

Changing the Faces in The Suite: A Game-changing Strategy for Success



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Objectives

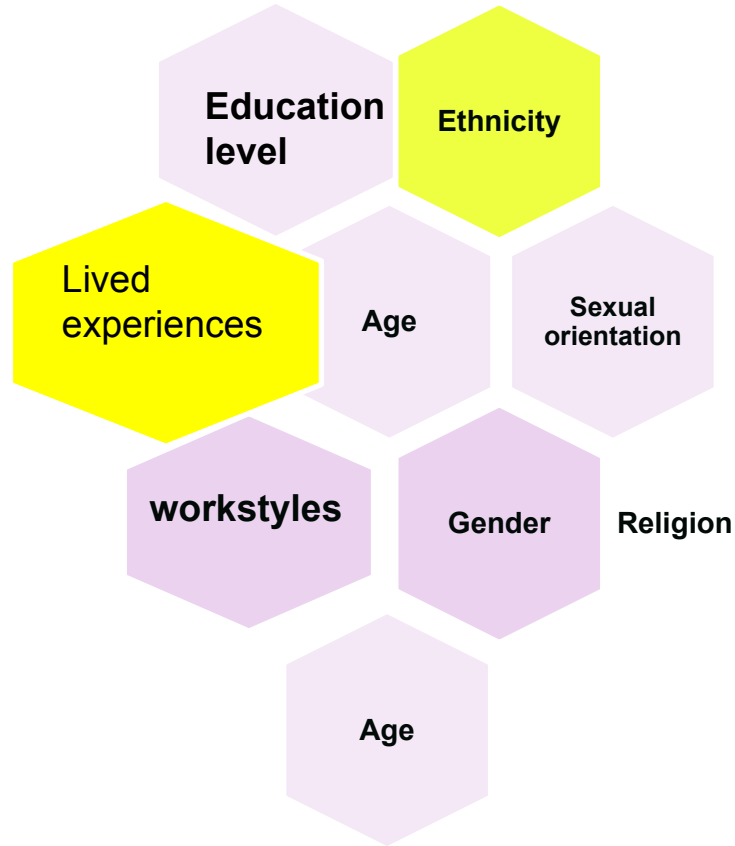


After this presentation, the learner will:

- Describe the impact that existing healthcare disparities and inequities in accessing care have on an already overtaxed health care system.
- Discuss the timeline of efforts around Diversity , Equity and Inclusion and why organizations have prioritized these efforts now.
- Define the term “imposter syndrome” and describe how this impacts leaders of diverse backgrounds.
- Describe the strategy behind diversity in thought and why this can be game changing for the healthcare industry right now.

Let's Unpack the term Diversity

 capacity to understand and innovate



The Story we tell ourselves....

- Diversity extends far beyond an individual's tone of skin. Diversity also includes, but is not limited to age, gender, level and type of education, life experiences, background and workstyles. These categories provide the soul of a leadership team and is the secret weapon to position healthcare institutions to attack complex problems at the most vulnerable point.
- In the absence of diverse thought there is a lack of knowledge and we make our own story and allow assumptions, and biases to become the source of truth that influences our treatment plans.

Current State

- In a report done by U.S. News & World Report looking at 100 hospitals, it was called out that Diversity is very limited in senior healthcare leadership nationally.
- Executive roles with the highest percentage of Black leaders are: diversity/equity roles, (81% black), human resources ,(32 % black), and operations (12% black). (American Organization of Nurse Leaders, 2021).
- Only 6% of hospital CEO's are black (AONL, 2021).
- Researchers found no correlation between percentage of black leaders in C-Suite roles in hospitals and the percentage of black people in the community.

Words hurt, especially when written on a brick

- Micro-aggressions in the workplace. They are defined as unconscious messages that are insensitive and disparaging to a person's racial identity or background (Swartz, Palermo, Masur & Aberg, 2019).
- Micro-aggressions hurt, and after a period of time can impact an individual's self esteem and sense of belonging. Analogy of micro aggressions as paper cuts.
- Micro-aggression must be addressed at the time they are said by the person who is the target of the aggression to their attacker.
- The Institute of Medicine issued a statement that implicit bias, micro-aggression, prejudice and stereotyping may play a role in persistent healthcare disparities seen among marginalized groups (AONL, 2021).

The Answer

<p>Diversity</p>  <p>Being invited to the party</p>	<p>Inclusion</p>  <p>Being asked to dance</p>
<p>Accessibility</p>  <p>Getting access to the dance floor</p>	<p>Belonging</p>  <p>Dancing like no one is watching</p>

HR Hacking HR DESIGNED BY: Enrique Rubio

Lessons Learned from Covid-19

- One of the most notable lessons learned from our most recent pandemic, was the tremendous differences in outcomes where healthcare inequity exists.
- Although the impact of Covid was felt in all communities, those saturated with ethnic minorities experienced deaths at rates three times higher than their Caucasian neighbors living in higher socio-economic communities. (Feenstra et al, 2020)
- We also learned of the significant trust issues that groups of patients (largely minority populations) have with healthcare figures and the system in general. However, in this case, healthcare inequity in one community would pose risk to communities where inequity did not exist..



