

# Corporate Office of **Diversity and Inclusion**



**RWJBarnabas**  
**HEALTH**

Let's be healthy together.

# Our definitions

**Diversity** is about bringing together all backgrounds, beliefs and experiences. Every person—whether an employee, a physician, a supplier or a patient—has a unique perspective and can provide potential ideas, solutions and strategies that can help advance the overall health of the people of New Jersey.

**Equity** is the fair treatment, access, opportunity, and advancement for all people, while striving to identify and eliminate barriers that have prevented the full participation of certain groups through institutions or systems.

**Inclusion** is about creating a sense of belonging, by consciously inviting, welcoming, respecting and engaging each other without bias. By intentionally embracing an expansive set of attitudes, attributes, cultures and skills throughout our healthcare system, we are creating a culture where everyone is valued and treated with respect and dignity. Inclusion is an important part of how we harness the power of diversity.

**Cultural Humility** is being aware of our deficient knowledge having a humble and respectful attitude toward individuals and other cultures. It is the idea of adopting a growth mindset to continuously learn from others as we treat others how they want to be treated.

**Unconscious Biases** also known as Implicit Biases, are the attitudes or stereotypes that affect our understanding, actions, and decisions in an unconscious manner. Everyone possesses those biases.

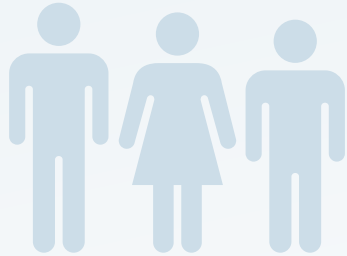
## #123forEquity Pledge Campaign

### RWJBH Corporate Board

19%

diversity increase based on race and ethnicity from 2017 to 2020

↑ 4% increase from 2017 to 2020 in women representation



### RWJBH Hospital Boards

13%

increase in the diversity of Trustees based on race and ethnicity throughout the system from 2017 to 2020

↑ 7% increase from 2017 to 2020 in women representation

Assessment	2016	2017	2018	2019	2020
New Diverse Trustees	15	18	15	5	5

In 2016, RWJBH signed the #123forEquity Pledge, a joint effort of the AHA, American College of Healthcare Executives, Association of American Medical Colleges, Catholic Health Association of the United States and America's Essential Hospitals – urging hospital and health system leaders to take action to accelerate progress in:

- ▶ Increasing the collection and use of race, ethnicity, language preference and other socio-demographic data
- ▶ Increasing cultural competency training
- ▶ Increasing diversity in leadership and governance
- ▶ Improving and strengthening community partnerships

Equity of Care



INSTITUTE FOR DIVERSITY in Health Management  
An affiliate of the American Hospital Association



American College of Healthcare Executives  
for leaders who care®

### Leadership Diversity Assistant Vice-President and above positions between 2017 and 2020



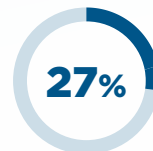
Increase in Overall Women Leadership



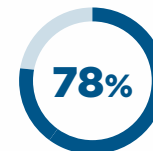
Increase in Women Leadership Hiring



Increase in Ethnic Minority Hiring



Internal Promotions Identified as Minorities



Internal Promotions were Women

in 2020

# Six Pillars Support RWJBarnabas Health's Diversity & Inclusion Success Journey

## Board and Leadership Engagement

- Provided Diversity and Inclusion education to all hospital boards.
- Formation of Diversity and Inclusion subcommittee of the Parent Board – which oversees comprehensive recruitment efforts of diverse trustees for placement considerations.
- Best practice recommendations to Human Resources (HR) for diverse senior leadership recruitment efforts leading to a quarterly report from HR outlining data of AVP and above candidates interviewed and hired.



## Health Equity

At RWJBarnabas Health, we continue to take a comprehensive and strategic approach to address health disparities in our communities. As one of the largest employers and a major economic engine in communities across the state, we believe it is our responsibility to play a major role in improving health outcomes for all communities across New Jersey. Our goal is to improve the health of the communities that we serve, improve the experience of our patients while reducing cost per capita.

