

## TL2 – STRATEGIC PLANNING

### ENHANCING DIVERSITY AND INCLUSION IN THE OPERATING ROOM

*Provide one example, with supporting evidence, of a Nurse Assistant Vice President's (AVP's)/Nurse Director's or Nurse Manager's participation in an initiative which promoted workplace diversity, equity, and/or inclusion and is consistent with the organization's strategic plan.*

#### **NewYork-Presbyterian's Organizational Strategic Plan**

The NewYork-Presbyterian organizational strategic plan includes high reliability, access, engagement, value, health and well-being, and culture. Workplace diversity, equity, and inclusion initiatives are supported by senior leaders at NewYork-Presbyterian/Columbia University Irving Medical Center (NYP/Columbia) and align with the organization's strategic initiative of culture. The NYP/Columbia culture centers around NewYork-Presbyterian's Respect Credo, which is rooted in diversity and inclusion. The Respect Credo states:

- I believe NYP is enriched by embracing our diversity and standing against racism and prejudice in all its forms.
- I will be open to the ideas of others and handle differences of opinion constructively.
- I will uphold NYP's commitment to diversity, inclusion and belonging.

#### **TL2.1—Organizational Strategic Plan with Respect Credo**

##### **Promoting Workplace Diversity and Inclusion**

In October 2022, Jill Cohen, DNP, RN, PCCN-K, NEA-BC, Patient Care Director (nurse manager), OR (MB3,4-605320) [OR], spearheaded a diversity and inclusion initiative to enhance the OR's culture. First, she reached out to Omar Morgan, Human Resources and Talent Development, regarding diversity and inclusion training for OR nurses. Dr. Cohen collaborated with Mr. Morgan to determine the scope of the initiative, which they

agreed needed to be interactive and engaging for the team. The goal of the initiative was to promote a culture of respect by mutually establishing acceptable behaviors for nurses. The acceptable behaviors would be explored using a start-stop-continue exercise and the behaviors would serve as a contract among the OR nurses to improve the culture. Dr. Cohen and Mr. Morgan decided to identify nurse culture champions. The nurse culture champions would participate in a team training and activity session to explore respectful behaviors. Also, following team training, the nurse culture champions would partner with Talent Development to serve as leaders/trainers using the train-the-trainer approach with their peers.

The culture training and activity session for all nurses included:

- I. Review of the NYP Respect Credo
- II. Higher purpose
- III. Highlight *The Four Agreements* by Don Miquel Ruiz.
- IV. Be honorable with your words. Speak your truth without blame and/or judgement, and be mindful with your words.
- V. Know this is your truth, with a lower case “t”. (Remember intent vs. impact.)
- VI. Be aware of what your gut is saying – assumption, perception, and interpretation.
- VII. Bring your best self into this discussion and be fully present (physically, mentally, and emotionally).
- VIII. Ice-breaker activity to check in on feelings and presence
- IX. Breakout rooms for Start-Stop-Continue exercise: These are non-negotiable respect behaviors.
- X. What are the respect behaviors that you’d like to see change or continue in your department (non-negotiable behaviors)?
- XI. List the behaviors that your group is committing to that would enhance the experience of respect in your department.
- XII. Once behaviors were established, the leaders and champions would explore unit culture issues, role play difficult interactions, and discuss key factors to consider in difficult conversations.
- XIII. Examples of conversation starters and the acceptable behaviors/contract discussion

## TL2.2—Train- the-Trainer Course Outline

On November 3, 2022, Dr. Cohen emailed Mr. Morgan to coordinate train-the-trainer sessions for culture champions selected by Dr. Cohen and the perioperative leadership team based on the strengths of the team and those who consistently displayed respectful and inclusive interactions while engaging in teambuilding activities. The culture champions included Latasha McNeal, perioperative patient care assistant; Teasha Burton, CST and Chanda Floyd, CST, certified surgical technologists; Hillary Sterling, BSN, RN, Joseph Masong, BSN, RN, Anna Ali, BSN, RN, Michael Rapliza, BSN, RN, CNOR, Sruthi Koshy, BSN, RN, OR clinical nurses; and Jaymee Florentino, BSN, RN, and Eunice Espineuva, BSN, RN, CNOR, Clinical Nurse Managers, OR.

