

SEATTLE CHILDREN'S HOSPITAL: RECOMMENDATIONS

SUMMARY OF RECOMMENDATIONS

Recommendation I: 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.

Recommendation II: 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 Hospital System, including by defining the appropriate role of the Board in holding Seattle Children's leadership accountable for driving 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 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.

Recommendation III: 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 Hospital 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.

Recommendation IV: Choose to 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 Hospital 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.

Recommendation V: Choose to 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 BIPOC patients and families, including patients with limited English proficiency ("LEP"). 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 Hospital ecosystem and in connecting Seattle Children's to the local community.

Recommendation VI: Listen to the Workforce, Patients, and Families. Enhance tools for Seattle Children's to receive feedback and insights and analyze data related to the workforce, patient, and family experience, with a focus on measuring and addressing EDI, anti-racism, and health equity goals.

Recommendation VII: 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.

Recommendation VIII: 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 its lessons learned, and leading the field in health equity internally, in research, and in the broader community.