

DEI BRIEFING

FALL 2023

A SNAPSHOT OF DIVERSITY, EQUITY & INCLUSION THROUGHOUT BAYSTATE HEALTH



Baystate Health and Health New England team members celebrate at the Springfield Pride Parade with their family members. More on page 7.

DIVERSITY, EQUITY & INCLUSION STRATEGIES & PROGRESS

Baystate Health's Workforce Diversity Objective is that employees, including leaders and providers of care, will be representative of the diverse communities we serve. We invite you to learn about our progress.

STRUCTURAL INCLUSION WORK CONTINUES

Year-over-Year Improvement

Baystate Health continues its focus on expanding diversity and reducing identified gaps for populations considered as Underrepresented in Medicine (Non-White, Non-Asian) through hiring, promotion and retention of Black, Hispanic and Latino leaders, providers and direct care RNs. In review of the total employee counts in the last two years, the overall percentages have grown for URiM providers and nurses, with leaders maintaining growth from the previous year. As of 2023, data from those unspecified has been removed from the count to provide further transparency going forward. As is the trend nationally, turnover rates for healthcare workers continue to be higher than in pre-pandemic years.

Percentage of Baystate Health Employees in URiM Category
(Includes those non-specified unless otherwise noted)

	Year End 2021	Year End 2022	Year End 2023	Year End 2023 *non-specified removed
Leaders	12%	15%	15.8%	14.8%
Providers	11%	11%	12.2%	9.4%
Direct Care RNs	13%	13%	14.6%	14%

ADVANCING EQUITY THROUGH POLICIES, PRACTICES & TECHNOLOGY

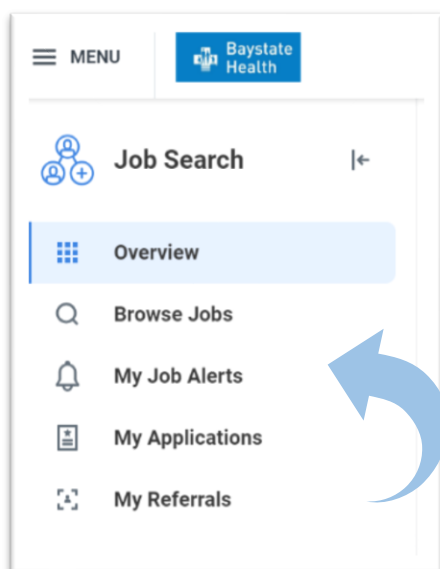
New Policy and New Technology Work in Tandem to Build Equity

The Human Resources team just announced changes to the *Internal Transfers and Promotions* policy (BH-HR-208), designed to create equity in management promotions and job transfers. Policy enhancements have been made in response to employee feedback and recommendations from Baystate's Structural Inclusion Workgroup established to create more internal equity regarding hiring, retention and promotion of under-represented employees. The areas of the policy enhanced for equity include the following:

Leadership Promotions: Now, all leadership positions (supervisor level and above with direct reports) will be internally posted for seven days, unless positions meet one of three narrow exceptions. This policy revision is inclusive of physician leadership positions. Previous to this policy change there was variation in how leadership jobs were posted, especially if managers already had someone in mind for the role. Being consistent in internal leadership job posting creates broader awareness for those who may be qualified yet unknown to, or overlooked by, the hiring manager. When the electronic job requisition for a leadership position is submitted in Workday, all eligible postings automatically are fed into the Job Search function and posted internally for seven days, making the leadership opportunity visible to all employees.

Internal Transfers: A second change to this policy clarifies the criteria for job transfers. Now candidates may transfer to a new role after six months, versus one year previously, as long as there are no active written warnings on file. Allowing transfers after six months will assist those who are interested in a different professional opportunity at Baystate to transfer sooner. Internal references will no longer impact transfer eligibility, which reduces potential for bias to influence the transfer process.

