

# Workforce Feedback Sessions

October 23 – November 5, 2021



Seattle Children's®



Michelle



# Feedback Groups

20 Groups, 8 Audiences

October 23 – November 5, 2021

- 78% show rate

## By Workforce Audience (20 sessions)

- OBCC/Regional Clinics
- Clinical teams
- Frontline
- Nursing
- Inclusion Networks
- Research
- Management (supervisors and above)
- Administration/non-clinical



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# Objectives of Feedback Sessions

- **To Inform.** Feedback sessions conducted with Seattle Children's workforce members will help inform priorities based on anonymous poll data. Comments on the Action Plan will inform next steps.
- **To Create Dialogue.** Workforce sessions will give Seattle Children's workforce the opportunity to discuss the Action Plan and play an active role discussing efforts to combat systemic and institutional bias of all forms.
- **To Gather Feedback.** Workforce sessions will collect feedback in a consistent and independent manner, so decisions and prioritization of next steps are informed by data.



## Rank Order of Top 3 Outcome Measures

Participants received a document before the sessions to read on the measures and recommendations. Poll Everywhere was used during the sessions to select the Top 3 measures. If participants could not access the poll, they voted via chat.





# Importance of Achieving Outcomes for Seattle Children's

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## **Anti-Racism Value/Leadership Accountability**

- Leaders in any organization set the priorities and policies for the entire org. Holding them accountable to anti-racist work can guide the entire org in the same. It also allows for reciprocal guidance: leadership can lead, staff, employees, and providers can challenge leadership where they need to improve
- Trust that leadership has made their position transparent, and we can see that in action
- We begin to repair and rebuild relationships with community, patients, and families

## **Increase Employee Diversity/Reflect Patient Population**

- Primarily, it makes a more welcoming place when we are diverse, and it also builds a place where all folks can excel and succeed professionally!
- It's been shown repeatedly that more diverse workforces have better/more unique perspectives which foster innovative thinking
- Research shows that health outcomes are improved when patient population is reflected in providers and staff
- Research and research subjects benefit when they interact with workforce members who look like them and the information collected is more ecologically accurate

## **Replace Code Purple**

- Better patient care and outcomes, as well as a better environment where people are more understanding of different ways of expressing emotions, families can be heard in a safe place to express emotions with trained professionals
- I think transforming code purple is a priority because it "makes good" on a promise we made to our community
- To me, this ties directly to our mission of patient care. If we aren't serving patients how they need, we are not doing our job. I think we each have a role in challenging our biases in how we administer services (e.g., care with an interpreter, code purple) so I think there's a role for workforce training/accountability tied into this



# How Individuals and Teams Can Support Outcomes

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- We can support leadership by continuing to apply pressure on CEO, the Board, and executive leadership to fulfill this promise in a way that is transparent and satisfies the needs of the organization and those we serve
- My team helps the organization identify and assess risk tolerance. We can support this work by being clear about what the risks are, and getting the organization comfortable with the risk/reward matrix
- I can support these metrics by educating myself as a BIPOC woman to learn more about other cultures and holding leaders accountable for their inaction or harmful action.
- We have an opportunity to support more diverse student interns who may someday decide to work at SCH
- It's hard to know how to support this work as a nurse without a lot of leverage in hiring decisions really, but I do work to keep having these conversations with my leaders and peers as we do interviews, etc.
- I can support improving these metrics by hiring and retaining BIPOC team members
- How our team can support this work: advocacy, awareness and communicating the impact current practices have on families and why we must abolish code purple



## Rank Order of Top 3 Recommendations

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Participants received a document before the sessions to read on the measures and recommendations. Poll Everywhere was used during the sessions to select the Top 3 measures. If participants could not access the poll, they voted via chat.





