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How to enhance communication through engagement, culture awareness, and flexibility.

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Featured Blog- "I'm Sooo Over it!!"



**DIVERSITY, EQUITY &
INCLUSION**

DECEMBER 2022

The American College of Health Care Administrators values and seeks to advance and promote diverse and inclusive participation within the organization regardless of gender, race, ethnicity, religion, age, sexual orientation, gender identity and expression, national origin, or disability.



“ADMINISTRATOR’S CORNER”

ANGELA PERRY, LNHA, CEO – CODE W, LLC

How do we retain our staff to reduce turnover and improve culture? Some thoughts and observations are related to enhancing **communication** through engagement and **culture, flexibility** and not always being punitive, and **inclusion** in decisions, ideas, and projects.

DIVERSITY CALENDAR

12/1 – World AIDS Day: helps raise awareness of HIV/AIDs and money to cure it

12/3 – International Day of Persons with Disabilities (United Nations): raises awareness for the rights and well-being of those with disabilities

12/10 – International Human Rights Day (United Nations): adopted by the UN in 1948, celebrates the day it the Universal Declaration of Human Rights

12/16-12/24 – Las Posadas (Mexican): religious festival in Mexico and some parts of the U.S. (primarily those with Mexican-Americans) of the Christmas season

12/18-12/26 – Hanukkah (Jewish): celebrates the Jews triumphing over the Syrian Greeks for their independence

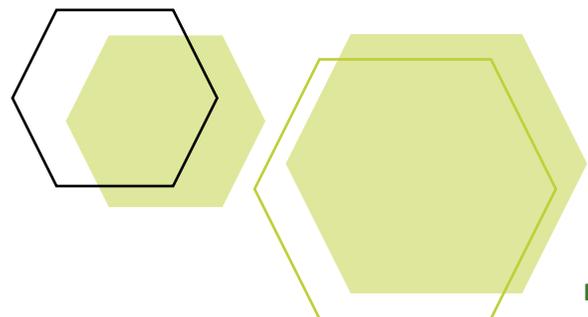
12/25 – Christmas (Christian): holiday celebrating the birth of Jesus Christ

12/26 – Kwanzaa (Black): 8-day holiday inspired by African harvest celebrations

<https://www.diversityresources.com/december-2022-diversity-calendar/>

1. Be sure to communicate plans/changes in processes with staff to achieve buy-in. There may be suggestions the direct care staff can offer to improve the process. Check in regularly to learn what has worked or requires modification. Utilize electronic platforms. Communication boards at time clock, education station at designated locations. Promote a positive environment. Surveys are useful tools to learn how the staff feels. Think about approaches to show appreciation, gratitude, and recognition. Implement quarterly cultural events that promote these themes.
2. All actions or failures do not require disciplinary actions. Evaluate the issue. Was information clearly defined? Meet with the team. Re-educate on the importance of the topic and clearly define the process. Discuss near misses in a collaborative approach to identify gaps.
3. Implement a top-bottom and bottom-top pipeline between leadership and direct care staff. Be approachable and practice active listening. Get your staff involved in performance improvement plans, safety committees, or other targeted unit huddles. Staff will feel empowered that their recommendations are being considered and implemented when appropriate.

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DIY DIVERSITY, EQUITY, AND INCLUSION INITIATIVES IN THE REGULATORY SPACE THE NAB STAFF IS AT YOUR SERVICE!

KEYNOTE SPEAKER BRIAN FRANCIS DISCUSSES THE IMPORTANCE OF BUILDING DEI WITHIN YOUR ORGANIZATION



What does Diversity, Equity and Inclusion (DEI) look like in a regulatory setting? Why does DEI matter? How do I start? NAB's Keynote Speaker Brian Francis led attendees through a thought-provoking and energetic discussion sharing insights from his 20-plus years as a regulatory executive on how to start DEI conversations and implement successful initiatives within your organization. Brian spoke to the power of diversity as a leadership tool and how putting equity and inclusion at the forefront of leading people - taking the time to stop and have genuine conversations with your people - makes them feel included, respected, and special. It makes them feel like an integral part of the mission and vision of the organization.

He shared valuable statistics from McKinsey & Company whose data showed that organizations with gender diversity are 50% more productive than their partners and their counterparts, and those with ethnic and cultural diversity are 33% more productive.

