



Health Equity and Anti-Racism Action Plan

Quarterly Report Fiscal Year 2022

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Introduction Letter

In September 2021, Seattle Children's shared the [Health Equity and Anti-Racism Action Plan](#), a comprehensive road map to transform the organization's culture, take strong actions, and make changes that prioritize racial equity and eliminate known disparities. Seattle Children's invited workforce members, patients, families and the community to join in the journey by participating in project work and holding the organization accountable to the Action Plan commitments.

The work to be a more inclusive and equitable organization began some time ago. We are grateful to those who came before us and used their voices to name inequities and suggest solutions. We are proud of the foundations laid at Seattle Children's in recent years — centering equity in patient safety work; tracking and addressing outcomes based on race, ethnicity and language data so disparities are brought to light; and emphasizing workforce diversity.

Seattle Children's strives to have a workforce that reflects the diverse patients and families it serves, including a representative leadership team and Board of Trustees. Research shows diverse representation improves health outcomes, patient and family experience, and innovation. Over the past five years Seattle Children's has made progress in increasing workforce diversity:

- The [Executive Leadership Team](#) increased from 0% racial and ethnic diversity in 2017 to 45.5% in 2022
- Managers across the organization increased from 17.3% racial and ethnic diversity in 2017 to 25.1% in 2022
- Nursing — one of the largest employee groups — increased from 19.2% racial and ethnic diversity in 2017 to 25.3% in 2022

The goal set in the Action Plan of 40% employee racial and ethnic diversity is currently being met. Numbers are moving in the right direction, but with data, there is always more to uncover. Now, we must aim higher and dig deeper. Seattle Children's will continue looking at the layers of data that reveal where disparities continue to exist and where efforts must focus going forward.

The current labor market is extremely competitive, and Seattle Children's is not immune to employee retention challenges as people reevaluate where and how they want to work. It is encouraging that workforce diversity is increasing through hiring — and the organization must stay focused on creating an inclusive work environment and retaining its talented workforce. Employees — especially those who identify as racially and ethnically diverse — must feel heard, respected and that they belong.

Seattle Children's is also engaging the next generation of faculty, staff and board members by building programs and partnerships to encourage those underrepresented in medicine and research to consider these rewarding careers. Pipeline programs like [Nurse Camp](#) and [Summer Scholars Program](#) help build skills for the healthcare industry and also lead to talented people choosing to work at Seattle Children's.

Internal pipelines — like stipends for the employee-led Inclusion Network leaders — and career development support are additional ways to invest in and retain talented employees.

Seattle Children's is committed to achieving more equitable outcomes for our patients and families by implementing actions outlined in the Health Equity and Anti-Racism Action Plan, and momentum is building. By calling our workforce to racial equity work, Seattle Children's creates something bigger than ourselves that can only be achieved working together.

We will continue to approach this work with openness, gratitude, transparency and humility.



Myra Gregorian
SVP and Chief People Officer



Alicia Adiele
Senior Director and Chief Diversity Officer

September 2022 Quarterly Report at a Glance

Seattle Children's seeks to systematically dismantle racism within the organization through actions and outcomes outlined in the [Health Equity and Anti-Racism Action Plan \(en Español\)](#).

Seattle Children's anti-racism work is prioritized by phase, with Phase 1 being the most urgent actions to complete within the first 18 months (Oct. 2021 to March 2023). This fourth quarter report shares progress made on Phase 1 activities.

Please note that this report frequently refers to fiscal years instead of calendar years. Seattle Children's fiscal year — the year Seattle Children's uses for accounting purposes and preparation of financial statements—is from Oct. 1 to Sept. 30.

Updates will be shared again in January. In the meantime, workforce can stay informed of health equity and anti-racism progress and opportunities by visiting the [Seattle Children's website](#) and through a new channel — texting. At this time, texting is limited to workforce with possible future expansion.

Quarterly Progress and Challenges

Workforce Diversity: Currently meeting the goal of 40% employee racial and ethnic diversity, Seattle Children's numbers are moving the right direction. Racial and ethnic diversity has continued to increase in both the patient and employee population; employee racial and ethnic diversity is outpacing patient diversity (an increase of 3.8% compared to 2.4%). Currently, there is concordance between patients and employees who are Black/African American (both represent 6.6-6.7% of their respective populations) and Native Hawaiian and other Pacific Islanders (.8% of their respective populations).

However, the Hispanic/Latinx population remains the area where Seattle Children's has the biggest opportunity relative to its patient population with patients representing 19.1% and employees representing 7.7% of their respective populations. The current labor market is extremely competitive, and Seattle Children's is not immune to employee retention challenges as people reevaluate where and how they want to work.

Nursing Diversity: Seattle Children's continues to evaluate its nursing diversity data by race and ethnicity to ensure clinical teams reflect patient diversity. Recruiting Black/African America and Latinx/Hispanic nurses continues to be challenging for the organization, especially given the limited availability of these diverse nursing groups in the Washington area. Seattle Children's is working on strategies to address this gap in its workforce.

Pipeline Program highlights: Pipelines and career development support are additional ways to invest in and retain talented employees.

- This year's [Nurse Camp](#) cohort was highly diverse, with 41 of 50 (82%) accepted campers identifying as a race or ethnicity other than White.
- Seattle Children's Research Institute launched [Invent at Seattle Children's Postdoctoral Scholars](#) Program, a \$45 million investment in training early career scientists historically underrepresented in biotech in the development of therapeutics for childhood conditions. Seattle Children's has pledged to raise an additional \$10 million for the program.



September 2022 Quarterly Report at a Glance

Family Experience Survey Score: Based on three quarters of data, Seattle Children's is falling short of reaching the 83% goal of improving the Family Experience Survey score. Ambulatory and Inpatient results have improved in the third quarter, but the Emergency Department (ED) has struggled to maintain earlier improvements in patient and family experience due to unprecedented volumes. A working group has formed to quickly identify ways that administrative leaders, staff and volunteers can support the ED during times of increased patient volume.

Social Determinants of Health (SDOH): Seattle Children's launched a system-wide collection of SDOH in Nov 2021 and has expanded the data collection process each quarter. US News & World Report launched a new EDI survey that contributed to the overall rankings for the Best Children's Hospitals 2022-2023. Survey results released in June 2022 revealed several opportunities for improvement for Seattle Children's overall SDOH data collection process. Children's continues to prioritize obtaining SDOH information, and has developed an improvement plan to appropriately address and implement changes based on US News & World Report findings.

OBCC Central District commitments

Seattle Children's made a commitment to assess the financial, operational and physical state of Odessa Brown Children's Clinic (OBCC) Central District and implement improvements. A project to repair the weather barrier and assess the structural integrity of OBCC Central District was initiated and revealed the need for more extensive repairs to the building in June 2022. For that reason, [OBCC Central District is closed due to repairs](#). Further repair assessment and construction is underway.

Beginning July 2022, patients appointments were transferred to the OBCC Othello location during renovation to minimize the impact on patient care. OBCC has shared the Central District building for decades with The Country Doctor Community Clinic and Carolyn Downs Family Medical Center which own 51% of the building — any decisions made will honor Seattle Children's long-standing partnership with respect for autonomy.

Seattle Children's is firmly committed to the Central District community and plans on maintaining a presence in the Central District, keeping families and workforce updated on the Central District building's progress. Community outreach has included:

- Mailing informational postcards to more than 1,300 OBCC patient families in English, Somali, Vietnamese, Spanish and Simplified Chinese.
- Hosting two community town halls in July 2022 and August 2022 concerning the temporary closure and relocation of services. [View the recorded July Town Hall](#).
- Emailing community providers regarding temporary closure and service relocation information.
- Distributing informational flyers onsite to patients coming to OBCC Central District seeking an appointment.
- Sharing information and commitments through a [South Seattle Emerald Opinion piece](#) authored by Dr. Shaquita Bell, senior medial director, OBCC.

Outcome Measure Tracking

A dashboard showing progress on Action Plan efforts was developed and made available for workforce members on CHILD, Seattle Children's intranet, in December 2021. This supports the organization's commitment to transparency and gives workforce members access to information any time. As of September 1, 2022, the dashboard had been viewed over 116,000 times by more than 1,100 users. The dashboard snapshots below include information and updates through September 1, 2022. Charts with percentages represent project percentage complete.

Symbol key code:



= at or above goal



= below goal

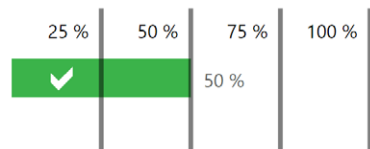
Tile Snapshot

Outcome Measure Update

Commitment to Anti-Racism & EDI

Recommendation 1

Add Anti-Racism to Values
PROJECT % COMPLETION



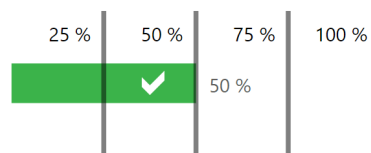
FY22 and FY23: Update Seattle Children's values to include anti-racism to hold leaders and workforce accountable through the performance evaluation process.