# Importance of Recommendations for Seattle Children's

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## **Listen to Workforce, Patients, and Families**

- Without listening to all the disparate groups that make up the SCH community we cannot achieve anything
- We're making all these assumptions on what they need. A lot of wasted resources, rather than going straight to the source
- Involving the patient and family and community voice in initiatives and improvements is essential. We need to be thoughtful and intentional about how we involve these voices
- Still always nervousness around a "safe space" for me no matter the regard that we have a "non-retaliatory" policy. You just never know how committed our leadership is to that given the lack of trust and accountability or transparency that has occurred

## **Sustain Culture of Inclusion**

- A culture of inclusion is going to be necessary to impact and sustain workforce diversity and, ultimately, affect the service we provide to an increasingly diverse family/patient community that we serve
- More importantly...we put in place measures, support systems, and accountability on how to RETAIN BIPOC workforce
- I believe sustaining could be harder because we need to change our culture to be far more inclusive and welcoming across the organization - not just pockets of individual leaders/teams who are committed to creating a culture of EDI

## **Communicate Transparently**

- Transparency supports accountability and distributes the power of information...it also encourages folks to make decisions more thoughtfully when they know they will have to share the "why we made this decision" rationale
- I have not yet seen transparency and humility in the implementation of these actions. People are resigning due to these issues (e.g., from the Foundation Board) and nothing is being shared about this
- Transparent communication is essential to opening honest dialogue. There is a lot of non transparency with SCH recently and things did not go over well. It is better to be honest and look for ways to face the challenges we have

# How Individuals and Teams Can Support Recommendations

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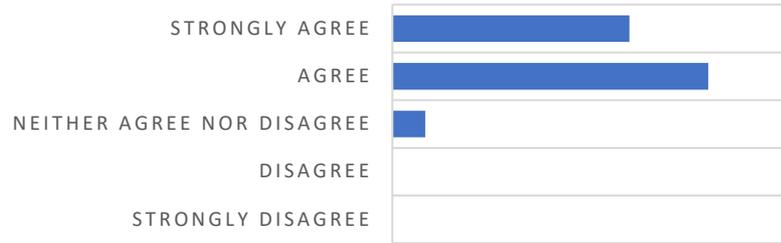


- My team is committed to making sure that families with Language Other than English (LOE) have opportunities to be heard and supported
- We need to support our Inclusion Networks 200%. They are getting leaned on heavily, we don't have the resources or people power to do it all
- Many individuals and anti-racism/EDI committees across the org are interested in contributing to org wide policy change. Would be helpful for guidelines on how the teams can provide their guidance as this work re: changing org wide policies continues to support collaboration and preventing duplication of efforts
- We recently changed the minimum education and experience level for our job descriptions allowing us to capture a bigger candidate pool. Also helped to place less emphasis on education and more on real world work experience, which is valuable in these types of operational roles
- We have an EDI distribution list in our department that any staff can email with any EDI concerns, issues, ideas. Myself and others in then workgroup then respond, help escalate to right parties and turn this into action steps. It's been a great place to catch ideas and one-off suggestions
- Maybe the website could support some form of mini exercises to incorporate in team meetings
- Our individual teams can want to change job descriptions and have lots of ideas about how to increase diversity, but not without crucial support of HR...but that does not guarantee those applicants will be reviewed favorably by hiring managers and advance through the process

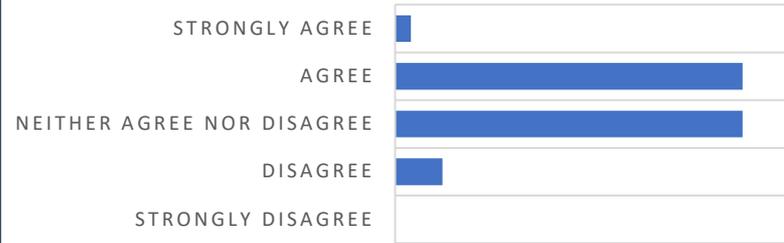


# Session Evaluation

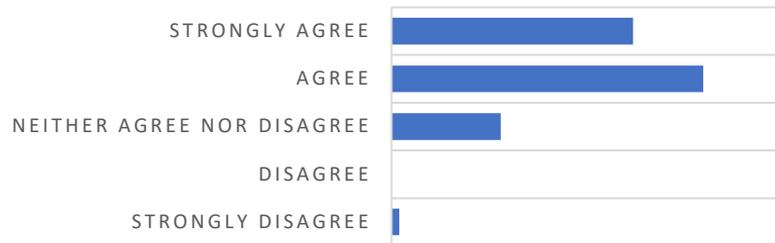
I believe the comments and discussions shared today were candid and transparent.



I am satisfied with my understanding of the health equity and anti-racism plan.



I am satisfied with my opportunity to engage in today's conversation.



Participants agreed that they heard honest feedback from others and that they had ample opportunity to participate.

They were less likely to agree that their understanding of the Health Equity and Anti-Racism plan improved.