



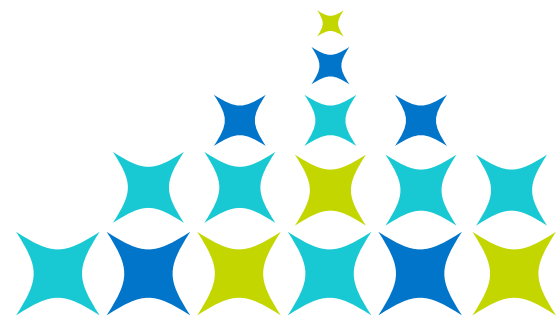
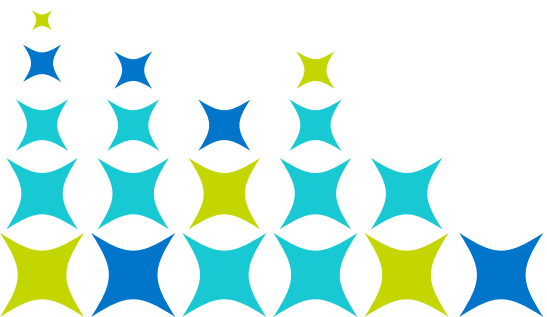
2021 - 2022

**Inclusion, Diversity
& Equity
Impact Report**



Children's
Wisconsin

Kids deserve the best.





Contents

Letter from Peggy Troy and Theresa Jones2

ID&E Strategic Objectives: At Children’s Wisconsin, we are focused on four key strategic objectives relating to inclusion, diversity and equity.

Workforce3

Objective: Increase the diversity of our workforce and leadership with a special focus on traditionally underrepresented populations.

Culture.....7

Objective: Prioritize and elevate the importance of an inclusive, diverse and anti-racist culture.

Health equity.....9

Objective: Advance our steadfast commitment to inclusion and health equity, for the children and families we serve.

Community outreach 11

Objective: Partner with the community to build inclusion, diversity and health equity and to promote anti-racism.

ID&E governance 19

Our ID&E governance structure consists of systemwide leadership, committees, resource groups and teams that work together to develop initiatives to support our strategic objectives.

- Health Equity Committee
- Inclusion Resource Groups
- ID&E Teams



Inclusion, diversity and equity

We're at our best together.

In 2020, we launched our efforts to advance and integrate inclusion, diversity and equity (ID&E) into the fabric of our organization. We knew it would be a journey with new learnings, challenges and opportunities. During the early months of this work, we learned how crucial understanding diversity, being inclusive, and providing equitable care and services are. Our teams learned to work together in new ways, demonstrating our values of Collaboration and Innovation, to meet the variety of needs of our communities.

In 2021-22, our health system had the privilege of serving an increasingly diverse population of kids and families. Those we cared for are racially, ethnically and gender diverse, speak over 92 languages, present with varying abilities and represent a variety of cultures and religions. We live out our patient and family experience promise when we provide care and services that meet the needs specific to each child and family, helping them achieve their best outcomes. We've learned that treating kids equally does not always take into consideration the different needs, capabilities and circumstances of each child and their family. Instead, we must provide care and services that are flexible, adaptable and equitable. This way we can address the needs of the whole child, including social needs and impacts that prevent them from obtaining optimal health.

With this in mind, in 2022 health equity was elevated as a system priority. This work:

- Underscores the importance of a diverse workforce that more closely mirrors the communities that Children's serves
- Calls us to be even more inclusive, and to understand and address the impact that culture, language, gender, sexual orientation, religious beliefs and practices, and health literacy plays in health care and in our daily interactions with kids, families and each other
- Requires us to create welcoming and inclusive environments for our staff so they can be authentic and feel like they belong, and in turn can provide that same experience for those we serve
- Aligns with our continued work to identify and partner with the community to ensure the best and safest care for kids

Throughout this report, you will find great examples of the work underway across the system to achieve our ID&E vision, commitment and objectives. It is being accomplished by committed teams and individuals who intentionally embrace and integrate this work to help us become an inclusive, diverse, equitable, anti-racist and welcoming organization.

Thank you to everyone who contributed to the great outcomes we achieved in 2021-2022. **This is truly at our best together.**

Peggy Troy
President and CEO

Theresa Jones
Vice President of ID&E



Workforce

Objective: Increase the diversity of our workforce and leadership with a special focus on traditionally underrepresented populations.

Diversity matters

Our primary health equity objective is to help kids, families, clients and members have a fair and just opportunity to be as healthy as possible. A diverse workforce is essential to achieving this goal. Our commitment to excellence and delivering high-quality care drives us to recruit top talent that represents a variety of perspectives, knowledge and experience.

Children’s is committed to increasing the diversity of our workforce and using equitable talent practices. We are actively working to diversify our workforce through recruitment, development, engagement and retention efforts to represent all aspects of diversity (ability, age, ethnicity, gender, gender identity, language, military status, neurodiversity, national origin, race, sexual orientation and many other dimensions).

Over the next 5 years (2023-2027), we will measure, monitor and report our progress to increase the diversity of our workforce with special focus on increasing and retaining staff, providers and leaders of color.

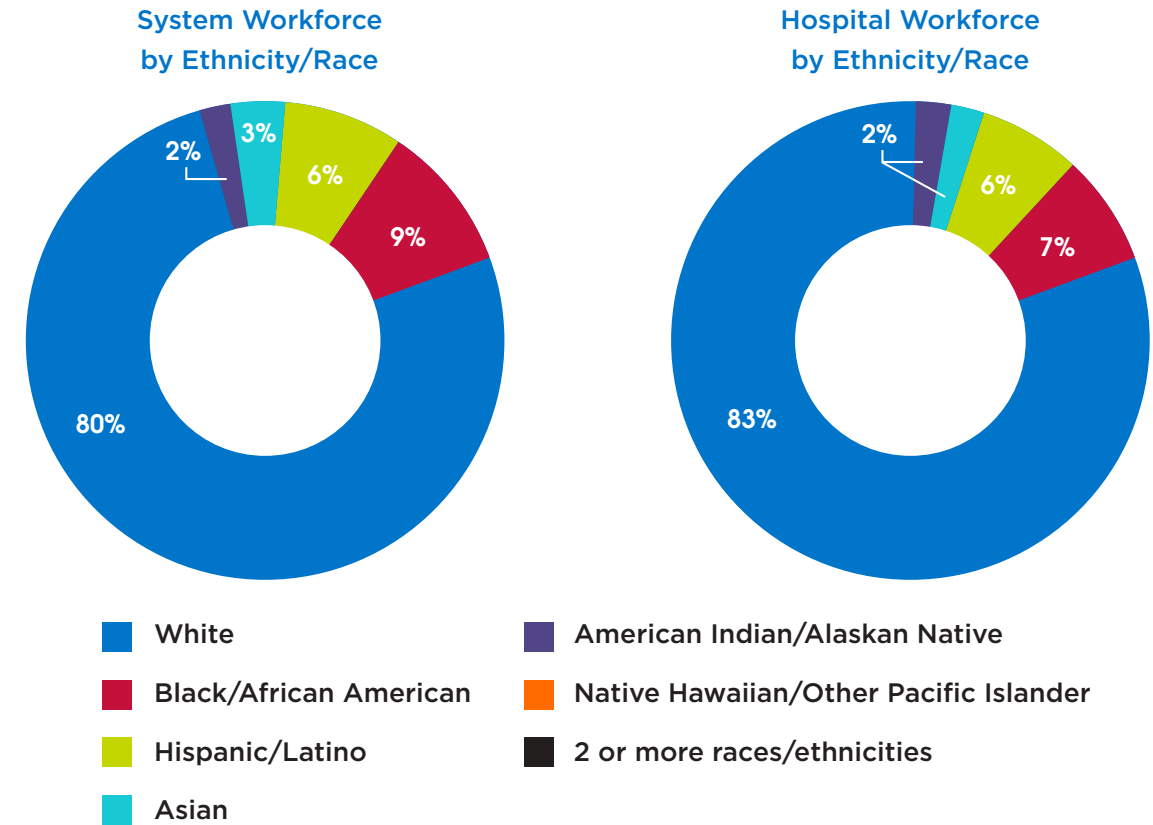
Children’s total workforce racial/ethnic diversity as of end of year 2022 is 22 percent, an increase of 2 percent from 2021. (Refer to the charts on the right.)

