

DEI BRIEFING

FEBRUARY 2022

A SNAPSHOT OF DIVERSITY, EQUITY & INCLUSION THROUGHOUT BAYSTATE HEALTH



Team Members from Baystate Medical Center's Daly 5 Unit come together in support of a patient safety campaign.

DIVERSITY, EQUITY AND INCLUSION STRATEGIES & PROGRESS

At Baystate Health we are committed to honoring the dignity of all people and to examining our systems and behaviors to ensure they advance equity. The following strategic work supports this commitment.

WORKFORCE SNAPSHOT



Baystate Health is pleased to share its first DEI Workforce Snapshot (see attachment), including composition of the total workforce, Board of Trustees and other employee groups by race and ethnicity; hiring data; and progress of hiring employees who belong to groups Underrepresented in Medicine (URiM). See next page for URiM definition.


Plans are to update the snapshot annually to share with Baystate's workforce and on the website. Work continues at Baystate to increase racial and ethnic diversity to better reflect the communities we serve and to help ensure we meet our mission of *improving the health of the people in our communities every day, with quality and compassion.*

SETTING GOALS TO INCREASE REPRESENTATION

A strategic objective for Baystate Health is that team members, including leaders, direct care nurses and providers of care, will be more representative of the diverse communities we serve by 2025. Based on current gaps in race and ethnicity, Baystate Health is focusing on hiring, and reducing turnover of Black, Hispanic and Latinx employees. For more than a year Baystate has been examining data more closely, expanding our sourcing of diverse candidates, seeking to identify and remove barriers, and more explicitly stating the vision to those who are making hiring decisions.

MAKING PROGRESS IN DIVERSE HIRING

There was progress throughout 2021 in increasing the number and percentage of leaders, direct care nurses and providers who are Black, Hispanic and Latinx. Comparing data from the end of FY2020 to the end of FY2021, there were gains in all three populations of focus. Black and Hispanic/Latinx direct care nurses increased by 19.5%; Black and Hispanic/Latinx providers increased by 22.5%; and Black and Hispanic/Latinx leaders increased by 14.7%.



Underrepresented in Medicine (URiM) is a term in the health care industry that is a combination of those who are Black; Hispanic/Latinx; American Indian or Alaska Native; Native Hawaiian or Other Pacific Islander; and two or more races including one of the previously mentioned groups. Typically, White and Asian people are well-represented in medicine. You will often see the term URiM noted in healthcare industry data. Data for Asian and White populations is measured, but for the purposes of the structural inclusion work we focus on the groups most significantly underrepresented in medicine.

| Role | Number of URiM* Employees as of Sept. 30, 2020 | Number of URiM Employees as of Sept. 30, 2021 | URiM Percentage Increase Year Over Year in Job Category | URiM Percentage of Total Role Population as of Sept. 30, 2021 |
|----------------|------------------------------------------------|-----------------------------------------------|---------------------------------------------------------|---------------------------------------------------------------|
| Direct Care RN | 292 | 349 (+57 people) | 19.5% | 12.7% |
| Providers | 102 | 125 (+23 people) | 22.5% | 11.0% |
| Leaders | 95 | 109 (+14 people) | 14.7% | 11.6% |

* URiM includes employees who are Black; Hispanic/Latinx; American Indian or Alaska Native; Native Hawaiian or Other Pacific Islander; and two or more races


BOARD OF TRUSTEES LEADING THE WAY

The diversity of Baystate's [Board of Trustees](#) has grown significantly since 2014, through the work of the Board's Governance Committee to better represent the communities served by Baystate Health. In 2014 the Board of 20 members had three women, compared to nine currently, and one person of color, compared to six currently. According to a recently published [study of board diversity](#) in Massachusetts hospitals by Massachusetts Hospital Association, Baystate compares favorably with other healthcare organizations. The current composition of the Board is outlined in Baystate's 2021 DEI Workforce Snapshot.

BAYSTATE HEALTH'S 2022 GOALS INCLUDE DEI LENS

New this year, Baystate Health's annual goals include an overarching DEI lens. As we make strides toward equity for patients and team members, eight of this year's goals supporting patients and our workforce include specific approaches to analyzing data through a DEI lens and addressing gaps. A few examples include:

- **Quality:** Analyze performance in breast cancer screening, blood pressure control and depression by race and ethnicity and develop a written plan to address any significant disparities identified.
- **Patient Experience:** Analyze Willingness to Recommend performance by race and ethnicity and develop a written plan to address any significant disparities identified.
- **Employee Experience:** Analyze Engagement Index performance by race and ethnicity and develop a written plan to address any significant disparities identified.



