

Health Equity and Anti-Racism Action Plan

Quarterly Report Fiscal Year 2022

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Introduction Letter

On September 1, 2021 Seattle Children's released the [Health Equity and Anti-Racism Action Plan](#) after an external assessment of the organization's efforts to dismantle systemic racism and promote diversity, equity and inclusion. Following the release of the Action Plan, Seattle Children's promised to provide quarterly updates on goals and metrics as well as share any challenges.

Implementing the Action Plan is essential for Seattle Children's to live out its mission and values and accelerating this work in a thoughtful way remains a top priority.

We are committed to examining Seattle Children's current systems and efforts to make meaningful changes that center racial equity. New policies, new trainings and new ways to engage with workforce, patients and families and community are central to this work. This includes reforming security practices and taking action to dismantle Code Purple, taking action to achieve health equity where the data shows disparities, and working to increase access to care using the language that best serves patients and families. Seattle Children's has also invested in efforts to diversify its workforce while creating an inclusive environment with opportunities for development and advancement.

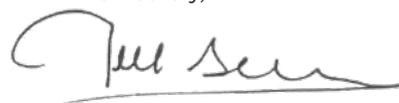
Sharing progress on the actions taken each quarter is also a way for the workforce and communities we serve to hold the organization and its leadership accountable.

In addition to sharing quarterly progress updates, Seattle Children's committed to receiving feedback from the workforce and community on the Action Plan to hear directly what recommendations and actions they deem most impactful. To date, we completed 20 listening sessions with an independent moderator to hear from Seattle Children's workforce. We are currently asking for feedback from families throughout the region including Washington, Alaska, Montana and Idaho by year end.

I am proud to stand alongside a team comprised of members of the workforce, parent advisors, and leaders who are committed to the successful implementation of this plan. I am especially grateful for the work of colleagues who are providing their own expertise in anti-racism and equity while sharing their lived experiences to make Seattle Children's an organization that lives up to the ideals we set for ourselves.

All of us at Seattle Children's must, and will, continue coming together to drive these actions forward, quicken our pace and, ultimately ensure safer, more equitable outcomes for the patients and families who need us. Despite our urgency, this is a process that takes time, and we know we will not achieve every outcome in just a few months. When we released the Action Plan, I stated that Seattle Children's was not yet the anti-racist organization we must be. We will stay the course, and we look forward to continuing these updates in the future as we share our progress in achieving the outcomes identified in this plan, so that we can live up to our mission of providing hope, care and cure so that every child can live the healthiest and most fulfilling life possible.

Sincerely,



Dr. Jeff Sperring
Chief Executive Officer
Seattle Children's

Community and Workforce Feedback on Action Plan



Hearing from the people Seattle Children's serves is a cornerstone of our values and mission. Whether through regular patient, family and workforce surveys or in ongoing feedback forums, hearing direct feedback informs opportunities to improve and actions to take.

We are grateful to the workforce members who shared their voices and authentic feedback with us through the 20 workforce listening sessions following the Action Plan release. We are also grateful to the community members who shared their feedback via the online feedback forums for patients, families and caregivers in Washington, Alaska, Montana and Idaho that are running through the end of the year.

The objective of both internal and external feedback sessions was to gather feedback on the Action Plan and gain insight into how these audiences thought the work should be prioritized. A summary of the workforce feedback is posted on seattlechildrens.org. The summary of external feedback will be posted upon its completion.

Summary of Actions

Seattle Children's Health Equity and Anti-Racism Action Plan Quarterly Summary

This is a sampling of the actions taken this quarter that are detailed in this document with links to the specific recommendation for more information.

Action	Impact
OBCC Financial Support Seattle Children's Hospital Board of Trustees (the Board) approved a long-term financial support plan for Odessa Brown Children's Clinic (OBCC) that includes \$37.5 million in operational funds and a \$125 million endowment. Recommendation 6	The support plan ensures OBCC's financial health and mission to provide equitable pediatric care to current and future generations.
OBCC Othello Seattle Children's invested \$52 million to build a second OBCC location in south Seattle near the Othello Link light rail station (OBCC Othello) to open in 2022. Recommendation 5	OBCC Othello will serve the community beyond the Central District, closer to where many patient families live.
Code Purple Seattle Children's formed an internal team tasked with partnering with community representatives, patients and families to co-create a new behavioral response system to replace the Code Purple policy with an equitable and anti-racist framework to be launched in 2022. Recommendation 5	Abolishing the Code Purple policy is critical to eliminate the disparity and disproportionate impacts on Black and African American patients and families. Replacing this system is key to providing culturally responsive care, including psychosocial support.
Interpretation Services Seattle Children's is taking action to improve the experience of patient families who use a language other than English by launching an app in Spanish; equipping providers with tablet computers containing an interpreter app; and conducting research with Amharic-, Somali-, Vietnamese- and Spanish-speaking families to inform ways to improve the patient experience. Recommendation 5	Seattle Children's is addressing gaps in communication and improving outcomes for patients and families who use a language other than English and aligning its practices with the principles of a health literate health care organization.
Recruitment Seattle Children's expanded its recruitment team to boost recruitment efforts and increase racial and ethnic diversity in the workforce. The team engaged with diverse medical associations, American Indian and Alaska Native representatives, Historically Black Colleges and Universities (HBCU), Hispanic-Serving Institutions (HSI) and community partners. Recommendation 3	By focusing on recruiting diverse candidates and building pipelines with a specific focus on leadership, nursing and workforce members who interact with patients and families, Seattle Children's workforce will better reflect the diversity of those it serves.

Summary of Actions

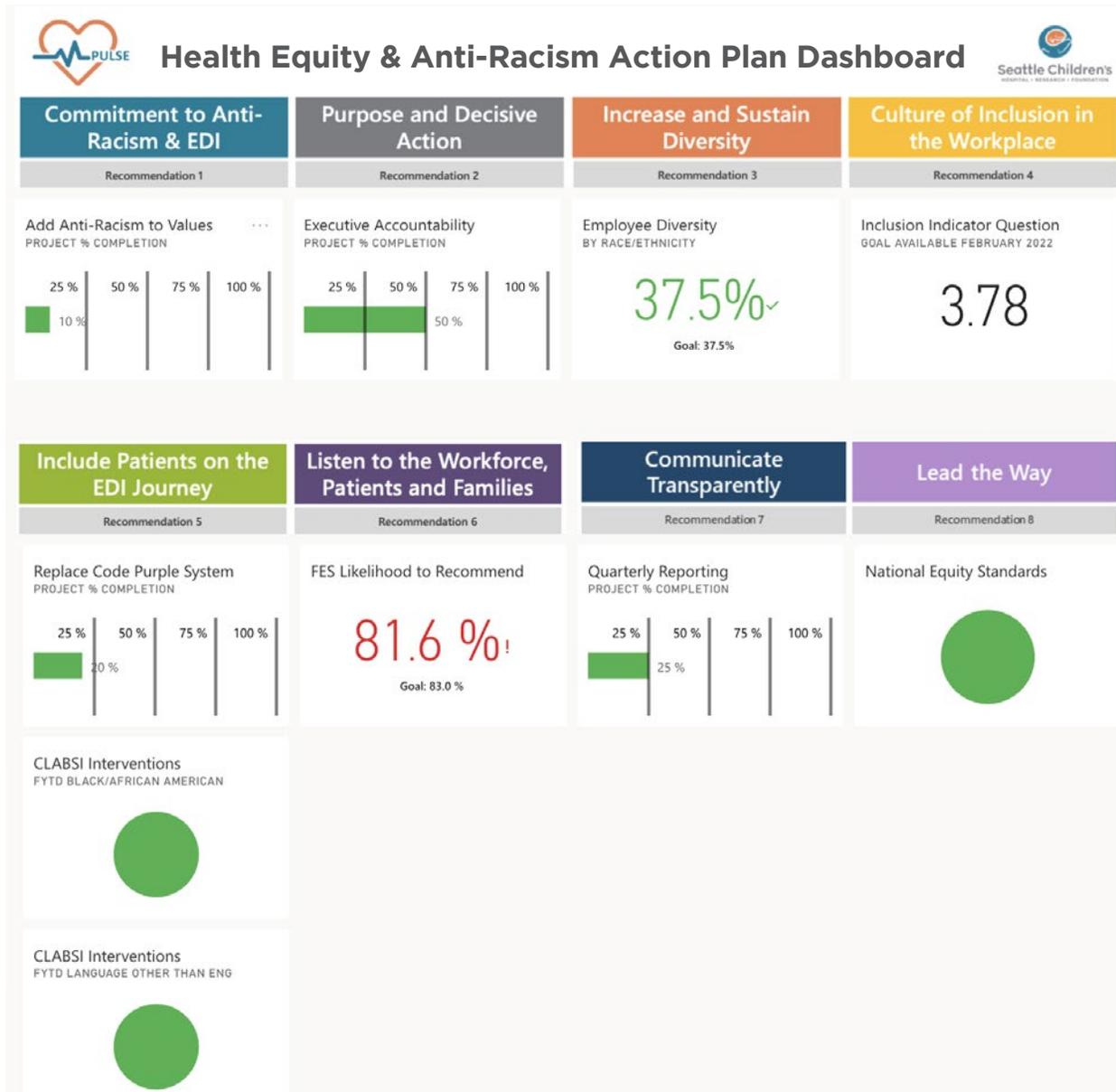
Seattle Children's Health Equity and Anti-Racism Action Plan Quarterly Summary

