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NYU Langone Health

Enhancing Career Development of Racially and Ethnically Diverse Leaders Through Mentorship

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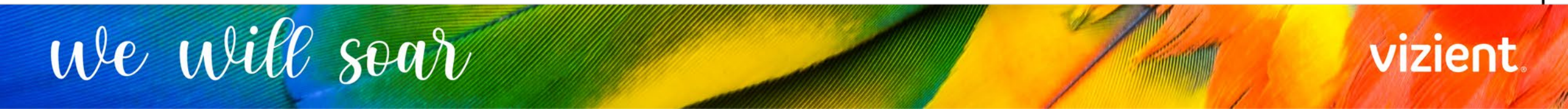
NYU Langone Health, Brooklyn, NY



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Learning Objectives

- Describe the importance of increasing diversity in leadership.
- Recognize the multiple benefits of mentorship.
- Identify the elements of an intentional mentorship program that incorporates multiple evidence-based workshops to increase diversity in leadership.

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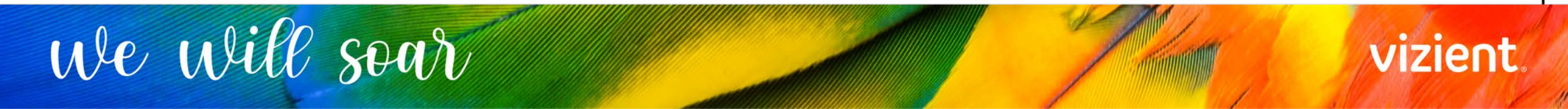
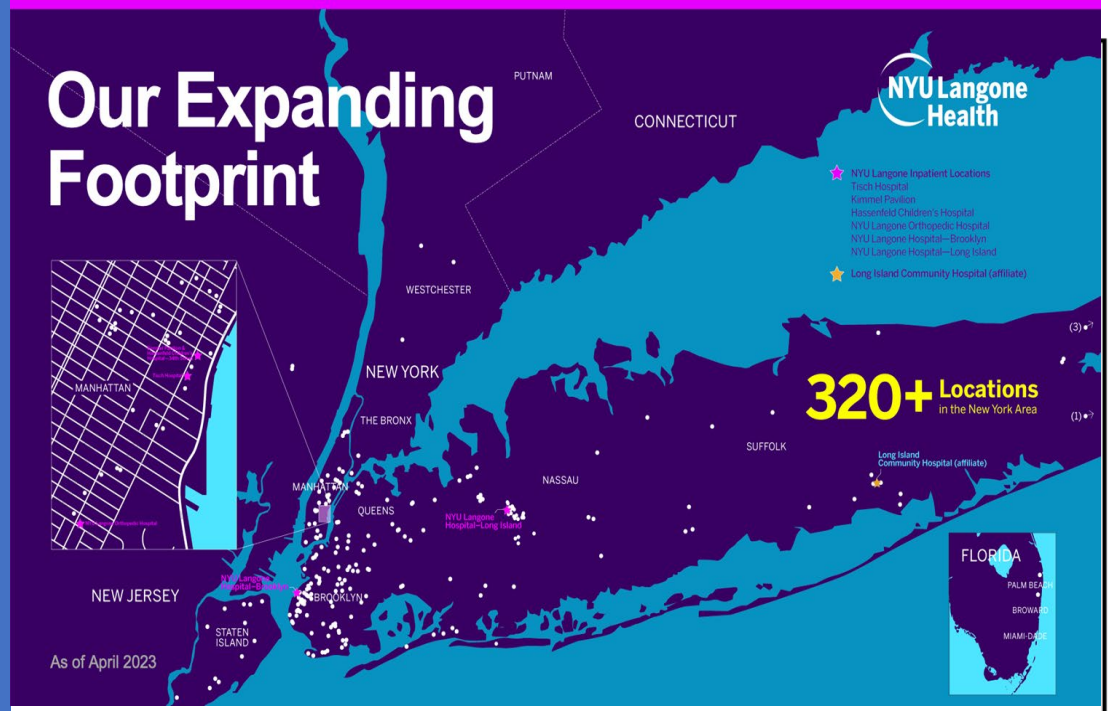


NYU Langone Health

- We are a premier academic health system providing excellence in patient care, education, and research
- A trifold mission to teach, to serve and to discover



A world-class, patient-centered, integrated academic medical center with 3 hospitals located in the heart of Manhattan; a hospital in Brooklyn, and a hospital in Long Island.