"We care about equity and want to raise it to a system level. Our 2022 metrics have a component that is stratified by race and ethnicity for the eight goals that are applicable. The first thing we need to do is understand our race and ethnicity gaps and then take steps to improve outcomes," said Samantha Kennedy, Vice President for Strategic Planning at Baystate Health.

POLICY UPDATE IMPROVES EQUITY AND SPEED OF HIRING



Baystate Health's DEI and structural inclusion efforts include examining policies and practices so barriers causing inequity can be removed. Baystate is committed to making changes to improve equity for employees and in this case, job applicants. One recent example initiated by the Talent Acquisition team in Human Resources is removing the requirement to conduct reference checks as a part of the background check during the hiring process. This change applies to grades 42 and below, except for registered nurses who will continue to receive reference checks. Removing this step from Baystate Health's standard practice supports a more flexible and people-centric culture at Baystate Health by:

- **Enhancing Equity:** Removes barriers for entry-level applicants, a group for whom obtaining references can be difficult and has the potential to cause hiring delays.
- **Increasing Efficiency:** Removes a step in the hiring process that historically has not provided value to the hiring process, or to recruiters and hiring managers.
- **Increasing Expediency:** Individuals can be placed in jobs faster.

NEWS

HUMAN RIGHTS CAMPAIGN AWARDS BAYSTATE HEALTH HOSPITALS FOUNDATIONAL POLICY STATUS

Congratulations to Baystate Wing Hospital and Baystate Medical Center which have received the Human Rights Campaign Foundational Policies designation as part of the Healthcare Equality Index Survey. Through the work of a system-wide team, all four Baystate Health hospitals completed a rigorous application process which is meant to help organizations improve care and patient experience for LGBTQ+ patients and their families as well as improving the employee experience.

Recommendations and guidance are provided by the Human Rights Campaign to help organizations continue their journeys of improvement. Baystate Noble Hospital and Baystate Franklin Medical Center are expected to achieve the designation in the next cycle.

To continue to build on Baystate Health's commitment to LGBTQ+ care, a committee is being led by the Patient Experience team in partnership with the DEI Office and Business Resource Groups. Additionally, a LGBTQ+ Patient and Family Advisory Group is being established. Read more in BRG Updates on page 6.

A NEW REASON TO RECOGNIZE COLLEAGUES

Throughout 2021, more than 42,000 recognitions, congratulations and celebrations were made through Baystate Celebrates, Baystate Health's digital recognition platform. In 2022, a new Baystate Celebrates award reason has been added, supporting strategic efforts of equity and belonging and Baystate's core competency of valuing differences. Now

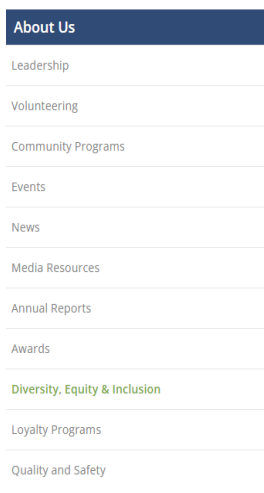


employees may recognize colleagues for their efforts to advance *Equity and Belonging* in addition to making a *Compassionate Connection* and for modeling Baystate's core values of *Respect*, *Integrity*, *Teamwork* and *Lifelong Learning*. Some behaviors that support equity and belonging are:

- working to remove barriers and reduce biases
- encouraging opinions and ideas of others and
- making others feel welcomed, supported, and valued

BAYSTATE HEALTH LAUNCHES NEW DIVERSITY, EQUITY & INCLUSION WEBPAGE

Baystate's commitment to confronting racism and bias is emphasized through a new DEI page on the website. By going to baystatehealth.org/dei (or via the tile on the home page) you learn how Baystate is working to reduce health disparities, achieve equity, and improve family prosperity among other efforts. This page was designed in collaboration with our Business Resources Groups and Engagement Council members and will evolve over time to highlight the work across Baystate Health supporting DEI efforts.



You Belong at Baystate Health

Join us!

[FIND A JOB](#)

DIVERSITY, EQUITY & INCLUSION AT BAYSTATE HEALTH

OUR COMMITMENT TO CONFRONTING RACISM AND BIAS

Baystate Health's mission is to improve the health of the people in our communities every day with quality and compassion. Confronting racism and bias behaviors is critical to achieving this mission. We recognized this years ago, launching our diversity, equity and inclusion journey in 2008. Since that time, we have continued to learn and grow. We are committed to examining our systems and behaviors to advance equity and shared prosperity.



