

LEAD Collaborative

Best Practice Webinar #3

February 14, 2023



LEAD Information Session Housekeeping



Session will be 60 minutes.



Session is being recorded.



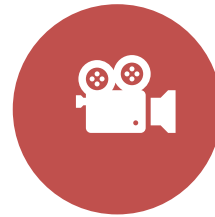
Participants will be muted upon entry. Please keep microphone muted unless you are speaking.



Use the Chat feature to post comments or ask questions. You can also use the “Raise Hand” feature to ask questions.



When speakers are presenting, it is suggested that “Speaker View” is used. Otherwise, “Gallery View” is suggested.



Please ensure your Zoom screen name reflects how you wish to be identified. Keep video on (if possible).

Agenda

2:00-2:05 PM: Welcome/Introductions

2:05-2:25 PM: Featured Presentation

2:25-2:35 PM: Q & A

2:35-2:45 PM: Breakouts

2:45-2:55 PM: Report Out/Commentary

2:55-3:00 PM: Thank You/Wrap Up

Constructive Disruption in Health Systems



Leon Caldwell, Ph.D.

Senior Director Health Equity Strategies and
Innovation

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Advancing Health in America

Leaders in Equity and Diversity (LEAD) Collaborative: Constructive Disruption in Health Systems

Leon D. Caldwell, Ph.D.

Senior Director, Health Equity Strategies and
Innovation

Institute for Diversity and Health Equity

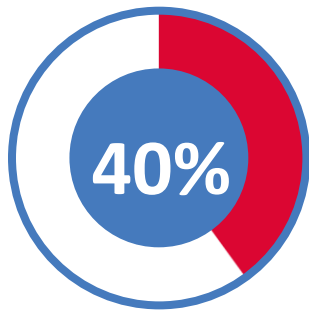
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The Journey

- Welcome
- Constructive Disruption defined
- The Societal factors and the need for solutions
- The IFDHE Resources: The Health Equity Roadmap
- Open Commentary