On November 29, 2022, Dr. Cohen and the culture champions attended the train-the-trainer sessions facilitated by Mr. Morgan. One event that was held was inclusive of all nurse culture champions. During the sessions, the culture champions spoke about diversity and inclusion situations in the OR and practiced respectful and inclusive language for responding to difficult interactions. The nurse culture champions embraced the initiative and anonymously agreed to call themselves the Culture Club instead of culture champions. [TL2.3—Culture Club Train-the-Trainer Coordination Emails and Attendance sheet](#)

In December 2022, the Culture Club clinical nurses hosted a three-part series for their peers starting with Higher Purpose Conversation, then Respect, and finishing with Stop, Start, Continue. Recognizing that the OR is a diverse setting, the peer training focused on finding the common connections throughout the team to promote inclusion based on the premise that the team is connected to a higher purpose as healthcare professionals with the goal to finding commonality and bring the team together. The sessions were designed to create positive interactions while recognizing the uniqueness of everyone in the OR. This was done through small group exercises that gave team members situations to reflect on and communicate about times when they had positive and respectful encounters. Another exercise allowed the nurses to talk about how their individuality impacted patients and colleagues. In the final session, the Culture Club clinical nurses facilitated a commitment exercise in which team members identified behaviors to stop, behaviors to continue, and behaviors to start. These commitments created a behavior contract each team member held with their colleagues to strengthen a positive and healthy culture for nursing practice. [TL2.4—The Higher Purpose Conversation and Culture Club Training Presentation](#)

The new culture contract paved the way for expansion of the initiative as the nurses designed a recognition program called Culture Star. Nominations came from the team as they identified colleagues who exhibited positive behaviors outlined in the contract. The Culture Star of the Week Award launched in February 2023. During the week of

February 20, 2023, Jina Yoo, BSN, RN, CNOR, clinical nurse, OR, was named the Culture Star of the Week for being respectful and starting the day with positive interactions. [TL2.5—Culture Star of the Week](#)

# Our Strategic Initiatives

- Culture
- Access
- Engagement
- Health & Wellbeing
- Value
- High Reliability

## Culture

**Live Our Culture:** NewYork-Presbyterian Hospital's culture is defined by our core beliefs, which guide everything we do, both in our interactions with patients, and with each other. The strength of our culture and our core beliefs will help us continue to deliver the best care possible while meeting the challenges ahead.

Respect  
Every Person Counts  
Teamwork  
Working Together  
Excellence  
Exceptional Quality and Service  
Empathy  
Listen, Understand and Respond  
Innovation  
Creative Ideas, Cutting Edge Solutions  
Responsibility  
Honoring Our Past,  
Ensuring Our Future



# Our CREDO



## RESPECT at NewYork-Presbyterian

*At NYP, every person and every role counts. We will treat everyone as a valued human being, considering everyone's feelings, needs, ideas and preferences. We will honor everyone's contributions to creating a safe healing environment for our patients, families and colleagues.*

### AS A MEMBER OF THE NYP COMMUNITY:

#### I believe

- Every individual who comes to us for care and who works here deserves my courtesy and respect.
- Every contact with a patient or co-worker is a chance to build a trusting relationship.
- It is my responsibility to honor our commitment to *We Put Patients First*.
- Teamwork and clear communication are necessary for providing the highest quality care.
- **NYP is enriched by embracing our diversity and standing against racism and prejudice in all its forms.**
- Every team member contributes to NYP's success and to creating an environment where everyone feels like they belong.