After compiling feedback from the HEDI Council and Inclusion Network leaders, updates were made to values-based behaviors and leadership qualities to incorporate anti-racism. The updates were approved by the Executive Leadership Team in July. Progress towards this goal will continue into FY23, with a focus on accountability. The updated values based behaviors and leadership qualities will be introduced in fall 2022 and incorporated in FY23 performance evaluations.

Purpose and Decisive Action

Recommendation 2

Executive Accountability
PROJECT % COMPLETION



FY22: Link executive compensation to achievement of Action Plan outcomes.

The Seattle Children's Hospital Board of Trustees (the Board) reviewed and adopted a revised equity-related executive compensation model, which includes four equity-related goals represented in the Action Plan. Final goal achievement will be determined on September 30, and executive compensation will be based upon those results. The Board also approved FY23 executive compensation goals in September, which will continue with the same model of 16% of executive compensation being linked to achievement of equity-related goals.

Outcome Measure Tracking

Tile Snapshot

Increase and Sustain Diversity

Recommendation 3

Employee Diversity
BY RACE/ETHNICITY

40.0% ✓

Goal: 40.0%

Outcome Measure Update

FY22: Increase employee diversity by race/ethnicity to 40%, to further reflect patient population.

The FY22 goal of 40% racial and ethnic diversity is tracked through quarterly milestones. The Q4 FY22 goal of 40% is trending positively toward the goal, with a current result of 40%. Ongoing work to increase employee diversity includes requiring hiring managers to attend inclusive and equitable recruitment training, redesigning the [seattlechildrens.org careers site](https://seattlechildrens.org/careers) and incorporating new diverse recruitment videos, publishing diversity analytics and highlighting Seattle Children's Inclusion Networks.

Culture of Inclusion in the Workplace

Recommendation 4

Inclusion Indicator Question

3.78

Goal: 3.82

FY22: Achieve a clinically significant improvement (measured by comparing year-over-year scores) on the Inclusion Indicator question, "This organization values workforce members from different backgrounds."

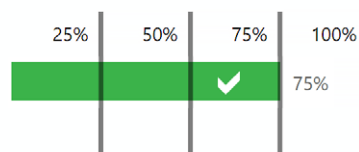
The most recent Workforce Engagement Survey, conducted in fall 2021, provides a baseline score for this question of 3.78 out of 5. The target score for FY22 is 3.82 (out of a best possible score of 5), which represents a clinically significant increase. The Workforce Engagement Survey, including the question, "This organization values workforce members from different backgrounds," will be administered to the workforce in September 2022.

No color or symbol status is assigned as 3.78 is a baseline for future measurement against the goal.

Include Patients on the EDI Journey

Recommendation 5

Behavioral Response Project
PREVIOUSLY REPLACE CODE PURPLE



FY22: The Behavioral Response Project will replace Code Purple with an equitable and anti-racist structure that is co-created with patients and families to ensure it is culturally responsive and provides psychosocial support.

Developed phased implementation plan, planning to launch in the Psychiatry and Behavioral Medicine Unit, Emergency Department and Intensive Care Units in December 2022 with a broader launch to follow in spring 2023.

Outcome Measure Tracking

Tile Snapshot

CLABSI Interventions
FYTD BLACK/AFRICAN AMERICAN



CLABSI Interventions
FYTD LANGUAGE OTHER THAN ENG



Outcome Measure Update

FY22: Eliminate overall non-mucosal barrier injury central line-associated bloodstream infection (non-MBI CLABSI) disparities for Black and African American patients and patients who use a language other than English.

The dot color and symbol depict the completion status for the projects being implemented to reduce or avoid CLABSIs. Due to limited data and the risk of a single non-MBI CLABSI occurrence significantly skewing data, the non-MBI CLABSI rate will be reported yearly (October). Completed interventions include ensuring observation of care with central lines and transparency in data sharing with race ethnicity and language filter, and improving the formal CLABSI event review process with an equity perspective. Interventions to solicit feedback on central line care from patients who identify as Black/African American and patients who use a language other than English are in progress but behind schedule. Two line care nurses on the Cancer and Blood Disorders Unit have been hired and are working with families, patients, and workforce members to ensure the highest line care standards. Standards have been set and are tracking adherence to use of an interpreter for every CLABSI champion audit completed. Updates to improve trainings and policies to be more inclusive and represent a variety of skin tones is in process. Additionally, while the new CLABSI Champion LEAD program has launched, staffing shortages have resulted in these roles being reassigned from central line care to bedside care. Finally, as a part of the patient and family education refresh project, videos intended for families and patients to view central line care and procedures via seattlechildrens.org are being developed, and all videos will be translated into several languages.

Listen to the Workforce, Patients and Families

Recommendation 6

FES Likelihood to Recomm...

81.5 %!

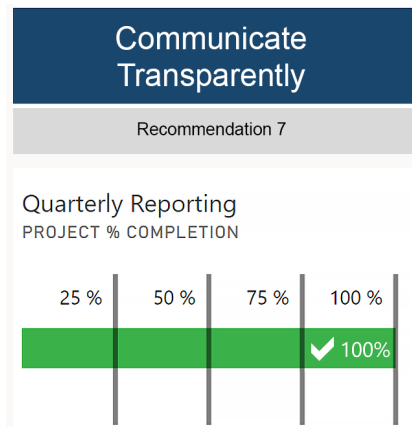
Goal: 83.0 %

FY22: Improve the [Family Experience Survey \(FES\)](#) score from a baseline of 81.6% to 83.0% by Sept. 30, 2022. The target is set based on the performance of pediatric hospitals against whom Seattle Children's is benchmarked.

Ambulatory and inpatient results have improved in the third quarter, but unfortunately Seattle Children's Emergency Department (ED) has struggled to maintain their earlier improvements in patient and family experience due to unprecedented volumes. A working group has formed to quickly identify ways that administrative leaders, staff and volunteers can support the ED during times of increased patient volume.

Outcome Measure Tracking

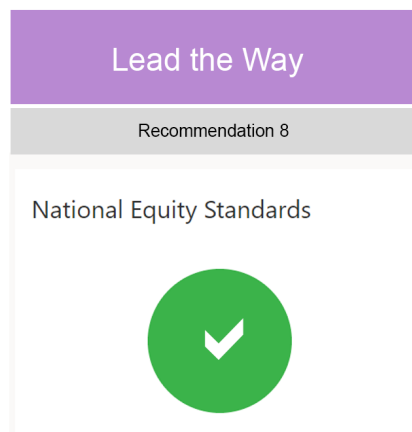
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Outcome Measure Update

FY22: Redesign reporting on anti-racism and equity, diversity and inclusion efforts and commit to quarterly reports.

This report is the fourth quarterly report committed to as part of the Action Plan.



FY22: Contribute to the establishment of national health equity standards; actively engage through participation in the U.S. News and World Report: Best Children's Hospitals Health Equity/Disparities/Inclusion working group.

Representatives from Seattle Children's, along with people from 12 other pediatric hospitals across the country, participated in a U.S. News & World Report working group tasked with recommending a methodology to evaluate equity, disparities and inclusion in overall hospital quality assessment. New measures are incorporated into the recently released U.S. News and World Report 2022 survey. 2022-2023 Best Children's Hospitals rankings were released in June 2022. The working group has come back together per the request of USNWR to review the EDI survey questions and consider feedback from organizations in order to improve the survey for 2023-2024.

With the fiscal year ending, planning has begun for ways to continue measuring progress on anti-racism commitments in FY23 and beyond. Leadership met with the Health Equity and Anti-Racism Oversight Council of the Board of Trustees in early September to review the direction of FY23 goals and receive feedback and direction from the council. Final FY23 goals will be shared through an updated, internal dashboard in October with anticipated tracking and target setting for critical outcomes such as diverse workforce representation, CLABSI rates, Family Experience Survey scores and diverse research participation.

Report Highlight: Workforce Diversity

Representation Matters

Children's aims to have a workforce that reflects the diversity of patients and families served. Research shows this improves health outcomes, patient and family experience, and innovation. Diverse representation across all levels of the organization is important as every role — not only clinical providers — contributes to the whole Seattle Children's culture and atmosphere and how patients and families experience Seattle Children's.

Diversifying the Workforce and Addressing Challenges

Currently meeting the goal of 40% employee racial and ethnic diversity, Seattle Children's numbers are moving the right direction. Over the past five years, Children's has seen the following progress:

- The Executive Leadership Team increased from 0% racial and ethnic diversity in 2017 to 45.5% in 2022
- Managers across the organization increased from 17.3% racial and ethnic diversity in 2017 to 25.1% in 2022
- Nursing — one of the largest employee groups — increased from 19.2% racial and ethnic diversity in 2017 to 25.3% in 2022

Racial and ethnic diversity has continued to increase in both the patient and employee population; employee racial and ethnic diversity is outpacing patient diversity (an increase of 3.8% compared to 2.4%). Currently, there is concordance between patients and employees who are Black/African American (both represent 6.6 – 6.7% of their respective populations) and Native Hawaiian and other Pacific Islanders (.8% of their respective populations).

