Deliver an Exceptional Patient Experience within Emerging Markets

Women’s Health Conference
May 6, 2016

Objectives

• Understand the American Hospital Association’s Health Equity Pledge, Joint Commission and CLAS Standard requirements.

• Understand challenges and opportunities related to building collaborative relationships that support Patient Centeredness for diverse patient populations.

• Understand Froedtert Health’s Diversity & Inclusion Emerging Markets Strategy and Health Equity Efforts to deliver a Culturally and Linguistically Competent Patient Experience.

Agenda

1. Froedtert Health’s Diversity & Inclusion Journey
2. Compliance: Joint Commission and CLAS Standard Requirements
3. American Hospital Association, Equity of Care Pledge
   - Language Services
   - Emerging Markets & Community Engagement
4. Questions & Answers
Diversity and Inclusion History

**2010**
- Workforce Diversity Steering Committee
- Assessment by Urban Strategies
- Cultural Competence Training
- Diversity Advisors
- CMH Diversity Training

**March 2010**
- Internal Research
- Armchair Assessment with Senior Leaders and Leader Focus Groups
- Meet with Community Leaders
- Review of Community Demographics

**July 2010**
- Recommendations presented to Froedtert Health Leadership

**August 2010**
- Inclusion Advocate Project intervention began
- Review of Community Demographics

**September 2010**
- Rollout of Inclusion Advocates Program
- LAND Presentation

**October 2010**
- Formed Diversity and Inclusion Team
- Organizational change to Froedtert Health from Froedtert & Community Health

**December 2010**
- Formed Diversity Council
- Retreat with Diversity Council to develop strategic plan
- Goal Development

**May 2011**
- Diversity and Inclusion Strategic Plan

**June 2011**
- Office of Diversity and Inclusion created

**June 2012**
- Diversity goals embedded in Organizational Strategic Plan

**July 2012**
- Language Service reports into D&I Office
- Andres Gonzalez joins Froedtert Health

**June 2015**
- Diversity goals embedded in Organizational Strategic Plan

**June 2016**
- Andres Gonzalez joins Froedtert Health
Diversity & Inclusion Strategic Focus

Workforce
- Recruit an inclusive and diverse talent pool

Workplace
- Create an inclusive environment

Marketplace
- Expand market share while improving customer satisfaction, patient loyalty, and diverse suppliers

Community
- Increase supplier diversity and support community organizations

Language Services

Compliance: Joint Commission and CLAS Standards

Research and Requirements

Compliance: Joint Commission

- Every patient that enters the hospital has a unique set of needs—clinical symptoms that require medical attention.
- However, there are also issues specific to the individual that can affect his or her care.
- Health care providers and systems need to identify and address both the clinical aspects of care and the spectrum of each patient’s demographic and personal characteristics.
- Patients’ specific characteristics and nonclinical needs can affect the way they view, receive, and participate in health care.
Compliance: Joint Commission

- Research supports that a variety of patient populations experience decreased patient safety, poorer health outcomes, and lower quality care based on race, ethnicity, language, disability, and sexual orientation.
- If cultural, communication, mobility, and other basic patient needs go unmet, providers and health care systems will continue to be at risk and put their patients at risk for negative consequences.
- The Joint Commission views effective communication, cultural competence, and patient- and family-centered care as important components of safe, quality care.

Compliance: CLAS Standards

- National Standards for Culturally and Linguistically Appropriate Services (CLAS) in Health and Health Care.
- Intended to advance health equity, improve quality, and help eliminate health care disparities by establishing a blueprint for health and health care organizations.
- Developed to improve access to health care for minorities, reduce disparities, and improve quality of care.
- 14 Standards organized into three themes:
  - Culturally Competent Care (Standards 1-3)
  - Language Access Services (Standards 4-7)
  - Organizational Supports (Standards 8-14)

DIVERSITY and INCLUSION
Equity of Care
#123 for Equity Pledge

Equity of Care is a national collaborative effort of the American Hospital Association, American College of Healthcare Executives, America’s Essential Hospitals, Association of American Medical Colleges and Catholic Health Association of the United States. Through this platform, the Equity of Care partners issued a call to action to eliminate health care disparities.

Our goals are to:
- Increase the collection and use of race, ethnicity and language (REaL) preference data
- Increase cultural competency training
- Increase diversity in governance and leadership

Where to Start?

1. Find out where your organization stands in progressing toward the three goals of the call to action.
2. Compare your results to the 2013 Institute for Diversity in Health Management’s Diversity and Disparities survey results.
3. Continue quality improvement by:
   - Selecting a quality measure to stratify by race, ethnicity and language preference. If a health care disparity exists, implement a plan to address this gap.
   - Creating a plan to ensure your staff receives cultural competency training.
   - Having a dialogue with your board and leadership team on how you reflect the community you serve and what actions can be taken to address any gaps.
4. Encourage colleagues in the field to join this effort by sharing your journey with them.

Health Equity Process and Efforts Underway

*Increase collection and use of REaL preference data*

Initiatives are underway at F&MCW to understand if health disparities exist among the populations we serve.