#### I will

- Treat others as they want to be treated, with kindness, courtesy, and empathy.
- Show respect in my words, actions, communication, and body language.
- Listen to and respond to patients, families, and colleagues.
- Do my best to assist a patient or colleague asking for help.
- Assume the best of others and give them the benefit of the doubt.
- **Be open to the ideas of others and handle differences of opinion constructively.**
- Hold myself, my colleagues, and my team accountable for our work.
- Help foster an environment of professionalism, openness, and high ethical standards.
- **Uphold NYP's commitment to diversity, inclusion and belonging.**

#### I will not

- Speak or act disrespectfully toward anyone.
- Engage in or tolerate abusive or discriminatory language and behavior in any form.
- Speak negatively about patients or colleagues, especially in front of patients and visitors.
- Create an environment in which people are afraid to bring forward concerns or issues of safety.
- Act irresponsibly with NYP resources.



**If you have a concern, please tell us about it.**

Contact the NYP Respect Office via HR Connects. Scan QR code, email [hrc@nyp.org](mailto:hrc@nyp.org), or call **646-697-4727**

<b>TOPIC</b>	Culture Club Training
<b>DATE</b>	October 2022
<b>TEACHER</b>	Omar Morgan
<b>ATTENDEES</b>	ABIGAIL OKOE, DIANA CALIXTE, HILLARY STERLING, ANNA ALI, LATASHA MCNEAL, MICHAEL RAPLIZA, JOSEPH MASONG, CHANDA FLOYD, JILL COHEN, DANIELLA CAMERA, TAYLOR HALL, ARVIN MALACAPAY, JAYMEE FLORENTINO, EUNICE ESPINEUVA

The Culture Club idea stemmed from the need to bring awareness to our unit's culture with an emphasis on diversity and inclusion

<b>CONCEPT #1</b>	<b>CONCEPT #2</b>	<b>CONCEPT #3</b>
1. Past presentation experiences 2. Presentation goals 3. Presentation styles 4. Delivery of content material	1. Current culture issues on the unit 2. Role playing difficult interactions 3. Key factors to consider in difficult conversations	1. Culture series presentation review 2. Examples of conversation starters 3. Goal of presentation

**From:** Cohen, Jill <[jbc9009@nyp.org](mailto:jbc9009@nyp.org)>  
**Sent:** Thursday, November 3, 2022 9:35 AM  
**To:** Morgan, Omar <[omm9004@nyp.org](mailto:omm9004@nyp.org)>  
**Cc:** Carroll, Jennifer <[jgc9007@nyp.org](mailto:jgc9007@nyp.org)>; MSOR CNM <[MSORCNM@nyp.org](mailto:MSORCNM@nyp.org)>  
**Subject:** Train the trainer

Hi Omar,

Do you have 2 or 3 dates for train the trainer so we can start arranging team member schedules?

Thanks  
Jill

Jill B. Cohen, DNP, RN, PCCN-K, NEA-BC  
Patient Care Director, Milstein OR  
NewYork-Presbyterian/Columbia  
C [347.266.8422](tel:347.266.8422)  
T [646.317.6506](tel:646.317.6506)  
[Jbc9009@nyp.org](mailto:Jbc9009@nyp.org) [www.nyp.org](http://www.nyp.org)

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**From:** Morgan, Omar <[omm9004@nyp.org](mailto:omm9004@nyp.org)>  
**Sent:** Friday, November 4, 2022 4:23 AM  
**To:** Cohen, Jill <[jbc9009@nyp.org](mailto:jbc9009@nyp.org)>  
**Cc:** Carroll, Jennifer <[jgc9007@nyp.org](mailto:jgc9007@nyp.org)>; MSOR CNM <[MSORCNM@nyp.org](mailto:MSORCNM@nyp.org)>; Robinson, Brettlin <[brr9051@nyp.org](mailto:brr9051@nyp.org)>  
**Subject:** Re: Train the trainer