This is a sampling of the actions taken this quarter that are detailed in this document with links to the specific recommendation for more information.

Action	Impact
HEDI Council Seattle Children's launched the Health Equity, Diversity and Inclusion (HEDI) Council as an organizing force for anti-racism and EDI activities. Recommendation 6	As a cross-functional team comprised of patient family, workforce and community members, the Council will champion, advance and support anti-racism efforts and address systemic inequities at Seattle Children's.
U.S. News & World Report Working Group Participated in launch of the U.S. News & World Report (USNWR) health equity working group to shape, and ultimately improve, the 2022 survey. Recommendation 8	The working group's goal is to recommend a methodology for the 2022-23 Best Children's Hospitals rankings for measuring a hospital's efforts and commitment to health equity and inclusion, and how it improves quality of care and reduces disparities for patients. The hospital rankings help parents and caregivers make informed decisions.
Workforce Engagement The Press Ganey Workforce Engagement Survey was sent to more than 10,000 workforce members, with a 66% response rate. Recommendation 4	An Inclusion Indicator survey question serves as a baseline to measure progress moving forward.
Feedback Conducted internal and external sessions to provide workforce members, patient families and community members an opportunity to give feedback on the Action Plan. Recommendation 6	Feedback is being used to inform and prioritize next steps in the Action Plan.
Funding Approved \$25 million to support actions and recommendations detailed in the Action Plan. Recommendation 8	Funding provides the resources needed to fully implement the Action Plan and make the intended outcomes a reality.

Action Plan Tracking

A dashboard showing progress on Action Plan efforts was developed and made available for workforce members on CHILD, Seattle Children's intranet. This supports the organization's commitment to transparency and gives workforce members access to information any time. The dashboard below includes information and updates through Dec. 1, 2021. Charts with percentages represent percentage complete.



Recommendations and Actions

In response to each of Covington's eight recommendations to dismantle systemic racism and promote equity, diversity and inclusion (EDI), there are specific outcomes and actions Seattle Children's has committed to undertake and achieve to drive measurable change. This body of work will be reviewed and publicly reported quarterly. Seattle Children's is taking a phased approach to this work.

Phase 1 = action complete in 0 to 18 months, Oct. 2021 to March 2023

Phase 2 = action complete in 18 months to 3 years, by Oct. 2024

Phase 3 = action complete in 3+ years, Oct. 2024+

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

Odessa Brown Children's Clinic (OBCC)

[Odessa Brown Children's Clinic \(OBCC\)](#) is a Seattle Children's community clinic located in Seattle's Central District. There is also a [second clinic under development](#) in southeast Seattle's Rainier Valley (OBCC Othello). OBCC has a rich heritage of serving a diverse community and provides more than medical, dental and mental healthcare. The OBCC team also works to address the social, economic and environmental roots of illness, which are critical to children's overall health. Seattle Children's is intentionally committed to supporting OBCC, an essential resource that provides equitable pediatric healthcare in the community. Below is an overview of actions Seattle Children's is taking to support OBCC.

Create a structure of transparency, accountability and autonomy that supports 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.

- The OBCC organizational chart and leadership structure was updated to provide accountability as well as empower the team to manage the clinic's unique service model. The reporting structure now emphasizes the role of the senior medical director. Dr. Shaquita Bell is serving as the interim senior medical director and Aaron Williams is serving as director of operations over OBCC's mental health, medical, dental, social services/community health and research service lines. Seattle Children's chief medical officer and chief of the Division of General Pediatrics at the University of Washington provide support as needed.

Recommendations and Actions

Create better connections with OBCC workforce to increase support, collaboration and restore trust with OBCC including rounding and connecting by senior leaders, staff and community Town Halls and forums.

- An external organizational development consultant was hired to lead a multi-phase project to assess team members' experiences and identify ways to deepen collaboration, connection and partnerships. The project is scheduled for completion in 2022.
- OBCC Community Town Halls and forums are held regularly to engage OBCC families and community members in conversations focused on improving care at OBCC. Four were held in FY21.

Assess the financial, operational and physical state of OBCC Central District and implement improvements.

- Exterior renovations are planned and awaiting permits.
- A comprehensive assessment of the building's condition is planned from January through March 2022.
- Future renovations to update and improve the OBCC Central District location are in the planning phase.

Evaluate and define OBCC operational budget independent of donor funding, with consideration for additional needed services (e.g., Sickle Cell Disease clinic). Commit to greater transparency to community stakeholders with respect to OBCC Central District and OBCC Othello operational and philanthropic funding.

- Seattle Children's is providing \$37.5 million, independent of donor funding, over the next five years to support OBCC operations. The OBCC team has developed a five-year operational budget that includes this level of support.

\$ in millions (M)	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL
Operational Support	\$ 7M	\$ 7.25M	\$ 7.5M	\$ 7.75M	\$ 8M	\$ 37.5M

- The Board approved an OBCC long-term financial plan which includes \$37.5 million in operational support and the \$125 million endowment detailed below. An endowment fund is an investment fund that distributes earnings (based on a spending policy). The distributed earnings will provide support to OBCC in perpetuity.



- Developing a Center of Excellence in Sickle Cell: Work is beginning now to address immediate needs and to engage community members in assessing what additional support and the care model could look like. An external sickle cell advisory board will be formed starting in January.

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.

Outcome measure:

Fiscal Year (FY) 22 and FY23: Update Seattle Children's values to include anti-racism to hold leaders and workforce accountable through the performance evaluation process.

Quarterly Progress Update:

With the launch of the [Health Equity, Diversity and Inclusion \(HEDI\) Council](#), Seattle Children's has taken an important step to prioritize anti-racist action, a culture of inclusion for workforce members and equitable outcomes. Anti-racism involves disrupting current power imbalances resulting from centuries of systemic racism. The HEDI Council structure seeks to incorporate this anti-racist principle by elevating patient family, community, and workforce representatives to decision-makers along with Seattle Children's executive leaders who are accountable for the work and outcomes. Patients, families, community and workforce members have a seat at the table and decision-making authority.

