

# DEI BRIEFING

SEPTEMBER 2022

A SNAPSHOT OF DIVERSITY, EQUITY & INCLUSION THROUGHOUT BAYSTATE HEALTH



*Baystate Health nurses and family members showing their LGBTQIA+ pride at the inaugural Springfield Pride Parade in June 2022.*

## DEI STRATEGIES & PROGRESS

Baystate Health is making progress toward a 2025 Workforce Strategic Goal in which leaders and providers of care represent the communities Baystate serves, working in a culture of inclusivity and belonging.

### PERFORMANCE IMPROVEMENT TEAMS DEFINE ACTIONS FOR CHANGE

For the past four months, remaining committed through numerous operational priorities, subgroups of Baystate's Structural Inclusion Workgroup have engaged in a rigorous performance improvement process. Three teams examined data, systems, processes, and policies through a lens of equity, guided by performance improvement and DEI tools and expertise. Each team developed recommendations and recently presented them to the full workgroup, President & CEO Mark A. Keroack, MD and SVP & Chief Human Resources Officer Kristin Morales-Lemieux. Recommendations are currently being categorized and integrated into operations and strategies and will be shared in the next issue.

## RECRUITMENT STRATEGIES AND OUTCOMES

As part of Baystate's 2025 Workforce Diversity Strategy, the organization is focusing on retention, promotion and hiring of Black, African American, Hispanic and Latino team members who are included in the grouping noted as people underrepresented in medicine (URiM). The percentage of URiM employees has been steadily increasing at Baystate Health. Currently, 14.4% of the workforce is identified as URiM, up from 12.7% in fiscal year 2021 and from 10.9% in fiscal year 2020.

In July, Baystate's Talent Acquisition (TA) team participated in the NAACP National Convention Career Fair. The event marks Baystate's continued expansion of diverse sourcing opportunities. See News item that follows for more information.

GROWING PERCENTAGE OF  
BAYSTATE HEALTH EMPLOYEES  
WHO ARE UNDERREPRESENTED IN  
MEDICINE

**14.4%** in 2022\*

**12.7%** in FY 2021

**10.9%** in FY 2020

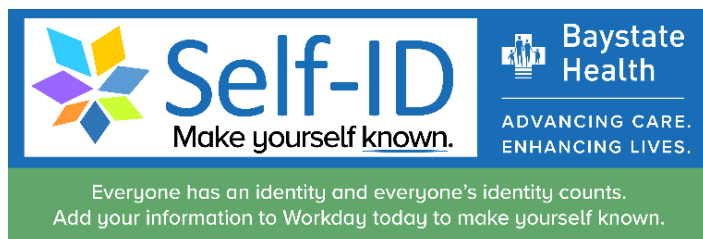
\* As of June 2022

Baystate's International Nurses Strategy has proven successful with the permanent hiring of 26 nurses over the past two years. Baystate's conversion rate of International Nurses who fulfill the two-year commitment at Baystate through O'Grady Peyton agency is 75% and our retention rate through the first year is nearly 100%, which is industry leading.

## Recruiting Notes

- › Baystate has been developing a diverse team of recruiters with a commitment to inclusive hiring.
- › Baystate's overall recruitment strategy is a combination of focused advertising campaigns, open recruitment hours, attendance at job fairs and Baystate-specific recruitment events.
- › In 2021-22, the *Bring It Baystate!* employee referral campaign more than doubled the number of employee referrals in just half a year and resulted in 248 new employees hired through employee referrals. The success of this campaign has led to the design of a follow-up referral campaign.
- › Financial assistance is provided to reduce the financial burden for new hires who need basic life support certification.
- › Baystate partners with local agencies, colleges, and universities to offer training programs for healthcare roles.
- › The Talent Acquisition team began collaborating with Baystate Health's business resource groups and continues to brainstorm ways to improve hiring results.

