

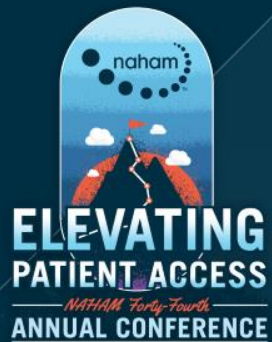


# ELEVATING PATIENT ACCESS



*NAHAM Forty-Fourth*  
**ANNUAL CONFERENCE**

Sheraton Denver Downtown Hotel  
Denver, Colorado | May 3 - 6, 2018



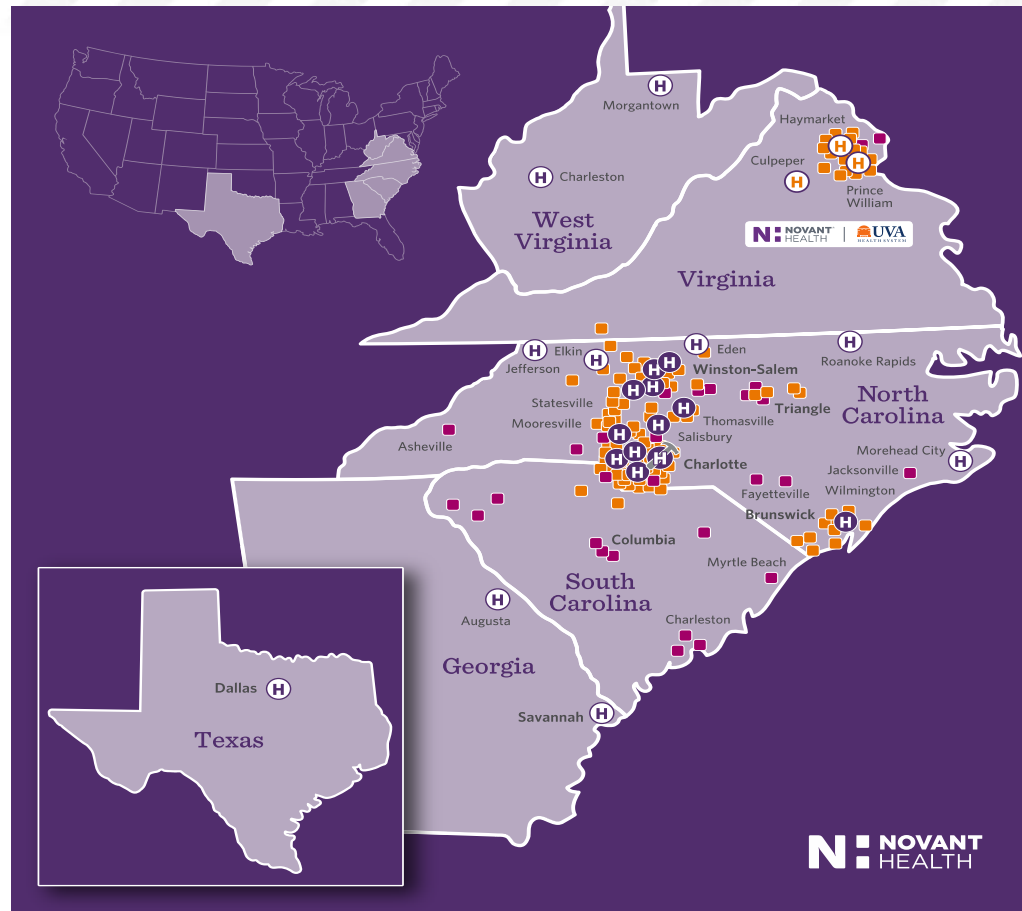
# How A Diverse And Inclusive Environment Can Improve Efficiency

