

# Wisconsin Center for Nursing; 13<sup>th</sup> Annual WCN Conference

Strategies to Improve Recruitment and Retention of Diverse Professionals – A Health System’s Journey

FROEDTERT HEALTH

SEPTEMBER 15, 2023

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## Equity, Diversity and Inclusion at Froedtert

### Equity, Diversity and Inclusion

At Froedtert Health, diversity and inclusion is leveraging the individual uniqueness among people, cultures and systems that collectively empower us to drive innovation and deliver **culturally competent care**.

### Vision

Froedtert Health is a leading healthcare organization in the areas of diversity and inclusion that exceeds the expectations of our patients and community through **exceptional care**.

### Mission

Froedtert Health advance the health of the **people of the diverse communities** we serve through exceptional care enhanced by innovation and discovery.

### Health Equity

Committed to eliminating health care disparities and addressing social determinants of health like transportation, food insecurity and access to care, the Froedtert & MCW health network provides culturally and Linguistically competent health care to all individuals regardless of race, ethnicity, language preference, gender, gender identity, sexual orientation or another dimension of diversity. Health equity is fundamental to the organization's mission and simply the right thing to do.

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# About Diversity, Inclusion, and Health Equity

## Strategic Plan 2025

Within the Froedtert & the Medical College of Wisconsin health network, diversity and inclusion leverages the individual uniqueness among people, cultures and systems that collectively empowers staff and providers to drive innovation and deliver culturally competent care. We focus our efforts on these key areas to help support Froedtert & MCW strategic initiatives.

**Extraordinary People** The office of Diversity and Inclusion partners with Human Resources to focus on workplace initiatives around diversity recruitment, education, engagement and development of staff and providers. These programs foster an inclusive culture where staff can reach their full potential and provide the best care possible.

**Market Leadership and Consumer-Guided Experience** In partnership with Marketing and Communications, Supply Chain and Community Engagement, strategies are developed to meet the health network goal to touch two million lives and expand market share in the diverse communities and patient populations served by our health network.

**Language Services** Our Language Services team provides timely, reliable and high-quality interpretation and translation services to limited English proficient and deaf patients in order to provide exceptional experiences throughout our health network's hospitals, health centers and clinics.

**Health Equity** Committed to eliminating health care disparities and addressing social determinants of health like education, employment, and food insecurity, the Froedtert & MCW health network provides culturally and linguistically competent health care to all individuals regardless of race, ethnicity, language preference, gender, gender identity, sexual orientation or any other dimension of diversity. Health equity is fundamental to the organization's mission and simply the right thing to do.



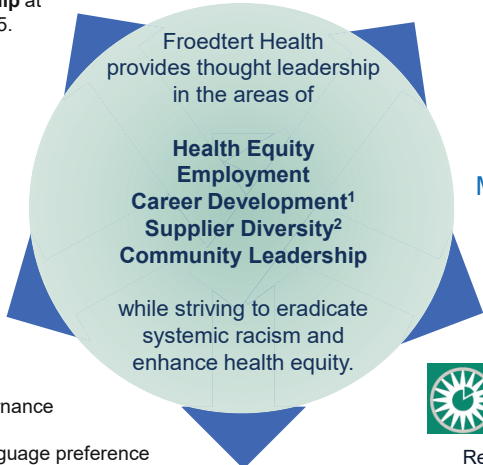
## Froedtert Health's Commitments to Equity



A pledge of commitment to increase African American and Hispanic/Latino leadership at Froedtert by 25% by 2025.



A collaboration of over 50 leading healthcare systems building more inclusive and sustainable local economies



### Milwaukee Anchor Collaborative

A collaboration between higher education and healthcare systems that explore strategies to be tapped into the respective purchasing and hiring needs.