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Facts and Figures

NYU Langone Health

NYU Langone by the Numbers

105,973 Hospital Discharges

2,073 Beds

4 Emergency Departments

191 Operating Rooms

8.37M Patients in Our Electronic Health Record

14,393 Births

13M SF+ Space Portfolio

6 Inpatient Locations

286,464 Emergency Department Visits

10.1M Outpatient Visits per Year

As of April 2023

Facts and Figures

NYU Langone Health

Employees

46,692
Employees in Total

Students and Trainees

544
MD Candidates

98
MD/PhD Candidates

258
PhD Candidates

34
PhD Recipients

1,704
Residents and Fellows

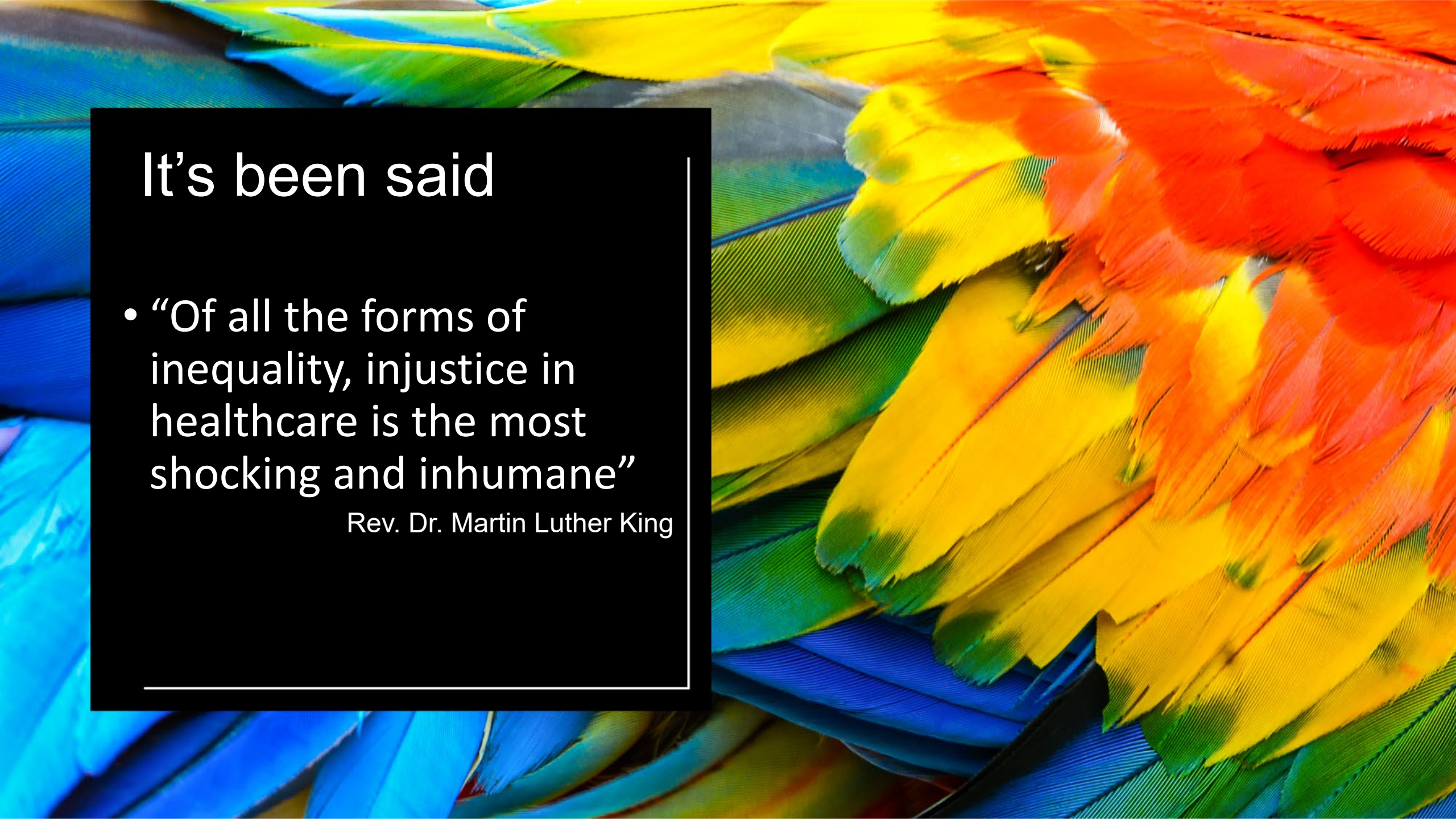
Staff

163
Endowed Faculty Positions

4,575
Physicians and Faculty

7,983
Nurses

As of June 2023



It’s been said

- “Of all the forms of inequality, injustice in healthcare is the most shocking and inhumane”

