Strategic Plan for Diversity

CHILDREN'S HOSPITAL AND REGIONAL MEDICAL CENTER

Children's Hospital & Regional Medical Center
Seattle, Washington
“To be culturally competent doesn’t mean you are an authority in the values and beliefs of every culture. What it means is that you hold a deep respect for cultural differences and are eager to learn, and willing to accept, that there are many ways of viewing the world.”

— O. UDO
Children's Vision for Diversity

Children’s is a richly diverse organization, as caregivers and advocates for the communities we serve, and as an employer of the best people.

We acknowledge that families come from many origins and have distinct values, family structures, strengths and special needs.

Working together ARTfully with families and colleagues we transcend our biases and welcome different views.

Children’s Hospital and Regional Medical Center has been committed to diversity since its inception, nearly 100 years ago. Our mission has embraced excellence in pediatric patient care, education, research and child advocacy with a commitment to provide care for all children.

We have identified diversity as one of our key strategic commitments. In 1995, we established a Diversity Committee. This group of dedicated staff was charged with directing and advocating for diversity initiatives throughout Children’s. From providing Domestic Partner Benefits to hiring bilingual and bicultural case managers, we believe cultural competency must be woven invisibly into the fabric of our daily lives. Training is now offered for all staff and bilingual signage is in place for wayfinding and food selection in the Sound Cafe. Patient education materials in multiple languages have been created, while Children’s partnership with the Workforce Development Council will help create jobs for those with cognitive disabilities.

In 2000 the Office of Minority Health developed recommendations for national standards for culturally and linguistically appropriate services (CLAS) in health care. We recognize the need for constant vigilance as we pursue improvements in our approach to these standards and embodiment of cultural diversity and cultural competence.

Our focus will include five Strategic Goals:

> A diverse workforce that reflects the communities we serve.
> An environment that reflects our values of inclusion.
> Providing effective and respectful care compatible with the health beliefs, practices and preferred languages of our patients.
> Connections with our community through outreach, community service and employee volunteerism.
> Fostering work/life balance.

The following pages outline how we intend to reach these goals through training, program development and evaluation, and identification of new and unique opportunities to encourage the value of diversity in everything we do.

We welcome your comments. Please contact Sarah Rafter on (206) 987-3881 or Kathy Salmonson at (206) 987-2604 with any comments or questions.
Goal 1

Children’s has a diverse workforce that reflects the communities we serve.

Initiatives

- Develop information systems and personnel resources to accurately capture and analyze ethnicity and preferred language of patients, families and employees.
- Actively pursue minority recruitment and hiring through the appropriate health professionals schools, professional societies and organizations.
- Intentionally train and promote for a more diverse workforce, specifically those jobs most needed in health care.
- Set multilingual abilities as a preferred prerequisite for employment.
- Mentor emerging leaders. Formalize a structure for identifying leaders, assessing strengths and skills, and then educating to support their leadership potential.
- Expose students to health care careers.

Measuring Results

- Personnel tracking shows that recruitment, hiring, promotion and retention reflects Children’s patient population and that of our community.
Goal 2

Children’s environment reflects our values of inclusion:
Families and staff have access to resources in an
environment that is responsive to their needs.

Initiatives

➢ Reflect the most frequently used languages and include symbols in major way-finding signage to accommodate language barriers.

➢ Provide staff, patients and families written, audio and/or visual information in their primary language according to their literacy (includes phone encounters.)

➢ Offer food choices that reflect the cultural preferences of staff, patients and families; provide space for families to prepare their own food.

➢ Include stewards of cultural competency and diverse staff and community members as representatives in facility planning groups.

➢ Reflect multiculturalism in design elements and artwork throughout the organization.

➢ Offer multicultural materials (including videos, music and magazines) in waiting areas.

➢ Increase inclusion of ethnically diverse photos and illustrations in educational materials and institutional publications.

➢ Provide staff, patients and families with appropriate space and material to support spiritual/religious customs and receive supportive care.

Measuring Results

➢ Determine success through observation.

➢ Family Experience and Workplace Surveys.
Goal 3

Children’s provides effective and respectful care compatible with the health beliefs, practices and preferred languages of our patients.

Initiatives

> Mandate Cultural Competency training for all staff.
> Collect ethnicity data in accordance with Office of Management and Budget standards.
> Ensure access to cross-cultural references and tools for health care providers.
> Pursue funding for special educational opportunities and recognition of excellence in cultural competency.
> Evaluate and expand various staff roles such as bilingual case manager and interpreters.
> Collect and distribute information on how diverse communities view medicine, health care delivery and family.
> Increase minorities’ representation in treatment and research trials.
> Integrate cultural competency into quality initiatives, such as patient safety and access.
> Include accountability for cultural competency in performance evaluations.
> Collaborate with Cross-Cultural Healthcare Program, University of Washington, Fred Hutchinson Cancer Research Center and Harborview Medical Center to develop and share resources and best practices.

Measuring Results

> Family Experience Survey
> Focus groups
> Performance management
> Security report tracking
Goal 4

Children’s connects with our community through outreach, community service, employee volunteerism and business relationships.

Initiatives

➢ Involve patients, families and staff from Odessa Brown Children’s Clinic, Children’s Hospital regional sites and diverse communities in providing input for cultural competency efforts.

➢ Participate in community events targeted at groups with ethnic diversity.

➢ Focus/adapt community health and advocacy programs for diverse cultural and literacy needs.

➢ Partner with community colleges to offer language instruction to our staff.

➢ Invite leaders from culturally diverse organizations to serve on advisory committees.

➢ Offer unique volunteer opportunities for members of diverse communities.

➢ Establish business relationships with minority contractors and businesses.

Measuring Results

➢ Measurement of perceptions of external audiences demonstrates that we are meeting the health care and educational needs of diverse populations.

➢ Evaluations of class and community programs show increased participation by target populations.

➢ Evidence of more diverse community partnerships and business relationships within the organization.
Goal 5

Children’s fosters work/life balance and maintains a culture in which people are valued and contribute to the organization’s success.

Initiatives

➤ Make work redesign an ongoing priority. Empower and support teams of hospital staff to recommend and develop new work models.

➤ Create structures that encourage voice and accountability and support a culture where people are valued and contribute to the organization’s success.

➤ Encourage flexible and reasonable work schedules.

➤ Offer affordable and convenient exercise options.

➤ Design, offer and promote education on self-care and life balance.

Measuring Results

➤ Increased staff referral and retention, use of existing work/life offerings.

➤ Increased employee engagement as evidenced in the Workplace Survey.
Our Mission

We believe all children have unique needs and should grow up without illness or injury. With the support of the community and through our spirit of inquiry, we will prevent, treat and eliminate pediatric disease.