The work we do every day at Baystate Health is guided by core values of respect, integrity, teamwork and...
Lifeless learning. We define our value of respect as honoring the dignity of all people.

OPEN ENROLLMENT MATERIALS NOW OFFERED IN SPANISH

For the Open Enrollment period in the fall of 2021, the Human Resources Benefits Office provided materials in Spanish in addition to English, for the first time, to enhance clarity and inclusion for more employees. Yvonne Diaz, Director of Employee Benefits, shared that “It is important for me to ensure our employees are able to understand the information presented to them. What better way than to provide information in their native language since benefits can be complex and hard to understand? With the help of our colleagues in Interpreter Services and our vendor partners we were able to have key documents translated in Spanish. We hope to expand the translated documents in the future to include other commonly used languages by our employees, as we know Russian and Portuguese are high on the list.”

Additionally, the Marketing & Communication team has been providing the President & CEO's blog in Spanish and in video format to make his messages more accessible.



BAYSTATE'S MEDICAL STUDENTS IN THE COMMUNITY

“Medical students in the [Population-based Urban and Rural Community Health track](#) were embedded in local community service organizations for two weeks this fall as part of their Population and Community Health Clerkship. Their projects—including, substance use in rural areas, gun violence, the digital divide for Spanish speakers, and food deserts—focused on priorities identified by the communities in which they were based.” Find out more about their projects [here](#).

BAYSTATE HEALTHCARE EDUCATION OFFICE ESTABLISHES DEI STRATEGIC COMMITMENT

The Health Education Office's (HEO) 2025 strategic plan includes three major priorities: focusing on improving our data, improving our communication, and finally, improving our diversity, equity, and inclusion practices. Our DEI strategic priority is to *build diversity and structural inclusion through education to address inequities and promote excellence.*

"In HEO, we teach and provide resources for diverse learners who do or will work at Baystate Health in order to help the organization provide better care for the patients in our community," says Rebecca D. Blanchard, PhD, Sr Director of Healthcare Education, Baystate Health, Director of BERST Academy and Assistant Dean for Education and Associate Professor of UMass Chan Medical School – Baystate.



Rebecca D. Blanchard, PhD

The Healthcare Education Office (HEO) supports educational programs across the continuum, from high school outreach programs to continuing education and includes: Baystate Springfield Educational Partnership (BSEP), Allied Health education program support, Medical student education (including the University of Massachusetts Chan Medical School – Baystate, Population-based Urban and Rural Community Health (PURCH) track), Graduate medical education programs (including UMass Chan Medical School – Baystate, medical residencies and fellowships along with graduate pharmacy and advanced practitioner program support), Continuing Interprofessional Education, Baystate Education Research and Scholarship of Teaching (BERST) Academy and Baystate Health Sciences Library.

BUSINESS RESOURCE GROUP UPDATES

PATIENT & FAMILY ADVOCACY WITH LGBTQ+ FOCUS

As a strategic initiative of the LGBTQ+ Pride business resource group, each Baystate Health hospital completed the Human Rights Campaign's Healthcare Equality Index (HEI) Survey. The HEI survey experience has served as a catalyst for a project launching in 2022 by the Patient Experience team which will be working with members of the LGBTQ+ community to form a specialty Patient Family Advisory Council (PFAC) and utilize the findings from the HEI Survey, as well as patient stories, to help drive this work further and to make Baystate Health the number one choice of care for members of the LGBTQ+ community in Western Mass.

"Being a part of the HEI project was very important to me, both personally and professionally. From the Patient Experience lens, we want all of our patients to feel safe, listened to, and respected when they receive care at Baystate Health, and I believe that we as an organization have a great opportunity to enhance the care we deliver to this growing population in Western Mass. On a personal level, I have been a proud ally for many years, and being a part of this special project allowed me to explore new education about how I can be a stronger ally for members of our community," said Kristina Healey, Patient Experience Manager

REV. DR. MARTIN LUTHER KING, JR. CELEBRATION HELD

On Friday, January 14, Black Employees Connecting hosted a virtual event to honor Dr. Martin Luther King, Jr. The theme “*It Starts with Me*” honored Dr. King’s legacy with prayer, words and dance that echoed his urgency of how we all must show up as an advocate for others. The event featured a keynote address by Dr. Wilmore Webley, Assistant Professor of Microbiology and Associate Dean of Inclusion and Engagement at the University of Massachusetts-Amherst, as well as the fourth Annual MLK Jr. Semester of Service Student Awards. You can watch the event recording [here](#).

