Why Aren’t Our Nurses as Diverse as Our Patients?

Objectives

• Define diversity and inclusion
• Identify barriers to hiring diverse nursing candidates
• Compile recruitment and retention strategies to hire and retain diverse staff
• Develop a plan to add diversity to the nursing staff

Free Standing Pediatric Hospital
Seattle Children’s Mission, Vision & Values

Our Mission
We provide hope, care and cures to help every child live the healthiest and most fulfilling life possible.

Our Vision
Seattle Children’s will be an innovative leader in pediatric health and wellness through our unsurpassed quality, clinical care, relentless spirit of inquiry, and compassion for children and their families.

Our Values
- Compassion
- Excellence
- Integrity
- Collaboration
- Equity
- Innovation

Seattle Children’s Demographics

Hospital Data
- Licensed Beds: 371
- Beds in operation: 349
  - Med Surg: 174
  - Cancer: 48
  - PICU and CICU: 48
  - Psychiatry: 41
  - NICU: 26
  - Rehab: 12
  - Emergency Department: 38 treatment spaces
Nursing Data

- 1,766 nurses
- 59% of nurses have worked for the organization for more than 8+ years
- 376 nurses graduated from school within the past year
- 45 nurses hold a leadership position in a division or department

Among children’s hospitals, Seattle Children’s ranks:
- in the top 25% for nurses with a BSN or higher degree
- in the top 10% for nurses with a specialty certification

Honors

- Forbes 2016 America’s Best Large Employers
- Best Children’s Hospitals
- Magnet Recognized
- Beacon Award for Excellence
- U.S. News

Affiliations

- University of Washington
- Seattle Cancer Care Alliance
Understanding Diversity

- Representation of all racial and ethnic groups from the community served
- Incorporation of diverse skills, talents, and ideas from diverse groups
- Sharing of professional development opportunities and resources
- Responsibilities and power among all racial and ethnic groups at all levels

Principles for Diversity

- Critical to increase cultural competency/improve health care delivery
- Underrepresented RNs tend to practice in underserved communities
- Improving access for the most vulnerable
- Valuable economic benefit
- Serves social justice
Inclusion
- Achieved with diversity
- Involvement, respect, connection, and empowerment
- Recognize inherent worth and dignity of all people
- Bring together richness of ideas, backgrounds, and perspectives
- Brings value

Diverse Nursing Workforce
- Caring for increasingly diverse patients
- Assists with quality, culturally competent patient care
- Increases patient satisfaction and emotional well-being
- Improves healthcare access
- Promotes relevant research and needed changes in health policy

Barriers to Nursing Diversity
- Limited finances
- Lack of academic support
- Feelings of isolation
- Potential for racism and discrimination
Promoting Diversity in Nursing

• Priority of:
  • American Nurses Association
  • American Association of Colleges of Nursing
  • Robert Wood Johnson Foundation, Future of Nursing™ Campaign for Action
  • Washington Center for Nursing

Barriers to Hiring Diverse Nurses

• Low percentage of diverse candidates
• Perceptions of non-inclusive environment
• Perceptions of limitations for professional growth
• Lack of supportive social networks within the organization and community

Recruitment Strategies

• Identify potential pre-college students in middle and high schools
  • Nurse Camp
  • Career fairs/days
  • “Pathway to Nursing” presentation to interested students
• Speakers bureau for schools
• Organizational role models
Recruitment Strategies

• Diverse nursing students
  • Diversity nursing association partnerships
  • Senior practicum/capstone placements
• Non-Traditional Sources
  • Community organizations
  • Churches

Attracting Underrepresented Groups

• Recruit and retain diverse nurses
  • Support prior to admission to nursing school
  • Provide academic and financial support
  • Mentor students
  • Work with community groups
  • Offer peer and social support

Attracting Underrepresented Groups

• Recruit and retain diverse leaders
  • Nursing
  • Healthcare Administration
  • All levels of healthcare
  • Nursing school faculty
Support Post-Hire

• Robust RN Residency
• Mentoring
• New RN Support Group
• Career counseling
• Shadowing nurse leaders

Financial/Other Support

• Scholarships
• Tuition reimbursement for advanced degrees
• Flexible schedules for CNAs and MAs

Other Support/Programs

• Computer literacy - middle and high school students?
• Professional socialization
• Understanding/eliminating barriers to nursing school admission
• Tutoring/counseling by faculty and peers
• Cultural competency training for employees & faculty
Demographic of Racial/Ethnic Minority Nurses

- Caucasian - 82%
- African American - 6%
- Asian - 6%
- Hispanic - 3%
- American Indian/Alaskan Native - 1%
- Native Hawaiian/Pacific Islander - 1%
- Other - 1%

The National Council of State Boards of Nursing and the Forum of State Nursing Workforce Centers, 2013
What are your statistics?