Elkin Pinamonti, MHA, CHAM

# NH

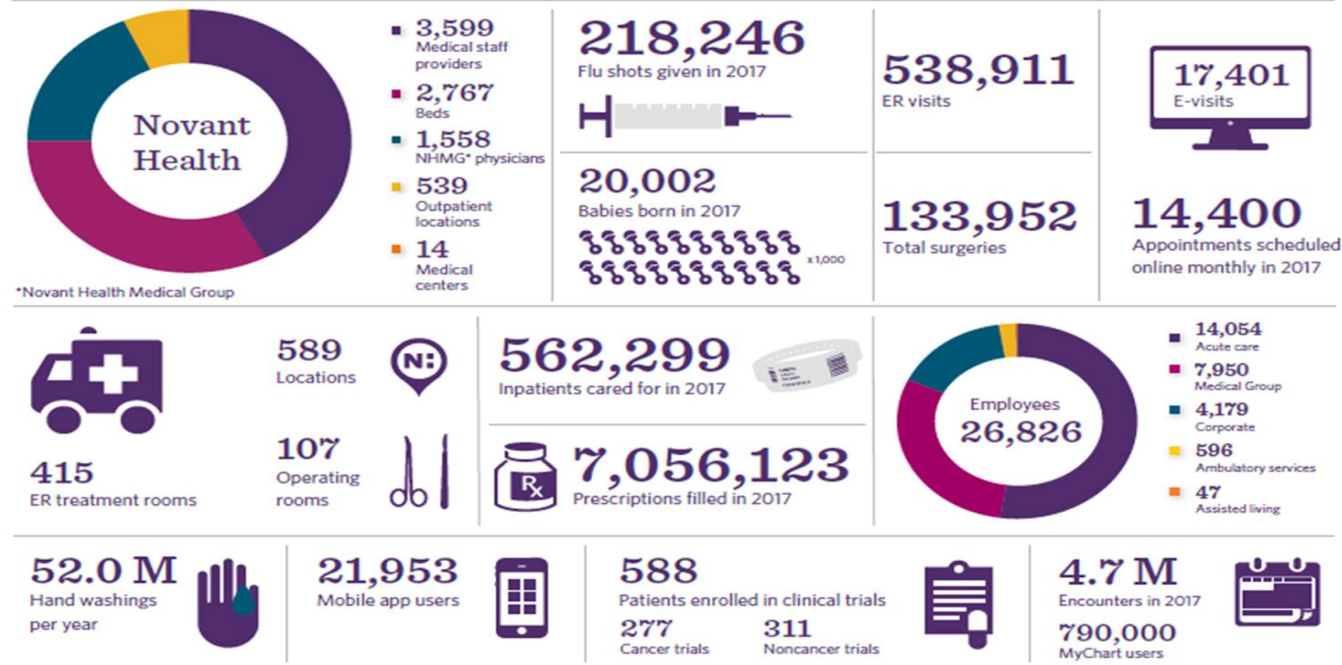
-  Novant Health medical centers
-  New medical centers under construction
-  Novant Health UVA Health System medical centers
-  Hospitals with an Adept Health agreement
-  Physician offices
-  Imaging centers

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# N: By the numbers



Based on Novant Health data from January to December 2017

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V18-1012-000

**N: NOVANT HEALTH**

state  
differing  
group  
whole  
elements  
part  
inclusion  
Diverse  
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qualities  
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composed  
diverse  
people  
another  
comprise  
take  
included  
act

# Defining Diversity and Inclusion

- According to Merriam-Webster, **diversity** is defined as “an instance of being composed of differing elements or qualities: an instance of being diverse.”
- **Diverse** is defined as “differing from one another: unlike: people with diverse interests; composed of distinct or unlike elements or qualities.”

# Defining Diversity And Inclusion

- According to Merriam-Webster, **inclusion** can be defined as “the act of including: the state of being included.”
- **Include** can be defined as “to take in or comprise as a part of a whole group.”



# Defining Diversity and Inclusion

**Many characteristics of diversity are not visible such as: personality, ability, education, work experience and family dynamics.**

# Defining Diversity and Inclusion

Gardenswartz and Rowe developed the Four Layers of Diversity, which has greatly impacted how diversity is viewed and defined.



## 2017 Workforce Statistics

16-19 YEARS OLD	5074
20-24 YEARS OLD	14,132
25-34 YEARS OLD	34,439
35-44 YEARS OLD	31,892
45-54 YEARS OLD	32,503
55-64 YEARS OLD	26,064
65 YEARS AND OVER	9,234

**\*Number is in the thousands**

**\*Statistics obtained from US Bureau of Labor Statistics**

# 2017 Workforce Statistics



WHITE	55,176
BLACK OR AFRICAN AMERICAN	9,845
ASIAN	4,458
HISPANIC/LATINO	11,064

WHITE	65,000
BLACK OR AFRICAN AMERICAN	8,743
ASIAN	4,989
HISPANIC/LATINO	14,874



**WHAT WORKFORCE  
TRENDS CAN WE  
LOOK FOR IN THE  
FUTURE?**



# Future Trends

## US workforce is aging and will continue to age

- Low birth rates
- Individuals are working as they get older

## US workforce is becoming more diverse

- Gender, ethnicity, culture, religion, sexual preference and identification will continue to create a more diverse workforce than we have today

## Americans continue to become more educated

- More young people will continue to go to college and many workers are trying to improve their educational background mid-career