Health is More Than Health Care

80 percent of our health is determined by societal factors



Socioeconomic Factors



Education



Job Status



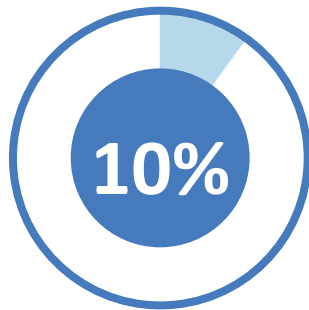
Family/Social Support



Income



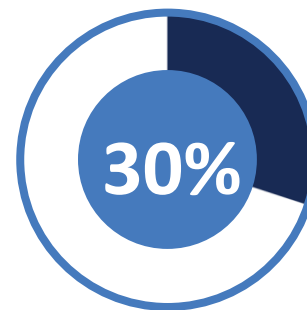
Community Safety



Physical Environment



Environment



Health Behaviors



Tobacco Use



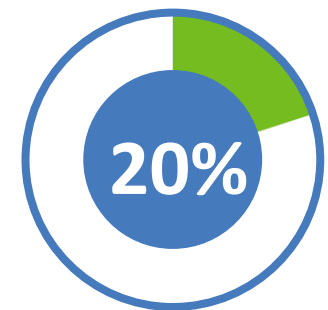
Diet & Exercise



Alcohol Use



Sexual Activity



Health Care

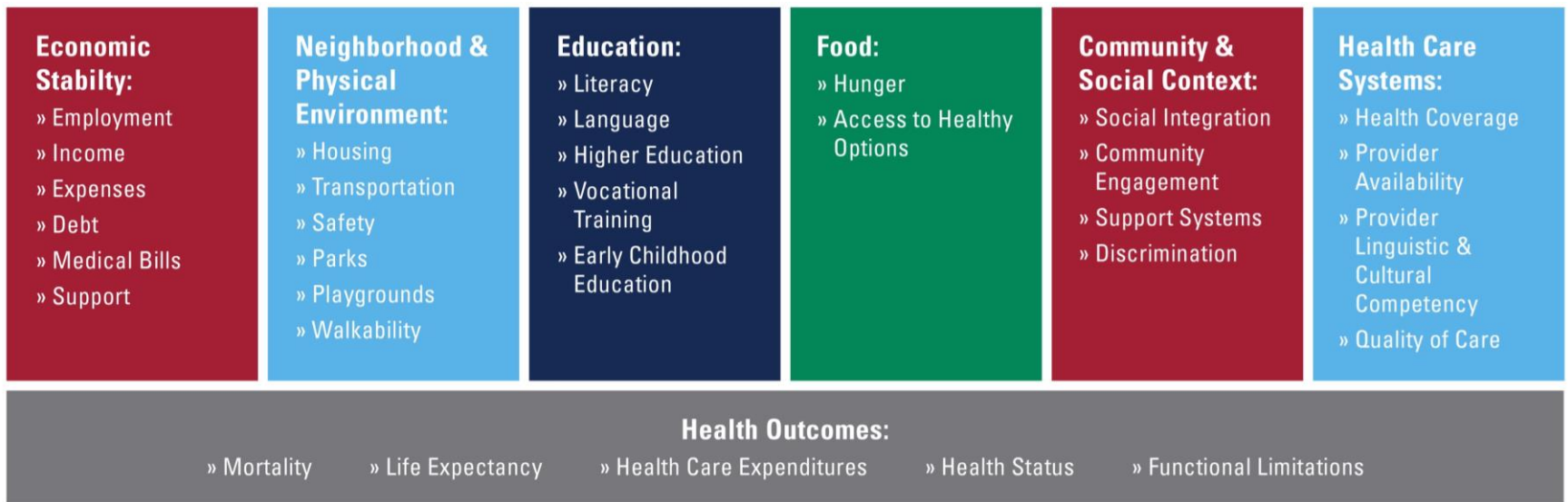


Access to Quality Care

Source: <http://www.countyhealthrankings.org/county-health-rankings-model>

Societal Factors Impact Health Outcomes

Impact an individual's health regardless of age, gender, race or ethnicity



Source: Kaiser Family Foundation. *Beyond Health Care: The Role of Social Determinants in Promoting Health and Health Equity*

Societal Factors that Influence Health

A Framework for Hospitals

Social Needs

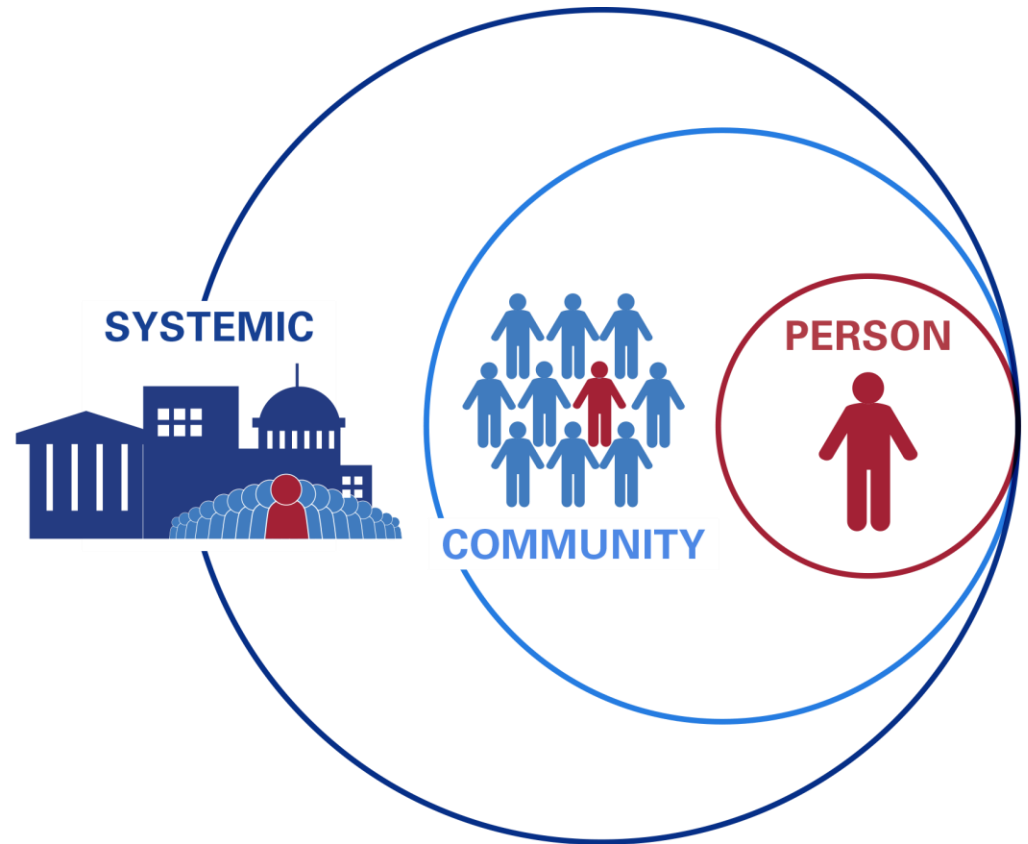
Individuals' non-medical, social or economic circumstances that hinder their ability to stay healthy and/or recover from illness.

