



Equity, Diversity & Inclusion in Healthcare Engineering

Midwest Healthcare Engineering Conference 2022



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Session Content

- ▶ This interactive session will address the need to bring awareness to unconscious biases and opportunities to recognize and embrace workforce diversity. Topics will include how activities such as mentoring and educational programs can strengthen our field and enhance succession planning efforts, and how a hybrid workplace has impacted the momentum of inclusion and diversity. The goal is to share experiences, concerns, and strategies to create a diverse work force to engage and retain the best and brightest talent and identify ways ASHE chapters can support these goals.

DISCLAIMERS AND GROUND RULES

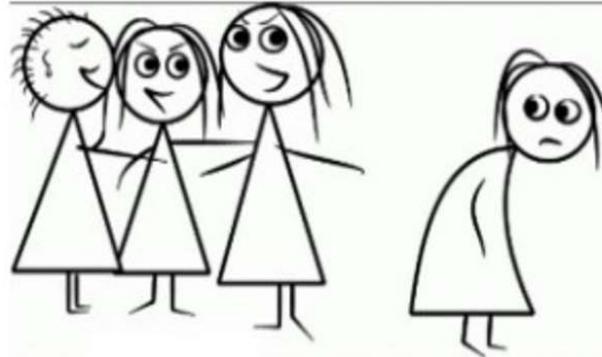


Disclaimers

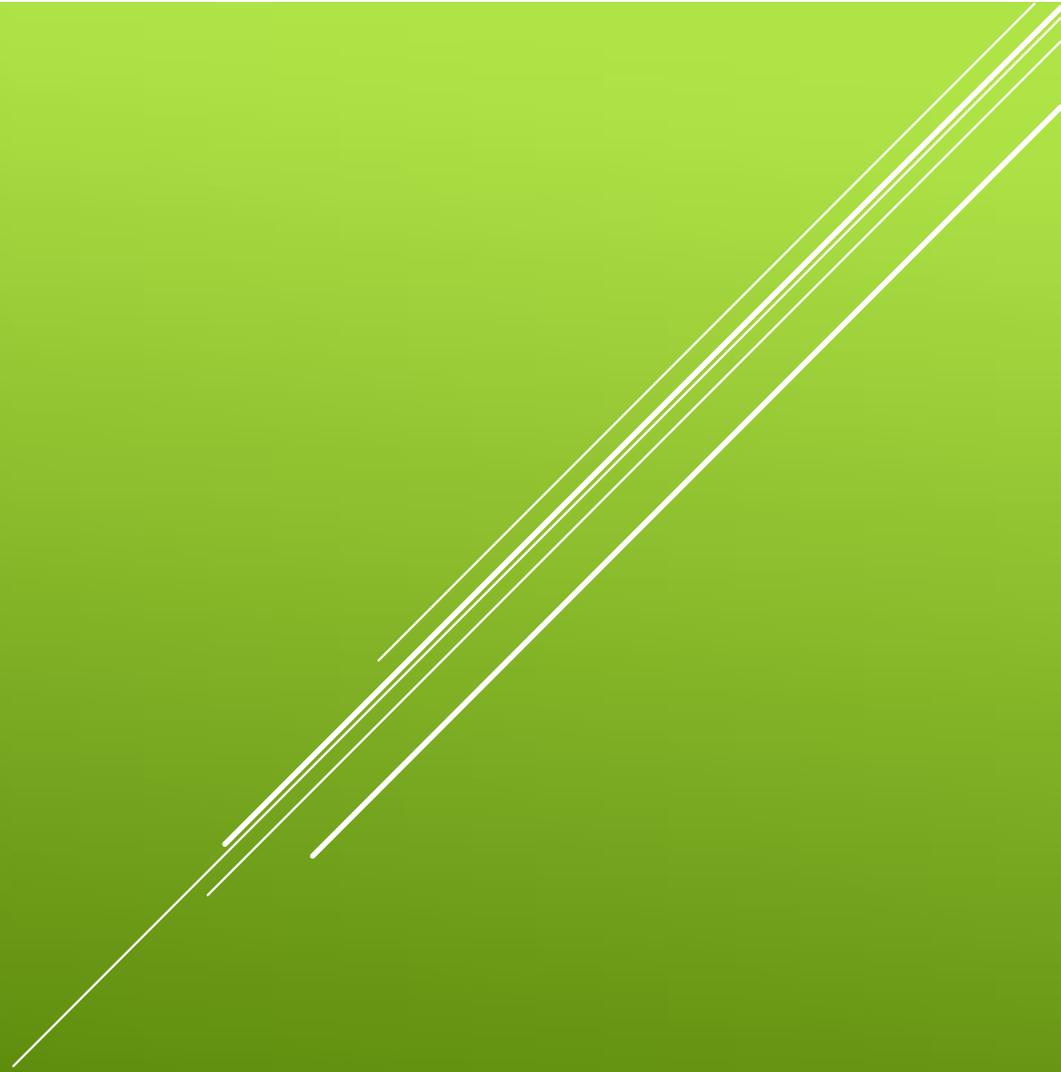
- ▶ I am a female- and I identify as one
- ▶ I am a Professional Engineer- I usually identify as one
- ▶ I am not an expert in equity- I just work here
- ▶ I am not owed anything
- ▶ I have my own opinions- and a lot of them
- ▶ These opinions are mine and may or may not be consistent with yours or with any organization I belong to, associate with or for whom I work
- ▶ Even though I like to think I am always right, there are not necessarily any right or wrong answers regarding this topic