Action:

Launch the HEDI Council as an organizing force for anti-racism and EDI activities. Publicly report progress on a quarterly basis. (Phase 1)

Progress to Date:

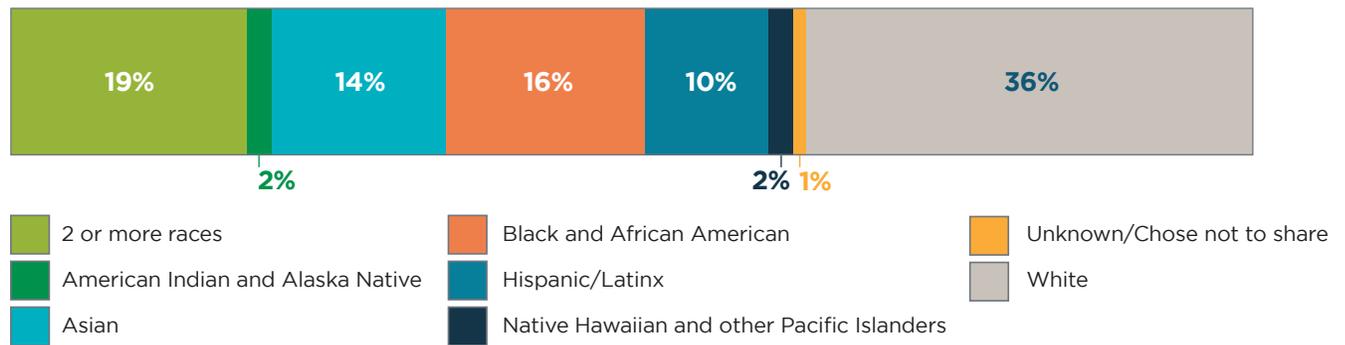
- Three representatives from each of the six HEDI committees participate in the Council.
- Prioritized patient family and community voices and lived experiences in the composition of HEDI committees; 18 committee members are patient family or community members.
- 48 workforce members of the HEDI Council and committees participate in Seattle Children's Inclusion Network Program.
- Prioritized Black, Indigenous and People of Color expertise and lived experience in the HEDI Council and committee composition and decision-making process.
- Established a compensation model for all committee members to acknowledge the value they bring to the council, committees and anti-racism work at Seattle Children's.
- Prioritized racial and ethnic representation across HEDI committees to reflect, to the extent possible, Seattle Children's patient population.



Recommendation 1: Make and Sustain an Unequivocal Commitment to Anti-Racism and EDI

- Hosted a listening session with CEO Dr. Jeff Sperring, Chief Equity, Diversity and Inclusion Officer Andrew Lee, and all HEDI members. This included:
 - o Acknowledgment from Dr. Sperring that Seattle Children’s has not lived up to its commitment to equity
 - o A safe space for all HEDI members to reflect on work following the Sept. 1 Action Plan release
 - o A renewed and shared commitment to action-oriented, measurable work

Health Equity Diversity and Inclusion Committees Racial/Ethnic Diversity



Data source: Race/ethnicity provided by self-identification as of August 2021

Action:

Embed commitment to anti-racism in Seattle Children’s mission, vision and values. (Phase 1)

Progress to Date:

- [The Board](#) is responsible for direction of the mission, vision and values, and work is in process to update language to elevate the commitment to being an anti-racist organization. Work will be finalized in early 2022.

Action:

Require all board members to complete EDI and anti-racism training during onboarding and annually. (Phase 1)

Progress to Date:

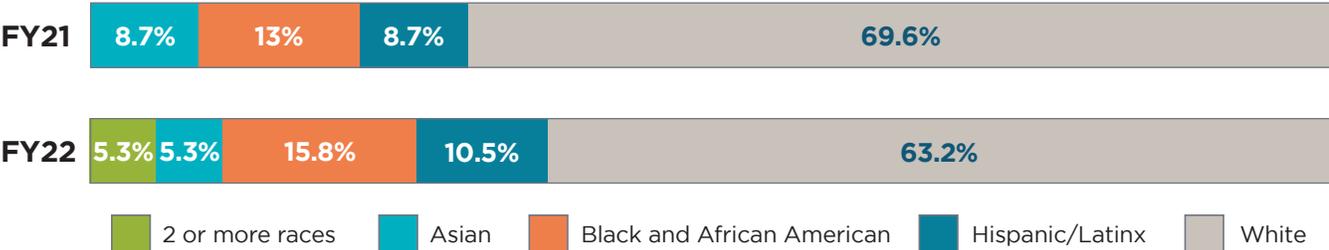
- To promote EDI and anti-racism knowledge-building, all board members will participate in Bias Reduction in Medicine (BRIM) leadership training in 2022.



Recommendation 1: Make and Sustain an Unequivocal Commitment to Anti-Racism and EDI

Seattle Children's commits to furthering efforts to diversify its board racially and ethnically to more closely reflect patient diversity by race and ethnicity within the next three years. Board members serve three year terms and terms end each summer.

Board of Trustees Racial/Ethnic Diversity



Data source: Race/ethnicity provided by self-identification. FY21 data as of August 2021. FY22 data as of October 2021.

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.

Outcome measure:

FY22: Link executive compensation to achievement of anti-racism Action Plan outcomes.

Quarterly Progress Update:

To strengthen governance and oversight of anti-racism activities across Seattle Children's, in fall 2021, the Board established a council to oversee the Action Plan and associated activities. In September 2021, the Board also adopted the FY22 executive incentive goals, which include four equity-related goals represented in the Action Plan. Work is underway to identify anti-racist competencies and build equity, diversity and inclusion into goal setting in employee annual performance evaluations. All executive leader position requirements now include anti-racism and equity, diversity and inclusion competencies.

Action:

Evaluate and adjust board governance and structure for anti-racism and EDI work oversight. (Phase 1)

Progress to Date:

- [The Board](#) established a council of board members to oversee Action Plan progress and Seattle Children's anti-racism efforts. The council is co-chaired by Joel French, Board vice chair, and Colleen Fukui-Sketchley, Assessment Committee chair, and currently includes trustees who represent the Quality and Safety Committee (Troy Hutson), the People and Culture and Executive Compensation Committee (Judith Pierce) and the Finance and Asset Management Committee (Conan Viernes). This council will give regular reports to the full Board to ensure appropriate oversight and accountability in achieving the outcome measures.



Recommendation 2: **Lead the Institution With Purpose and Decisive Action**

Action:

The Board will hold executive leaders accountable for setting and achieving anti-racism goals, including embedding responsibility for ongoing EDI efforts in compensation plans. (Phases 1-2)

Progress to Date:

- FY22 executive incentive goals include four equity-related goals represented in the Action Plan. Outcome measures incorporated into the executive incentive plan are to:
 - Replace the Code Purple system.
 - Eliminate non-MBI CLABSI (mucosal barrier injury central line-associated bloodstream infection) disparities.
 - Increase representation of diverse employees.
 - Improve the Family Experience Survey score and improve the Workforce Experience Survey Inclusion Indicator score.
- For FY22, performance related to these equity goals collectively makes up 16% of executive compensation.
- Seattle Children's is tying the FY22 management and employee incentive plan goals to Action Plan outcome measures.

Action:

Roll out anti-racist and inclusive behavioral competencies, expectations and corresponding accountability in performance evaluations and merit increase processes. (Phases 1-3)

Progress to Date:

- Each year, employees are evaluated on performance related to [Seattle Children's' values \(including the value of Equity, being open and embracing the uniqueness of others\)](#) and, if applicable, leadership qualities. In FY22, all employees are encouraged to use a goal-setting format that incorporates inclusion and equity.
- Seattle Children's introduced a new Anti-Racism in the Workplace policy in July 2021. This policy reinforces Seattle Children's values and values-based behaviors through anti-racist principles and accountability of its workforce members.
- In the future, anti-racist and inclusive behavioral competencies will be included in employee performance evaluations following the Board's direction on updates to Seattle Children's mission, vision and values.

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 (CUMG), the University of Washington (UW) School of Medicine and others as needed to promote greater racial and ethnic diversity among the providers who practice at Seattle Children's.

Outcome measure:

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

Quarterly Progress Update:

Seattle Children's is expanding its recruitment team with a particular focus on recruiting diverse candidates and building pipelines with a specific focus on leadership (those who make hiring decisions), nursing (more than 20% of the workforce and have direct interaction with patients and families) and other clinical roles. Seattle Children's is in the process of hiring a director of diversity, inclusion and retention to provide strategic leadership of retention programs.