Social Determinants of Health

Underlying social and economic conditions that influence people's ability to be healthy.

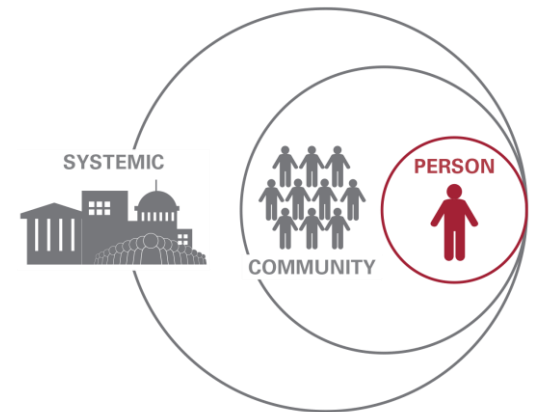
Systemic Causes

The fundamental causes of the social inequities that lead to poor health.



Societal Factors that Influence Health

Social Needs



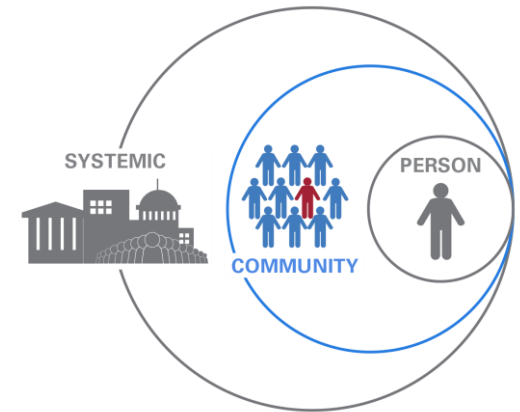
Who: Individuals who present for health care services
Setting: Patient encounter at a point of care.

Examples: Lack of stable housing, limited access to healthy food, loneliness, unsafe home.

Strategies: Screening and documenting, referrals, food pharmacies, temporary supportive housing, signing up for benefits.

Societal Factors that Influence Health

Social Determinants of Health



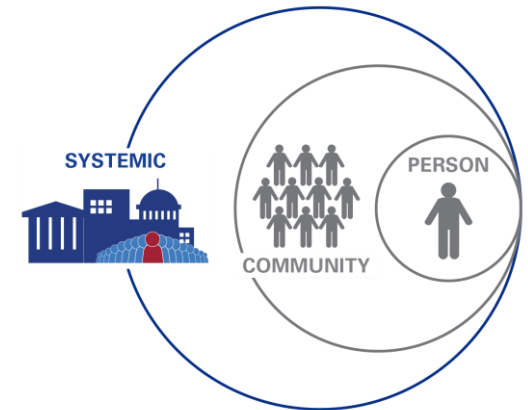
Who: The community served by a hospital
Setting: In the community

Examples: Food deserts, lack of affordable housing, community violence

Strategies: Partner with community-based organizations and multi-sector stakeholders, support food banks, build grocery stores, invest in affordable housing, create employment opportunities.

Societal Factors that Influence Health

Systemic Causes



Who: Anchor organizations such as hospitals and health systems, community leaders, legislators or policy makers
Setting: Community, state or national

Examples: Systemic inequities such as racism, sexism, generational poverty, redlining, environmental injustice

Strategies: Support and affect policy, system and environmental changes, incentivize investments, support higher wages, advocate for child tax credits.

