

GROWING STRONG: DIVERSITY, EQUITY AND INCLUSION

at Children's National Hospital



July 2021 –
June 2022



Children's National®



FROM THE CHIEF DIVERSITY OFFICER

Denice Cora-Bramble,
M.D., M.B.A.

A solid foundation of transparency, accountability and commitment underlies all of our efforts to build our culture of diversity, equity and inclusion (DEI) at Children's National Hospital. In FY22 we continued to use data to inform our DEI work, specifically improving the accuracy of race and ethnicity data wherever we can and engaging both the patient and provider communities to investigate and address any identified inequities in care.

The integration of data-driven approaches allows us to base our work on collection and analysis of evidence, use it to identify root causes for any inequities and develop interventions based on what the data tells us. We can also measure and track progress over time.

Last year's report captured much of the foundational work completed thus far to build institutional infrastructure that supports our diverse employees, our patients and their families in equitable and inclusive ways, and engages them in that process. As you'll see, that work has continued, and grown, over the last year.

This year's report also looks ahead to what's next—how we ensure equity and inclusiveness across our healthcare settings. Our goals are two-fold: to continue to grow our culture of equity and inclusion for our employees and their families and to expand our efforts by collaborating with other organizations and communities.

Measuring and addressing inequities in patient care delivery has always been a priority for me. Unifying this work across the organization gives us unprecedented opportunity to objectively analyze our strengths and opportunities, and to set measurable goals that will improve the quality and equity of both the working environment for our employees and the care we provide to our patients and families.

Our ambitious goals are fully supported by our hospital's leaders. I'm thankful for the constant encouragement, commitment and support of our CEO, senior leadership and board, who continue to urge us forward toward greater equity in our own organization and across the healthcare landscape.

It is my great honor to serve as chief diversity officer for an organization with true dedication to the principles of equality. But the real work is being done by the people who serve on our DEI subcommittees totaling nearly 140 employees and parents. As you'll see in this year's report, these passionate individuals have worked together to achieve some truly outstanding results. They have also fortified our foundation so we are poised to climb even higher in the years to come. I am immensely thankful for their commitment, dedication and outcomes. The DEI program's accomplishments belong to them.



CHILDREN'S DIVERSITY, EQUITY & INCLUSION PROGRAM'S POSITION STATEMENT:

At Children's National, we stand for diversity, equity and inclusion. We strive to foster, nurture and sustain a culture where everyone feels welcomed and respected at work and we champion these values in our community. Our continued commitment to each other and all the families we serve is central to our mission.

Diversity, Equity and Inclusion COMMITTEE STRUCTURE

DIVERSITY, EQUITY AND INCLUSION COMMITTEE

9 Subcommittees

140+
PARTICIPANTS

Including Children's
National Hospital,
The HSC Health
Care System
and patient family
representation



LGBTQ+



Faculty



Curriculum
and training



Communication
and
dissemination



Students,
residents, and
fellows



Data and
research



Patient, family
and community
engagement



Nursing*



Non-clinical
staff

* The Nursing Advocacy Council, an arm of the Shared Nursing Leadership Council, is the council committed to advancing nursing DEI efforts.



2022 HIGHLIGHTS

THOUGHT LEADERSHIP AND BEST PRACTICES TO DRIVE SYSTEMS CHANGE

With a longstanding history of fostering greater diversity, equity and inclusion in medicine, Children's National was poised to be a national leader in the adoption of far-reaching goals and was one of the first institutions to develop data-driven strategic frameworks to achieve them.

To achieve true equity across communities, sharing best practices with our local and national colleagues and collaborating on systems change has become a crucial component of our equity and inclusion culture. Children's National Hospital leaders serve on local and national committees with shared goals, including:

- ✓ U.S. News & World Report and RTI International Health Equity, Disparities & Inclusion working group
- ✓ Children's Hospital Association Diversity, Equity and Inclusion Advisory Group
- ✓ Academic Pediatric Association Anti-Racism & Diversity Task Force
- ✓ American Academy of Pediatrics Section on Hospital Medicine Diversity and Inclusion Task Force
- ✓ Association of American Medical Colleges DC Collaborative for Health Equity
- ✓ DC Hospital Association Diversity, Equity and Inclusion Committee
- ✓ George Washington University Anti-Racism Coalition Executive Board

