changes into the culture and using them to hold the entire workforce accountable.

**Action:**

Launch the Health Equity, Diversity and Inclusion (HEDI) Council as an organizing force for anti-racism and EDI activities. Publicly report progress on a quarterly basis.

**Progress to Date:**

- The HEDI Council, the six HEDI committees and operational owners established their work and meeting cadences. HEDI groups held 22 meetings between December 2021 and March 2022.

- HEDI Council and committee members adopted practices and structure for advancing key activities that support the organization’s anti-racism commitment.
**Recommendation 1: Make and Sustain an Unequivocal Commitment to Anti-Racism and EDI**

**Action:**

Create a structure of transparency, accountability and autonomy that supports Odessa Brown Children’s Clinic (OBCC) to lead its clinical care and operations. This structure should empower faculty and administrative leadership to grow, thrive and manage their unique service model. Seattle Children’s will also clarify roles and responsibilities and publish the OBCC leadership structure.

**Progress to Date:**

- Seattle Children's appointed Dr. Shaquita Bell as senior medical director of OBCC, where she has served for nearly 16 years. Dr. Kenisha Campbell will join Seattle Children’s May 9 as clinical operations director. Dr. Campbell currently serves as director of Outpatient Clinical Operations in the Division of Adolescent Medicine at the Children’s Hospital of Philadelphia. Dr. Bell will lead OBCC in Seattle's Central District and the new clinic at Othello Square; both physicians will have roles at the two locations.
Recommendation 2: Lead the Institution With Purpose and Decisive Action

Strengthen governance and oversight related to health equity, EDI and anti-racism across the Seattle Children’s system, including by defining the appropriate role of the Board in holding Seattle Children’s leadership accountable for achieving health equity, EDI and anti-racism goals; evaluating executive leaders to assess their decisiveness with respect to priorities and difficult EDI questions; incorporating EDI and anti-racism competence and goals in both the mandate for and evaluation of all executive leaders; and ensuring that all executive functions and leaders are sufficiently resourced to establish, prioritize and achieve EDI and anti-racism goals in their area of responsibility.

Action:

Evaluate and adjust Seattle Children’s Hospital Board of Trustees governance and structure for anti-racism and EDI work oversight.

Progress to Date:

- In Q1, the Board established the Health Equity and Anti-Racism Action Plan Oversight Council (Oversight Council) whose responsibility is to oversee Action Plan progress.

- In Q2, Oversight Council members met to review Action Plan progress and attended a HEDI Council meeting to understand the reporting structure and work of the HEDI committees. The Oversight Council will meet regularly with Executive Leadership Team members to receive reports on progress toward outcome measures and activities.

- Each board committee is reviewing and revising their charters to appropriately integrate committee responsibilities related to workplace equity, diversity and inclusion; health equity; and systemic racism, as appropriate for the committee’s work.
  - For example, the governance committee has updated its charter to include a more explicit statement regarding recruitment of new trustees and development of a slate of board officers to reflect the diversity of the patients and families Seattle Children’s serves.
  - Other committees, like the audit and compliance committee, have updated their charters to specify that appropriate EDI and anti-racism data will be collected and evaluated as part of the vendor/consultant selection process for all vendors/consultants the committee engages.
  - At present, five of the nine board committees have completed their current charter revisions.
  - Remaining committees anticipate reviewing their charters by the end of FY22.
**Recommendation 2: Lead the Institution With Purpose and Decisive Action**

**Action:**
Seattle Children's Hospital Board of Trustees will hold the Executive Leadership Team accountable for setting and achieving anti-racism goals, including embedding responsibility for ongoing EDI efforts in compensation plans.

**Progress to Date:**

- Last fall, executive compensation was linked to achieving Action Plan outcomes. The next update will occur at the end of the fiscal year when performance reviews take place.