Rev. Dr. Martin Luther King

Background

Importance of Leadership

- Create the vision and mission of the organization
- Lead and shape the organization
- Represent the principles of the organization
- Engage in strategies that influence the healthcare work-force
- Develop policies that impact institutional and global healthcare

Leach & McFarland, 2014, Bradley, 2014, Rich et al., 2015.

NYU Langone Health Nursing Strategic Map

Vision: NYULH Nursing is a vibrant, fully integrated team, respected for clinical contributions, trusted for effective resource utilization and recognized, both internally and externally, for our many contributions to the profession and our organizational tripartite mission.

Goal: NYULH Nursing to be recognized as best in the Country for Nurse Engagement, Patient Experience, and Nursing Sensitive Indicators across the care continuum.

Strategy

Prioritize Diversity and Inclusion in the Workforce

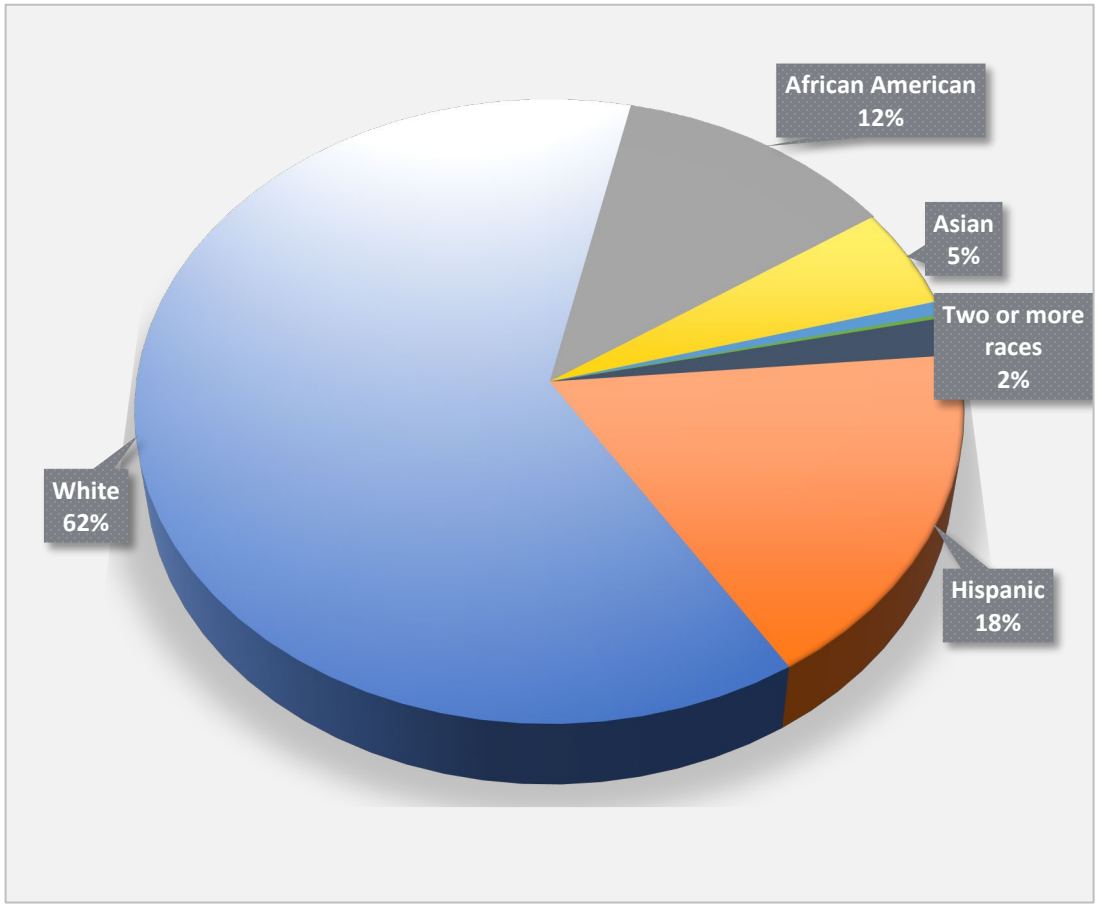
Tactics

- **Develop nurse leader team that reflects the workforce and patient population**
- **Offer and support DEI education and training for leaders and staff and during onboarding**