However, the Hispanic/Latinx population remains the area where Seattle Children's has the biggest opportunity relative to its patient population with patients representing 19.1% and employees representing 7.7% of their respective populations.

The current labor market is extremely competitive, and Seattle Children's is not immune to employee retention challenges as people reevaluate where and how they want to work. The organization must stay focused on creating an inclusive work environment and retaining its talented workforce. Children's has developed a number of programs and opportunities in support of the workforce including:

- Investing in Inclusion Network (IN) member professional development and leadership from compensating IN leaders to financially sponsoring members to participate in leadership programs such as Ceresa and the Women of Color Leadership Program.
- Investing in leader development pilot programs for frontline leaders, coaching and mentoring for high-impact leaders and an executive development program to support succession planning. These programs will be evaluated and scaled accordingly.
- Increasing investment in Tuition Assistance Program from \$225K to \$1,000,000 to enhance education support for employees.
- Completing an organization-wide pay review that included both market analysis and pay equity. Approximately 800 employees received pay increases; \$3 million was paid in market adjustments, and \$460,000 in equity-related increases.

Report Highlight: Workforce Diversity

- Continuing to develop career pathways to encourage employee career development. FY22 focus areas were medical assistants, pharmacy, radiology, surgery, and interpreter/translation services.
- Conducting annual market analysis of employee benefits and prepared enhancements to employee benefits and incentive programs for 2023 calendar year.
- Financial and time away resources: The Employee Emergency Assistance Fund provided a million dollars to employees who were experiencing financial hardship. The Time Away Sharing Program allows Children's employees to voluntarily donate time away accrued for a central fund for distribution to other benefit-eligible employees who are experiencing a medical or family medical emergency and who need paid time off beyond what they have personally accrued.

Data Tells a Story

Seattle Children's continues to assess representation data, working to better identify and understand disparities between employees demographics and the patients and families served. Making data available to the workforce is important for transparency and informed decision-making. Last spring, a new tab was added to an existing data dashboard which provides insights on workforce racial and ethnic diversity, and compares the race and ethnicity of patients with workforce for each leader's rollup and direct reports in one place. This shows real-time goal progress, revealing gaps and opportunities.

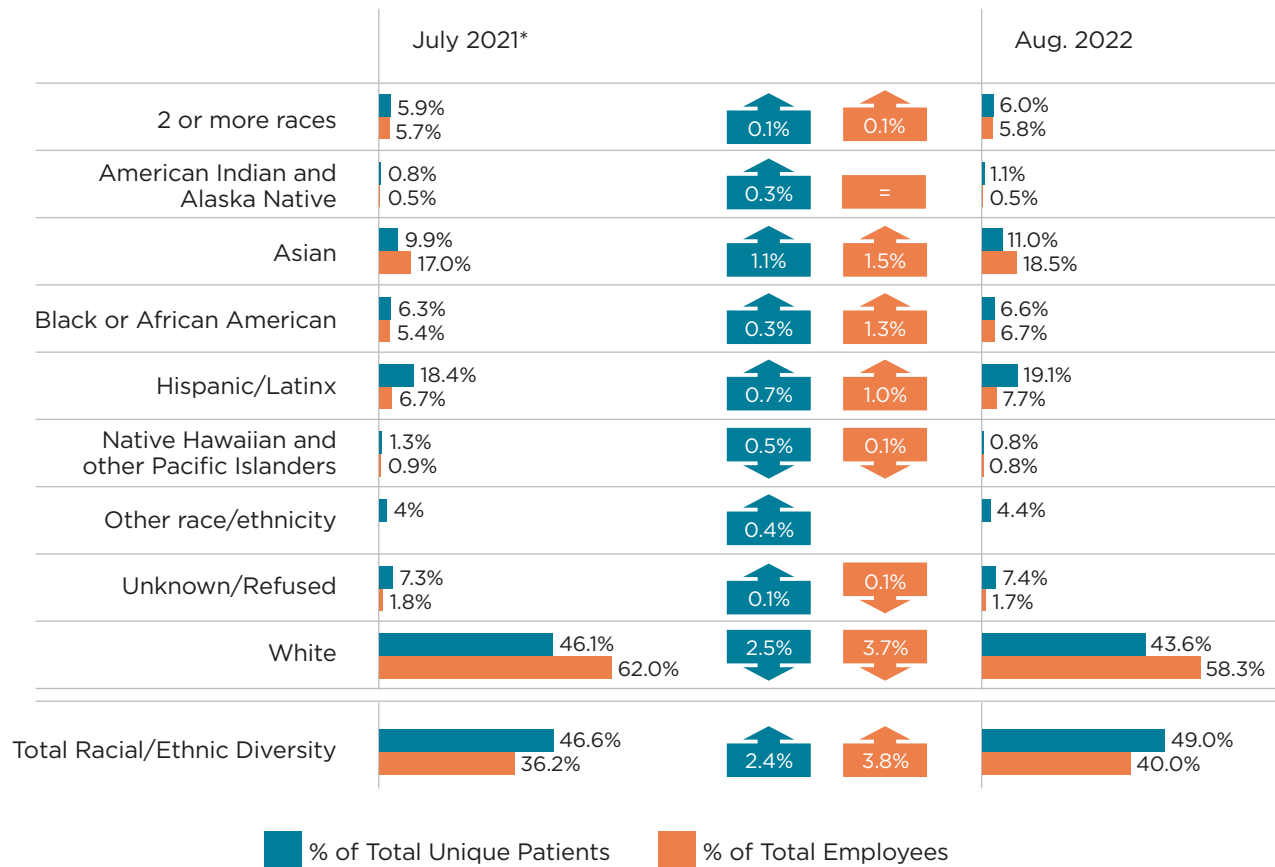
Seattle Children's continues to evaluate its nursing diversity data by race and ethnicity to ensure clinical teams reflect patient diversity. Recruiting Black/African America and Latinx/Hispanic nurses continues to be challenging for the organization, especially given the limited availability of these diverse nursing groups in the Washington area. Seattle Children's is working on strategies to address this gap in the workforce.

Data collection and reporting is evolving to be more disaggregated, focusing racial and ethnic representation within individual role levels and areas. Work is also underway to better understand retention and the ratio of departures to new hires.

The charts on the following pages include a focus on the Executive Leadership Team, managers and nursing, which have been focus areas for Seattle Children's. In particular, leadership has focused on increasing diversity in manager-level leaders due to the amount of frontline team members they hire.

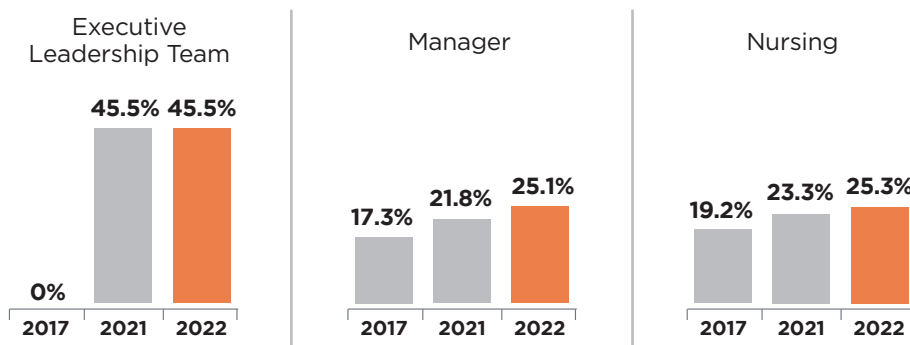
Report Highlight: Workforce Diversity

Comparison of Racial/Ethnic Diversity Between Patients and Employees



*July 2021 employee data adjusted to exclude A3 temporary employees from original data published in the HEAR Action Plan in September 2021.
Data source: Race/ethnicity provided by patient self-identification via health information system - Epic as of July 2021 and August 2022.
Does not include patient data for lab specimen analysis, or COVID-19 vaccination or testing. Race/ethnicity provided by employee self-identification via Human Resource Information System-Lawson as of July 2021 and August 31, 2022.