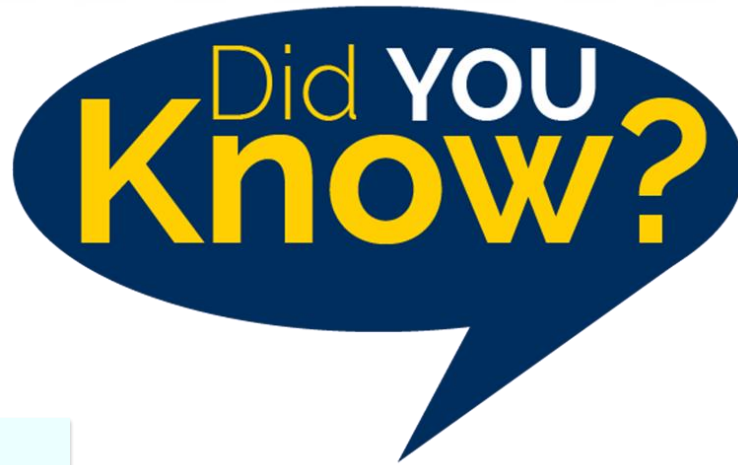
# Future Trends

## Increased usage of technology

- Affects staffing models
- Affects and alters job competencies

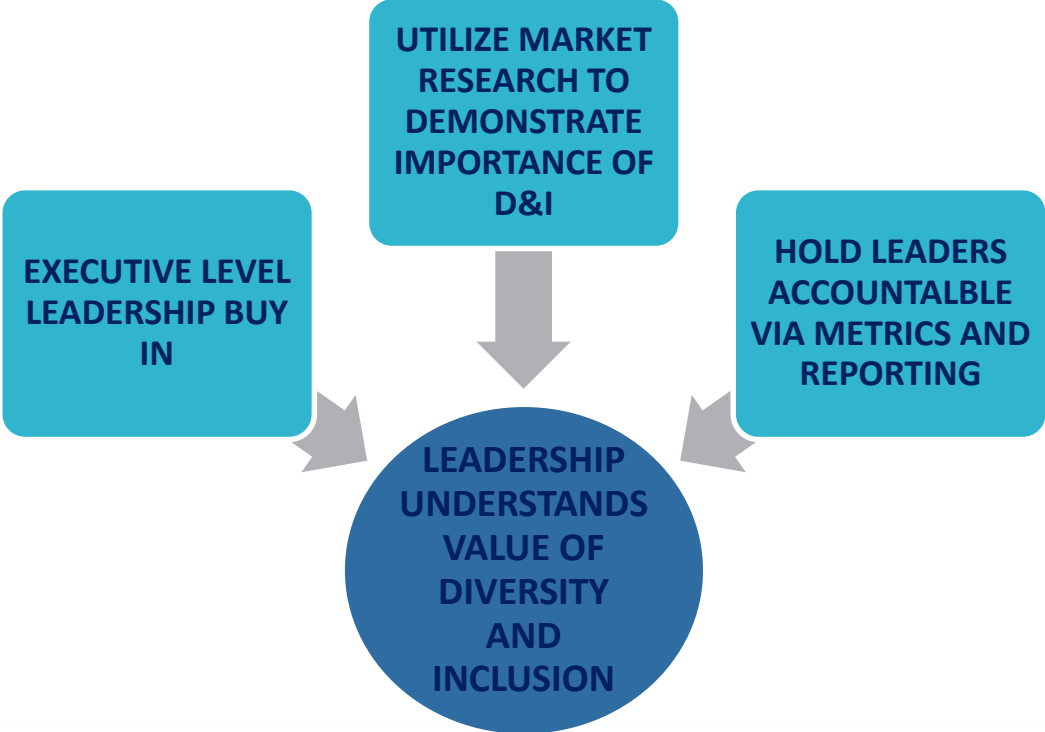
## Expectations are changing

- Team members have different expectations i.e. the need to know they are making a difference and wanting leaders to make more personalized connections

