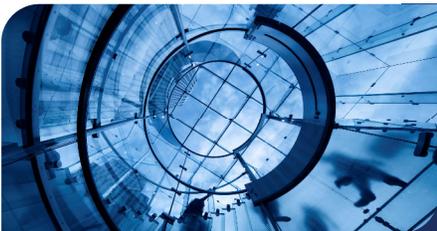


Senior Vice President, Chief Diversity, Health Equity & Inclusion Officer

Baystate Health
Springfield, Massachusetts

A Position Profile



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A Letter from the President & CEO



Mark A. Keroack, MD, MPH
President & CEO, Baystate Health



Thanks for your interest in the Senior Vice President, Chief Diversity, Health Equity & Inclusion Officer (CDEIO) role at Baystate Health (BH). I would like to share Baystate's Diversity, Equity & Inclusion (DEI) journey and encourage you to consider joining my Executive Council and President's Cabinet as we advance health equity, eradicate systemic racism within BH and communities served, address public health challenges, and further cultivate an inclusive culture for all.

When I became CEO in 2014, our efforts in workforce DEI had been underway for six years, with a focus on training and education around recognizing implicit bias and appreciating the many dimensions of diversity within the workforce at BH. Business Resource Groups for key stakeholder groups of employees (Black, Hispanic, LGBTQ+, military, women, young professionals, and those focused on culturally responsive care) were up and running, as was the BH Inclusion Council overseeing all of them. Training in diversity helped employees become aware of the implicit biases that we all harbor, which often prevent people from inviting in those who are different from them. The training also reaffirmed the essential dignity of all individuals, something that remains a core value of BH today.

We increased our understanding of how racism and a lack of economic opportunity results in poorer health outcomes among communities of color in Springfield, based on a study in 2013 published by the BH-sponsored Public Health Institute of Western Massachusetts. Shortly after this, the system adopted a population health approach to patients insured by the Medicaid program in Greater Springfield, known as an Accountable Care Organization (ACO). The Medicaid ACO was based on a new approach to addressing the root causes of health disparities called the Social Determinants of Health. These include housing and food insecurity, mental health issues, transportation issues, and the need for legal support. BH partnered with social service agencies and hired community health workers to better understand and address these core issues, and the results have been positive. I believe there are lessons to be learned from our ACO work that apply to the care of other underserved populations.

Following the murder of George Floyd nearly two years ago, BH made statements of support about the importance of confronting racism and advancing DEI. We began to take a hard look at evidence of institutional racism in our organization by asking an outside consultant to evaluate over twenty of our core policies for evidence of systemic bias – looking to see if they had a different impact by race and ethnicity. Some of these policies have undergone changes in wording and enforcement. We adopted hiring goals for Black and Hispanic nurses, providers, and leaders, along with efforts to remove structural barriers in the retention, promotion and hiring of Black and Hispanic employees in general. We have redoubled our efforts to gather accurate data on race and ethnicity for both employees and patients, which will extend to include sexual orientation and gender identity, to guide our progress. And we embedded race and ethnicity measurement in our annual Compass Point goals for safety, quality, and experience, something recognized by national collaboratives as a best practice.

Our work on healthcare disparities through the Medicaid ACO bore fruit during this time in response to the COVID-19 pandemic. Our clinicians utilized their deeper understanding of social vulnerabilities to reach out with both education and supplies to prevent virus transmission, and they offered broad-based education and drop-in clinics to promote vaccination. Culturally appropriate messaging was employed with good effect among the many diverse ethnic communities we serve. Looking at the bigger picture, Baystate took the lead last year in partnering with the Economic Development Council of Western Mass to launch the Anchor Collaborative, a partnership of large employers in our communities, along with the cities of Springfield and Holyoke, to advance economic opportunity through diverse procurement, diverse hiring and advancement, place-based investment, and advocacy.

Despite all that has been done to advance DEI at BH, we are still far from where we need to be. To better understand the experience of our own employees, BH invited a consultant to evaluate the entire DEI program last year. Dozens of interviews were conducted with key stakeholders, including from our Business Resource Groups, and the structure of the program was assessed. It led to the suggestion of significant changes, which I intend to implement. Going forward, we will pull together into a single office the DEI work we are doing for our employees, for our patients, and across the communities we serve.

I grew up as the son of a doctor in the then all-white neighborhood of Sixteen Acres in Springfield at a time when diverse lifestyles were neither acknowledged nor accepted – what I would later come to recognize as a position of great privilege. I believe that privilege brings with it the responsibility to understand the lives and circumstances of those from different walks of life, particularly since I have chosen to work in an organization whose mission is improving the health of all in our communities. My past experiences of living in Africa, caring for diverse patients with HIV/AIDS, and working with a diverse team in Chicago have broadened my thinking about DEI, but they have not lifted me to a level where I have nothing more to learn, nor have they prevented me from saying things at times that are thoughtless and clueless. I have come to realize that DEI is not just a department, nor is it a project with a beginning and an end. Rather, it is a way of looking at the world that feels more real to me than ways I have used in the past. I believe that our basic nature as human beings means that we all naturally find comfort in people who look, sound, and think like us. I also believe the only way to get past these instincts, to help build a more equitable future, is through true listening, engagement, and respect after which we often discover a shared humanity. It is work that requires curiosity, courage, and a willingness to grant some grace to those for whom these conversations are uncomfortable. BH needs to be an organization where these conversations happen every day, an organization that reflects and is in tune with the increasingly diverse communities we serve. Without that we won't succeed in retaining and attracting a new generation of talent to the organization, nor will we succeed in our mission. I know we have made progress toward fulfilling that mission over the last several years, but great organizations don't look back to see all they have done. They imagine a better future and work to close the gaps to get there. I am grateful for the work BH has done and will continue to do to advance us on this journey.