- Executives worked with their teams to incorporate a focus on anti-racism within their teams’ goals. For example, in FY22 the Workforce Development and Planning team commits to reviewing, adapting and applying the [Equity Impact Assessment tool](#) to each of its new and in-progress programs. By using this tool for the new Summer Internship Pilot Program the team is launching, they will ensure an equitable hiring process. Outreach was launched to diverse audiences at a variety of educational institutions. The hiring process will be conducted in April with hires confirmed by May.
**Recommendation 3: Hire to Increase and Sustain Diversity**

Develop and implement enhanced strategies for recruiting, retaining and promoting a diverse and inclusive workforce throughout the Seattle Children’s Healthcare System. Collaborate with Children’s University Medical Group, the University of Washington School of Medicine and others as needed to promote greater racial and ethnic diversity among the providers who practice at Seattle Children’s.

**Action:**
Create and implement a strategy for recruitment, development and retention of racially and ethnically underrepresented groups.

**Progress to Date:**
- The Inclusive and Equitable Recruitment Interview training was revised to identify bias and how to remove barriers through structured behavioral-based interviewing. Training includes definitions, resources and baseline assessments in identifying and preventing bias in the hiring process using evidence-based approaches. All workforce members who make hiring decisions are strongly encouraged to complete the course.
- Continued to partner with Historically Black Colleges and Universities (HSBU), Hispanic Latino Professional Association, Professional Diversity Network and Mathison, and diverse associations, networks and platforms to attract and hire diverse talent.
  - **Examples of HBCU and HSI include:** Prairie View A&M University, Texas Southern University, UC Irvine, Howard University, Florida A&M
- Project NEW (Nationally Employed Workforce) is the Seattle Children’s permanent out-of-state remote working strategy to increase workforce diversity and expand reach to talent markets for hard-to-fill positions. Since the effort launched in November 2020, Seattle Children’s now has 47 employees, 68% of whom are racially/ethnically diverse, residing in Georgia, Florida, Texas, Montana and Washington.

**Action:**
Develop and implement career pathways to support internal mobility that is intentionally inclusive of racially and ethnically diverse workforce members.

**Progress to Date:**
- Began implementing apprenticeship models for medical assistant and pharmacy tech roles.
- Established nursing pipeline program with the University of Washington Minority Achievement Programs Certified Nursing Assistant (CNA) student project. Initiated outreach and posted positions.
- Interpreter career pathway project:
  - Built partnership with Highline College in Des Moines, Wash., that grew awareness regarding education and credential requirement changes to address medical interpreter certification challenges.
  - Engaged three community-based organizations — Neighborhood House, TRAC Associates and ARCS — for intentional recruitment.
  - Updated specific job descriptions to ensure alignment between appropriate cultural and language support requirements and Action Plan commitments.
- Deepening eight career pathway projects identified based on business imperatives and current and future talent needs, to support the opening of Building Care, Seattle Children’s Mental Health Initiative, expanding services for OBCC Othello, delivering on the Action Plan and ensuring access to ambulatory services. Career pathway priorities include: surgical technicians, anesthesia technicians, nurses, pediatric primary care mental health specialists, medical assistants, interpreters, radiology technicians and pharmacy technicians.
Recommendation 4: Build and Sustain a Culture of Inclusion in the Workplace

Make choices concerning policies and practices that promote EDI and anti-racism at Seattle Children’s. Invest in mandatory, recurring Seattle Children’s system-wide training programs focused on EDI and anti-racism. Incorporate EDI and anti-racism principles into all relevant workplace policies and procedures. Collect and use data to measure achievement of EDI and anti-racism efforts. Empower and train Human Resources to establish trust and effectively implement policies with EDI and anti-racism principles in mind.

Action

Strengthen, support and recognize workforce leadership and/or participation in Inclusion Networks.

Progress to Date:

- Inclusion Network leaders now participate in new employee orientation, giving more visibility into the Inclusion Network Program and inviting early engagement with new hires.

- The Workforce Inclusion, Diversity, Equity and Access (IDEA) team began working with Talent Acquisition to ensure Inclusion Network leaders contribute to inclusive and equitable recruitment efforts by participating on interview panels for critical positions organization-wide, such as the new Behavioral Support Team members hired to support the increased mental health and behavioral needs of Seattle Children’s patients.