RECRUITMENT DISCUSSION WITH BRGS INVITES IMPROVEMENT IDEAS

In October, Pam Snyder, Sr. Director of Talent Acquisition and Physician & APP Recruitment hosted a virtual session inviting members of all Baystate’s business resource groups (BRGs) to discuss recruitment and sourcing of candidates. She also shared information about the [Bring It Baystate! employee referral program](#), designed to support our team members in bringing new talent to Baystate Health. This session included members of many BRGs who came together to discuss both successes and opportunities for improvement. This outreach is connected to Baystate’s Structural Inclusion work and there will be additional sessions held in 2022 to continue to connect with BRG members and get their feedback and suggestions.

SPOTLIGHT ON...



LISSETTE GRIMALDI, VICE PRESIDENT AND CHIEF NURSING OFFICER, BAYSTATE NOBLE HOSPITAL

Lisette Grimaldi joined Baystate Health in March 2021 and is a member of the Inclusion Council and Co-Executive Sponsor of the Latinx and Hispanic Business Resource Group. We invited her to share about herself.

How do you describe your role? I ensure the high quality of nursing services, use strategic planning to balance efficient and optimal patient care, create and maintain standards of care, monitor quality initiatives and improvement, assist with budgeting, ensure compliance with federal and state regulations, and review reports and communicate issues with other hospital leadership.

What attracted you to Baystate Health? Baystate has a strong reputation for providing care and support to the community and its employees. It's exciting to be a part of this organization and to participate as a leader in the growth of Baystate Noble Hospital.

What inspired you to join the Inclusion Council and be an Executive Sponsor of a BRG? The Inclusion Council is a platform to share our differences and appreciate who we are within the team. I find it essential to share where we came from and what experiences helped build who we are today. Inclusion has many connotations, and I want to be a part of building what it means at Baystate.

What do you enjoy doing in your free time? I like to read and do puzzles and spend time with my family.

What is some of the best advice you've received? The best advice is “be the right person for the job every day.” My favorite quote is, “Be patient with yourself, for nothing in nature blooms all year round, you will get there!” - Amy Revives

What's on your bucket list? Travel to Ireland!



Lisette Grimaldi, RN, BS, MHA, CPXP

SHOUT OUTS



WALESKA LUGO-DEJESÚS, 2021 LATINX AMPLIFIER AWARD

Waleska Lugo-Dejesús, Strategic Consultant & DEI Partner with Baystate Health was recognized by Amplify Latinx as one of their 2021 Latinx Amplifiers! Amplify Latinx's vision is parity in representation of Latinos in decision-making roles of influence, resulting in economic prosperity and political equity for all Latinos in Massachusetts and beyond. [Learn more here.](#)



DR. SARAH HAESSLER NAMED HEALTHCARE HERO

Dr. Sarah Haessler, vice chair, Clinical Affairs, Department of Medicine and Co-Executive Sponsor of LGBTQ+ Pride BRG was recognized in the intensely competitive Emerging Leader category for BusinessWest's Healthcare Heroes awards. She has been chosen in large part for her many efforts to prepare those at Baystate for what was coming in early 2020 and for her ongoing work throughout the pandemic to plan, educate, and help carry out all the operations of a hospital during extraordinary circumstances. Congratulations Dr. Haessler on this well-deserved recognition! [Learn more here.](#)



LOCAL READERS ARE RAVING ABOUT BAYSTATE HEALTH

Baystate Health named Best Local Hospital for 5th consecutive year in The Republican/MassLive Reader Raves 2022 Awards.



BAYSTATE HEALTH NAMED ONE OF AMERICA'S BEST-IN-STATE EMPLOYERS!

This is the 3rd year in a row that Baystate Health has received this recognition from Forbes. Baystate is listed in the Massachusetts ranking among employers such as Starbucks, FedEx, Proctor and Gamble, Bank of America, Pfizer and Big Y Foods.



BAYSTATE MEDICAL CENTER AND SURGICAL ICU GETS GOLD BEACON AWARD!

BMC Medical and Surgical ICU was recognized with gold Beacon Award for Excellence by the American Assoc. of Critical Care Nurses. This is the ninth time the ICU has won this national three-year award and the fourth time in a row.

Questions or newsletter contributions? Please contact Diversity@baystatehealth.org