## SELF-ID PROJECT LAUNCH



Data drives change. Baystate Health launched the [Self-Identification Project](#) to learn more about the workforce, plan improvements and measure progress toward equity goals. At Baystate Health we recognize that historically in the United States, there have been times in which personal data has been exploited or used to harm people of color

and other marginalized groups. We understand the sensitive nature of anyone providing personal information and commit to utilizing our employee data with the utmost integrity, to advance the equity and prosperity of

our workforce. Adding personal data is voluntary for employees. For more information, team members may [visit the Self-ID Hub page](#), and anyone may listen to this [podcast](#), featuring a conversation with Clara Alcantara, Sr. HR Communications Specialist and Kristin Morales-Lemieux, SVP and Chief Human Resources Officer.



### PRONOUN STICKERS NOW AVAILABLE FOR ID BADGES

As part of the Self-ID Project, Baystate Health is encouraging the use of personal pronoun stickers to add to Baystate ID badges. Using personal pronouns shows respect and elevates dignity, builds connection and trust, and creates a welcoming space for everyone. Click the image of the

*"Knowing more about our people helps us learn and plan improvements, measure our progress towards goals and helps us prevent decision making that overly values what we have done in the past or that emphasizes the needs of one group over another. We want to ensure that we're designing a workplace that reflects the needs of employees." – Kristin Morales-Lemieux, SVP & Chief HR Officer*

badge for a [short video](#) with more information on why using personal pronouns is important in the workplace. For more information, employees may access the [LGBTQ+ Inclusion](#) page on the HUB.

All are encouraged to add personal pronouns to email signatures and Zoom screen names as additional ways to create an atmosphere of engagement and belonging. The DEI Office is partnering with Baystate's Patient Experience team to support opportunities for personal pronouns to be part of the patient experience and other improvements supporting the Human Rights Campaign Health Equality Index journey.

## EXAMINING AND IMPROVING POLICIES & PRACTICES

An array of improvements are underway to examine data and build equity at Baystate Health. Actions include:

- Removing candidate references for entry level positions, when not required.
- More realistically aligning educational requirements with job function for new job postings.
- Benchmarking DEI elements of annual employee survey and launching quarterly micro-pulse surveys asking about belonging and perception of organizational commitment to DEI.
- Responding to employee-identified needs with new benefits including personal money coaching, and more accessible mental health resources and wellness support.

## DEI LEARNING STRATEGY LAUNCHED



Baystate Health has launched **Diversity, Equity and Inclusion Learning** for all employees, with a focus on people managers. The learning objectives are to increase awareness and understanding of factors shaping workplace culture; and provide practical strategies, tactics and tools to build inclusive behaviors, de-bias decision making, and remove barriers to build equity and belonging. Baystate's DEI Learning Strategy emphasizes

partnerships with diverse-owned organizations delivering virtual, live courses. At this time there are



three organizations delivering this content: Think Again Learning & Consulting; Women of Color Health Equity Collective; and Inclusive Strategies, LLC. The first live virtual sessions included Dignity in Action, Introduction to Cultural Humility, and LGBTQIA+ Foundations for an Inclusive Workplace. These sessions will be repeated in the fall and continuing education credits will be offered. For dates and registration details, employees may visit the [DEI Learning & Resources page](#) on the HUB.

To ensure a scalable learning strategy for the entire organization, Baystate Health has partnered with Traliant, a leader in Diversity, Equity & Inclusion programming, and will soon offer the following courses online, on demand with the opportunity to earn a DEI Learning Badge:

- Unconscious Bias
- Microaggressions in the Workplace
- Cultural Competency & Humility
- Religion, Spirituality & Beliefs
- An Intergenerational Workforce
- Diversity and Inclusion
- Pronouns: A Matter of Respect
- Cliques
- Being an Ally and more!

### UPSKILLING LEADERSHIP & HUMAN RESOURCES COLLEAGUES

Following the DEI learning focus adopted by the Baystate Health Board of Trustees, the Baystate Health Leadership Team (BHLT) of clinical chairs, vice presidents and other senior leaders began a DEI learning journey including a half-day retreat in June focused on *Cracking the Codes: A System of Racial Inequity* conducted by Baystate DEI Strategic Advisor, Waleska Lugo-DeJesús and Lynnette Johnson, Senior Specialist, Learning & Development at Baystate Health. Leaders engaged in the development of personal DEI action plans to support de-biasing and equity building in the work environment. A group of leaders from the BHLT have formed a DEI Workgroup to provide guidance along the DEI journey for senior leaders.