Ground Rules

- ▶ Everyone is entitled to their opinion
- ▶ You are not wrong, I am not wrong
- ▶ No guilt, shame, or blame
- ▶ Honesty is the best policy
- ▶ We are not going to tell war stories (save those for the social hour)
- ▶ We are going to discuss our perceptions, understandings and misunderstandings, strategies and goals
- ▶ We are not going to achieve World Peace in an hour



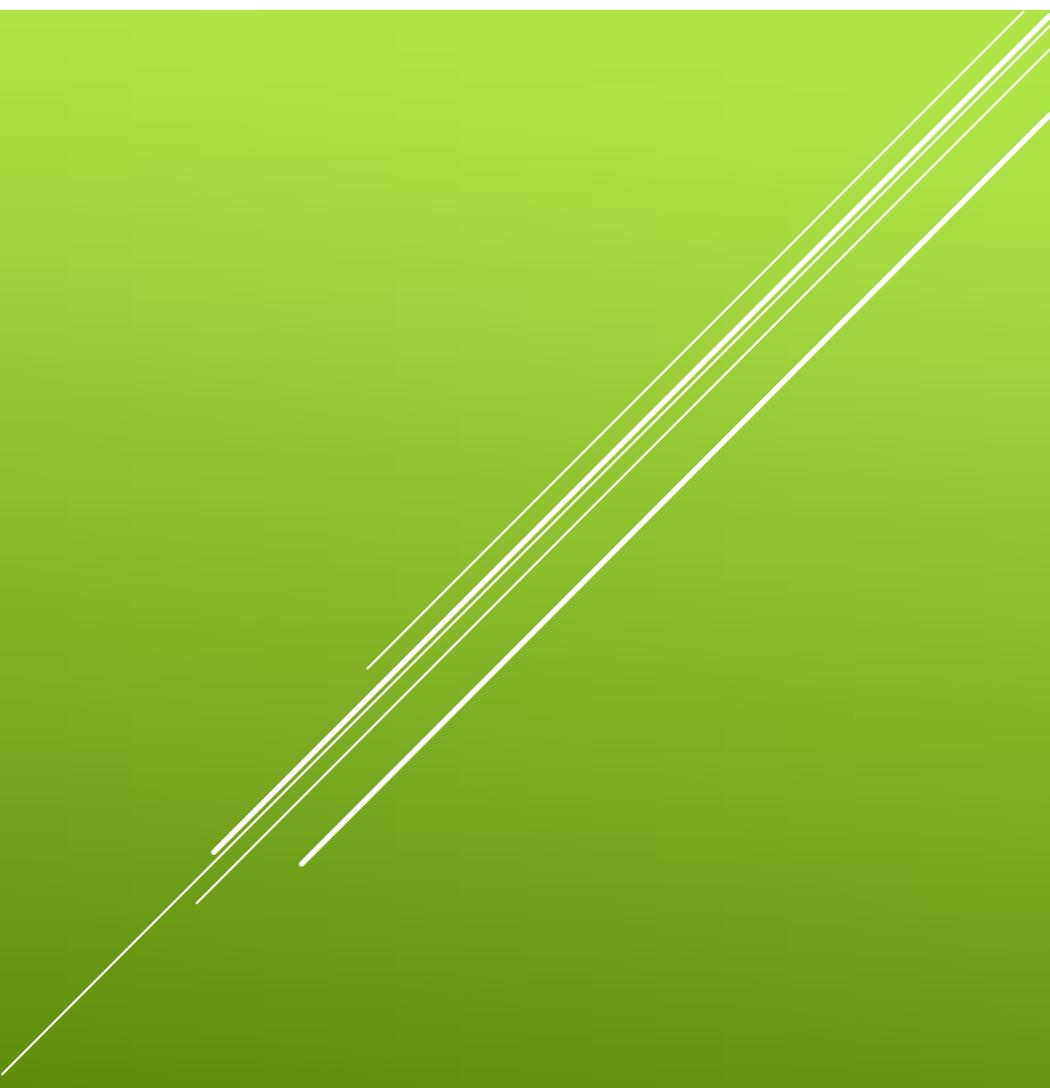
SESSION STRUCTURE



Session Structure

- ▶ Share a few definitions
- ▶ Share a few statistics
- ▶ Ask a few questions
- ▶ Discuss amongst yourselves in small groups with some fabulous leaders of our industry
- ▶ Report back to the full group
- ▶ Follow up
- ▶ Make a difference