Action:

Create and implement a strategy for recruitment, development and retention of racially and ethnically underrepresented groups. (Phases 1-3)

Progress to Date:

- Continued partnerships formed in FY21 to support the [Nurse Residency](#) diversity recruitment efforts, specifically for Black and African American and Hispanic/Latinx nurses where there is underrepresentation:
 - o Partnered with online recruiting platform Handshake to attract and source new graduates from nursing programs across the nation with enhanced recruiting efforts at HBCU and HSI.
 - o Partnered with these nursing organizations to advertise all residency cohorts; expanding the list as more connections are made:
 - o [Mary Mahoney Professional Nurses Organization](#)
 - o [National Association of Hispanic Nurses](#)
 - o [Washington Center for Nursing](#)
 - o [Ebony Nurses Association of Tacoma](#)
 - o Led a required training for all residency interviewers titled "Bias In Interviewing and Selection" with the goal of reducing and eliminating bias in hiring practices.
 - o Created and shared an online version of a Nurse Residency Open House for nurse residency candidates, making information accessible to a wider audience.



Recommendation 3: Hire to Increase and Sustain Diversity

- Seattle Children's partnered with Seattle Colleges to develop a 12-month healthcare information technology (IT) program and provided [Health IT Scholarships](#) to support 10 students from underrepresented backgrounds. The new program launched in September and prepares students for associate-level healthcare IT roles. The scholarship funds cover full tuition and fees as well as certification preparation and student navigation support.
- Expanded the recruitment team with two new diversity recruiters with nearly 30 years of combined experience who are focused on areas that have the greatest impact, like leadership and nursing.
- Research Division updates:
 - o Formed pipeline partnerships with four of the 10 universities funded to host [National Institutes of Health Building Infrastructure Leading to Diversity \(BUILD\)](#) programs designed to attract students from diverse backgrounds into the biomedical research workforce. Programing will introduce undergraduate and graduate students to research and opportunities at Seattle Children's.
 - o Began collaborating with faculty search committees to revise job ads and perform direct outreach to potential underrepresented applicants.
 - o Attended relevant virtual conferences during fall 2021, including BlackInImmuno Week; Society for the Advancement of Chicanos and Native Americans in Science; Intersections Science Fellows Symposium; Annual Biomedical Conference for Minority Students; and BlackInMicrobio Week.

Action:

Partner with [Inclusion Networks](#) (IN) to create a candidate pipeline and enhance opportunities for racially and ethnically diverse workforce members. (Phase 2)

Progress to Date:

- Held listening sessions with the Black and African Heritage Network and Hola Inclusion Network to gain insights into diversity hiring strategies to attract Black and African American and Hispanic/Latinx candidates.



Recommendation 3: Hire to Increase and Sustain Diversity

Action:

Develop and implement career pathways to support internal mobility that is intentionally inclusive of racially and ethnically diverse workforce members. (Phase 1-2)

Progress to Date:

- The Medical Assistant Professional Practice Model, part of a career pathway program at Seattle Children's, enrolled a second cohort in fall 2021. More than 50% of Seattle Children's medical assistants identify as racially and ethnically diverse and this is a pathway to growth and advancement for a more diverse entry-level role. The first cohort included 20 people, or about 15% of medical assistants at Seattle Children's.
- Career pathway mapping is taking place within Seattle Children's Foundation, nursing, and the Pharmacy, Radiology, Psychiatry and Interpretation and Translation Services teams. This includes analyzing and designing pathways that define the skills, knowledge and experience needed to move from one role to another, with a focus on entry-level advancement through leadership. A key driver in this work is identifying barriers to access and advancement for under-resourced communities and people of color.
- The [Medical Observation Program](#) at the hospital is a key experience during career exploration, creating access for internal workforce members as well as those in the community to observe in a clinical setting. Previously 50% to 60% of requests to observe were denied if the applicant did not know a Seattle Children's provider. This had a disproportionate impact on those from marginalized backgrounds. Since relaunching the program on Sept. 1, none of the 100 requests to observe have been denied.

Action:

Establish a formal career mentorship and sponsorship program that is intentionally inclusive of racially and ethnically diverse workforce members. (Phase 2)

Progress to Date:

- A mentorship program to be intentionally inclusive in supporting underrepresented nurses is in the pilot phase.
- The investment in Seattle Children's [tuition assistance program increased](#) from \$225,000 to \$1,000,000 for fiscal year 2021, and staffing resources were added to support the program. Tuition assistance is prioritized in alignment with salary tiers and Seattle Children's equity value to encourage those underrepresented in healthcare to apply.

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 (HR) to establish trust and effectively implement policies with EDI and anti-racism principles in mind.

Outcome measure:

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."

Quarterly Progress Update:

About 66% of workforce members provided feedback via the Workforce Engagement Survey between Oct. 12 and Nov. 2, 2021. The score on the Inclusion Indicator question in the outcome measure is 3.78 out of 5. As a result of prior surveys, leaders have been focused on creating deeper connections with team members in order to improve overall engagement and inclusion. Often called "rounding" in healthcare, this can look like standard one-on-one meetings, team meetings and leaders connecting with team members spontaneously in care settings. In any scenario, leaders are encouraged to hear what key concerns teams have, and to help reinforce the focus on safe, equitable care for patients and families.

Action:

Review and revise workforce policies to anticipate, eliminate and prevent racism and inequity. (Phases 1-2)

Progress to Date:

- Starting in FY 22, policy owners must complete an [Equity Impact Assessment](#) as part of policy reviews or developing policies related to a core quality and safety measure. This is required for any policies that aim to improve systemic inequities that impact historically disenfranchised groups.
- Updated the Workforce Use of Languages Other Than English With Patients and Families policy to facilitate safe and equitable access to healthcare services and remove or minimize language barriers between patients and families and healthcare or research teams.

What is an Equity Impact Assessment?

An [Equity Impact Assessment \(EIA\)](#) is a tool used to systematically examine how groups that have been, and continue to be, disenfranchised and discriminated against will likely be affected by a proposed action or decision. An EIA can be vital in preventing institutional racism or discrimination and for identifying new options to remedy long-standing inequities.



Recommendation 4: **Build and Sustain a Culture of Inclusion in the Workplace**

Action:

Strengthen, support and recognize workforce leadership and/or participation in Inclusion Networks. (Phases 1-3)

Progress to Date:

- Launched the following networks in FY21 to increase participation and support for more workforce members:
 - o Pasifika Inclusion Network: Brings together Pacific Islanders (Polynesians, Micronesians, Melanesians, Australasians, 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.”
 - o Asian Inclusion Network: Brings together Asians/Asian Americans and allies who seek to foster, engage in and encourage a space to build community, and promote opportunities for Asians/Asian Americans through professional development, community outreach and networking opportunities.
 - o Disabilities Inclusion Network: Brings together disabled workforce members and their allies who share the experience of living in a world designed for able-bodied people. Together the network helps magnify the voices of the disabled community to advocate for policy change, trainings and a culture shift to fight ableism within the organization.
- Developed a new structure and requirements for better support of and engagement with the [Inclusion Networks](#) in key areas that will launch on Jan. 3, 2022:
 - o Network leader support and recognition:
 - A compensation model was established for Inclusion Network leaders to acknowledge the value they bring to building an inclusive work environment and advancing equity work at Seattle Children's.
 - Network leaders will receive allocated hours to cover network initiatives, programming and training demands. Supervisors and managers will include these leader actions and hours as part of the network leader's overall time.
 - Executive sponsors will support and guide network leaders in their engagement and contribution to Action Plan items.
 - o The Inclusion Network Program is working with clinical departments to identify ways to support clinical workforce member participation in network events and initiatives.



