



**UCSF** Benioff Children's Hospitals

# Advancing DEI Thinking in True North Boards

Our People Pillar: To Create an Optimal Work Environment

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## Our People Pillar: To Create an Optimal Work Environment

### FOREWORD

The UCSF BCH Diversity, Equity & Inclusion (DEI) Council was established in 2017 in response to the overtly white representation at the highest levels of UCSF BCH leadership. Structural racism, including at UCSF BCH, refers to a system in which policies, institutional practices, cultural representations and other norms work in various and reinforcing ways to perpetuate racial group inequity for Blacks, Indigenous, and People of Color (BIPOC). Bold action is required to dismantle structural racism and assure that the resulting cultural shift is sustained into the future.

### PROBLEM STATEMENT

UCSF Benioff Children’s Hospitals, an anchor institution embedded in structural racism, has made initial progress, but targeted strategies are needed to address inequities in recruitment, hiring and advancement of BIPOC and other subgroups including LGBTQ+ communities. A problematic climate exists whereby these individuals are less likely to feel respected and have more often experienced/observed excluding behaviors. These workforce inequities and this problematic climate contribute to disparities thereby undermining our vision to be the best healthcare provider. While this A3 is primarily focused on workforce, subsequent DEI work will assess and address as needed disparities in healthcare, outcomes, and patient experience.

### STRATEGIC PRIORITIES

To address these issues, the BCH DEI Council launched our Strategic Plan in September 2020 to advance diversity, equity and inclusion across our organization. This action plan is focused on five pillars. For more information, please visit our [website](#).

### ADVANCING DEI THINKING IN TRUE NORTH BOARDS

Our goal with this initiative is aligned with our Employee Engagement & Belonging pillar – to create an optimal work experience for all employees.



# Advancing DEI Thinking in True North Boards

## Our People Pillar: To Create an Optimal Work Environment

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### OBJECTIVE

As part of our organizational goal to dismantle structural racism and embed Diversity, Equity & Inclusion (DEI) thinking in our every day practices, we are introducing a new probing question to the Coaching Kata in the Our People Pillar: *'what are the differences by race; ethnicity; and language (REAL)?'*.

Our employees come from diverse backgrounds and bring with them rich cultural, social, and intellectual traditions that make our organization great. However, we know that not everyone has the same access to decision-making, resources and opportunity in our society and our data (pg. 8) shows that disparities at BCH are often impacted by our employees' race, ethnicity and language.

In accordance with our PRIDE values, our goal is to cultivate a culture that encourages collaboration, flexibility, and fairness to enable individuals to contribute to their full potential. When we advance diversity, equity and inclusion we impact our team members' sense of Belonging which directly impacts their engagement and productivity.

By introducing DEI principles into our True North Boards and hardwiring DEI into our True North Board thinking, we are developing structures and strategies to equip leaders with the ability to manage diversity, be accountable, measure results, refine approaches on the basis of such data, and institutionalize a culture of inclusion.

In order to advance this thinking, managers must have the capacity to hold brave spaces in order to facilitate conversations about inequities related to REAL. We have included a number of resources in this toolkit to support these efforts.

