More than Just Hair

Improving Hair Care
Equity in Healthcare

CHILDREN’S HOSPITAL OF PHILADELPHIA SUPPLIER DIVERSITY PROGRAM

Virtual Webinar Series made possible through the collaborative work of
SUPPLIER DIVERSITY PROGRAM

Children’s Hospital of Philadelphia

Jeff Raup, AVP Sourcing and Contracting
Gilbert Davis, VP and Chief Diversity Officer
Marcia Wallace, Supplier Diversity Program Manager
INTEGRATED DEI STRATEGIC PRIORITIES

<table>
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<tr>
<th>PRIORITY FOCUS AREAS</th>
<th>Research</th>
<th>Clinical Care</th>
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<th>STRATEGIC DOMAINS</th>
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INTEGRATED DEI STRATEGIC PRIORITIES

PRIORITY FOCUS AREAS

- Research
- Clinical Care
- Health Equity
- Community Impact
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STRATEGIC DOMAINS

- Inclusion and Belonging
- Workforce Representation
- Infrastructure

SUPPLIER DIVERSITY

<table>
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<tr>
<th>Status</th>
<th>Strategic Priority</th>
<th>Performance Measure</th>
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<tbody>
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<td></td>
<td>Increase Spend for MBWE Vendors</td>
<td>Increase Diverse Spend to $125M for FY23</td>
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<tr>
<td></td>
<td>Increase the number of Diverse Vendors</td>
<td>Add at least 100 Diverse Vendors to our Procurement System in FY23</td>
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EXECUTIVE SUMMARY

• We have a clear vision for strategic sourcing for our Supplier Diversity program.
  • Program aims to build a supply base that mirrors the diversity of our employees, customers and the communities we support and serve.

• We are **intentional** in growing our diversity spend.
  • Defined structure, governance and metrics to ensure success
  • Utilize eternal strategic partners to build capacity & competency of local diverse vendors to provide pipeline for CHOP
  • Collaborating with all departments, with specific focus on Facilities, Information Services and Human Resources

• The program has been growing since 2015; significant progress since 2020
  • Historically our annual diversity spend has been approximately $65 million
  • Goals: increase diverse spend to $80M in FY21, $115M in FY22 and $135M in FY23
  • Hired Supplier Diversity Program Manager in August 2021
SUPPLIER DIVERSITY VISION STATEMENT

CHOP’s Supplier Diversity Program aims to build a supply base that mirrors the diversity of our employees, customers, and communities we support and serve.
KEY STATISTICS

• Diverse Vendor Spend
  • Increased diverse spend from $79.5M in FY2021 to $115M in FY2022
    • Represents a 44% increase in invoice spend
  • Added 85 new diverse vendors
  • Diverse vendors spend was 3% now comprise 5% of total addressable spend*

*Addressable spend is defined as all CHOP purchase order spend excluding payments for physician staff, insurance, benefits, pharmaceuticals.
STRATEGIC AREAS OF FOCUS

1. Relationships & Strategic Alignment
2. Strategic Sourcing
   • Construction, Information Services and Human Resources
3. Development of Diverse Suppliers
   • Mentor Protégé Program, Training, and Matchmaker Events
4. Data Analytics & Processes
5. Communication
STRATEGIC SOURCING - FACILITIES

Service and Logistics Center

• Veteran-owned, minority-owned trucking firm
  • $2M / year in spend

• Janitorial firm – Local, women, minority-owned
  Service - $868K / year
  • Construction clean $32.5K / year
STRATEGIC SOURCING - INFORMATION SERVICES

- IT Hardware FY22 Project
  - Tier 1 Relationship
  - Women, Minority-owned business
    - $15M / annual spend
STRATEGIC SOURCING – HUMAN RESOURCES

• FY22 Human Resources / RightSourcing
  • Exclusive / early release of requisitions to be sourced by diverse vendors
  • Target recruitment areas
    • Patient Service Reps, Information Service & Nursing
  • Mentor Program- provide guidance to diverse vendors with increased visibility to department’s infrastructure and hiring trends
    • $10.8M annualized spend
SUPPLIER DIVERSITY DEVELOPMENT

• FY22 Facilities and Construction Virtual Matchmaker Event
  • Brought together CHOP Leaders, Construction Firms and diverse vendors to connect and share bid opportunities
    • 117 participants
    • 36 meetings held
  • 100% of business owners thought that this event was valuable

