

Goal of Workforce Diversity in Health Care

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The Case For Hiring Diversity

1. Right Thing to Do
2. Business Congruence
3. Service and Quality Excellence
4. Mission-Driven
5. Competitive Advantage

Quick Overview: US Demographics

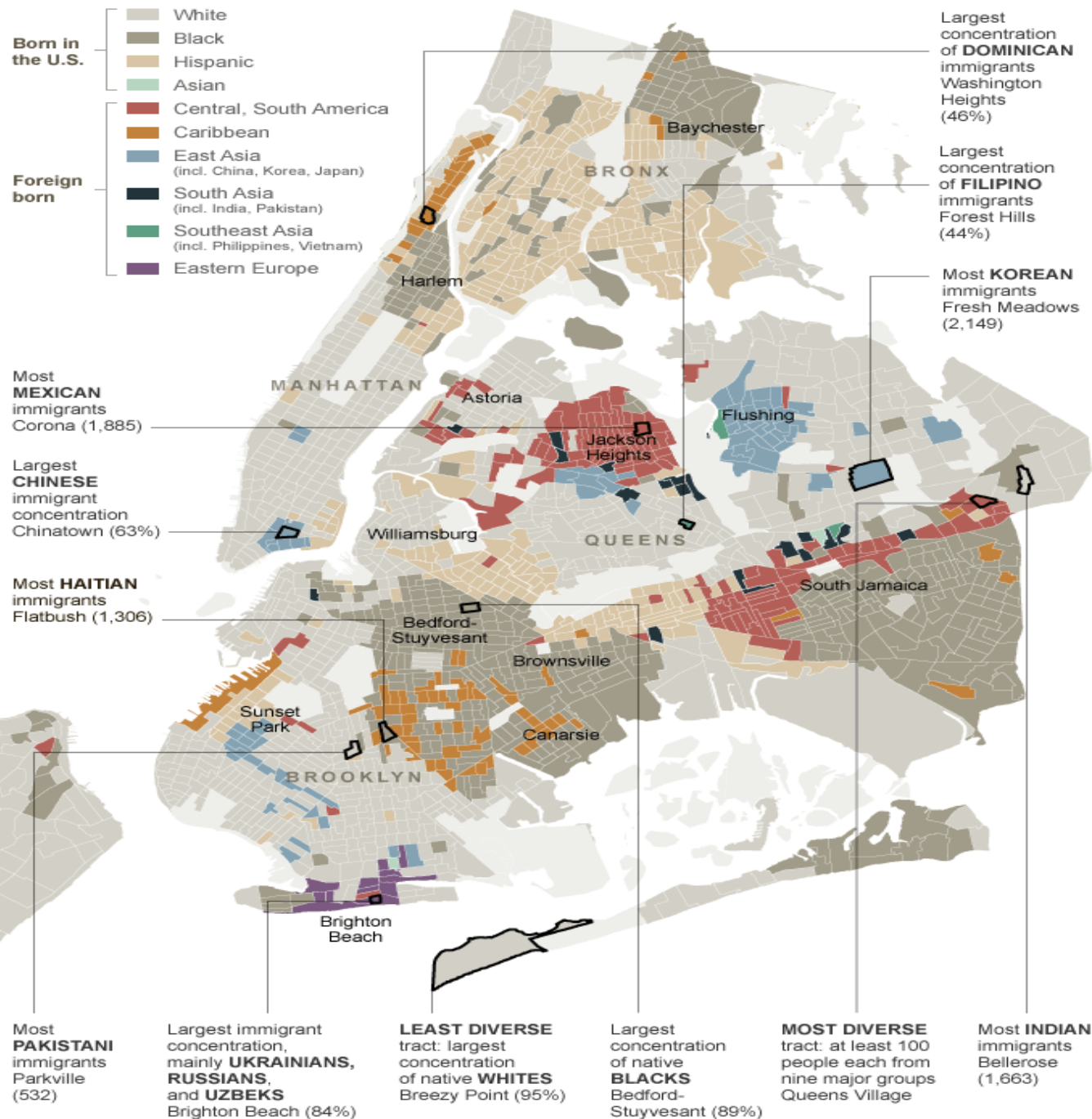
- US perspective
- Almost 35 million US residents are foreign born.
- Almost 55 million people (20% of the US populations) speak a language other than English at home.
- More than 24 million people (9% of the US population) speak English less than “very well” and are considered limited English proficient (LEP).