Sincerely yours,



Baystate Health

Based in western Massachusetts, [Baystate Health](#) is a not-for-profit, multi-institutional, integrated healthcare organization serving over 1 million people throughout western New England. Baystate Health, with a workforce of just under 13,000 employees, is the largest private employer in the region and includes a full range of facilities and services.

Baystate Health

ADVANCING CARE. ENHANCING LIVES.

Baystate Health is nationally recognized as a leader in healthcare quality and safety. Baystate has been providing compassionate care in western Massachusetts for more than 145 years with roots dating back to the founding of Springfield City Hospital in 1873.



CARING FOR A
POPULATION OF
MORE THAN 800K
IN WESTERN MASS



5

HOSPITALS

NEARLY

13,000

EMPLOYEES





700⁺

EMPLOYED
PHYSICIANS

850⁺

COMMUNITY
PHYSICIANS

80

MEDICAL PRACTICES

Urban Health Centers | Home Care Services | Hospice Services

UMass Chan Medical School - Baystate

Facilities and Services

- [Baystate Medical Center](#) (BMC): A 720-bed independent academic medical center and a training site for the [University of Massachusetts Medical School-Baystate](#). BMC is also the community's major referral hospital and the region's only level I trauma center, providing the highest level of care for conditions such as cancer, acute and chronic cardiovascular illness, nervous system illness, digestive illness, and other diseases that affect the major organ systems of the body.
- Located on the main Springfield campus, [Baystate Children's Hospital](#) is the leading provider of general and specialty pediatric services in Western Massachusetts, delivering care in an environment that focuses exclusively on the needs of children and families. The 110-bed facility provides complete critical care programs, including the region's only Pediatric Intensive Care and Neonatal Intensive Care Units, as well as pediatric inpatient services, child life specialists, a designated emergency room for kids, and outpatient specialty services.

- [Baystate Franklin Medical Center \(BFMC\)](#): An 89-bed community hospital in Greenfield, Massachusetts. Rooted in a rich tradition of service and accountability to the people of Franklin County, North Quabbin, and surrounding communities, BFMC services include emergency, surgery, cancer, heart and vascular, obstetrics, and more.
- [Baystate Noble Hospital](#): An 85-bed acute care community hospital, providing a broad range of services to the greater Westfield community.
- [Baystate Wing Hospital](#): A 74-bed hospital in Palmer, providing a broad range of emergency, medical, surgical, and psychiatric services, and supported by five outpatient medical centers.
- [Home Care and hospice services](#).
- Comprehensive regional [laboratory](#) and diagnostic services.
- A network of more than 80 medical practices.
- [Health New England](#): A not-for-profit provider-owned health insurance provider. A network of 23 hospitals and medical centers and nearly 11,000 providers.

Academic Innovation

As an integrated academic health system, the advancement of knowledge is a major component of Baystate Health's mission. Over 2,000 students, residents, and fellows in medicine, surgery, nursing, and other fields are currently gaining knowledge and experience at Baystate Health facilities. Serving as the regional campus of the University of Massachusetts Medical School, Baystate Health educates and trains current and future caregivers – preparing much of the region's healthcare workforce to meet patients' needs for years to come.

Mission, Promise, Values, and Impact

Baystate Health has been learning to manage the tensions inherent in combining legacy independent organizations, including:

- Centralized authority versus local initiative and control.
- Physician versus hospital decisions regarding programs and their designs.
- Pursuing global risk in assigned populations versus referral-based fee-for-service care.
- Emphasizing primary care versus specialty care.

Baystate Health adopted an aggressive strategy to become a risk-bearing and risk-managing health care provider. It established a Medicare Shared Savings ACO in 2013 and a Medicaid ACO in partnership with its health plan was launched in 2018. Baystate adopted an infrastructure for care management in its primary care practices, together with a data infrastructure to report cost and utilization from claims data.



Community Programs

As the largest healthcare organization in western Massachusetts, the care it provides plays an essential role in health of the people in its communities. Its impact is felt from the patient bedside to the classroom to the workplace and beyond.

In service of its mission, Baystate works to bring healthcare out of the hospital and into the community. It serves the local community through many health initiatives, including:

- Supporting community-based organizations
- Developing programs that help prepare young people for future success
- Advancing early interventions in wellness and nutrition

Diversity, Equity, and Inclusion



Baystate Health's mission is to improve the health of the people within the community every day with quality and compassion. Confronting racism and bias behaviors is critical to achieving this mission while being committed to fostering an environment of diversity, inclusion, and cultural competence where all employees are appreciated, fully engaged, and motivated to achieving the mission.

Baystate Health is committed to being inclusive of everyone who passes through its doors – patients, their families and visitors, vendors, and employees.

Baystate launched its diversity, equity, and inclusion journey in 2008. Since that time, it has continued to learn and grow. Baystate is committed to examining its systems and behaviors to ensure it advances equity and shared prosperity. A diverse workforce provides representation and leads to innovative thinking. Baystate is committed to achieving equity in the hiring, promotion, and retention of all employees with a keen focus on underrepresented groups to include black and brown employees.