### #123forEquity Campaign

- Commitment to:
- Increasing diversity in leadership and governance
  - Providing cultural competency training
  - Collecting and using race, ethnicity and language preference data to track progress
  - Improve and strengthen community partnerships



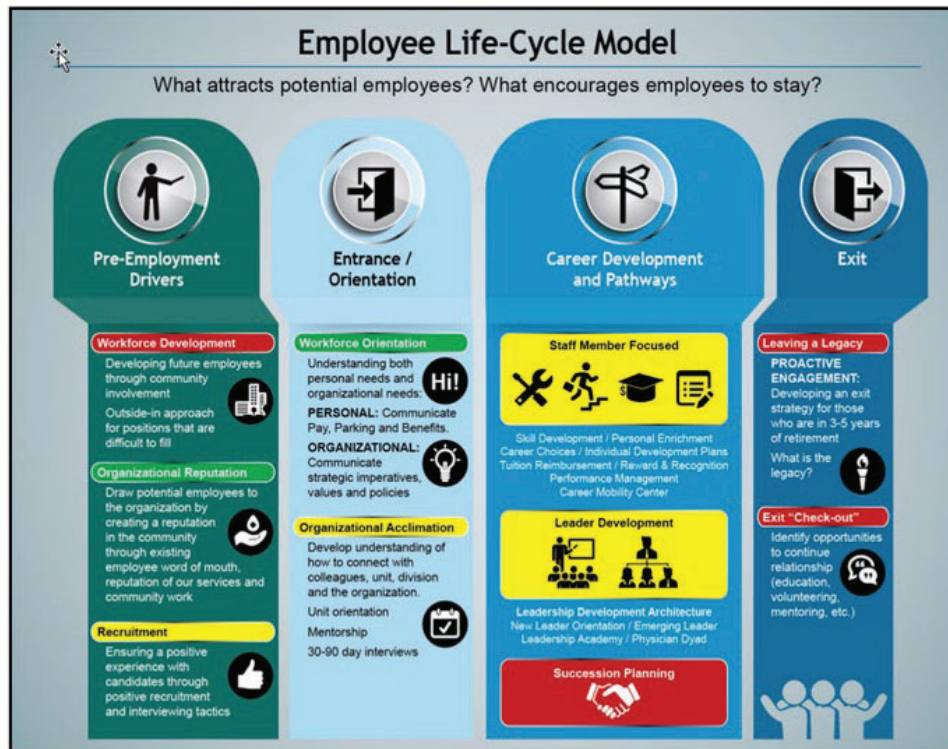
Reducing health care disparities for the organization's patients is a quality and safety priority.



Three year commitment to work together and share best practices to enhance fully inclusive gender equity within their institutions.

1. Career Development includes career readiness, education, scholarships, and other pipeline and career readiness support.  
 2. Our supplier diversity efforts help to contribute to the community's economic vitality through the dollars spent with diverse vendors and the workforce they hire..

# Employee Life Cycle Model/Framework



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## Our Why

- Alignment with Extraordinary People Strategy (looking through equity first lens)
  - Reduce 90-day and yearly turnover
  - Increase Retention and Staff Engagement
  - Creating stronger pipelines for diverse talent
  - Increase Leadership Diversity
  - Enrich Employee Experience

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# FY23 Goal for Retention and Turnover

Change Management/Project Management

- In FY23, one of F&MCW’s strategic initiatives was Workforce Diversity, and included “Increase employee retention rates of the Black/African Americans and Latinx staff members by 10% while reducing turnover by 10%.”

- Formed an initial subcommittee and meet every other week to review metrics and qualitative feedback. Metrics included:

- MyDA
- Review of Exit Interview data and
- Reviewing Staff engagement survey results



- Based on this review, the top three units with the overall highest turnover also employed the largest numbers of Black/African Americans and Latinx employees. These three units were selected as pilot groups to work with.



# FY23 Goal for Retention and Turnover, Cont.

Change Management/Project Management tactics for project success

- Invited the right stakeholders to the meetings now that we had a focus.
- Held numerous group and 1:1 drop in sessions for the employees to find out what they wanted.

