

Diversity, Equity & Inclusion

Beth Israel Lahey Health
Winchester Hospital



Diversity, Equity and Inclusion at BILH

In 2020, BILH President and CEO Dr. Kevin Tabb established a system-wide Diversity, Equity and Inclusion (DEI) Task Force charged with recommending specific actions our health care system can take to foster meaningful change for our fellow employees, patients and families, and the communities we serve.

The Task Force includes 17 members from across BILH who are deeply invested in this important work. The work has included:

- Understanding the current DEI landscape at BILH
- Identifying the most impacted stakeholders
- Analyzing internal data and external best practices to inform its recommendations.

Leadership Listening Sessions

Colleague perspectives and experiences have helped shape the work we have already done and will continue to serve as vital input for the work that lies ahead.

- Nearly 2,500 clinicians and staff participated in one of 44 virtual listening sessions, and more than 4,400 responded to our online survey
- Colleague feedback includes:
 - Frustration and disappointment with the slow pace of change
 - Feeling empowered and motivated by recent events and hopeful signs that the anti-racism movement is finally gaining momentum
 - Feeling helpless, overwhelmed, unsettled and ashamed, and some admitted they hadn't been aware of the extent to which racism exists but were invested in learning and growing
 - Discomfort and concern about saying the wrong things in individual workplace discussions but a desire to engage in these conversations nonetheless

Next Steps

Colleague insights have helped identify key areas of focus around which we will develop recommendations for concrete actions. We have established six Work Teams to create a holistic set of system-level recommendations.

- **Infrastructure:** Implementing a cohesive and comprehensive strategy to align DEI initiatives that span all levels of the organization, and creating sustainable and impactful DEI leadership and reporting structures at the local and system levels to embed DEI in all committees and processes, including an infrastructure to address health care disparities.
- **Culture and Leadership:** Creating and sustaining a culture in which all feel welcome to comfortably speak up for themselves and others and celebrate all identities, and holding leaders, staff, clinicians, and patients accountable for their actions at all times.
- **Talent:** Cultivating a workforce across all levels that reflects the demographics of the communities we serve, so that we can attract, retain and engage high-performing, diverse talent; and offering meaningful jobs with competitive pay and benefits and supporting the career advancement of all employees.

Next Steps

Patient Care: Prioritizing and measuring health equity at every level of the organization; re-designing care to reduce disparities in process, outcomes and experience of care; recruiting and promoting diverse clinicians to better reflect the communities we serve.

- **Community Investment:** Leveraging our role as a large-scale employer and purchaser to counteract systemic racism, improve asset building, and address long-standing needs in underserved communities.

- **Research and Education:** Promoting diversity in our research and educational faculty and among our students, trainees, and research staff; elevating health equity within our research priorities and education and training curricula; enhancing the participation and engagement of Black and Brown communities in clinical trials.

These Task Force Work Teams will continue to refine their recommendations to drive cohesive, actionable and sustainable change. In the meantime, please know how thankful we are for your ongoing investment in this effort and for being part of our BILH community.

Co-Chairs, BILH Task Force on DEI

Lina George, PhD, JD

Chief Human Resources Officer, BILH

Co-Chair, BILH Task Force on Diversity, Equity and Inclusion

DeWayne Pursley, MD, MPH

Chief of Neonatology, BIDMC and HMFP

Co-Chair, BILH Task Force on Diversity, Equity and Inclusion

DEI at Winchester Hospital

Now more than ever, it's critical that Winchester Hospital fosters a culture that embraces diversity, equity and inclusion (DEI). As part of Beth Israel Lahey Health, we are committing to taking active steps to ensure that our organization is a place where *everyone* – our clinicians and staff, our patients and their loved ones – feels welcome and valued for who they are.

As described earlier, BILH President and CEO Kevin Tabb, MD, recently announced our system's multi-year plan to address systemic racism, institutional bias and inequity. BILH's Diversity, Equity and Inclusion Roadmap includes 21 action steps that will help us drive change for and in our communities. If you haven't already, I hope you will take some time to learn about BILH's DEI Roadmap by visiting www.bilh.org/dei.

Progress to Date

- All of us here at Winchester Hospital need to contribute to an inclusive organizational culture.
- Real progress requires a foundational understanding of issues related to racism, anti-racism and social justice. During the month of November, senior leadership from across BILH participated in an anti-racism education program. As part of that, members of the management team at Winchester Hospital have been learning from a series of four self-study modules covering race and racism; implicit bias; white privilege and colorblindness; and Black Lives Matter and Allyship. This series has helped launch us on a path towards strengthening our understanding of racism and how it's manifested at work, and preparing us for important race-based conversations. Our goal is to offer these and additional educational opportunities more broadly across BILH and provide forums for reflection and discussion.

Winchester Hospital DEI Champions

- **Karen McAlmon, MD, Neonatology Division Chair and Director of the Beth Israel Lahey Neonatology Network, and Joanne Crowley Smith, Vice President of Human Resources, serve as our local DEI champions. They will help us embed DEI in our everyday practices and coordinate our efforts with initiatives at the system level.**
- **As our local champions, Karen and Joanne will partner with executive sponsors leading the implementation of the action steps that make up BILH's DEI Roadmap, champions from other hospitals and business units within our system and all of us here at Winchester Hospital to move this important work forward. If you have ideas or perspectives you would like to share with Karen and/or Joanne, please reach out to them at Karen.McAlmon@Lahey.org and Joanne.CrowleySmith@Lahey.org.**

Thank You For Playing An Active Role

Each and every one of us needs to play an active role by contributing to an inclusive, welcoming culture here at Winchester Hospital – for our patients, our communities and each other. Thank you for being part of this important effort.