Hello Jill and team,

If possible, I'd like a minimum of 90 minutes or preferably a max of 2 hours to train our cultural champions the 2 hour program and how we're splitting it into 3 separate 1-hour segments (Thursdays 12/1, 12/8, 12/15), with a morning session (7AM-8AM) and afternoon session (2PM-3PM) each of the aforementioned dates. Here are a few options to hold the TTTs:

Monday, November 21<sup>st</sup>, I can do between 0900-1100 OR 2PM-5PM

Tuesday, November 22<sup>nd</sup>, I can do any time

Wednesday, November 23<sup>rd</sup>, I can do any time after 1100

Monday, November 28<sup>th</sup>, I can do 0900-1100 and/or 3PM-5PM

Tuesday, November 29<sup>th</sup>, I can do any time

Wednesday, November 30<sup>th</sup>, I can do any time 1100-5PM [Day before program, may be too last-minute)

My first week back from vacation is full, pushing things into the week of 11/21. I can create the calendar holds once I get the names of the ambassadors. Please let me know when able.

O

Omar Morgan / Training Specialist  
**NewYork-Presbyterian Hospital**  
Human Resources/Talent Development  
41 Audubon Avenue, New York, NY, 10032  
646-640-6389 (Mobile)  
212-342-3471 (Office)  
646-317-3281 (Fax)  
[omm9004@nyp.org](mailto:omm9004@nyp.org) (Email)

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## RE: Train the trainer

Cohen, Jill <jbc9009@nyp.org>

Fri 11/4/2022 2:55 PM

To:Morgan, Omar <omm9004@nyp.org>

Cc:Carroll, Jennifer <jgc9007@nyp.org>;MSOR CNM <MSORCNM@nyp.org>;Robinson, Brettlin <brr9051@nyp.org>

Hi,

Can we do Tuesday, Nov 22<sup>nd</sup> from 8:30-10:30, Tuesday, and Nov 29<sup>th</sup> from 8:30-10:30?

Jenn, do you want an evening time? I remember you saying that was easier. I'll let you weigh in on the 3<sup>rd</sup> option. Looks like Monday, Nov 21<sup>st</sup> from 2-5 would potentially work for us.

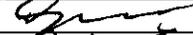
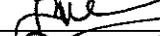
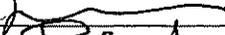
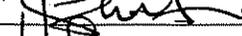
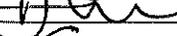
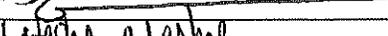
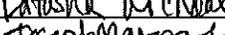
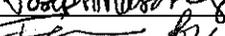
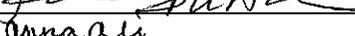
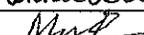
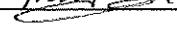
**Best, Jill**

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# Culture Champion Training

November 29th, 2022

Name	Signature
Omar Morgan, Learning Architect	
Jaymee Florentino, BSN, RN	
Eunice Espineuva, BSN, RN, CNOR	
Jill Cohen, DNP, RN, PCCN-K, NEA-BC	
Sruthi Koshy, BSN, RN	
Hillary Sterling, BSN, RN	
Chanda Floyd, Certified Surgical Technologist	
Latasha McNeal, Perioperative Patient Care Assistant	
Joseph Masong, BSN, RN	
Teasha Burton, Certified Surgical Technologist	
Anna Ali, BSN, RN	
Michael Rapliza, BSN, RN, CNOR	



AMAZING  
THINGS  
ARE  
HAPPENING  
HERE

# The Higher Purpose Conversation

December 2022



## (Re)Connecting to your WHY



Discuss 1 thing you love about the work we do as Healthcare Professionals/Care Givers/Champions.

What part of your job as a Healthcare Professional motivates you to come to work?

- a. Write it on a Post-It
- b. Post on Chart

## (Re)Connecting to your WHY



Choose up to 3 words that describe the essence of your role from your perspective.