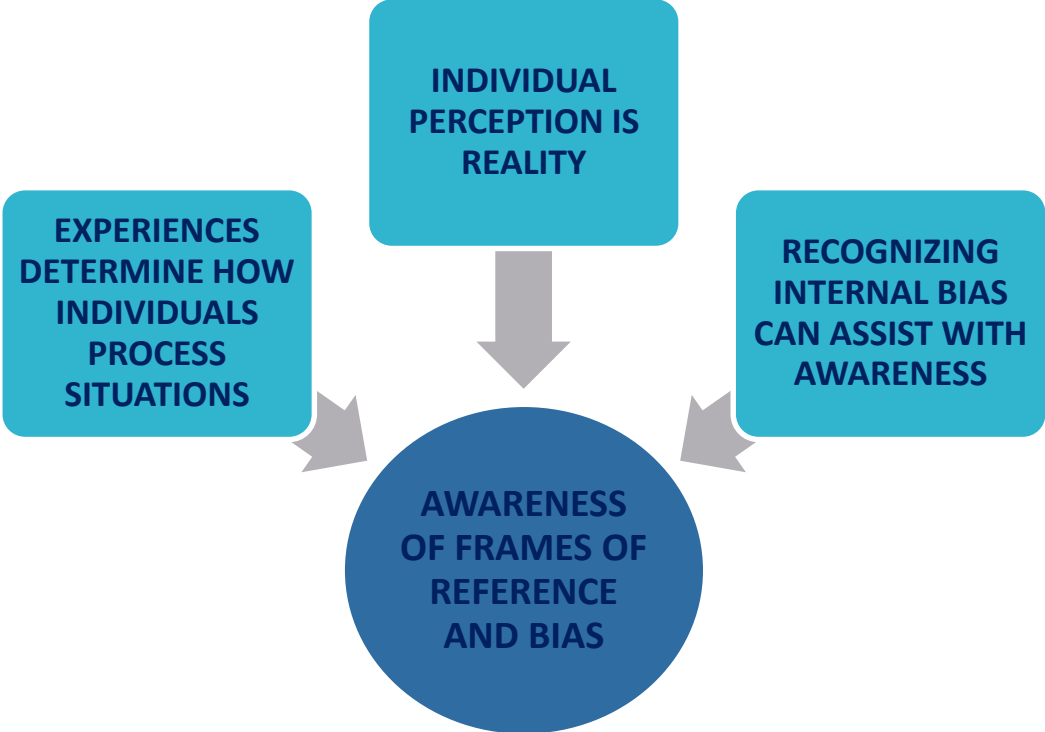


**“Leading organizations now see diversity and inclusion as a comprehensive strategy woven into every aspect of the talent life cycle to enhance employee engagement, improve brand, and drive performance.”  
(Deloitte)**

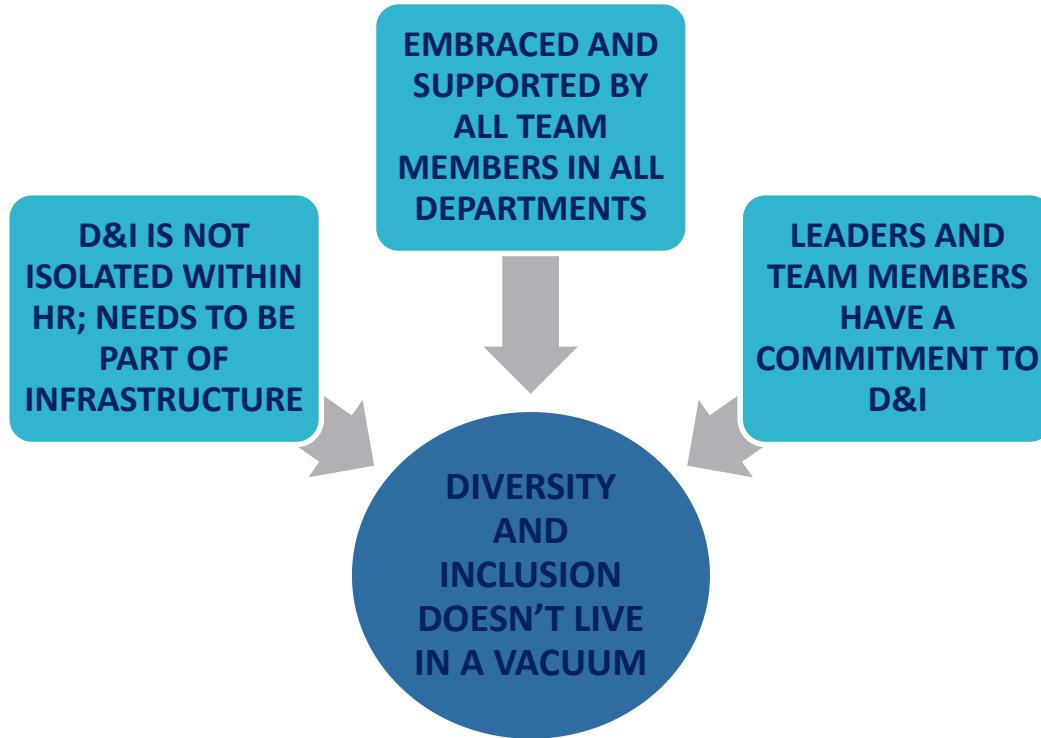
# Identifying Characteristics and Behaviors That Cultivate a Diverse and Inclusive Environment