Baystate Health understands that diversity and inclusion are not just nice things to think about; they're a business imperative. The diversity of its employees reflects the patients it cares for and the community that it partners with, and through inclusion, it is a stronger organization.

Baystate Health is committed to honoring the dignity of all people and to examining its systems and behaviors to ensure it advances equity by: being a healthcare partner and leader in achieving health equity; building and maintaining a workforce that represents the communities served; working in a culture of inclusivity, belonging, and physical and psychological safety; and by practicing corporate citizenship that stands out for meeting its mission through shared community prosperity.

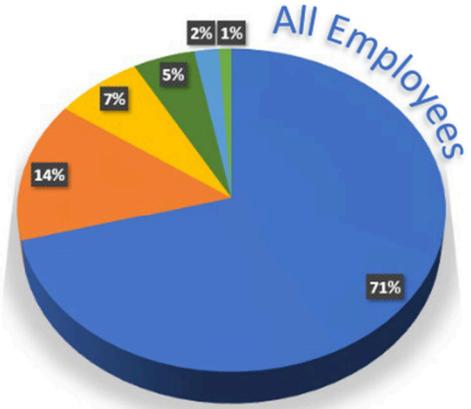
Baystate's Business Resource Groups (BRGs) meet regularly to set and accomplish goals aligned with Baystate Diversity, Equity, and Inclusion strategic objectives and current needs, and are invited to provide insights and feedback on health system efforts. The current BRGs are LGBTQ+ Pride, Black Employees Connecting, Hispanic/Latinx Employees, Military, Veterans & Honor Guard, Women Empowered, Young Professionals, Cultural Responsive Care, and Women in Medicine and Science.

Baystate Health is pleased to share its first DEI Workforce Snapshot, including composition of the total workforce, Board of Trustees and other employee groups by race and ethnicity; hiring data; and progress of hiring employees who belong to groups Underrepresented in Medicine (URiM).

DEI Workforce Snapshot

2021 DEI Workforce Snapshot

12,821 Employees	♀ 77%	♂ 23%	5.4% Self-identify as LGBTQ+*
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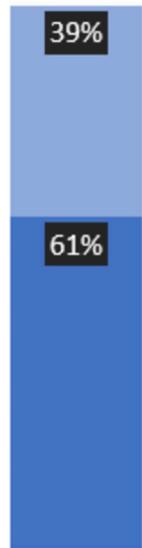
TOTAL EMPLOYEES BY AGE GROUPS

20 and under	21-30	31-40	41-50	51-60	61-64	65+
1.6%	21.9%	25.5%	19.2%	20.5%	6.6%	4.7%

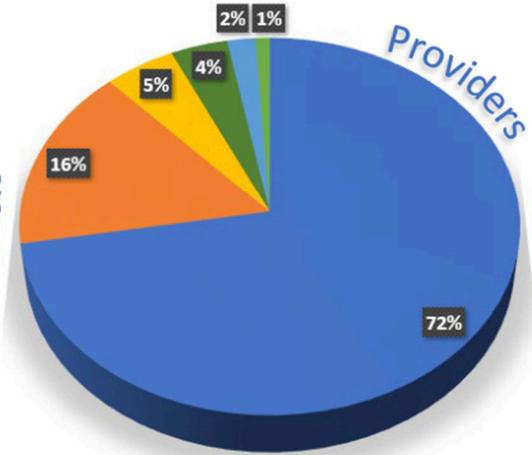
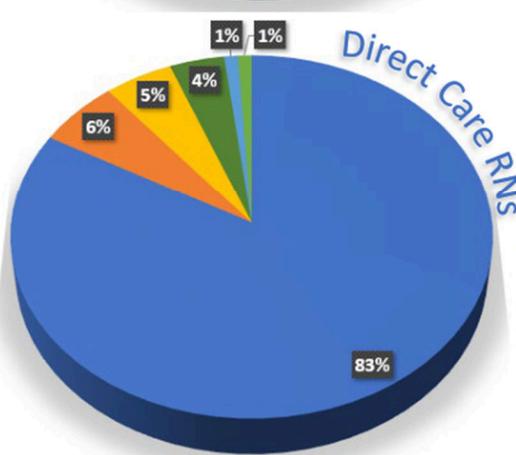
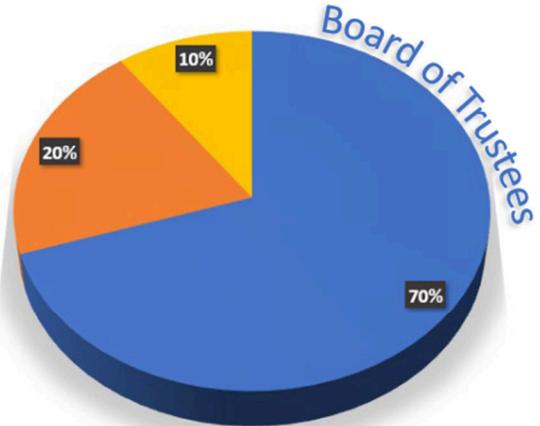
RACE & ETHNICITY

- White
 - Hispanic/Latino
 - Black/African American
 - Asian
 - Not Specified
 - Two or More Races
 - American Indian or Alaska Native
 - Native Hawaiian or Other Pacific Islander
- When not indicated, total = <1%