Three simple open-ended questions:

1. If you were asked by a friend or coworker, can you share with me what reasons you would give them for staying with Froedtert? (Things working well that we need to continue)
2. What excites you to come to work each day? (Do they have a sense of purpose or value?)
3. Can you share why any of your friends/colleagues might have left working here? (Why do people leave/gives them an opportunity to share why they might)

- The three leaders were provided with a summary of the qualitative results of these focus groups to help determine where to focus.

- Continuing to meet every other week to share what was working and what wasn’t, reviewing monthly metrics including 90 day, 180 day and 1<sup>st</sup> year rolling turnover by race.



**Your Input Matters!**  
Can you spare 5 minutes?

• You spend a lot of your day at work.  
• You provide a critical role in the care and safety of our patients.  
• We want you to have a satisfying career and feel you have what you need to grow and stay with Froedtert.

Please stop in the below locations for specific times for Safety and Security and EVS and anyone is encouraged to pop into the OD office wherever you see “Open in OD” on the below calendar.

I am gathering confidential responses to three simple questions:  
Your participation will help your leaders to continue to reshape your department as a desired place to work and grow your career.

**Grab and Go light snacks/beverages provided (by OD) – Both Healthy and Not Healthy!**



Monday	Tues	Wed	Thurs	Fri	Sat	Sunday
Dec 5	Dec 6	Dec 7 Safety & Sec (OD) 06:30-0800 EVS 0600-0630 EVS 0900-1100 EVS 1800-1900 EVS 1915-0000	Dec 8 Safety & Sec (OD) 1400-1600	Dec 9 Safety & Sec (OD) 0600-0700	Dec 10	Dec 11
Dec 12	Dec 13 Open in OD 0900-1100	Dec 14 Open in OD 1400-1600	Dec 15 Safety & Sec (OD) 0600-0800	Dec 16 EVS 0500-0600 EVS 0600-0700	Dec 17	Dec 18

Note: The OD office is on the 2<sup>nd</sup> floor, the door just left of HR department.  
I will have a sign on the door!  
Stay 5 minutes and grab and go with snacks!



## Results: Did our diverse population reduce turnover by 10%?

<b>EVS</b>	<b>Baseline</b>	<b>June 2023</b>	<b>% Decrease</b>
Black/AA:	80.3%	75.0%	<b>6.6% Decrease*</b>
Hispanic:	63.2%	36.0%	<b>43% Decrease</b>
<b>Transport</b>			
Black/AA:	86.2%	45.7%	<b>47% Decrease</b>
Hispanic:	103.8%	65.8%	<b>37% Decrease</b>
<b>Safety &amp; Security</b>			
Black/AA:	95.1%	47.2%	<b>50.4% Decrease</b>
Hispanic:	96%	65.8%	<b>32% Decrease</b>

\*71.9%= (Were at 10.5% in Dec)

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## Results: Did we increase retention by 10%?

<b>EVS</b>				
<b>Race</b>	<b>June 2022</b>	<b>June 2023</b>	<b>Goal</b>	<b>Results</b>
All	<b>70.4%</b>	<b>74.0%</b>	<b>77.4%</b>	Up not yet at 10% retention goal
Black/AA	<b>71.0%</b>	<b>73.0%</b>	<b>78.1%</b>	Up not yet at 10% retention goal
Hispanic	<b>80%</b>	<b>71.4%</b>	<b>88%</b>	Lower than initial baseline
<b>Transport</b>				
<b>Race</b>	<b>June 2022</b>	<b>June 2023</b>	<b>Goal</b>	<b>Results</b>
All	<b>40.7%</b>	<b>55.9%</b>	<b>44.77%</b>	Above 10% retention goal!
Black/AA	<b>41.8%</b>	<b>54.2%</b>	<b>45.98%</b>	Above 10% retention goal!
Hispanic	<b>14.3%</b>	<b>27.3%</b>	<b>15.73%</b>	Above 10% retention goal!
<b>S&amp;S</b>				
<b>Race</b>	<b>June 2022</b>	<b>June 2023</b>	<b>Goal</b>	<b>Results</b>
All	<b>44.6%</b>	<b>62.1%</b>	<b>49.06%</b>	Above 10% retention goal!
Black/AA	<b>48.1%</b>	<b>65.8%</b>	<b>52.91%</b>	Above 10% retention goal!
Hispanic	<b>54.5%</b>	<b>72.7%</b>	<b>59.95%</b>	Above 10% retention goal!