Strategies Related to Societal Factors Must be Driven by Data



- **Identify** social needs that impact patients and connect with community resources
- **Aggregate** data across patients to focus a social determinants strategy



- **Track** trends or risks in the community
- **Guide** community partnerships and CHNAs



- **Enable** system-wide research at the national level to understand the social needs of communities
- **Tailor** state and federal programs to meet those needs
- **Support** policy and payment reforms

Macro

Federal housing policies – tax credits – HUD, VA and Treasury

Food - USDA

CMS and Joint Commission –

Labor policy

Micro

State and Local Government Policies

Hospital and Health System Policies

Education policy –

Hiring Policy

AHA Health Equity Roadmap

The Six Levers of Transformation

Research and experience show that leading health equity strategies cut across six levers of transformation within health care organizational structures.

The Health Equity Roadmap

A national initiative to drive improvement in health care outcomes, health equity, diversity and inclusion.



The Health Equity Roadmap is a framework to help hospitals and health care systems chart their own paths toward transformation — thus becoming more equitable and inclusive organizations.



Culturally Appropriate Patient Care



Equitable and Inclusive Organizational Policies



Collection and Use of Data to Drive Action



Diverse Representation in Leadership and Governance



Community Collaboration for Solutions



Systemic and Shared Accountability

Health Equity Roadmap: How to Participate (Process Steps)

1

Visit equity.aha.org to sign up (the HETA is designed to be completed at the individual hospital level).

2

Identify and gather internal team to complete the HETA.

3

After completing the HETA you will receive a Profile (data visualization) with embedded Transformation Action Planners to begin the work of transformation.

4

Search for tools and resources on the Health Equity Action Library to implement strategies to advance health equity.

5

Join the Journey Virtual Community to share information, resources and organizational insights on transformation.

The Continuum

Hospitals and health systems can be in any of the following positions along the continuum.



Exploring ●

Exploring the values and resources needed to publicly **commit** to embarking upon a journey toward health equity.



Committing ●

Committing the resources to listen, learn, train and **implement policies and practices** that establish equity as the standard practice.



Immersing ●

Immersing the leadership and system into **accountability** for implementing policies, procedures and cultural structures that support diversity, equity and inclusion.



Affirming ●

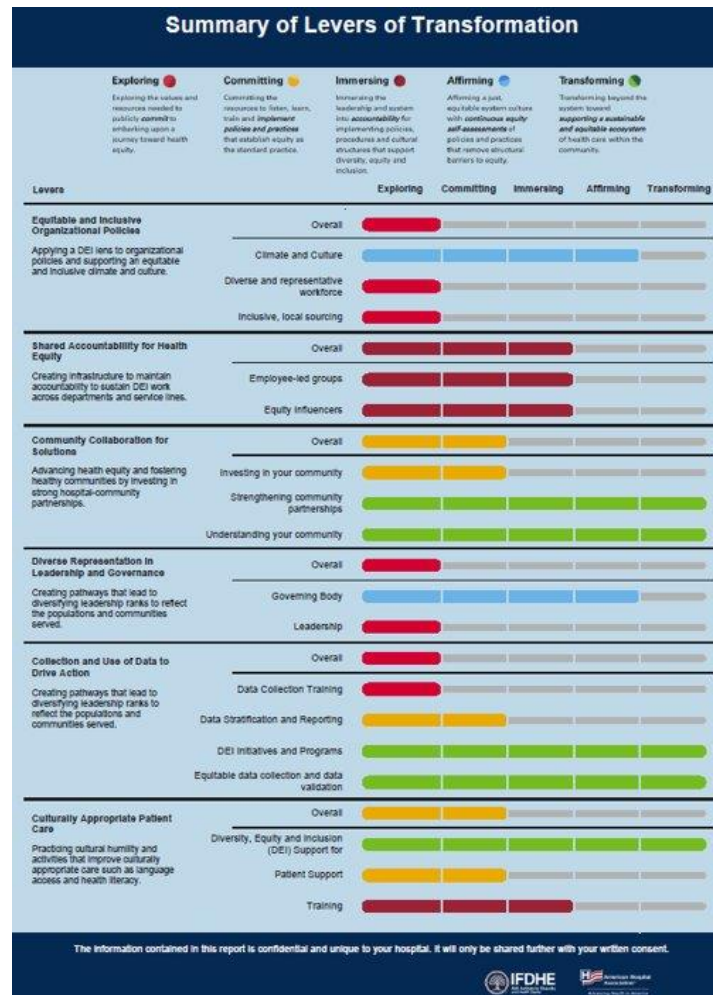
Affirming a just, equitable system culture with **continuous equity self-assessments** of policies and practices that remove structural barriers to equity.