Recommendation 4: **Build and Sustain a Culture of Inclusion in the Workplace**

Action:

Support sustained EDI and anti-racism performance across the workforce through mandatory training that involves both understanding and practice through a combination of self-guided learning and resources, instructor-led training and experiential learning opportunities. (Phases 1-3)

Progress to Date:

- The FY21 Workforce Summit focused on equity and was comprised of three events: one session for all workforce members and two sessions that leaders from across the organization facilitated with their teams. By mid-December, 100% of Seattle Children's leaders (over 1,100) will have completed their sessions.
 - o Leader-led session 1: [Breaking Ice, produced in partnership with the Pillsbury House Theatre](#), is an experiential training designed to build understanding and facilitate practice through discussion about equity, diversity and inclusion using situations similar to those experienced at Seattle Children's.
 - o Leader-led session 2: This session included remarks from [Duane Reynolds](#) about how to address racism, create inclusion for teams and improve health equity for patients and research participants. Participants also learned about Children's anti-racism plans and actions, including actions.
- To proactively support sustained EDI and anti-racism knowledge-building, Bias Reduction In Medicine (BRIM) – an evidence-based anti-racism training – was piloted in Oct. 2021 with executive and other senior leaders. Seattle Children's Learning and Organizational Development team is developing an implementation plan for leaders and workforce members beginning spring 2022.
- Expanded Generate and Teach Health Equity Routinely (GATHER) with the aim of improving faculty engagement in equity, diversity and inclusion using quality improvement, self-reflection, and peer discussion. Sessions are open to all physicians and physician assistants providing care for children at UW and Seattle Children's locations. Sessions started October 2021 and run quarterly.



Recommendation 4: **Build and Sustain a Culture of Inclusion in the Workplace**

Action:

Integrate anti-racism trainings into learning and development program. (Phases 1-3)

Progress to Date:

- New Seattle Children's employees are introduced to the Action Plan and resources for ongoing learning during their Day One Orientation.
- Leadership Essentials, a workshop for all leaders in their first year at Seattle Children's, relaunched in September 2021 with an emphasis on inclusive leadership and recognizing implicit bias as core leadership competencies to develop an anti-racist organization.
- The Crucial Conversations course, open to all workforce members, relaunched in September 2021 as a virtual course, with the addition of anti-racism and implicit bias content.
- Learning materials are being reviewed and updated using the [Equity Impact Assessment guide](#).

Action:

Reorganize and optimize HR and Medical Staff Services processes to support the organization's anti-racism efforts. (Phases 1-3)

Progress to Date:

- Updates to eFeedback and EthicsPoint:
 - **eFeedback** was updated in June to include an equity field for both patients and workforce members that incorporates the forms of racism included in Seattle Children's Anti-Racism in the Workplace policy. This allows users to flag any case as equity related.
 - **EthicsPoint** was updated in October to align race-related language with the Anti-Racism in the Workforce policy and to mirror eFeedback.
- Seattle Children's [Center for Diversity and Health Equity \(CDHE\)](#) and HR review all equity-related cases reported through eFeedback and EthicsPoint, providing recommendations and coaching, and connecting leaders with their Human Resources consultant to develop an approach for investigation and resolution.

What reporting tools exist for workforce members?

eFeedback is an online tool that helps Seattle Children's faculty and workforce members report issues that affect patient care and the safety of patients, families, visitors and staff.

Areas for reporting:

- Patient care complaints and grievances
- Environmental safety hazards
- Workforce injury/exposure issues
- Environmental health and safety personnel on call

EthicsPoint is a confidential, third-party tool to report potential compliance issues, including if workforce members have witnessed or experienced racism, discrimination, harassment, negative biases or retaliation. Reporting is anonymous unless the workforce member chooses to identify themselves.

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.

Outcome measures:

- **FY22: Abolish Code Purple system and replace 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.**
- **FY22: Eliminate overall non-MBI CLABSI disparities for patients who use a language other than English and Black/African American patients.**

Quarterly Progress Update:

Work is underway to develop an equitable and anti-racist approach to replace the Code Purple policy. 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. Work is also ongoing to eliminate non-mucosal barrier injury central line-associated bloodstream infections (non-MBI CLABSI) disparities for patients who use a language other than English and Black and African American patients. A great deal of work began in FY21 to better understand the experience of patients and families who use a language other than English and has informed planning for FY22.

Action:

Co-create, with patients and families, a new equitable and anti-racist approach to replace the Code Purple policy.

Progress to Date:

- A diverse and multidisciplinary project team is working together to create this new approach using an EIA tool to guide their work. The team is working with an outside firm to engage patients and families in an inclusive and appropriate way to co-create a new response system to be launched in 2022. While the Code Purple policy is still in place, a team is working to improve the current state to mitigate bias, risks, harm and disparities that need to be addressed urgently.



Recommendation 5: Include All Patients on the EDI Journey

- Completed a literature review that looked at behavior response teams at pediatric healthcare organizations.
- Gathered workforce input:
 - Conducted four listening sessions for clinicians, support services (e.g. Social Work, Security Services, Child Life, etc.), nurses and Inclusion Network participants.
 - Conducted a survey with more than 450 responses from workforce members to learn more about their experiences with Code Purple.
- Seattle Children's Research Institute, Patient and Family Experience and CDHE team members developed a co-design model that will include interviews with patients, families and community members, compensation for community engagement and participation, and a timeline for gathering feedback and design of the new system.
 - Next steps include continued design and finalization of the new system as well as a plan to start this new process across all Seattle Children's sites of care.

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:

CLABSI:

The non-MBI CLABSI rates at Children's disproportionately impact patients who identify as Black and African American and patients who use a language other than English, mainly due to the effects of systemic racism in healthcare, including here at Seattle Children's.

Below is an overview of work by a multi-disciplinary team to eliminate disparities in non-MBI CLABSI rates among Black and African American patients and patients who use a language other than English:

- Evaluated CLABSI rates and process measures with race, ethnicity and language (REaL) variables. Data is available to all workforce members via the Quality Core Measures and CLABSI Pulse dashboards.

What's the different between MBI and non-MBI CLABSI?

Mucosal barrier injury (MBI) bloodstream infections are those believed to be the result of a patient's weakened immune state and the accompanying alterations of the gut (per the [CDC](#)). Non-MBI CLABSIs are those bloodstream infections that are considered preventable. The CDC tracks these separately from MBI CLABSIs.



Recommendation 5: **Include All Patients on the EDI Journey**

- o Identified additional actions to take to reduce non-MBI CLABSI among patients who identify as Black and African American and patients who use a language other than English.
- Identified owners, resources and desired outcomes for the top four interventions/focus areas which include:
 - o Soliciting feedback on line care from patients who identify as Black and African American and patients who use a language other than English.
 - o Observing the care with central lines.
 - o Setting expectations and guidelines for areas to display non-MBI CLABSI reduction data.
 - o Developing a Line Navigator Program, which Seattle Children's Cancer Care Unit is piloting.
- Dr. Shaquita Bell and Bonnie Fryzlewicz, as well as other members of CDHE and the CLABSI core team, are part of the Children's Hospitals Solutions for Patient Safety (SPS) workgroup called PHARE (Patient Harm and Relation to Equity). The multidisciplinary group is working to reduce disparities in healthcare specifically related to CLABSI and unintended extubations. Phase one of the work will focus on data accuracy and phase two will focus on identifying disparities and testing interventions.

Missed Appointments:

- This work aims to improve access to care and decrease missed opportunities for care for Black and African American patients.
- OBCC, in partnership with CDHE, has developed the following aims to support the work:
 - o Establish tools and mechanisms to address and eliminate institutional racism and health inequities for all patients and families at Seattle Children's.
 - o Reduce missed opportunities for care across three OBCC service lines (medical, dental and mental health) for both in-person and telehealth appointments.
- Strategies were co-created with a community task force:
 - o Communicate cancellation options to families: Create a magnet with information on how to cancel an appointment available in English and Somali.
 - o Increase [MyChart](#) activation by assisting families in signing up for MyChart in the waiting room.
 - o Recognize missed appointments are missed opportunities for care and revise the missed opportunities of care policy.



Recommendation 5: Include All Patients on the EDI Journey

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 is committed to improving the outcomes and experiences of patients and families who use a language other than English by addressing the gaps and opportunities and aligning practices with the [principles of a health literate health care organization](#). Recent examples include:
 - o Created 95 standard messages in Spanish for use when giving discharge instructions to patients/caregivers.
 - o Launched the Seattle Children's app in Spanish to help families connect to resources during their child's hospital stay or clinic visit.
 - o Deployed 50+ tablet computers to Seattle Children's providers with an interpreter app to increase access to interpretation during clinic visits.
 - o Offered a monthly workshop to Seattle Children's clinicians called "Connecting to Patients and Families Through Interpreters" to share best practices for working with interpreters during a patient visit.
 - o Focused on improvement to health literacy by:
 - Implementing a Health Literacy Policy for Seattle Children's workforce members, recognizing patients and caregivers may have limited health literacy due to the complex environment, unfamiliar terminology and medical jargon, and stress and fear from being sick and in the hospital.
 - Sponsored a training open to all workforce members on addressing systemic racism through clear communication.
 - Hosted Dr. Cliff Coleman's presentation at the Oct. 7, 2021 Nursing Grand Rounds on "Health Literacy and Systemic Racism: Addressing Oppression Through Clear Communication," focusing on the importance of providing information to patients and families that is easy to understand and act on, no matter their level of health literacy.
 - o Created a new toolkit to enable clear communication between providers and patients, parents and caregivers to improve health outcomes and validate understanding of the care plan.



