



# Effective Use of Individual & Organizational Assessments to Design a Systems-focused Diversity and Cultural Competence Organizational Change Process: Lessons from the NCHL National Diversity Leadership Demonstration Project

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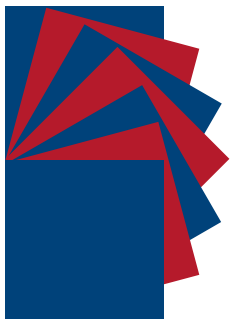
# Presenter Disclosures

**Janice L. Dreachslin, Ph.D. and Rob Weech-Maldonado, Ph.D.**

- (1) The following personal financial relationships with commercial interests relevant to this presentation existed during the past 12 months:**

## **Industry Sponsored Grants Including Contracted Research**

**Sodexo**



# Overview of the Demonstration Project

Background

Purpose

Design

Assessments



# Diversity and Disparities

- “Diversity issues such as language differences, religious differences, cultural differences, gender, race and ethnic differences are not disparities in and of themselves. They are just differences. When they are not understood, valued and appreciated for their impact on the delivery of patient care, the healing process and communication/trust, they become contributors to disparities and unequal medical outcomes” (Hobby and Dreachslin 2007, 6).



# Need for A Leadership-Focused Systems Approach

- Five year study of association between race and gender diversity and business performance (Kochan 2003)
  - Diversity won't automatically translate into better (or worse) results
  - Diversity is a labor market imperative and social expectation or value
  - The business case for diversity is complex and nuanced
  - Impact of demographic diversity depends on the context
  - Context includes organizational culture, HR practices, and strategy

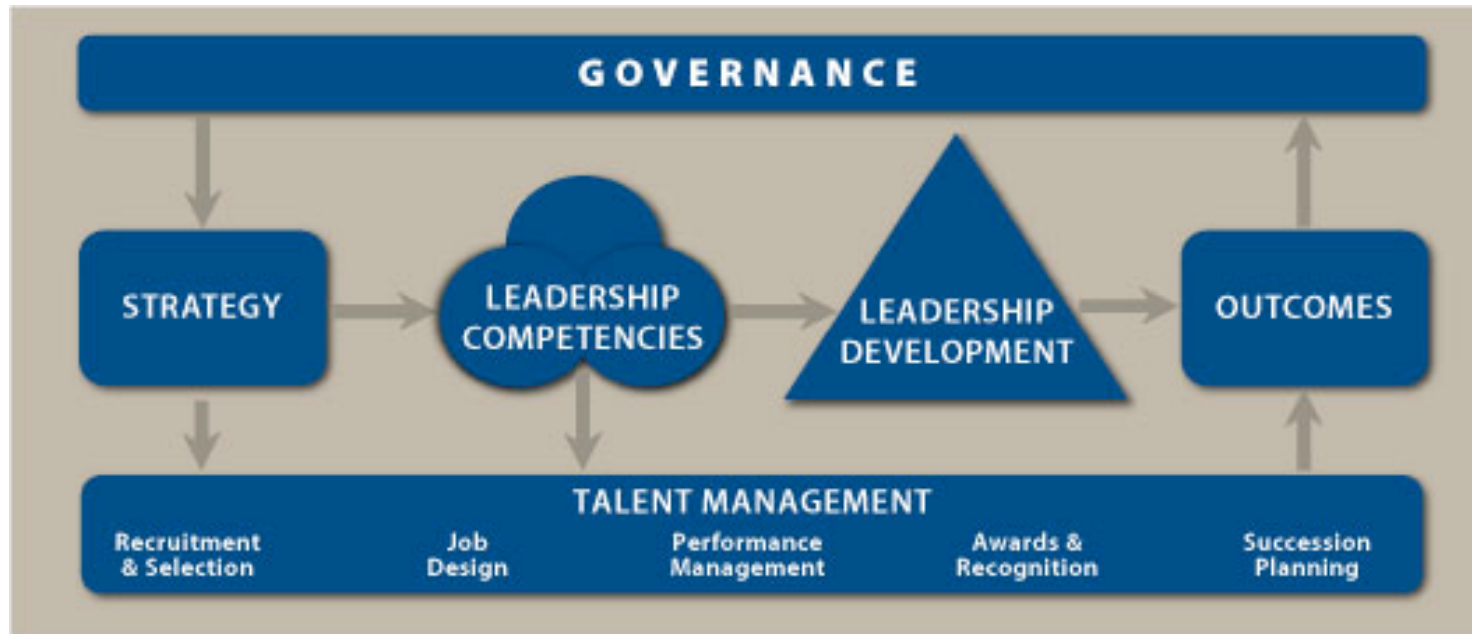
## The Bottom Line:

**Unless explicit attention is given to managing diversity, its impact is likely to be negative**



# NCHL Leadership Development & Transformation System

*Aligning leadership development and business strategy*



The key principles for managing innovation and performance improvement that are essential for systematic and sustainable change:

- Leadership development and organizational business strategy are aligned
- Board is accountable for leadership succession
- Learning is competency-based, inter-professional, and action-oriented
- Key talent management and strategic human resource processes are integrated and aligned
- Leadership development dashboard tracks key measurable outcomes



# The NCHL Diversity Leadership Demonstration Project

- Project began in 2007 with a review of the evidence-base for diversity management<sup>1</sup>
- First study that employs pre-post intervention assessment of system-wide diversity change initiatives
- Currently involves three (3) major health care systems
  - 2 hospitals per system
- Funding provided by Sodexo, participating organizations, and NCHL fundraising

<sup>1</sup>Curtis, E.F., & Dreachslin, J.L. (2008). Diversity management interventions and organizational performance: A synthesis of current literature. Human Resource Development Review, Z(1), 107-134.



