

# DEI BRIEFING

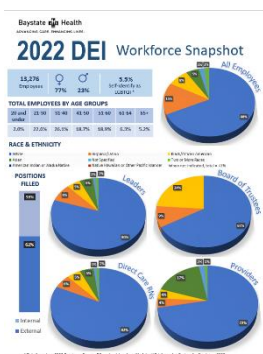
FEBRUARY 2023

A SNAPSHOT OF DIVERSITY, EQUITY & INCLUSION THROUGHOUT BAYSTATE HEALTH



Baystate Health team members celebrate the Springfield Puerto Rican Parade with their family members. More on page 6.

## DEI STRATEGIES & PROGRESS



Data transparency is one of Baystate Health's strategic areas of focus. Last year, Baystate Health created and shared its first DEI Workforce Snapshot, 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). We are now able to compare this data year to year, to demonstrate progress, ensure we are staying true to our mission, and foster accountability for our goals to increase racial and ethnic diversity to better reflect the communities we serve at Baystate Health. The 2021 and 2022 DEI Workforce Snapshots will soon be available on the [Baystate Health Diversity, Equity & Inclusion webpage](#). You can currently view the 2022 DEI Workforce Snapshot attached with this

briefing.

## BAYSTATE HEALTH WELCOMES DR. TYONNE HINSON AS SVP & CHIEF DIVERSITY, INCLUSION AND HEALTH EQUITY OFFICER



After a nationwide search Tyonne Hinson, DrPH, MSN, RN, NE-BC has been named Senior Vice President & Chief Diversity, Health Equity & Inclusion Officer of Baystate Health. Dr. Hinson comes to Baystate from Boston Children's Hospital, where was Senior Director of Nursing & Patient Care Operations Diversity Initiatives and the Nursing Career Lattice Program. She has more than 20 years of experience in diversity, equity and inclusion alongside clinical and executive nursing leadership, healthcare administration and international/global healthcare.

Dr. Hinson is no stranger to Baystate Health. Earlier in her career she worked at Baystate Medical Center as a Nurse Manager and served simultaneously as the Special Project Coordinator in Baystate's inaugural journey for Magnet Certification. In her new role, Dr. Hinson will be responsible for leading efforts to promote diversity, equity, and inclusion throughout Baystate Health through the development of programs and initiatives that support an inclusive environment of diverse caregivers who share a deep sense of belonging built on the principles of dignity and respect. Dr. Hinson has extensive knowledge and multi-faceted experience that will assist in achieving Baystate's vision, and she brings a familiarity and fondness for the people and surroundings of western Massachusetts.

"I am delighted for this opportunity to return to Baystate Health to serve as the Chief Diversity, Health Equity, and Inclusion Officer and advance the imperative work that is foundational to equity and inclusion: access and delivery of quality healthcare services, reduction of health disparities, and creation of an inclusive environment for all," Tyonne shared. "Each one of us plays an important role in this journey – and I look forward to working throughout the enterprise and community to lead Baystate Health's efforts to build and advance our collective long-term vision and strategies together."

## INTRODUCING BAYSTATE HEALTH'S FIRST ON-DEMAND DEI LEARNING

Honoring the dignity of all people begins with understanding. After a year of planning, Baystate Health's on-demand learning for Diversity, Equity & Inclusion is now live! With Baystate's new interactive, online DEI learning team members can:

- Grow understanding of diversity, equity and inclusion topics affecting today's healthcare workers
- Improve confidence and ability to respond to situations
- Learn independently, taking courses in any order, at any time

*Watch this brief video by clicking the image below.*



Courses are brief, taking just 15-30 minutes. They stimulate thinking about how to apply learning in the care of patients and with colleagues. More than 100 colleagues have already taken these digital courses. [Log in](#) to get started today!

As part of the total DEI learning curriculum, the second semester of in-person DEI learning sessions is complete, led by diverse presenters and partner organizations with Black, Latinx and LGBTQ+ representation and now providing continuing education credits. In total, more than 130 people



have taken part in these sessions: Intro to Cultural Humility, LGBTQIA+ Foundations for an Inclusive Workplace, and Dignity in Action. Spring sessions will be announced soon.

## ENHANCING POLICIES AND PRACTICES TO SUPPORT EQUITY & INCLUSION

As part of Baystate's 2025 Workforce Diversity Strategy, team members across the organization have been working together to examine and improve our policies, practices and procedures around recruitment, retention and promotion. Many enhancements have been made to our systems since the Structural Inclusion Workgroup first convened in 2020.