“Would love to be able to use this opportunity as a bridge to network with participants as we may be able to collaborate & share best practices.”
SUPPLIER DIVERSITY DEVELOPMENT

• King of Prussia Pop-up Events
  • Partnered with 6 suppliers to showcase their business
  • Positive feedback from vendors and KOPH staff
    • Will resume at Leadership’s request

• Feedback:
  • “As a new hospital in the community, the Middleman Family Pavilion in King of Prussia was excited to host a variety of local, diverse vendors for a weekly pop-up events in the month of June. We hosted bakery, creative arts, toys and book vendors. The KOP staff, patients and families enjoyed getting to know these small business owners and supporting local overall! Given the overwhelming success, we have decided to extend this program.” ~ KOPH AVP Operations
DATA ANALYTICS & PROCESSES

• Forecasting supplier opportunities
  • Develop tracker to improve pipeline bid visibility ✓
• Data Cleansing
  • Supplier scrub of data
  • Minority-owned business ✓
  • 8.5K records
  • Wider access to 1.4M vendor records
• Supplier Diversity Qlik Sense ✓
  • Enhancements
    • Track invoice spend by cost center and year over year differences
    • Can also tie in zip codes to track local/regional spend
STRATEGIC INITIATIVES FY23

• CHOP Commitments and Supplier Diversity Response*
  • Policies & procedures
    • Formalize enterprise-wide Supplier Diversity policy
    • Review contracting & sourcing policies
  • Inclusive investments
    • Utilize strategic partners to build competency and capacity of local diverse suppliers to provide a pipeline for CHOP
  • Diversity indicators
    • Improve data and analytics infrastructure
    • Create scorecard to share results of Supplier Diversity program
  • Leadership commitment
    • Establish departmental goals for Supplier Diversity across CHOP

• FY23 Target Goal
  • Goals: increase diverse spend from $115M to $135M in FY22 and FY23, respectively
  • Add 100 new diverse vendors
  • Implement the Mentor / Protégé Program
  • Information Service Matchmaker Event

*Commitments were made by Madeline Bell, President and CEO, in conjunction with regional healthcare providers.
COMMUNICATIONS

• Doing Business with CHOP Intake Form
KEY TAKEAWAYS

• Leadership support is essential!
• Take the time to develop your vision, strategy and roadmap for the program.
• Identify your partners, both internal and external.
• The journey is a marathon not a sprint!
• The best ideas often come from patient and staff!

Questions?
• Marcia Wallace, wallacem2@chop.edu
HAIR CARE EQUITY
PRODUCT INITIATIVES

Virtual Webinar Series made possible through the collaborative work of

Children's Hospital of Philadelphia
AGENDA

• History of Black hair
• How to support children in the hospital setting
  • Hair / hair care
• BIPOC hair care initiative
• Nursing perspectives
• Band-Aid initiative
BLACK HAIR THROUGH THE TIMES
POLLING QUESTION

What is colloquially known as "Wash Day"?

A. A day to do family laundry
B. A day to wash, condition, and style hair
C. Chores day
POLLING QUESTION

What is a "plait"?

A. Another word for braid
B. Dinner plates
C. Nail polish
SYMBOLISM OF BLACK HAIR IN SOCIETY

• In almost every religion or theology, hair is seen as something to be honored, private and personal and an object of glory. This has shaped our culture today.

• Bonding experiences within black culture

• You know the history, but how is black hair viewed today?
  • Many natural styles viewed as unprofessional or unkempt
  • Legal discrimination against natural black hair still exists.
  • Styles appropriated
CONSIDERATIONS FOR PREPARATION & COPING

• Oncology treatments
  • Hair loss
  • How will it grow back?

• Surgical / medical interventions
  • Electrodes
  • Prolonged time in bed

• Activities of daily living
  • Hair washing
  • Hair styling
  • Extended stay
PATIENT & FAMILY COPING

• Addressing rituals
  • Bedtime or evening hair care
  • Caregiver care routines

• Products available

• Empowering patients and families
  • Addressing self-identity and self-esteem
  • Promoting self-love and self-worth
SUPPORTING BLACK HAIR DURING HOSPITALIZATION

• Addressing the elephant in the room
  • It shouldn’t be awkward – just an acknowledgment
  • Think of a time...