## Community Partnership

Support RWJBarnabas Health's goals as we continue to improve the health of the communities we serve by collaborating with various community stakeholders to improve trust and ensure better outcomes in reaching our goal of health equity in alignment with the #123forEquity Pledge.

---

**10** D&I directors on-boarded  
between 2017 and 2021

---



## Employee Optimization

- Diverse Workforce - *53% Minority*
- Diversity and Inclusion Presentation at New Employee Orientation.
- Practitioners Implicit Bias and Cultural Humility e-Learning Training Module.
- Expansion of Business Resource Groups: employee-led groups joining based on shared characteristics and/or life experiences to provide support to fellow colleagues, foster career development and contribute to cultural sensitivity in the work environment.
- LGBTQ Sensitivity Training for all system employees.
- Open Sessions facilitating discussions regarding race relations, structural racism, and implicit bias among other topics.



**36**  
**Business Resource**  
**Groups System-Wide**

## Operational Alignment and Excellence

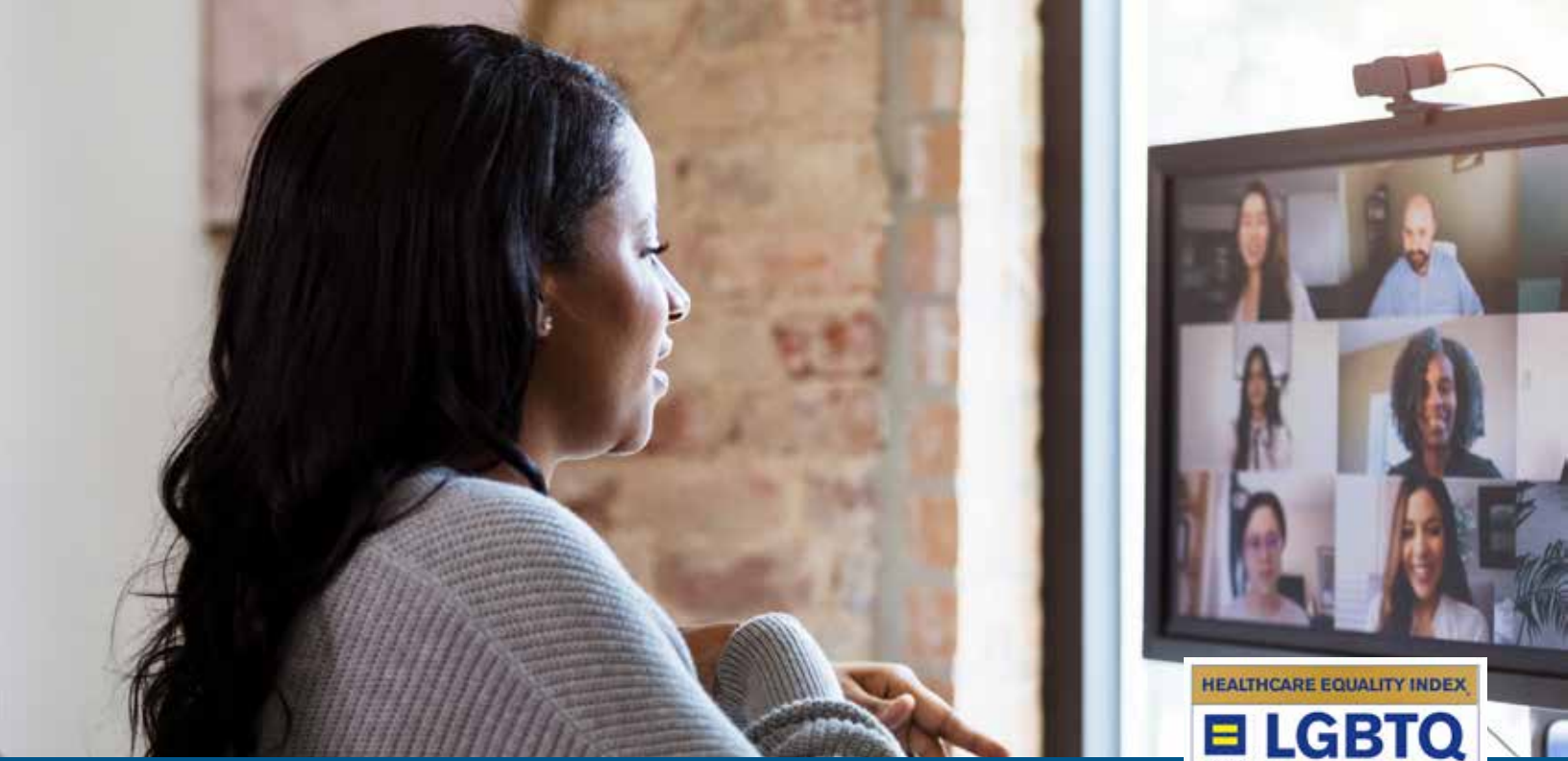
- Leadership Diversity Commitment Action Plan embedding D&I action items into overall strategy system-wide.
- Current alignment of D&I site directors at respective hospitals: CMC, CMMC, JCMC, NBI, MMC, RWJUH, RWJUH Somerset, SBMC, RWJUH Rahway and RWJBarnabas Health Medical Group