DEFINITIONS



Equity:

noun | eq - ui - ty | 'e-kwə-tē

- ▶ justice according to natural law or right; specifically : freedom from bias or favoritism
- ▶ fairness or justice in dealings between persons

**Merriam-Webster*

Equality:

noun | equal - i - ty | 'i-'kwä-lə-tē

- ▶ the quality or state of being equal
- ▶ the quality, fact, or state of being equal

**Merriam-Webster*

Equity \neq Equality



Unconscious (Bias):

- ▶ the part of mental life that does not ordinarily enter the individual's awareness yet may influence behavior and perception or be revealed

Implicit Bias:

- ▶ a bias or prejudice that is present but not consciously held or recognized
- ▶ First known use of the term implicit bias: 1925 *Merriam-Webster

EDIB

E: Equity

D: Diversity

I: Inclusion

B: Belonging



STATISTICS

The image features a solid green background. On the right side, there are several thin, white, parallel lines that start from the bottom and extend towards the top right corner, creating a sense of motion or data flow.

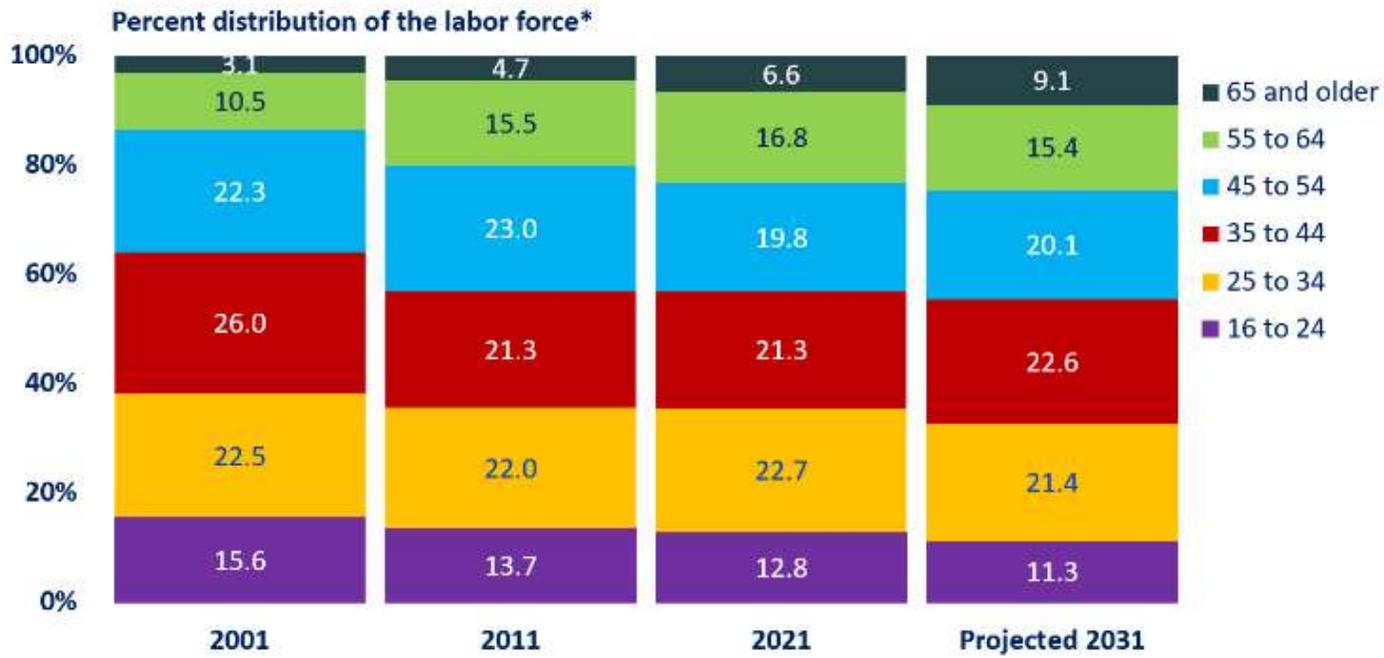


#WHEREAREOURSTATISTICS

#STATISTICSOUTOFCONTEXT

2021

Labor Force % by Age



*Data may not sum to 100 percent because of rounding

<https://www.bls.gov/emp/graphics/labor-force-share-by-age-group.htm>

2021

Labor Force Statistics

U.S. Department of Labor

Industry	Percent of Total Employed									
	Women		White		Black or African American		Asian		Hispanic or Latino	
	2017	2021	2017	2021	2017	2021	2017	2021	2017	2021
Construction	9.1	11.0	88.8	87.9	6.1	6.3	1.9	2.1	29.8	32.6
Architectural, engineering, and related services	24.4	27.1	84.6	85.3	5.8	4.7	7.0	8.0	8.9	10.2