# Project Advisory Committee

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# Goals of the Research



- Evaluate impact of a planned series of diversity interventions on organizational performance
- Contribute to the literature:
  - Current published research is limited<sup>1</sup>
    - Rigor: over emphasis on case study, literature review, self-reported results
    - Collaboration: necessary to balance practicality with rigor to build the business case

<sup>1</sup>Curtis, E.F., & Dreachslin, J.L. (2008). Diversity management interventions and organizational performance: A synthesis of current literature. Human Resource Development Review, 7(1), 107-134.



# Research Study Question

**The overarching research question:**

What impact does a formal, phased and multi-faceted strategic diversity leadership intervention have on performance metrics at the individual, group, and organizational levels?



# Project Design

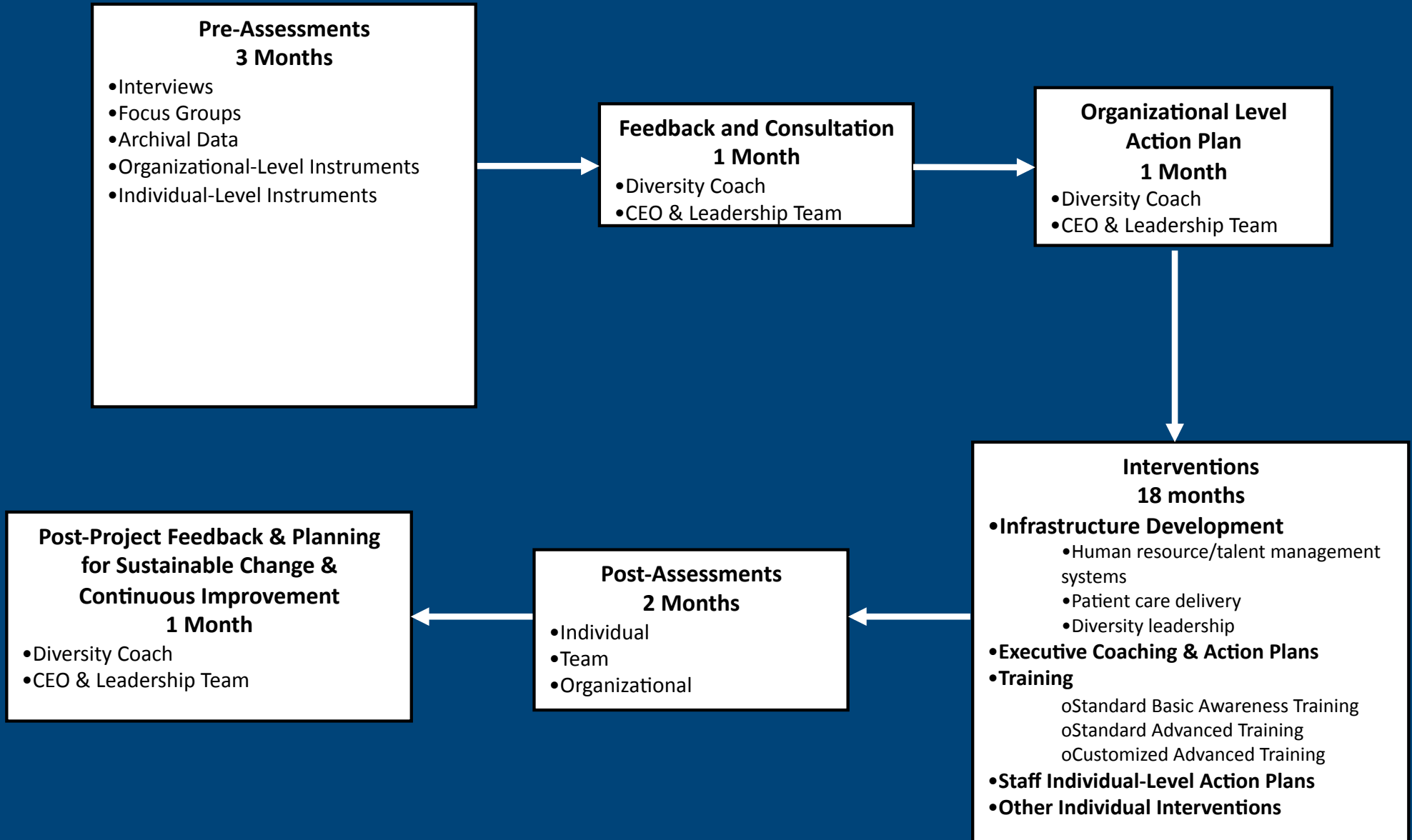
## Control Hospital

- Baseline Assessment
  - Organizational
  - Individual
    - Leaders
    - Nursing Unit Staff
- Repeat Assessments after 18 Months