Leadership, nursing and professional diversity

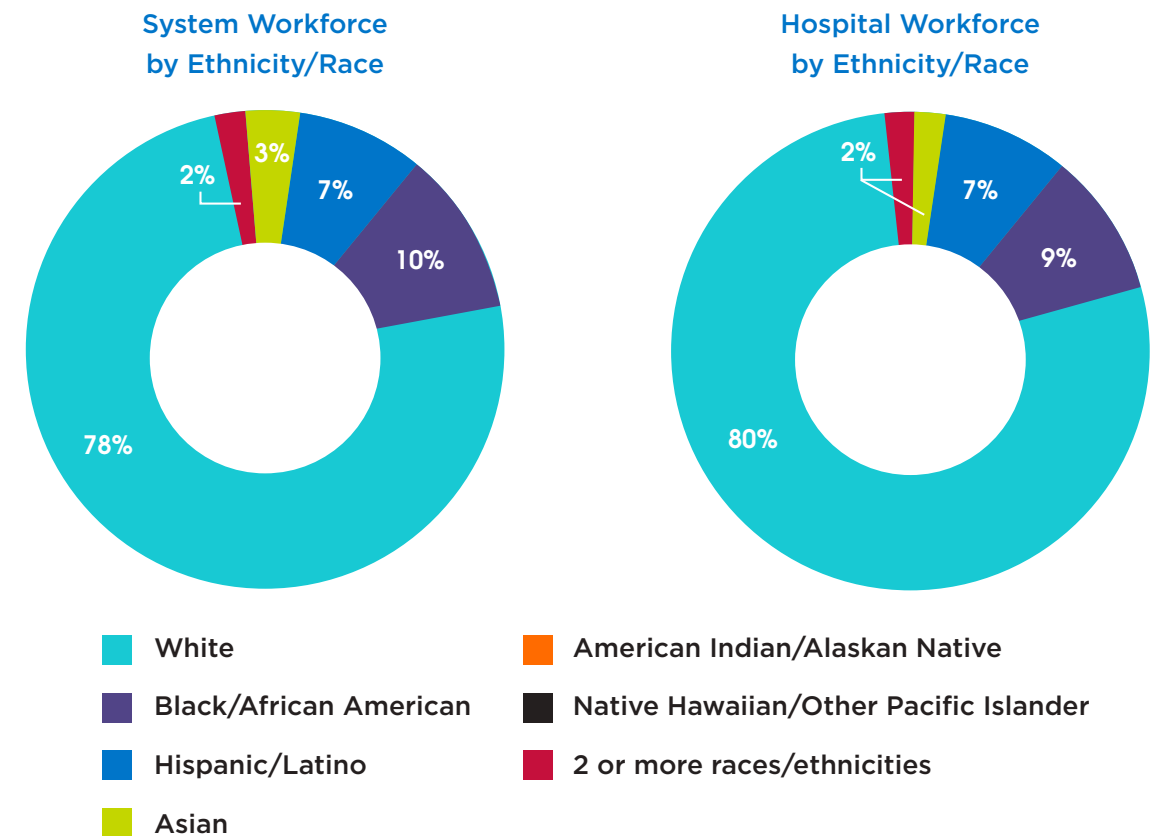
Below are the percentages of people of color in our workforce in leadership, nursing and professional positions for year-end 2021 and 2022. All three categories had increases in racial/ethnic diversity ranging from 1-2 percent. We will continue to focus on increasing racial/ethnic diversity in these categories through 2027.

	People of color leadership	People of color nursing	People of color professionals
2021	10.48%	8.83%	12.82%
2022	12.14%	9.4%	15.10%

2021 System and Hospital Demographic Comparison



2022 System and Hospital Demographic Comparison



Workforce

Partnerships and recruitment

Several new (and some enhanced) diversity recruitment relationships were established to assist in recruiting diverse talent to the organization. These organizations include:

- Hispanic Professionals of Greater Milwaukee
- Greater Milwaukee National Association of Hispanic Nurses
- Milwaukee Chapter Black Nurses Association
- Disability:IN
- National Association of African Americans in HR
- National Association of Hispanic/Latino Healthcare Executives (Milwaukee Chapter)
- Minority Healthcare Professional Organization
- National Association of Health Services Executives (Black/African Americans)

We have also implemented several recruitment strategies to help us diversify our workplace. These efforts include:

- Sourcing diverse candidates through social media
- Establishing and managing relationships with existing and new diverse recruitment community partners
- Recruitment at community events
- In-person and virtual career fairs
- Engagement of IRGs
- Training on unconscious bias for HR professionals
- Internal analysis of recruitment sourcing and four new work plans to increase leadership diversity, total workforce, professionals and nursing were created.



“

In order to continue to fulfill our mission of Wisconsin's kids being the healthiest in the nation, Children's Wisconsin is committed to sourcing, hiring and cultivating diverse talent. Children's recognizes that our purpose and culture benefit from and are strengthened by the diversity of our workforce, and that the diversity of our workforce represents and supports the patients, clients, members and families whom we are honored to serve.

- Cindy Szymanski, Director, Talent Acquisition

”

Workforce Development programs

Our Workforce Development programs are also a key strategy in helping to increase diverse talent at Children's. We continue to provide training programs for graduates throughout the year and continue our established relationships with our on-site Medical Assistant (MA) programs.

- **The Medical Assistant Accelerated Program** is a 10-12 month training program offered by Herzing University to current Children's employees interested in completing their Medical Assistant certification. This is a development opportunity for current employees. Outcome: 80 percent of those hired into this program in 2022 were staff of color.
- **Nursing Assistant Training Program** is offered to individuals interested in becoming a certified nursing assistant. A grant received from MATC and Children's provided support for the program. For several students, this training program is the first step to a long-term health care career. Outcome: 85 percent of those hired into this program were staff of color.
- **Client Service Representative Program** is a contractor-to-hire staffing program. The contractor is able to "try out" the job prior to accepting it. The program provides workplace skills training (health care skills, emotional intelligence and customer services, teamwork and relationship building, SMART goals). It is also an opportunity for individuals to gain work experience that can lead to other careers in health care. The intention of this staffing program is to reduce turnover, which has been accomplished. The Environmental Services Team has used this program successfully for several years (3+ years). Outcome: 52 percent of contractors hired to Children's were individuals of color.