<https://www.bls.gov/cps/cpsaat18.htm>

2015

Healthcare Executive Diversity

	Men				Women				All			
	Black	White	Hispanic	Asian	Black	White	Hispanic	Asian	Black	White	Hispanic	Asian
CEO	20%	32%	25%	9%*	8%	14%	11%	11%*	14%	22%	20%	9%*
COO/Sr. VP	16%	19%	19%	17%	11%	18%	19%	13%	13%	18%	19%	15%
VP	23%	20%	13%	18%	20%	22%	19%	8%	21%	22%	16%	13%
Dept. Head	30%	16%	31%	36%	36%	31%	31%	38%	33%	25%	31%	37%
Manager	2%	3%	1%	5%	7%	4%	6%	7%	4%	3%	3%	6%
Dept. Staff	8%	6%	8%	12%	18%	8%	11%	18%	13%	7%	9%	15%
Consultant	0	1%	1%	3%	0%	2%	3%	4%	0	2%	2%	4%
Other	1%	3%	1%	1%	0	1%	0%	2%	1%	2%	1%	1%

2015

Healthcare Executive Belonging

	Black	White	Hispanic	Asian
The amount of job security I have	74%	78%	78%	78%
The amount of pay and fringe benefits I receive for what I contribute to this organization	58%	68%	67%	64%*
The sanctions and treatment I receive when I make a mistake	64%	74%	71%	70%*
The degree of respect and fair treatment I receive from those who supervise me	76%	82%	82%	83%*
The degree of respect and fair treatment I receive from the employees I supervise	87%	92%	90%	88%
The amount of independent thought and action I can exercise in my job	81%	86%	87%	85%
Overall, how satisfied are you in your present position	78%	84%	86%	82%

* Chi-square significant $p < .05$

2022

Racial Equity

Perception of how important it is for companies to promote racial equity in the workplace, by Race/Ethnicity

(% Very/Somewhat Important)



<https://justcapital.com/reports/americans-agree-that-advancing-racial-equity-starts-with-paying-a-fair-wage/>

2022

Gender Representation

REPRESENTATION IN THE CORPORATE PIPELINE BY GENDER AND RACE⁷

■ MEN ■ WOMEN

% of employees by level at the start of 2022



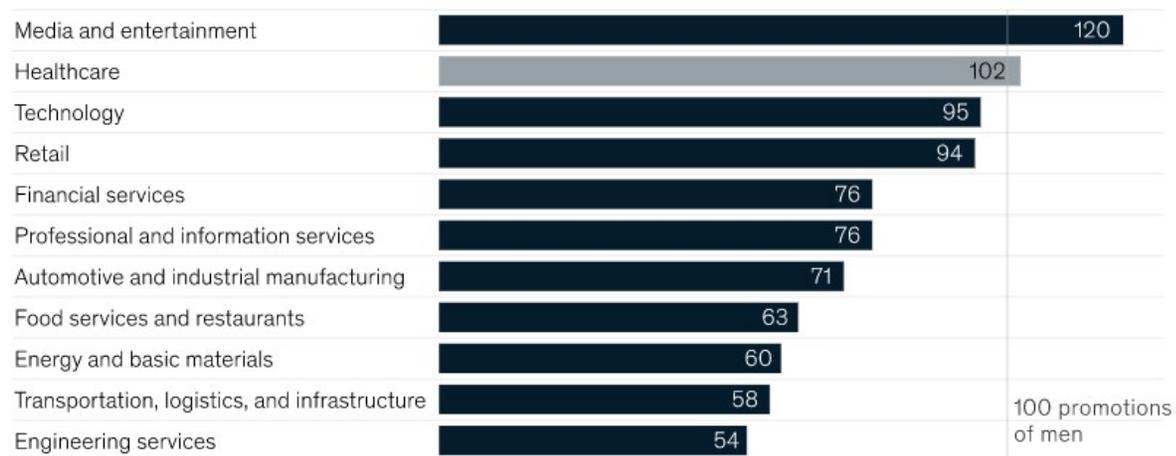
<https://leanin.org/women-in-the-workplace#!>

2018

Promotion Rate Gaps

There is no gender gap in promotion rates in healthcare, unlike in many other industries.