- **Determine opportunities**
  - Leverage state and national databases to benchmark performance
  - Conduct multivariate analysis to identify opportunities

- **Prioritize and recommend initiatives**
  - Input from Diversity and Inclusion team
  - Enterprise quality committees will recommend
  - Health Care Value Council* will submit tactics for F&MCW annual plan
  - Initiatives will be implemented through the entity operational structures
External Organizations & Programs Collaboration
- INROADS Program
- Milwaukee Fellows
- Cristo Rey High School
- MPS/North Division High School
- Goodwill Industries
- Hispanic Chamber of Commerce
- Project Search

Minority Professional Organizations
- Urban League’s Young Professionals
- Hispanic Professionals of Greater Milwaukee (HPGM)
- National Black MBA Association (NBMBAA)
- National Society of Hispanic MBA (NSHMBA)
- National Black Nurses Association (NBNA)
- National Hispanic Nurses Association (NHNA)
- National Medical Association (NMA)
- National Association of African Americans in HR (NAAAH)
- YMCA Black Achievers

Increase Diversity in Governance
Universal Competencies
Personal qualifications required of ALL board members. Suggested universal competencies include:
- Commitment to the FH mission, vision, values and ethical standards.
- Demonstrated willingness and ability to devote the time necessary to board work, including board education.
- Personal integrity and objectivity; no conflicts of interest
- No self-serving personal agenda or other obligations that could conflict with board responsibilities.

Desired Competencies
The board as a whole should consist of the following:
- Reflect the population served in terms of gender, race, and ethnicity.
- Knowledge of the communities served by the health system represented by geographic residence or place of employment.
- Representation of key stakeholders of the health system:
  - Major employers
  - Community leaders (healthcare and non-healthcare)
- Other competencies supporting key strategic objectives
Increase Cultural Competency Training

Training options include:
- Unconscious bias
- LGBT patient-centered care
- Disability awareness
- Veteran centric
- Religious considerations
- Other cultural/ethnic specific offerings

Equity of Care Wisconsin

Aurora Health Care
- Aurora BayCare Medical Center
- Aurora Lakeland Medical Center
- Aurora Medical Center
- Aurora Medical Center Green Bay
- Aurora Medical Center Oshkosh
- Aurora Medical Center Ozaukee
- Aurora Regional Medical Center of Burlington
- Aurora Sacred Heart Hospital
- Aurora Sheboygan Memorial Medical Center
- Aurora Sinai Medical Center
- Aurora St. Luke's Medical Center
- Aurora WestAllis Medical Center
- Affina Health
- River Falls Area Hospital

Hospital Sisters Health System
- HSHS St. Clare Memorial Hospital
- HSHS St. Joseph's Hospital
- Sacred Heart Hospital Madison
- St. Mary's Hospital Medical Center
- St. Nicholas Hospital
- St. Vincent Hospital

Froedtert Health
- Froedtert Community Memorial Hospital
- Froedtert Memorial Lutheran Hospital
- Froedtert St. Joseph's Hospital
- Froedtert Memorial Lutheran Hospital
- Froedtert St. Joseph's Hospital
- Froedtert Lutheran Hospital
- Froedtert Memorial Lutheran Hospital
- Froedtert St. Joseph's Hospital
- Froedtert Lutheran Hospital
- Froedtert Memorial Lutheran Hospital
- Froedtert St. Joseph's Hospital

Strategic Goals
Strategic Goals

Language Services

• Provides timely, reliable, and high-quality interpreter services to Limited English Proficiency and Deaf patients.

• Aid in delivering excellent and culturally sensitive care to every patient, always:
  – Live interpreting through staff interpreters and local agencies
  – Phone interpreting through Pacific Interpreters, Inc.
  – Video Remote Interpreting (MARTTI)
  – Bilingual Staff Bank
Strategic Goals

Emerging Markets Strategy Launch
- Launched with a work group in 2011.
- Strategy based on research.
- Emerging Markets Initiative (EMI) Goal: Build awareness of F&M CW among EMI consumers focused on commercially insured African American and Latino populations:
  - Strengthen knowledge of the relevant services and treatment options available to African Americans and Latinos.
  - Build meaningful relationships with the African American and Latino communities through authentic engagement.
  - Begin to communicate F&M CW’s commitment to EMI communities.
  - Increase numbers of unique patients from EMI populations.
  - Strengthen competitive position among EMI populations.

Three Million Lives
EMI will drive activity from outer rings to more meaningful engagements
Strategies developed to turn awareness and familiarity into preference and ultimately utilization
We will “count” these touchpoints towards our goal
Emerging Markets
Expanded Scope

- Build awareness of F&M/CW among commercially insured Asian, African American, Latino, LGBT, People with Different Abilities, and other populations:
  - Affordable Care Act – Health Marketplace
  - LGBT market research completed
  - Community organization partnership opportunities
  - Supplier Diversity partners are also our patients
  - Increase numbers of unique patients from EMI populations
  - Strengthen competitive position among EMI populations

Emerging Markets Initiative
Highlights

- Conducted market insight focus groups: African American/Black and Hispanic/Latino
- Developed and launched an EMI marketing plan
- Assess Spanish language system readiness for marketing plan rollout
- Engaged with diverse patients and community members for Cancer Center service line research
- Expanded EMI LGBT activities

Emerging Markets:
Culturally Relevant Advertisement

- Telemundo TV Ad
  - Advertisement created
- Radio Advertisement
  - Six :60 commercials (3 African American, 3 Hispanic/Latino)
  - Culturally relevant
  - Primary Care, Cardiology, Cancer
  - Listen [Final Who Will You Go For Radio Mixes]
- Print Patient Stories
  - Placed in community newspapers and websites
  - Alignment with radio plan
Healthcare Equality Index

HEI 2016 Leaders in LGBT Healthcare Equality

froedtert.com/lgbt
Q & A

Contact Us
Andres Gonzalez
MEd,CCDP/AP, Vice President, Chief Diversity Officer
Tel: (414) 777-3582 / Fax: (414) 777-3273
Email: andres.gonzalez@froedtert.com

Scout Page
Froedtert & the Medical College/Departments/
Diversity and Inclusion