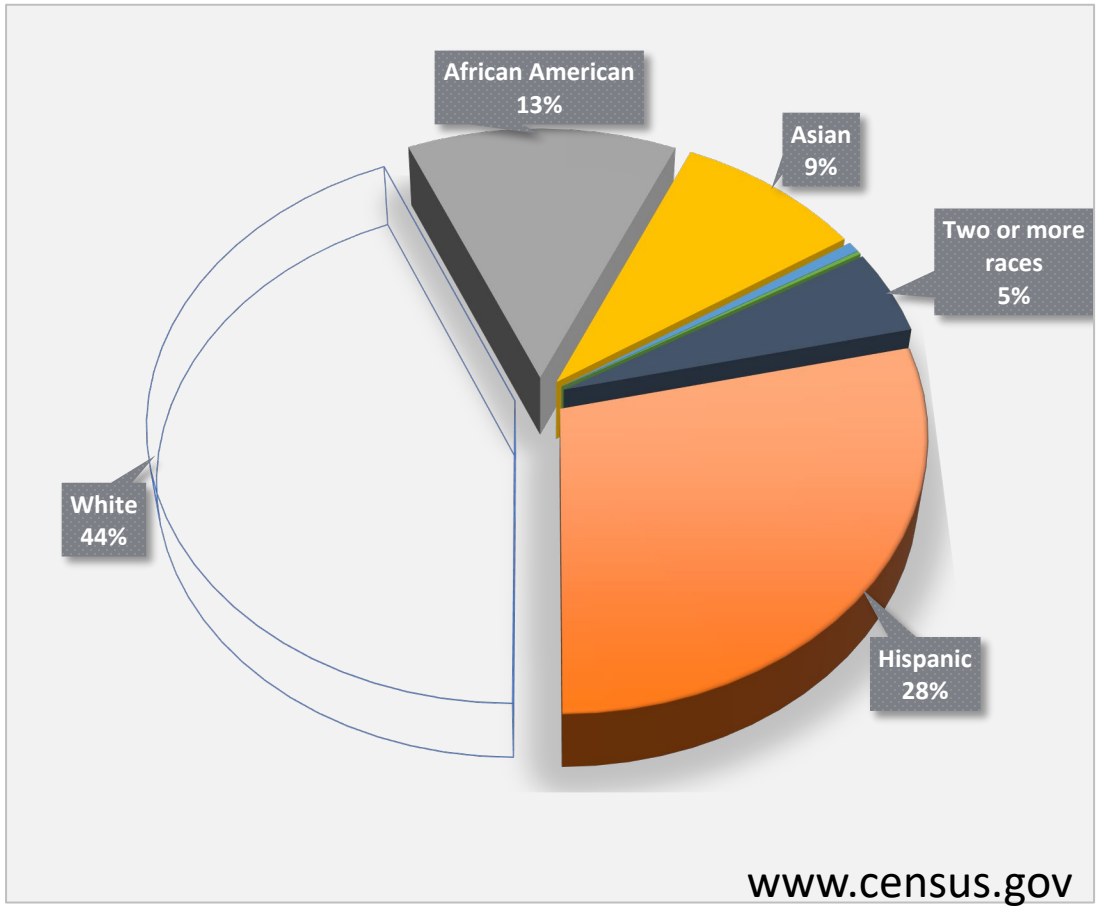
U.S. Population Projection for 2060

Majority –Minority Crossover

2015



2060



www.census.gov

Benefits of Diversity in Healthcare Leadership

Diversity in leadership drives innovation to enhance health equity.

Allows the organization to seek the most talented individuals, regardless of differences.

Increases employee engagement by showing that the organization knows and respects other cultures.