## Coaching Kata

### The Five Questions

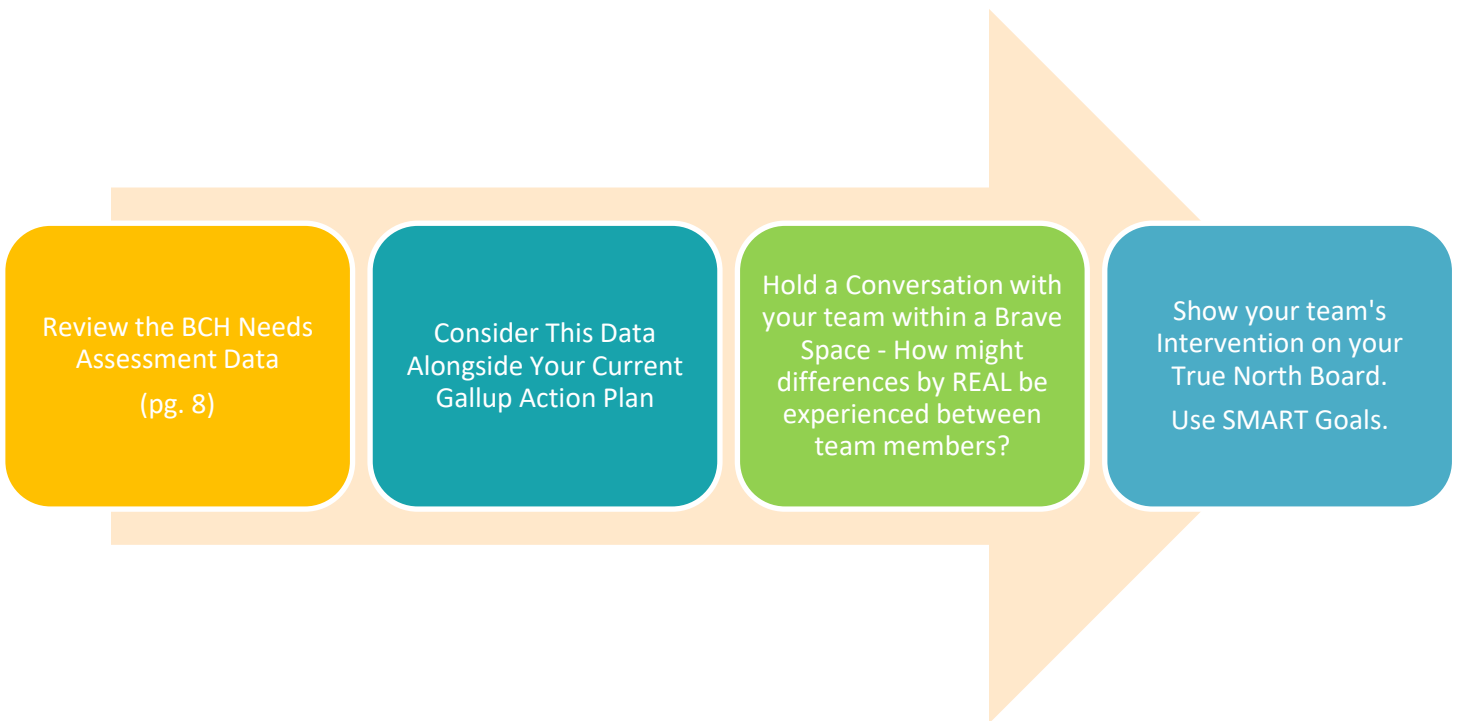
- 1) What is the **Target Condition**?
- 2) What is the **Actual Condition** now?  
------(Turn Card Over)-----
- 3) What **Obstacles** do you think are preventing you from reaching the target condition?  
**(DEI Probe, if not already addressed: What are the differences by race; ethnicity; language (REAL)?**  
Which **Obstacle** are you addressing now?
- 4) What is your **Next Step**? (next PDSA/experiment)  
What do you expect?
- 5) How quickly can we go and see what we **Have Learned** from taking that step?

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# Advancing DEI Thinking in True North Boards

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### HOW TO CONSIDER ADDRESSING THE DEI PROBE



Here are some examples of questions you might ask yourself and your team. Please visit our [Framework for Holding a Brave Space \(pg.8\)](#) and [Conversation Guide \(pg. 9-13\)](#) for additional guidance.

- “How might the experiences of each of our team members vary depending on their race, ethnicity and/or language?”
- “Can you share examples of respectful and inclusive behaviors that you’ve observed in our environment? What can we do more of?”
- “How have you observed excluding behaviors in our environment?”

# Advancing DEI Thinking in True North Boards

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### COACHING ROADMAP

Having open and honest conversations with your staff about REAL is critical. However, it is important to engage in self-reflection and seek guidance and coaching to ensure the psychological safety for all.

Before we can begin to talk about the differences our employees may feel by REAL, it's important that we first understand the ways in which power and privilege show up in our workspace. We are all at different places along the journey of understanding REAL inequities. It is important to build in time for self-reflection and deepening our knowledge and skills. Please begin with this [anonymous brief survey](#) before embarking on the steps of your **Coaching Roadmap**:

<p><b>Step 1: PRE-WORK</b></p>	<p>Building one's capacity to hold a brave space to facilitate conversations about REAL requires self-reflection and a commitment to educating oneself. We recommend reviewing the shared language/definitions identified in this toolkit (pg. 6); and actively engaging in our Resources (pg. 13). We highly recommend the LinkedIn Learning module Skills for Inclusive Conversations.</p>
<p><b>Step 2: PARTICIPATE</b> in Coaching Kick-Off</p>	<p>You will be invited to participate in a one-time Coaching Kick-Off session with your BCH DEI Council Coaches. Format: 6-9 participants per month in facilitated coaching session with 2-3 BCH DEI Council Coaches. 90 minutes.</p>
<p><b>Step 3: REGISTER</b> to attend monthly small group coaching sessions</p>	<p>In order to provide ongoing support, you will have the option to participate in a monthly small group coaching session. Registration is required &amp; we request that you indicate your objectives for the coaching session when securing your spot. Format: maximum 6-9 participants with 2-3 BCH DEI Council Coaches – opportunity for breakout rooms. 60 minutes. Third Thursday of each month at noon. To register, please click <b>here</b> (link to come).</p>
<p><b>Step 4: BE ACCOUNTABLE</b> to change</p>	<p>Take time to engage with the resources recommended in this toolkit; set goals for you and your team; engage in the coaching; join the monthly sessions at least once a quarter; listen; be open to feedback.</p>



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### SHARED LANGUAGE: DEFINITIONS

**Anti-Racism:** Anti-racism is the active process of identifying and eliminating racism by changing systems, organizational structures, policies and practices and attitudes, so that power is redistributed and share equitably. Anti-racism examines the power imbalances between a dominant group (in the case of racism, by a white person) and a target group (in the case of racism, people of color).

**Allyship:** Active behavior by a member of a dominant group to dismantle the oppression of a target group.

**Brave Space:** A brave space encourages dialogue. Recognizing difference and holding each person accountable to do the work of sharing experiences and coming to new understandings - a feat that's often hard, and typically uncomfortable.

**BIPOC:** Acronym for 'Black, Indigenous and People of Color'

**Cultural Humility:** A lifelong process of self-reflection and self-critique in relation to culture. Values of cultural humility include the need for openness to learning from one another. The framework puts individuals in a mutually beneficial relationship and attempts to diminish damaging power dynamics. Importantly, cultural humility is about lifelong learning with no end goal but rather an appreciation of the journey of growth and understanding.

**DEI:** Acronym for Diversity, Equity & Inclusion.

**Implicit Bias:** Prejudices or stereotypes that we are not aware of which impact decisions, understanding and actions.

**Microaggressions:** Brief and commonplace daily verbal, behavioral or environmental indignities, whether intentional or unintentional, that communicate hostile, derogatory, or negative attitudes toward stigmatized or culturally marginalized groups.

**Racial Trauma:** The cumulative effects of racism on an individual's mental and physical health. Racial trauma can result from major experiences of racism such as workplace discrimination or hate crimes, or it can be the result of an accumulation of many small occurrences such as everyday discrimination and microaggressions. It is often compared to post-traumatic stress disorder (PTSD).

**Racism:** Prejudice, discrimination, or antagonism directed against a person or people on the basis of their membership in a particular racial or ethnic group, typically one that is a minority or marginalized. It is also the belief that different races possess distinct characteristics, abilities, or qualities, especially so as to distinguish them as inferior or superior to one another. Note that race is a social construct, not a biological absolute, yet it shapes our experiences and has pervasive impacts

**REAL:** Acronym for 'Race, Ethnicity and Language'.

**Stereotypes:** Automatic and exaggerated mental pictures we hold about all members of a particular racial group.

**Structural Racism:** The complex interactions of culture, policy and institutions that create and maintain racial inequality in nearly every facet of life for people of color.

**Trauma Informed Care:** An organizational structure and treatment framework that involves understanding, recognizing, and responding to the effects of all types of trauma. Trauma Informed Care also emphasizes physical, psychological and emotional safety for all, and helps survivors rebuild a sense of control and empowerment.

**White Privilege:** Opportunities, privileges, protections, head starts or benefits that people perceived to be white enjoy that are not typically afforded to people of color. These benefits can be material, social or psychological.