• Education
  • Ask questions
  • Google!
  • Use resources

• Start small
  • Your teammates?
  • Interdisciplinary involvement

• Advocate...and bring your data!
  • Comfortability of families discussing their concerns
POLLING QUESTION

Which option most accurately describes where your facility is with this project?

A. Already implemented hair care equity project
B. Plan to implement in next 6-12 months
C. Project in discussion
D. Not started
BIPOC HAIR CARE INITIATIVE

• Background
  • Feedback from staff and families that current product selection was insufficient
  • Formal taskforce and advocacy from Clinicians and Leadership

• Benchmarking
  • First pediatric hospital exploring the hair care equity project
  • Benchmarked with University of Iowa

• Trial
  • Expanded taskforce to include PT/OT, Nursing
  • Partner in Finance tested samples sent by supplier
    • TWT Distributing Inc., a minority-owned supplier
  • Reviewed and approved by Value Analysis
    • Patient Safety, IP&C, Risk, Environment Health & Safety, Harm Prevention
  • 6-week trial; Rehab (10 patients) and PCU (8 patients)
  • 11 products
  • RedCap Evaluation
    • 40 survey results, open to families and staff
**Tip Sheet for Trial:** Personal Hair Care Products (for patients who identify as Black, Indigenous or people of color)

**Trial Location:** PCU and Rehab; **Trial Start Date:** 10.27.2020; **Trial End Date:** 12.4.2020

CHG: CHG compatibility information not available. Haircare MUST be completed prior to CHG baths to ensure any residue is removed.

Neurosurgical Patients: Patients should shampoo hair the night before the procedure according to Job Aid: Bathing Recommendations for Reducing Central Line Associated Bloodstream & Surgical Site Infections. Ensure shampoo is thoroughly rinsed prior to completing preoperative CHG treatment. Post-operatively, a protective style which keeps hair away from the surgical incision is recommended. Patients should thoroughly rinse shampoo and conditioner post-operatively, and keep leave-in conditioners away from surgical site. Follow physician orders for post-operative surgical incision care. Do not utilize hair products on open wounds, incisional dehiscence or ulceration.

<table>
<thead>
<tr>
<th>Haircare</th>
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<tr>
<td><strong>In the following circumstances, hair may need to be re-styled:</strong></td>
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<tr>
<td>• Increased risk for pressure injury with braids/cornrows/twists in the area where child is laying weight of head (nonambulatory, lengthy ICU admission, Braden QD score etc.)</td>
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</tbody>
</table>
| • If hair style is limiting full assessment of skin and/or wounds on the head under the braids/cornrows/twists  
  • Remove hairstyle in order to complete proper scalp assessment (visualize and palpate) and re-style (example: 2-strand twist, plaits, bun) |
| • When new growth causes the roots to separate from the styled hair and it becomes prone to twisting and tangling |
| • If there is visible build-up present |

**Hairstyles should NOT be removed without conversations with patient/caregivers.** Braids/cornrows/twists are protective hairstyles that reduce harm to hair and scalp. Always partner with patient/caregivers whenever possible to create individual hair care plan:

- Review helpful phrasing to partner with patient/family to discuss removal and preferences for re-style (example: 2-strand twist, plaits, bun)
- Anyone can call CHOP Salon Services @ 4-2779 or search CHOP Salon Services on @CHOP and click “request appointment” to obtain hair styling services
<table>
<thead>
<tr>
<th>Product</th>
<th>Intended Use</th>
<th>Benefits</th>
<th>Instructions for Use</th>
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</thead>
<tbody>
<tr>
<td>Cantu Shampoo</td>
<td>Shampoo</td>
<td>Hair usually has a coarse texture, a tight curl pattern and is more dry. Therefore, hair is prone to breakage and is more easily tangled; detangling tangled hair can cause breakage.</td>
<td>Hair should be washed no more than every 7 to 10 days. Use fingertip pads (nails can scratch the scalp) to gently massage the scalp/roots moving from hairline and nape of neck and working way to center of the scalp. Do not gather the hair in a bunch on top of the head because it will tangle. If a child has braids, cornrows or twists focus on massaging shampoo into the scalp and between the styled sections. Squeeze the shampoo down the braids/cornrows/twists. To prevent frizz, do not rub the braids/cornrows/twists. Thicker and/or styled hair may require repeated washes. Rinse thoroughly. Squeeze excess water from hair.</td>
</tr>
<tr>
<td>Alternative products - Johnson’s Head To Toe Wash &amp; Shampoo Medline Kivi Mango Shampoo &amp; Body Wash</td>
<td>All patients with dry hair with coarse texture, and/or a tight curl pattern.</td>
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</tr>
<tr>
<td>Cantu Conditioner</td>
<td>Conditioner</td>
<td>Conditioner is absorbed into the hair and improves its appearance. Conditioner should be used after every shampoo.</td>
<td>Apply conditioner to hair, starting at the tips and moving towards the roots in a raking motion. Do not gather the hair in a bunch on top of the head because it will tangle. Leave conditioner in place and proceed to ‘detangling’ section. If a child has braids, cornrows, or twists focus on squeezing conditioner down the braids/cornrows/twists. To prevent frizz, do not rub the braids/cornrows/twists. Rinse hair thoroughly. Squeeze excess water from hair.</td>
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</table>
| **Detangling** | **To avoid tangles.** | **Comb out the hair after it has been shampooed and while the hair is still wet with conditioner.**
| Wide-Tooth Comb | Use the rattail comb to divide the hair into sections (tighter curl pattern hair would require more sections). Do not dig the comb into the scalp skin.**
| For thick long hair - Used to address knots and tangles. | Utilize another comb, hair clips, or cloth-covered hair ties to keep hair divided into sections. |
| Bristle Brush | Address one section at a time. Hold hair firmly at the root and using the wide-tooth comb start combing the hair at the ends and work your way up to the roots. If hair is tangled, gently pull strands apart with fingers. |
| For thick long hair - Used to brush hair. For Short Hair - Creates waves in hair. | Once detangling is complete, rinse hair thoroughly. Squeeze excess water from hair.]

**Note:** The only way to remove locks/dreadlocks is to cut the hair off. It cannot be combed out. Collaborate with patient/caregivers in the event the hair needs to be cut.

| **ORS Olive Oil Moisturizing Hair Lotion** | **Leave-in Conditioner (select one)** | **Hair lotion coats the hair, smooths the cuticle, makes the hair manageable and protects the structure of the hair by acting as a barrier.** |
| **ORS Olive Oil Girls Moisturizing Hair and Scalp Lotion** | **Olive Oil Styling Lotion** | **Add preferred** lotion to palm of hand and massage through damp hair and onto scalp using fingertips/wide tooth comb. Finish with bristle brush. |
| **Dry Scalp** | **360 Style Pomade** | **For short hair** add pomade to scalp and use bristle brush to brush hair in the direction that it naturally grows. This will help coat the hair and scalp. |
| **Edge (hairline) control.** | **Pan Leaves Hair** | **If a child has braids, cornrows or twists,** apply lotion to the scalp around the hair and to the edges of the hair. |
Toshica’s Wrap Cap
Toshica’s Satin Sleep Cap
Toshica’s Stocking Wave Cap

Sleep Caps/Wraps

Wrap Cap and Stocking Wave Caps
Used with braids or waves to keep hairstyle in place.
- Stocking cap cannot be adjusted for tightness.
- Wrap cap can be adjusted for tightness.

Satin Sleep Cap
Used with braids to keep hairstyle in place.

Hair rubbing on a rough cotton pillowcase can cause split ends, tangling, and breakage.

- Braid or twist hair into 2 or more sections.
- Wrap hair in a scarf or cover hair with a sleep cap for protection.
- Check skin every 2 hours for tightness causing redness, indentation or irritation.

Laundering Recommendations:
Maintain cleanliness of satin cap/wrap by laundering with soap, high heat, rinsing, and lying flat to air dry.
- Patients with central lines need cap/wrap laundered every 24 hours with high heat. Replace with new cap/wrap as needed.
Shower caps may be cleaned and reused.
# EVALUATION FORM

For each statement below, please indicate your level of agreement by placing an "X" in the appropriate box. Select all that apply.