A culturally varied workplace fosters trust among a diversified patient population

Image by www.slideteam.net

Purpose

The program explored the influence of formal mentoring among ethnic and racially diverse leaders who aspire to advance their careers or become more comfortable in their current roles.

Program Design

- 1:1 Mentoring
- Group Mentoring
- Journaling
- Networking/Collaboration

Image by www.slideteam.net

1:1 Mentoring

Bi-Monthly live or virtual meeting
Goal setting

Image by www.slideteam.net

Group Mentoring

Session I: Self Efficacy

- Mastery Experience
- Vicarious Experience
- Verbal Persuasion
- Physiological Arousal

Explore the concept of **Self – Efficacy** and discuss how it is developed and can be positively/negatively affected

- Cultivate tools and strategies to formulate a positive self-image

Image by www.slideteam.net

Session II: Networking/ Collaboration

Is networking important?

Understand **networking**, the myths, and the importance of collaboration

- Cultivate concepts that can be used to build genuine relationships

Session III: Leadership Paradigms

Conceptualize how to describe and strengthen **leadership** styles and recognize diversity's influence in building high-performing teams.

- Understand their values as a leader and develop confidence in their intrinsic and extrinsic motivations as leaders.

Session IV – Success

Redefine learning goals and personal success and answer the question of what success looks like

