

# Measuring the Impact of DEI Work

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# Agenda

- Introductions
  - HANYS AHEI team
  - AHEI faculty
- Our partners
- Session 3:
  - Measuring the Impact of DEI Work
- Upcoming session

# HANYS AHEI team



**Kathleen Rauch, RN, MSHQS, BSN, CPHQ**

Vice President, Quality Advocacy, Research and Innovation and Post-acute and Continuing Care



**Christina Miller-Foster, MPA**

Senior Director, Quality Advocacy, Research and Innovation



**Morgan Black, MPA**

Director,  
AHEI



**Maria Baum, MS, RN, CPHQ**

Project Manager,  
Mohawk Valley



**Rachael Brust, MBA**

Project Manager,  
North Country



**Kira Cramer, MBA**

Project Manager,  
Downstate

# HANYS faculty



**Julia E. Iyasere, MD, MBA**

Executive Director, Dalio Center for Health Justice; Senior Vice President, Health Justice and Equity, New York-Presbyterian; and Assistant Professor of Medicine, Columbia University Irving Medical Center



**Theresa Green, PhD, MBA**

Director, Community Health Policy and Education, URMC Center for Community Health



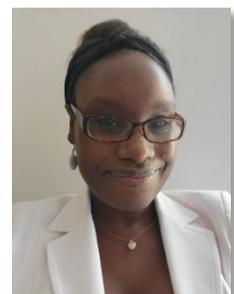
**Pamela Y. Abner, MPA, CPXP**

Vice President and Chief Diversity Operations Officer, Mount Sinai Health System



**Barbara Warren, PsyD, CPXP**

Senior Director, LGBT Programs and Policies, Mount Sinai Office for Diversity and Inclusion



**Shana Dacon-Pereira, MPH, MBA, CPXP**

Assistant Vice President, Corporate Health System Affairs  
Mount Sinai Office for Diversity and Inclusion

# Our funder and partner



## OUR FUNDER

Funding from the [Mother Cabrini Health Foundation](#) allows HANY to expand its capacity to provide education, direct support, tools and data to our members in a strategic way. With this learning collaborative, we strive to effect lasting change in health equity at the local level by engaging providers and community stakeholders to address health disparities.



## OUR PARTNER

Through a partnership with Socially Determined, provider of Social Risk Intelligence™ solutions, [DataGen](#) will develop custom analytics for participants to help them understand how and where communities are affected by social risk so they can develop tailored intervention strategies.

# Presenters



## Pamela Y. Abner, MPA, CPXP

Vice President and Chief Diversity Operations Officer,  
Mount Sinai Health System

[Bio](#)



## Shana Dacon-Pereira, MPH, MBA, CPXP

Assistant Vice President, Corporate Health System Affairs  
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# MEASURING THE IMPACT OF DEI WORK

ADVANCING HEALTHCARE EXCELLENCE AND INCLUSION (AHEI) DEI WEBINAR SERIES

WEDNESDAY, JUNE 7, 2023 | NOON – 1 PM

**Presented by:**

Pamela Y. Abner, MPA, CPXP

Shana L. Dacon-Pereira, MPH, MBA, CPXP

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# SESSION OUTLINE

In today's session, we will review the importance of data collection and maintaining data integrity in the following categories:



## Patient Data

- Collecting Race, Ethnicity, and Language (REAL) Data
- Using data to identify variances and potential disparities
- Monitoring the patient experience



## Employee Data

- Reviewing considerations for enhancing employee data collection
- Using data to identify gaps
- Creating a demographics dashboard



## Engagement Data

- Developing education, event, and communication trackers
- Using data to measure engagement
- Analyzing data to enhance participation



EFFORTS TO IMPROVE  
PATIENT DATA  
COLLECTION AND  
ADVANCE EQUITY

# PATIENT DATA





Who in your organization is responsible for ensuring patient data integrity?