Community partnerships

We have developed multiple community partnerships to help increase the diversity of our workforce. We have partnered with the Boys and Girls Club, Herzing University, All-In Milwaukee and UW-Milwaukee. **Outcome: 100 percent of those hired from our community partnerships in 2022 were individuals of color.**



Culture

Objective: Prioritize and elevate the importance of an inclusive, diverse and anti-racist culture.

We have continued to shape our culture of inclusion by incorporating ID&E into Children's values. In partnership with Organizational Development and Marketing, we revised the language in some of our values definitions and guiding behaviors to include a few key concepts, such as health equity, inclusion, belonging and respect. In addition, our definition of Innovation is now linked to breakthrough ideas and solutions, and we are reinforcing the importance of being good stewards of our resources. With these important revisions, our values now better reflect our commitment to ID&E.

The broad scope of this highly collaborative work throughout the health system is further strengthening our workplace and the ways we serve kids and families. A few highlights include our:

- Health equity education and initiatives
- Balanced scorecard measures for workforce diversity and engagement
- Workforce, leadership and board diversity recruitment and retention goals
- Enhanced participation in ID&E community events and sponsorships

Employee engagement survey changes

In consultation with Gallup Inc., we have created an ID&E index that consists of five targeted ID&E questions. The individual questions and overall index will provide the organization with foundational data that can be measured yearly as part of the annual engagement survey administration. The ID&E index responses will also be reviewed within the context of other survey questions and demographic data to understand additional connections. The ID&E index will help the organization better understand and measure ID&E engagement needs at the system, entity, department and leader levels. The survey will also allow us to identify disparities in engagement and develop action plans. In 2022, we saw gaps in engagement for racial/ethnic groups, for women and for millennials.

The question "At work, I am treated with respect," which included Children's employees and CSG providers, had an improvement of .16 from 2021 to 2022. Gallup would likely reference this meaningful change, with an improvement of .10 for overall organizational results (1,000 or more participants).

Based on 2022 engagement results, Children's Wisconsin has been recognized with the elite **Gallup Exceptional Workplace Award** for employee engagement. This award is given to only the top four percent of Gallup's entire client base. It demonstrates Children's commitment to fostering our At Our Best culture, our ID&E vision and to living our values at work. Earning the Gallup Exceptional Workplace distinction means we are creating an environment where people feel comfortable sharing feedback openly and honestly so Children's can continue to be a best place to work and to get care.

ID&E learning and development

Driven by our values, we continue to provide ID&E learning opportunities to all staff and leaders - and our engagement results reflect the impact of that education.

- **An ID&E learning plan** was launched in April 2022 with the first class offered being Inclusive Leadership for all leaders. About 50 percent of leaders at Children's have participated.
- **Our IRGs came together and offered webinars on two "Words Matter" courses**, which addressed appropriate and inappropriate use of ID&E terminology and why inclusive language is important.
- **Creating respectful environments training** was provided to leaders. They were asked to engage in conversations about respect with their teams to better understand respect from the employee perspective and were provided strategies to assure respectful work, care and service environments.
- **Unconscious bias training sessions** were held in 2022. Judge Derek Mosley facilitated two sessions: one systemwide and the other for Talent Acquisition teammates and HR Business Partners.
- **A Foundations of Leadership class on cultural identity** was designed in partnership with Organizational Development and Education Services and launched in December 2022 for new leaders. This class explores understanding your cultural identity.



Health equity

Objective: Advance our steadfast commitment to inclusion and health equity for the children and families we serve.

An important component of our ID&E work is health equity – removing obstacles so everyone has a fair and just opportunity to be healthier. This concept is essential to achieving our vision.

Many of our colleagues, including leaders, front-line staff, physicians and other providers, are already working to eliminate inequities and reduce obstacles to health for children and families. Everyone on our team, no matter their role, plays a part in ensuring kids have access to equitable care and services.

The Health Equity Core Committee has done a lot of great work to improve health equity at Children’s. Below are some examples.

- Increased social health needs screening rates from less than 2 percent to more than 15 percent across system
- Through the Nourishing Partners Program focused on food insecurity:
 - 31,000 patients were screened for food insecurity in the EDTC.
 - 3,000 cafeteria gift cards were distributed in the EDTC.
 - 2,000 families were contacted by the Family Resource Center to assist with resource connections.
 - 1,800 Upstart Kitchen meals were distributed at Midtown and Next Door Primary Care clinics.
 - We collaborated with Feeding America to co-locate part-time resource advocates at the Midtown Primary Care clinic.
- 70 families served through Milwaukee County Housing Health Program, with 24 permanent housing placements (up from 7 in 2020)
- ID&E Health Equity Campaign – Launched with accompanying Health Equity Education module to increase staff understanding of their roles in advancing health equity. Elevator wraps, resources, Zoom backgrounds and leader guides for facilitated conversations with staff were developed and implemented. Three videos on housing insecurity, missed appointments and food insecurity were produced to support leader dialogue on health equity. Over 3,000 staff participated in health equity education.
- Completion of Community Health Needs Assessment and Community Health Improvement Strategy
- Data integrity – Work continues to improve collection and reporting of race and ethnicity data through standardization of demographic data fields. ID&E identified workforce sexual orientation/gender identity data fields and presented support to allow staff to self-identify these demographics in 2023. The Office of Management and Budget combined definition of race/ethnicity deployed and incorporated with other data stratification elements into Epic SlicerDicer and other analytics solutions within iNSIGHT enabling data stratification.

A good example of how we are working as a system to advance health equity as well as inclusion and diversity overall is our partnership with the Milwaukee Anchor Collaborative (MAC).

Children’s Wisconsin is a proud partner of MAC: a group of anchor institutions inclusive of health care systems and universities, rooted in the Milwaukee community. As a collective, we are committed to a focus on hiring, purchasing and investing in our community neighborhoods that have limited or no access to resources.

The seven anchor organizations include: Children’s Wisconsin, Advocate Aurora, Ascension, Froedtert Health, the Medical College of Wisconsin, Marquette University and the University of Wisconsin-Milwaukee. These organizations collaborate to increase their economic impact in the community by leveraging the power of their organizations.

MAC is focused on hiring residents and purchasing from businesses in eight Milwaukee ZIP codes: 53204, 53205, 53206, 53208, 53210, 53212, 53216 and 53233. The combined population of these ZIP codes is 206,000, with 33 percent of these residents living in poverty. The following goals have been set:

- Collectively increase purchasing with businesses owned by people of color in these ZIP codes by \$5 million annually by 2026
- Collectively increase hiring of residents of color within these ZIP codes by 33 percent by 2026

Children’s leverages its relationship with MAC to identify contractors, vendors and suppliers from underrepresented groups and to help with increasing our diverse hiring. So far, Children’s has achieved the following outcomes with regard to hiring candidates from these specific ZIP codes.