### Fiscal Year 2022 Results

Baystate Health set targets in FY2022 to increase the hiring rate of Leaders, Providers and Nurses in the Underrepresented in Medicine category. The targets were exceeded in all three areas. ➡

### Fiscal Year 2023 Objectives

The current year objectives related to diversity, inclusion, employee experience and belonging include:

- Continued increase in number of Nurses, Providers and Leaders in the URiM categories
- Reducing turnover for employees in the URiM categories
- Reducing turnover in all employees

### PERFORMANCE SCORECARD FY 2022 YEAR END

Objective: Increase hiring rate in URiM Category

	Actual	Target
Leaders	24.1%	15.4%
Nurses	19.9%	19.8%
Providers	14.0%	12.2%

An Employee Experience objective is aimed at helping all employees feel valued and better positioned for growth, as a retention strategy. Annual performance evaluations will include development discussions and development goal setting for each employee. Baystate Health is adopting standards of practice and expectations for managers that will begin in 2023 as part of the annual performance evaluation process. Two measurements from the Press Ganey employee survey helping track progress are part of the Diversity & Inclusion Module:

- This organization values employees from different backgrounds.
- All employees have an equal opportunity for promotion regardless of their background.

### Pronouns May Be Added in Workday

Team members can now add their pronouns in Workday by logging in and navigating to My Profile>Change My Personal Information>Pronoun. This section allows the employee to identify their personal pronoun. The field is optional and is visible to all of Baystate Health from the Worker Profile page under Job Title.

### New Employee Policy and Program Changes Designed to be More Inclusive

The Human Resources team recently made changes to two benefits programs offered to employees, specifically to be more inclusive by expanding eligibility.

*Educational Assistance Program (Policy BH-HR-705) provides up to \$2,500 per calendar year in tuition reimbursement for employees. What Changed: Eligibility requirements were revised to allow employees with written corrective action to be eligible to receive financial support through the education assistance policy, if they meet all other policy requirements. Now only employees*

with a *below expectations* rating on their most recent performance evaluation, or a final written warning, will be deemed ineligible. Learn more about the Educational Assistance Policy [here](#). On The HUB search keywords *education assistance policy*.

*Baystate Neighbors First-time Home Buyer Program provides a \$7,500 forgivable loan for employees who are first time home buyers. What changed:* Employees must work at least six continuous months at Baystate Health to apply for this forgivable loan, when in the past it required 18 months of continuous service. Employees with written corrective action are now eligible to receive the homebuyer forgivable loan, if they meet all other policy requirements. Now only employees with a below expectations rating on their most recent performance evaluation, or a final written warning, will be deemed ineligible.

### Employee Data has a new VIBE (Value, Inclusion, Belonging, and Equity)

The structural inclusion data team, including a subset of Human Resources colleagues whose roles include the collection and analysis of employee data, recommended the adoption of a Workday tool called VIBE Central. This tool provides a DEI data dashboard for HR and DEI leaders whose roles necessitate them having access to real-time workforce data regarding gender, race, ethnicity and more, to track progress and better inform decisions. This will support Baystate's 2025 Workforce Strategy toward inclusion and equity.

## NEWS

### EMPLOYEE PROSPERITY FAIR

A new concept called the Employee Prosperity Fair was held as a pilot at BMC in December, attracting hundreds of employees. As part of an employee engagement strategic plan it served to directly connect employees to benefits and programs helping them grow and prosper, including internal learning programs; career growth pathways; job openings; education financial assistance, first-time homebuyer and forgivable loan programs; childcare and food security; money coaching on budgeting, investing, saving for college or retirement and more. In a post-event survey, every respondent said they learned something new and rated the event highly. Planning is underway to expand the concept to others shifts and entities throughout Baystate.



*"Let's bring light into our hearts and spread that light to all we encounter – those we love and those we have a hard time loving, those with whom we agree and those with whom we do not. We are all worthy of love." – Rabbi Kenneth Hahn, Interfaith Chaplain*

### MAKING SPACE IN THE FACE OF ADVERSITY

Baystate Health invited Rabbi Kenneth Hahn from Spiritual Services to address the rise of anti-Semitic speech and actions and to share his perspective about connecting, listening to one another and bringing more light into one another's lives. You can watch a video of his message by [clicking here](#).