**Respond to this question on Slido!**

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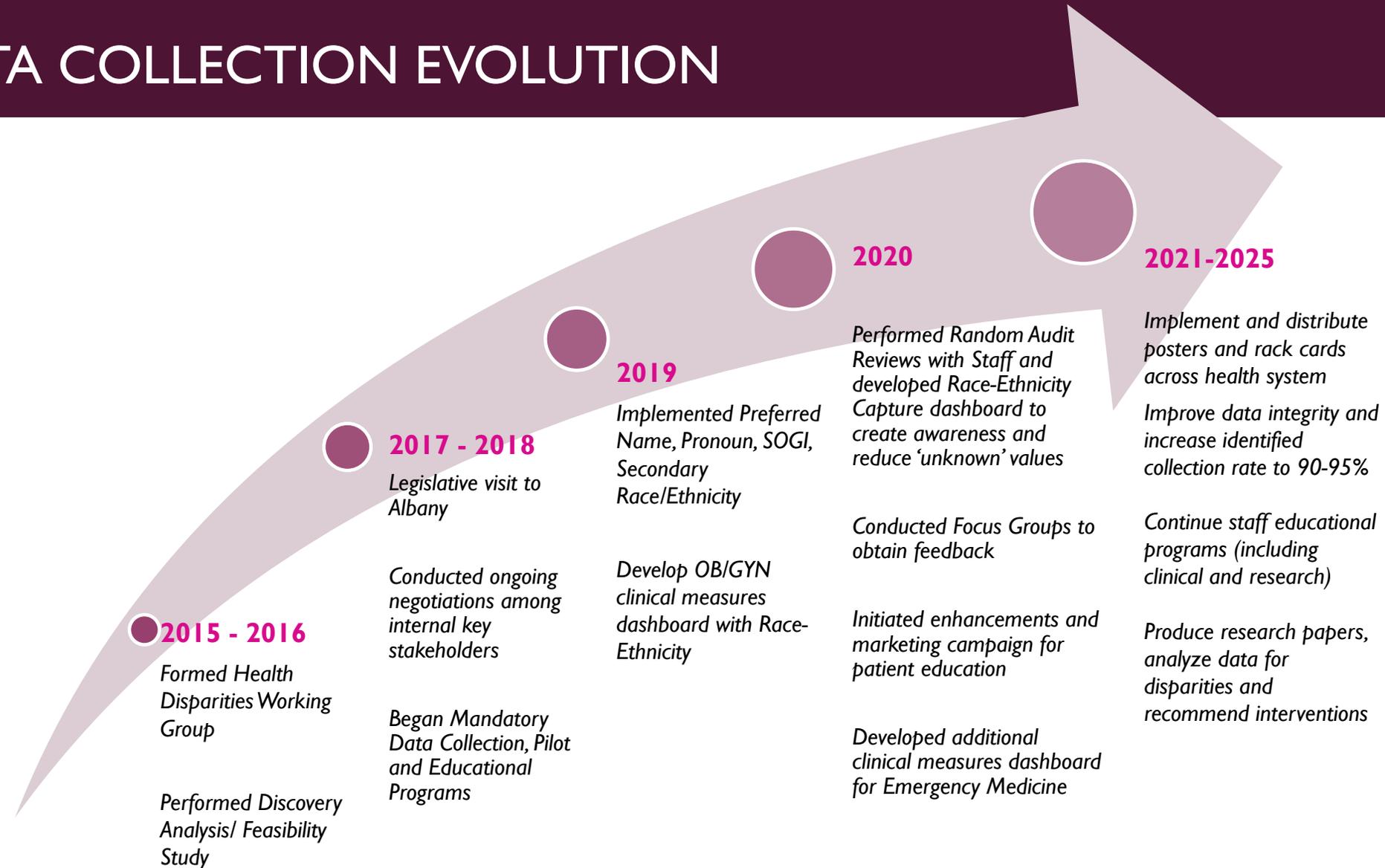
## CURRENT STATE

- What processes do you have in place to collect self-reported patient race/ethnicity data?
- How are you managing staff/patient discomfort to obtain sensitive patient information?
- How have you engaged with your community members to explain why you are collecting these data?
- How have you connected data collection to your equity focus?