- a. Write all on a Post-It
- b. Post on Chart

## **(Re)Connecting to your WHY**



What's the desired impact that you want to have? On colleagues? On NYP?  
On our patients?

- a. Write all on a Post-It
- b. Post on Chart

Be the **CHANGE**  
*you wish to see in*  
the **WORLD**  
*-Gandhi*

YOU  
CAN'T  
SAVE  
THE  
WORLD  
ALONE



AMAZING  
THINGS  
ARE  
HAPPENING  
HERE

 New York-**Presbyterian**

# Peri-Op Team: Enhancing Our Culture



Presented by Talent Development  
November 29, 2022

**AMAZING  
THINGS  
ARE  
HAPPENING  
HERE**

# Using Zoom Today

- If you don't have a microphone on your computer, please dial in! (Mic/Switch to Phone)
- Please raise your hand via the zoom tool to engage with the facilitator.
- Self mute your audio.
- Please turn on video, if possible!
- Feel free to use the Chat function to ask questions, add your own responses, etc.
- We're operating on an honor system, so please manage your needs accordingly! 😊



# Introductions: Leadership Message

**“Not everything** that is faced  
**can be changed**, but nothing can  
be changed **until it is faced.**”

*- James Baldwin*

# Ground Rules – Culture of Respect

I will...

- Show respect in my words, actions, communication, and body language.
- Listen to and respond to patients, families, and colleagues.
- Assume the best of others and give them the benefit of the doubt.
- Uphold NYP's commitment to diversity, inclusion and belonging.



## Our CREDO



### RESPECT at NewYork-Presbyterian

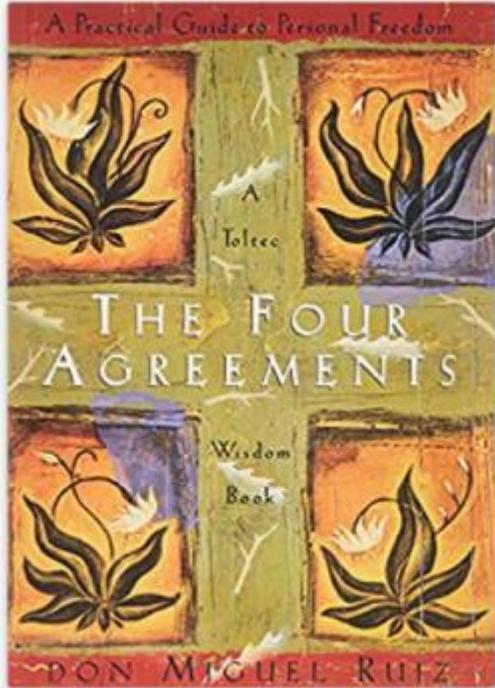
*At NYP, every person and every role counts. We will treat everyone as a valued human being, considering everyone's feelings, needs, ideas, and preferences. We will honor everyone's contributions to creating a healing environment for our patients, families, and colleagues.*

#### AS A MEMBER OF THE NYP COMMUNITY:

I believe	I will	I will not
<ul style="list-style-type: none"><li>• Every individual who comes to us for care and who works here deserves my courtesy and respect.</li><li>• Every contact with a patient or co-worker is a chance to build a trusting relationship.</li><li>• It is my responsibility to honor our commitment to <i>We Put Patients First</i>.</li><li>• Teamwork and clear communication are necessary for providing the highest quality care.</li><li>• NYP is enriched by embracing our diversity.</li><li>• Every team member contributes to NYP's success and to creating an environment where everyone feels like they belong.</li></ul>	<ul style="list-style-type: none"><li>• Treat others as they want to be treated, with kindness, courtesy, and empathy.</li><li>• Show respect in my words, actions, communication, and body language.</li><li>• Listen to and respond to patients, families, and colleagues.</li><li>• Do my best to assist a patient or colleague asking for help.</li><li>• Assume the best of others and give them the benefit of the doubt.</li><li>• Be open to the ideas of others and handle differences of opinion constructively.</li><li>• Hold myself, my colleagues, and my team accountable for our work.</li><li>• Help foster an environment of professionalism, openness, and high ethical standards.</li><li>• Uphold NYP's commitment to diversity, inclusion and belonging.</li></ul>	<ul style="list-style-type: none"><li>• Speak or act disrespectfully toward anyone.</li><li>• Engage in or tolerate abusive language and behavior.</li><li>• Speak negatively about patients or colleagues, especially in front of patients and visitors.</li><li>• Create an environment in which people are afraid to bring forward concerns or issues of safety.</li><li>• Act irresponsibly with NYP resources.</li></ul>