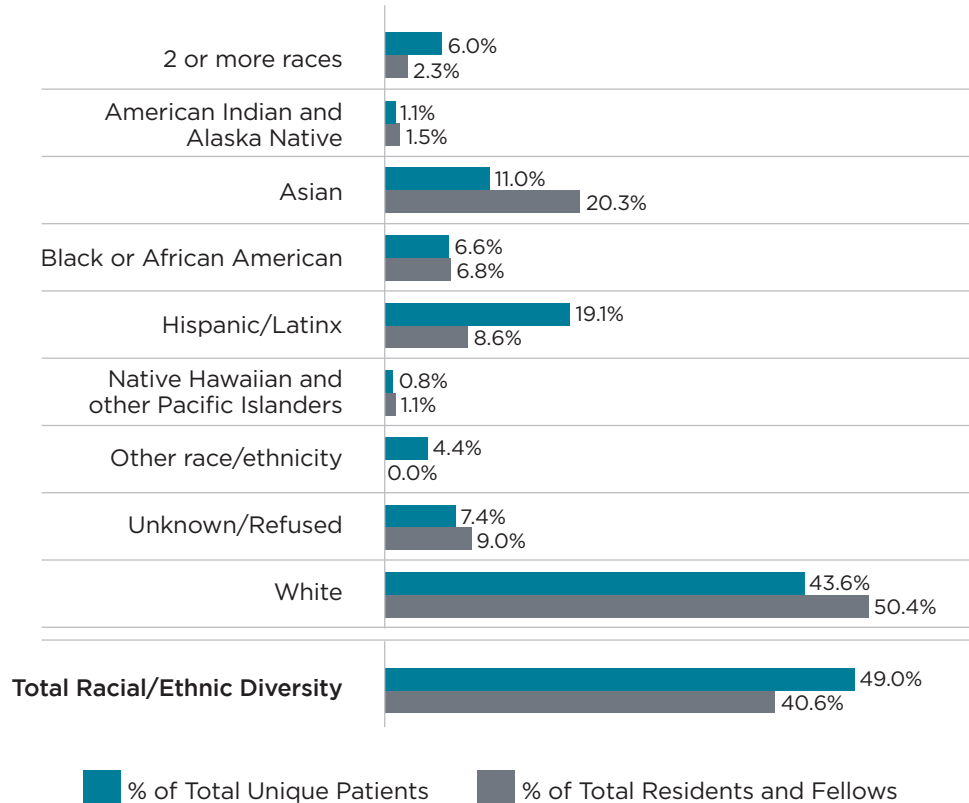
Increase in Racial/Ethnic Diversity in Employee Groups



Data source: Race/ethnicity provided by employee self-identification via human resource information system, Lawson, as of Jan 1, 2017; July 31, 2021; and August 31, 2022.
Manager and nursing data adjusted to exclude A3 temporary employees and to include retroactive transactions from original data published in HEAR Action Plan in September 2021.

Report Highlight: Workforce Diversity

Comparison of Racial/Ethnic Diversity Between Patients and Residents and Fellows



Data source: Race/ethnicity provided by patient self-identification via health information system, Epic as of August 2022. Does not include patient data for lab specimen analysis, or COVID-19 vaccinations or testing. Resident and fellow data supplied by University of Washington Department of Pediatrics for the academic year of 2022-2023 as of August 2022; fellows include Department of Pediatrics and non-Department of Pediatrics.

Faculty race/ethnicity information is currently being collected by Seattle Children's and will be shared in 2023.

Below is an update on the progress made on actions that Seattle Children's committed to in order to diversify the workforce and support racially and ethnically diverse workforce members.

Action:

Create and implement a strategy for recruitment, development and retention of racially and ethnically underrepresented groups.

Progress to Date:

- Work continued to ensure candidate pools were diverse in order to increase hiring of diverse employees.
 - o Recruiting efforts target Historically Black Colleges and Universities (HBCU) as well as Tier 2 and Tier 3 (HBCU), Hispanic Student Institutions (HSI), Professional Diversity Network (PDN) and community partnerships.

Report Highlight: Workforce Diversity

- o Leaders are now required to complete inclusive and equitable recruitment training.
- o Employee referral program reinstated and boosted with support of Inclusion Networks (IN) by posting hot jobs and spotlighting employees.
- Finalized career video series highlighting a culture of inclusion, to be shared with current and future workforce members through [seattlechildrens.org](#) and Seattle Children's social media channels. A [career page](#) and redesign of [seattlechildrens.org](#) with an EDI focus expected to complete in Q4 of FY23.
- A cross-functional team from People and Culture, Legal and Regulatory reviewed inequities caused by inconsistent minimum education qualifications for skill-based job descriptions and updated background check requirements. Revised and standardized minimum education requirements to include "or equivalent experience" for more than 900 job descriptions to resolve challenges caused by background check regulations.
- Resourcing a Director of Retention and Engagement to focus efforts on retaining our workforce. Recruitment is underway.



I came to Children's as a diversity recruiter because I wanted to contribute to the changes being made to ensure better hiring improved retention rates. Diversity can't be a superficial expression of support, but rather actionable steps that create an inclusive environment, representative of our patient population. From partnering with community organizations like CareerWork\$ and Vocational Rehabilitation (DVR) so that more people of all abilities and backgrounds have a seat at the table, to advocating for more diverse representation in the images on our careers pages, I'm proud to lend my expertise and lived experiences to conversations and actions that helped reach our 40% diversity goal.

– **Jessica Buckner**, Senior Healthcare Recruiter-Diversity Channels



Action:

Partner with Inclusion Networks (IN) to create a candidate pipeline and enhance opportunities for racially and ethnically diverse workforce members.

Progress to Date:

- Introduced a formal evaluation for IN leaders in annual performance evaluations. The evaluation will recognize IN leaders' leadership qualities, skills, and growth areas and identify improvement goals with their direct leader and Executive Leader IN champion for future opportunities in the organization.

Report Highlight: Workforce Diversity

Action:

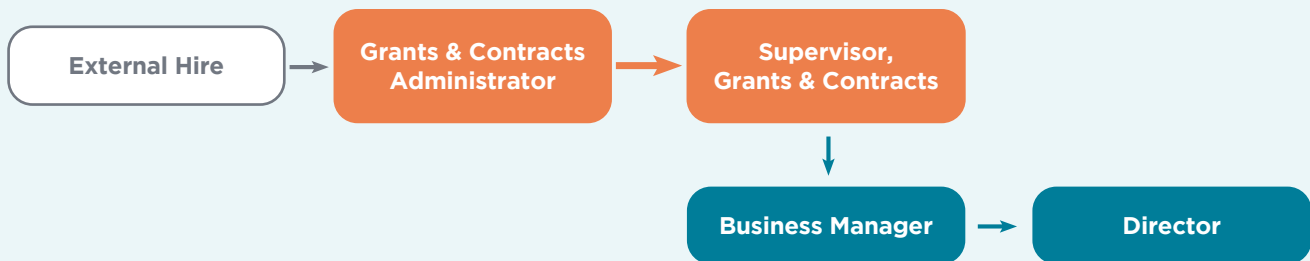
Develop and implement career pathways to support internal mobility that is intentionally inclusive of racially and ethnically diverse workforce members.

Progress to Date:

- Finalized six career pathways with 10 more underway. Work continues to improve application processes and outreach channels to more effectively reach underrepresented communities.
 - o Developing a career pathway includes:
 - Reviewing team demographics, turnover and historical movement trends.
 - Analyzing current state to identify barriers and staffing structure opportunities.
 - Proposing an intuitive, realistic structure that offers room for growth within a role or department.
 - Connecting teams and leaders with resources to support career development.

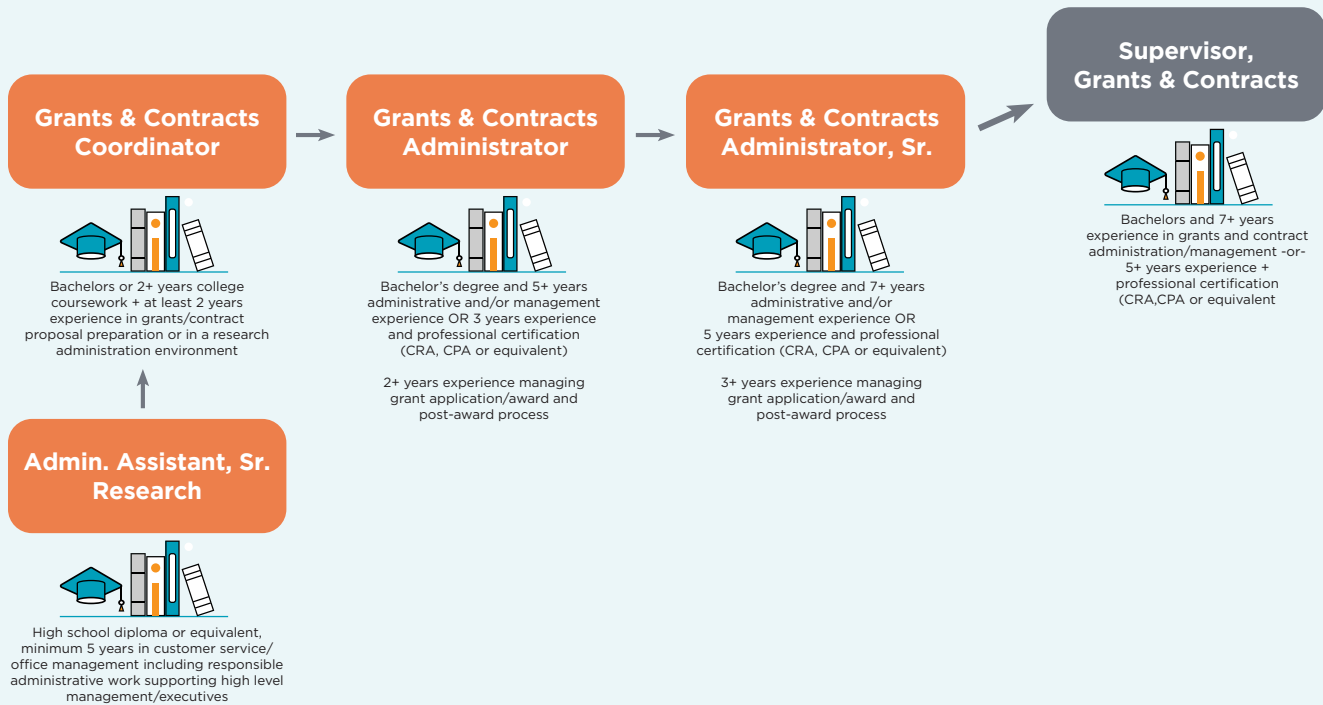
An example of a finalized career pathway is the Grants and Contracts Administrator position in the Research Center Business Office.

