

EXECUTIVE SUMMARY

While best practices in strategic diversity leadership and cultural competence in patient care have been identified through evidence-based research, the linkages between best practices and organizational and patient outcomes have not. This knowledge gap is consequential not only because of changing demographics, but because of the unique diversity imperatives in healthcare: the under-representation of women and minorities in leadership and professional positions; persistent racial disparities in health and healthcare; and overall quality issues that increase the cost of healthcare and risk patients' lives.

The NCHL Diversity Leadership Demonstration Project will measure the impact of improved culturally competent healthcare leadership on patient safety and other balanced scorecard measures. The demonstration project will use a formal, phased, comprehensive diversity competence leadership approach and focused management intervention and evaluate performance metrics at the individual, group, and organizational levels.

A nationally recognized advisory council of academic and practitioner thought leaders in diversity and cultural competence and NCHL's Research and Evaluation Advisory Council are serving as advisors to the research. The Program will include a baseline of individual and team leadership assessments, diversity and strategic human resources organizational structures and processes, organizational performance measures. An NCHL Organizational Diversity Leadership Coach will work with each site to implement targeted interventions to address gaps in performance.

The project is grounded in the NCHL Leadership Development System—a systems approach to leadership development and organizational competence. This demonstration project extends NCHL's conceptual framework to diversity and cultural competence and is predicated on the belief, and supported by the literature, that sustainable change to value diversity and cultural competence must be a systems change.

CRITERIA FOR PARTICIPATION

Up to four healthcare systems will be selected to provide an intervention hospital and a control hospital for the demonstration. The control hospitals will not participate in the interventions. The criteria for the participating health systems are provided below.

- Commitment of system CEO, hospital CEOs, board, executive human resource officer(s), and a dedicated project manager with responsibility for cultural competence/diversity
- Willingness of the site to provide a control hospital that will participate in the assessment process only, and an intervention hospital that will participate in all phases of the project
- Readiness for change to improve the cultural competence of the leadership team and organization
- Commitment to implement the cultural competence/diversity infrastructure and to set quantitative targets and timetables for improving leadership performance

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- Willingness to invest \$25,000 per year for two years to participate in the demonstration project
- Participation in individual, team and organizational leadership assessments and self-reflection of values and behaviors around cultural competence and diversity at all levels of the system, including the system executives and experimental hospital, as appropriate
- Willingness to implement leadership development and cultural competence/diversity interventions agreed to by the Leadership Diversity Advisory Committee and recommended by the Organizational Diversity Leadership Coach, based upon site specific needs
- Willingness to implement management processes for continuous improvement
- Willingness to share data (anonymously) and to compare data to national benchmarks on leadership and cultural competence performance
- Willingness to share aggregate results with the healthcare field
- Willingness to provide NCHL with the required baseline and background information

OVERVIEW OF ROLES

Below is a matrix that provides an overview of the assessment and intervention process for the intervention hospital compared to the control hospital.

	INTERVENTION	CONTROL
Orientation, Interviews, Focus Groups, Analysis, and Feedback Report	X	X
Pre/Post Individual and Organizational Assessments and Reports <ul style="list-style-type: none"> ▪ Administration and Feedback Reporting ▪ Review and Interpretation 	X	X
Diversity Coach (.25 FTE) <ul style="list-style-type: none"> ▪ Feedback, Team, and Executive Coaching ▪ Diversity Leadership Planning ▪ Organizational Coaching 	X	-
Learning and Organizational Development Interventions <ul style="list-style-type: none"> ▪ Three or more days diversity development training (executive-level down through frontline of intervention nursing unit), as needed ▪ Other organizational development interventions are included in work of the diversity coach 	X	-

FOR MORE INFORMATION ABOUT THE DIVERSITY LEADERSHIP DEMONSTRATION PROJECT, PLEASE CONTACT:

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