## Intervention Hospital

- Baseline Assessment
  - Organizational
  - Individual
    - Leaders
    - Nursing Unit Staff
- Systematic Interventions
  - Leadership
  - Infrastructure
  - Nursing Unit
- Repeat Assessments after 18 Month Intervention Phase

# Diversity Demonstration Project Intervention Flow Diagram





# Pre-Post Outcomes and Assessments

- Structured Interviews & Focus Groups
- Individual Level Outcomes
  - Diversity Self-Awareness
    - Discovering Diversity Profile
  - Racial/Ethnic Identity Status
    - Racial Identity Attitude Scales
  - Implicit Bias
    - Implicit Attitude Test
- Hospital Level Outcomes
  - Organizational Climate Survey
  - Strategic Human Resources Management
    - National Leadership Index
  - Diversity Leadership
    - Diversity & Cultural Proficiency Assessment
  - Patient Cultural Competency
    - Cultural Competency Assessment Tool for Hospitals (CCATH)
  - Diversity Climate
    - Mor Barak Assessment



# Additional Pre-Post Outcomes Measures

## Financial & Human Resources

- Financial performance: operating & total profit margins pre-post
- Human resource outcomes:
  - Diversity demographics pre-post by level
  - Employee turnover rate pre-post

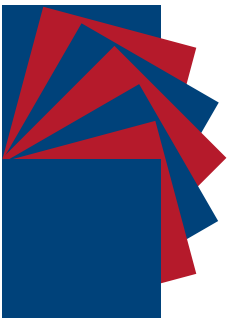
## Patient

- Patient experiences with inpatient care pre-post
  - Hospital CAHPS
- Patient clinical outcomes pre-post
  - Agency for Healthcare Quality & Research (AHRQ) Patient Safety Indicators
  - Medicare Hospital Compare Outcomes



# Data Analysis

- Quasi-experimental study design with pre- and post-intervention analysis
- Analysis of Covariance (ANCOVA) with covariates
  - Dependent variables: Post-intervention scores
  - Covariates: Pre-intervention scores, hospital type (experimental vs. control), and demographic variables of participants (age, education, and gender)



# Effective Use of Assessments: Lessons Learned

Data Collection  
Interpretation  
Use





# Data Collection: What Worked Well

- C-Suite Buy In
  - Champion the assessment process & the project
  - Provide time, funding, & other resources
- On-Site Coordinator at both the Intervention and Control Hospitals
  - Ensured high response rate (e.g. 67% vs. 33% on previous projects at the hospital)
  - Assisted with communication
  - Managed logistics
  - Requirements; influence, decision making power, access to leadership, passion for the role/project



# Data Collection: What Worked Well

- Start with Qualitative interviews and Focus Groups
  - Uncovered challenges to address before quantitative assessments
  - Built broad-based awareness of the demonstration project
  - Familiarized coach and investigators with culture and climate



# Data Collection: Lessons Learned

- Involve union leadership early
- Don't make assumptions about Internet access
- Adapt mode of survey administration to accommodate different preferences
- Communicate to build awareness and enthusiasm
  - Continuous
  - Varied
  - Leadership-driven
  - Champions of Diversity



# Data Collection: Lessons Learned

- Order of Quantitative Assessments Matters
  - Individual Assessments
    - Discovering Diversity Profile & Racial Identity Status Assessments were more challenging when administered before the Implicit Bias assessments
- Outcomes data are not readily available
  - Scale back expectations
  - But continue to push the envelope
  - Emphasize outcomes data and metrics in the organizational level development plan



# Data Interpretation: Successes & Challenges

## Successes

- Team meeting to interpret findings
- Pre-Assessment Report
  - Ensured a data-driven approach to organizational action planning
- One-on-One C-Suite Executive Coaching Sessions
  - Encouraged self-reflection and personal growth early on in the project

## Challenges

- Timetable: trickle rather than stream of data
- Study Protocol: adjustments to accommodate real world situations
- Turnover: respondents may not be in role during intervention phase



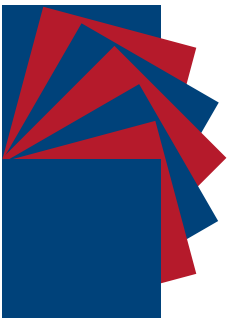
## Best Practices: Using Assessment Results as a Roadmap for Organizational Development

- Share assessment results with C-Suite in ‘real time’: don’t wait for the final report
- Use the assessment results to prioritize actions
- Focus on engagement: leverage the assessment process to build awareness and enthusiasm
  - C-Suite leadership and intervention unit staff individual development plans are key
  - Collaboration is essential to the organizational action plan-even if it extends the timeline



## Next Steps in the NCHL Diversity Leadership National Demonstration Project

- Complete Intervention Phase at First Site
- Complete Organizational Action Plan at Second Site
- Begin Pre-Assessment Phase at Third Site



# Questions/Interaction