Earlier in the year, Baystate expanded eligibility for the Educational Assistance Program (Policy BH-HR-705) which provides up to \$2,500 per calendar year in tuition reimbursement for employees and the Baystate Neighbors First-time Home Buyer Program which provides a \$7,500 forgivable loan for employees who are first time home buyers. These changes open the programs to more individuals.

**Digital Job Alerts Can Automatically Inform Employees of New Job Opportunities:**

A new and more contemporary job search function has launched in Workday, the HR system used by Baystate Health colleagues. Job Search has with it the opportunity for employees to add alerts for positions of interest. Team members can proactively set alerts to be notified of new job opportunities coming available, instead of having to peruse internal job listings. With this technology enhancement, employees can become aware of opportunities of interest more immediately and efficiently. This alert feature is not available for physician or physician leader openings as they are posted through an alternative process.

Another enhancement is the ability to digitally refer someone outside of Baystate for a posted position, which will make it easier for employees to earn \$500 or more when their referrals are hired as part of the *Bring It, Baystate!* Employee referral program.

Baystate Using AI to Detect Bias in Recognitions: Baystate Health partners with Workhuman to bring Baystate Celebrates recognitions to thousands of employees each year. Now when Baystate Celebrates messages are written, an AI-powered inclusion advisor flags possible bias in the language of the recognition and recommends ways to communicate more inclusively. This tool takes a fraction of a second to scan the recognition message and then suggests bias-mitigating language. The award advisor detects forms of gender stereotyping, implicit bias, age bias, microaggressions and negative comparisons that detract from the awardees' accomplishments. Tools such as this help Baystate Health foster a more inclusive environment and experience for employees. Last year Baystate added "Equity & Belonging" as an award category for which Baystate colleagues can recognize one another. These are two ways that demonstrate Baystate's commitment to the advancement of diversity, equity and inclusion.

DEI ONLINE LEARNING SURPASSES YEAR-1 EXPECTATIONS

Baystate Health launched its first DEI Learning platform in the fall of 2022. In less than a year later, more than 7,249 employees have accessed these courses and 432 DEI Learning Badges have been earned. Many teams have set goals to complete the learning programs together, including management teams at Baystate Noble and Baystate Wing Hospitals. At right, managers at Baystate Wing displayed their names on a poster after achievement of their DEI Learning badges for taking all of the courses which include:



- Unconscious Bias
- Diversity, Inclusion & Sensitivity
- Microaggressions in the Workplace
- LGBTQ+ Inclusion
- Cultural Competency & Humility
- Being an Ally
- Religion, Spirituality & Beliefs
- Manager Discussion Sparks

NEWS

EMPLOYEE PROSPERITY FAIRS CONNECT HUNDREDS TO LIFE-IMPROVING PROGRAMS INCLUDING NEW JOB OPPORTUNITIES AND MONEY COACHES

To raise awareness and help Baystate team members thrive, Employee Prosperity Fairs were held at all Baystate hospitals, attracting hundreds of employees in August and September. As part of an employee engagement strategic plan initiative, the fairs 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.

“ What employees are saying is the best part of Prosperity Fairs...”

Opportunity to take advantage of benefits I was unaware of... All the resources available to employees... So many smiling warm faces and helpful hints in directions to go... Everyone was friendly and full of info... Having someone to discuss programs with... The people they're helpful approachable... Learning about behavioral health and EAP support options...

BH CONTINGENT ATTENDS MA NURSING SUMMIT ON RACISM



On April 14 several BH team members attended the MA Nursing Summit on Racism and the Nursing Workforce, hosted by the American Nurses Association and the MA Foundation for Nursing Advancement in Boston. The day was filled with presentations and thoughtful discussion with nurses from across the Commonwealth to reflect and discuss on how healthcare organizations can create sustainable change within the nursing field to address racism.