Transforming ●

Transforming beyond the system toward **supporting a sustainable and equitable ecosystem** of health care within the community.

Health Equity Transformation Profile



Transformation Action Planners

Begin "Doing" Equity

Thank you for joining AHA's Institute for Diversity and Health Equity (IFDHE), (<http://ifdhe.aha.org>), on the journey to advance health equity. The table below shows your overall current position in each of the six transformation levers and provides links to resources you can use in your health equity transformation journey. Your hospital's progression across the continuum can be engaged at your pace. It is our intention that you use this Profile as both a diagnostic tool and as a baseline.

- As a diagnostic tool, the profile is used to inform your current health equity transformation position and identify opportunities for growth and resource investment.
- As a baseline, the profile is used to facilitate planning for continuous improvement on your journey towards health equity.



Lever	Current Position	HEAL Resource for Next Position
Equitable and Inclusive Organizational Policies	Exploring	https://www.aha.com/transformation-policy-committee
Systems and Shared Accountability	Immersing	https://www.aha.com/accountability-affirming
Community Collaboration for Solutions	Immersing	https://www.aha.com/community-collaboration-affirming
Diverse Representation in Leadership and Governance	Exploring	https://www.aha.com/leadership-governance-committee
Collection and Use of Data to Drive Action	Exploring	https://www.aha.com/data-committee
Culturally Appropriate Patient Care	Transforming	Congratulations on reaching this important milestone in this Lever of Transformation**

**Attaining the transforming level is an important milestone! However, those of us working to advance health equity know that growing and learning in equity is perpetual. We invite you to share your accomplishments, course corrections, challenges, and those actions you are most proud of that have resulted in your placement at this Lever of Transformation. We invite you to consider sharing your journey with your peers in the Equity Roadmap Virtual Learning Community (coming soon). Hospitals and health care systems can learn from your commitment and continual progress to advance equity.



The information contained in this report is confidential and unique to your hospital. It will only be shared further with your written consent.



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Transformation Action Planners (TAP)

AHA Equity Roadmap Transformation Action Planner



LEVER COMMUNITY COLLABORATION FOR SOLUTIONS

CONTINUUM POSITION AFFIRMING

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Community Collaboration for Solutions Reflections

Current state What are the obstacles related to Community Collaboration for Solutions at your organization?	
Impacts What are the impacts of these obstacles?	
Impacted groups Who is most impacted by these obstacles?	
Steps taken What steps have we taken prior to advance equity in relation to Community Collaboration for Solutions?	
Impact What has been the impact of the steps we've taken prior to?	
Learnings How has leadership demonstrated their commitment to advancing equity in Community Collaboration for Solutions?	

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Culturally Appropriate Patient Care AFFIRMING

Introduction

We want to welcome you as you take on another part of the Health Equity Transformation journey. Now that you have received your HETA profile, the first step of organizational design begins. We have heard from many hospitals and health systems that the greatest challenge is moving forward beyond the pre-commitment that equity is essential to patient safety and equitable hospital operations. We have developed this action planner tool to support you in moving across the transformation continuum.

Once you have studied and discussed your profile, you will find the links to the appropriate levers that correspond with advancing to your next position on the continuum. As part of this process, you are invited to participate in a community of learners on the equity journey in hospitals and health care systems. Sharing your innovative policies and practices, lessons, questions and accomplishments are some of the features of the Equity Teaching Learning Community.

