Diversity and Patient Care Services—

*Getting started…*

It all began in 1995/1996. The formal diversity program of the then, Department of Nursing, was launched as a grand event on the then unfinished 22nd floor of the new Ellison Tower. The invited keynote was Rosalyn Taylor O’Neal, a wonderful and energizing diversity consultant.

Action Steps suggested by program participants in afternoon breakout sessions included:

- Join the diversity movement!
- Understand the different facets of communication
- Confront/educate co-workers who are insensitive to diversity
- Visit health centers
- Speak up and be educator when there is a problem
- Include part time employees in meetings, projects
- Increase measurement of diversity outcomes

Identified values at the time were:

- Integrity/Truthfulness
- Valued as individual
- Caring
- Fairness
- Behavior Matches Stated Belief System
- Openness
- Teaching/Mentoring
- Teamwork

We identified the need for a Paradigm shift according to:

<table>
<thead>
<tr>
<th>Reality (then)</th>
<th>Preferred Future</th>
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</thead>
<tbody>
<tr>
<td>Culture of Tolerance</td>
<td>Culture of Celebration</td>
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<tr>
<td>Tradition Oriented</td>
<td>Future Oriented</td>
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<tr>
<td>Bias for No</td>
<td>Bias for Yes</td>
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<tr>
<td>Reactive</td>
<td>Proactive</td>
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The Department of Nursing began the work of creating opportunities to support a diverse workforce, addressing issues presented in the development of that workforce, in order to
better meet the needs of the department and the patients and families being cared for. The Department of Nursing Strategic Thinking Task Force on Diversity was formed and charged with developing operational strategic goals and action steps for implementation.

There were 4 goals:

1. Communicate the commitment of the Department of Nursing to cultural diversity both within the department and to the MGH community.

2. Support career development in order to have a competitive advantage in the recruitment, development and retention of a culturally diverse staff with the goal of internal promotion.

3. Design and deliver learning and development opportunities on cultural diversity and coordinate efforts with other MGH initiatives.

4. Partner with Medicine in order to jointly pursue the recruitment of minorities into healthcare professions and to encourage minorities to pursue MGH as a future employer.

Action Steps to accomplish these goals included:

- Increase visibility of the DON commitment to cultural diversity by:
  - Developing a strategic plan
  - Communicating the organizational and departmental commitment to cultural diversity in major presentations on departmental initiatives as well as part of leadership and staff forums
  - Communicating outcomes of the DON Diversity Plan through the Nursing newsletter (Caring Headlines) and MGH employee newsletter (MGH Hotline) and bulletin board displays.

- Increase visibility of culturally diverse staff by
  - Creating a “Focus on Diversity” column in Caring Headlines
  - Promoting diverse staff as part of “Team Serving You” program which would display photos of teams on units

- Create career assessment and planning
  - Develop a database of opportunities for development
  - Provide opportunities for the assessment of career goals and the development of internal resumes for all minority staff
• Mentor Program
  o Provide mentor/coach workshop for leadership within DON with cultural diversity as key component
  o Establish “mentoring/coaching” of culturally diverse staff as goal; assess as part of evaluation of performance at all levels of line management within the DON
  o Develop formal mentoring program with incentives for mentors

• Appoint culturally diverse staff to key committees and work groups so they will
  o Gain experience in committee work
  o Gain broader exposure to leadership
  o Provide committees and work groups with a broader perspective and enhance the work of the group

• Design and deliver a dialogue project
  o Project will influence key opinion leaders’ attitudes and beliefs regarding cultural competence/diversity
  o Develop a core group of facilitators for the project
  o Establish as a joint venture with other departments

• Leadership Training
  o Establish linkages with broader organizational efforts on diversity and assure leadership accesses training on organizational level on diversity vision and leadership responsibilities.
  o Design and deliver three-part leadership program that addresses:
    ▪ Part I: Business rationale for building culturally diverse workforce and relationship to teamwork, empowerment, reengineering
    ▪ Part II: Behavior requirements of leadership and staff
    ▪ Part III: Assessment of service/unit’s issues and opportunities and development of unit action plan.

• Staff Projects
  o Dedicate dollars for staff mini-grants with a focus on diversity
  o Review project outcomes and publish results in Caring Headlines and other appropriate media

• Develop pipeline programs to increase student access to MGH and to actively influence culturally diverse youngsters to seek careers in healthcare and MGH as an employer

• Provide mini-grants for the development of an exchange program with MGH community health centers
Pathfinders Profiles
  o Develop profile series on individuals who have worked to bring cultural diversity to DON
    ▪ Individuals who have advanced their career at MGH
    ▪ Individuals who have devised creative and supportive ways to help “make it so” for their diverse staff
    ▪ Individuals who have promoted the understanding of different cultures through programs, events, activities

Identify what is working and celebrate it
  o Excellence in Action
    ▪ Identify cultural diversity activities/programs in place
    ▪ Assess opportunities for replication/expansion
    ▪ Celebrate the accomplishments

Research-based practice
  o Identify existing research relevant to populations served
  o Present selected research at Nursing Grand Rounds
  o Discovery Series on units—create traveling boards to be displayed on units