POSITIONS FILLED



- Internal
- External

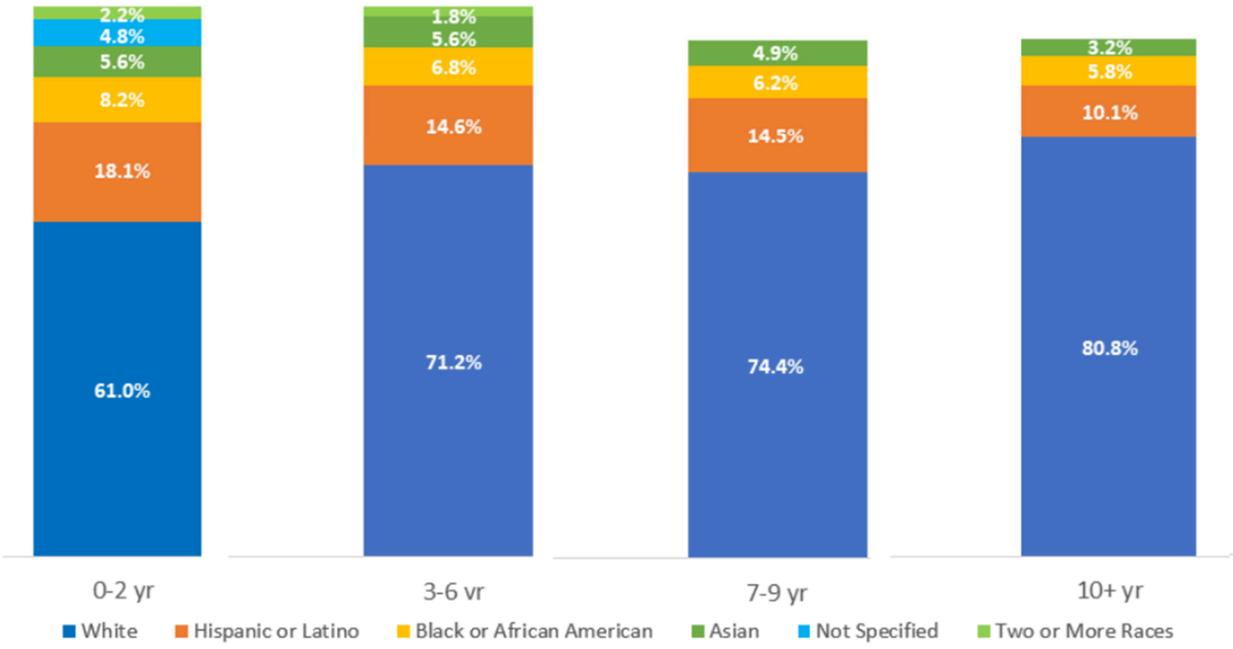


* Data from June 2021 Employee Survey. Otherwise, taken from Workday HR Information System for fiscal year 2021.



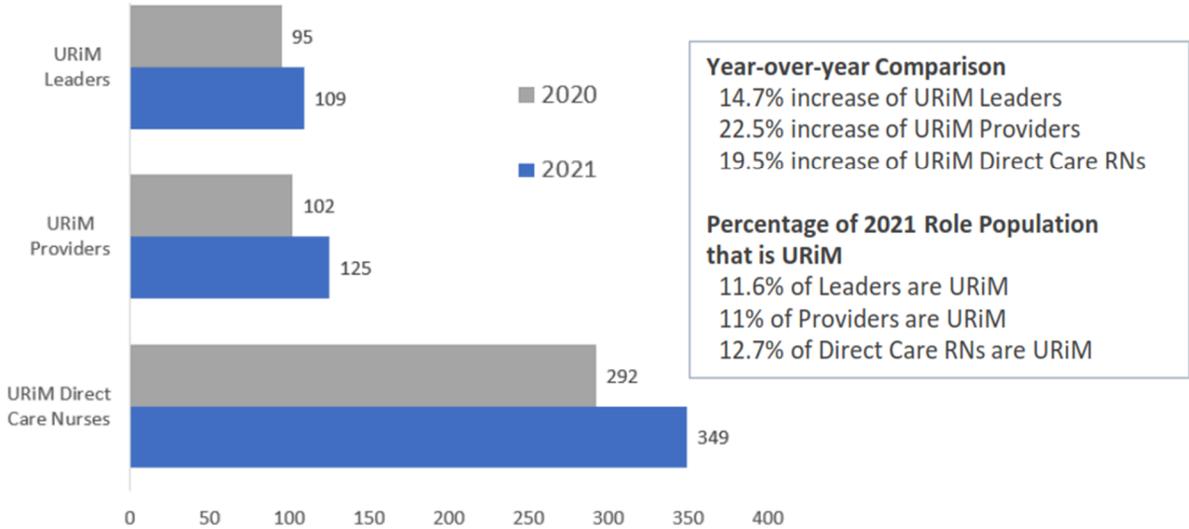
2021 DEI Workforce Snapshot

TENURE BY RACE AND ETHNICITY: Change in employee demographics over time



Together, American Indian or Alaska Native and Native Hawaiian or Other Pacific Islander populations equal less than 1% and are not reflected in this graph.