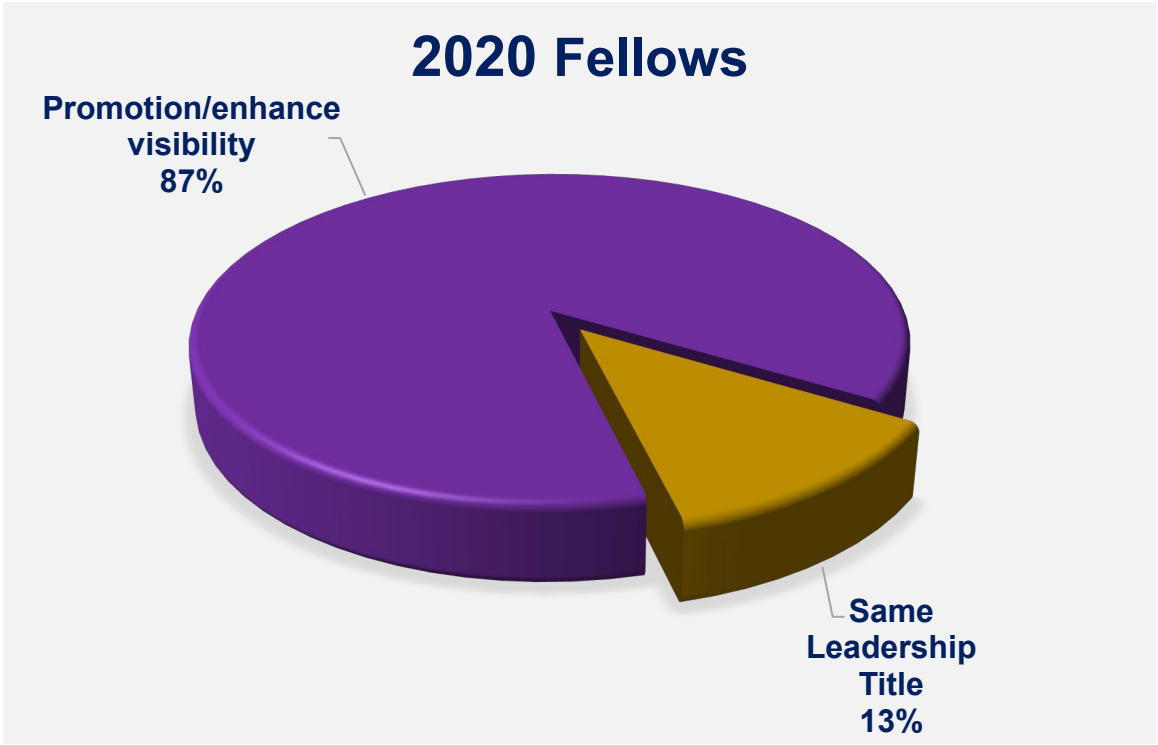
Image by www.slideteam.net

Journaling

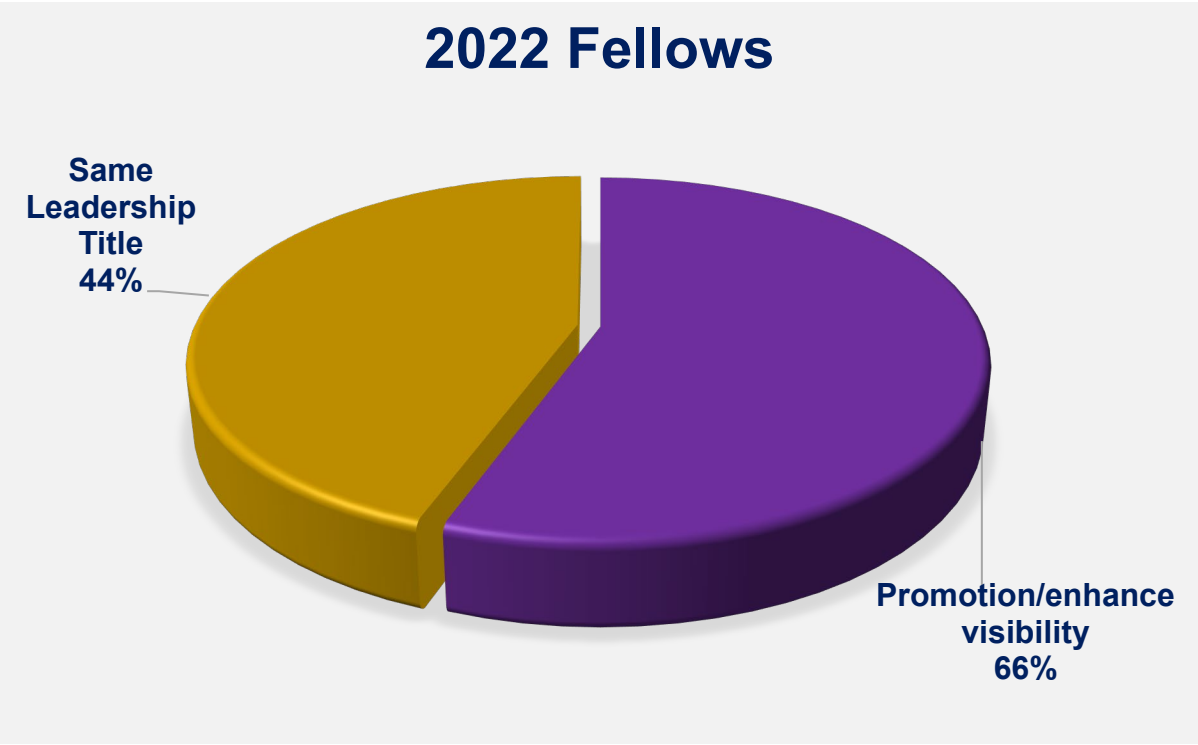
- Self-reflection
- Deliberate learning

Results

DEI+B Mentorship Program Statistics



N = 16