WHERE AMAZING WORKS.

# Ground Rules – 4 Agreements



- Be honorable with your words. Speak your truth without blame and/or judgement, be mindful with your words
- Know this is your truth, with a lower case “t”. (remember intent vs. impact).
- Be aware of what your gut is saying – assumption, perception, and interpretation.
- Bring your best self into this discussion and be fully present (physically, mentally, and emotionally)

*(adaptation of “The 4 Agreements” by Don Miguel Ruiz)*

## Icebreaker

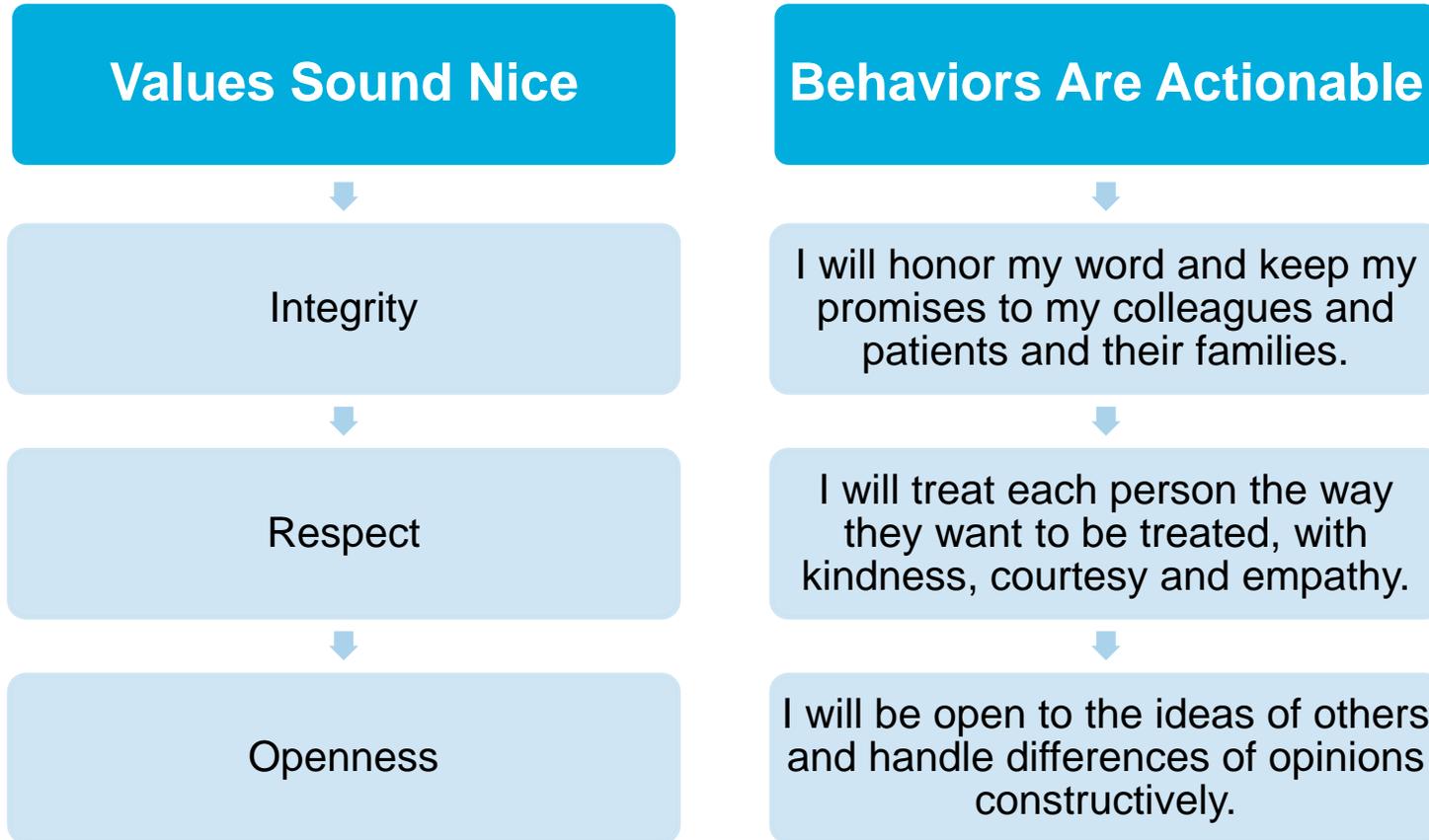
Type into the chat two words that best describe how you are feeling right now