Lessons Learned: The Imbalance

- For many, this was their first exposure to the lived experience of many plagued with this challenge every day.
- While healthcare workers were referred to as heroes, we learned a hard lesson in that we were equally as vulnerable to this disease as the patients for whom we were caring.
- As the number of patients increased, the number of available healthcare workers decreased.
- Many nurses and other frontline workers either left the bedside voluntarily or by the hand of COVID 19.
- According to the US Bureau of Labor Statistics projects that more than 275,000 additional nurses will be needed from 2020 to 2030.(Swartz, Palermo, Masur & Aberg, 2019).



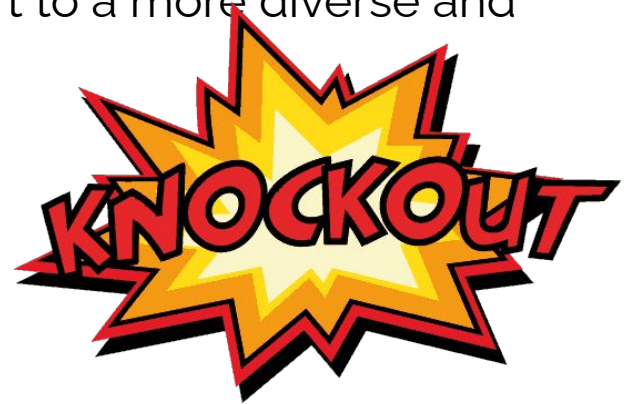
The Burning Platform

- This syndemic pandemic has reignited the flame for the need to address and eradicate inequities in accessing healthcare and the quality of healthcare received.
- As patients' conditions worsen due to the exacerbation of these systemic problems, the Emergency Departments become and stay full, hospital beds are full and health care workers are leaving the bedside at alarming rates.



Our attack must be calculated and strategic.

- First, we must seek to understand the lived experience of our patients with an intentional ignorance so that we can come up with a solution that will have an impact on this societal challenge.
- Once those in position to influence policy & practice understand, infrastructure must change to support a shift to a more diverse and inclusive culture across the organization.

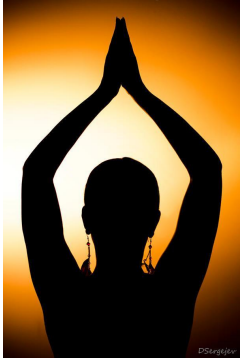


The Strategy is: Diversity of Thought

- This approach must start at the highest positions in the organization and carry all the way down to the applicant pool applying for positions. Those in positions to influence care delivery, growth strategy, cost of care, and community engagement **MUST** bring optimism, and ideas that bring about new and innovative approaches to connecting with patients to influence their behavior.
- After all, culture plays a significant role in how patients interpret and carry out the plan of care that is often times created by individuals who have no knowledge base of how the patient's culture and lifestyle impacts his/her health.



Namaste: A gesture of Oneness



“The divine in me bows to the divine in

Why This matters today?

Inclusivity and Belonging

- Diversifying the team is the first step. Culture change involves also an organization's willingness to be open to feedback about policies that processes that are barriers to inclusivity.
- Inclusion also involves discouraging judgement and assumptions and encouraging “wondering” and acceptance.
- Seek to gain clarity and uncover what drives and influences behaviors. This methodology should be applied to our patients as well as to our employees. This is the only way that we can begin to make an impact on ensuring equity in healthcare for all.

Combat Imposter Syndrome

- This phenomenon that some individuals (mostly those of marginalized groups) doubt their sense of “belonging in their roles. Individuals suffering from this phenomenon believe that they landed their roles for reasons other than their credentials or talent.
- While these feelings begin with the individual, institutions are being challenged to dig deeper to uncover whether there are any structural or cultural interactions that substantiate these imposter feelings. i.e. Are those who speak up in opposition of “group think” made to feel that they should go with the majority?

The Game Changer....

- The Game Changer, if you haven't figured it out is creating an environment that discourages group think and encourages diversity of thought.
- Organizations until now have done a good job beginning this work at the front line, however the change that will have the most impact begins in the C-Suite.
- If you are an emerging leader, I encourage you to continue on a journey to take your seat at the “table” because there are people who can and will benefit from your perspectives and uniqueness.
- Systemic problems call for coordinated solutions. “If you're not at the table, you are on the menu”

What can we do?

- Ensure there are diverse applicants at every level. The leadership team of an organization should reflect the people it serves.
- Hold staff accountable to understanding implicit bias and encourage a culture where people are encouraged to voice their opinions.
- Solicit feedback regularly and be willing to act on suggestions for the betterment of the organization.

Questions



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