Leaders, faculty and staff from across the organization also bring facets of the hospital's journey to professional organizations, academic meetings and peer-reviewed journals across the United States. In the last fiscal year, faculty from across the hospital participated in presentations and authored publications touching on topics of equity and inclusion—a testament to the fact that these efforts are truly embedded into every division of the hospital. Children's National presenters were featured at meetings, virtual events and symposia, such as:

- Pediatric Academic Societies
- Academic Pediatric Association
- Association of American Medical Colleges

Over the course of the next year, Children's National experts will continue to disseminate key findings and innovations at conferences and through peer-reviewed publications.



CHILDREN'S NATIONAL IS CONSIDERED A REGIONAL AND NATIONAL LEADER IN HARNESSING DATA TO BUILD A CULTURE OF EQUITY AND INCLUSION FOR EMPLOYEES, PATIENTS AND THEIR FAMILIES.



CHILDREN'S NATIONAL HAS EARNED A PERFECT HEALTHCARE EQUALITY INDEX SCORE AND DESIGNATION OF LGBTQ+ HEALTHCARE EQUITY LEADER FROM THE HUMAN RIGHTS CAMPAIGN FOUNDATION.

TOP SCORE ON HEALTHCARE EQUALITY INDEX HIGHLIGHTS ORGANIZATIONAL CHANGE

For the first time, Children's National Hospital earned a perfect score on the Human Rights Campaign Foundation's Healthcare Equality Index and the designation of LGBTQ+ Healthcare Equity Leader. The index evaluates the equity and inclusion of a healthcare facility's policies and practices for both employees and patients. Including Children's National, seven of the top ten children's hospitals in the United States have now achieved this distinction—a victory for equity and inclusivity efforts across the country.

The 2022 score far exceeded the hospital's DEI LGBTQ+ subcommittee goal of a 10% score improvement from the previous year's score of 75. The achievement directly resulted from the committee's efforts to address challenges identified through a comprehensive gap analysis.

"We are designing effective, data-driven and responsive programs that will lead to a more diverse, equitable and inclusive workplace," says George Francois, M.B.A., executive director of the Center for Cancer and Blood Disorders, chair of the subcommittee and a driving force behind the improvements. "More importantly,

we are determined to ensure the continued delivery of high-quality healthcare services to all patients."

In the next year, the LGBTQ+ subcommittee will continue raising visibility of LGBTQ+ voices and opportunities, working on gender neutral initiatives and creating safe places throughout the organization.

MENTORSHIP LATTICE FOR FACULTY AND TRAINEES UNDERREPRESENTED IN MEDICINE EXPANDS AND EMPOWERS INDIVIDUAL CHANGE

Efforts to build a resilient healthcare workforce largely come through system changes—such as improving workflows—but also through personal connections and support similar to what is created by the Underrepresented-in-Medicine (UIM) Mentorship Lattice program.

Now in its second full year, the program includes 90 residents, fellows and junior and senior faculty who are matched together based on shared interests or experiences. The program formalizes mentorship to lay the right foundation for successful mentor/mentee relationships. It also established a community of engagement and support among the program's participants to foster growth and learning for all.

The lattice design of the program means that rather than simple two-way mentor/mentee pairs, mentor/mentee partnerships resemble a triad, with a junior faculty member mentoring a fellow or resident while also receiving mentorship from a senior faculty member. The DEI subcommittee on students, residents and fellows

provides program leadership and resources to help mentors and mentees grow meaningful connections. The program's mentorship agreement guides them through early conversations, for example, and offers recommendations for shared goals and expectations.

"Some of the best mentors do not have to be just like you... there's a lot someone can teach you from their differences as much as their similarities," said Toke Odimeyomi, M.D., a pediatric resident mentored by senior faculty member Danielle Dooley, M.D., medical director of Community Affairs and Population Health in the Child Health Advocacy Institute at Children's National.

The program's collaborative community connects participants through periodic social gathering opportunities and an interactive, virtual professional development series covering topics such as financial planning, academic development and personal wellness.