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### BCH NEEDS ASSESSMENT DATA

DEI NEEDS ASSESSMENT			
Highest Rated		Lowest Rated	
<b>89%</b>	of staff surveyed felt welcomed	<b>55%</b>	of staff surveyed felt current state of BCH was equitable
<b>89%</b>	of staff surveyed felt that DEI was an essential part of Mission	<b>65%</b>	of staff surveyed felt senior leaders/managers are role models of diversity
<b>81%</b>	of staff surveyed felt respected	<b>47%</b>	of staff surveyed observed/experienced excluding behaviors
<p><i>Differences by gender/ethnic/racial/sexual orientation subgroups</i></p> <ul style="list-style-type: none"> <li>Whites/Europeans and Asians tended to view the organization as more diverse, equitable, and inclusive than other subgroups</li> <li>Blacks/African Americans view leadership as less committed to diversity, feel less respected, feel that leaders are less committed to their personal development, and view the organization as less inclusive than other ethnicities</li> <li>Latinx generally reported feeling respected, yet some experienced stereotyping and microaggressions</li> <li>Females feel somewhat less respected than do males and view the organization as somewhat less inclusive than do males.</li> <li>Gay and Queer-identified observed/experienced more excluding behaviors than other sexual identity subgroups.</li> </ul>			

DEI WORKFORCE ANALYSIS		
Most common race/ethnicity is White amongst management and professionals	BIPOC predominate among administrative support and service workers	Staff representation does not match patient population
<b>OAK</b> Officials & Managers 49% Professionals 48%	<b>OAK</b> Admin Support 85% Service Workers 96%	Higher proportion of White/Asian staff than White/Asian patients
<b>SF</b> Officials & Managers 46% Professionals 58%	<b>SF</b> Admin Support 86% Service Workers 76%	Lower proportion of Latinx staff than Latinx patients