Number of women promoted for every 100 promotions of men¹

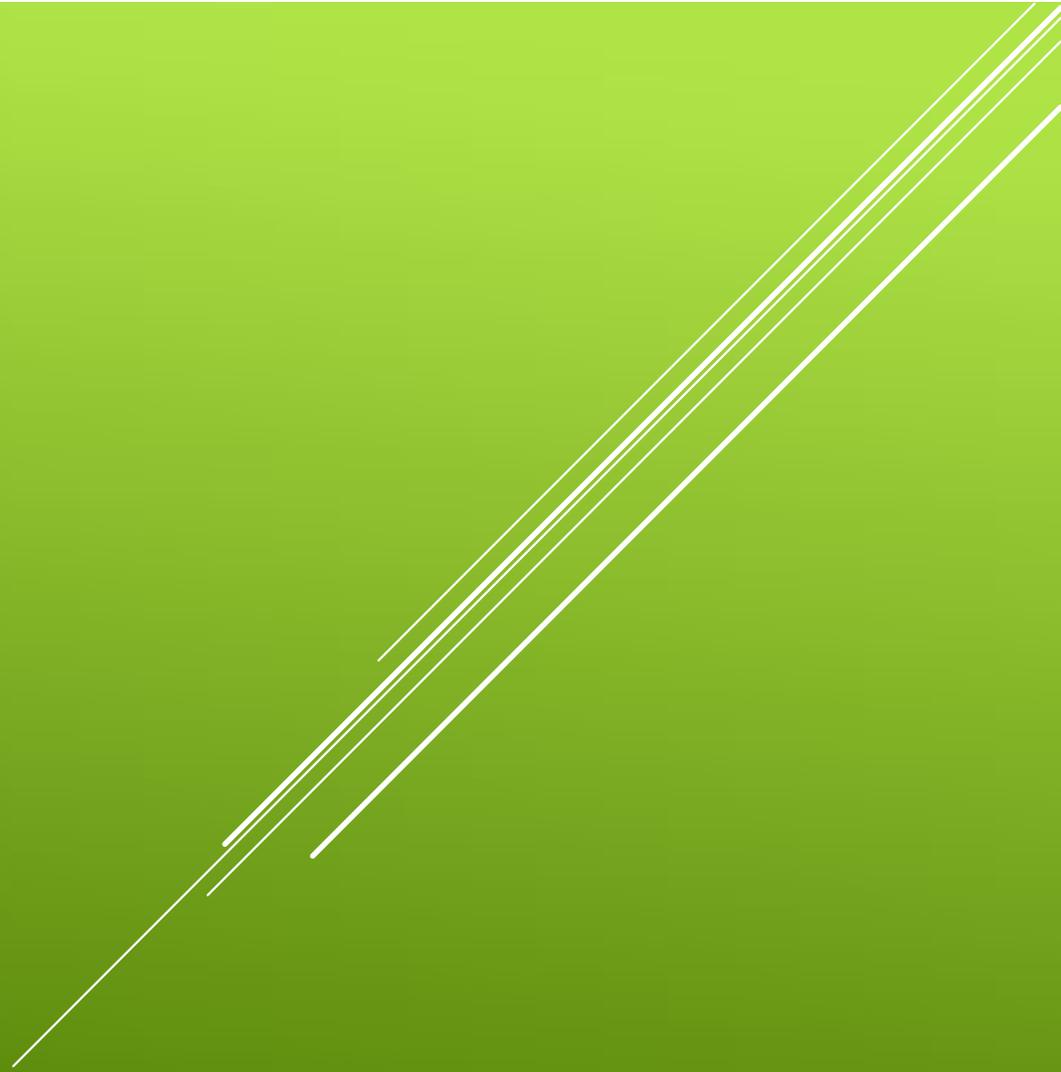


¹100 equals parity.

Source: *Women in the workplace 2018*, a joint report from LeanIn.org and McKinsey, womenintheworkplace.com