## BAYSTATE WING HOSPITAL, QUABOAG CONNECTOR PARTNER TO BRING RESIDENTS TRANSPORTATION TO HOSPITAL FACILITIES

Baystate Wing Hospital and Quaboag Valley Community Development Corp. (QV CDC) announced the funding of a new Quaboag Connector van dedicated to providing transportation to convenient-care and primary-care services for residents living in the towns currently served by the Quaboag Connector. The curb-to-curb service will provide non-emergency medical transportation, allowing patients to request rides to and from medical appointments at Baystate Wing Hospital facilities.

Transportation challenges affect both rural and urban communities. According to the American Hospital Assoc., each year, 3.6 million people in the U.S. do not obtain medical care due to transportation issues.

Since 2017, Baystate Wing Hospital and medical staff have invested \$210,000 in the Quaboag Connector in response to regional needs for safe and reliable transportation services in the Quaboag Hills region. This service provides community members transportation to employment, education, healthcare, workforce training, shopping, and benefit services within and outside the region. This newest addition to the connector fleet reflects Baystate Wing Hospital's investment of \$65,000 for the purchase of the Convenient Care van, and an additional \$155,000 annually to cover operational costs of the new van service, all with a focus on access to healthcare in the region. For more information, visit [www.rideconnector.org](http://www.rideconnector.org).

*"We are proud to continue to partner with the QV CDC and transportation experts in our region to create solutions that address transportation barriers to healthcare for our community members served by Baystate Wing Hospital. Transportation issues are not unique to our region, but our collaborative work to find solutions to help meet these needs has led to creative and successful local solutions." - Molly Gray, former president and chief administrative officer, Baystate Wing Hospital*

## BAYSTATE HEALTH APPOINTS SHELDRICK L. STREETE, MBA, BSN, RN, NEA-BC, CNOR, TO CHIEF OPERATING OFFICER, BMC AND VICE PRESIDENT, HOSPITAL OPERATIONS, BAYSTATE HEALTH



Dr. Mark Keroack, President & CEO of Baystate Health, announced the promotion of Sheldrick L. Streete, MBA, BSN, RN, NEA-BC, CNOR to Chief Operating Officer, Baystate Medical Center and Vice President, Hospital Operations, Baystate Health. Streete has been serving in the role of Vice President of Surgical Services since joining Baystate Health in 2021. In his new role, he will be responsible for developing, leading, and executing key strategies for operations across Baystate Medical Center and Baystate Health. He will oversee and partner with key clinical and operational support areas to develop, maintain, and implement short- and long-term goals to achieve operational excellence, financial stewardship, implement efficient processes, and prioritize capital needs across the health system.

## BUSINESS RESOURCE GROUPS ELEVATING VOICES & WELL-BEING

### BAYSTATE HEALTH/HEALTH NEW ENGLAND HAS LARGEST CONTINGENT IN SPRINGFIELD STONE SOUL PARADE & FESTIVAL



Baystate Health/Health New England team members and their families gathered on Saturday, September 3 to march in the annual Stone Soul Parade. Thanks to Black Employees Connecting who facilitated the volunteer planning team, our contingent wore matching BH/HNE branded shirts accompanied by the BH Honor Guard, a decorated truck, and fun giveaways for the parade spectators. Employee volunteers staffed our booth at the health fair following the parade, as PURCH medical students offered health education

and blood pressure screenings. All were kept busy throughout the day's festivities, providing giveaways and useful information about healthcare, insurance coverage, job opportunities and more. [View the photo album](#) of great moments captured at the 2022 Stone Soul Parade & Festival. A special shout out to

### BAYSTATE HEALTH/HEALTH NEW ENGLAND CELEBRATE SPRINGFIELD PUERTO RICAN PARADE

On Sunday, September 18, Baystate Health/Health New England team members and their families gathered to march in the annual Springfield Puerto Rican Parade. This year's parade theme was ¡Unidos Progresamos! – United We Progress! Somos Uno BRG members worked together to plan, design and decorate our float, t-shirts and giveaways. Marchers, including Dr. Mark Keroack and other BH leaders, and Baystate Board of Trustee, Elizabeth Cardona, wore matching red BH/HNE branded shirts with symbolic Puerto Rican coquí frog on the front were accompanied by the BH Honor Guard, Wellness on Wheels Bus, BCH Ambulance a decorated truck and float complete with palm trees and balloon arches. Our contingent had fun BH/HNE branded giveaways for the thousands of parade spectators that lined Main Street from the North End to Downtown Springfield. View the [photo album](#) of the vibrant celebration at the 2022 Springfield Puerto Rican Parade.

