



## CASE STUDY

How A Network of Medical and Research Facilities Moved the Needle on Equality, Diversity, and Inclusion

# THE CHALLENGE

In August 2020, a leading medical research institute, embarked on a mission to create a more inclusive and diverse organization. Their newly-formed Diversity, Equity, and Inclusion team, needed a partner that could deliver robust DEI training to help them realize this vision. They wanted to address topics like micro-inequities, employee voice and psychological safety, and to build active listening skills.

Prior to Emtrain, the organization conducted surveys using Glint. They chose Emtrain because in addition to online DEI training Emtrain offers Emtrain Analytics, a workplace analytics tool that measures the strengths and weaknesses of behaviors that influence ethics, respect, inclusion, and belonging. Emtrain Analytics flows from sentiment questions embedded within the training experience. During training, learners are prompted to apply new concepts to their direct experience on their teams. They do this by responding to questions immediately after watching a video scene that illustrates the concept.

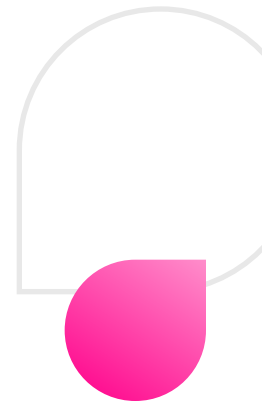
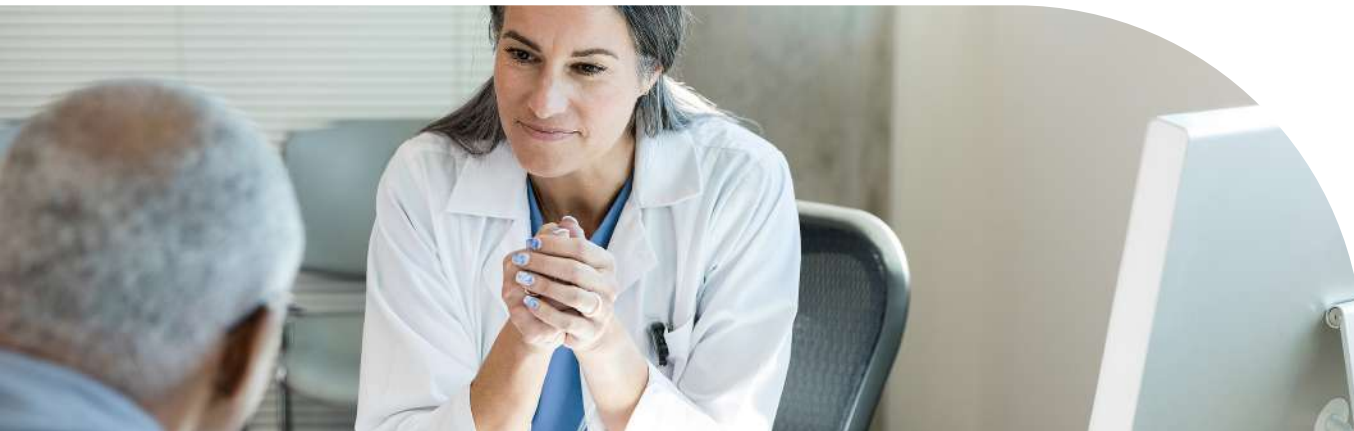
## PARTNERSHIP AND APPROACH

Upon initiating the partnership, the network of treatment and research centers rolled out two of Emtrain's 30-minute foundational DEI courses, Unconscious Bias and Diversity and Inclusion. Foundational courses serve to create a baseline understanding across the employee base on the language on the concepts of managing unconscious bias and creating inclusive teams. Shepherding more than 31,000 employees through courses took approximately 6 months and generated enough data to power Emtrain's analysis of the medical group's workforce.

The Emtrain Analytics model is based upon a competency framework made up of 16 skill clusters or "indicators". This competency model is called the Workplace Social Indicators™ Framework. The company's learner sentiment scores showed an opportunity for its employees to strengthen the skills of valuing differences, advancing allyship, and mitigating bias, which are skills identified in Emtrain's Workplace Social Indicators™ framework.



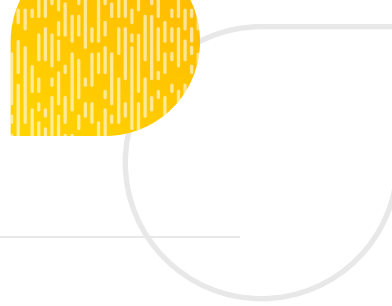
After completing the first training cycle and receiving their Emtrain Analytics scores, they sponsored a second training cycle, but this time with specialized microlessons. These lessons were designed to be more targeted to the development of skills required to address and resolve issues relevant to employees in healthcare and research lab situations. Emtrain's team of lawyers, organizational psychologists, DEI professionals, instructional designers and production staff consulted with the client's team of research scientists, technicians, and administrators to identify specific situations and behaviors within the organization that they wanted to improve. Their goal was to improve both workforce and healthcare outcomes at the same time. Working together, and using the Workplace Social Indicators™ framework as a competency model, the two teams drafted and produced healthcare and laboratory video scenes with learning objectives that identified common problems and taught best practices when faced with difficult patient and co-workers interactions.