Grants and Contracts Administrator Pathway: BEFORE



Report Highlight: Workforce Diversity

Grants and Contracts Administrator Pathway: AFTER



Professional development is key for developing stronger teams and providing opportunity for growth and career advancement. This summer, CBO workforce members attended National Council of University Research Administrators (NCURA) workshops, including Fundamentals of Research Administration and Sponsored Programs Administration II.

Report Highlight: Workforce Diversity

Research Center Business Office Team Building

The Research Center Business Office (CBO) developed a professional career pathway for Grants and Contracts Administrators. A cross-departmental project team developed new research administration roles including an entry-level grants and contract coordinator role and senior grant and contract administrator role, providing three levels in the CBO career ladder. Through this new model, several individuals hired as coordinators are training to become administrators and several administrators were promoted to senior administrators, helping to stabilize and grow the career pathway. With 50% of CBO leadership and staff currently identifying as racially diverse, investing in and retaining this talent pool will help provide more opportunities for a diverse and inclusive workforce.

The team also reflects geographic diversity as 16 Research Administration team members work remotely across Texas, Florida and Georgia. Seattle Children's permanent out-of-state remote working strategy is designed to expand reach to diverse talent markets for hard-to-fill positions. Since launching in November 2020, Seattle Children's now has 60 workforce members across the organization residing in Georgia, Florida, Texas and Montana — over 70% are from racially diverse backgrounds, reflecting their local communities and the Seattle Children's patient population. Workforce members represent diversity of thought, background, geography, experience and perspective, making it important to create an inclusive environment and offer career pathways where team members, including those working remote, have career growth and advancement opportunities.

- Hosted first non-clinical summer internship program. Six students were selected from over 400 applicants, supporting six departments, with 83% identifying as a race or ethnicity other than White.
 - o Interns completed a 10-week program comprised of in-depth substantive learning and professional development activities conducted in partnership with the SCRI Summer Scholars Program and Jim McDermott internship. The program prioritizes equity, diversity and inclusion and promotes greater alignment across Seattle Children's internship experiences to support future talent pipelines.



This internship gave me great exposure and experience in the non-clinical and administrative aspect of healthcare that has strengthened my career aspirations in healthcare and continuous improvement.

– **Ashley Jung**, Continuous Improvement Consulting Intern



Report Highlight: Workforce Diversity

Creating Opportunities Through Nurse Camp



- [Nurse Camp](#) gives high school students exposure to pediatric healthcare through active participation in clinical observation sessions, nurse shadowing and career development workshops at Seattle Children's over the course of five days. This program aligns with the organizational commitment to cultivate a diverse nursing workforce by building connections with local talent and facilitating learning opportunities with nursing professionals.
- This year's Nurse Camp cohort was highly diverse, with 41 of 50 (82%) accepted campers identifying as a race or ethnicity other than White. To achieve a diverse applicant pool, outreach was conducted through various channels to increase visibility, working with high school partners and local community organizations including Rainier Scholars, WorkSource, and regional education networks.
- The intentionally inclusive application process:
 - o Actively requested students to identify 1) needed supports to ensure a successful experience (e.g., dietary, mobility support, needs for prayer, quiet space); 2) preferred pronouns; and 3) preferred language (speaking)
 - o Reviewed essays without identification, relying on multiple scores
 - o Created a mobile-friendly application to reduce technology and access barriers

Report Highlight: Workforce Diversity

Action:

Strengthen, support and recognize workforce leadership and/or participation in Inclusion Networks.

Progress to Date:

- Made improvements to the articles of participation so Inclusion Network leaders operate with clarified expectations and strengthened structure to better the overall experience — all while continuing to compensate IN leaders.

Hola Inclusion Network

Bringing together Hispanic and Latinx workforce members and their allies to build a community within Seattle Children's and the Pacific Northwest is the cornerstone of the Hola Inclusion Network. Connections and collaborations are integral for Hola. With a growing community of 250+, members consistently come together in community — from the Women's Empowerment & Belonging series last March, to more informal weekly Cafecitos and the Hispanic Heritage Month Art Show highlighting members and their families.



Not being from the Pacific Northwest and not having family around is not easy, but building a community was important to me. Hola has allowed me and many others to feel Seattle is home. We know there is a gap in Hispanic/Latinx workforce representation, but we also know a strong community is the cornerstone of retention and developing our community helps attract new people. Which is why collaboration both internally with other Inclusion Networks and externally with other Hispanic/Latinx employee groups are always part of Hola.

– **Joe Arredondo**, Chair of the Hola Inclusion Network



Action:

Identify and eliminate disparities in experience and outcomes across terms of employment, specifically cultivation, hiring, onboarding, evaluation, advancement, corrective action, retention and separation.

Progress to Date:

- Continued the soft launch of the People and Culture and Leader Resource Center by adding services and tracking request and intervention trends that will inform the organization-wide October launch, ensuring that elevating the workforce experience is sustainable.

Action:

Expand career pathways to attract and develop future diverse research trainees and staff and faculty members through Science, Technology, Engineering and Math (STEM) programs from elementary school to early career faculty positions.

Report Highlight: Workforce Diversity

Progress to Date:

K-12 STEM Education and [SCRI Summer Scholars Program \(SSSP\)](#) for Undergraduates

- 24 high school students completed the Research Training Program. In three weeks, students worked in a research laboratory environment and learned about topics including biochemistry, immunotherapy, gene editing and infectious diseases. Students also participated in workshops on college readiness and career exploration.
- 208 high school students participated in a one-week condensed online version of the Research Training Program.
- 50 undergraduate students from backgrounds underrepresented in science and medicine completed a 10-week internship, working with research teams on clinical or basic science research projects.
- Two awards totaling \$4,163 were made to SSSP alumni to attend a conference to present on research projects conducted at SCRI.

Diversity Supplement Connections

- Two matches were made between scholars and principal investigators with diversity-supplement eligible grants.

Health Equity Research Grants Program

- Awardees were selected for all three Center for Diversity and Health Equity funding opportunities for health equity research:
 - o Seed Grant — supporting early career faculty
 - \$50k awarded to Dr. Gina Sequeira and Dr. Nicole Kahn, PhD: “Exploring health equity concerns in access to gender-affirming care for Black, Latinx, indigenous, and rural gender-diverse youth”
 - o Fellows and Residents’ Grant — supporting current fellows or residents during training
 - \$15k awarded to Tiffany Borbón, MD, PhD: “Utilizing artificial intelligence to improve language access for family-centered rounds”
 - o Mentored Scholars Grant — supporting early career faculty or postdoctoral fellows from historically underrepresented communities in science
 - \$139k awarded to Seja Abudiab, MD, MS per year for two years: “Evaluating the impact of a community health worker intervention on infant and early childhood mental health in immigrant communities”

Invent at Seattle Children’s Postdoctoral Scholars Program

- Seattle Children’s Research Institute launched [Invent at Seattle Children’s Postdoctoral Scholars Program](#), a \$45 million investment in training early career scientists historically underrepresented in biotech in the development of therapeutics for childhood conditions. Seattle Children’s has pledged to raise an additional \$10 million for the program.

Recommendation 1: Make and Sustain an Unequivocal Commitment to EDI and Anti-Racism

Demonstrate and communicate an unequivocal institutional commitment to anti-racism and EDI in all of Seattle Children's operations. Have leadership announce this commitment and assign ownership for executing on it. Specify the actions that will be taken to demonstrate it, the timeline for doing so, and concrete plans for implementation, including how people will be held accountable.

Action:

Develop explicit accountability measures, guidelines and an audit system focused on EDI. Require hospital steering committees and oversight committees to have diverse representation.

Progress to Date:

- The Quality Improvement Steering Committee (QISC) is leading the way to pilot the development of an EDI audit system that other steering committees across the organization can administer. QISC has begun this work by conducting a diversity survey for QISC members and convening a workgroup to develop goals, guiding principles, and considerations for the audit system.
- Defined four primary drivers to guide the work: 1) committee structure; 2) member onboarding, EDI, racial equity, and specific critical quality measure training and preparation; 3) cognitive diversity and psychological safety; 4) committee membership (diverse and inclusive).

Action:

Launch the [Health Equity, Diversity and Inclusion \(HEDI\) Council](#) as an organizing force for anti-racism activities. Publicly report progress on a quarterly basis.