Pasifika Inclusion Network (Pacific Islanders and Asian Pacific Islanders)

Bringing together Pacific Islanders and the Indigenous peoples of Oceania (Polynesians, Micronesians, Melanesians, Aboriginal Australasians, Papuans and Asian Pacific Islanders) who share in this ethnic heritage, were raised in these geographical locations, or who identify with and embody the “Aloha spirit,” the Pasifika Inclusion Network at Seattle Children’s was founded in January 2021 and has grown to include 95 members.

Workforce Inclusion, Diversity, Equity and Access has been so collaborative and supportive of us. We have built a community through Pasifika and a wider community with the other Inclusion Networks. In the midst of a lot of division right now, it has brought us together. And that’s priceless.

- Malia D’Alio, chair of the Pasifika Inclusion Network
Recommendation 4: **Build and Sustain a Culture of Inclusion in the Workplace**

**Action:**

Identify and eliminate disparities in experience and outcomes across terms of employment, specifically cultivation, hiring, onboarding, evaluation, advancement, corrective action, retention and separation.

**Progress to Date:**

- Launched the People and Culture Resource Center to improve employee experience and allow for better tracking of analytics on any race-related issues and inform future strategies. Feedback from Seattle Children’s workforce members influenced development and planning of the resource center to help improve access to People and Culture information and resources.
  - The People and Culture Resource Center provides timely, excellent customer service that will foster a sense of belonging, connection, engagement and sense of community.

**Action:**

Integrate anti-racism trainings into learning and development programs.

**Progress to Date:**

- Updated new employee orientation to include an emphasis on Seattle Children’s Equity value, introduce the Anti-Racism in the Workplace policy, share the Action Plan and highlight Inclusion Network Program engagement opportunities.
- People Experience is leading a cross-functional team that includes Learning team members, Inclusion Network leaders and HEDI Education and Leadership Committee members that develops content for mandatory EDI/Anti-Racism specific training and integrates anti-racism into all learning courses.
Recommendation 5: Include All Patients on the EDI Journey

Enhance health equity outcomes and patient and community trust in Seattle Children’s by implementing and upholding policies and processes that prioritize EDI and the eradication of racism for patients and their families. Increase investment in patient services that directly support racially and ethnically diverse patients and families, including patients who use a language other than English. Strengthen quantitative efforts to collect and use data to assess areas for improvement in patient-focused EDI and anti-racism initiatives. Eliminate inequitable treatment in Seattle Children’s security and policing practices by implementing systematic policy changes, monitoring implementation, standardizing data collection and reporting outcomes. Recognize, embrace and prioritize the unique role OBCC plays in the Seattle Children’s healthcare ecosystem and in connecting Seattle Children’s to the local community.

Action:

Improve experience and increase resources for interpretation and translation services for patients and families who use a language other than English.

Progress to Date:

Seattle Children’s identified and initiated nine projects that will:

- Stabilize and expand interpreter and translation services and cultural patient navigation.
- Identify innovative ways to ensure patients and families who use a language other than English can fully participate in and comprehend their child’s care across the health system.
- Hired two new patient navigators who support families with complex care needs and help eliminate barriers to care when navigating the U.S. healthcare system. The team is now seven members strong to help meet demand, with three additional positions planned.

Action:

Embed anti-racism into standard approach to gather, track and implement interventions for improving health outcomes for racially and ethnically diverse patients/families who use a language other than English (e.g., fewer non-MBI CLABSIs, fewer missed appointments).

Progress to Date:

- Improved Seattle Children’s quality improvement oversight structure by establishing the Executive Quality Oversight Committee (EQOC). The EQOC — comprised of Seattle Children’s leaders and a patient caregiver from the Family Advisory Council — oversees efforts related to quality improvement, patient safety and satisfaction, clinical risk management and mitigation, and regulatory preparedness and compliance. The committee also ensures that corrective and preventive actions taken by the organization are implemented, measured and monitored, and is actively working to embed anti-racist principles.
Recommendation 5: Include All Patients on the EDI Journey

- Amended the existing Quality Improvement Steering Committee to ensure membership includes representation from front-line team members (along with leaders and patient caregivers). The committee conducted a survey this quarter to evaluate the diversity of its membership to understand areas where there is under- or over-representation and to identify potential bias in the oversight of quality and safety programs. Over the long term, the committee will look to increase diversity in under-represented areas of its membership.