Modeling the advancement of knowledge and positioning themselves to deliver the best possible service to all employees, the Division of Human Resources has been upskilling in cultural humility, de-biasing techniques and DEI concepts through the spring and summer, with ongoing learning planned in the fall. “With organizational learning and structural changes underway, we want to ensure our colleagues in Human Resources are at the forefront of learning and prepared to offer guidance to others, whether through HR Answers or as partners to our leaders and staff throughout the organization,” says Jennifer Faulkner, Vice President for Team Member Experience, Diversity & Inclusion and Talent Management, adding, “We want to ensure we are knowledgeable, thoughtful and responsive in every interaction we have with our colleagues.” Human Resources colleagues were among the first to add their personal data in Workday as part of the self ID project and many have been leading and supporting the Structural Inclusion Workgroup.

### NATIONAL SEARCH UNDERWAY FOR SENIOR LEADER FOR HEALTH EQUITY, DIVERSITY AND INCLUSION AT BAYSTATE HEALTH

A Health Equity, Diversity and Inclusion division will be created to enable Baystate to make the significant changes required to improve health outcomes and the daily experience of all the colleagues and patients we serve. This division will be led by a **Senior Vice President, Chief Health Equity, Diversity and Inclusion Officer**. A national search is underway. The Chief Health Equity, Diversity, and Inclusion Officer will be a member of the President’s Cabinet, reporting directly to President & CEO, Mark A. Keroack, MD, MPH. Baystate is seeking candidates who have a strong clinical background, ready to advance all our work to drive change through organizational inclusion and belonging, advancing health equity, and addressing the public health challenges before us now and in the future. More details will be available as the search advances.

FIGURE 8 | The Deloitte diversity and inclusion maturity model



## THE JOURNEY AND THE DESTINATION

Baystate is experiencing DEI growth and maturity. Recently, external DEI and performance improvement consultants gauged the DEI maturity of the organization as level 3 of 4, using the Deloitte model to the left. As Baystate continues to examine systems, build trust and face challenges head-on, its DEI maturity is expected to advance to level 4 in which organizations are “Leveraging difference to create business value.” This concept aligns with Baystate’s 2025 Diversity Workforce Objective that states, “leaders and providers of care, represent the communities we serve in a culture of inclusivity and belonging.”

## NEWS

### TALENT ACQUISITION TEAM AT THE NAACP NATIONAL CONVENTION CAREER FAIR

In July, Baystate’s Talent Acquisition (TA) team participated in the NAACP National Convention Career Fair. The virtual booth had over 45 visitors during the four-hour event. Baystate TA consultants spoke with 16 of those visitors and are currently collecting resumes from those interested in both clinical and non-clinical roles. Baystate Health now has access to this database and will be sourcing candidates from this resource in the future. The event marks Baystate’s continued expansion of diverse sourcing opportunities.



### BAYSTATE HEALTH PHYSICIANS AND RESEARCHERS PUBLISH STUDY ON EXPERIENCES OF TRANSGENDER AND GENDER EXPANSIVE PHYSICIANS

Do transgender and gender expansive (TGE) physicians experience discrimination in the workplace? A new study by Baystate Health physicians and researchers looks at how TGE physicians are treated and offers steps people and institutions can take to mitigate stigma and transphobia. The study, published on June 29 in the *Journal of the American Medical Association JAMA Network Open*, is titled “Experiences of Transgender and Gender Expansive Physicians.” Written by lead author Lauren M. Westafer, DO, MPH, MS of the Department of Emergency Medicine at Baystate Medical Center, who is also a researcher in the Department of Healthcare Delivery and Population Sciences, UMass Chan Medical School – Baystate, the work was initiated and authored by Baystate physicians. [Click here](#) to learn about the critical steps the authors identified that individuals and institutions can take to mitigate the stigma and transphobia present in hospitals and clinics.

## BAYSTATE'S LIBRARY OFFERS DEI BOOK COLLECTION AND RESOURCES

Baystate Health's Library and Knowledge Services has created, and continues to expand, a [DEI book collection](#) (including digital resources for journals, subject guides and databases) available at the library at Baystate Medical Center. Visit the site to see what is available on demand or on hand and ready to be checked out.

