

Massachusetts Eye and Ear Infirmary at Harvard Diversity

ASSESS

Massachusetts Eye and Ear Infirmary (MEEI) is a specialty hospital and teaching partner of Harvard Medical School and was founded in 1824 as a one-room specialty clinic. The Infirmary has earned an international reputation for its successful treatment of the most difficult diseases and conditions of the eye, ear, nose, throat, head and neck, and for its outstanding contributions to medical research and education. Hodes was brought on board to assist in a widespread diversity training initiative.



STRATEGIZE

The objective of Hodes' diversity training was for participants to improve their understanding of diversity theory and diversity management strategies. An intensive four-day process would be held for all managers and senior executives, providing them with enough information to convey the organizational culture and work environment at MEEI. Hands on experience would help drive home the information and a strong focus of training was on team building exercises and project planning.

IMPLEMENT

Two diversity training tracks were designed specifically for the MEEI culture, mission and values. Both were delivered onsite to the Leadership Team, consisting of senior managers, and the Operations Team, which included the CEO and Executive Committee. The first track focused on Diversity Theory and Multicultural Communications and the second on Learning in Action and Best Practice Implementation. From the training, each team developed an action plan for changing culture and proposed specific projects to advance diversity goals.

MEASURE

The diversity training was a resounding success. After the four-day group sessions, a new diversity management pipeline was put into place, with HR in charge of coaching diversity recruitment and retention in the company. In addition, six new project proposals came as a direct result of the activities. "The program inspired growth," said President and CEO F. Curtis Smith. "Overall, the experience was excellent. We are excited about the action steps that emerged from the process and look forward to getting closer to a diverse population of patients and to continuing to build a supportive culture for employees."