## OUR STORY

- Listened to frontline staff share their lived experiences.
- Explained why we collect race/ethnicity data and established common terminology.
- Created a sense of urgency and raised awareness with leaders on the importance of data capture and categorization.
- Noted the importance of using segmented data to identify gaps in outcomes.
- Provide ongoing education to teams.

# DATA COLLECTION EVOLUTION



# PATIENT DEMOGRAPHIC DATA FIELDS

## IDENTIFIERS OF DISPARITIES IN CLINICAL OUTCOMES

Field Name	Location in Epic	Epic Mapping	Description
Race	Demographics	EPT_145	The classification of humans into groups based on physical traits, ancestry, genetics, or social relations
Ethnicity	Demographics	EPT_134	Category of people who identify with each other based on similarities such as common ancestry, language, culture, or nationality
Language	Demographics	EPT_155	Spoken communication used by a particular country or community
Sexual Orientation	SOGI	EPT_132	Romantic, sexual and affectional attraction to others; includes straight or heterosexual, gay, lesbian, bisexual and asexual
Gender Identity	SOGI	EPT_131	Self-identified gender as male, female, both or neither; when neither, it is described as non-binary. It involves social and personal identity, behaviors and roles.
Sex Assigned at Birth	SOGI	EPT_133	The sex that someone is labeled at birth, is on the original birth certificate and is usually based only on the appearance of genitals

## RACE AND ETHNICITY: ROLL-UP REPORTING CATEGORIES

- We established **race and ethnicity data fields** to align with state-mandated reporting.
- We capture **granular race and ethnicity patient data**; patients may provide two options for each category.
- We capture **Spanish/Hispanic/Latino as ethnicity** (not race).
- We strive to have consistent system-wide reporting using the high-level categories for race and ethnicity data.
- We established a **group roll-up** mapping for all race/ethnicity options to allow for consistent reporting at a higher level.

# AGGREGATED AND SEGMENTED DATA

## KEY OBGYN EQUITY MEASURES

### AGGREGATED DATA

- 12% Hypertension
- 10% Hemorrhage
- 35% Exclusive Breastfeeding
- 1% Unexpected Complications
- 30% NTSV Rate

\*MSHS data from 2019-2022



### SEGMENTED DATA

Race/Ethnicity	Hypertension Rate
<b>Black or African American</b>	23%
<b>Hispanic or Latino</b>	16%
<b>Native Hawaiian and Pacific Islander</b>	15%
<b>Other</b>	14%
<b>American Indian or Alaska Native</b>	11%
<b>Asian</b>	10%
<b>White</b>	9%

Segmented data reveals potential disparities



Mount  
Sinai

Office for Diversity  
and Inclusion

## Help us get to know you better.

Let us know your race, ethnicity, pronoun and language preference. This information helps us to provide you, your family and your community with care that meets your needs.

**Your answers will always be private.**



## Ayúdanos a Conocerle Mejor.

Déjenos saber su raza, etnia, pronombre e idioma de preferencia. Esta información nos ayuda a brindarle a usted, a su familia y a su comunidad atención que satisface sus necesidades.