Progress to Date:

- Facilitated collaboration and alignment between leaders advancing the work and HEDI committees. Examples include:
 - o The Communications and Community Engagement Committee provided feedback on multiple projects such as defining transparency, reporting transitions, and the health equity and anti-racism communications plan.
 - o The Patient and Family Experience Committee and the Data and Transparency Committee provided feedback on the Behavioral Response Project. HEDI committee recommendations emphasized the newly proposed system documentation, accountability, data collection expansion to track trends and patient/family experience, stressing the importance of continued family engagement. Organizational communication on these significant and meaningful changes launched in August.
 - o The Policy Review Committee recommended areas of focus for the project team working to develop explicit accountability measures, guidelines and an audit system focused on EDI.
 - o The Education and Leadership Committee provided feedback by sharing perspectives on the annual Leadership Summit content flow and topics, ensuring content is relevant in supporting leaders creating an environment of belonging across the organization.



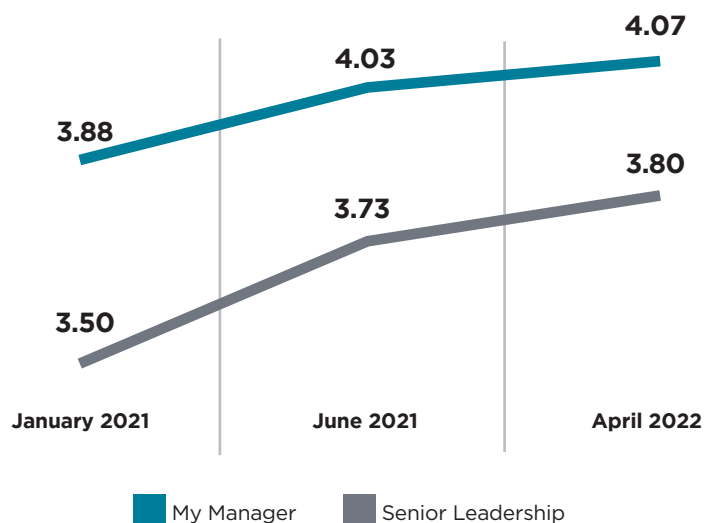
Recommendation 1: Make and Sustain an Unequivocal Commitment to Anti-Racism and EDI

- HEDI Council and Committee meetings were paused through September to streamline processes and work in order to ensure committee members' time investment is fully leveraged and operational owners have time for project work. The path forward is not linear; trying new things comes with many learnings and appropriately pivoting and continuously learning is embraced.
 - Gathered feedback from committee and council members regarding process improvement, engagement, and momentum.
- The HEDI council will continue to support and oversee projects and efforts related to the HEAR Action Plan across the organization.

Listening to the Workforce: NPS Survey

The NPS survey measures workforce engagement, which is connected to patient and family experience and systemwide goals. The survey also measures progress on anti-racism, equity, diversity and inclusion efforts. Out of a total of 5 points, workforce members scored 3.81 in April 2022 when answering the question, “My team is working on projects that meaningfully support the HEAR Action Plan.” Scores also show growing confidence that leadership is addressing racism in the organization.

I feel confident that **my manager** is addressing racism in this organization.
I feel confident that **senior leadership** is addressing racism in this organization.





Recommendation 1: Make and Sustain an Unequivocal Commitment to Anti-Racism and EDI

Action:

Require [all board members](#) to complete EDI and anti-racism training during onboarding annually.

Progress to Date:

- Sixty-one percent of continuing board members participated in the initial EDI and anti-racism training in August to build common language and understanding to address systemic racism and improve health equity for patients and research participants, through Bias Reduction in Internal Medicine (BRIM) principles. The four part training series will continue into October.

What is BRIM?

The [BRIM \(Bias Reduction in Medicine\)](#) approach furthers the ability to name bias, provides education on the role implicit bias plays in decision making and action, and introduces evidence-based strategies to reduce bias. BRIM was selected for its unique approach that is grounded in the psychology of behavior change with actionable steps and strategies, addressing specific impacts of bias in healthcare on patients and their health outcomes. Seattle Children's supplements BRIM with additional training in order to meet specific organizational anti-racism needs and goals.



Our Board of Trustees has been completing a series of Bias Reduction in Medicine training sessions, challenging all board members to consider our biases so that we may hold one another accountable in our leadership. The trainings are not always comfortable. As incoming Board chair, I'm seeking to cultivate the habit of becoming comfortable with discomfort as a necessary catalyst to positive change. BRIM training is just one of many efforts to move Seattle Children's closer to our health equity and anti-racism goals.

– Joel French, co-chair of the Board's Health Equity and Anti-Racism Oversight Council and incoming Board chair



Recommendation 2: Lead the Institution With Purpose and Decisive Action

Strengthen governance and oversight related to health equity, EDI and anti-racism across the Seattle Children's system, including by defining the appropriate role of the Board in holding Seattle Children's leadership accountable for achieving health equity, EDI and anti-racism goals; evaluating executive leaders to assess their decisiveness with respect to priorities and difficult EDI questions; incorporating EDI and anti-racism competence and goals in both the mandate for and evaluation of all executive leaders; and ensuring that all executive functions and leaders are sufficiently resourced to establish, prioritize and achieve EDI and anti-racism goals in their area of responsibility.

Action:

Evaluate and adjust Seattle Children's Hospital Board of Trustees governance and structure for anti-racism and EDI work oversight.

Progress to Date:

- Revisions to the ninth committee charter have been proposed and are under review by the Board of Trustees to integrate EDI. Upon approval, all board committee charters will have been reviewed and updated to ensure alignment with Seattle Children's commitment to health equity and anti-racism.

Action:

Seattle Children's Hospital Board of Trustees will hold the Executive Leadership Team accountable for setting and achieving anti-racism goals, including embedding responsibility for ongoing EDI efforts in compensation plans.

Progress to Date:

- The Executive Leadership Team shared mid-year goals progress with the Board in July with results determined at the end of the fiscal year. Final results will be shared with the organization in October.
- In July, the Board of Trustees also reviewed FY23 draft executive goals which continue to focus on anti-racism and equitable outcomes. It's anticipated that 16% of at-risk executive compensation for FY23 will continue to be tied to the achievement of these outcomes. The Board will review and approve FY23 executive goals in September.

Action:

Roll out anti-racist and inclusive behavioral competencies, expectations and corresponding accountability in performance evaluations and merit increase processes.

Progress to Date:

- After compiling feedback from HEDI committees and Inclusion Network leaders, updates were made to values-based behaviors and leadership qualities by adding behaviors to ensure anti-racism accountability. The updates were approved by the Executive Leadership Team in July.
- In FY23, implementation of the updates will move forward and are on track to be included in performance evaluations.

Recommendation 3: Hire to Increase and Sustain Diversity

Develop and implement enhanced strategies for recruiting, retaining and promoting a diverse and inclusive workforce throughout the Seattle Children's Healthcare System. Collaborate with Children's University Medical Group, the University of Washington School of Medicine and others as needed to promote greater racial and ethnic diversity among the providers who practice at Seattle Children's.

All Recommendation 3 action items and progress updates are discussed in the feature highlight starting on page 10.

Recommendation 4: Build and Sustain a Culture of Inclusion in the Workplace

Make choices concerning policies and practices that promote EDI and anti-racism at Seattle Children's. Invest in mandatory, recurring Seattle Children's system-wide training programs focused on EDI and anti-racism. Incorporate EDI and anti-racism principles into all relevant workplace policies and procedures. Collect and use data to measure achievement of EDI and anti-racism efforts. Empower and train Human Resources to establish trust and effectively implement policies with EDI and anti-racism principles in mind.

Action:

Review and revise workforce policies to anticipate, eliminate and prevent racism and inequity.

Progress to Date:

- Workforce Inclusion, Diversity, Equity and Access completed a review process with the Inclusion Network program and internal stakeholders. The updated Anti-Racism policy will be published in September.
 - Aligned the policy to reflect org-wide EDI and anti-racism trainings.
 - Updated the policy to reflect the HEAR Action Plan.
 - Laid the groundwork for revisions to Seattle Children's Corrective Action policy.

Action:

Integrate anti-racism trainings into learning and development programs and support sustained EDI and anti-racism performance across the workforce through mandatory training that involves both understanding and practice.

Progress to Date:

- Introduced a self-paced EDI and anti-racism training both as an annual requirement for all workforce members and as part of new hire 90-day training requirements. As of August 31, 2022, 2,281 workforce members have completed the training.
- Integrated EDI and anti-racism into the learning development process by implementing an inclusive practices tool that ensures inclusive language, photographs and scenarios are used.
- Integrated self-guided equitable recruitment e-learning to training requirements for hiring managers with 489 completing the training by August 31, 2022.
- Bias Reduction in Medicine (BRIM) for Leadership training was completed by the Executive Leadership Team and People & Culture leaders. BRIM training has been initiated for Board of Trustee members.

Recommendation 5: Include All Patients on the EDI Journey

Enhance health equity outcomes and patient and community trust in Seattle Children's by implementing and upholding policies and processes that prioritize EDI and the eradication of racism for patients and their families. Increase investment in patient services that directly support racially and ethnically diverse patients and families, including patients who use a language other than English. Strengthen quantitative efforts to collect and use data to assess areas for improvement in patient-focused EDI and anti-racism initiatives. Eliminate inequitable treatment in Seattle Children's security and policing practices by implementing systematic policy changes, monitoring implementation, standardizing data collection and reporting outcomes. Recognize, embrace and prioritize the unique role OBCC plays in the Seattle Children's healthcare ecosystem and in connecting Seattle Children's to the local community.