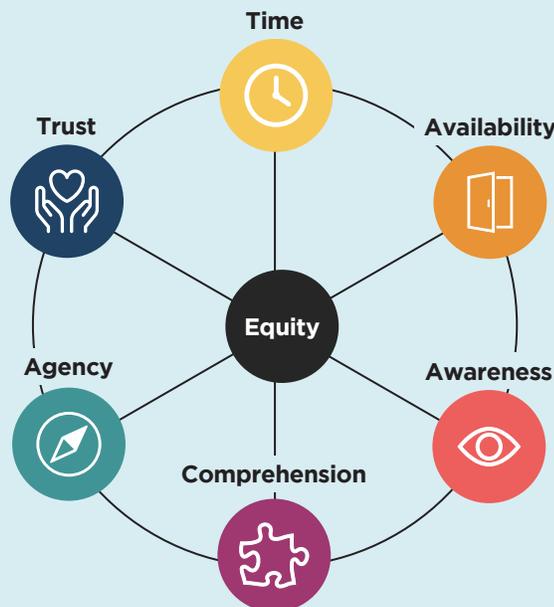
Screenshot of Seattle Children's app in Spanish



Recommendation 5: Include All Patients on the EDI Journey

- To better understand the concerns of patients and families who use languages other than English, 12 in-depth interviews were conducted with families who use Amharic, Somali, Spanish and Vietnamese, as well as individual interviews and group discussions with providers, nurses, interpreters, social workers and other patient-facing teams to understand their challenges in providing care in a language other than English. The 27 issues identified through this process were synthesized into six key themes that were used to inform the patient experience improvement roadmap.

Six Key Themes from Patient and Family Research



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:

- A new Engaging With Law Enforcement policy went into effect June 2021. Between July 1 and Sept. 30, 2021 (representing the fourth quarter of FY 2021), Seattle Children's called law enforcement 66 times. Of those, four law enforcement calls were placed to report patients and families for safety and behavioral concerns. One of those calls was regarding a Black and African American family, two were regarding Non-Hispanic White families, and one family's ethnic/racial identity is unknown.
- A rapid-response approach has been developed to review and assess all law enforcement calls placed by Seattle Children's to report patients and families for safety and behavioral concerns. The rapid response is activated by the CDHE, and include stakeholders from security, clinical leadership, family advisors, social work, and the support and engagement teams.

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.

Outcome measures:

FY22: Achieve a clinically significant improvement (measured by 50% improvement in our benchmark group) on the Family Experience Survey (FES) score.

FY22: See [Recommendation 4](#) for Workforce Engagement metrics.

Quarterly Progress Update:

Work is underway to evaluate the patient and family experience and to improve the patient and family experience based on the quantitative and qualitative results of the FES. In FY21 the organization exceeded the FES improvement target, due in large part to efforts of Emergency Department team members who are committed to a more equitable experience for families seeking emergency care. In the first quarter of FY22, the groundwork was laid to simplify and clarify Patients' [Rights and Responsibilities](#) and to engage community partners via the [Health Equity and Diversity \(HEDI\) Council and Committees](#).

Action:

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

Progress to Date:

- The FES is currently administered via text and email. Additional methods are being assessed for accessibility and usability.
- Work is ongoing to collect and validate contact information for all patients and families to improve reach of the survey across this population.

Action:

Revise and simplify the current Seattle Children's Patients' Rights and Responsibilities document to incorporate anti-discrimination protection.

Progress to Date:

- The document is under review using EIA and health literacy policy guidance and will be evaluated by the HEDI Patient and Family Experience Committee in early 2022.



Recommendation 6: **Listen to the Workforce, Patients and Families**

Action:

Engage community partners in Seattle Children's initiatives that impact patients, families and the community.

Progress to Date:

- Four family and community members are part of the HEDI Council and 18 total family and community members participate across the six HEDI Committees.
- Coaching sessions are being held from Nov. 2 to Jan. 14 for council and committee members on topics such as facilitation, meeting management, change management and inclusive leadership, and to answer questions or concerns regarding the HEDI Council and committees.
- The HEDI Patient and Family Committee had their orientation in September with their first meeting on Nov. 29.

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.

Outcome Measure:

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

Quarterly Progress Update:

To demonstrate greater transparency, Seattle Children's is [committed to actions](#) that include sharing goals and metrics, auditing the effectiveness of communication capabilities and channels, and expanding anti-racism learning events.

Action:

Share goals, metrics, ongoing progress and challenges through quarterly reporting. (Phases 1-3)

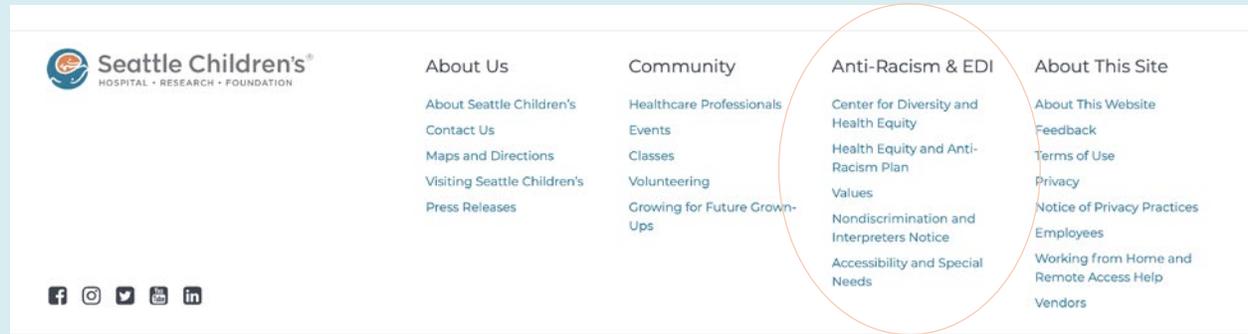
Progress to Date:

- Produced and released this first Action Plan quarterly update on Dec. 9. Future quarterly reports will be released in early March, June and September 2022.
- Activated all internal communication channels to share the Action Plan with Seattle Children's 14,000+ workforce members on Sept. 1, including an org-wide message and all-workforce town hall to gather feedback, answer questions and share what to expect; more than 1,840 workforce members attended the live event or watched the recording. Following the Sept. 1 release, regular updates and opportunities to provide feedback — including listening sessions conducted by a third party — were shared with all workforce members through additional town halls and leader forums, org-wide email updates from executive leaders, the employee intranet and email newsletters. Executive leaders also spent time at OBCC to hear feedback and answer questions from team members.
- Activated all external Seattle Children's-owned communication channels to share the Action Plan with patient families and community members on Sept. 1. Release of the Action Plan, as well as ongoing opportunities to provide feedback, were promoted via community town halls, emails, Seattle Children's website, phone calls, and activation of all social media channels.
- Created a prominent location for all anti-racism and EDI content and updates on [seattlechildrens.org](#) and CHILD, Seattle Children's intranet.



Recommendation 7: Communicate Transparently

Seattlechildrens.org:



CHILD:



- Used all Seattle Children's-owned external communication channels to release the Action Plan publicly, including [Seattle Children's](#) and [OBCC's](#) Facebook pages, [Twitter](#) and [LinkedIn](#), including [ways to give feedback](#). Combined reach of these vehicles is 337,210 people monthly.