Soon, the UIM Mentorship Lattice program will expand to weave in medical student mentees from both Howard University and the George Washington University. Long term, the program hopes to find ways to engage students even earlier in their medical careers—before medical school or even during high school.



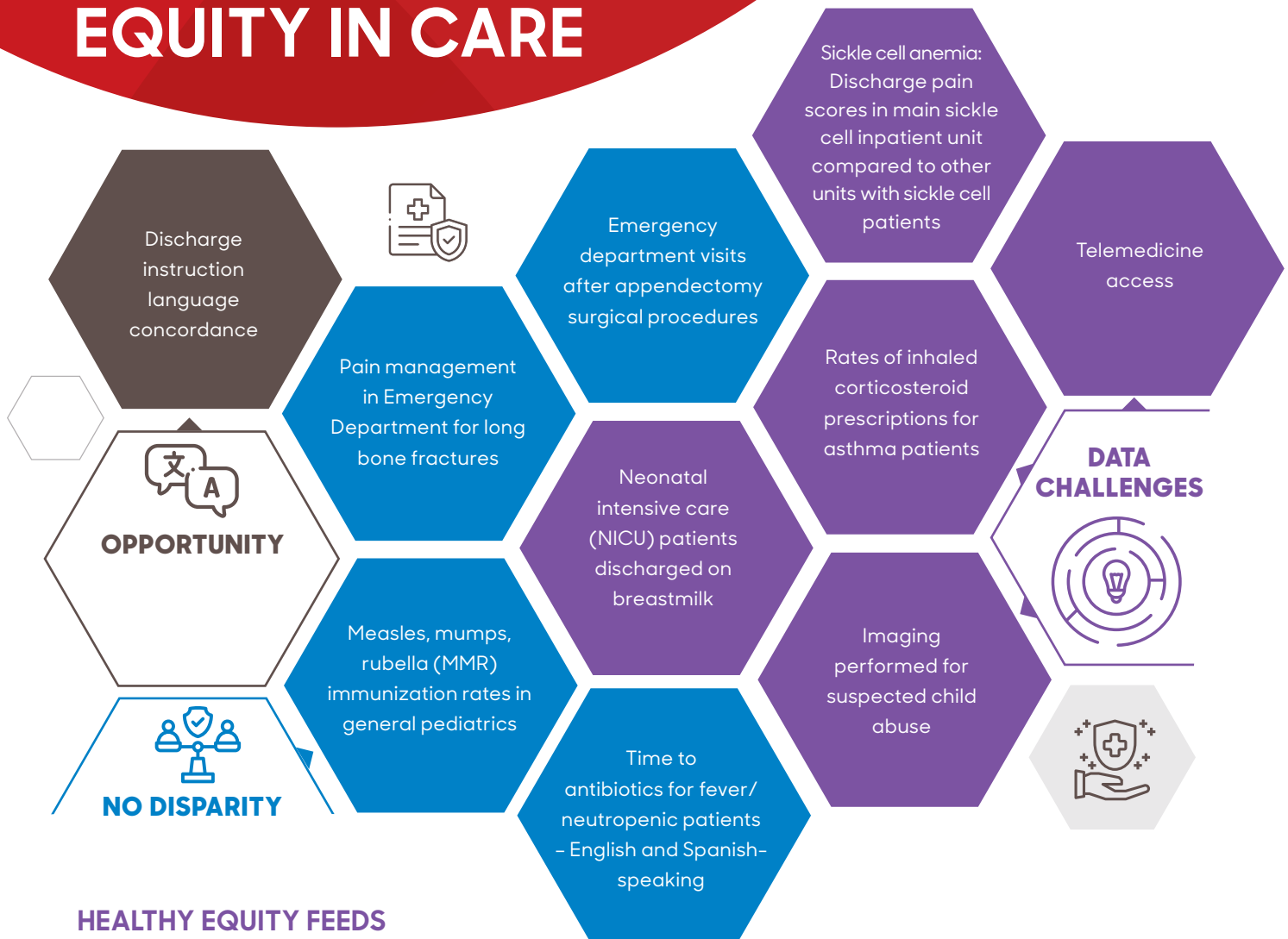
The UIM Mentorship Lattice

large group sessions have been extremely informative and high yield. I am so incredibly grateful for this program as I have not received this information from anywhere else thus far in my career and it is so important to know for promotion and professional development.