Using Polleverywhere please go to Polleverywhere.com/leslieharder880 and answer the following:

- What is the percent of diverse nurses at your organization?

Seattle Children's Diversity External Pipeline

Purpose

Develop methodology to address and affect change of underrepresented RNs at Seattle Children’s Hospital
Goals

• Increase # of diverse nurse campers
• Diversity senior practicum placements
• Partner with diverse schools and organizations
• Participation in diversity nursing professional organizations
• Offer scholarship to diverse nursing student(s)

Nurse Camp

Why?

• Provide high school students a realistic view of nursing and specifically, pediatric nursing
• Provide students information on applying to college/nursing schools
• Encourage and show enthusiasm about nursing as a career
Nurse Camp Demographics

- 25% have immigrant parents, and a few campers are themselves immigrants
- Many will be the first in their family to attend college, and some will be the first to graduate from high school
- Most describe themselves as coming from ethnically diverse backgrounds

Nurse Camp (2002-Present)

- Offers juniors and seniors the opportunity to experience pediatric nursing
- # of campers
  - 10 in 2002-2007
  - 15 in 2009
  - 25 in 2010-2016
  - 40 in 2017

2017 Applicants

- 135 applicants
  - 56% indicated they are from a diverse background
  - 9 males
  - 57 Seattle area high schools represented
Nurse Camp (Last week of June)

- 3 days from 0745-1600
- Agenda:
  - 3 - 2 hour shadows on clinical units
  - CPR
  - Skills stations
  - Simulation
  - Panel discussions on nursing school
  - Speed rounds with nurses, nurse leaders, faculty

Comments

- “I loved this experience...I wish it was a full 5 days.”
- “This was so much fun!”
- “More shadows would make the experience even better.”
- “I have been so inspired by all of your efforts and careers!”
- “This is truly an experience I will never forget!”
2016 Data: Did We Change Minds?

- Extremely interested
- Very interested
- Possibly interested
- Not very interested

Prior to Nurse Camp
On the last day of Nurse Camp
N=24

“The Muse”

- Jessica Havens, Camper to OR Nurse
- Jessica attended Seattle Children’s Nurse Camp
- She decided this is what she wanted to do with her life
- After college Jessica came back to Children's to begin her career
- [https://www.themuse.com/companies/seattlechildrens/people/jessica](https://www.themuse.com/companies/seattlechildrens/people/jessica)
Nurse Camper Spotlight-2016

“Seahawks announce the week one CenturyLink high school athlete of the week” – Seahawks.com

• “The Seattle Seahawks announced Sarah Sparkmon of Bonney Lake High School as the week one CenturyLink High School Athlete of the Week. Sarah aspires to be a nurse and has shadowed multiple nurses and recently participated in a week-long in-depth nursing camp at Seattle Children’s Hospital.”


Diversity Senior Practicum

Senior Practicum Placements

• SP Requests: 125-130/year
  • Spring requests: 60-70
  • SP Placements: 115/year
  • Spring highest: 50-55
  • Diversity SP placements align with Diversity External Pipeline Goals
Diversity SP Requirements

- Underrepresented minority background
- Must commit to 2 extra shadow days on “hard to hire” units
- Commit to sharing learnings and provide feedback to up to two members of the Diversity Senior Practicum Committee

Process

- Application Form
- Resume
- At least one letter of recommendation from faculty
- Short personal narrative
  - Interest in pediatrics
  - Why diversity is important to nursing
  - Plans for post graduation

Diversity Students - 2016

- Developed partnerships with Medical and Surgical Units to add 2 more placements
- Received 3 applications
- Added one more placement on Cancer Unit
- Total of 3
2016 Learnings

- Acceptance/inclusion
- Our processes needed refinement
- None were hired (2 applied)
  - One only wanted ICU, applied at adult hospital
  - Needed better vetting
- 2 were ADNS
  - Hiring managers needed better communication

Diversity Students - 2017

- Received 10 applications
- Medical and Surgical
- Added 4 more units
- Total of 6

2017 Learnings

- Acceptance/inclusion
- Use of interpreters
  - Procedures/care plans/rounding use high
  - Day to day conversation not routinely used
  - Potential for feelings of isolation for families/patients
- 2017: 4/6 were brought back for job interviews
  - 3 offers, 1 on wait list
  - Communication with HR imperfect, needs improvement
Future