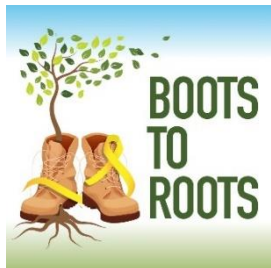


### INTRODUCING, SOMOS UNO, BAYSTATE HEALTH'S LATINE AND HISPANIC BRG

Somos Uno (We Are One), hosted a virtual launch event to introduce this BRG to the organization. Keynote Speaker was Waleska Lugo-DeJesús and celebrated Hispanic Heritage Month, as well as the essence of Latine and Hispanic culture and its many dimensions. You can watch the recording of this event [here](#).



## FROM BOOTS TO ROOTS: BAYSTATE HEALTH HONORS OUR VETERANS



In November, Baystate Health and Health New England hosted a virtual event “Honoring our Veterans -- From Boots to Roots” in recognition of Veterans Day. You can watch the recording [here](#), including remarks from subject matter experts, musical performances, and shared resources to support our veterans and military families. Keynote speaker was Jenny D’Olympia, associate chair and assistant professor, Counseling and Behavioral Health Dept. & director, Military Veteran Psychology and Train Vets to Treat Vets Programs, William James College.

### REMEMBERING DR. MARTIN LUTHER KING, JR.

On Friday, March 13, Black Employees Connecting hosted a virtual celebration of Dr. Martin Luther King, Jr., entitled “It Starts with Me: Cultivating a Beloved Community Mindset.” The event honored Dr. King’s legacy through words, faith and music, featuring keynote speaker Edison Bond Jr., MPH, MDiv, DMin, CPXP, Director of Patient Relations at Baystate Health. You can access the recording [here](#).

### SPOTLIGHT ON...



## THE WOMEN OF BAYSTATE HEALTH’S FINANCE SENIOR LEADERSHIP



L-R: Lisa Cohen VP & Chief Financial Officer, Health New England; Lynne Gentry, VP, Finance, Revenue Cycle, Baystate Health; AnnMarie Martinez, MPH, CPCM, VP, Managed Care Contracting, Baycare Health Partners & Baystate Health; Laurie Martin, VP, Finance Support Services, Baystate Health

Historically, financial services has been a male-dominated industry. According to Deloitte, “in 2021 the proportion of women in leadership roles within financial services firms was 24% and is projected to grow to 28% by 2030—still below parity.” Within the representative financial services sample in their study, “for every woman added to the C-suite in an organization, three women rise to senior leadership roles,” a phenomenon known as the multiplier effect. Baystate Health continues efforts to achieve gender equity in senior leadership and is proud to spotlight the women of Baystate Health’s Finance Senior Leadership, who have been hired into their roles over the last two years and are among the first women to lead Baystate’s Finance Division at the senior level. Let’s learn more about them.

### What inspired you to go into the financial industry?

**Lisa Cohen, VP & Chief Financial Officer at HNE:** *Funny enough, I applied to work for the Internal Revenue Service (IRS) when I was 15 years old. I was granted a temporary role as a division secretary and then went on to work more permanently in the Audit and Enforcement division. Assisting IRS agents with field work and report generation while in high school, naturally, sparked my long-term career interests. Before graduation, I*

*knew EXACTLY what I wanted to do! I soon found myself pursuing a career in accounting, with specializations in global management, forensics and not for profits. I exercised my college education in the Public Accounting sector, went on to attain my CPA. I have since immersed myself in all aspects of the health care / health insurance industry which lent itself nicely to professional growth opportunities.*

**AnnMarie Martinez, MPH, CPCM, VP, Managed Care Contracting:** *As a New York City native, I was working at one of the NYC public hospitals while pursuing an undergraduate degree in criminal justice, and the push towards managed Medicaid was becoming more robust, creating an ever-present need for price negotiations between private insurers and providers; it was the first time I felt as though there was a place for me that existed between a love of math and a passion for the “debate.”*

### **What excites you about Baystate Health’s DEI strategy?**

**Lynne Gentry, VP, Finance, Revenue Cycle, Baystate Health:** *What excites me is that the strategy is not static. In my 2 years here, the DEI strategy has evolved and grown. I am committed to supporting the goals of Baystate by continuing to participate in DEI structural workgroups, focusing on recruitment and retention, ensuring my teams participate in education programs, developing career paths and being alert to systemic barriers to diversity, equity and inclusion. Diversity of background and experience contributes to diversity of thought which creates more impactful outcomes. For these reasons, DEI is not only a business strategy but a business imperative – I am dedicated to making it an imperative.*