Action:

Co-create with patients and families a new equitable and anti-racist approach to replace the Code Purple policy.

Progress to Date:

- Engaged families, workforce members, patients and community leaders in a co-design process which resulted in four recommendations to replace Code Purple.
 - Distinct response pathways for an updated behavioral response system
 - Embedded equity advocates to support the response system
 - Training and ongoing learning for workforce members
 - Accountability practices woven throughout the response system

Behavioral Response Project Recommendations Already Underway

Some recommendations already align with work in progress, including:

- Launching a new training for providing an equitable and trauma-informed response to behavioral needs, including communication, connection and de-escalation techniques. Training will be provided to all nurses, starting in August 2022.
 - Providing special behavioral de-escalation and safety training for all Code Purple responders, launched in early 2022.
 - Launched specific accountability measures in winter and spring 2022, including detailed debriefs, expansion of the Behavior Support Team, and the addition of leadership roles for the Behavior Support Team who will be responsible for tracking accountability.
- Created a plan to implement all recommended solutions, taking into account system workflow and naming changes.
 - Shared the draft implementation plan at various forums and leader meetings for familiarization and feedback.
 - Facilitated a series of implementation planning workshops with a cross-functional team of subject matter experts and workforce members from units/departments that will be impacted by the new system.
 - Developed educational strategy, with trainings, change management and communication materials, and updated restraint and therapeutic hold policies.



Recommendation 5: Include All Patients on the EDI Journey

Action:

Improve experience and increase resources for interpretation and translation services for patients and families who use a language other than English.

Progress to Date:

- Continued to improve the experience of patients and families who speak a language other than English by focusing on stabilization to prepare for future growth, expansion, and identifying innovative ways to remove barriers and provide access to healthcare.
 - o Project example: Developing a gastroenterology clinic pilot project to extend appointment times for patients and families who speak a language other than English to better understand the impact of offering longer appointments. The six-month pilot will launch in fall 2022 with the goals of informing best practices and understanding potential for adjusting schedules for other specialties.
 - o Project example: Launched Project Rover in June, providing staff interpreters with a mobile device to access daily appointments. The Rover mobile devices allow interpreters to view schedules directly in Epic, communicate with scheduling and care teams in real time and track appointment lengths. The Rover device improves the scheduling process and increases visibility into interpreter utilization and staffing needs — strengthening the stabilization of the Interpreter and Translation Services program for future growth.

Action:

Evaluate adherence to and effectiveness of the new law enforcement engagement policy; standardize data collection and analysis, and increase transparency.

Progress to Date:

- Between April 1st and June 30th (Q3 of FY22) Seattle Children's placed eight safety and behavioral concern calls out of 79 total calls made to law enforcement. Of those eight calls, two involved Black and African American families, two involved a White family, two involved families of two or more races, and two involved families of unknown race/ethnicity.
- Continued migration to the new data management tool and create more automated processes, preparing to refine the data handoff process for analysis.
- Using standardized data collection process to track racial disparities in law enforcement engagement. The data will be used to drive improvement efforts discussed during debriefs in order to support the goal of zero incidents of off-policy law enforcement engagement.
- Formalizing the debrief process, identifying needs and creating resources for increasing awareness of the law Engaging With Law Enforcement policy.



Recommendation 5: Include All Patients on the EDI Journey

Action:

Evaluate and define OBCC operational budget independent of donor funding, with consideration for additional needed services (e.g., Sickle Cell Disease clinic). Commit to greater transparency to key community stakeholders with respect to OBCC and Othello operational and philanthropic funding.

Progress to Date:

- To obtain feedback and ideas to strengthen and build its Sickle Cell Disease (SCD) Program Seattle Children's formed a Sickle Cell Disease External Advisory Board (EAB) to review the program.
- The EAB's deliverable was to provide recommendations focused on providing excellent medical and nursing care for children, adolescents and adults with SCD; and developing a productive partnership with individuals with SCD and their families. In addition, opportunities for research collaboration were explored with the University of Washington.
- In response to the EAB's recommendations, the Children's Cancer and Blood Disorders Center and OBCC team, with a strong commitment from Seattle Children's Hospital, have developed a roadmap of interventions to make swift progress toward improving and growing the Sickle Cell Disease Program to better serve patients with SCD and their families. In doing so, a Center of Excellence for the care of patients with SCD will be created, with a focus on reducing racism and bigotry that these patients have traditionally experienced. Various other short-term and long-term interventions are in progress.

Recommendation 6: Listen to the Workforce, Patients and Families

Enhance tools for Seattle Children's to receive feedback and analyze data related to the workforce and patient and family experience, with a focus on measuring and addressing EDI, anti-racism and health equity goals.

Action:

Assess data collection modes for patient experience surveys to ensure diverse, vulnerable and historically underserved populations are represented.

Progress to Date:

- Improving response rates across demographic groups will help reveal disparities in patient and family experience and grow a stronger understanding of needed changes. Progress toward this goal included:
 - Collaborating with outpatient leaders to align and update patient family contact information data fields for survey purposes. Workforce members are being trained on the necessary data collection process for each encounter.
 - In the first ten days of implementing and communicating changes about patient and family contact information, data collection has already improved.
 - o For example, Black and African American families' email capture rose from 42% to 49% and mobile capture increased from 60% to 95%.

Recommendation 7: Communicate Transparently

Commit to communicating with the Seattle Children's community regarding progress and challenges. Take steps to gain trust by soliciting meaningful input, and communicate to all relevant stakeholders precisely what actions have been taken, what has worked and what opportunities for improvement still exist.

Action:

Share goals, metrics, ongoing progress and challenges through quarterly reporting. Reports could include workforce demographics and engagement results, as well as patient satisfaction and patient care outcomes.

Progress to Date:

- During the first year following release of the action plan, reports sharing updates on goals, metrics, ongoing progress and challenges were produced and distributed on Dec. 9, 2021 and March 10, June 9 and Sept. 15, 2022. An update reflecting progress will be released in January 2023 and an annual report will be released each fall thereafter. Updates on Seattle Children's progress will continue to be shared quarterly via internal and external communication, including the [Commitment to Health Equity and Anti Racism](#) section of [seattlechildrens.org](#).
- Engagement with quarterly reports is tracked via number of clicks on links to the reports (links are shared in all communication channels promoting the report's release, and the report is easily accessed from [seattlechildrens.org](#)). There were nearly 1,900 views of the third quarterly report, compared to 1,400 views of the second quarterly report.

Reputation Research Survey Data

April 2022, a new wave of research was conducted to continue measuring feedback regarding Seattle Children's amongst parents in the Washington, Alaska, Montana and Idaho (WAMI) region and parents near Odessa Brown Children's Clinics (OBCC).

This is the eighth wave of research asking the same trust and brand reputation attribute questions with WAMI parents and the third wave of research for parents near OBCC. The base size for the WAMI study was 1,000 parents of children with a sample composition that is representative of the full region. The WAMI sample was also boosted to enable comparisons between racially and ethnically diverse and non-diverse respondents and to mirror Seattle Children's patient population more closely. The base size for the parents near OBCC study was 146.

Summary:

Research respondents indicated how much they agreed or disagreed with several statements about Seattle Children's. Sixty four percent of WAMI respondents stated they "agreed/strongly agreed" with the statement that Seattle Children's communicates with transparency. Fifty one percent "agreed/strongly agreed" that Seattle Children's takes ownership when things don't go right. Scores have shifted from the 'don't know/can't answer' category towards respondents having an opinion about Seattle Children's communications efforts.

Parents near OBCC respondents show more marked opinions on Seattle Children's communication efforts when compared to WAMI parents. Specifically, 74% of respondents "agreed/strongly agreed" with the statement about Seattle Children's communication transparency. Further, 66% of respondents "agreed/strongly agreed" Seattle Children's takes ownership when things don't go right.