HNE FIRST IN STATE TO RECEIVE NCQA HEALTH EQUITY ACCREDITATION

Health New England completed its health equity accreditation survey in June 2023 and formally received NCQA Health Equity Accreditation for all lines of business in August. Only five Medicare Advantage plans have achieved Health Equity Accreditation in the entire country. Notably, Health new England is the first Plan to achieve HEA for Commercial and Medicare in Massachusetts.

State policymakers and agencies, including MassHealth, have prioritized health equity as an essential responsibility of healthcare systems and have required Accountable Care Organizations to obtain NCQA Health Equity Accreditation by 2024. HNE has earned accreditation well ahead of that schedule. As we begin to envision and build an integrated health system approach to health equity, Baystate Health and Health New England have begun sharing REaL and SOGI data across all of Health New England's lines of business.

BAYSTATE HEALTH CELEBRATES EMPLOYEE APPRENTICESHIP AND TRAINING PROGRAM GRADUATES

Baystate is building bright futures for employees who are at the heart of BH's community mission of delivering quality, compassionate care. One way we are accomplishing this is through the advancement of job apprenticeship and training programs. Baystate Medical Center held its first apprenticeship and training program graduation at the BMC Chestnut Building. 25 employee graduates were celebrated, including medical assistants, operations associate/cardiac monitor technicians and pharmacy technicians. Friends and family of the graduates, as well as members of the BH Leadership team, attended the graduation.



Zach Makol started as an OA monitor Tech Level 1 in 2021 and graduated from the OA/Cardiac Monitor Program after his manager suggested the program. "They made me feel like they saw something in me that maybe I didn't see in myself," says Zach. "It was a lot, but it was worth it and I am glad I stuck with it...my co-workers and managers were so supportive." [Read more on the graduation in Healthcare News.](#)

BAYSTATE'S 'WHERE I'M FROM' POETRY PROJECT HONORS EVERYONE'S BEGINNINGS AS PART OF POST-PANDEMIC EMERGENCE

Baystate Health published [Where I'm From](#), a crowdsourced poetry project with 30 submissions from colleagues throughout the health system, including poetry and photos. Poets described sights, smells, sounds, and experiences from their early days, honoring the diverse backgrounds and upbringings of Baystate Health colleagues.

I am from coconut trees and seas
 Clear waters bathe the sand
 Whispers of the Caribbean Ocean

I am from mountains and *baile the palo*
 I am from love and music
 I am Matera until my last day in this planet

I am free and beautiful
 Like the rays of the sun caressing Quisqueya
 I am me
 Unique and blessed

In this style of crowdsourced poetry, the stanzas from individual poets flow into one another creating one poem. It serves to show how we are unique and remarkable beings connected by our human experiences.

"Special projects such as this bring us together in new ways and are what make working at Baystate Health a richer and more meaningful experience," says Jennifer Faulkner, Vice President of Team Member Experience, who initiated and edited this project. The idea grew out of Baystate Health's One Baystate Rising effort, helping colleagues emerge and heal from the COVID-19 pandemic. Credit is given to George Ella Lyon who created the original "Where I'm From" poem after which this project was modeled.

BH NURSES REPRESENT AT NEW ENGLAND MINORITY NURSE LEADERSHIP CONFERENCE IN SPRINGFIELD

Baystate Health proudly sponsored the New England Minority Nurse Leadership Conference in Springfield. This year's conference theme was

"Fostering a Culture of Safety, Wellness, and

Professionalism." Over 20 Baystate Health nurses and staff attended, including Dr. Tyonne Hinson, DrPH, MSN, RN, NE-BC, Senior Vice President and Chief Diversity, Health Equity & Inclusion Officer, who gave remarks on behalf of Baystate Health. [View Program Flipbook](#) for more info.