- The quality improvement committees prioritize equitable health outcomes by measuring all patient outcome metrics by race, ethnicity and language and require accountable workforce members to identify and implement interventions to eliminate disparities.

Non-Mucosal Barrier Injury Central-Line Associated Bloodstream Infection (non-MBI CLABSI)

A Seattle Children’s team of parents, nurses and physicians developed standard non-MBI CLABSI reports for all medical units to post on a weekly basis, including detailed reporting showing results by race, ethnicity and language. The team also established an audit system to ensure that the care for patients and families who are Black and African American and/or who speak a language other than English is checked as frequently as other patients. Data revealed that the care these families received was not checked as frequently as other patients, potentially leading to a missed opportunity to improve care. The disparities in checking central line care for Black and African American patients, and patients who use a language other than English, have been eliminated, with continued monitoring to help ensure equitable care.

Work continues to develop a process to request feedback from patients and families who have central lines and may or may not have experienced a non-MBI CLABSI to help guide interventions. Family feedback is incorporated into patient and family education materials to better prepare families to care for their child’s line at home and in the hospital. Seattle Children’s launched the “CLABSI Champion Lead” program, identifying one engaged and experienced champion who will own central line care and non-MBI CLABSI prevention on eight inpatient units.

Action:

Evaluate adherence to, and effectiveness of, Seattle Children’s new Engaging With Law Enforcement policy; standardize data collection and analysis and increase transparency.

Progress to Date:

- Finalized a multidisciplinary debrief review process that identifies and addresses concerns and tracks themes.
- Created and approved a process to log all intentional law enforcement calls, adding patient race/ethnicity data and oversight debriefs performed by Security team leadership and interdepartmental review teams.
Recommendation 5: Include All Patients on the EDI Journey

- Members of the Seattle Children’s Security team and the Center for Diversity and Health Equity (CDHE) continued to track and analyze data related to calls to law enforcement reporting patients and families for safety and behavioral concerns. Between Oct. 1 and Dec. 31, 2021 (the first quarter of FY22), Seattle Children’s placed eight safety and behavioral concern calls out of 59 total calls made to law enforcement. Of those eight calls, two involved Black and African American families, one involved a Hispanic family, one involved a family of two or more races, three involved Non-Hispanic White families and one involved a family of unknown race/ethnicity. All calls were reviewed and confirmed to be consistent with current policy.

- The team is working to consistently track data on the language spoken by the impacted patients/families.

- The team will continue to review every call for potential inequities and will identify and develop additional educational tools and/or interventions as needed.

Transforming the Behavioral Response System

The Behavioral Response Project is the current effort to design a new and sustainable anti-racist behavioral response system to replace Code Purple. Code Purple is a process to initiate a de-escalation response when other interventions to manage behaviors that put patients, visitors or workforce members at risk for injury or harm are not successful.

The project includes making necessary improvements to the current Code Purple system to reduce harm to patients, families and workforce members. Additionally, relying on an equitable and participatory process called co-design, Seattle Children’s is prioritizing engagement with Black and African American patients and families, a population that is overrepresented in the number of Code Purple calls, to define a new behavioral response system. In the co-design process patients, families, community and workforce members are sharing ideas and decision making and identifying more equitable solutions together.

Quarterly Progress Key Takeaways:

The Behavioral Response Project team, comprised of families, community and workforce members, continues their work to transform Seattle Children’s behavioral response system into one that is equitable and anti-racist so that disparities are eliminated. This is accomplished by:

- Improving current Code Purple procedures to decrease harm to patients and workforce members, ensuring that all workforce members who respond to a Code Purple are fully trained and equipped to respond in an equitable manner.