**Sus respuestas se mantendrán de forma privada.**

Better  
Together



[www.mountsinai.org/  
about/diversity](http://www.mountsinai.org/about/diversity)

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# CONNECTING WITH OUR COMMUNITIES

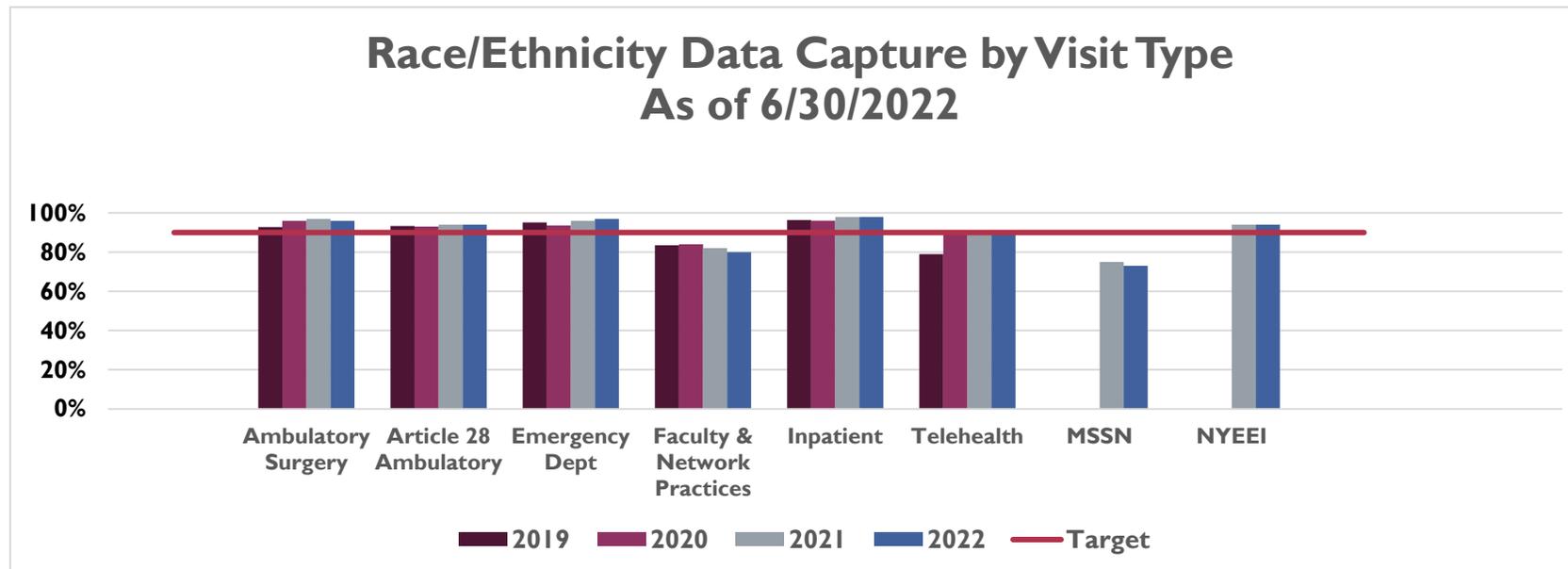
# KEY PERFORMANCE INDICATORS – PATIENT DEMOGRAPHIC DATA COLLECTION



## Target Goals:

- 90% - 95% Capture Rate
- Annual Mandatory Training
- Improve clinical decision making

Patient Race and Ethnicity Education (Number of Employees)					
Type of Training	2019	2020	2021	2022	Total
Online (PEAK)	6,475	1,178	1,902	1,268	10,823
Classroom/Zoom	-	70	781	441	1,292
	6,475	1,248	2,683	1,709	12,115





EFFORTS TO ENHANCE  
EMPLOYEE DATA  
COLLECTION TO  
ADVANCE LEADERSHIP  
DIVERSITY

# EMPLOYEE DATA



How do you encourage employees to review/report their demographic information?

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# CONSIDERATIONS TO ENHANCE EMPLOYEE DATA COLLECTION EFFORTS

Allow employees to record their race and ethnicity as separate fields with options to state “Other.”

Track information on specific populations, e.g., people with disabilities and veterans.

Add gender identity fields such that employees who identify as transgender or gender non-binary or non-conforming can self-identify.

Develop and implement a communication process to encourage employees to review and update their information on a regular basis, e.g. annually or biannually.