BAYSTATE HEALTH HIGHLIGHTED AS PART OF WESTERN MA RACIAL EQUITY SUMMIT

Baystate Health leaders, including Dr. Mark Keroack, President and CEO, and employees represented at the Equity in the 413: Western Massachusetts Racial Equity Summit at the Sheraton Springfield. This summit was a convening to support relationship building across several industry areas, including health care. Dr. Tyonne Hinson and Jennifer Faulkner co-presented on Baystate Health's journey and efforts to advance racial equity in our organization. Baystate Health was proud to sponsor this important event.



MAKING SPACE IN THE FACE OF ADVERSITY: RESOURCES AND SUPPORT FOR THE CRISIS IN THE MIDDLE EAST

The Offices of Diversity, Equity and Inclusion and Spiritual Services co-hosted an event, *"Making Space in the Face of Adversity: a Time of Reflection for Israel and Gaza,"* for staff to come together in solidarity to give space, remember and pray for the crisis in the Middle East. The event offered moments of prayer, music, and reflection and team members were invited to light a candle, share thoughts in the peace journal, or obtain printouts that offer wellness resources, as well as consider walking the Labyrinth in the Healing Garden as form of reflection.

"During these challenging times, it is critical that we offer one another our support and compassion, and I urge each of us to extend respect and love in the face of such tragedy and loss. Let us take a moment to pause and reflect on the lives senselessly taken and to condemn such acts of violence and hate. We can then respond in the best way we know how: by coming together to strengthen and uplift each other through daily acts of care and compassion." – Dr. Mark Keroack, President & CEO, Baystate Health

BUSINESS RESOURCE GROUPS ELEVATING VOICES & WELL-BEING

BAYSTATE HEALTH & HEALTH NEW ENGLAND SHOWING UP FOR EACH OTHER AT PRIDE, STONE SOUL AND PUERTO RICAN PARADES



BH and HNE colleagues and their families came out strong in June and September with some of the largest parade contingents at the Pride, Stone Soul and Puerto Rican Parades in Springfield. Participants marched along the routes and engaged with the community, celebrating heritage, friendship and pride in being part of Baystate Health. Joined by the Wellness on Wheels bus, the parades culminated with festivals in which employee volunteers from Baystate Health and HNE connected community members with programs and services in support of their health and wellbeing.

SPOTLIGHT ON...



BAYSTATE HEALTH'S NEW EMPLOYEE RETENTION SPECIALISTS

To help Baystate Health contend with the post-pandemic trend of elevated turnover, two retention specialists were hired as part of Team Member Experience in Human Resources. Zavalier Cabrera and Tish James are partnering closely with operational leaders to develop strategies that meet our emerging workforce needs to engage and retain employees, especially in areas at high risk of turnover.



Zavalier Cabrera



Tish James

Retention specialists will develop and sustain local and organizational onboarding processes that address current gaps for newly hired individuals, make trusted connections and align employees to benefits they may not be aware of, and help employees find a way to stay in the organization if their current role is not ideal. Additionally, they use workforce predictive analytics developed by the Workforce Planning office in Human Resources to identify employee groups and teams most at risk for turnover, based on demographic and other factors.

Zavalier is a native of Springfield and veteran of the US Army. He began his Baystate career as an Environmental Services (EVS) Technician and was promoted to EVS supervisor, then EVS manager. Most recently, he served as the Training Coordinator for all of Hospitality where he conducted departmental

orientation to over 600 hospitality employees and worked alongside Talent Acquisition by aiding new hires in the onboarding process.

Tish spent the past four years in the Member Engagement Department for a company in Michigan, focused on cultivating strong relationships with the CPA community and enhancing member engagement and retention through various strategies. Before that, she worked as a Benefits Specialist for a prominent health insurance company. Tish is pursuing a master's degree in Human Resources at the University of Connecticut.

Welcome to Zavalier and Tish as they each apply their knowledge and expertise to engage and retain colleagues at Baystate Health.

Thank you for reading Baystate Health's DEI Briefing. Have questions or contributions to a future issue? Contact Diversity@baystatehealth.org