—Participant feedback
on the UIM Mentorship
Lattice



Ten Target Areas to Measure EQUITY IN CARE



HEALTHY EQUITY FEEDS INSTITUTIONAL GOAL SETTING

Concerted effort was made in FY22 to analyze clinical data, identify any care disparities and, if needed, address those disparities. Hospital leaders were invited to submit areas for data analysis, and selection criteria for the areas analyzed were developed by the health equity project team. Ten specific areas were identified for study. No inequities were found in four areas, data challenges were found in five other areas and one area was identified as an opportunity for improvement: Discharge instruction language concordance with caregiver's preferred language.

The FY23 institutional goal builds on the analyses and interventions identified under the DEI strategic framework in the last two years.

For example, this year's goal sets a benchmark for divisions to increase availability of discharge information according to the language preferences of patients and their families.

Leaders will also focus on removing barriers to clinical data collection related to measuring equity in clinical care that were identified through analysis aligned with the FY22 institutional goal.

The goal also leverages data collected by the hospital's bias reporting tool within the Safety Reporting Portal by asking leaders to identify a thematic area for improvement based on the generated reports.

In the long term, these efforts will allow for the implementation of strategies that address identified inequities and strengthen data accuracy to improve quality of care.

INTERPROFESSIONAL DEBRIEF ON RACISM, EQUITY AND MICROAGGRESSIONS (I-DREAM)



I-DREAM simulation videos demonstrate how to tackle bias and microaggressions through interprofessional communication.

Interprofessional communication can be a powerful tool to strengthen the culture of equity and inclusivity in healthcare settings. However, very few studies exist demonstrating how interprofessional communication can be leveraged as a tool for this work.

The simulation team, with input from members from the DEI curriculum and training subcommittee, designed the Interprofessional **De**brief on **R**acism, **E**quity and **M**icroaggressions (**I-DREAM**), an innovative simulation-based training program, to fill this gap. At the national level, I-DREAM is the first training of its type to expand beyond individual programs, departments or divisions and be successfully implemented across an entire organization.

The training consists of two pre-recorded scenarios presented to learners, one focused on language barriers and the second focused on microaggressions. Training facilitators apply standard debrief tools to

facilitate discussion—an important factor that makes this training replicable beyond one institution without adding specialized DEI training for facilitators.

More than 1,800 learners have completed I-DREAM, and preliminary results from pre- and post-surveys show that after the training, learners' ability to recognize equity and inclusivity challenges and their confidence in having constructive conversations about them significantly increased.

The early results show promise for this interprofessional simulation program to successfully raise awareness of these issues and help healthcare professionals effectively communicate about them. Next, the team will conduct a full analysis of the outcomes data, including assessments of lasting behavior change and identification of any impact on trends in the hospital's Diversity Engagement Survey or in the number of bias events reported through the Safety Reporting Portal.



**I-DREAM IS THE FIRST
TRAINING OF ITS TYPE TO BE
SUCCESSFULLY IMPLEMENTED
ACROSS AN ENTIRE
ORGANIZATION.**



OTHER ACHIEVEMENTS

Many other accomplishments this year helped advance the culture of diversity, equity and inclusion at Children's National. DEI subcommittees and other diversity, equity and inclusion initiatives championed these efforts and played crucial roles in this work.



"WE'RE IN" WITH DISABILITY:IN

In October 2021, Kurt Newman, M.D., was the first children's hospital CEO to join Disability:IN's CEO "Are you IN?" Campaign, demonstrating the hospital's commitment to inclusion for people with disabilities. Children's National was also the first children's hospital to join the InclusionWorks cohort of 100+ companies that partner to share best practices and create better work environments for people with disabilities. The hospital also participated in the 2022 Disability Equality Index Survey—the leading workplace benchmarking tool with over 300 companies participating—and created a strategic roadmap for work over the next two years.



Dr. Newman was the first children's hospital CEO to join the Disability:IN CEO campaign.

