

Executive Summary:

Presbyterian Hospital of Plano (PHP) received data from the U.S. Census Bureau, which identified that, in 2002, 27 percent of the community population represented a minority culture or ethnicity. According to population projections for future years, this number is expected to increase considerably. As a not-for-profit, faith-based, community hospital, PHP places a great importance on the hospital being reflective of the community, as an employer as well as a health care provider. For this reason, PHP has implemented a variety of diversity initiatives, including hosting an annual celebration for Multicultural Day, requiring diversity training for all new employees, developing a patient-centered menu and food service, and recognition of employees, physicians, and volunteers who contribute to the organization and community's diversity initiatives.

In addition to these initiatives, employees of PHP created a Diversity Action Team (DAT) in May 2003. The multidisciplinary team meets monthly to establish clear goals and programs that will help the hospital create a culture where diversity is celebrated and people feel comfortable regardless of their ethnicity, cultural background, religion, etc. Although the Diversity Action Team (DAT) is still in an early stage of development, the combination of its initial efforts and the organization's existing diversity initiatives have helped the organization to achieve its goal of a 24.7 percent of diverse individuals employed within management and the hospital's professional staff.

Organization Size: 231 beds

Program/Initiative Description

Diversity Action Team: In response to an increasingly diverse community population, employees at Presbyterian Hospital of Plano established a Diversity Action Team (DAT). Although the hospital already had a diversity initiative, the DAT was established to help the organization create a diversity action plan, including the end goal of a culture where people feel comfortable no matter what ethnicity, cultural background, or religion they represent. The DAT is a multidisciplinary group that meets monthly for an hour and a half. In January 2004, the team took part in a planning retreat, and has begun implementing its goals for 2004. The team is also working to identify whether there are additional opportunities to measure the effectiveness of the diversity action plan.

In addition to establishing the Diversity Action Team, the hospital has implemented a number of programs to improve its focus on diversity toward five

key stakeholder groups: employees, physicians, patients, board members, and the community. Some of the initiatives that Presbyterian Hospital of Plano has implemented include:

- Celebrating Multicultural Day, including a stage where individuals from many different cultures perform different talents, such as classical dances, songs, or choirs. The day includes about two hours of entertainment as well as employee volunteer booths serving foods representing different cultures. The event also begins with a prayer recited in several different languages by hospital employees.
- Assisting a Texas Health Resources recognition program, called the Mosaic Pin. The program allows employees, physicians, and volunteers to be recognized for their contributions to the community and diversity. Candidates are nominated by their co-workers.
- Publishing an article about diversity in the monthly employee newsletter.
- Striving to provide resources and education in monthly meetings about existing and emerging diversity issues.
- Beginning to focus on “culturally competent care,” including identifying a universal definition for the term, and determining how the hospital can support this comprehensive level of care. This process began by including the following question on the nursing assessment form filled out during each patient’s initial assessment: “Do you have any other cultural or religious needs that we need to know as we provide care for you?”
- Providing culturally sensitive meals. Hospital patients order food through the phone, like room service at a hotel. If a patient wants something that is not on the menu, the hospital staff finds a way to provide that food to the patient.
- Ensuring that policies are aligned with any diversity issues that may arise.

Establishment of Program/Initiative:

- Diversity Initiatives: 2002
- Diversity Action Team: May 2003

Racial or Ethnic Disparities Problem the Program/Initiative Was Designed to Address

- Based on recent census data collected, Presbyterian Hospital of Plano identified that 27 percent of the community’s population represents diverse cultures.
- The hospital was not addressing the cultural needs and beliefs of these different populations as much as it needed to, in both its employee and patient population.

Major Objectives

- Infuse the organization’s culture with greater acceptance and enrichment of diversity.
- Provide culturally competent care.

- Create a hospital workforce comprising the same diversity represented in the entire community population (27 percent non-Caucasian).

Significant Results

- The hospital's goal was to have 25.7 percent of its management and professional services employees represent a racial or ethnic minority; in 2003 that number was 24.7 percent.
- Patient satisfaction surveys return with a large portion of comments about the hospital meeting particular patients' cultural needs, from translators to food service.

External Partners in the Program/Initiative

- Texas Health Resources, the parent company of Presbyterian Hospital of Plano
- Community organizations, including the Plano Economic Development Group and local schools, when performing community outreach programs

Limitations or Problems Encountered

- Lack of understanding by the hospital employees and management about what diversity really is and how to address many of the emerging issues.
- When new issues do arise, management and employees are often unsure how to address them, such as employee conflicts about the war in Iraq. Texas Health Resources, the hospital's parent company is creating education modules on issues related to diversity that the hospital hopes will help address many of the issues they aren't yet prepared to address.

Estimated Cost of the Program, To Date:

- Multicultural day: \$5,000/year
- DAT retreat (in 2004): \$1,000
- Monthly DAT meetings: hourly wages for team members as well as refreshments
- Funding for specific DAT projects, programs, and goals will be provided as necessary, within reason

Advice to Other Organizations That May Want to Start a Similar Program: In addition to fulfilling the mission of most not-for-profit hospitals, creating diversity initiatives make solid business sense.

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