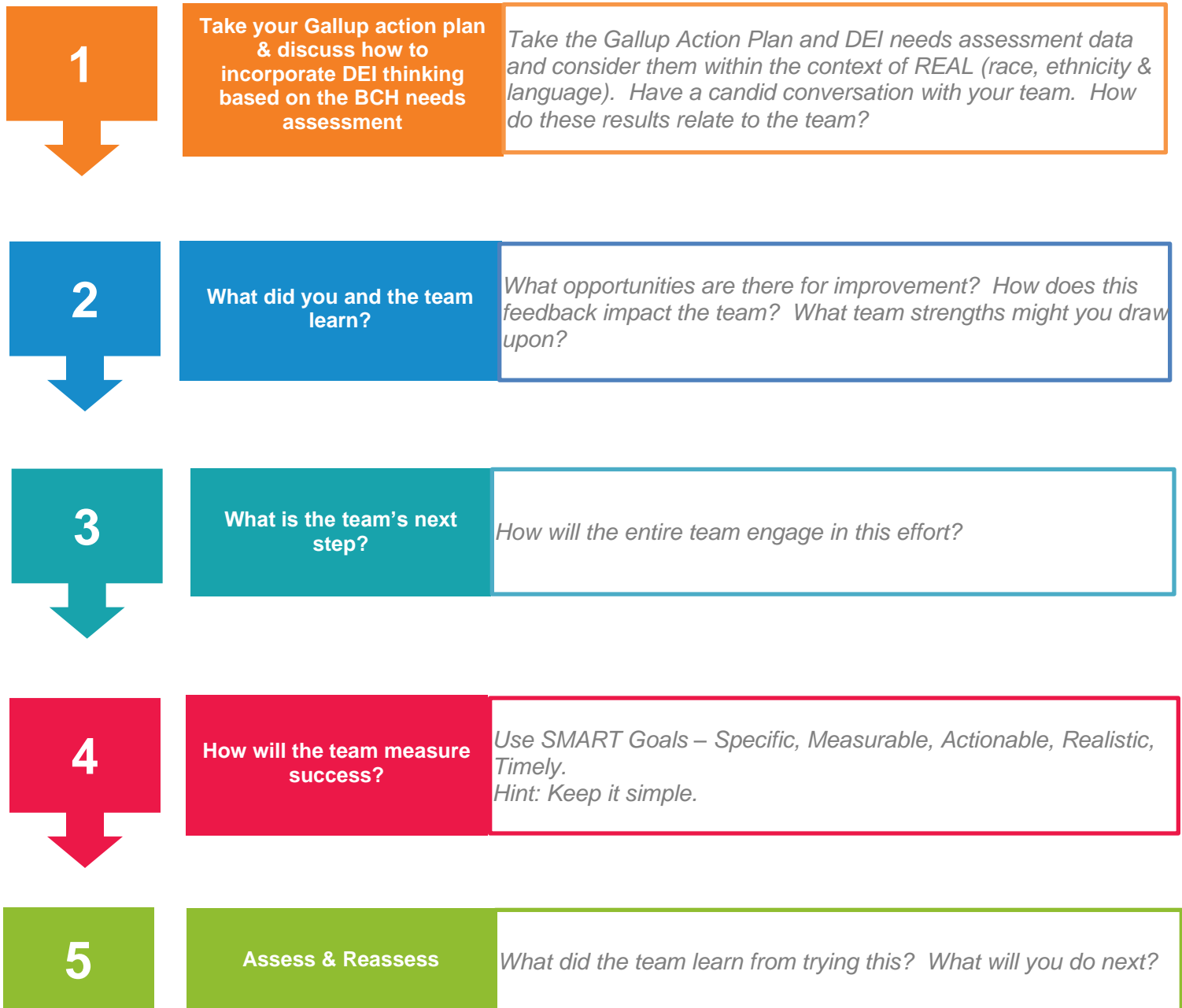


# Advancing DEI Thinking in True North Boards

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### HOLDING BRAVE SPACES FOR INCLUSIVE CONVERSATIONS

Once you have engaged in Step 1 & 2 on your Coaching Roadmap, use this framework to facilitate inclusive conversations with your team. Please refer to the Conversation Guide (pg. 9-12) for additional support.



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HOLDING BRAVE SPACES FOR INCLUSIVE CONVERSATIONS

### AN INVITATION TO BRAVE SPACE



Together we will create *brave space*  
Because there is no such thing as a “safe space” —  
We exist in the real world  
We all carry scars and we have all caused wounds.  
In this space  
We seek to turn down the volume of the outside world,  
We amplify voices that fight to be heard elsewhere,  
We call each other to more truth and love  
We have the right to start somewhere and continue to  
grow. We have the responsibility to examine what we  
think we know.  
We will not be perfect.  
This space will not be perfect.  
It will not always be what we wish it to be  
But  
It will be *our brave space together,*  
*and*  
*We will work on it side by side.*

by Micky ScottBey Jones

*[www.thepeoplesupper.org](http://www.thepeoplesupper.org)*

# Advancing DEI Thinking in True North Boards

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### INCLUSIVE CONVERSATION GUIDE: GETTING STARTED

There is no toolkit that by itself can dismantle structural racism. It takes an ongoing personal commitment to make conscious efforts and take actions to promote DEI - individually and systemically. This guide will help you navigate the conversations you'll be having with your team members. It's not a script you have to follow but a set of tools we hope you'll find useful. We hope to promote communication skills that encourage a Brave Space that acknowledges that we are all at different points on our journey to have conversations about race and racism. We want you to recognize how to support and engage, while everyone learns and grows together.

#### **Conversation Goals (It is important that the leader facilitate the conversation)**

- Let the team know that you want to develop an inclusive culture where everyone understands their value.
- We do this by holding inclusive conversations within brave spaces as a way to increase feelings of belonging.
- Remember, the goal is to hold space to discuss the differences experienced by race, ethnicity and language within your team.
- As the conversation winds down, communicate any next steps to your team and close the feedback/action loop.

#### **Preparing for your Conversation:**

- Know your numbers – familiarize yourself with the results of the BCH Needs Assessment (pg. 7).
- Take time to review and mentally process these results. Consider how your feelings may have a potential impact on discussions you will have with the team.
  - Reflect on your privileges. Do some work by reading such books as “White Privilege” and “How to be an Anti-Racist.” (See list of resources at the end of this guide)
- Role play the conversation with a peer, mentor, leader or your BCH DEI Coach.

#### **Starting the Conversation:**

Share with the team that you want to work together to create an inclusive environment for everyone. You want all team members to recognize and understand their contribution and unique value they bring to the team. Let them know that as their leader, you are interested in learning more from them regarding how you can create a more inclusive culture. Review each of the data points. Be honest and straightforward with the team, let them know how important it is to you to understand the reasons behind the results. Ask for their honest feedback. Choose questions that help get to the root of the challenges for the team.

#### **Starting the conversation – set the ground rules:**

- “So we can make the most of our time, let’s agree on a few ground rules.” Brave Space Ground Rules:
  - 1. Welcome multiple viewpoints**
    - Speak from your own experience by using “I statements.” Ask questions to understand the sources of disagreements.
  - 2. Own your intentions and your impacts**
    - Respect each other’s experiences and feelings by taking responsibility for the effects of your words. On the other side, if you have a strong reaction to something, let the group know. Be open to dialogue.
  - 3. Work to recognize your privileges**
    - Use this space to recognize and investigate your privileges (for example: class, gender, sexual orientation, ability). Honor the different experiences we all bring to this space.