In addition to formalizing our partnership with and learning from Disability:IN in the past year, Children's National has centralized and improved Americans with Disabilities Act Amendments Act (ADAAA) accommodations processes, worked with employees to better understand how to support the deaf and hard of hearing community, added accessibility and accommodations language to both internal and external career websites and launched a pilot training program for disability etiquette.



ENHANCING NURSING PRACTICE WITH AN EYE TO EQUITY:

The Shared Nursing Leadership Council coordinated a safety symposium, Advancing Health Equity through Safe Transitions, focused on successfully transitioning patients from the hospital setting in ways that provide equitable care and are mindful of social determinants of health.

Nursing leadership also continues to track nursing demographic data quarterly to guide recruitment strategies that ensure the nursing workforce remains diverse and aligns with the hospital's patient population.



INFRASTRUCTURE ENHANCEMENTS FOR FACULTY GROWTH:

The DEI faculty subcommittee focused FY22 efforts in several areas aimed at supporting faculty, particularly those who are from groups often underrepresented in medicine. That work included focus on the appointment, promotions and tenure process, recruitment and retention and the hospital's onboarding process for faculty.



LOCAL, DIVERSE VENDORS:

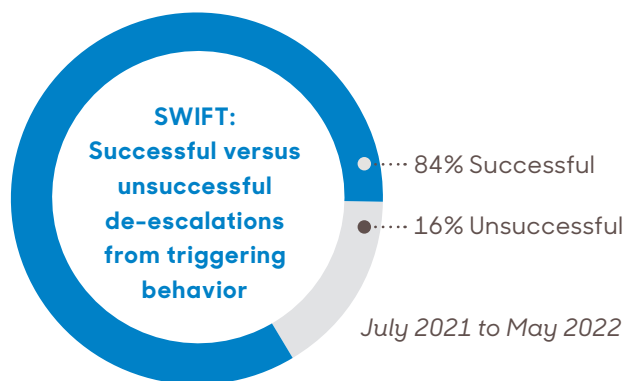
Children's National is an anchor member of the DC Community Anchor Partnership (DCAP), part of Washington, D.C., Mayor Muriel Bowser's economic strategy to strengthen the local economy by growing the city's minority-owned businesses, creating jobs and building wealth. Over the last few years, the organization engaged in advancing inclusive contracting and procurement with District-based minority owned businesses. The team also focused on developing sustainable business processes to maximize the economic value of doing business with local and diverse vendors. The vendor pool now includes more local businesses,

with a focus on women- and minority-owned suppliers. Executive Director of Supply Chain Services, Ashley Wilson, M.H.S.A., says, "Children's National can further support our patients and families through the economic growth of our immediate community."

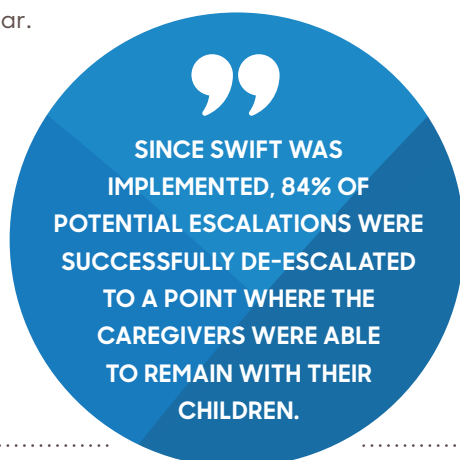
Next, the team plans to establish an enterprise-wide Supplier Diversity Policy and continue building a vendor pool that supports the growth of these companies, reducing barriers to entry and affording business development opportunities.

✓ **SWIFT RESPONSE TO ESCALATION BEHAVIORS:**

Social Work Intervention with Families and Teams (SWIFT) is an early family escalation response program developed in response to feedback from the DEI subcommittee on patient, family and community engagement that raised questions about over-policing in some cases of family escalation in the hospital. SWIFT calls on the hospital's social workers to actively engage caregivers (parents, guardians or family members) who begin to display early escalation behaviors. The goal is to manage these situations to ensure employees, families and visitors are protected and safe in a supportive and effective environment through equitable and non-biased interactions.



SWIFT hopes the model will continue to increase this success rate in the coming year.