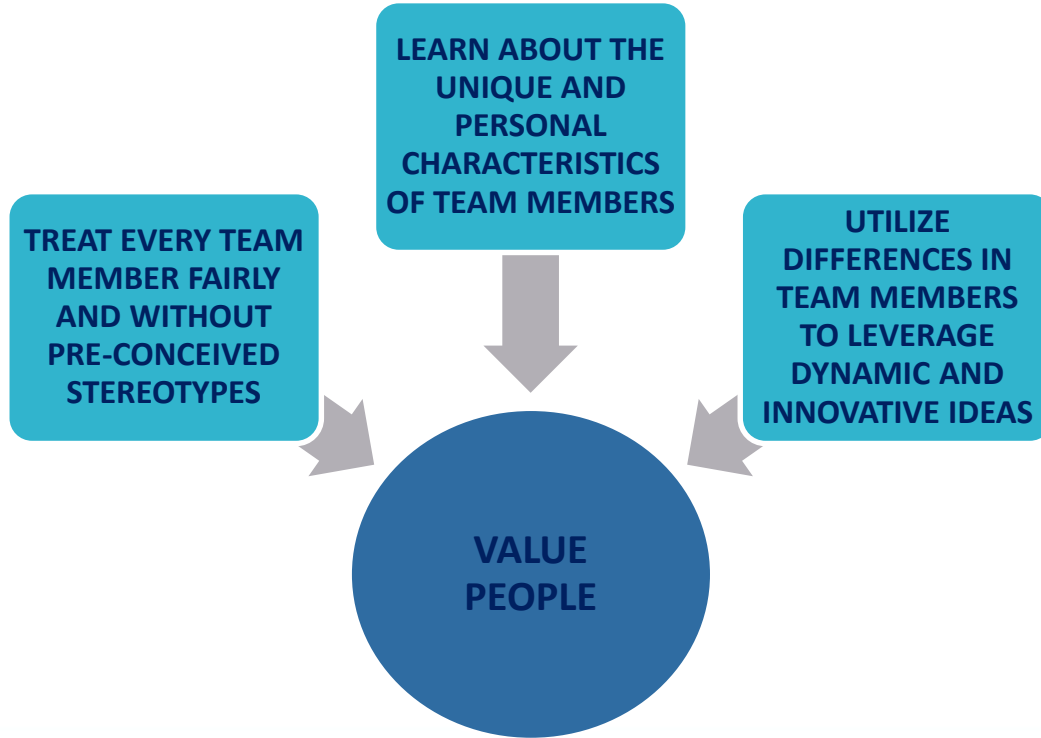
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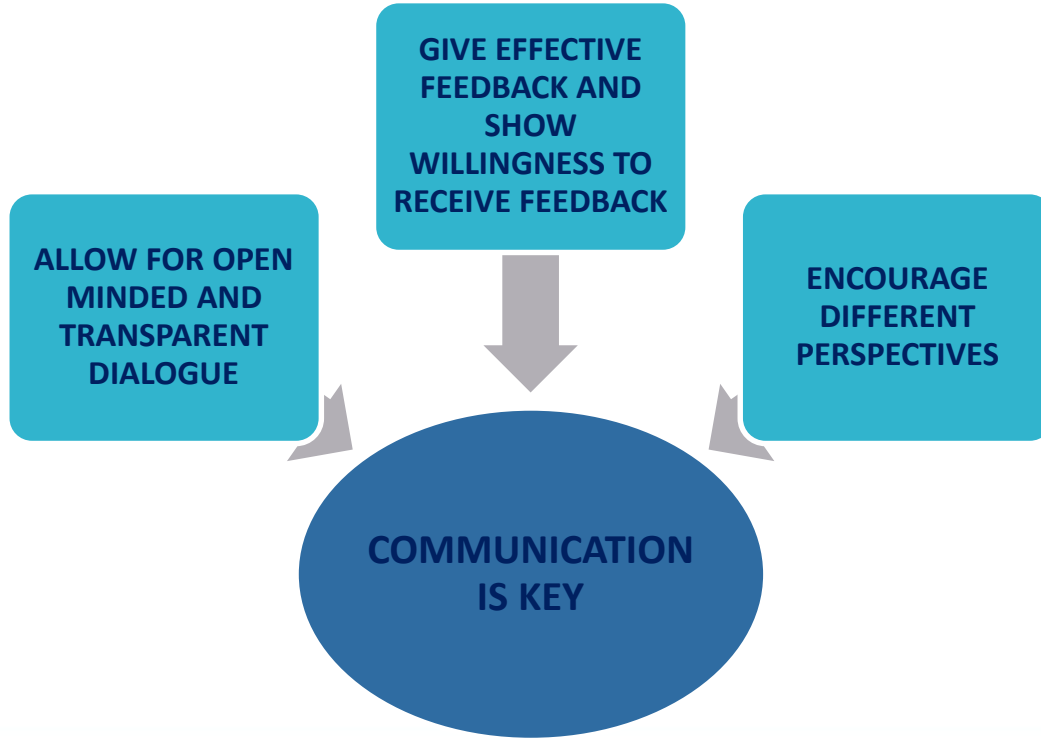
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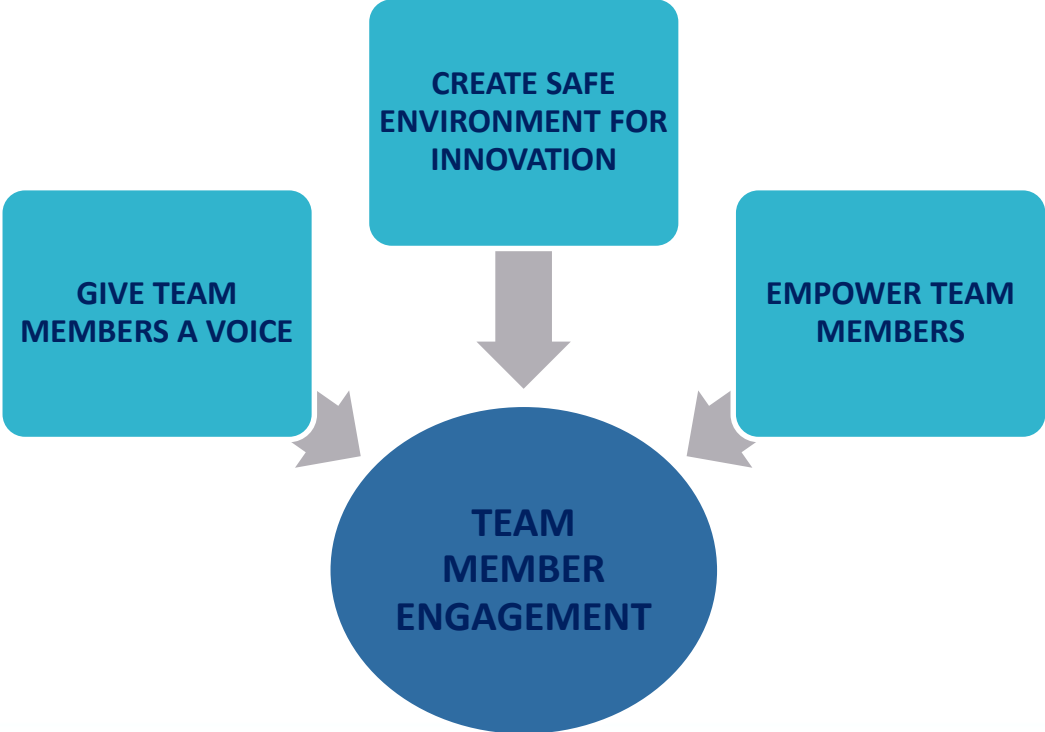