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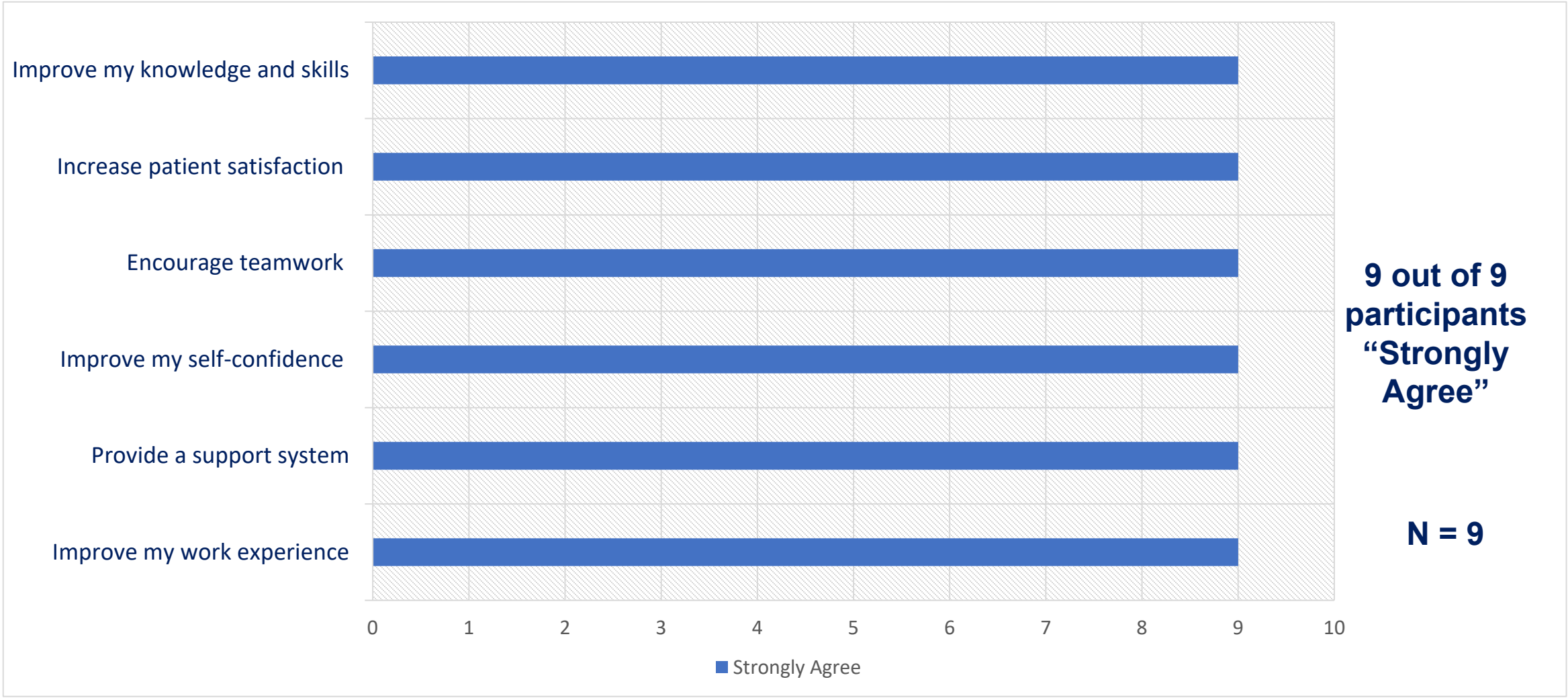
DEI+B Mentoring Program Post – Survey

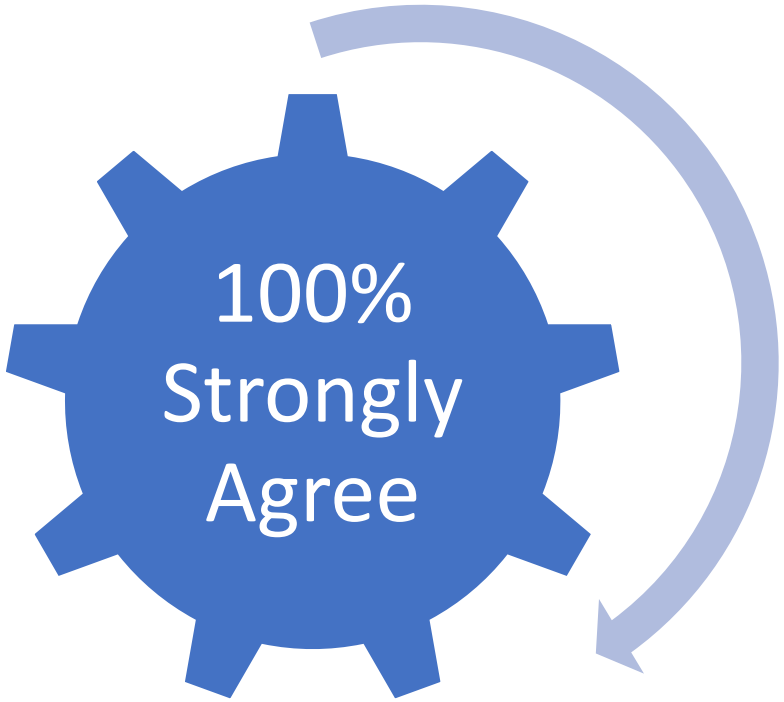
The Program:



9 out of 9 participants "Strongly Agree"