NUMBER OF LEADERS, PROVIDERS AND DIRECT CARE NURSES WHO ARE UNDERREPRESENTED IN MEDICINE, 2021 VS. 2020



Underrepresented in Medicine (URiM) is a term in the health care industry that is a combination of those who are Black; Hispanic/Latinx; American Indian or Alaska Native; Native Hawaiian or Other Pacific Islander; and two or more races including one of the previously mentioned groups. Typically, White and Asian people are well-represented in medicine. You will often see the term URM noted in healthcare industry data. Data for Asian and White populations is measured, but for the purposes of the structural inclusion work we focus on the groups most significantly underrepresented in medicine.

Baystate Health's 2022 Goals Include DEI Lens

New this year, Baystate Health's annual goals include an overarching DEI lens. As it makes strides toward equity for patients and team members, eight of this year's goals supporting patients and workforce include specific approaches to analyzing data through a DEI lens and addressing gaps. A few examples include:

- **Quality:** Analyze performance in breast cancer screening, blood pressure control and depression by race and ethnicity and develop a written plan to address any significant disparities identified.
- **Patient Experience:** Analyze Willingness to Recommend performance by race and ethnicity and develop a written plan to address any significant disparities identified.
- **Employee Experience:** Analyze Engagement Index performance by race and ethnicity and develop a written plan to address any significant disparities identified.

As an anchor institution, Baystate Health is accountable to creating positive change in the communities it serves. The system leverages its economic output through three pillars – local hiring, local sourcing, and place-based investing – while simultaneously addressing its operational needs and the social determinants of health in its communities. Three areas of focus are:

- Reducing health disparities
- Growing a more diverse workforce
- Improving family prosperity in marginalized communities

Baystate's anchor institution role takes many forms, including creating new vehicles for community engagement, purchasing from local businesses, developing high-quality educational and health services, local hiring and contracting, and catalyzing community economic development. It is through prioritizing and targeting these investments that Baystate also aims to address social and economic root causes and improve health.

Baystate is committed to reducing health disparities by closely examining quality, safety, and patient experience through an equity lens and making necessary changes in protocols and practices to improve equity.

Baystate signed the American Hospital Association #123forEquity Pledge Campaign in 2015. Baystate continues its commitment to health equity through the following:

- Increase the collection and use of race, ethnicity, language preference, and other socio-demographic data (REaL data);
- Increase cultural competency and humility training;
- Increase diversity in hospital leadership and governance;



- Improve and strengthen community partnerships.

Baystate's goal is to embed "health equity" within its organizations and to guide standard reoccurring health care practices and fundamental health policy decisions so that equity becomes the accepted mindset for how it serves patients and the community.

Baystate continues to identify opportunities to apply a health equity lens to community health planning efforts. This has been demonstrated by community engagement endeavors and initiatives that are intentional in how Baystate plans to address health disparities and inequities.

Baystate Health has been recognized by the Human Rights Campaign on its LGBTQ+ Healthcare Equality Foundational Policies level of achievement, one of the top three tiers designated for an organization's inclusion journey.

To learn more about current projects underway, click [here](#).

Strategic Priorities

Baystate Health will reposition the health system for sustainable growth by investing in its people, modernizing, and integrating its services to reliably meet the needs of the communities it serves.

Delivered through the following:

- A diverse, engaged, and talented workforce
- Market leading primary and specialty care that integrates seamlessly across the care continuum
- A system that provides a user friendly, tech-enabled experience on the consumer's terms
- Integration with Health New England to drive clinical and financial value

Awards and Recognition

- Baystate Health received the Diversity & Inclusion Award from the American College of Healthcare Executives (ACHE) of Massachusetts. The award recognizes the hospital's outstanding commitment to equality and humanity in the pursuit of healthcare excellence.
- Baystate Noble Hospital (BNH) received the 2021 Premier Supply Chain Excellence Award. These award recipients are industry leaders that are truly making a difference in healthcare through their efforts to improve care delivery operations, outcomes, costs, and the health of communities across the nation.
- *Forbes* has named Baystate Health one of the best employers in Massachusetts. The surveys determine the organizations liked best by their own employees. Surveys were done from October 2020 to May 2021. Responses were compared throughout that time, to account for any variations in the results collected before and after the start of the COVID-19 pandemic.
- Baystate Medical Center has received Magnet designation from the American Nurses Credentialing Center (ANCC) four consecutive times, placing it among leaders nationally in nursing excellence and quality patient outcomes.

- Baystate Midwifery & Women’s Health received two awards from the American College of Nurse-Midwives for best practices in reducing the proportion in preterm, low birth weight infants, and achieving the triple aim of better care, healthier populations, and lower costs.
- The Institute for Healthcare Improvement recognized Baystate Medical Center and Baystate Health’s three Community Health Centers as the first age-friendly healthcare institutions in the nation.
- Baystate Health includes certified Accountable Care Organizations (ACOs), helping to ensure high-quality, coordinated care for patients.
- Baystate Health has been recognized as a 2021 Digital Health Most Wired health system by the College of Healthcare Information Management Executives (CHIME) – ranking among global industry leaders in the Acute and Ambulatory categories.
- Baystate Medical (BMC) was ranked No. 5 in Massachusetts by *U.S. News & World Report*, with the highest rating possible in 11 procedures or conditions.
- Baystate Medical Center’s (BMC) Heart & Vascular Critical Care (HVCC) and Progressive Care Units (PCU) were recognized by the American Association of Critical-Care Nurses with the silver Beacon Award for Excellence, two times in a row. This is the eighth time BMC Medical & Surgical ICU has won this national award.