Building diversity within your organization brings people who are talented and have different perspectives together to create greater productivity, more job efficiency, and ultimately an organizational culture based upon trust, positivity, and respect. Brian spoke to the beauty and power of innovation and how it can spin creative ideas into action. The more people you bring into your team with different backgrounds and perspectives, the better your chance is of getting those ideas implemented.

As Brian reflected, "Innovation is a big part of diversity." To build an organization upon a foundation of Diversity, Equity and Inclusion is to build a team that feels empowered, included, and seen. Giving your people the tools, which is the equity component, gets you greater retention. When you have a team of folks who feel appreciated and respected by the organization, you have a team of folks who want to stay longer because you've invested in them.

Brian spoke to the critical importance of Change Management; everyone wants DEI, and everyone wants to show they are diverse, but you have to put in the work to change your organizational structure while also being intentional about creating a culture built upon the principles of DEI. This means you're changing how you hire people. You're changing whom you bring into the interview pool. You're changing the process.

To use some inspiring words directly from Brian, "You have to be intentional, and intentional is not a word. It is effort. It is exhausting. It is daily. It is weekly. It is a monthly intention.

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I'M SOOO OVER IT!!

KAREN NORTHOVER, LNHA (ACHCA FLORIDA CHAPTER PRESIDENT)

“Overworked, anxious, mentally & emotionally gutted, burned out, underpaid, insecure, demoralized, knackered(exhausted), no appreciation, overwhelmed, devalued,” were just a few of the sentiments that peppered the question “How long do you think you can keep up this pace?” from long-term healthcare employees in the United Kingdom. Sound familiar?

While volunteering in the United Kingdom & Spain this past summer, the feedback I received from several UK staff members at local facilities and hospitals was parallel to how I and many of my American compatriots were feeling. We feel disillusioned, weary, and anxious about job security. However, this is hampered by the high expectation and demand for more productivity from an already overstretched labor force with fewer labor resources.

Along with inflated costs of gas, housing, and the rise in expenses of daily essential products, the staffing shortage crisis has globally impacted all healthcare industries, more so in organizations that provide direct long-term health care. A recent study and survey conducted in UK found that barely one in four (27 percent) people working in the NHS(National Health Service) feel that there is enough staff in their organization to allow them to do their jobs properly, while there are also concerning increases in the proportion of staff suffering work-related stress and, sadly,¹ seriously considered a different career path, which only lends to the quagmire of our current staffing crisis.

So, what is the United Kingdom, NHS (National Health Service) implementing to improve recruitment & retention, backfill a widening deluge of vacancies and reduce turnover?

In this context, on 5 May NHS England published *Enabling the Workforce for Elective Recovery*,² proposing some immediate actions. Among the “high impact enablers,” it advised local employers to implement:

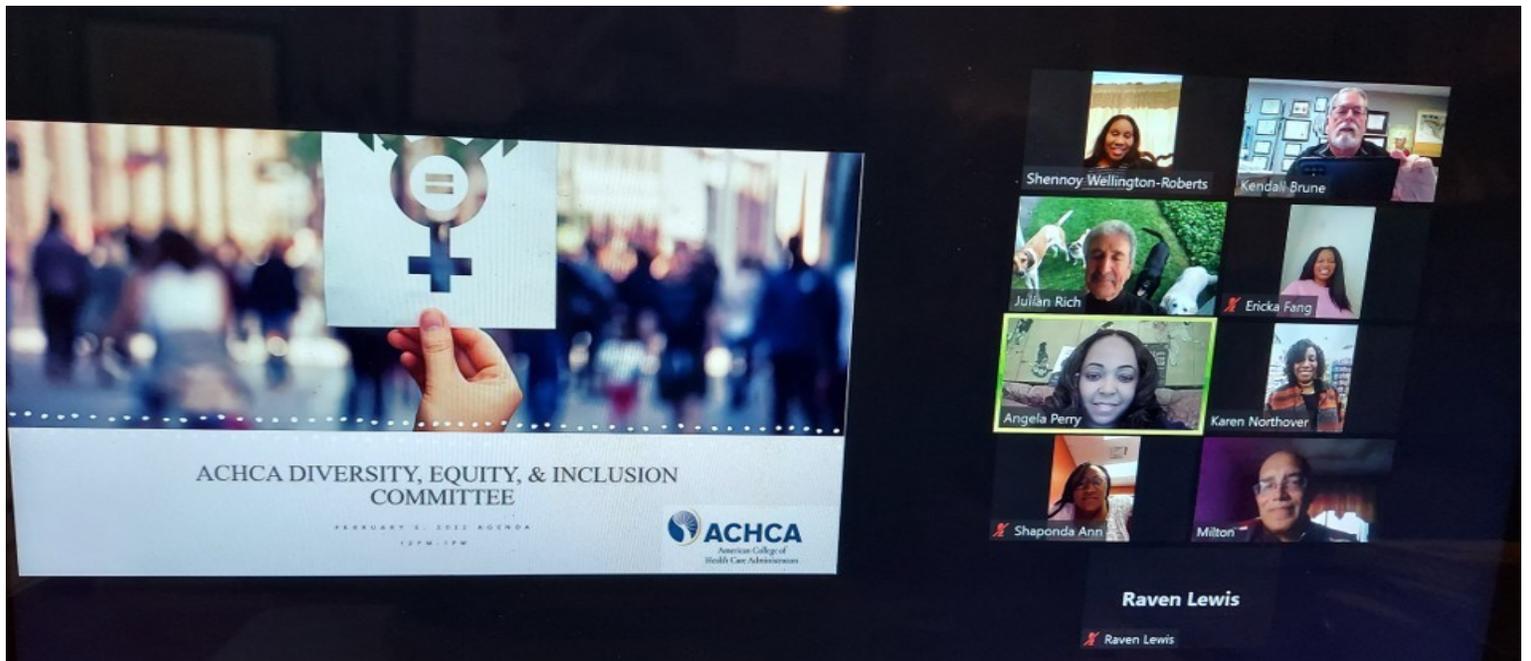
- “Removing the cap on consultant job plans,” so that employing trusts (healthcare organization specifically contracted with the government-based health care service- NHS) could pay for additional sessions beyond a standard (10 planned activity, 40 hours) contract.
- “Support education, training, and leadership roles,” which had all been hampered by pandemic medicine and weren’t adequately reflected in supporting planned activities in job plans.
- “Enable recently resigned staff to return, with job plans that support elective and educational recovery,” not only to deliver elective care but to supervise clinical training and staff development and to agree to contracted roles that suit their experience and preferences.
- “Encourage individuals considering retirement or recently retired to return and support the elective recovery workforce during the next phase of their careers”.
- “Increase capacity during peak periods of leave” by changes in rostering.
- “Use NHS reservists—both medical and non-medical,” to cope with surges in activity and demand.

The United Kingdom healthcare system is vastly different from USA, yet remarkably similar in certain aspects; perhaps it may be beneficial to utilize, tweak and implement a few of these NHS, England recommendations to foster a morale boosted work environment while reducing strain on current workforce, additionally perhaps a true wage analysis and implementation of cost of living pay wages for our frontline heroes to address the long-term healthcare disparity of value based pay and work expectation. It’s a long road ahead, but starting something somewhere, gets us to our goal someday.

¹ Waters A. NHS staff survey underlines need for national workforce strategy. *BMJ*2022;377:o871. doi:10.1136/bmj.o871. pmid:35365492

² NHS England. Enabling the workforce for elective recovery. 4 May

2022. <https://www.england.nhs.uk/publication/enabling-the-workforce-for-elective-recovery/>



Administrator's Corner continued

4. Diversity is represented in many ways that may include race, ethnicity, disability, religion, skill set, or interests. It is imperative to understand the melting pot of your organization's environment and what each member brings to the table. Opportunities to improve culture in the form of diversity is to present your "position statement" as the leader. Form a committee where staff can share ideas about opportunities to enhance the visibility of diversity for what you want to accomplish holistically. Perhaps scheduling cultural events periodically to highlight the theme with various sub-tops on each occasion. You can incorporate surveys, trivia, team building activities, poems, food, music, targeted workshop, and other engaging elements based on your desired goals, to name a few.

Overall, culture is multilayered! Reflect on recent challenges and how to improve morale, quality of care goals, patient satisfaction, and relationships with families or other stakeholders. Culture is an interconnected web that needs each strain to be successful!!

Recognize the diversity amongst your team and how to capitalize on those strengths!

UPCOMING EVENTS

- **JANUARY 2023** - GUEST SPEAKER ON UNCONSCIOUS BIAS-TBD
- **FEBRUARY 2023** - DEI ROUNDTABLE-TENTATIVE FEBRUARY 16TH-MORE DETAILS TO COME



MEET THE COMMITTEE CHAIRS



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(Co-Chair)
Member Engagement



Angela N. Perry, LNHA
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ACHCA members, if you have questions on how to **GET INVOLVED**, contact any committee member!