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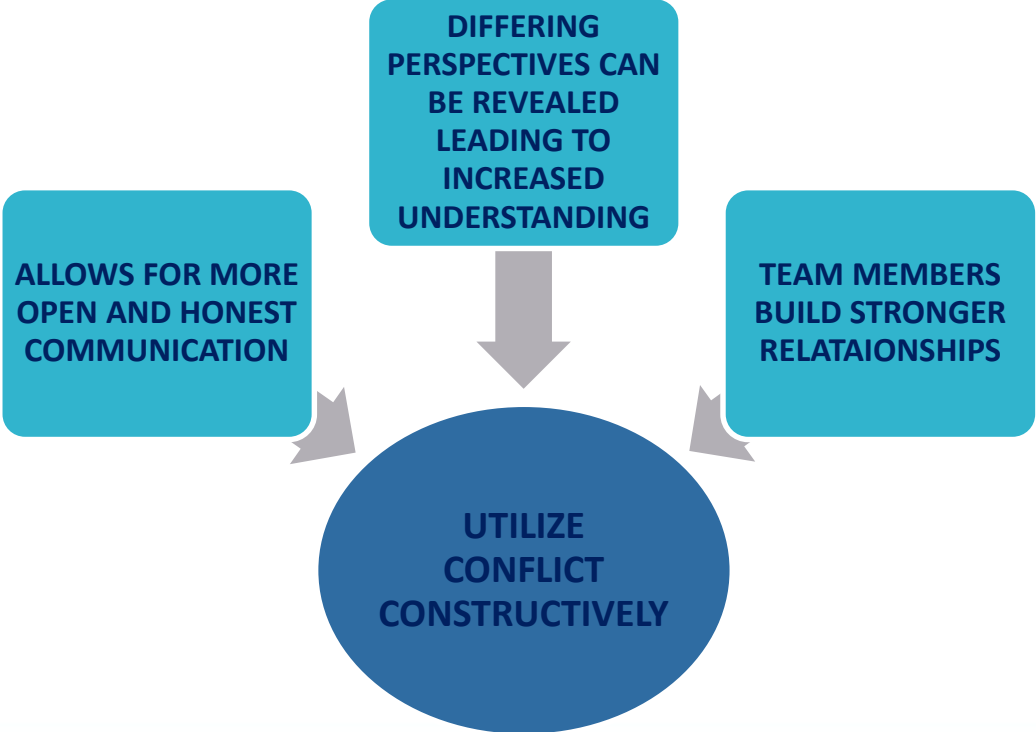
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# Efficiencies Gained Through Diverse and Inclusive Environment