Social Channel	Reach (Followers)
Seattle Children's Facebook	220,866
Odessa Brown Children's Clinic	313
Seattle Children's Twitter	67,060
Seattle Children's LinkedIn	48,971



Recommendation 7: **Communicate Transparently**

Action:

Assess effectiveness of communication capabilities and channels via audit. (Phases 1-2)

Progress to Date:

- Completed audit of Seattle Children's social media channels to evaluate their reach and engagement. Research and competitive set analysis identified opportunities to: (a) increase frequency of social media posts to share Seattle Children's voice in the anti-racism space, (b) amplify engagement with specific audiences and (c) increase overall reach and followers.
- Completed organization-wide audit of Seattle Children's 12 primary internal communication channels to evaluate their reach, frequency and effectiveness. Identified opportunities to: (a) improve communication to Seattle Children's providers (e.g., doctors and nurse practitioners) by reorganizing weekly email content and expanding distribution, (b) elevate the voice of executive leaders by creating an Executive Leadership Update alias to send organization-wide messages including EDI- and anti-racism-related messages, (c) create a bi-monthly System-Wide Leadership Forum to improve how key organizational information is communicated so leaders are equipped to share with their teams and actively participate in the change management process, (d) expand CEO Town Hall series to include EDI- and anti-racism-focused topics and (e) improve access to CHILD by making it accessible via mobile devices and outside of Seattle Children's network.

Action:

Expand leader conversation series, CDHE learning events, anti-racism discussion series and other forums. (Phases 1-3)

Progress to Date:

- Learning events:
 - Health Literacy and Systemic Racism: Addressing Oppression Through Clear Communication, with Dr. Cliff Coleman, to educate on the importance of providing information to all patients and families that is easy to understand and act on, no matter a person's level of health literacy.
 - Health Equity Rounds: Climate Change and Social Justice, October 2021
 - Improving the Quality of Sickle Cell Disease Care by Understanding and Addressing Healthcare (Dr. Marsha Treadwell), October 2021
 - Lunch 'n Learn: Sexual Orientation and Gender Identity Considerations in Research, October 2021
 - Dermatology and Sexual and Gender Minority/LGBTQIA2S+ Health (Dr. Markus Boos), September 2021

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.

Outcome Measure:

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

Quarterly Progress Update:

Seattle Children's is working with the nation's top children's hospitals to develop standards for U.S. News & World Report (USNWR). Those standards will be used when USNWR begins ranking children's hospitals based on health equity and inclusion as part of its 2022-23 Best Children's Hospitals ranking. These rankings are critical as research shows they contribute to how parents and caregivers select a healthcare provider for their child. Seattle Children's is also investing in training, educating and supporting underrepresented students, researchers and healthcare professionals. Seattle Children's has connected individuals with research and training opportunities, provided grant application assistance and wrapped up the third year of its Summer Scholars Internship Program for undergraduates.

Action:

Advise USNWR on EDI best practices for its Best Children's Hospitals project on health equity and inclusion through participation in their workgroup. (Phase 1)

Progress to Date:

- USNWR launched the workgroup on Sept. 1, 2021. Alicia Adiele, Seattle Children's senior director for CDHE and Workforce Diversity and Inclusion, is actively participating in shaping, and ultimately improving, the 2022 survey.
- The workgroup's goal is to recommend a methodology for the 2022-23 Best Children's Hospitals rankings for measuring a hospital's efforts and commitment to health equity and inclusion, and how it improves quality of care. Rankings will be available in June 2022.



Recommendation 8: Lead the Way

Action:

Develop a system-wide collection of social determinants of health data and share across ambulatory and inpatient settings. Proactively share best practices with other children's hospitals. (Phases 1-3)

Progress to Date:

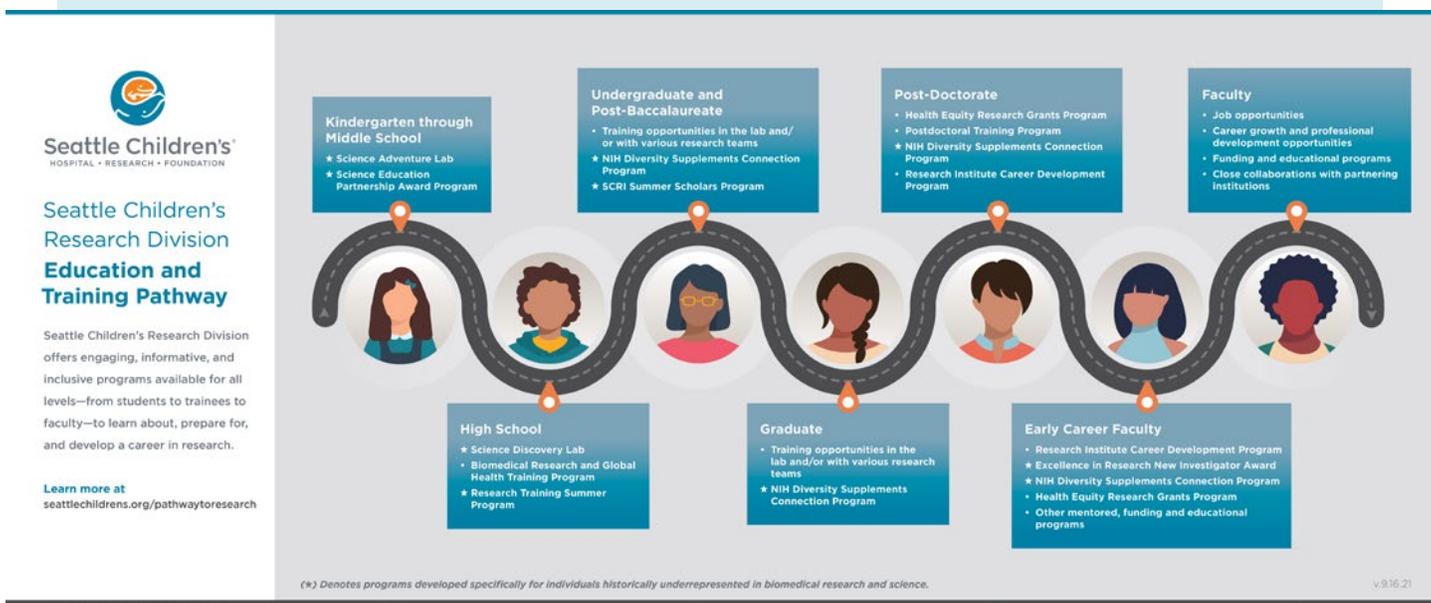
- In November, Seattle Children's began collecting data provided by patient families regarding financial resource strain, food insecurity, transportation needs and housing stability. Information was collected through MyChart questionnaires, iPads in waiting rooms, paper-based surveys and in-person conversations.
- Patient families in two locations — the surgery clinic and OBCC — provided feedback on how information was collected, to help inform future work.

What are social determinants of health?

According to the U.S. Department of Health and Human Services, [social determinants of health](#) are conditions in the environment where people are born, live, work, play, worship and age that affect a wide range of health, functioning and quality-of-life risks. They also contribute to systemic health disparities and inequities.

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. (Phases 1-3)





Recommendation 8: **Lead the Way**

Progress to Date:

Diversity Supplement Connections Program:

The National Institutes of Health (NIH) Diversity Supplement (DS) provides additional funding to support the research and education of trainees whose background is historically underrepresented in the biomedical and health sciences fields. The program helps candidates gain lab experience and provides career mentorship and development. Trainees range from high school students to early career faculty. Launched in 2020 and one of the first in the nation, in collaboration with the [Office of Teaching, Education and Research](#) (OTER) and the [CDHE](#), Seattle Children's [DS Connections Program](#) seeks to overcome the challenge of finding a good match between research trainees and DS-eligible research grants.