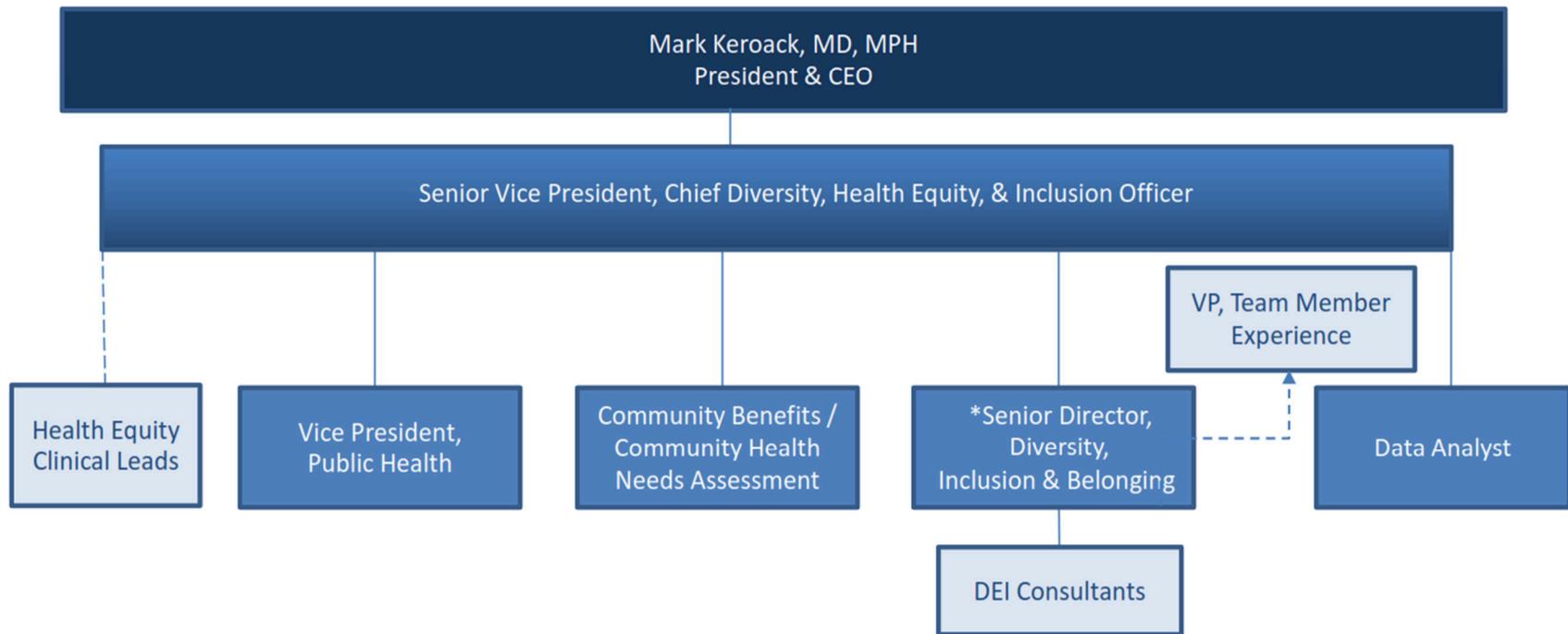


For additional information please visit:

<https://www.baystatehealth.org/>

Organizational Chart

Office of Diversity, Equity, and Inclusion



*Senior Director, Diversity, Inclusion & Belonging is vacant

Position Description

As a member of the President's Executive Council and President's Cabinet, the Senior Vice President, Chief Diversity, Health Equity & Inclusion Officer (CDEIO) will be an advocate for change and institutional resource, focused on infusing diversity, equity, inclusion, and belonging into all programs and activities across the enterprise. The CDEIO will provide strategic leadership in developing and implementing the long-term vision and goals for diversity, equity, and inclusion.

The CDEIO serves as a key advisor collaborating closely with leaders across the system to build upon the strategic plan, ensuring appropriate input is factored into all business and operating decisions.

This executive leads efforts to promote diversity, equity, and inclusion throughout the organization through the proactive development of programs and initiatives that support the creation of an inclusive environment of diverse caregivers who share a deep sense of belonging built on the principles of dignity and respect.

Reporting Relationship

The Senior Vice President, Chief Diversity, Health Equity & Inclusion Officer will report to the President & Chief Executive Officer.

Principal Accountabilities

- Serves as a member of and resource to the executive leadership team of Baystate Health and works collaboratively with the Board of Directors, President & CEO, President's Executive Council, and President's Cabinet to develop enterprise-level strategic plans and transformational initiatives.
- Develops and leads the creation of an enterprise vision for diversity, equity, and inclusion by assessing organizational culture and readiness and establishing aspirational goals, a compelling message, and plans for change.
- Fosters a culture of open inquiry, diversity of thought and experience, and mutual respect to foster an environment of institutional integrity, transparency, and openness.
- Develops effective and trusting working relationships with Baystate Health senior executives, including providing necessary expertise, support, issue resolution, and strategic and operational DEI management perspective to the operating environment.
- Leads Baystate Health diversity and inclusion initiatives, providing culturally competent patient care, and driving leadership accountability for diversity.
- Works closely with community leaders to develop deep and trusting relationships within the various social identity groups in the communities served by Baystate Health, with emphasis on those representing marginalized groups.
- Employs organizational change models (e.g., ADKAR) to develop a plan to further shift the culture to one that attracts and supports diversity, equity, inclusion, and belonging values

Position Description

into all facets of the organization, including identifying and modifying organizational policies and procedures that promote structural inequities.