McKinsey
& Company

PERCEPTIONS



Look Around

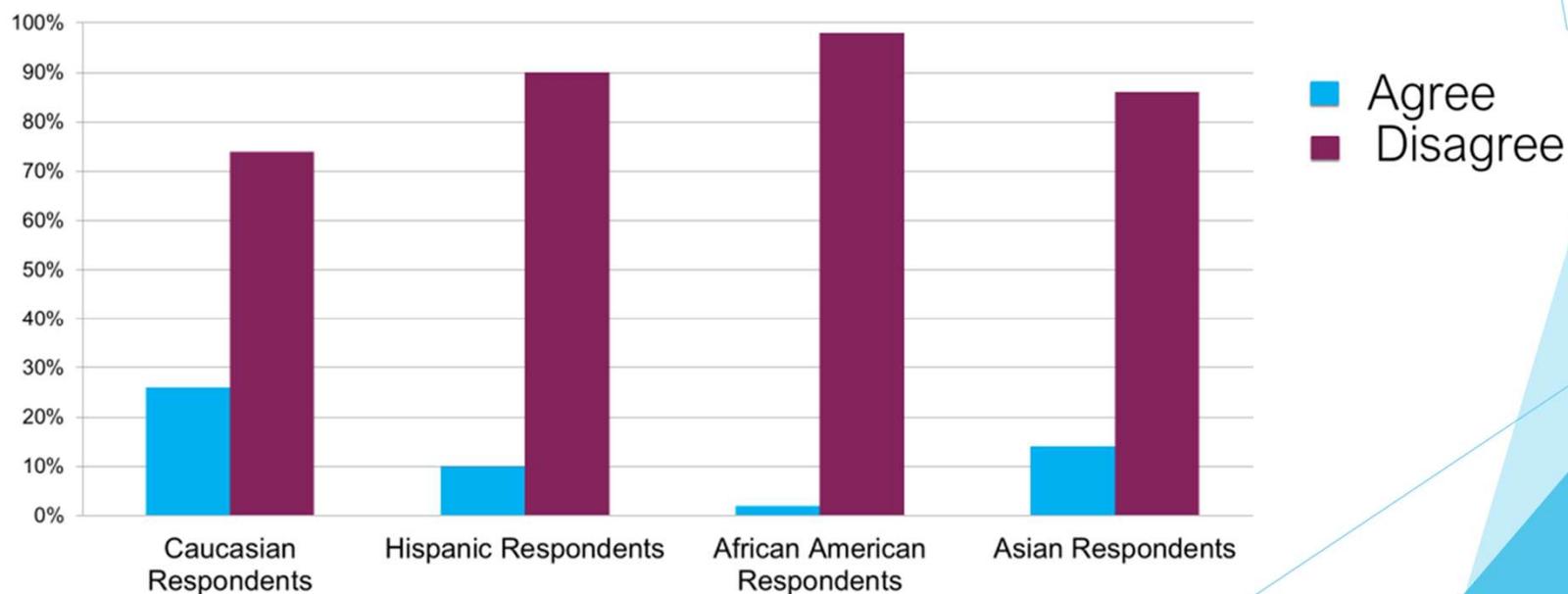


Keep Looking



Perceptions of Change

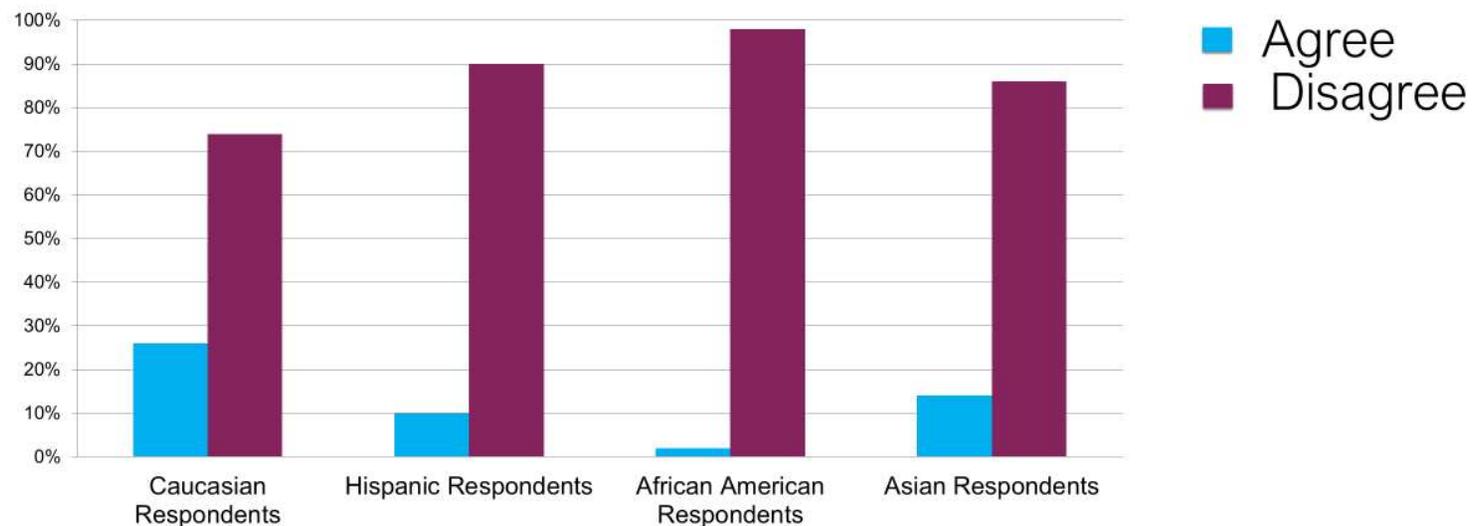
Question: Healthcare organizations have been effective in closing the diversity leadership gap over the past five years.



Closing the Gap in Healthcare Leadership Diversity: A Witt/Kieffer Study (2015)

Perceptions of Change

Question : Minority executives are well-represented today in healthcare management teams.



Closing the Gap in Healthcare Leadership Diversity: A Witt/Kieffer Study (2015)

YOUR FACILITATORS
FOR TODAY





Skanda Skandaverl
Division Director |
Facilities Mgmt PD&C
Midwest Division
CommonSpirit Health
[ASHE President-Elect](#)



Julie E. Clark, ESMHL
Marketing Manager,
Accu-Tech Corporation



Melissa McCain
President, Indiana Society for
Healthcare Engineering
Portfolio Manager - Contracts
Capital Equipment &
Purchased Services
Supply Chain Operations
IU Health Integrated Service
Center



Todd Begeman
Eaton Account Executive,
Healthcare & Institutions



Leigh P. Harrison
Principal,
HGA Architects and Engineers

QUESTIONS FOR TODAY'S DISCUSSION



Question 1

Unconscious bias: Where have you seen unconscious bias in the workplace, interview process, promotion process, opportunities?

Question 2

EDIB – as we work toward real equity how do we continue to make people feel they belong?

Question 3

How does a hybrid work environment help or distract from EDIB and mentoring?



Question 4

EDIB and succession planning:
What have you seen done well for
mentoring and furthering
educational opportunities?