- o Seattle Children's made 13 DS matches between principal investigators of DS-eligible grants and interested trainees, supported by the DS Connections Program.
 - Five of these supported matches resulted in submission of a DS application to NIH.
 - Four were successfully awarded — a 31% award-rate.
- o A total of 10 DS applications have been awarded institution-wide, a fivefold increase in the number of awarded applications since the start of the DS Connections Program. These numbers are a testament to the program's reach and impact. In the years prior to launch of the DS Connections Program, only two were awarded at Seattle Children's.
- o Consistent with the Action Plan, the DS Connections Program aims to lead the way by developing a "toolkit" available to other institutions throughout the country, which could aid in seeding similar programs at other institutions, ultimately increasing the number of people who benefit from these supplements.
- o Information about the process and infrastructure of the DS Connections Program was shared with local partners, the Fred Hutchinson Cancer Research Center and the UW School of Public Health, to help them establish similar and aligned programs.
- o Seattle Children's created a resource titled the NIH Diversity Supplements Submission Guide, which outlines tasks, timelines and due dates. It is available for all Seattle Children's principal investigators and research teams to use when considering applying for a DS.
- o As the DS Connections Program grows, Seattle Children's will look to expand through partnerships with other medical schools and universities that provide collaborations between principal investigator and research teams, and for those at other institutions to provide joint mentor support for candidates applying for a DS.



Recommendation 8: **Lead the Way**

Health Equity Research Grants Program:

Continuing efforts to advance child health equity research, with executive approval [CDHE](#) increased the number of grant awards offered last fiscal year from three to five, given the caliber of submissions and importance of this work. Since its start in 2013, [the program](#) has provided over \$1 million in grant funding to Seattle Children's researchers. Through support of these innovative projects, CDHE is working to expand career pathways to trainees, workforce members and principal investigators in child health equity research.

- o The [Seed Research Grant](#) is a one-year award that supports up to \$50,000 for early-stage research focused on reducing disparities and promoting equity in health and healthcare for children and families.
- o The [Mentored Scholars Grant](#) is a two-year award that provides up to \$50,000 in salary and associated costs along with \$25,000 per year in research costs. This grant supports early career faculty members (or later-stage post-doctoral fellows) focused on child health equity and disparities research, and promotes research on reducing disparities in health or healthcare for children and families of diverse populations.
- o The [Fellows and Residents' Health Equity Grant](#), new in FY22, will provide up to \$15,000 in funding to current fellows or residents whose research focuses on reducing disparities and promoting equity in healthcare for children and under-resourced communities.

Summer Scholars Program:

- The [SCRI Summer Scholars Program](#) (SSSP) gives undergraduate students whose race or ethnicity is historically underrepresented in the biomedical and health sciences fields exposure to research and developing professional skills beneficial to pursuing careers in the health sciences.
 - o SSSP leads the way nationally by providing a unique experience for students that combines exposure to and engagement in basic science laboratory experiences, community-based research opportunities and professional development, including clinical observations. The program has two components: 1) a full research experience with a mentor and professional development, and 2) an online professional development series.
 - o The program reduces or removes financial barriers that might prevent students from participating. The program funds transportation to and from Seattle for the internship program and provides housing accommodations (if requested) and food stipends for all participants.



Recommendation 8: Lead the Way

o The program has grown each year, with the goal of supporting 75 interns for the full research experience.

YEAR	RESEARCH EXPERIENCE	ONLINE PROFESSIONAL DEVELOPMENT SERIES	TOTAL PARTICIPANTS
2019 (pilot year)	36	-	36
2020 (remote only due to pandemic)	11	26	37
2021	50	25	75

o SSSP is proving successful as a recruitment pathway for Seattle Children's, with 20% to 30% of participants staying on after their internship as paid employees, research students or volunteers. In post-program surveys, a high percentage of students report feelings of belonging in the biomedical and health sciences after participating in the program, and it is anticipated that long-term Seattle Children's will see a high retention rate of participants pursuing careers in health research and healthcare.

Challenges

This quarter included progress on actions across the eight recommendations. While progress is taking place and there is exciting work ahead, there are also challenges to overcome. Some of those identified during the last quarter include:

- Seattle Children's is made up of more than 14,000 workforce members across three divisions — Hospital, Research and Foundation — who are at different points in their journey to address issues of racism and EDI, from acknowledging, embracing, promoting and even resisting change. Recognizing these differences, a variety of tools, resources, education and support are continually being developed and offered to support people wherever they're at.
- Anti-racism and EDI are foundational to delivering safe, quality care and how teams collaborate and support their colleagues and those they serve. Work is ongoing to identify areas where anti-racism and EDI must be embedded at the foundational level to ensure organizational change is systemic; many of these areas and associated actions are highlighted in recommendations throughout this report.
- There is limited language support in some of the systems used at Seattle Children's. For example, the electronic health record system, Epic, only supports English and Spanish. Providing truly equitable care to patients and families who use a language other than English will require vendor-level changes. Whenever possible, Seattle Children's provides feedback to influence system improvements, but these changes will take time.
- There are consistent differences in responses to Seattle Children's Family Experience Survey when broken out by race and ethnicity. A team is working with the vendor, Press Ganey, to assess and benchmark Seattle Children's survey responses with the industry to better understand survey feedback and support patients and families who identify as Black, Indigenous and People of Color and those who use a language other than English.

Health Equity, Diversity and Inclusion Council and Committees



As workforce and community members, we are hopeful, and we are committed to contributing to Seattle Children's efforts to become an anti-racist organization. This means change — from the individual level to the system level — to serve our community and deliver on our sincere belief that everyone deserves their ideal state of health through fair, just and compassionate care.

It is an honor to help lead a workforce of more than 14,000 people through this important work that requires both your head and your heart. We are clear-eyed, seeing each other and all of our dimensions; shouldering past injustices and harm; and working toward a brighter, healthier and more equitable tomorrow for each other and for young people everywhere.

– HEDI Council members

The work outlined in the Action Plan will be carried forward and championed by the HEDI Council and its six committees. Three members from each committee — representing the workforce and community — make up the HEDI Council along with Council chair Andrew Lee, vice president and chief equity, diversity and inclusion officer.

PATIENT AND FAMILY EXPERIENCE COMMITTEE

Focus: Improving the experience for Black, Indigenous and People of Color patients and families and mitigating the impacts of systemic racism and bias in our health system.

- **Rosana Donoso Barredo**, *community*
- **Bonnie Fryzlewicz**, *accountable executive leader*
- **Juliette Ofamen**, *workforce*

WORKFORCE EXPERIENCE COMMITTEE

Focus: Evaluating the workforce member experience including hiring, engagement, employee relations and performance evaluation policies and practices with an anti-racism framework. The term workforce is intentionally used because not everyone who works at Seattle Children's is a Children's-paid employee, but everyone contributes to the culture and experience.

- **Zafar Chaudry, MD**, *accountable executive leader*
- **Paulene Toussaint**, *workforce*
- **Sally Yoon**, *workforce*

Health Equity, Diversity and Inclusion Council and Committees



POLICY REVIEW COMMITTEE

Focus: Reviewing, developing and/or modifying Seattle Children's policies.

- **Cora Breuner, MD**, *workforce*
- **Lisa Hayward**, *accountable executive leader*
- **Joseph Rivas**, *community*

EDUCATION AND LEADERSHIP COMMITTEE

Focus: Anti-racism education and training opportunities for the workforce and leadership that offer tools and competencies and create accountability.

- **Suzanne Beitel**, *accountable executive leader*
- **Kelsie Manner**, *community*
- **Cherese Pullum**, *workforce*

DATA ANALYSIS AND TRANSPARENCY COMMITTEE

Focus: Evaluating and increasing visibility of data focused on health disparities and workforce and leadership diversity.

- **Shawna Moody**, *workforce*
- **Jeff Ojemann, MD**, *accountable executive leader*
- **Erin Tansey**, *family advisor*

COMMUNICATION AND COMMUNITY ENGAGEMENT COMMITTEE

Focus: Internal and external communications that provide commitment to anti-racism and clear updates, including accomplishments, barriers, activities and metrics.

- **Malia D'Alio**, *workforce*
- **Janet Richards**, *family advisor*
- **Russ Williams**, *accountable executive leader*

Health Equity, Diversity and Inclusion Council and Committees



View an interactive version of this graphic on www.SeattleChildrens.org to learn how everyone plays a role in advancing anti-racism work at Seattle Children's and how project owners, the HEDI committees and the HEDI Council work together to achieve outcomes and keep advancing this important body of work. The wheel symbolizes ongoing collaboration on this journey.