- Ensures that the DEI function is appropriately organized, staffed, structured, measured, and led to meet evolving organizational needs, particularly those related to value, safety, quality, and experience so that the value of an effective DEI program is demonstrated to the organization on an ongoing basis.
- Aligns the organization's DEI function to corporate strategy and structure; designs and implements DEI analytics to support a proactive and data-driven decision-making and prioritization process.
- Supports, consolidates, and guides efforts across the health system aimed at improving diversity and inclusion, addressing social determinants of health, advancing health equity, and reducing disparities in health outcomes, and improving community relations.
- Collaborates with the Chief Human Resources Officer to create, implement, and monitor programs designed to ensure fair and equitable treatment of employees, and to advance efforts to identify, recruit, and retain leaders, providers, and employees from groups underrepresented in medicine.
- Creates strategy and infrastructure to enable the Office of DEI to serve as a standing office with educational programming for all leaders, providers, staff, and students as well as external participants and organizations.
- Provides oversight and guidance to pipeline programs which serve underrepresented groups and people of under-privileged backgrounds. Collaborates with leaders of educational and training programs to ensure an appropriate focus on DEI and consistency of educational content.
- Educates leaders, providers, and employees in the concept of cultural humility to develop self-awareness and respectful attitudes and behaviors toward diverse points of view.
- Provides resources, educational materials, and language services to meet the cultural and health literacy needs of the most frequently encountered patient populations, including patients, employees, and community members with different abilities.
- Develops and maintains close collaboration with the physician enterprise, including Baystate Medical Practices, Baycare, and independent members of the Medical Staffs across the system to ensure a data-driven and focused approach to reducing disparities in health outcomes. Organizes programs and events to promote and enhance diversity, inclusion, and cultural awareness at the health system and in the larger community.
- Establishes a strong presence and patterns of communication and responsiveness across all levels of the organization, including ensuring two-way communication between the employees and the leadership of the organization to increase transparency and belonging at all levels.

Experience and Qualifications

- Master's degree in Public Health or equivalent advanced degree is required. Doctorate in Medicine or Public Health strongly preferred.
- At least 10 years of relevant experience, with a minimum of five to seven years leading and advancing diversity, equity, and cultural inclusion in a healthcare setting, including experience with building and leading teams, and effectively managing change. Demonstrated

knowledge of and experience in managing complex issues and producing measurable outcomes.

- Proven track record of experience in strategic planning, leadership, mentoring, and development. Ability to manage risk, identify areas of exposure, and structure interventions, as needed. Designed and implemented programs leading to long-term change in complex organizations and communities.
- Outcome-oriented using an enterprise mindset coupled with data analytics to set priorities and measure progress.
- Track record of building, leading, motivating, and assessing diverse teams, including experienced professionals. Holds employees accountable for individual results and drives overall effectiveness of the team.
- Must have a high degree of cultural intelligence and technical mastery of inclusion and diversity strategies in a complex environment. Excellent interpersonal communication skills and a proven ability in change management, collaboration, and influencing at all levels across the organization and among the functions.
- Demonstrates political savvy with exceptional communication and diplomatic relationship building skills and a history of engaging, partnering, and building consensus and alliances among diverse stakeholders, including key leaders throughout an organization, in the community, and beyond.

Personal and Professional Attributes

The leadership competencies that are critical for the Senior Vice President, Chief Diversity, Health Equity & Inclusion Officer (CDEIO) to possess were determined by:

A	High-level interviews with knowledgeable stakeholders
B	Reviewing position and candidate specifications documents
C	Considering data sources such as Furst Group's market and industry experience, NuBrick Partners leadership consulting experience, and peer-reviewed and applied research in the field of industrial/organizational psychology

Based on the process described above, the following are the Personal and Professional Attributes for this role:

COLLABORATES

- Brings team together to leverage their unique skills
- Facilitates open dialogue
- Works cooperatively with system leaders to develop, co-create, and execute strategic objectives
- Draws upon multiple relationships to exchange ideas at all levels

EFFECTIVE COMMUNICATION

- Ability to connect; written, verbal, formal, and informal; one-on-one and small and large groups
- Adjusts communications content to meet the needs of diverse stakeholders
- Actively listens
- Demonstrates appropriate transparency

EXECUTIVE PRESENCE

- Builds effective interpersonal relationships through social skills
- Exhibits political savvy
- Engages interpersonally and values perspectives of diverse groups of people
- Models cultural humility

INSTILLS TRUST

- Spreads inspirational vision
- Displays candor and courage
- Maintains high standards of professional and personal ethics
- Establishes accountability standards for self and team

STRATEGIC AGILITY

- Demonstrates industry knowledge and broad perspective
- Utilizes data and benchmarks in decision making
- Anticipates future trends and positions organization for change
- Balances visionary thinking with priorities and implementation

Community Information

The Senior Vice President, Chief Diversity, Health Equity & Inclusion Officer will be located in New England. Following is information on Springfield, Massachusetts, and neighboring communities.