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# EVS/Birth Center Partnership – Our Story



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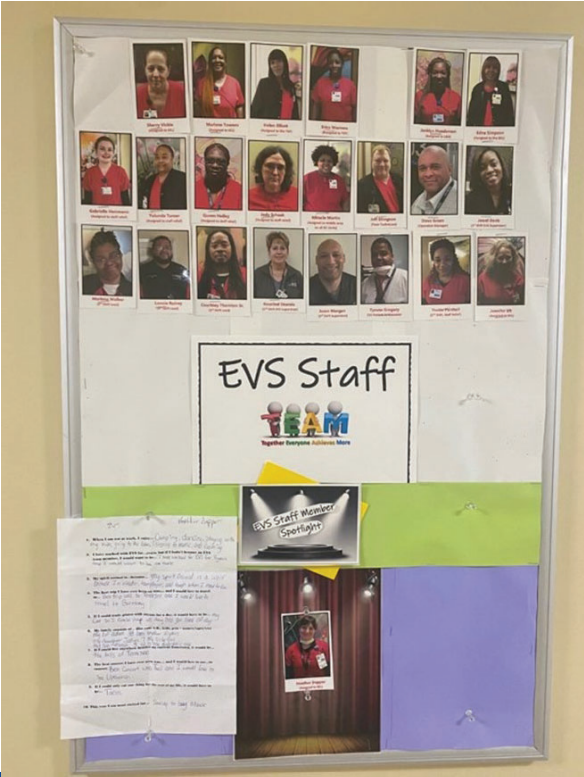
## Journey to excellence.....

- ❑ Frustrations
  - Quality of work
  - HCAHPS results
  - Teamwork
  
- ❑ Partnership 
  - Respect & Dignity
  - Treat EVS staff members like they are part of your unit team (inclusive)!
  - Mutual respect must be demonstrated and role modeled by leaders (Froedtert Values and Every Moment Matters)
  - Leaders set expectations with your staff
  - Huddles to include EVS
  - Recognition/acknowledgement
  
- ❑ Results
  - ✓ Improved quality
  - ✓ Improved HCAHPS
  - ✓ Increased staff engagement/job satisfaction
  - ✓ Improved teamwork and culture



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# Team Inclusivity



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# EVS Deeper Dive – A New Work Environment



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# Operational Excellence Bundle

- ❑ Build Relatedness
  - Thank you notes
- ❑ Know How to Do Your Job
  - Leadership accountability matrix
  - Supervisor-in-training program
  - Revamped orientation & training process
- ❑ Customer Service Level Metrics
  - Alignment and know whether or not we are winning
- ❑ Emotional Intelligence Training
  - Boundaries, Skillful Speaking, Skillful Listening, Awareness/Mindfulness, and Acknowledgement
- ❑ Ensuring Mental Health Equity for All
  - Provide resources for our demographic of employees who deal with severe stressors that affect their work/life balance
- ❑ Results – 40 less staff members left the organization compared to this time last year.
  - ✓ As of 9/11/23, turnover has been reduced by the following amounts compared to 9/11/22:
    - ✓ 90 day turnover – 37.1%
    - ✓ 180 day turnover – 31.8%
    - ✓ 1<sup>st</sup> year turnover – 26.0%
    - ✓ Overall turnover – 11.6%