## WHAT'S GLOBAL IS LOCAL: STANDING WITH UKRAINE

In March, Baystate Health hosted a facilitated conversation about the impact of the war in Ukraine and to acknowledge the many Baystate team members who have loved ones throughout the globe being affected. Click the image to [watch the recording](#) of this event, learn what Baystate Health is doing to support Ukraine, how to access employee support through spiritual care, wellness and the Employee Assistance Program, as well as a brief list of organizations supporting humanitarian efforts.

Additionally, Baystate donated nearly \$50,000 in supplies that were airlifted to Ukraine hospitals and refugee centers, from antibiotics and pediatric medications to stretchers, wheelchairs and IV poles.

### Baystate Health's Response to the Crisis in Ukraine

**Baystate Supply Donation Airlifted to Ukraine**  
On Friday, March 4, a 26-ft long box truck filled with nearly \$50,000 of supplies from Baystate Health arrived in New York for the AFYA relief agency to airlift to hospitals in Ukraine and refugee centers in Poland. Supplies included: Medications (e.g., antibiotics, anticoagulants, pediatric convulsants, solutions/ointments, etc.); Medical supplies (e.g., pediatric manual resuscitators, bandages, stethoscopes, etc.); 9 stretchers; 8 wheelchairs; 8 IV poles; Ancillary kits that came free with COVID vaccines (e.g., face shields, needles, syringes, alcohol wipes).

**Support for Employees**  
**SPIRITUAL SERVICES & WELLNESS PROGRAMS**  
*A Moment of Peace and Solidarity*: Watch this 10-minute Spiritual Care and Employee Assistance Program video focusing on recent events in Ukraine.

*Elevating Dignity - Impacts of the War in Ukraine*: Watch a recording of a recent 1-hour session to help employees process their experiences and show support for one another and the global community.

**CONFIDENTIAL EMPLOYEE ASSISTANCE PROGRAM (EAP) RESOURCES**  
If you, your dependents or your household members are impacted from these events, directly or indirectly, consider accessing EAP Resources.  
• Provided at no cost to ALL employees, their dependents and household members  
• Confidential service available 24/7/365 at 1-800-888-6332

Access these employee resources and more from work or on your mobile device  
**FROM HOME OR MOBILE**: Go to [www.baystatehealth.org/employees/baystate-healthy](http://www.baystatehealth.org/employees/baystate-healthy)  
**FROM WORK**: Go to [The Hub-Quick Links-Baystate Healthy](#)

**Support for Ukraine**  
Baystate Health is not soliciting donations for these organizations. In response to requests from employees, the list below includes recommended organizations currently supporting Ukraine. Please research before making donations.

Voices of Children is a Ukraine-based charitable foundation offering psychological counseling and art therapy for children affected by war. Currently helping evacuate children and families across Ukraine.

World Central Kitchen was founded by chef José Andrés after the 2010 earthquake devastated Haiti. Meals provided to people in need around the globe. Now feeding Ukrainian refugees.

UNICEF supports health, nutrition, HIV prevention, education, safe drinking water, sanitation and protection for children and families caught in the conflict in Ukraine.

Project Hope is a global health and humanitarian relief organization on the ground in and around Ukraine delivering medicines and medical supplies. It has teams in Ukraine, Poland, Moldova and Romania.

AFYA Foundation is organizing and airlifting medical supplies, including those donated by Baystate Health.




Baystate Health

ADVANCING CARE. ENHANCING LIVES.

## BAYSTATE HEALTH AWARDS \$1 MILLION IN BETTER TOGETHER GRANTS

Baystate Health has awarded \$1 million in Better Together Grants to five community initiatives with partner organizations as part of its [Community Benefits Program](#). Each hospital's Community Advisory Benefits Council (CBAC) chose a specific social determinant of health priority to focus the funding on, which was made possible through the Massachusetts Department of Public Health's Determination of Need (DoN) requirements related to the replacement of Baystate Medical Center's Operating Rooms approved in November 2020. The aim of the Better Together grant opportunity is to develop approaches that by targeting the social determinants of health, will improve people's overall well-being and make our communities healthier places to live in, while complementing the health care system's current offerings. [Read more on the grant recipients here.](#)