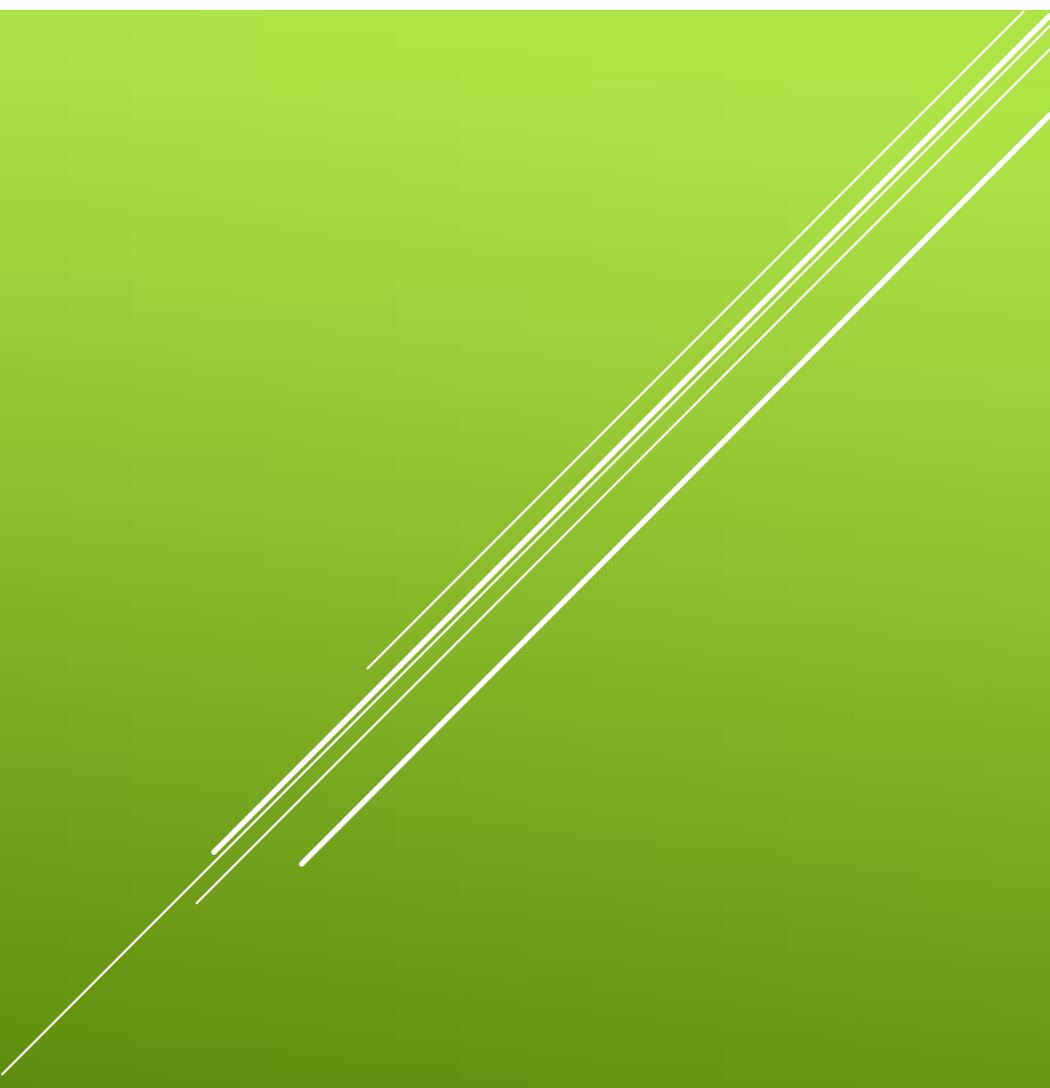
Question 5

EDIB at the local ASHE level: Are you aware of the EDI initiatives in your local chapter and have you seen any shifts? What do you want to see done in your local chapter?

5 Big Questions

1. Unconscious bias: Where have you seen unconscious bias in the workplace, interview process, promotion process, opportunities?
2. EDIB – as we work toward real equity how do we continue to make people feel they belong?
3. How does a hybrid work environment help or distract from EDIB and mentoring?
4. EDIB and succession planning: What have you seen done well for mentoring and furthering educational opportunities?
5. EDIB at the local level: Are you aware of the EDI initiatives in your local chapter and have you seen any shifts? What do you want to see done in your local chapter?

REPORT OUT

A decorative graphic consisting of several parallel white diagonal lines, slanted upwards from left to right, set against a green background. The lines are located in the lower right quadrant of the image.

Question 1:

Unconscious Bias: Where have you seen unconscious bias in the workplace, interview process, promotion process, opportunities?