As your hospital travels across the continuum, we have outlined primary deliverables of each position on the continuum below:



TRANSFORMATION CONTINUUM

- Exploring** (Strategic Planning): Develop strategic plans
- Committing** (Implementation Planning): Develop implementation plan of strategy
- Implementing** (Leadership Accountability): CIO and management team engaged and aligned; CIO team built as shared operating practices
- Advancing** (Standardization): Policies and practices are consistent and reinforced; program-level goals
- Transforming** (Measuring the Community Experience): Collaborate with a wide range of stakeholders; interventions to provide CIO to the community hospital system

Primary Deliverables:

- Exploring:** Strategic Planning
- Committing:** Implementation Planning
- Implementing:** Leadership Accountability
- Advancing:** Standardization
- Transforming:** Measuring the Community Experience

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Culturally Appropriate Patient Care AFFIRMING

Affirming | STRATEGIC PLAN

INSTRUCTIONS: Summarize equity advances with policy and practice in critical to dismantling the structural barriers—spend some time thinking about what internal characteristics and resources will be required to get your CIO work in the short, medium and long term.

INTERNAL INFRASTRUCTURE: Identify which roles, teams and/or departments will be responsible to deliver your CIO effort in the short, medium and long term.		
Short-term Ownership	Medium-term Ownership	Long-term Ownership
Role:	Role:	Role:
Team:	Team:	Team:
Department:	Department:	Department:

RESOURCE ALLOCATION: What operational resources will you allocate in the short, medium and long term?

Short-term Ownership	Medium-term Ownership	Long-term Ownership

SUSTAINABILITY: Generate a narrative to describe your plan to maintain the CIO work in the long run.

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Health Equity Action Library

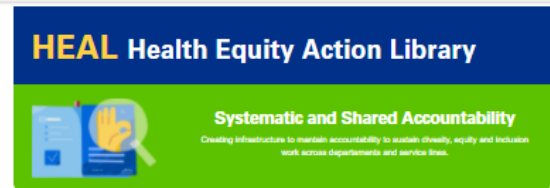


The Health Equity Action Library, or HEAL, is a dynamic collection of tools and resources that provides hospitals and health care systems with practical, how-to information needed to foster more inclusive and equitable organizations and communities. Though its ranked list of top publications in the field, the HEAL Index is easier to share in any week or year in the health care space to better understand top publications, challenges and strategies that can get them from where they are to where they would like to be on their health equity journey. The HEAL Index ranked resources can be found among six key areas: Equitable Policies, Shared Accountability, Community Collaboration for Solutions, Diversity in Leadership, Data Collection/Use and Culturally Appropriate Care.

For more information on AHA initiatives to help create more equitable health ecosystems and communities, visit the [Health Equity Transformation Model](#).

Six Key Resource Areas

<p>Equitable and Inclusive Organizational Policies</p> <p>Applying a diversity, equity and inclusion lens to organizational policies and supporting an equitable and inclusive climate and culture.</p> <p>Find Resources</p>	<p>Community Collaboration for Solutions</p> <p>Using quantitative and qualitative data to inform, design, and evaluate improvement strategies.</p> <p>Find Resources</p>	<p>Diverse Representation in Executive Leadership and Governance</p> <p>Applying a diversity, equity and inclusion lens to organizational policies and supporting an equitable and inclusive climate and culture.</p> <p>Find Resources</p>
<p>Collection and Use of Data to Drive Action</p> <p>Using quantitative and qualitative data to inform, design, and evaluate improvement strategies.</p> <p>Find Resources</p>	<p>Culturally Appropriate Patient Care</p> <p>Applying a diversity, equity and inclusion lens to organizational policies and supporting an equitable and inclusive climate and culture.</p> <p>Find Resources</p>	



KEY AREAS: Equitable Policies, Shared Accountability, Community Collaboration for Solutions, Diversity in Leadership, Data Collection/Use, Culturally Appropriate Care

Search

28 RESULTS FOUND

JOB TITLE/ROLE	SPONSORED MEMBERS
CEO/Leadership (16) Management (12) Front-Line Worker (5) Clinical (3)	<p>Consumer expectations on Diversity, Equity, Inclusion, and Belonging in Health Care</p> <p>2021</p> <p>Consumer expectations on Diversity, Equity, Inclusion, and Belonging in Health Care Thursday, August 26, 2021 12:00p.m.</p> <p>Diversity, Consumption</p>
HO/SPITAL TYPE	<p>Consumer expectations on Diversity, Equity, Inclusion, and Belonging in Health Care</p> <p>2021</p> <p>Consumer expectations on Diversity, Equity, Inclusion, and Belonging in Health Care Thursday, August 26, 2021 12:00p.m.</p> <p>Diversity, Consumption</p>
DEPT./SERVICE LINE	<p>Consumer expectations on Diversity, Equity, Inclusion, and Belonging in Health Care</p> <p>2021</p> <p>Consumer expectations on Diversity, Equity, Inclusion, and Belonging in Health Care Thursday, August 26, 2021 12:00p.m.</p> <p>Diversity, Consumption</p>