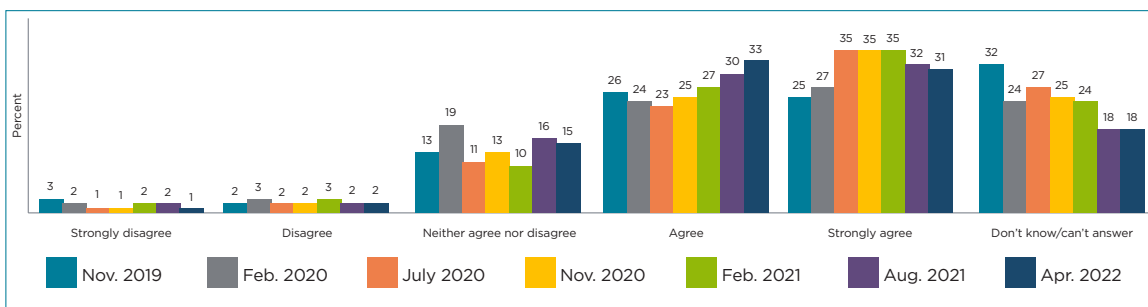
The results shared above are part of a set of reputational and attitude questions frequently asked to parents in the region. [Access the full set of responses.](#)



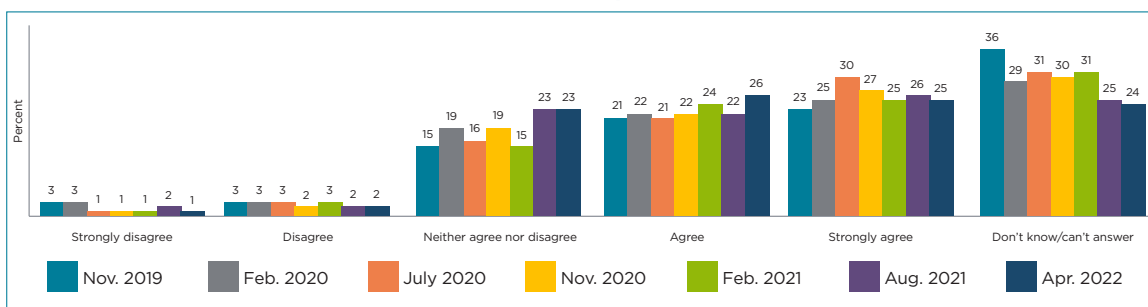
Recommendation 7: Include All Patients on the EDI Journey

WAMI Parents

Seattle Children's communicates with transparency



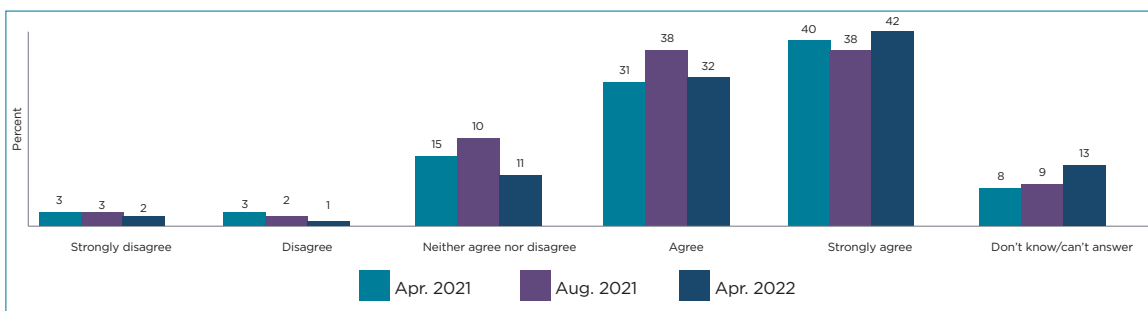
Seattle Children's takes ownership when things don't go right



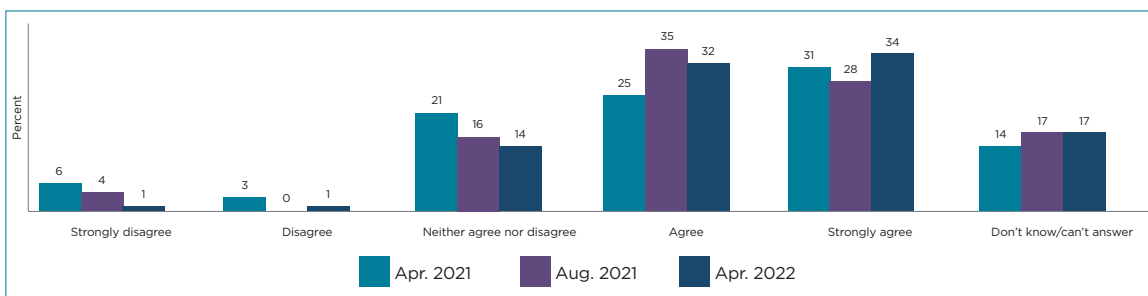
Data source: Reputational research survey conducted by Seattle Children's as of the dates indicated.

Parents Near OBCC

Seattle Children's communicates with transparency



Seattle Children's takes ownership when things don't go right



Data source: Reputational research survey conducted by Seattle Children's as of the dates indicated.



Recommendation 7: Include All Patients on the EDI Journey

Action:

Assess effectiveness of communication capabilities and channels via audit. Develop and implement a comprehensive communications approach for internal and external audiences, including the development of an interactive website focused on anti-racism and equity work.

Progress to Date:

- Released an internal communications audit RFP in June and selected a vendor in September, with work to take place in fall 2022. The audit will assess the effectiveness of internal communication capabilities and channels.
- Established baseline data on the health equity and anti-racism page on seattlechildrens.org that will inform future improvements.
 - o As of August 31, 2022, there were 1,300 views by more than 700 visitors to the anti-racism landing page.

Defining Transparency

Based on internal and external feedback that prioritized the need to define transparency for Seattle Children's, the Executive Leadership Team adopted the following definition in August:

Transparency is clear, consistent and honest communication.

- I make communication accessible and timely so information is clear and available to those that need it.
- I humbly admit mistakes and celebrate progress.
- I respect confidentiality and am honest when unable to share openly. I evaluate whether confidentiality is required.

Recommendation 8: Lead the Way

Seattle Children's should embrace the opportunity to set the standard for health equity in the delivery of pediatric care. Seattle Children's should take up this challenge by making itself a learning laboratory for health equity initiatives, testing actions against changes, sharing lessons learned, and leading the field in health equity internally and in the broader community.

Action:

Advise US News & World Report on EDI practices for Best Hospitals project on health equity and inclusion through participation in their workgroup.

Progress to Date:

- Seattle Children's contributed to a working group to establish an equity survey. Equity results were incorporated into overall U.S. News & World Report rankings for all pediatric hospitals across the country.
- Seattle Children's has been selected to participate in the equity survey working group again, convening in the fall to:
 - Evaluate the survey
 - Review feedback from hospitals across the country
 - Assess survey improvements and make recommendations regarding the weight the equity survey has on overall ranking

Action:

Develop a system-wide collection of [Social Determinants of Health \(SDOH\)](#) data and roll out across ambulatory and inpatient settings. Proactively share best practices with other children's hospitals.

Progress to Date:

- Launched Phase 3 implementation of the SDOH questionnaire across remaining clinics located on Seattle Children's hospital campus, including 20 additional departments such as Cardiology, Dermatology, Infectious Diseases and Psychiatry.
- All ambulatory care services within the hospital and OBCC are now able to, and encouraged, to screen patients and families for SDOH.
- Hired three social services specialists to supplement existing resources. The new roles specifically support SDOH efforts by following up on SDOH referrals and increasing the resources needed to assist families with any identified barriers or needs.
- Continued close collaboration between the project team and staff and clinicians participating in previous project phases to improve processes and Epic workflow concerns.
- Seattle Children's launched a system-wide collection of Social Determinants of Health (SDOH) in Nov 2021 and has expanded the data collection process each quarter. US News & World Report launched a new EDI survey that contributed to the overall rankings for the Best Children's Hospitals 2022-2023. Survey results released in June 2022 revealed several opportunities for improvement for Seattle Children's overall SDOH data collection process. Children's continues to prioritize obtaining SDOH information, and has developed an improvement plan to appropriately address and implement changes based on US News & World Report findings.



Recommendation 8: Lead the Way

SDOH Data Findings

Between Nov. 9, 2021 and July 18, 2022, SDOH data was collected through questionnaires via MyChart, iPads in waiting rooms, paper-based surveys and in-person conversations.



11,345

Patients were asked to complete SDOH questionnaire



3,065

Patients opted out of SDOH questionnaire



8,280

Patients completed the SDOH questionnaire

Of the patients who completed a questionnaire:



26%

of patients experienced financial strain



20%

of patients had nutritional needs



16%

of patients experienced housing instability and/or housing affordability challenges



7%

of patients experienced transportation challenges

35%

of patients experienced any of these categories



Recommendation 8: Lead the Way

Leading the Way Highlights

- Dr. Sanjay Parikh, Seattle Children's associate surgeon-in chief, and medical director of the Bellevue Clinic and Surgery Center, is the [founding chair of the Diversity, Equity, Inclusion Committee](#) for the American Society of Pediatric Otolaryngology.
- Malia D'Alio, Seattle Children's External Affairs and Community Engagement manager, joined the National Pediatric Pandemic Network as a health equity advisor. The expanded network supports the planning and preparation of children's hospitals to respond to a global health threat, coordinating on response to future pandemics and other disasters, while focusing on the unique needs and challenges to children in order to ensure health equity is at the forefront of emergency planning and pandemic preparedness.
- Drs. Courtney Gilliam and Joel Tieder published a systemic review in [JAMA](#) evaluating the use of race in published pediatric clinical practice guidelines, finding that the use of race in pediatric national guidelines should be improved to prevent the perpetuation of racial inequity and healthcare inequities.
- Hosted the OBCC Othello Back-to-School and Career Resource Fair in August. All community members were welcome to the walk-in clinic for get-well child and COVID-19 vaccines, and back-to-school readiness such as sports physicals. Information was shared regarding career opportunities and job openings, internships and volunteering, along with lunch and entertainment.