## Patient Experience

- Analysis of Race, Ethnicity And Language (REAL) Data to determine disparities and implement an active improvement plan for execution.
- In collaboration with Patient Access, facilitate trainings and the implementation of new entry fields to ensure an equitable model of internal operations.
- HEI designations: CMC, CMMC, JCMC, NBI, MMC, RWJUH, RWJUH Somerset, SBMC. From 2017 to 2020, improved from three to eight hospitals, having the most in the state in 2019.



**90%**  
of staff completed the  
**LGBTQ Sensitivity Training**  
system-wide



## Healthcare Equality Index

In addition to a detailed and comprehensive model for designation, organizations must do the following:

- Ensure foundational protection for patients, visitors and staff in patient and staff policies and provide cultural competency training on LGBTQ inclusion.
- Demonstrate progress toward inclusion on LGBTQ patient care and support.
- Cultivate an inclusive workforce by providing LGBTQ-inclusive employee support and benefits.
- Demonstrate public commitment to the LGBTQ community.

8

hospitals  
received

2020

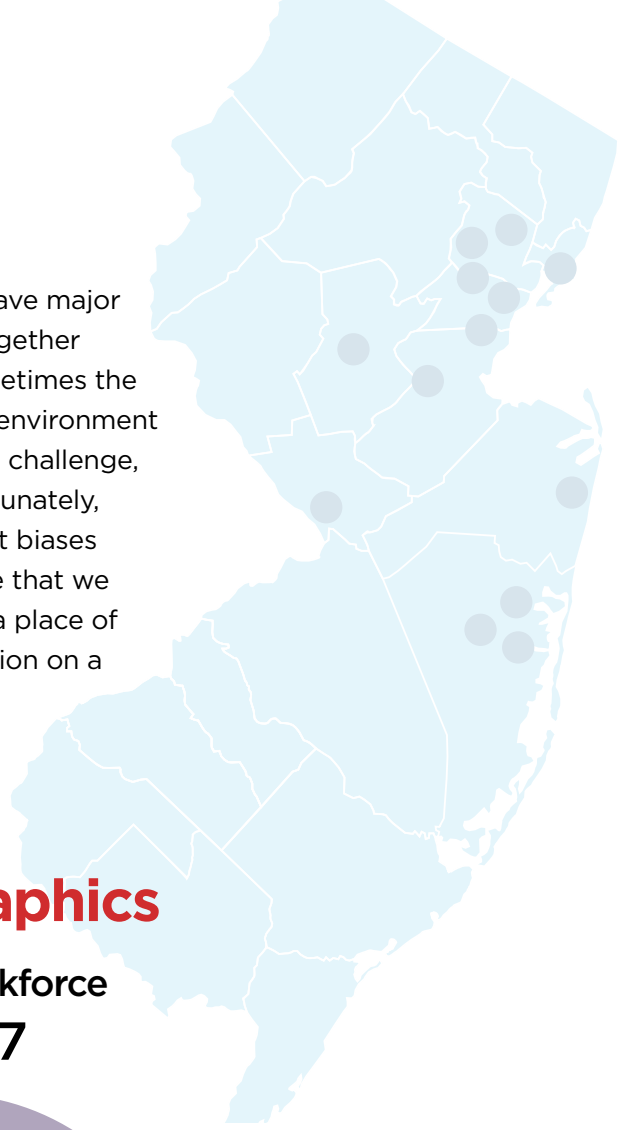
## Major Accomplishments

**Formation of Corporate Office of Diversity and Inclusion upon RWJBH System's formation/merger.**

- Formation of Corporate Office of Diversity and Inclusion upon merger.
- Recruited, hired, and on-boarded D&I directors at 8 hospitals.
- Delivered Unconscious Bias Training to directors and above system-wide.