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Questions and More Questions

Let's Share: Breakout Groups

1. Introduce selves in the chat
2. Select **ONE** person to guide breakout discussion and **ONE** person to share discussion highlights
3. Discuss **ONE** challenge:

Challenge #1: *Public health data for your community indicates that 15% of people in one zip code have a challenge in access to healthy food.*

Challenge #2: *For the 2,000 people living with diabetes that your organization serves, there's a 10% disparity in blood sugar control (HgA1c) between whites (85% with their blood sugar in control) and nonwhite (75% with their blood sugar in control).*

Challenge #3: *Of your 200 leaders (supervisors, managers and directors), 15% are nonwhite and in the community you serve it is 30% nonwhite.*

How might we ?

Let's Share: Report Out

Share the Challenge your group selected and comment on highlights of discuss and next steps.

Challenge #1: *Public health data for your community indicates that 15% of people in one zip code have a challenge in access to healthy food.*

Challenge #2: *For the 2,000 people living with diabetes that your organization serves, there's a 10% disparity in blood sugar control (HgA1c) between whites (85% with their blood sugar in control) and nonwhite (75% with their blood sugar in control).*

Challenge #3: *Of your 200 leaders (supervisors, managers and directors), 15% are nonwhite and in the community you serve it is 30% nonwhite.*

Testing Grant

- CareFirst has awarded a grant to Meritus Health for LEAD Collaborative participating organizations to further efforts in :
 - **Leadership diversity**
 - **Addressing social determinants of health**
 - **Mitigating health disparities**
- Will be distributed to LEAD Collaborative Participants in 2 ways:
 - **Up to 25 Testing Grants of \$1,000**
 - **Up to 10 Sustainability Grants of \$2,000**
- Sustainability Grants to be made available in second half of 2023 (October – November)
- For questions or more information, contact Ethan Feldmiller at Ethan.feldmiller@meritushealth.com

Applicants will be asked to:

1. Provide a crisp, measurable aim statement
2. Describe 3 cycles of PDSA learning and the action items that resulted from them
3. Provide description of how funds will be used

Funding Request Timeline

Testing Grant Timeline				
	13-Feb	24-Feb	1-Mar	8-Mar
Form Made Available to Participants				
Request Submissions Due				
Approval Notification				
Funds Distributed				

Reminders and Updates

2/17/23: Deadline to submit *Period 4 PDSA*

3/3/23: Deadline to submit *Period 5 PDSA*

3/17/23: Deadline to submit *Period 6 PDSA*

Submit all PDSAs and updates to lead@advancingsynergy.com.

3/22/23: In-Person Learning Session, 8:30 AM – 3:30 PM
Meritus Health
Hagerstown, MD

LEAD Organizations



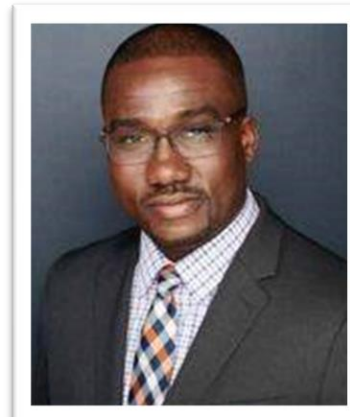
LEAD Collaborative Core Team



Maulik Joshi
Meritus Health
LEAD Chair



Deneen Richmond
Luminis Health
LEAD Co-Chair



Jean Accius
AARP SVP



Lynn Mertz
AARP LEAD
Project Officer



Arti Varanasi
Advancing Synergy
LEAD Operational &
Strategic Support

Contact Us

LEAD Website:

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LEAD Inbox: lead@advancingsynergy.com

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