Hiring from specific ZIP codes

Because traditional recruitment methods have not been successful in hiring talent from these specific ZIP codes, our team participated in a hiring event. This community job fair, held at the Embassy Center MKE on Milwaukee’s North side, was a collaboration with several organizations who worked together to provide a “one stop” event for community residents to interact with several employers. All of the organizations provide services to the community and are working to have their workforce reflect the communities they serve. The community job fair attracted over 120 registrants with many community residents personally thanking the employers for bringing jobs to the community. We anticipate other community job fairs will be hosted in the future.

In 2022, 154 people of color were hired who are residents of the 8 ZIP codes.

Supplier/vendor/contractor diversity

Children’s is developing a supplier/vendor/contractor diversity program as a part of its commitment to Milwaukee Anchor Collaborative and our commitment to further diversify our spending with minority, women, disability, veteran and LGBTQ-owned businesses. We will be launching this work in June 2023.



Community outreach

Objective: Partner with the community to build inclusion, diversity and health equity, and to promote anti-racism.

Focus on communities

Children’s Wisconsin is focusing on **building trust within the communities we serve**, especially those communities that have limited or no access to resources. Since 2021, Children’s has established strong relationships with several influential community organizations, including the Wisconsin Hispanic Scholarship Fund, Hmong American Friendship Association, Milwaukee Pride and more. Children’s participated in 16 events in 2022 that were geared toward underserved communities, in addition to the many other community opportunities we continue to support year after year. These events focused on:

- Addressing social determinants of health
- Education and awareness of Children’s programs and services
- Addressing access gaps
- Demonstrating actionable support

As our work has continued to branch out further into the communities and our relationships have become stronger, we have added partners and community touch points. For example, we enhanced our relationship with the Wisconsin Hispanic Scholarship Fund and with the Hmong American Friendship Association by participating in multiple events throughout the year that align with the Children’s strategy, and we have been able to leverage several of their existing programs like their job placement and food pantry programs. The job placement program is to help with our hiring needs and the food pantry programs are utilized for our families who suffer from food insecurity. We used our partners’ programs to help fill some of these needs. We also use this as a great way for our Inclusion Resource Groups (IRGs) and Inclusion, Diversity, and Equity Teams (ID&E Teams) to engage in the communities through consistent volunteer opportunities. Overall, we increased community exposure, and direct and unique contacts. These numbers equate to a substantial increase in community engagement from 2021 to 2022.



Focus on staff and providers

Our ID&E community strategy is also focused on creating a culture of respect, inclusion, appreciation and acceptance by providing opportunities for staff and providers to engage with members of underrepresented communities through volunteerism and cultural immersion experiences. Some of these opportunities include:

- Neighborhood student development events
- Large-scale festivals
- Community events

Each of our opportunities engages the Inclusion Resource Groups and the ID&E Teams as important voices in the planning and execution along with other internal partners. Additionally, community demographic data is reviewed to ensure we are aligning the correct programs, services and resources with the targeted community.

From 2021 through 2022, Children’s has had over 174 unique volunteers who have given more than 1,100 hours of community service. In fact, 2022 saw a 29 percent increase in hours and an 8 percent increase in volunteers from 2021.

The numbers, however, are empty without the heartfelt reactions we have received from employees. The following are reactions from participants in the annual Milwaukee Pride Parade:

“ I have never been more proud to work for Children’s than when I saw the reactions of the crowd during the parade. People really appreciated that we were there. Children’s is such a respected presence in the community, it’s vital for us to continue to be highly visible and vocal in our support of LGBTQ+ individuals and families.

– Dr. Angela Baker-Franckowiak

I just wanted to offer my sincere appreciation and gratitude for pulling together our Children’s presence at the pride parade yesterday. It was one of my proudest moments as a Children’s employee walking with the group and hearing targeted cheers when families and youth saw the Children’s banner, as well as seeing some parents actually have tears in their eyes or shout ‘We come to Children’s all the time!’ or ‘Children’s saved my kid’s life!’ Equally important was seeing reactions of surprise from those who did not expect we would have a presence at this event who may now have an improved perception of Children’s as an inclusive organization.

– Jacqueline Whelan

Thank you for your leadership and SUCH a fun day for me yesterday. As someone who has rarely had an opportunity to feel comfortable talking about my bisexuality in the workplace, this was an extremely overdue inclusive experience for me.

– Anonymous Children’s Employee

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Community outreach

Community health advocates

Community health advocates are certified community health workers and trusted members of the neighborhoods where they work and are a part of our community health navigation program. They help families whose needs extend beyond health care and focus on supporting those who are facing challenging and vulnerable situations. They focus on the whole person and ensure families have everything they need for overall health and well-being. Our work ties in to the social determinants of health. Everything we do has a direct tie to inclusion, diversity and equity. We work with families to help them to become self-sufficient and independent. Ultimately, we hope to see our families be as whole as possible. We serve all families regardless of citizenship status, race, ethnicity, etc.

The story of Mrs. W. below shows how the work of our community health advocates can make a huge difference in the lives of those we serve.

Mrs. W. explains how community health advocates supported her when she really needed them. “I started working with Craig and Carly when I was about 2½ -3 months pregnant.” said Mrs. W. Carly, and Craig, with community health advocates, worked together to support Mrs. W. with employment and housing. Little did they know, Mrs. W. was about to face even more difficult obstacles that would require personal strength she didn’t yet know she had.

The community health advocates approach services with clients in ways that best meet their personal needs. For Mrs. W., this approach looked like non-judgmental communication, reassurance and consistent follow-through. “It was easy. It was easy because I felt like when I first met Craig I could relate to him. He was never judgmental with me. He never gave up. Carly never gave up. They were very helpful.”

After trust is established, the community health advocates work with clients to identify their priorities and most urgent needs. “They ask you, ‘What are some of the things that you face and what are some of the things that you need help with?’” explained Mrs. W. “And then they map it out in a little summary. You talk about what you are going to do moving forward. You map it out with your navigator. And once you map it out, you begin to move forward working on that process.”

“It was easy because I felt like when I first met Craig I could relate to him. He was never judgmental with me. He never gave up.”

A major part of working with the community health advocates is empowering each client to set their own goals for what they want to achieve. Mrs. W explains, “My first goal was getting a job, second goal

was to identify a better place to live. My third goal was just doing a weekly checkup, expressing to them how I feel, things like that. They’d call me, check up on me, see how things were moving along. And then after that one goal would get knocked down, we would go to the next goal. I can say, they were all met through the help of Craig and Carly.”

It can take time and several tries to achieve goals for needs such as housing. What might seem like the right solution can later end up being unhealthy or unsafe to live in permanently. For Mrs. W, it took over 18 months to go from being partially homeless to finding the right housing to meet her needs.

As stressful as the almost two-year-long process to finding quality housing or a job was, Mrs. W. faced an even worse nightmare during this time. She lost her baby girl.

Craig and Carly were there for Mrs. W. every step of the way. When she felt sad, lost and alone, they supported her. “It was rocky, it was very rocky,” she said. “By the grace of God, they never dropped me after me losing her.”