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### **4. Take risks Lean into discomfort**

- We are all in process. Challenge yourself to contribute even if it is not perfectly formulated.

### **5. Step up Step down**

- Share speaking time and try to speak after others who have not spoken.

### **6. Listen with open mind**

- Use your energy to listen to what is said before thinking about how to respond. Notice when defensiveness and denial arise.

### **7. Challenging with care**

- Find ways to respectfully challenge others and be open to challenges of your own views. Think about how to question ideas without personal attacks.

### **8. Treat everything you hear as an opportunity to grow**

- “Please be honest in this conversation. Let’s be real and respectful. If we do both, I think we can learn a lot about how to make this a great place to work.”
- Focus on our circle of influence - “Let’s focus on the things we can influence rather than spending time on things we can’t control.”
- “Can we agree that we will listen to each other and give everyone a chance to be heard?” We assume that everyone is participating with positive intentions and is seeking to learn and grow
- “I want to grow as a leader so I hope you’ll be honest in giving me feedback about ways I can get better.” Own your intentions and impacts. Respect others’ experiences and feelings by taking responsibility for the effects of your words.

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### INCLUSIVE CONVERSATION GUIDE: THE DATA

#### **BCH Needs Assessment Data & Gallup Survey Results specific questions (have the data up for review)**

- “In reviewing the BCH Needs Assessment data and thinking about our engagement scores, is there anything that stands out as an area of opportunity for us? For me? I recognize this may be a difficult conversation for some of you, particularly when it comes to sharing something that I can do differently but it’s important. I want to hear from you. If you don’t feel comfortable talking about specifics in this format, please feel free to send me a private email or slip a post-it under my door. Your feedback is important.”
- “How might REAL be impacting our engagement scores?”
  - “How might the experiences of each of our team members vary depending on their race, ethnicity and/or language?”
  - “Can you share examples of respectful and inclusive behaviors that you’ve observed in our environment? What can we do more of?”
  - “How have you observed excluding behaviors in our environment?”
- “What steps can I take as your leader to create a more open and transparent environment for us?”
- “I’m curious, what does manager advocacy look like for you?” “What additional steps would you like me to take as a leader to help you progress in your careers?”
- “Based on this discussion, is there one area we can work on together, as a team? Please share your ideas.”

Throughout this process, take risks. Change will not happen if everyone feels comfortable. Challenge yourself and others to move forward even if ideas are not perfectly formulated. But be open to feedback, foster dialogue and avoid defensiveness. Actively listen and notice and name group dynamics in the moment. Be aware of how others are responding or not responding, and follow-up.

Brainstorm with the team for ideas. Align their suggestions and ideas with the Needs Assessment data, as well as the BCH mission and values. As you narrow down your action steps, you may find it necessary to use a poll or vote to select the specific actions.

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### INCLUSIVE CONVERSATION GUIDE: ACTION

*The following phrases can help demonstrate your understanding of what was discussed and your commitment to following through after the conversation with your team members:*

- “Here are the main themes I heard – is there anything I’m missing?”
- “I would like to have this kind of conversation with other members of our team. You can expect to hear back from me by \_\_\_\_\_ with some next steps.”
- “There were some great ideas discussed today. We want to focus on the most impactful actions. Would a couple of you like to help me narrow down our ideas?”
- “It seemed like there was a lot of support for \_\_\_\_\_. I think that would be a good place for us to start, what do you think?”
- “I really appreciate your feedback about my leadership. I’d like to take a couple days to think through where I want to focus my efforts. I’ll share more with you by \_\_\_\_\_.”
- “This is great feedback. I’m going to need to talk to other people/departments/HR/senior leaders to get some insight. I’ll update you on what I learn at our next team meeting.”

Commit to action with the most impact. Use SMART goals (Specific, Measurable, Attainable, Realistic, Timely).

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### WHEN CONVERSATIONS DON'T GO WELL

*Conversations about REAL inequities can be uncomfortable. Below are some situations that might happen during the discussion with your team members and how to handle them.*

#### **Silence:**

*Your team might be hesitant to open up for a variety of reasons. Their silence could be due to apathy, fear or confusion about what's being asked. Here are some ideas:*

- Remind team members that this is a safe environment for honest, respectful conversation.
- Restate the question:
  - Make it simple.
  - Ask for more general examples rather than asking about yourself specifically.
  - For example, "What do you value most in a leader?" rather than "How can I be a better leader for you?"
- Offer anonymous ways to respond (email to admin, turn in feedback on notecards, do a mini survey, use a polling app).
- Approach team members individually to ask questions your team members might not be comfortable answering in a larger group.