**TALENT AQUISITION**



- **EXPANDED RANGE OF CANDIDATES**
- **EXISTING TEAM MEMBER RECOMMENDATIONS**
- **BETTER REPRESENTATION FOR DIVERSE CUSTOMER BASE**
- **ALLOWS FOR AN ARRAY OF PERSPECTIVES**

# Efficiencies Gained Through Diverse and Inclusive Environment

**TEAM MEMBER  
RETENTION**



- **TEAM MEMBERS ARE BETTER ABLE TO RELATE IF MAKEUP IS DIVERSE**
- **TEAM MEMBERS FEEL MORE CONNECTED AND HAVE A PERSONAL STAKE**
- **TEAM MEMBERS FEEL EMPOWERED**
- **TEAM MEMBERS FEEL VALUED**
- **TALENTS ARE PINPOINTED AND UTILIZED**

# Efficiencies Gained Through Diverse and Inclusive Environment

**OPERATIONAL  
EFFICIENCIES**



- **OPEN AND TRANSPARENT COMMUNICATION BUILDS TRUST**
- **INNOVATIVE IDEAS ARE CULTIVATED**
- **TEAMS WORK TOGETHER IN A MORE FLUID WAY**
- **RETENTION ALLOWS FOR A REDUCTION IN COSTS**
- **INCREASED SUCCESSION IN LEADERSHIP POSITIONS**
- **KNOWLEDGE BASE INCREASES**

**Figure 2. Diversity and inclusion: Old rules vs. new rules**

Old rules	New rules
Diversity is considered a reporting goal driven by compliance and brand priorities	Diversity and inclusion is a CEO-level priority and considered important throughout all levels of management
Work-life balance is considered a challenge for employees to manage, with some support from the organization	Work-life balance, family, and individual wellness are all considered part of the total employee experience
Companies measure diversity through the demographic profile of designated groups defined by attributes such as gender, race, nationality, or age	Companies measure inclusion, diversity, and lack of bias in all recruitment, promotion, pay, and other talent practices
Diversity is defined by gender, race, and demographic differences	Diversity is defined in a broader context, including concepts of “diversity of thought,” also addressing people with autism and other cognitive differences
Leaders are promoted on “merit” and experience	“Merit” is unpacked to identify built-in biases; leaders are promoted on their ability to lead inclusively
Diversity and inclusion is a program of education, training, and discussion	Diversity and inclusion goes beyond education to focus on debiasing business processes and holding leaders accountable for inclusive behavior
Companies regularly report progress on diversity measures	Companies hold managers accountable for creating an inclusive culture, using metrics to compare them against each other

# Creating a Diverse and Inclusive Environment



# Novant Health Diversity and Inclusion Data

Press Ganey Diversity and Inclusion Items	2015	2016	2017
This organization values employees from different backgrounds.	4.25	4.26	4.4
My ideas and suggestions are seriously considered	3.76	3.79	3.91
I feel like I belong in this organization	4.02	4.07	4.22
I am involved in decisions that affect my work	3.63	3.65	3.81
The organization demonstrates a commitment to diversity and inclusion	New item	4.26	4.38
The person I report to demonstrates a commitment to diversity and inclusion	New item	4.3	4.39





Our people credo

**N** NOVANT  
HEALTH

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## Mission

Novant Health exists to improve the health of communities, one person at a time.

## Vision

We, the Novant Health team, will deliver the most remarkable patient experience in every dimension, every time.

Safety + Quality  
Authentic personalized relationships  
Voice & choice + Easy for me  
Affordability

## Values

Diversity and Inclusion  
Teamwork  
Personal excellence  
Courage  
Compassion



## Our people

We are an inclusive team of purpose-driven people inspired and united by our passion to care for each other, our patients and our communities.

## Our promise

We are making your healthcare experience remarkable. We will bring you world-class clinicians, care and technology — when and where you need them. We are reinventing the healthcare experience to be simpler, more convenient and more affordable, so that you can focus on getting better and staying healthy.



# Our people philosophy

At Novant Health, people are our business. We treat each other with respect and compassion. We embrace the differences in our strengths while fostering an environment of inclusion, empowerment, inspiration and courage.

**We always remember, our business is the care of all people, starting with our team members.**



# Our Novant Health: team member experience



## Team Member Themes

### Hear me

- I use my unique voice to shape our organization
- I engage in dialogue for solutions
- I use my talents to contribute to improvement, ideas and growth

### Know me

- My diverse background, culture, ideas, viewpoints and life experiences are valued
- My life, family and personal needs and well-being are important
- I bring my best self to work so that I can share my best self with other team members, our patients and guests
- I do my best to achieve an effective work-life balance

## Team Member Themes

### Lead me

- I help create an environment that welcomes dialogue and develops trust
- I receive tools, resources and authentic leadership to support compassionate care and service

### Grow me

- I commit to continuous learning and development
- I am coached, challenged and developed with new experiences, learning opportunities and ongoing feedback

## Team Member Themes

### Inspire me

- I am part of a mission-driven community
- My work is meaningful
- My contributions are valued, recognized, appreciated and celebrated