“I gathered a lot, gained a lot and learned a lot from Carly and Craig, with working through Children’s.”

But, the most important advocate through the journey of loss and transformation was Mrs. W. herself. Thanks to getting the support she needed, she discovered her personal strength. She says, “I came a long way as a woman.” She says that she keeps a mantra in her mind now: “Never let yourself down, always keep your head up, you can always walk through anything that God puts you through.”

She found a counselor that she still sees regularly to support her mental health. And now, Mrs. W. is an advocate for others. “Craig and Carly advocated, and it rubbed off on me. Their advocating showed me how to be an advocate.” She has referred her family members to the community health advocates, and now when she meets anybody with children who have a need, she picks up the phone and gives Craig a call.

“I gathered a lot, gained a lot and learned a lot from Carly and Craig, with working through Children’s.”



Community outreach

Project Ujima

In 1996, Children's Wisconsin and the Medical College of Wisconsin (MCW) formed a partnership with Project Ujima. Project Ujima works to stop the cycle of violent crimes through crisis intervention and case management, social and emotional support, youth development and mentoring, mental health and medical services. Most of Project Ujima's participants reside within Milwaukee County, where many kids from underrepresented communities are impacted by gun violence. Project Ujima helps kids and families who have experienced:

- Injuries as a result of nonfatal gunshot or stab wounds
- Injuries as a result of physical assault or ongoing bullying
- The loss of a loved one as a result of homicide
- Instances of domestic/family violence
- Other crime types (identity theft, home invasion, carjacking, etc.)

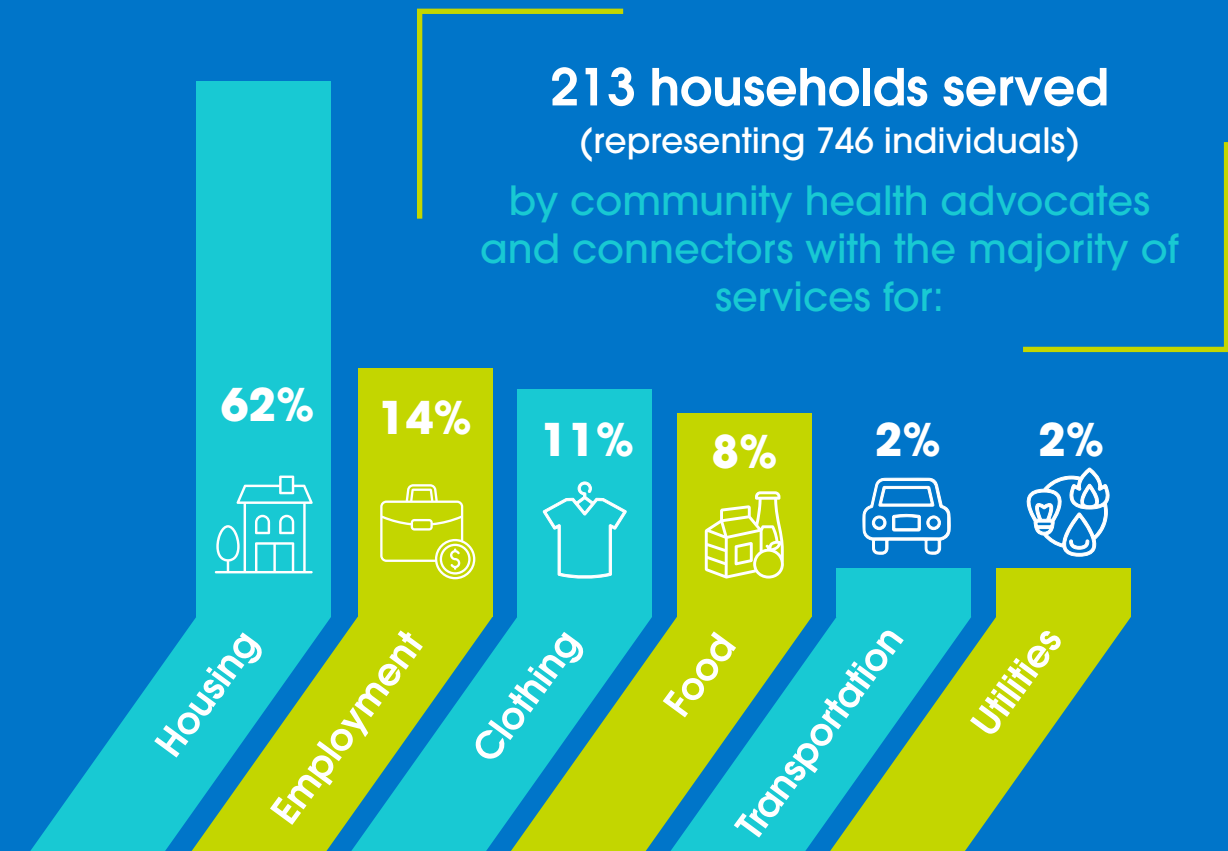
So many kids and families have been supported by Project Ujima, and their stories illustrate the impact the program has had. One mom, Melissa, told us her story. Melissa will never forget the night she received a knock at the door and learned her daughter was a victim of violence. While she rushed to TiAnna's side in the hospital and focused on her daughter's physical health and healing, our team jumped in to help with everything else: housing, food, safety, mental health resources and more. Project Ujima addresses all of these needs to support victims and their families after violence.

childrenswi.org/newshub/stories/at-every-turn-from-pain-to-peace



2022 by the numbers

Community health advocates and community connectors



After 3 months...

- 61%** improved **adult health and well-being**
- 57%** improved **financial security** (including food and employment)
- 50%** improved **social support**
- 43%** improved **parenting and child health**
- 42%** improved **housing stability**
- 36%** improved **safety**

To learn more about community health advocates, contact:

Frank Robinson, Manager, Community Health Care Integration
Frobinson@childrenswi.org

Community outreach

Triple P provides comfortable space for parents

Every person parenting a child could use support to help manage everyday issues with their kids in a positive way. Triple P – the Positive Parenting Program – is an example of how Children’s is advancing our commitment to inclusion and health equity for the children and families we serve.

One family found that especially true with their daughter, Anna. Anna had been receiving care at Children’s for many years for a complicated medical case that involved many surgeries. Her extensive medical needs emotionally impacted every member of their family.

Anna’s mom, Blanca, had attended several parenting workshops before contacting community health specialist Nelly Martinez about Triple P. Triple P helped Blanca create a plan to deal with her own stress, depression and anxiety. Blanca found that when she changed her behavior and her way of communicating with the rest of the family, the environment dramatically changed for the better.

Building connections through understanding

Ensuring health equity requires removing and addressing the obstacles to health that affect the children, adolescents and families we serve. In Milwaukee, nearly one-quarter of the county’s children – 23 percent – are Hispanic or Latino. In Milwaukee County, 21 percent of children ages 5-17 speak a language other than English at home, most frequently Spanish.

In a Milwaukee County survey, respondents who are Hispanic/Latino or live in households with children report lower perceptions of quality and culturally relevant health care services in their community.