# Non-Negotiable RESPECT Behaviors

## Start – Stop – Continue

# *Respect Behaviors are Actionable*





# Breakout Room Activity: *START – STOP – CONTINUE*



What can we **START** doing?



What can we **STOP** doing?



What can we **CONTINUE** doing?

In your breakout rooms, discuss the following with your group:

- What are the respect behaviors that you'd like to see change or continue in your department (*non-negotiable behaviors*)
- List the behaviors that your group is committing to that would enhance the experience of RESPECT in your department

## Consider & Discuss:

- Utilizing the Respect Behaviors Created/Discussed
- Empathy, Care & Humanity for Colleagues
- Others?
- Be prepared to report out 😊

# Next Steps

- Leaders will collect, combine and review behaviors to identify themes across our sessions.
- Finalized behaviors will be shared with team in future.



# IN CLOSING: LEADERSHIP MESSAGE



## The Four Agreements

### 1 BE IMPECCABLE WITH YOUR WORD

- a. Speak with integrity.
- b. Say only what you mean.
- c. Avoid using the Word to speak against yourself or to gossip about others.
- d. Use the power of your Word in the direction of truth and love.

### 2 DON'T TAKE ANYTHING PERSONALLY

- a. Nothing others do is because of you.
- b. What others say and do is a projection of their own reality, their own dream.
- c. When you are immune to the options and actions of others, you won't be the victim of needless suffering.

### 3 DON'T MAKE ASSUMPTIONS

- a. Find the courage to ask questions and to express what you really want.
- b. Communicate with others as clearly as you can to avoid misunderstandings, sadness and drama.
- c. With just this one agreement, you can completely transform your life.

### 4 ALWAYS DO YOUR BEST

- a. Your best is going to change from moment to moment; it will be different when you are healthy as opposed to sick.
- b. Under any circumstance, simply do your best, and you will avoid self-judgment, self-abuse, and regret.

Thank You

Be the **CHANGE**  
*you wish to see in*  
*the* **WORLD**  
*-Gandhi*



# Culture Star of the Week

## Feb 20-24, 2023

Jina Yoo

Jina always has a positive attitude in the morning, is very respectful and always helpful in finding ways to start transplants!

Start	Stop	Continue
Start being more mindful on how we speak to each other	Stop Bullying	Continue to work as a team
Start work on time and relieving each other for breaks on time	Stop Making Assumptions	Continue to share our knowledge and expertise with one another
Start introducing ourselves	Stop Gossiping	Continue advocating for the patient
Start with a positive attitude at the beginning of the day	Stop Complaining	Continue respectful interactions
Start proposing solutions	Stop self-imposing silos	Continue providing great patient care