- Relying on an equitable and participatory process called co-design, the project team is working with additional patients, families, community and workforce members to design a new and sustainable anti-racist behavioral response system to replace Code Purple.
Recommendation 5: Include All Patients on the EDI Journey

Progress to Date:

Improvements to Current Code Purple

- Hired three additional full-time employees as part of the Behavioral Support Team to ensure around-the-clock support for the Psychiatry and Behavioral Medicine Unit and inpatient units. Trained all 400 Code Purple responders in evidence-based critical behavioral response approaches using the “Safety Cares” program, emphasizing de-escalation from a trauma-informed perspective.

- Drafted a two-stage debrief system in collaboration with the CDHE and Workforce IDEA team to continue monitoring and identifying opportunities to improve the use of Code Purple. Next steps include:
  - Gathering and incorporating feedback over a two-month phased rollout before broader system implementation.
  - Testing the debrief tool with the Behavioral Support Team, expecting refinements and broader implementation in the coming months.

Co-Designing the New Behavioral Response System

- Engaged Artefact, an external firm with expertise in co-design, to work with patients, families, community and workforce members to develop a model that enables collaboration with stakeholders in inclusive, trauma-informed workshops to co-create recommendations for a new behavioral response system.

- Recruited approximately 30 participants including patients, families, workforce and community members for discussion group participation. Compensated all participating patients, families, workforce and community members in appreciation of the time and energy involved in the process.

- Experienced anticipated challenges recruiting participants due to community and patient/family hesitancy to relive past trauma. Relyed on intentional outreach with a trauma-informed approach, engaged community members who have a relationship with Seattle Children’s, and shifted approach where necessary to foster participant confidence and comfort, while providing opportunities for patients, families, workforce and community members to actively co-design new solutions.
Recommendation 6: Listen to the Workforce, Patients and Families

Enhance tools for Seattle Children’s to receive feedback and analyze data related to the workforce and patient and family experience, with a focus on measuring and addressing EDI, anti-racism and health equity goals.

**Action:**

Assess data collection modes for patient experience surveys to ensure diverse, vulnerable and historically underserved populations are represented.

**Progress to Date:**

Patient and family voice matters. To ensure the best possible experience, Seattle Children’s asks for feedback from all patients and their families. The Family Experience Survey is sent to families after an outpatient appointment or service, hospital stay, surgery or Emergency Department visit.

- Since October 2020 when survey vendors and collection methods changed, there was a 60% decrease in the number of surveys returned to Seattle Children’s, particularly from families who use a language other than English and identify as racially/ethnically diverse.
  - Initiated analysis into survey collection methods and data, literature review and interviews with other care systems to identify improvement opportunities.
Recommendation 7: **Communicate Transparently**

Commit to communicating with the Seattle Children’s community regarding progress and challenges. Take steps to gain trust by soliciting meaningful input, and communicate to all relevant stakeholders precisely what actions have been taken, what has worked and what opportunities for improvement still exist.

**Action:**

Share goals, metrics, ongoing progress and challenges through quarterly reporting. Reports could include workforce demographics and engagement results, as well as patient satisfaction and patient care outcomes.

**Progress to Date:**

- Produced and distributed first and second Action Plan quarterly updates on December 9, 2021, and March 10, 2022.
- Activated internal and external communication channels to share Action Plan quarterly updates.
- Engaged 146 parents, guardians and caregivers and community members in 10 online, interactive feedback forums in December 2021.
- Provided ongoing opportunities for internal and external audiences to give feedback:
  - Internal via town halls, leader forums, organization-wide executive email updates, the employee intranet, email newsletters and executive leader visits to OBCC to hear team feedback and answer questions.
  - External via community town halls, emails, Seattle Children’s website, phone calls and activation of all social media channels.

**Action:**

Expand leader conversation series, CDHE learning events, anti-racism discussion series and other forums to empower and support leaders in communicating about the work and experiences in their areas and to foster sharing of learnings and best practices.

**Progress to Date:**

- CDHE launched an internal Health Equity and Anti-Racism Newsletter to share information and resources that promote equity, diversity and inclusion at Seattle Children’s and the broader community, and provides ways to get involved.
- CDHE facilitated two learning events available to all workforce members both live and recorded.
- Workforce IDEA and the Inclusion Network Program facilitated more than 40 learning and engagement opportunities.
- CDHE, in partnership with the Center for Child Health, Behavior and Development, offered two health equity research seminars.