Compare your employee and patient demographic data to ensure your leaders and staff are representative of the population you serve.

Track demographic data among new hires, promotions, retention rates, and across levels of leadership over time to identify gaps and trends in representation.

# SAMPLE DEMOGRAPHIC DASHBOARD

EXECUTIVE LEADERSHIP – CEO AND DIRECT REPORTS		2020		2021		2022		
		Count	%	Count	%	Count	%	
Black		12	24	15	25	21	30	
Hispanic	FACULTY AND PHYSICIANS	2020		2021		2022		
Native American		Count	%	Count	%	Count	%	
Native Hawaiian	Black	120	24	150	25	210	30	
White	Hispanic	2020		2021		2022		
Asian	Native American	Count	%	Count	%	Count	%	
Two or More Races	Native Hawaiian	Black	1,200	24	1,500	25	2,100	30
Unknown	White	Hispanic	1,200	24	1,200	20	700	10
<b>Grand Total</b>	Asian	Native American or Alaska Native	100	2	300	5	0	0
Male	Two or More Races	Native Hawaiian or Pacific Islander	0	0	0	0	0	0
Female	Unknown	White	2,000	40	2,400	40	2,800	40
<b>Grand Total</b>	<b>Grand Total</b>	Asian	500	10	300	5	700	10
	Male	Two or More Races	100	2	300	5	700	10
	Female	Unknown	0	0	0	0	0	0
	<b>Grand Total</b>	<b>Grand Total</b>	<b>5,000</b>	<b>100.0</b>	<b>6,000</b>	<b>100.0</b>	<b>7,000</b>	<b>100.0</b>
		Male	2,500	50	3,000	50	3,500	50
		Female	2,500	50	3,000	50	3,500	50
		<b>Grand Total</b>	<b>5,000</b>	<b>100.0</b>	<b>6,000</b>	<b>100.0</b>	<b>7,000</b>	<b>100.0</b>

- Stratify data by race/ethnicity and gender.
  - Compare your workforce data to that of your city/area.
  - Pay attention to marginalized populations.
- Look at trends over years to identify where you need to focus efforts and programs.
- Create a plan to address unknowns and maintain data integrity.
  - Engage your HRIS and IT teams.

The data in these sample dashboards are fictitious and for illustrative purposes only.



EFFORTS TO TRACK AND  
IMPROVE EMPLOYEE  
ENGAGEMENT IN DEI  
INITIATIVES



# ENGAGEMENT DATA



How do you currently track DEI-related activities in your organization?

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## COMMUNICATION

- Employee engagement online via social media or websites



## EVENT

- Employee engagement in events sponsored by DEI committees

## EDUCATION

- Employee engagement in DEI educational sessions
- 

# DEI EDUCATIONAL TOPICS

Cultural Awareness/  
Competence

Unconscious Bias

Caring for People with  
Disabilities

Caring for the Lesbian,  
Gay, Bisexual,  
Transgender and  
Gender Non-Binary  
Community

Data Integrity and  
Equity Analytics

Addressing Racism,  
Health Equity, and  
Disparities

Microaggressions

Being an  
Ally/Bystander/  
Upstander

This is not an exclusive list! There are many other topics related to DEI on which you may decide to conduct education. It depends on your DEI strategic priorities and where you are in your DEI journey.

## COLLECTING DEI EDUCATION DATA

Three primary considerations, based on your organization:

Does your organization have a learning management system (LMS) where staff may complete self-directed sessions?

Do you regularly schedule/coordinate instructor-led sessions for leadership and staff on DEI educational topics?

Are there other forums, e.g. orientation, meetings, presentations, town halls, etc., where DEI information is shared?



# DEI EVENT CATEGORIES

Community  
Drive or Fair

Educational Session

Field Trip  
(Local or National)

Film Screening

Guest Speaker  
or Panel Discussion

Information Table

Lunch & Learn

Parade

Social or  
Networking  
Gathering

Volunteering

This is not an exclusive list! There are many other events your diversity committees, e.g. diversity councils and employee resource groups, may organize to raise awareness on specific matters of interest.