For some families, having a professional who can talk with them in their preferred language removes a barrier and allows them to obtain health services in a more connected way.

Although Blanca speaks English and Spanish, Spanish was a more comfortable language for her to use. Blanca shared that for her, “It is much more comfortable to work with a professional who speaks our language, who understands our needs, who knows what we want to say.”

As an English and Spanish speaker, Nelly is able to build trust by communicating in the family’s preferred language. This trust is so important that referrals received in Spanish go directly to Nelly. According to Triple P Manager Lisa Stribl, “It’s important that the first point of contact for that family is Spanish speaking.”

Expanded resources to serve families

The staff is committed to finding ways for all families to stay connected and to receive the resources they need in a timely manner. Families can:

- Call and leave voicemails in both English and Spanish on the direct program phone line.
- Visit the Triple P website and select the “En Español” toggle to be redirected to an identical site with Spanish translations.
- Access self-referral forms, event offerings and program materials in Spanish.

Additionally, in 2022, Triple P began conducting group-based events in Spanish.

One of the activities that Nelly and Blanca completed together was developing a statement that she could use every day to cope with stress. As a gift to the family, Triple P had her coping statement inscribed onto a wood plaque, “La bondad y el amor me escoltan todos los días de mi vida” or “Goodness and love escort me every day of my life.”

Triple P offers free resources to help parents with common concerns about behavior and emotions in children and teens. [For more information, call \(414\) 292-4011](tel:414-292-4011) or email TripleP@childrenswi.org.

Program-wide in 2022

- **57 group-based parent education opportunities** were hosted, serving 360 parents and caregivers.
- **89 families** accessed the self-guided Triple P online program.
- **We served 51 families** through one-on-one, short-term coaching.

Spanish-speaking families in 2022

- We facilitated two group-based, in-person events in Spanish that **served 18 families**.
- **We served 7 families** through one-on-one, short-term coaching.
- We have been working on and have offered **3 virtual events in Spanish**.



ID&E governance

A strength of our ID&E culture continues to be our Inclusion Resource Groups (IRGs) and ID&E Teams. These teams are giving their time and talent to bring about change to enhance our culture and make it even more diverse, inclusive, equitable and anti-racist. Looking at the work of all of our teams, it's clear that every one of us plays a role in ID&E - its concepts do not live in just one department, but in all of us throughout the organization.

Inclusion Resource Groups

Our IRGs help support Children's in fostering a diverse and inclusive workplace. They focus on activities and initiatives to support the needs of their affinity population or area of interest. With almost 4 percent of our employee workforce participating, IRG efforts have resulted in initiatives that influence our workforce, workplace culture, health equity efforts and community outreach.

In addition to the work done by the IRGs, we are building a stronger culture as a whole through the development of materials, resources and events that support our ID&E messages across the organization, and partnership with others, including:

- New identity expression shirts and IRG badge reels
- Identity expression Zoom backgrounds for each IRG and allies across the system
- Celebrations throughout the year, including Dr. Martin Luther King Jr.'s birthday, Black History Month, Asian and API Heritage Month, Pride Month, Veterans Day, Disability Awareness Month, Native American Heritage Month and more
- IRGs partnering with Talent Acquisition Team for recruitment events
- Open jobs shared during the IRG's monthly meetings to help increase applicant referrals



Black Professionals and Allies

Children's Wisconsin
Inclusion Resource Group



Asian and Pacific Islander Alliance

Children's Wisconsin
Inclusion Resource Group



Children's Pride

Children's Wisconsin
Inclusion Resource Group



Hispanic and Latinx Alliance

Children's Wisconsin
Inclusion Resource Group

ID&E and IRG emblems

New identity expression shirts and IRG identification badge reels were designed in 2021 and became available mid-year. This new logo wear has been approved for use by Children's Wisconsin as a way of demonstrating our support for an inclusive, diverse and equitable environment where everyone is welcome. At Children's, we serve a diverse population representative of the many communities that we serve. The attire is designed to be welcoming and inclusive to our staff, providers, patients, clients and members. The heart design is meant to be kid-friendly and welcoming. This attire brings awareness to our Inclusion Resource Groups and ID&E Teams as well as those who support inclusion, diversity and equity across the system and when we are out in the community.

On the next pages you will find examples of the activities our IRGs have been doing this past year to support our ID&E strategy.



Advancing Inclusion, Diversity and Equity at Children's Wisconsin



Advancing Inclusion, Diversity and Equity at Children's Wisconsin



ID&E governance

Black Professionals and Allies

Workforce contributions

Children's believes in employee development. Our value of Innovation highlights that we are committed to learning and continuous improvement. We partnered with Workforce Development to develop and pilot a professional mentoring and leadership development program.

- Children's leadership volunteers committed to mentoring participants who enrolled in the program.
- 15 staff from various departments were selected to participate.
- 15 mentees were identified.
- Criteria was established for the mentor and mentee, as well as a process to match the mentor and mentee.

Mentee feedback. Survey question: Please share something that you learned from your mentor.

1. I learned I have a lot more skills for leadership than I realized.
2. My mentor and I are from different disciplines. My mentor shared ideas from a completely different perspective, and I appreciated that.
3. I learned to be courageous about my wants and goals.
4. I was able to learn the ins and outs of leadership, networking and gaining confidence in my abilities.
5. I learned that networking will be really important, so I need to step out of my comfort zone to do that.
6. I learned how to look at problems through the lens of someone with experience.

We received feedback that Children's should offer a mentor program for the IRG and ID&E Teams, plus employee focus groups. The mentorship program was developed in collaboration with participants of the African American Leadership Program (AALP), Black Professionals and Allies IRG and the Workforce Development team in 2021. The six-month pilot was offered in 2022 to the following team members.

- IRG members
- ID&E hospital team
- ID&E nursing team
- Nursing staff who have expressed interest in leadership

Culture resource offerings

In honor of Juneteenth, Children's Wisconsin partnered with local Black-owned bookstores to promote diversity and representation by hosting a book drive for patients throughout the Milwaukee hospital. All books were donated by Children's employees and written by African American authors. Books were given to the children who needed them the most. Overall, it was a very successful event.



**Black Professionals
and Allies**
Children's Wisconsin
Inclusion Resource Group

“

We're thankful for a book drive focused on selecting books that young kids of all backgrounds can relate to. We know that kids don't inherently see skin color as good or bad but when they grow up not seeing characters that look like them, it can make it harder for them to relate or give the impression that other ethnicities aren't as important, which simply isn't true. As foster parents to a child that is biracial, we want her to be able to see all different skin colors and cultures represented in literature and as main characters.

- Cory and Kirsten, Foster parents, Milwaukee

This was an awesome opportunity for us to meet the expansive Children's team. It's also great to see titles get to youth who need them. We look forward to hopefully working with the Black Professionals and Allies IRG again in the future, and finding other ways to collaborate!

- Ashley Valentine, Owner of Rooted MKE

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Health equity efforts

We partnered with MCW and Children's Justice, Equity, Diversity and Inclusion (JEDI) Resource Group to host a sickle cell event encouraging employees to donate blood for our sickle cell patients.