**Recordings From Two Recent Learning Events:**

- Mental Health Equity for Transgender and Gender Diverse Communities
- Lunch ’n Learn: Best Practices for Using Interpreters and Patient Navigators in the Medical Setting
Recommendation 8: Lead the Way

Seattle Children’s should embrace the opportunity to set the standard for health equity in the delivery of pediatric care. Seattle Children’s should take up this challenge by making itself a learning laboratory for health equity initiatives, testing actions against changes, sharing lessons learned, and leading the field in health equity internally and in the broader community.

U.S. News & World Report released its annual “best children's hospitals” survey in January 2022 for individual hospitals to complete. Seattle Children’s equity experts contributed to the addition of several new questions. Seattle Children’s completed the survey, which covers topics such as:

- Race, ethnicity and language; sexual orientation and gender identity; and social determinants of health data collection for all patients, parents and caregivers
- Data collection and Board oversight for data collected about access, quality, safety or outcomes from a disparities and health equity perspective
- Health equity-focused quality improvement (specific to eliminating disparities)
- Commitment to equity, diversity and inclusion across the organization (e.g., dedicated staff, a center, programs, chief diversity officer, strategy)
- Initiatives to increase participation and inclusion of Underrepresented in Medicine (defined by NIH) (e.g., clinical providers who provide direct patient care, senior leadership)
- Required equity, diversity and inclusion training for staff and providers

Equity results will now be incorporated into overall U.S. News & World Report ranking for all pediatric hospitals across the country.

Action:

Expand career pathways to attract and develop future diverse research trainees and workforce and faculty members through Science, Technology, Engineering and Math (STEM) programs from elementary school to early career faculty positions.

Progress to Date:

K-12 Education

- Resumed in-person, hands-on science lessons for elementary students on March 1 in the mobile laboratory. 86% of scheduled visits are to Title I-eligible schools. Title I schools receive federal funding to help close academic achievement gaps and ensure that schools can provide all children with high-quality education. Seattle Children's refers to Title I eligibility to identify and prioritize schools with historically underserved and low-income students.

- Registration opened for the in-person summer research training program for high school students at Seattle Children's Research Institute (SCRI). The program is available to students who belong to a racial or ethnic group that is underrepresented in biomedical research; identify as LGBTIQA+; and/or face disadvantages.
Recommendation 8: **Lead the Way**

### SCRI Summer Scholars Program

- Received additional donations from the Moccasin Lake Foundation and Seagen’s Black Employees Supporting Talent Employee Resource Network that will support *undergraduate students'* participation in the summer program.

- Developing new strategic partnerships and a database established with local community colleges and university programs to identify racially and ethnically diverse undergraduate students who may be interested in the program.

### Health Equity Research Grants Program

- Executive leadership provided $20,000 in additional funding to support three more *fellows' and residents'* grant applications, increasing the total amount awarded to approximately $35,000. In FY22, CDHE committed more than $230,000 to health equity research.

### FY22 Health Equity Research Grant Recipients

Each of the following research teams is collaborating with a community partner to conduct a community-engaged research project.

**Seed Grant**

- **Pooja Tandon, MD, MPH**
  An Intervention to Promote Outdoor Physical Activity and Play Equity via Primary Care

**Fellows & Residents’ Grants**

- **Mallory Smith, MD**
  Inequitable Access to the Bedside: Barriers to Family Presence During Pediatric Critical Illness

- **Courtney Gilliam, MD**
  The Impact of Post-Discharge Telephone Calls on Readmissions Disparities

- **Holly Vo, MD MPH MSc**
  The Experience of Pediatric Home Ventilation for Families From Diverse Racial, Ethnic and Socioeconomic Backgrounds

**Mentored Scholar Grant**

- **Cindy Ola, PhD**
  Increasing Access to Evidence-Based Anxiety Treatment for Latino Preschool Children

- **Ben Gern, MD**
  Dissecting the Mechanisms Governing T Cell Function Within the Tuberculous Granuloma to Uncover Targets for Host-Directed Therapy