- Expand to summer quarter 2018?
- Add other units?
- Track employment
- Work with HR and hiring managers

Diverse Professional Nursing Organizations

Specialty Nursing Organizations

- AAMN: American Association for Men in Nursing
- AAPNA: Asian American/Pacific Islander Nurses Association
- NAANA: National American Arab Nurses Association
- NAHN: National Association of Hispanic Nurses
Specialty Nursing Organizations

- NANAINA: National Alaska Native American Indian Nurses Association
- NBNA: National Black Nurses Association
- NCEMNA: National Coalition of Ethnic Minority Nursing Associations
- PNAA: Philippine Nurses Association of America

How Can You Network?

- Contact local diverse nursing professional groups
- Provide speakers, educational collaboration
- Elicit members to help with initiatives such as nurse camp volunteers
- Do they offer scholarships?
- Ask staff to join
  - Help with dues?
Diversity Organizations

- Rainier Scholars
  [https://www.rainierscholars.org/about-us/](https://www.rainierscholars.org/about-us/)
- Western WA NAHN
  [https://www.wwahn.org/](https://www.wwahn.org/)
- Mary Mahoney Professional Nurses Organization

Other

- University of Washington
- Seattle Pacific University
- Seattle University
- Bellevue College (ADN)
- Heritage University
- Puget Sound Skills Center

Heritage University

- Non-profit independent school located in Toppenish WA on the Yakama Nation Reservation
- 795 Undergraduate and 297 graduate students
- Provides under-represented students the chance to earn a 4 year degree
  - 98% receive financial aid
  - Free tutoring 24/7
Heritage University

Heritage University Diversity

- 69% Hispanic/Latino
- 7% reporting as Native American/Alaskan Native
- 1% Asian
- 1% Black/African American
- 16% White
- 2% Two or more races
- 2% Unknown
- 2% Nonresident alien

Children’s and Heritage Partnership

- 2015-2016: Informal partnership was formed
- Students attended multiple nursing conferences
- 2016: Affiliation Agreement finalized
- Children’s Nurse Camp Volunteers
  - 2016 & 2017
- Summer 2017: Clinical Rotations started at Children’s
Other Schools

• U of Washington – Nurse Camp and Diversity program
• Seattle Pacific U – 10% freshman direct admits to nursing (diversity part of criteria)
• Seattle U, WSU, Northwest U – Diversity programs
• Bellevue College – High number of diverse students

What Can You Do?


Strategies for Your Organization

• In small groups, develop ideas that your organization can take to increase recruitment and retention of diverse nurses
• Take 5 minutes and then report out
Retention

Retention Strategies

• Equity, Diversity, and Inclusion Training
• Inclusion Network/Employee Group:
  • Provides forum to increase connectedness and engagement
  • Promotes appreciation, empowerment and ownership
  • Fosters personal and professional development
  • Cultivates leadership
• New Nurse Support Group

EDI Training

• Common language for equity, diversity, and inclusion
• Historical context of equity, diversity, and inclusion
• Roles of privilege and oppression in systems and institutions
• Interplay of “isms,” (racism, sexism, ageism...)
• Application of equity lens (viewing policies with marginalized or diverse individuals or groups)
Results from Diversity Work

Children’s Diversity Work

- Availability of diverse workforce helps drive target
  - Target of overall diversity: 24.6%
  - Results as of 4/17/17: 26.2%

Children’s Diversity Work

- 2017 Nursing Diversity placements at or greater than annual availability target
  - Target: 23.4%
  - Results: 24.1%
Other Suggestions

Think “Outside the Box”

• Nurture CNAs and MAs to further their careers
• Diverse nurses mentor nursing students
• Nurse leaders mentor HS students to graduate
• Visible role models: Diverse Leaders/Educators?
• Host diverse student associations?
• Sponsor a Girls Scout Troop

Think “Outside the Box”

• Academic support services (i.e. study, writing, communication skills)
• Promote the organization as a great place to work for diverse employees
• Work with volunteers to connect with MS, HS, College students
Think “Outside the Box”

- Participation in faith based organizations:
  - “Parish Nurses”
- Partner with the Urban League
- Provide scholarships?
- Work with Cope Health Scholars?
  [Link: https://copehealthscholars.org/]

Finally:

Nothing is impossible, the word itself says ‘I’m possible”
— Audrey Hepburn

Thank You!

Leslie R. Harder, MN, RN-BC
Director, Nursing Professional Development
[Email: leslie.harder@seattlechildrens.org]
[Phone: 206-987-6282]
References


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