## CELEBRATING AND EMPOWERING WOMEN THROUGH COMMON THREADS

Baystate Health was proud to sponsor Common Threads, the annual event to benefit [Dress for Success Western Massachusetts \(DFSWM\)](#). Over a dozen Baystate representatives attended the inspiring event, filled with testimonies of local women impacted by DFSWM and keynote speaker, Dr. Christina Royal, president of Holyoke Community College. A special congratulations to Baystate colleagues Delphine Kabatesi, custodian and certified nurse assistant, recognized as a DFSWM mentee and

and Kassandra Carrasquillo, human resources specialist, who received a DFSWM Distinguished Alumna award.



## BUSINESS RESOURCE GROUPS ELEVATING VOICES & WELL-BEING

### BLACK EMPLOYEES CONNECTING RECEIVES NATIONAL SOCIAL RESPONSIBILITY & DIVERSITY AWARD



Baystate Health's and HNE's Black Employees Connecting (BEC) Business Resource Group has received an Honorable Mention Award from [Ragan's Corporate Social Responsibility & Diversity Awards](#) in the DE&I Campaigns/Initiatives>Employee Resource Groups (ERGs) category. This award celebrates the teams, organizations, and agencies whose work is positively impacting communities, whether internally, locally, or globally. This recognition was achieved after BEC established the inaugural Juneteenth commemoration

in 2021, offering multiple events and activities to all Baystate Health employees and community members throughout the week leading up to Juneteenth. The theme was "We Are One Baystate," to remind us that we are all one in the effort to ensure justice, equity and safety for Black Americans. Pictured are BEC leaders and 2021 Juneteenth event organizers James Watts, Martha Anderson, Ashley Bogle and Lakisha Duncan.

### BAYSTATE HEALTH COMMEMORATES SECOND JUNETEENTH CELEBRATION

Throughout the week of June 13, Baystate Health commemorated Juneteenth with a series of virtual panel discussions and events, hosted by Black Employees Connecting. The theme was *Black Health, Well-being & Healing*, focused on working together to confront systemic racism and health disparities to provide equitable care and an inclusive environment for our patients, employees and community members. All events were open to the public and recordings are available [here](#).

### BAYSTATE HAS LARGEST CONTINGENT IN SPRINGFIELD'S FIRST PRIDE PARADE

Baystate Pride Business Resource Group and parade committee welcomed over 150 Baystate Health/Health New England team members and their families on Saturday, June 4 for the inaugural Springfield Pride Parade. The group wore vibrant tie-dye Pride shirts and rainbow masks, accompanied by ambulances and a rainbow float.



Baystate/HNE had the largest marching contingency of the parade and were warmly welcomed by parade watchers throughout the route. An outreach booth at Court Square was easy to spot – just beside the Wellness on Wheels (WoW) Bus. Volunteers provided giveaways and useful information about healthcare, insurance coverage, job opportunities and more.

### WOMEN EMPOWERED ADDRESSES FINANCIAL WELLBEING

On May 18, Baystate Health Women Empowered (BHWE) hosted a virtual event *Money Tips: From Homebuying to Financial Management*. A panel of Baystate Health experts were joined by representatives

from Pioneer Valley Credit Union to discuss payment features direct from paychecks, help setting financial goals, and available resources, including a new benefit available to BH team members called [My Secure Advantage](#). This new benefit provides free and confidential money coaching and other financial wellbeing tools and resources. Financial wellbeing was identified by employees as a growing need in the recent employee survey.

## SPOTLIGHT ON...



### COLLEEN HOLMES, MEMBER OF BAYSTATE HEALTH BOARD OF TRUSTEES

Colleen Holmes is the President and CEO of Viability, Inc. and has served on the Baystate Health Board since 2017, including her membership on the Quality Committee, Human Resources Committee and Governance Committee. Let's learn more about her!

***Tell us about your current role and background.*** [Viability](#) provides services in five states from our headquarters here in Springfield with a vision of making inclusion and access of people with disabilities or disadvantages a way for people, businesses, and communities to succeed together. Fun fact – I started my human services career with a legacy organization of Viability. Returning as CEO was a major full-circle moment! Previously, I served as President and CEO of 18 Degrees, providing child and family well-being services, foster care and adoption, childcare, and youth development services.