N = 9

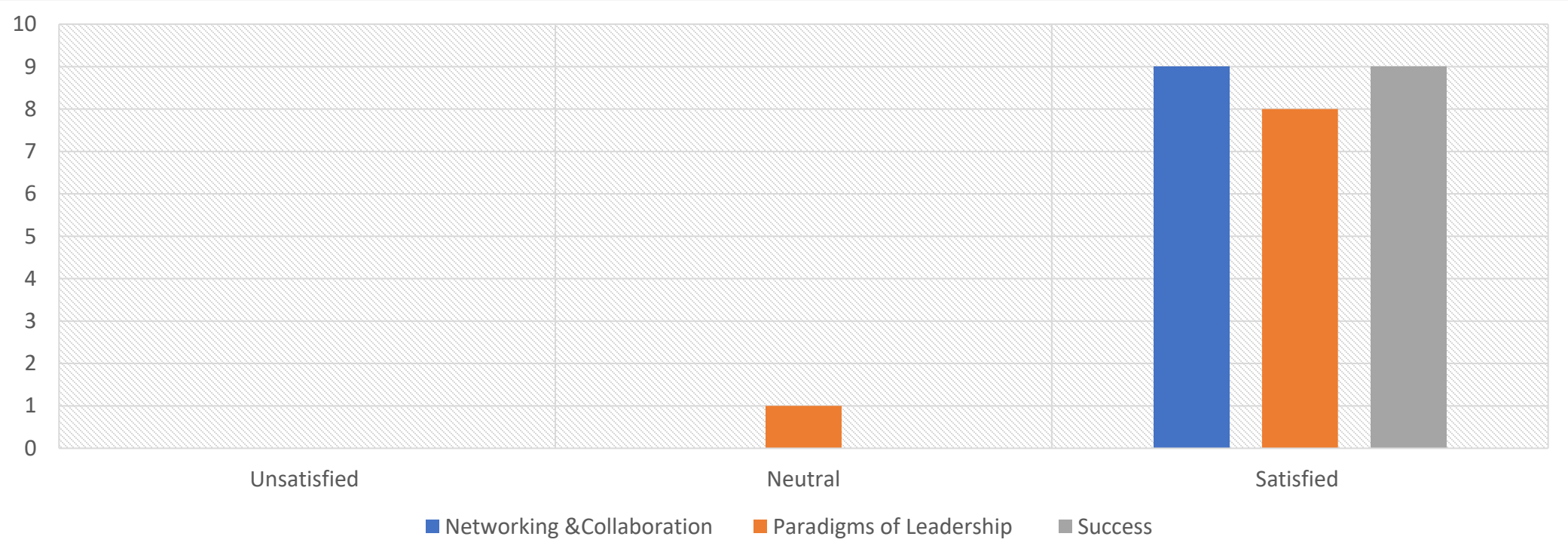
Post-Survey



N = 9

1. **Have you and your mentor been able to build a comfortable working relationship?**
2. **Were you able to learn from the program facilitators experience and background?**

Rate the Program Topics:



How was your overall experience with the Mentoring Program?

- The program ignited and provided inspiration to grow professionally.
- Excellent, more than I could have hoped for. Inspiring with actionable goals that proved attainable.
- I learned about so many perspectives from leaders throughout the institution that made me excited to continue my path in management. This program strengthened my confidence as a leader and helped me feel more connected to the goals of the institution as a whole.
- The Mentoring Program allowed me to nourished and flourish my passion in nursing Leadership.
- This program was not only an investment in myself but I have gained everlasting tools and different perspectives by which to serve my teams and me to others.
- Phenomenal experience
- Excellent
- I learned about the perspectives of so many different leaders in different types of positions within the institution. it helped me create a closer network system wide which is very important for the success of NYU as an enterprise. Overall gave me more tools and confidence to be a strong leader.
- There has been no greater reward than to invest in myself to encourage others on my team. This program not only built confidence but allowed me to gain leadership perspectives I can apply to daily practice.

Lessons Learned

- Understand where support is needed
- Shift your attention towards intervention rather than solely reducing bias in order to enhance workplace diversity programs
- Maintain a dedicated emphasis on workplace-related concerns while balancing the personal issues
- Sustain an ongoing and accountable dialogue to ensure continuous progress
- Cultivate flexibility in both the content and delivery approaches to optimize the impact of the program

Key Takeaways

Creating a minority leadership mentoring program for progression planning is valuable to:

- Gain new knowledge,
- Improve self-confidence, and
- Stabilize organizational culture

Questions?

NYU Langone Health

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