**Laurie Martin, VP, Finance Support Services, Baystate Health:** *The Baystate Health DEI strategy is ever evolving and I’m excited about the new energy and focus from the BH Board, Senior Leadership and the organization as a whole. I have contributed to employee resource groups and DEI program planning for many years and will continue to support these efforts until we reach our goals. Specifically, within Finance, we are stepping up our efforts to partner with local colleges to recruit and train diverse talent in healthcare finance. From there, we are joining the other areas of Baystate to focus on retention of these employees by creating development plans and career paths, so they choose to stay and pursue their careers here.*

### **What would you advise someone who is thinking of a role in Finance?**

**Lisa Cohen:** *Always raise your hand for stretch assignments and push yourself beyond your current capabilities. Do not hesitate to take educated risks – be bold - but moreover, be kind. Leadership is as much about motivating and inspiring people as it is about your technical abilities. Your success will be limited if you aren’t able to communicate clearly and effectively. Get out there and crush it...you’ve definitely got it in you!*

**Lynne Gentry:** *Take advantage of opportunities to grow; push through the fear of change or the unknown; build your skill set (toolbox); cultivate self-compassion.*

**AnnMarie Martinez:** *“Run, don’t walk” .... Healthcare has redefined traditional finance roles in its infinite and ever-evolving complexities. The healthcare financial solutions of tomorrow need the world shifters, your unique perspectives, and innovative approaches.*

**Laurie Martin:** *I would advise them to reach out to other leaders in finance to learn more about their experiences and what the options may be here at Baystate. Try to find informal mentors at the organization. I would also advise them to never stop learning and taking on challenging assignments that may take them out of their comfort zone. Sometimes the projects and assignments that are the most challenging produce the best opportunities, experience and learning.*

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

Source: <https://www2.deloitte.com/us/en/insights/industry/financial-services/women-in-the-finance-industry.html>



## SHOUT OUTS

### BAYSTATE MEDICAL CENTER NAMED “BEST LOCAL HOSPITAL” FOR SIXTH CONSECUTIVE YEAR

For the sixth consecutive year, Baystate Medical Center has been recognized as “Best Local Hospital” in The Republican and [MassLive's Reader Raves contest](#). The Reader Raves Winner Guide was included in the Republican's September 18 publication. [Click here to watch a video and hear a heartfelt thank you](#) to all staff who made this possible.



### 2022 EHEALTHCARE LEADERSHIP AWARD FOR DEI CONTENT

Baystate Health won two awards as part of the 2022 eHealthcare Leadership Awards, which “recognizes the very best websites, digital communications, and business improvement initiatives” of healthcare organizations.

Baystate Health was included in the healthcare system category along with health systems including UCLA Health, Renown Health, Penn Medicine, and Yale New Haven. The first award recognition was for “Best Digital Leadership in Health Equity, Diversity and Inclusion” (Silver). Baystate's award submission included a revamped DEI website page that details our commitment to confronting racism and bias and highlighted our patient stories as an example of our commitment to telling diverse stories. Baystate Health was also recognized for “Best Healthcare Content” (Gold). This category recognizes healthcare content that is extensive, balanced, up-to-date, well-organized, and credible, especially regarding wellness and community health initiatives.

### BRING IT BAYSTATE! EMPLOYEE REFERRAL CAMPAIGN WINS AWARD

The *Bring it Baystate!* Employee Referral Campaign that helped double employee referrals during a COVID-19 surge was named the winner of Ragan's Platinum HR Awards Recruitment category. Ragan's Platinum HR Awards celebrates the people, the programs and the products that are dedicated to driving HR success for their organizations, employees, and clients. As part of our Workforce 2025 strategy, Baystate is committed to increasing the diverse employee representation so that our workforce represents the communities we serve. The *Bring it, Baystate!* campaign engaged the BRGs to help build a diverse slate of candidates and between September 2021 and March 2022, Baystate hired 248 new people through employee referrals, alone. This campaign accelerated hiring and provided Baystate team members with an avenue to positively impact the staffing situation and build pride in the organization as they invited others into their workplace. If you are an employee who wants to learn more about earning \$500 for referring a new employee who gets hired, visit the [Bring it Baystate](#) page.

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*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)*