✓ **PHARMACY FELLOWS PROGRAM WELCOMES HOWARD UNIVERSITY COHORT:**

As part of efforts within the hospital's Patient Care Services to diversify their workforce, the Pharmacy division now hosts six recent pharmacy doctorate (Pharm.D.) graduates who are part of a Howard University, GlaxoSmithKline and Children's National Hospital post-graduate fellowship program. The fellows spend 6 months learning hospital pharmacy such as medication safety, operations, clinical specialties, vaccine management, and oncology, at Children's National, before proceeding to the university and industry settings for the rest of the program. The program prepares them to serve in an associate director role in any type of pharmacy setting upon completion.

✓ **BREAKING DOWN DEI DATA:**

A data liaison program connects staff with expert assistance to analyze and interpret the results of the hospital's Diversity Engagement Survey. The program, launched by the DEI data subcommittee, gives data-related guidance to hospital divisions and initiatives to assist them with data-driven goal setting.

This work will help increase awareness of how data can inform DEI initiatives, grow the hospital's culture of equity and inclusion and improve patient outcomes.

✓ **WORKPLACE TRAINING IN DEI TOPICS LAUNCHES ACROSS THE INSTITUTION:**

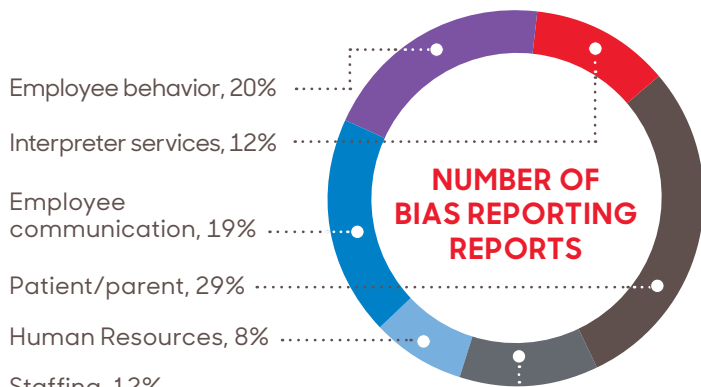
The first annual DEI training curriculum for all Children's National and HSC Health Care System staff was adopted and implemented through collaboration between the DEI curriculum and training subcommittee and the hospital's Human Resources team.

Next, the team plans to grow learning programs in health equity, employee promotion and recognition, psychological safety and trust-building and create a catalog of all available DEI-related training and education opportunities for employees.

✓ **BIAS REPORTING SERVES AS A KEY RESOURCE:**

Hospital leaders continued to promote the Safety Event Reporting System's bias incident reporting tool as a go-to for employees to appropriately report episodes of bias. After roll-out of the updated bias policy and bias reporting employee training in FY21, 98 bias reports were submitted and reviewed by the interprofessional

bias reporting committee. This committee meets monthly, discusses each submission and recommends appropriate follow-up to address it. Follow-up might include meetings with affected individuals or teams, quantitative and/or qualitative DEI assessment, Human Resources business partner direct feedback to affected parties or other interventions. Select committee members carry out the recommended interventions as needed.



Data current as of June 2022

Data from the tool and committee discussions provides real-time insight into issues across the hospital and gives leaders the opportunity to identify cross-cutting themes for focus.

✓ FOCUS AND SUPPORT FOR NON-CLINICAL STAFF:

The DEI non-clinical staff subcommittee launched a pilot mentorship program for non-clinical staff with the goal of improving career development, growing the workplace culture, developing emerging leaders and promoting diversity for the hospital's many non-clinical team members. The pilot provided training, orientation, discussion guides and professional development sessions for 15 pairs of non-clinical mentors and mentees.

In January 2023, the program will expand to several more hospital divisions with large numbers of non-clinical staff, with the goal of growing to 50 mentor/mentee pairs.