Outcomes of event:

Donors registered: 12 registered donors day-of

Deferrals: 6 total deferrals

Successful whole blood collected: 6 total units collected

Through those six units collected, over 18 local patients will be impacted. The annual event will be hosted again in 2023.

Community involvement

- Partnered with the Midtown Clinic to hold a cleanup event for the area
 - Members of the IRG walked the area with gloves and buckets, and picked up trash to clean up the area.
- Several staff members volunteered their time to participate at the Black Arts Festival. The focus for the year was on Mental and Behavioral Health. We provided flyers and contact information for MBH services supported by CCHP providers. We also had CCHP MBH professionals on-site to answer questions from the community.
- Visited the Black Holocaust Museum to learn more about African American culture.
- Sponsored a family needing Christmas gifts. The committee received a wish list and provided children with shoes/boots and clothing, and provided the family with two gifts.
- The culture sub-group also arranged for committee members to gather for a casual lunch at the North Avenue Market, a local Black-owned business with the mission to bring communities together.

ID&E governance

Asian and Pacific Islander Alliance (APIA)

Workforce contributions

- Presented and distributed recruitment flyers by talent acquisition recruiter at Hmong American Friendship Association (HAFA) Hmong New Year
- Shared new recruitment tools and webpages with the Hmong American Friendship Association (HAFA) and also with their job placement program. The program prepares young people for work and it also helps job seekers and workers to secure employment.

Culture resource offerings

- Hosted a listening session following the rise in incidents of hate crimes toward Asian Americans
- Hosted a session to learn more about Asian culture, values, traditions, celebrations and health disparities
- Hosted an event at China Lights at Boerner Botanical Gardens
- Included articles in Newsbreak to raise internal awareness of cultural celebrations
- Hosted “restaurant of the month” events at a locally-owned and Asian Pacific Islander heritage-owned restaurants

Health equity efforts

- Collaborated with Hmong American Friendship Association (HAFA), for their open expressions outreach to provide mental health awareness and resources to the community
- Provided flyers, education and handouts from our Mental and Behavioral Health program
- Held an all-staff presentation outlining the mental health needs and trends, and the mental health stigma within their culture
- Continued advocacy for translations to provide materials to their community and advocate for health equity

Community involvement

- Worked with HAFA, the largest Hmong group in Milwaukee
 - Volunteered at their back-to-school events to provide education, health and career materials
- Volunteered at Hmong New Year, providing COVID-19 education, health screenings, mental health and child safety/advocacy resources
- Volunteered at a new mom event to support new and pregnant mothers with education and resources to support healthy and safe pregnancies
- Joined the Black Professionals IRG as allies to support a community cleanup.



**Asian and Pacific
Islander Alliance**
Children's Wisconsin
Inclusion Resource Group

Children's Pride

Workforce contributions

- Continue to foster positive relationships with the LGBT Chamber of Commerce and LGBT Community Center in Milwaukee
- Advocated for options in Workday to self-identify as LGBTQ+. This will enhance data collection measures of our current workforce while also hoping to recruit future LGBTQ+ talent into our organization.
- Welcomed new IRG members throughout the year to partner on important workforce development opportunities

Culture resource offerings

- Partnered with patient registration by providing strategies to create a welcoming environment for LGBTQ+ families
- Reformulated how parents are asked about parental roles. Parents are now asked who should be designated as parent 1 and parent 2 to support inclusion for LGBTQ+ couples, versus asking about mother and father.
- Modified fields in Epic and trained patient registration staff
- Collaborated with the Gender Health Clinic to evaluate our policies and practices related to equity and inclusion for LGBTQ+ patients, families, visitors and employees using the Health Care Equality Index (HEI)
- Gender pronouns were introduced to help create a more welcoming and inclusive environment for staff and the diverse populations we serve.

Health equity efforts

- Continue to represent Children's in LGBTQ+ events, including the annual Big Night Out sponsored by the LGBT Community center as well as Pridefest and the Pride Parade
- Offered COVID-19 booster shots at Pridefest in 2021

Community involvement

- Sponsored Kickin' It with Courage to support Courage Milwaukee
- Provided education to the LGBTQ+ community on the Gender Health Clinic, and adoption and foster care resources for LGBTQ+ parents and families
- Will continue to advocate for engagement in the community despite challenges that have been faced by the LGBTQ+ population



Children's Pride
Children's Wisconsin
Inclusion Resource Group

ID&E governance

Hispanic and Latinx Alliance

Workforce contributions

- Engaged with Hispanic Professionals of Greater Milwaukee and Greater Milwaukee National Association of Hispanic Nurses to help recruit Hispanic talent to Children's Wisconsin

Culture resource offerings

- Held a learning and networking event for Hispanic Heritage Month in which Amber Lovatos, RDH, BSDH, hosted an educational session about cultural considerations for working with Hispanic and Latinx families. We also had snacks, drinks and a couple of rounds of Loteria to celebrate.

Health equity efforts

- Hosted a community baby shower at Forest Home Avenue School, donating items to more than 60 new or expecting mothers. Along with the donations to each mother, a raffle was also held to give away three changing stations. Other organizations had tables at the event to provide resources to families.

Community involvement

- Partnered with Walker's Point Center of the Arts to celebrate Día de los Muertos, a two-day holiday that reunites the living and dead. Families create ofrendas (offerings) to honor their family members that have passed. These altars are decorated with bright yellow marigold flowers, photos of the departed, and the favorite foods and drinks of the one being honored. The offerings are believed to encourage visits from the land of the dead as the departed souls hear their prayers, smell their foods and join in the celebrations. Attendees had the opportunity to view the Día de los Muertos display and also donated art supplies.



ID&E governance

Inclusion, Diversity, and Equity Teams (ID&E Teams)

ID&E Teams drive the development, implementation and delivery of inclusion, diversity, equity and cultural competence tactics for their entity, geographic location or role. Their work is aligned to the Children’s Wisconsin vision and strategic objectives, as well as that of their entity, geographic location or role.

Currently, Children’s Wisconsin has seven teams in place that focus their goals and tactics on the ID&E pillars of work - health equity, workforce, culture, education, and community - based on the needs of their group. Below is a sampling of ID&E team activities from the past year that support our ID&E areas of focus.

CCHP ID&E Team

- Continued to recognize and celebrate diverse holidays like Jewish American Heritage Month, Mental Wellness Awareness Month, Memorial Day, Juneteenth, Hispanic Heritage Month and more
- Hosted educational sessions on a variety of ID&E topics, including “Identifying and meeting the needs of sexually exploited and trafficked children” and a panel presentation on the topic “System vs. reality: Critical race theory vs. structural racism in health care and health policy”
- Continued to work on implementing the “inclusion checklist,” developed as a practical tool to increase awareness of ID&E principles. Leadership are using it as a guide to assess CCHP’s inclusion efforts.
- Proudly sponsored Go Girl! – a conference celebrating Black girlhood – for young women in grades 5-8



Go Girl! Conference

Community Services ID&E Team

- Continued to ensure community engagement throughout the state, including extending community participation in Wausau, Marshfield and Madison areas, along with continuing community efforts in the Milwaukee area.
- Partnered with Allied Drive Parks Alive, LGBTQIA Pride in Marshfield, and Suicide Prevention
- Hosted several educational events targeting staff. The sessions focused on cultural humility and emphasized psychological safety, unconscious bias and inclusivity within leadership.