Scope of the Diversity Awareness Issue in US

- Within 50 years, nearly half of US population will be from cultures other than White, non-Hispanic, increasing the need to provide medical services for patients of diverse cultures, languages and orientations.
- As the US has become increasingly diverse, healthcare organizations are struggling to consistently provide culturally and linguistically appropriate services (CLAS) for patients.

NYC Diversity 2012: The Case for a Diverse Workforce





NYC Demographics - 2010

- Almost 37% of NYC residents are foreign born.
- Almost 49% of NYC residents speak a language other than English at home.
- More than 24% of NYC residents are not English proficient.





The Workforce Continuum



Continuum of hiring diversity awareness

- Business Demands
- Workforce Assessment
 - Skills, capacities, outcomes, progress, potential, data
- Internal Directives
 - Congruence for direction, consensus
- Planning – competencies
- Impact planning:
 - Plan for Diversity of Workforce

Impact Hiring

- Gap Analysis
 - Desired state for workforce demographic
- Diversity Needs – Prepare Organization
 - Who, What numbers, resources, timing, buy-in, concrete planning
- Identification:
 - Internal needs and external pipelines
- Recruit and Onboard
 - People, Culture, Outcomes, Set the New Norm

Organizations meet Cultural and Linguistic Competence through a Diverse Workforce

- Cultural and linguistic competence refers to the attitudes, knowledge, skills, behaviors, practices and policies required to best meet the healthcare needs.
- Cultural competence reduces disparities in health services, address inequitable access to primary health care and respectfully respond to diversity.



External Mandates Supporting Diversity in U.S. Workforce

- Title VI – Office of Civil Rights 1964
- National Standards for Culturally and Linguistically Appropriate Services (CLAS), 2001
- The Joint Commission, 2012



External Workforce and Service Mandates - NYC

- Executive Orders - 34 and 41, 2003
- Local Law 73, 2003
- Local Law 31, 2005
- Executive Order - 120, NYC 2008

Mandates are expanding beyond ethnic and racial groups to encompass other vulnerable populations, including the lesbian, gay, and transgender community, deaf individuals and populations with disabilities.

Cindy Brach, AHRQ

Implications of Language Barriers

- **Patient Safety:** Some degree of physical harm occurred to 49.2% of the LEP patients that had a reported adverse event (compared to 29.5% of English-speakers) (*“What Did the Doctor Say”*, The Joint Commission, 2007)
- **Quality:** LEP patients less likely to understand diagnoses, prescribed medications and instructions, and plans for follow-up care. (Crane, J. *Emergency Med*, 1997)
- **Efficiency of Care:** LEP patients linked to 6% [approx 0.5 days] longer LOS, due to unaddressed communication barriers. (John-Baptiste A. et. al., *JGIM*, 2004)
- **Patient Satisfaction:** LEP patients who do not receive qualified medical interpreters are less likely to be satisfied with their care and return to the same hospital (Andrulis, *Access Project*, 2002)

Role of the Diversity Hiring Coordinator

1. New Competencies for the Diverse Workforce.
2. Be a part of leading the consciousness raising efforts for new hiring.
3. Be a part of leading the assessment of need for diversity in the workforce. Keep abreast of changing needs of the local communities and national/ international trends.
4. Act as a reliable and knowledgeable broker to address diversity opportunities in the community workforce.
5. Act as an ally to overall diversity efforts in all sectors of the social realm.
6. Remain Humble and open to Change.

Workforce Acts as a reliable and knowledgeable broker to address CC opportunities in the hospital and the community.

- Expertise for hospital/health system to effectively guide CC
- Reliable expert on matters CC related to patient care
- Honest intermediary for cultures and ways to delivering/receiving care
- Judgment and ability to seize opportunities for CC advancement

Workforce Acts as an ally to overall CC efforts in all departments of a hospital/health system.

- Push for inclusion of CC training and policy shifts to meet needs of a diverse patient base
- Work with local community and citywide entities to tie in CC to care protocols
- Advocate for CC to hospital/system and larger entities
- Key Thoughts

Concluding Challenges Facing the Newly Diverse Workforce

- **Knowledge:** New competencies for a new demographic
- **Knowledge:** New trends and opportunities for health outcomes improvement.
- **Knowledge:** New needs of new preventive and promotion realms.
- **Skills:** Clinical, articulated to the new diversity
- **Skills:** Communication excellence
- **Ability:** to scan the hospital and healthcare environment to affect change
- **Ability:** to remain humble to grow and remain challenged