✓ DONORS ELEVATE DIVERSITY, EQUITY AND INCLUSION:

The generous support of TDI Security and Ernst & Young, LLP, allowed three mini-grants for advancing DEI programs to be competitively awarded:

- Elevating Voices from Wards 7 and 8 and Prince George's County: Implementing a Community Health Advisory Council (\$7,500) – Community Health Advisory Council Planning Committee
- UIM Mentorship Lattice Evaluation (\$10,000) – Jocelyn Wardlaw, M.Sc., D.O. (second year pediatric resident)
- Language Equity Taskforce Quality Improvement Initiative (\$9,500) – Christina Rojas, M.D. (pediatric emergency medicine first year fellow)



Topics and Themes:

DIVERSITY AND INCLUSION DIALOGUES FY22

DIALOGUE CONTINUES

Established in 2020 as a safe space for open and difficult conversations, the hospital's monthly Diversity and Inclusion Dialogues, a series of virtual meetings for employees, continued. An average of **MORE THAN 200 EMPLOYEES JOIN EACH MEETING** to tackle topics ranging from current events to public-health equity issues. Next year's series will include even more voices and diverse perspectives.



LOOKING AHEAD

The Institute of Medicine identifies equity as one of the six major domains or determinants of healthcare quality. Many healthcare systems are working toward a more equitable and inclusive culture within their hospitals and clinics.

But, to reach a place where true equity is achievable in healthcare, a strong culture of diversity, equity and inclusion must carry on beyond a single moment in

time and beyond the walls of any single institution. To that end, sustainability of this work, and dissemination of experiences with implementation, are built-in to every DEI effort at Children's National Hospital.

As this year's report shows, even as progress goals are accomplished, new goals for future growth are already developed, helping us to maintain momentum for the changes we seek, not only within the walls of Children's National Hospital, but across the healthcare community.

AWARDS AND RECOGNITION

Children's National Hospital's faculty and staff received recognition from professional organizations for their efforts to grow diversity and establish an equitable and inclusive environment for staff, patients and their families. Many people and programs at the hospital received recognition from other organizations in FY22. Some highlights include:

✓ DIXON RECEIVES FIRST-EVER DEI LEADERSHIP AWARD FOR PEDIATRIC HOSPITAL MEDICINE

Gabrina Dixon, M.D., director of Advancing Diversity in Academic Pediatrics at Children's National, received the inaugural Diversity, Equity & Inclusion Leadership Award at the 2021 Pediatric Hospital Medicine's virtual conference. She was recognized for her leadership in promoting and fostering a diverse and inclusive environment in pediatric hospital medicine.

✓ FRANCOIS HONORED WITH BUSINESS OF PRIDE AWARD

For his efforts to improve Children's National Hospital inclusivity, George Francois, M.B.A., who co-chairs the DEI LGBTQ+ subcommittee, was named an honoree of the Washington Business Journal's Business of Pride Awards. The Business of Pride awards recognize both individuals and companies for their work in advancing LGBTQ rights and equality.

✓ PEDIATRIC RESIDENCY PROGRAM RECOGNIZED WITH ACGME DEI HONOR

The Pediatric Residency Program at Children's National was awarded the Barbara Ross-Lee, D.O., Diversity, Equity and Inclusion Award from the Accreditation Council for Graduate Medical Education (ACGME). The award celebrates initiatives where diverse learners are developed, diverse faculties constructed and the graduate medical community embraces these differences and highlights them as examples of what is achievable.

✓ LEADERSHIP IN PROMOTING DIVERSITY

Deepika Darbari, M.D., hematologist at Children's National, was honored by the American Society of Hematology (ASH) for her significant contributions to the mentorship and training of underrepresented minority researchers and for advancing care for underrepresented patient populations, primarily people living with sickle cell disease. Two of Dr. Darbari's mentees—one resident and one fellow—also received ASH awards this year.



George Francois, co-chair of the DEI LGBTQ+ subcommittee, was honored by the Washington Business Journal.



Deepika Darbari, M.D., received a leadership award from the American Society for Hematology (ASH).

We want to extend a special thank you to all the people who dedicate their time and energy to building and growing a culture of equity and inclusion here at Children's National. That includes staff who pursue better programs and practice every day, all those who participate in our DEI Committee and subcommittees, and everyone in between who helps make our hospital a better place for all. We are extremely grateful for everything that you do.

To learn more about how you can help with diversity, equity and inclusion at Children's National Hospital, contact Dr. Cora-Bramble at dcorabra@childrensnational.org.



Children's National.

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