- Created a Diversity and Inclusion subcommittee of the Parent Board.
- Increased Diversity of RWJBH System's Trustees.
- Conducted Board of Trustees implicit bias and cultural sensitivity training.
- Rolled out Physicians Implicit Bias and Sensitivity E-Learning Training Module.
- Facilitate ongoing Hospital D&I Trainings.

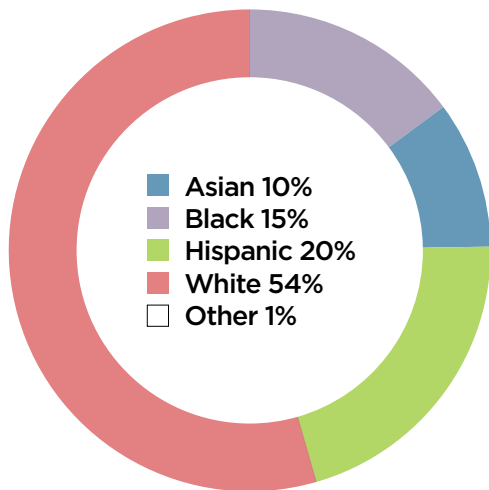
# Diversity, Equity and Inclusion: A Journey

The biggest challenge is that despite our major wins, we still have major opportunities. Diversity, Equity, Inclusion, and Health Equity together remain a journey. We are the vehicles, the influencers, and sometimes the disrupters. We seek not only to create but also to maintain an environment where people are adapted to cultural humility. That often is a challenge, given that we are all humans treating other humans and unfortunately, we do not always get it right. We all have our implicit and overt biases that dictate our behaviors and responses. Our goal is to ensure that we can mitigate the risk of individuals feeling isolated and create a place of belonging, where we harness our diversity for conscious inclusion on a journey towards equity for all.



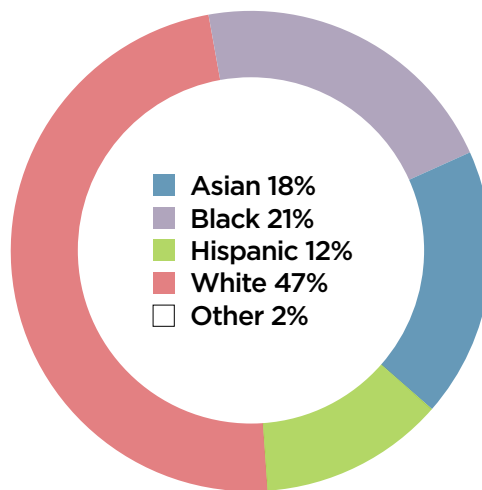
## State vs. Workforce Demographics

State of New Jersey  
8,908,520



*\*US Census Bureau 2018 Census*

RWJBH Workforce  
33,327



*\*Overall Workforce September 2019*

---

Our current workforce reflects a **larger minority representation** than the state of New Jersey.

---



Let's be healthy together.

[rwjbh.org](http://rwjbh.org)