<table>
<thead>
<tr>
<th></th>
<th>Easy to use</th>
<th>Greasy</th>
<th>Smelly</th>
<th>Time-consuming</th>
<th>Approve</th>
<th>Not approve</th>
<th>Not used</th>
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<tr>
<td>5)</td>
<td>Cantu Shampoo and Conditioner</td>
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<td>6)</td>
<td>S-Curl Pomade</td>
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<td>7)</td>
<td>Organic Root Stimulator Hair Lotion</td>
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<td>Olive Oil Girls Styling Lotion</td>
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<td>9)</td>
<td>Toshica's Boar Bristle Brush</td>
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<td>10)</td>
<td>Toshica's 10 Pc Bone Kit Set</td>
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<td>11)</td>
<td>Toshica's Stocking Wave Cap</td>
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<td>12)</td>
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<tr>
<td>13)</td>
<td>Toshica's Satin Sleep Cap</td>
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<td>14)</td>
<td>Toshica's 4 Pc Shower Cap</td>
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TRIAL FEEDBACK

• Comments
  • We used the Organic Root Stimulator per recommendation for his hair and it did work in but at first sat on top of his hair.
  • Give more direction with the head wraps and sleeping caps and why they are used.
  • I think the 10-piece kit is wasteful.
  • Cantu shampoo and conditioner work well and smell great.
  • Organic Root Stimulator product (Olive Oil) have harmful ingredients that are detrimental to black hair after long-term use.
  • The language “coarse hair” should be removed/changed. Instead, words like textured, coily, wavy, curly, kinky can be used. Language in shampoo section should be revisited. The language comes off as offensive and does not represent the various hair textures of BIPOC hair.
  • Products make her hair soft and easy to comb. Conditions her scalp. Smells good.
  • “I read every word of this (ISBARQ) and the attached job aid and honestly teared up. I’ve been here 17 years, and this has been so needed and a tiny gesture like this is amazing to see.”
  • “I received positive comments from a patient’s family about these products. They have been coming to CHOP for years and were really pleased that we finally have products available for the patient’s hair type.”
  • “This is such a great step in the right direction to aid community members to feel that CHOP recognizes and appreciates them. I applaud this effort and those people responsible for implementing this and am excited for the impact this will have on the patient population.”
  • “Parents were very excited to see the products and we’re excited to use them.”
  • “Thank you CHOP for doing this! Very important!”
COST IMPLICATIONS

• Patient Volume
  • Query criteria
    • Admitted to any inpatient unit on or after July 1, 2019
    • Aged 6 months or older at start of admission
    • Identifies as Black or African American
  • Summary data
    • From the start of FY20, there were 26,044 admissions fitting the above criteria. Of those admissions, 7,770 were for patients who identify as “Black or African American” in the medical record. This number includes multi-racial patients.
  • Projected cost of $82.6K / year
BIPOC HAIR CARE INITIATIVE

• Implementation
  • Request to implement shampoo and conditioner, pomade, hair lotion, boar bristle brush, stocking wave cap, wrap cap, satin sleep cap and shower cap
  • Later implemented a wide tooth comb
  • Approved by Value Analysis for implementation
  • Stocked in the storeroom, products are requested on an as needed basis
  • Regular sizes

• Communication
  • Email with a link to the job aid and ordering information
  • Worked with Patient & Family Services to draft talking points
  • Highlighting 2 tenured Senior Nursing Aids and formal PR announcement

• Lessons Learned
  • Low usage, staff turnover, repeated communication
NURSING PERSPECTIVE

• Background- Homecare
• Information-Community Health Nursing
• Equality-everyone given the same resources or opportunities
• EQUITY-Everyone has different circumstances and resources can be allocated to reach an equal outcome.
POLITICAL CLIMATE AND ORGANIZATIONAL SUPPORT

• George Floyd

• MAUB Temple

• PCU
BAND-AIDS

• BIPOC Project Expansion
  • New OURTONE Band-Aids
  • Trialed successful in 12yo+ population at a primary care site in Philadelphia
  • Questions about comfortability / irritation, adhesiveness

• Comments:
  • “It was great to see that the Band-Aid matched my skin color. It almost looked like I didn’t have one on at all.”
  • “Loved, loved, loved having a Band-Aid to match their skin!”
  • “Please make these Band-Aids available at CHOP across the board. People of color need to know their skin color is acceptable.”
QUESTIONS