Colleen Holmes  
President & CEO, Viability  
Trustee of Baystate Health

***What inspired you to join the Baystate Health Board of Trustees?*** In the weeks I spent at BMC as my mother battled a rare condition, we experienced amazing care and skill from nurses, surgeons, and James, a greeter at the front desk – but also painful misses. I wanted to help advance what was amazing and what needed to change. Secondly, as a Black female who lives in Springfield, and had experience in organizational development, cultural change, quality, social determinants of health, and human services, I hoped to contribute my unique skills and perspective to the board, knowing the significance for people who seldom have a voice at that level. Learning from other experts around the table was also a big draw.

***What excites you about Baystate Health's DEI strategy and goals and how will you contribute to them?*** That we are increasingly acting more and more like we know and believe the data showing DEI is inherent to the definition of patient care and quality, underpins recruitment and retention of our workforce, bolsters marketing and achieves our mission, is a promising paradigm shift-in-progress. I see it in the variety of voices talking DEI in the board room; the way DEI is woven into our system-wide goals and strategy rather than orphaned; the lens and measures established for DEI accountability; and the burgeoning changes in our systems, culture, and ways of treating patients and engaging staff. What I can contribute is being a clear-eyed ally, advocate for people and resources in the work, and a source of accountability, calling out issues and calling in course-correction in service to patients and staff, and uplifting progress on the DEI journey.

***What is some of the best advice you ever received?*** My father told me if you must choose between being respected and being liked, choose respect. When you do things that aren't you just so people will like you, you trade off self-respect. With self-respect, you can better withstand disrespect and find the people who don't need you to shrink to fit in.



**What is one item from your bucket list?** To one day be a healthy, active senior citizen spoiling my grandchildren, traveling, dancing, and volunteering with no need for an Outlook follow up folder and task manager.

If you have an idea for a future Spotlight subject, contact [Diversity@baystatehealth.org](mailto:Diversity@baystatehealth.org).

## SHOUT OUTS

### MABLE SHARIF CELEBRATED AS A COMMUNITY BUILDER



Congratulations to Baystate Health team member Mable Sharif, community liaison specialist, Baystate Mason Square Neighborhood Health Center, for being honored with the Community Builder Award. Mable was recognized at the sixth annual community awards ceremony hosted by the Mason Square C3 policing unit. U.S. Attorney Rachael Rollins served as a keynote speaker.

### BAYSTATE WING HOSPITAL RECOGNIZED FOR OUTSTANDING PERFORMANCE IN SOCIAL RESPONSIBILITY

Baystate Wing Hospital (BWH) has earned national recognition by the Lown Institute as one of the most socially responsible hospitals in America. In the recent [Lown Hospital Index](#), a report that evaluates over 3,600 hospitals nationwide, BWH ranked 20<sup>th</sup> in the U.S. on metrics across three categories: equity, value and outcomes. BWH made the Lown Index Honor Role by earning “A” grades in all three categories evaluated by the index and shares this well-earned distinction with only 4 other Massachusetts hospitals and only 66 other hospitals in the nation.

“Our high ranking by the Lown Institute demonstrates our unwavering commitment to community health throughout the many communities we serve in the Eastern Region and is a testimony to our role as a leader in providing high-quality, equitable care,” said Karli Barrett, MS, RN, NE-BC, Vice President, Patient Care Services and Chief Nursing Officer for Baystate Wing Hospital.

#### BAYSTATE WING HOSPITAL RECOGNIZED FOR THE FOLLOWING ACHIEVEMENTS:

- #1 in the state on **Outcomes**, reflecting performance as it relates to patients’ health and experience of care.
- #6 in the state on **Value**, reflecting the avoidance of inappropriate tests and procedures and cost efficiency.
- #5 in the state on **Equity** reflecting the commitment to equity, inclusion and community health.

Thank you for reading Baystate Health’s DEI Briefing. Have questions or contributions to a future issue? Contact [Diversity@baystatehealth.org](mailto:Diversity@baystatehealth.org)