Corporate Services ID&E Team

- Raised awareness of inclusion, diversity, and equity initiatives through the creation of the “Diversity Outlook” bi-monthly newsletter
- Led several educational/informational events centered on days of diverse celebration like International Women’s Day and National Disability Independence Day
- Worked on demystifying cultural myths and building connections through food in their series “Culture Food Experience,” where we learn about a staff member through their favorite cuisine
- Created a resource document to help Corporate Service employees participate in workforce efforts, specifically those that increase the diversity of the workforce. The document lives on Connect as a resource to all.



Amy Markham and Iris Lowery filming “Culture Food Experience”

Hospital ID&E Team

- Continued work to fulfill a multiyear project focused on improving the experience of our patients and families
- Worked to make small changes with big impacts – making band-aids available in different skin tones, for example
- Partnered with the ID&E and Supply Chain to expand the current product line of hygiene products offered to better meet the needs of different hair and skin textures:
 - Assisted in researching and identifying a diverse vendor that could supply Children’s with the appropriate products
 - Consulted on selecting the appropriate hair products to start the expansion
 - Collaborating with Education Services and several other departments to create the final education, awareness and implementation plans

ID&E governance

Nurses ID&E Team

- Continued to move their goals and tactics forward even as they faced unprecedented census numbers
- Partnered with Educational Services and the Health Equity Committee to develop a presentation for new hires as part of central orientation
- Attended several community and professional events to increase the visibility of Children's Wisconsin. Assisted in developing pipelines for nursing talent.
- Knowing that our nurses have many touch points and frequent contact with patients, the team has been working toward implementing a tool to gain better understanding of the baseline cultural competence of nurses at Children's. The information gathered will be used as a guide on education development in the future.

Primary Care ID&E Team

- Developed the "Diversity Celebration Toolkit," which provided monthly information to staff based on diverse holidays or recognitions. The newsletter also provided resources to further one's self-education related to those celebrations.
- Shared updates on their initiatives through an "Education Roadshow" across all Primary Care teams
- Promoted health equity by screening for social determinants of health and partnering with a woman-owned business to design a shirt to celebrate "health care for everybody"
- Promoted several recruitment events with HR and utilized programs like the "Grow Your Own MA" program and Customer Service Rep training/recruitment through Goodwill TalentBridge
- Increased presence in the community to promote preventive care, vaccines and resources available through Children's



Next Door Pediatrics team celebrating Black History Month

Provider ID&E Team

(also known as the JEDI Team - Justice, Equity, Diversity and Inclusion Team)

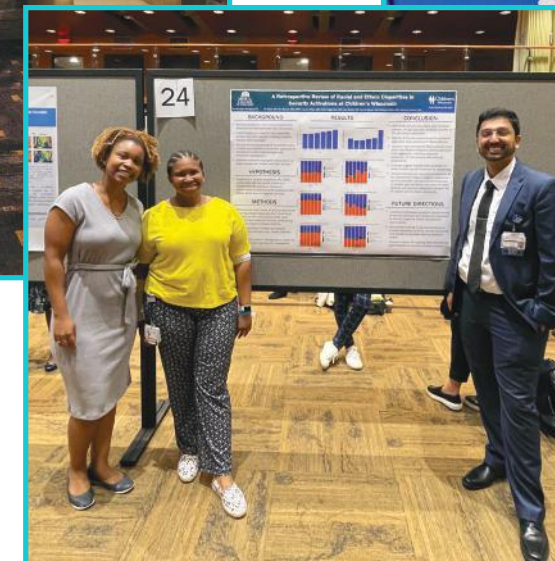
- Served as consultants on numerous policies, including the Personal Appearance Policy and the Patient with Law Enforcement Involvement Policy
- Served as advocates for residents on policies that include wearing pins or badge tags
- Advocated for residents and medical students and sponsored several to attend various conferences like the SMNA National Conference, the Society of Hospital Medicine Conference and the AMEC Conference
- Conducted an analysis of the security data at Children's to assess possible discrepancies throughout the hospital system in security assessments requested for families of color. The data showed that there may be inherent biases, which the team plans on addressing. The data has been presented at two conferences and is slated for a third: MCW Engagement, CSG Best Practices, at the Pediatric Academic Societies Annual Conference.
- Raised awareness of Sickle Cell Disease and leveraged Sickle Cell Disease Awareness Month
- Partnered with Dr. Brandow and the Sickle Cell Program to design and produce t-shirts for patients and parents/caregivers
- Hosted a community blood drive that provided education on bone marrow donation
- Partnered with marketing to develop Zoom backgrounds, build social media awareness, and tell patient stories



Primary care conferences



Dr. Larissa Malmstadt, Diana Gonzalez, and Dr. Rebecca Beck at the UCC Community Resource Fair on May 21, 2022



Thank You!

We appreciate the great work of our IRGs and ID&E Teams. To show our gratitude, an appreciation event for our co-chairs, subcommittee leaders and sponsors was held. The event provided the opportunity to meet in person, converse on a diversity topic and network. And importantly, it gave leadership the chance to express appreciation for everyone's volunteer service and support of the ID&E strategy.

Thank you all for all that you do – we appreciate you!



Next in 2023

Just a few of the activities/resources in the works for 2023 include:

- **Invitation to self-identify diversity dimensions:** At Children's, we are actively engaged in creating an environment and culture that is intentionally inclusive, diverse and anti-racist, resulting in better outcomes for all we serve. Self-identification is critical to our success in identifying disparities, removing barriers and promoting the inclusion of all Children's team members. With the implementation of Workday, we have created a new job aid to support employee self-identification of their diversity dimensions and talent profile. This tool allows employees to easily update their demographic and talent information in Workday, while improving the integrity of our workforce data.
- **Multicultural hair care products made available for patients.** ID&E, Hospital ID&E Team, Black Professionals and Allies IRG, Supply Chain, Nursing and Educational Services partnered to implement multicultural hair care products and staff education on use of these products. This effort will improve the experience for kids of color, and support our focus on respect and inclusion.
- **Continuous education on Respect II: Addressing microaggressions for leaders** (offered as both Zoom and instructor-led modules)
- **CLAS standards work plans** to help advance health equity, improve quality and help eliminate health care disparities
- **Increase the diversity of our board, leadership and total workforce** by 32 percent by 2027.
- **Continue working to understand and address health inequities** for the kids and families that we serve.
- **Enhance our culture** with integration of strategies to become more inclusive and equitable.
- **Build a curriculum of learning and development opportunities** to help staff interact more effectively in multicultural environments.
- **Decrease gaps in engagement** between diverse workforce groups and overall workforce.
- **Develop and implement strategies to help us become a recognized partner in the community** in advancing inclusion, diversity, equity, health equity and anti-racism.
- Formulate and implement strategies that address and communicate our **commitment to social responsibility.**
- Apply for consideration for **local and national ID&E awards and recognitions.**



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