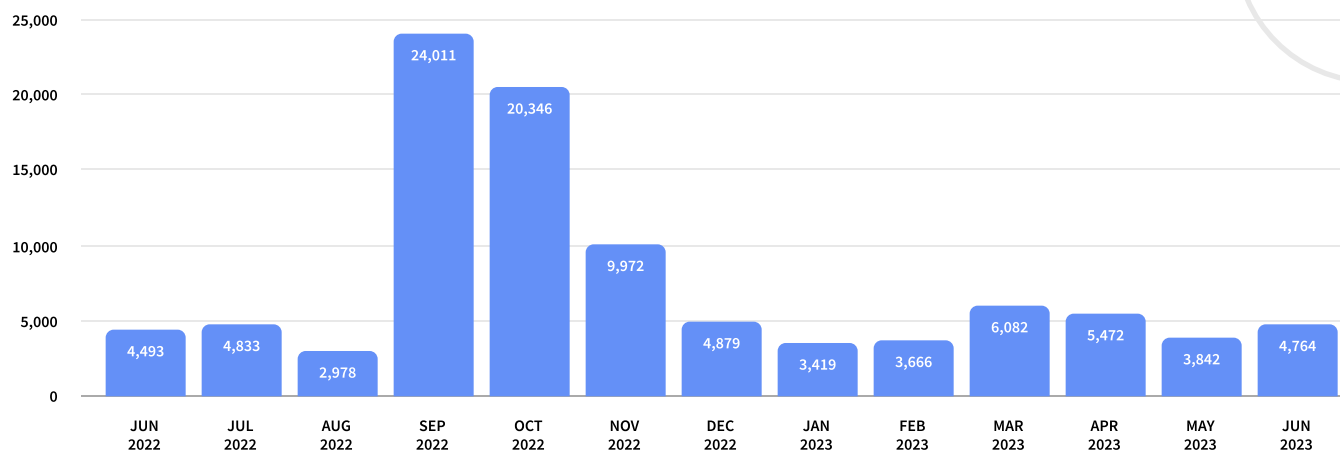
The medical treatment and research institute's DEI team provided these 3-5 minute microlessons to their entire workforce to strengthen the skills needed for Inclusion and Belonging:

- "Bringing a Different Perspective"
- "De-escalate Stressful Situations with Empathy"
- "Becoming an Actionable Ally"
- "Uplifting LGBTQ+ Voices"
- "Creating a Trans-Inclusive Workplace"
- "Recognizing Bias at Work"
- "Monitoring for Signs of Exclusion"
- "Using Active Listening Skills"
- "Practicing Empathy and Composure"

These lessons were deployed to all employees on an ongoing basis starting in June of 2022.



## Microlesson Completions



## THE RESULTS

Between June 2022 and June 2023, the client's inclusion and belonging scores and question-level insights generated during this period were significantly improved compared to those from the previous year, reflecting the effectiveness of the targeted microlessons that addressed weaknesses highlighted by Emtrain Analytics.

The effectiveness and value of Emtrain's training solution was substantiated by the outcomes reported in Emtrain Analytics™. **Between January 2021 and June 2023, the client's scores for skills related to Inclusion and Belonging rose 18 percentage points.**

15% of Emtrain's learners work at Healthcare and Social Assistance organizations. The Respect and Inclusion scores for those organizations in the past year trend at the 40th percentile.

In June 2021, the organization had an Inclusion score in the 36th percentile, and a Belonging score in the 22nd percentile.<sup>1</sup>

After 2 cycles of Emtrain education, they raised their Inclusion score to 52, and their Belonging score to 36.

An analysis of 16 selected survey questions showed statistically significant positive changes in 13 of them (81%) between June 2022 and June 2023. These questions highlight the areas where the most progress was made.





Survey Question	June 2022 Score <sup>2</sup>	June 2023 Score	Culture Indicator	Competency
We distribute the 'support tasks' on our team pretty evenly.	43rd	67th	Mitigating Bias	Respect
My manager takes the time to listen and learn from people with different backgrounds and experiences.	24th	54th	Fostering Curiosity	Inclusion
I feel valued and that I belong at this organization.	28th	62nd	Being Well	Belonging

At any given time, three to six thousand of the client's employees are actively using Emtrain microlessons, enabling an ongoing stream of learning and data collection. The higher inclusion score correlates to better outcomes in recruiting the best and the brightest medical students in the country.

Note that these trainings were implemented in concert with other DEI strategies. While Emtrain's trainings are not the only source of skill-building opportunities, they allow for an objective measurement of the organization's DEI development and progress.

<sup>1</sup> The data was collected using Emtrain Analytics, a comprehensive compliance training and employee engagement solution designed to assess workplace culture and measure the impact of an organization's culture training initiatives. The percentiles are used to benchmark scores from one organization against our global benchmark and measure progress over time. Percentiles range from 0-100, with higher scores reflecting greater effectiveness in fostering equality, diversity and inclusion.

<sup>2</sup> Indicates the company's place amongst our global data set. More positive results indicate more employees "agreeing" or "strongly agreeing" with a given statement and fewer with neutral or negative responses.