Springfield, Massachusetts

Springfield, the third-largest city in Massachusetts and the fourth largest in New England is located on the eastern banks of the Connecticut River near its juncture with the western Westfield River, the eastern Chicopee River and the eastern Mill River. The population of Springfield is 156,000 while the metro area, which includes the towns of Amherst, Deerfield, Northampton, and South Hadley is estimated at 700,000.



The city is in the midst of a successful effort to revitalize itself. The economy is growing, businesses are flourishing, and public spaces are being made more vibrant every day. The ability for both residents and visitors to be able to walk or bike around the city with ease and comfort is an important factor in this resurgence, and is essential in promoting a healthy and safe community.

While small businesses find the city a great place for a startup, Springfield is also home to companies known around the world. MassMutual Financial Group is a Fortune 100 company that is headquartered in Springfield. Companies like Big Y Foods, Merriam-Webster, Performance Food Group, Liberty Mutual, and Peter Pan Bus Lines all call Springfield home.

With a newly branded Cultural District, the city is the cultural center of Western Massachusetts. World-class Springfield Museums, the Springfield Symphony Orchestra, City Stage, and the Armory National Park Site rival attractions in cities twice the size of Springfield.



As the birthplace of basketball, Springfield is home to The Naismith Memorial Basketball Hall of Fame museum. This one-of-a-kind spherical museum honors legends of the past and present and features future stars.

The Berkshires is located in the western parts of Massachusetts and Connecticut, a mere 35 miles from Springfield. A popular vacation destination, the region is known for outdoor activities, music festivals, farm-to-table food options, seasonal fairs, and thriving local artist exhibits.

Education

Springfield is a proud affiliate of the Knowledge Corridor, an interstate partnership of regional economic development, planning, business, tourism, and educational institutions that work together to advance the region's economic progress. The Corridor has the second-highest number of higher education institutions in all New England and features the Five College Consortium, a higher education non-profit fostering a vibrant intellectual community through collaborative academic programs, enterprise initiatives, and community engagement. The five include Amherst College, Hampshire College, Mount Holyoke College, Smith College, and the University of Massachusetts. They are geographically close to one another, linked with frequent public transportation and educate nearly 40,000 students annually. Harvard, Massachusetts Institute of Technology, and Boston College are a short 90-minute drive.

The communities take great pride in both public and private education in the region, as businesses and industries work together with parents, teachers, and educators to help the children learn and thrive in today's highly technical world.

For additional information on Springfield education, click [here](#).

Major Nearby Cities

Northampton, Massachusetts

Known as the "Paradise of America," [Northampton](#) is an academic, artistic, musical, and countercultural hub. It features a large politically liberal community along with numerous alternative health and intellectual organizations. The city has a high proportion of residents who identify as gay and lesbian, a high number of same-sex households, and is a popular destination for the LGBT community.



Hartford, Connecticut

In addition to the towns of Pioneer Valley, [Hartford, Connecticut](#) is 26 miles away and has the nearest international airport to Springfield (Bradley International Airport). Hartford's 2021 estimated population is 121,054, making it the fourth-most-populous city in the state. It is one of the oldest cities in the country and is home to many of the oldest landmarks in the United States.

Boston, Massachusetts

[Boston](#) (Massachusetts' capital and largest city) is approximately one and a half hours away from Springfield. Founded in 1630, it is one of the oldest cities in the United States.

New York City, New York

[New York City](#) is 141 miles from Springfield and a two-and-a-half-hour drive. It is built from hundreds of diverse communities across five boroughs. Throughout New York City, there are experiences to inspire every visitor and cultures to discover from around the world.

Sources:

<https://www.springfield-ma.gov/park/index.php?id=facilities>
<https://newenglandtravelplanner.com/go/ma/springfield/index.html>
<http://worldpopulationreview.com/us-cities/hartford-population/>
<https://www.newsweek.com/50-best-places-live-us-2018-880794?page=1>
https://berkshires.org/business_category/adventure-tourism/

Furst Group

Furst Group is in its fourth decade of providing leadership solutions for the healthcare industry. Our experience in evaluating talent, structure, and culture helps companies align their organizations to execute their strategic initiatives.

Our talent and leadership solutions provide a comprehensive array of retained executive search and integrated talent management services, from individual leadership development to executive team performance to organizational/cultural assessment and succession planning.

Our clients include hospitals and health systems, managed care organizations, medical group practices, healthcare products and services companies, venture capital- or equity-backed firms, insurance companies, integrated delivery systems, and hospice and post-acute care businesses.

Furst Group recognizes partnerships are the cornerstone of our business. In today's competitive talent environment, having a defined process that provides clients and individuals with clarity and feedback throughout the entire job search is paramount to our business model.

We take extra steps to ensure candidates:

- Understand the nuances of a particular position or organization.
- Are prepared for interviews and conversations.
- Have access to interview and travel schedules.
- Are provided timely feedback.
- Remain in our database for future contact.
- Value diversity and the principles and ethics practiced by our client organizations.

We look forward to working with you as a potential candidate for the Senior Vice President, Chief Diversity, Health Equity & Inclusion Officer position for Baystate Health in Springfield, Massachusetts.

For additional information on Furst Group, please visit our website at www.furstgroup.com. To learn more about this particular position, please call (800) 642-9940 or contact:



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