- Use of “guys” for a group – is it okay?
- Still see evidence that males see as decision makers (even oldest man).
In a group meeting setting, people still look to males (sometimes the oldest male) as the ultimate decision maker.
- Is our workspace safe to speak truth on how you feel (Fear of what is being perceived)
- Leadership criticism is now restrained. If a leader feels necessary to offer a critique, they feel restrained/limited on what they should be saying
- Interview process questioning MEP & AE. Minority A/E firms not getting a fair shake during interview process for a project.
- First impressions still exist: Racial, gender, age, tattoos, hair Implicit Appearance Bias on First impressions still exist and can be hard to overcome.
- Experience gap (result) between mentors & mentees (when there isn't a role model that “looks like you”). As a result of a lack of diversity in leadership, our workforce doesn't always have an available pool of mentors “best suited” to guide mentees.
- Assumption for women at home making them not promotable. Our group still sees evidence that women with children are missing out on promotions because the hiring managers are concerned with how they will still be needed in the home.
- Quantity over quality (number of years compared to work output and effort).
- More important today on how we say things not just what we say
- Willingness to Receive helpful correction / critique is not always prevalent
- Interviewing millennials raises internal questions sometimes.
- Productivity bias toward hybrid workers.

Question 2

As we work toward real equity how do we continue to make people feel they belong?

- Training
- Ownership (responsibilities)
- Feeling Trusted
- Being valued, feeling valued in the workplace and in the team setting
- Given tasks, projects, opportunities to succeed
- Seek input from all groups and levels within an organization (diversity of thought)
- Be intentional building teams. Seek input when selecting individuals for projects.
- Celebrate wins and provide recognition at all levels
- Leadership support
 - Teambuilding activities
 - overcoming adversity
- Common goals bring people together (credentials, break down silos and combine the conversation)
- Performance evaluation versus encouraging and mentoring
 - “ Yes, and” (meaning both have a space)
- Build community

- Team Lunches
- Volunteer opportunities
- Seasonal parties
- Team events
- Be mindful of what events are planned. Some folks may not drink, may not hunt etc. and may feel outcast by certain “team building” events
- Listen. Ask for feedback and LISTEN when it's given.
- Team building relationships like family
- Building community with “not work” time (ie. Team lunches, etc.)
- Look at Recruiting (industry & ASHE boards) Where and how can we improve?
- Continue Mentorship (informal) build relationships & belonging
- Bounce ideas off of team members conversational day to day interactions
- Create Formal apprenticeship/internships
- Mentorship program with peer mentors (similar tenure, build rapport)

Question 3:

How does a hybrid work environment help or distract from EDIB and mentoring?

- Purposefully mentoring
- Culture shift
- Osmosis of being in the same work space is lost
- Less belonging
- Increased turnover
- Requires strategic engagement
- Intentional planning
- Community engagement
- Sense of purpose – leadership refinement

Question 4:

EDIB and succession planning. What have you seen done well for mentoring and furthering educational opportunities?

- We have not seen anything done well for mentoring and furthering educational opportunities
- However, in our system CommonSpirit Health organization where I work, we have hired an outside company to develop courses and videos so we could train people
- Reach out to high schools and community and talk to the students
- Compare the availability of jobs with a degree versus a trade school, sometimes with a trade school education people will get a better pay.
- Not many places available to train staff to join the healthcare field
- Current staff is overstretched working more with less time to train new people
- No time to have reach out to other communities and organizations and have a collaborative effect to deal with the issue we are facing in the industry.
- Work with community/state for hiring people
- ASHE and local chapters should take the lead to address the issues. We should have this session in all our conferences so we can brainstorm and explore possibilities to resolve the

issue. Attending local chapter and ASHE conference is important to gain knowledge and build a network that would help.

- Educate the employees and make them feel ownership of the organization. Employees are the greatest asset, and they would reach out the other organizations and communities and bring in good diversity staff.
- Recognize that skill can be taught. Seek for people with good attitude or ability.
- Locations and availability of people in the area sometimes decides the diversity. We cannot apply the same criteria to all places, we need to understand the locations.

Question 5:

EDIB at the local level: Are you aware of the EDIB initiatives in your local chapter and have you seen any shifts? What do you want to see done in your local chapter?

- Great opportunity for improvement
- Struggle with general leadership in chapter – let alone in EDIB
- Focus on pipeline: Brining people into the field (and then the chapter).
- Partner with other professional organizations/schools/veterans,
 - Lots of opportunities now- capitalize on them
- Get with the times – How we communicate, what we offer, etc.
 - It is a whole new world- there are more than just newspapers and carrier pigeons.
- Work/Life Balance (career & chapters)
- Prove our value
 - Recognition
 - Mentorship
 - Education
- Welcoming younger & new career professionals
 - Value their knowledge and insight
 - Sharing information (horizontally not just down)
- Be intentional. Recruit. Don't just choose board, chairs, etc, based on existing relationships
- Personal commitment: Look within before looking out
 - What am I doing to foster EDIB?
 - What are my unconscious biases?
- Identify individuals to mentor and encourage them to look at / grow into opportunities
 - Recognize their gifts
- People don't always have to look different but you need different ideas
- Create safe environment to speak up & contribute
- Partner meetings & events with other professional groups

Overall common themes:

- Mentoring
- Bringing people into our field(s)
- Be intentional
- Look within before looking out