### Empower me

- I use creativity and pursue innovation
- I take ownership of my work
- I act in the best interest of our patients and our team and the experiences I create for others

## Team Member Engagement Survey Results

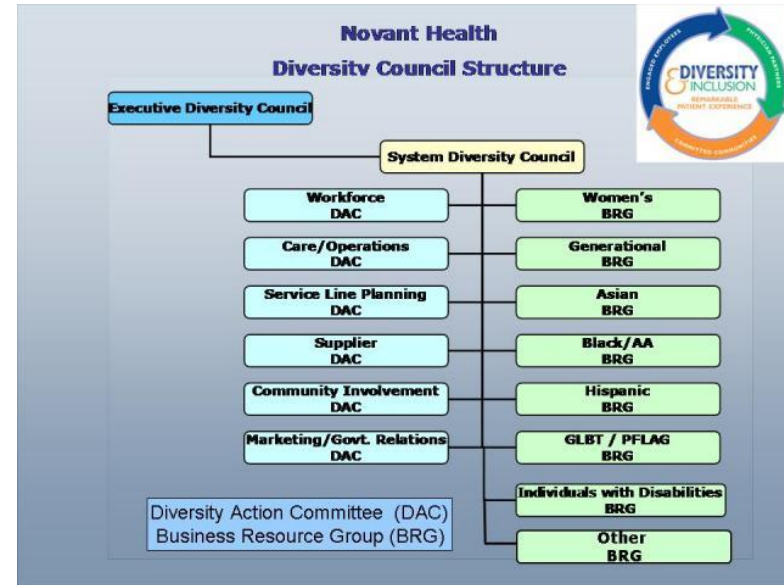
RESULTS	ENGAGEMENT SCORE	RESPONSE RATE
2015 SURVEY	4.10	56%
ONE ASK MAY 2016	4.08	74%
CHECK IN DECEMBER 2016	4.18	51%
CHECK IN MAY 2017	4.19	63%
ONE ASK SEPT 2017	4.24	81%

# Building Awareness



**Engage your diversity and inclusion advocates. If you have team members who are diversity and inclusion facilitators or who lead or participate on a Business Resource Group (BRG), you can do the following:**

- **Have dialogue with them about their work during your status meetings or stay interviews**
- **Allow time on your team meeting agenda for them to share about their work**



**The I Am From poem** can be used to support your team in making a deeper connection. The concept and poem was created by author and writer George Ella Lyon. Use this link for details about the concept and George Ella Lyon's poem: <http://www.georgeellalyon.com/where.html>

Some recommended guidelines for using the poem include:

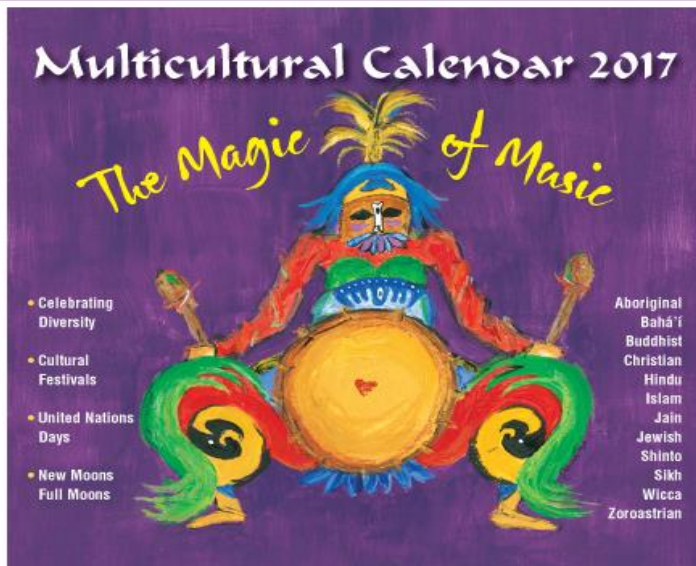
- Start the session by sharing the concept about the I Am From poem
- Read George Ella's poem and then share your own
- Give each person 5-10 minutes to write their own 5 line poem
- Encourage team members to share only what they feel comfortable sharing
- Be aware that looking back at where you have come from can have an emotional impact on some people
- After each person completes the poem individually, allow each person to share their poem for 1-2 minutes. After each person shares, you may want to allow time for 1-3 questions

# Multicultural Calendar

English

SEARCH:

Go



[January](#)

[February](#)

[March](#)

[April](#)

[May](#)

[June](#)

[July](#)

[August](#)

[September](#)

[October](#)

[November](#)

[December](#)

[<< 2016](#)

[2018 >>](#)

 [Watch a tutorial](#)

✓ Schedule consideration

■ Cultural / National Days  
Independence Days of countries

▲ Religious days of all major  
religions of the world

We should indeed keep calm in the face of difference, and live our lives in a state of inclusion and wonder at the diversity of humanity.

George Takei

quoteancy

# QUESTIONS?