#### **Negativity:**

*Sometimes, people get stuck in a cycle of negativity. Here are some things to try if you feel the conversation is taking a negative turn:*

- Remind participants of the ground rules they agreed to and ask everyone to keep the UCSF PRIDE values in mind.
- Sum up the concerns before turning your attention to another participant or asking another question.
- Ask the individual to talk with you privately later so others in the group can have an opportunity to share their thoughts.

If the conversation becomes toxic or disrespectful, take action to stop the inappropriate behavior and address the individual after the meeting.

#### **Overtalkers:**

*When someone feels strongly about a certain issue, it might be difficult for them to move on to another item. Try one of these ideas to keep the conversation moving without making that individual feel ignored or discounted:*

- Sum up their point, thank them for their contribution and ask to hear from someone else.
- State that you understand this is an important issue, and you want to be sure you have time for other thoughts/ideas.

# Advancing DEI Thinking in True North Boards

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### WHEN CONVERSATIONS DON'T GO WELL

#### **Overtalkers Contd.:**

- If it's a subject brought up repeatedly, seek to understand what is at the root of their concern. Remind them why the answer is what it is or commit to following up with them if the issue was not addressed in the past.
- There will likely be non-actionable items that may need to be explained. Once those issues are addressed, it is important to move the conversation on to actions in the circle of influence. For example: compensation, working practices, organization structures and re-design. These can burn a lot of time better spent on actions that are within the leader and the groups' power to influence.

#### **Low participation in the feedback meeting:**

*There are many reasons why you might have low participation or attendance during your conversation(s) with team members. Try these tips to make sure your team members feel included and heard:*

- Reschedule to a better time if outside factors prevent team members from coming.
- Ask a couple of engaged team members why they think participation is low.

#### **Disagreeing with someone without shutting them down:**

*It's easy to shut someone down if they misspeak. It's easy to say no. It's easy to tell someone why they were wrong for thinking something, and to curb "bad" thinking with quick corrections. But we're not here for easy. We're not here for "no."*

- Use the "Yes, And..." technique. If someone presents a reality to you, however ridiculous it may seem, you accept it and build upon it, sometimes redirecting toward something you're more comfortable with, and sometimes continuing down the rabbit hole they've created. More simply, you don't tell someone no. You respond "Yes, and..."
- yes-and-I-totally-disagree-with-you-but-I'm-going-to-leave-your-reality-intact-while-I-disagree moments.

#### **You, as the leader, feel yourself getting defensive:**

*We are human, and feedback can sometimes sting. We know you are opening yourself up to potentially critical feedback during these conversations. If you feel yourself becoming defensive at any point during these conversations, consider these ideas:*

- Anticipate what might trigger defensiveness and mentally prepare how to maintain your composure.
- If you feel yourself getting overly emotional you may need to pause or adjourn and come back to your team after reflection or counsel.



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### RESOURCES

#### UCSF Education & Resources

- [Skills for Inclusive Conversations](#) LinkedIn Learnings
- [Differences Matter Diversity Champion Training](#)
- Office of Diversity and Outreach DEI Foundational Training (coming soon)
- [Courage to Act Action Lab](#)
- [Anti-Racism: A Toolkit for Medical Educators](#) by Andrea Jackson, Meghan O'Brien, Rachel Fields

#### Books

- *How To Be An Anti-Racist* by Ibram X. Kendi
- *White Fragility* by Robin DiAngelo
- [The Anti-Racism Project's Booklist](#)

#### Articles & Guides

- [From Safe Spaces to Brave Spaces: A New Way to Frame Dialogue Around Diversity and Social Justice](#) by Brian Arao and Kristi Clemens. From *The Art of Effective Facilitation*, 2013, Stylus Publishing, LLC
- [Communication Guidelines for a Brave Space](#)

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#### A Special Thank You To Our BCH DEI Council Coaches!

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\*Conversation Guide adapted from 'Belonging Index Results – Leader Conversation Tips' created by Karen James, Assistant Director, Ambulatory Administration.