## COLLECTING DEI EVENT DATA

Three primary considerations for every event:

Strategy → Purpose and Goals

Impact → Audience and Evaluation

Sustainability → Assessment and Next Steps



## DEI COMMUNICATION PLATFORMS

LinkedIn

Instagram

YouTube

Facebook

Yammer

Intranet

Internet

Email

This is not an exclusive list! There may be other platforms your organization uses to communicate with and engage employees in DEI efforts. All should be considered when measuring the level of activity.

## COLLECTING DEI COMMUNICATION DATA

Three primary considerations for measuring levels of activity:

What is the most utilized method of communication for DEI content in your organization?

Who is the “go to” for data based on your most utilized methods of communication?

What type of DEI content do you promote across communication platforms?

# SAMPLE DEI COMMUNICATION TRACKERS

Analytics		Mount Sinai		All Web Site Data		Go to report	
Landing Page	Social Media Tracking for Instagram				Conversions		
	Date	Instagram Followers	Change in	Notes	Thank You	GA - RAA Thank You (Goal 2 Value)	
	9/28/22	1101	15	Reached 61.3% more accounts compared to Jul 30 - Aug 28 Accounts reached IG in last 30 days - 681 Accounts engaged in last 30 days - 77	0 % of Total: 0.00% (17,887)	\$0.00 % of Total: 0.00% (\$0.00)	
	10/17/22	1110	9	Reached 66.1% more accounts compared to Aug 18 - Sep 16 Accounts reached IG in last 30 days - 929 Accounts engaged in last 30 days - 106 Total Followers in last 30 day - (+) 1.6%	0 % of Total: 0.00% (17,887)	\$0.00 % of Total: 0.00% (\$0.00)	
1. unitedinsol	3/9/2023	1132	22	Reached 37.6% more accounts compared to January 8 - Feb 6 Accounts reached IG in last 30 days - 816	0 (0.00%)	\$0.00 (0.00%)	

# BEST PRACTICES FOR IMPROVING ENGAGEMENT

## EDUCATION

- Pay attention to the sessions that get the most/least participation.
- Utilize evaluations to review, refine, update current content or develop new curriculum.
- Consider targeting education to departments that are not yet represented in your data.

## EVENT

- Pay attention to the types of events which receive the most/least participation.
- Tailor events to specific employee groups and/or shifts so that all may participate.
- Consider sharing recordings or event summaries.

## COMMUNICATION

- Pay attention to the type of content which receive the most/least likes, followers, clicks, or responses.
- Experiment with the time, method, or frequency you share content.
- Inform employees where they may access information.

# THANK YOU

CONTACT US FOR MORE INFORMATION:

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[Shana.L.Dacon@gmail.com](mailto:Shana.L.Dacon@gmail.com)

## Upcoming session

Wednesday, June 14 | Noon - 1 p.m.

### *LGBTQ+ Best Practices*

Pride month is here! Our speaker, Barbara Warren, will help us understand the relationship between LGBTQ+ patients and the healthcare system. This session will review structural inequities, disparities, stigma, unconscious bias and their impact on LGBTQ+ patient care and experience. Attendees will learn how to create an equitable and inclusive climate to support queer patients and employees.

Register [here](#).

## Breakout sessions

Join the conversation! If you are interested in learning from other hospitals about their experiences with health equity and DEI work, then consider registering for our DEI series breakout sessions. Come ready to discuss what is working or not working at your organization, share resources, ask questions, or just gain more insight into what other hospitals are doing. These sessions will be moderated by Dr. Theresa Green.

### Session details

June 12, noon – 1 p.m. | Patient Education and Experience

Register for next week's session [here](#).



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**EXCELLENCE AND INCLUSION**

# Questions?

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