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## Panel Discussion – Ah ha’s and Next Steps



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# Appendix

## Focused Growth on Leadership Skills

- We provided our leaders with a refresher of core leadership responsibilities including rounding, thank you cards, and staff development.
- We implemented a Lead and Supervisor development series to improve leader ability to connect with and motivate staff.
- We created leadership development with five areas of focus: Mindfulness, Awareness, Boundaries (EAP collaboration), speaking, and listening.
  - All leaders read the book "Mindfulness: An 8-Week Plan for Finding Peace in a Frantic World," by Mark Williams and Danny Penman.
  - We went through the book chapter by chapter and completed all the exercises.
    - Outcome: When you get in tune with yourself, you get better with people. How do we make EVS a safe space, feel involved, ensure they are feeling heard. Staff having a tough life outside of work and trying to navigate this. Leaders are also learning to actively listen to create a safe psychological space for staff. This creates employees ability to go to their leader and talk about work or life and leaders are then able to give/suggest tools and resources to the employee (Example Spring Health).

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## What We Did and Next Steps Cont.

### Interviewing

- We really focused on the screening process to vet out who truly will be the best candidate for the role. Spending a lot of time working this out with the recruitment team and landed with screening first with recruitment, then another phone pre-prescreen with someone on our team (does not have to be a leader), then the candidate makes it to the supervisor for the in person interview.
- The bulk of our employees were leaving within a year because of school and career opportunities. We now ask as part of the interview process "How does this job fit in with your career plans?"
- We implemented new interview tactics to discuss schedule, job labor, intensity and pay in a transparent manner to candidates.
- We were more realistic and up front about the physical demands of the job and roles/tasks they are required to do.

### Enhance Orientation/Improve the Experience

- We contacted the new hire early on and introduced ourselves as their leader.
- We clarified schedule expectations prior to the first day (many people left up early on as they realized the schedule didn't mesh what they really needed or the job was not fully explained to them).
- We standardized on the job training process for new hires- this improved job satisfaction and staff perception of department.

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## What We Did and Next Steps Cont.

### **Rounding/Personal Check-In**

- We committed to completing 30 day, 90 day and Introductory Reviews and put an increased emphasis on rounding and visibility by the Director and Sr.
- Leader conversations with staff focused on factors outside of work that impact performance, example working with employees on issues such as managing conflict and stress.
- During rounding and/or check-in, we connect their role and position to their purpose: "I love to help people; I feel I make a difference, I like putting patient's at ease."

### **Growth and/or Development**

- We increased focus on development of staff and internal promotion.
- During the check in conversation, rounding, and touch base conversions, we ask and learn what/where our employees might want to grow. Then help them locate the resources needed.
- We share reminders of tuition reimbursement and all the benefits Froedtert has to offer.
- We give coaching feedback to employees who might not get a transfer position so they are better prepared next time.
- We celebrate when an employee has a successful interview for a transfer/promotion to keep growing/developing.

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## What We Did and Next Steps Cont.

### **Ensuring Employees Feel "My opinion and voice are heard"**

- We provide high-level weekly updates to the team.
  - Provides awareness for your employees on what is happening/going to happen.
  - Consider a standing agenda item "What We Heard from You." This item is based on information gathered from the Supervisor huddles. We use this time to discuss questions/concerns or patterns we heard from the frontline team members.
  - Focus these meetings on the Top 2 challenges, one thing you love, and then as a group dive into problem solving challenges as a team.
  - Include some type of education/in-service as part of the meetings.
  - Employee's cannot be working a shift and "attend" these meetings.
- We created frontline staff led committees.
  - These staff members gather feedback from frontline staff and represent them at the meetings.
  - This has led to changes in policies, implemented new practices for recognition, and created an environment for a safe space to have difficult conversations.

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