

# DIVERSITY and INCLUSION

*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
- Reporting to Senior VP/CHRO

March  
2010

- Internal Research
  - Armchair Assessment with Senior Leaders and Leader Focus Groups
  - Review of Community Demographics
  - Met with Community Leaders
  - Reviews staff and patient demographics
  - Reviewed FH Strategy for D&I Alignment
  - Made recommendations
- External Research
  - Reviewed Best Practices and Benchmarks
    - Industry best practices
    - Health care best practices
    - Froedtert Health best practices

July  
2010

- Inclusion Advocate Project intervention began

August  
2010

- Recommendations presented to Froedtert Health Leadership

# Diversity and Inclusion History

September  
2010

- Rollout of Inclusion Advocates Program
- LAND Presentation

December  
2010

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

February  
2011

- Diversity Council formed
- Retreat with Diversity Council to develop strategic plan
- Goal Development

March  
2011

- Prism focus group conducted

May  
2011

- Diversity and Inclusion Strategic Plan

June  
2011

- Office of Diversity and Inclusion created
- Reporting to Chief Operating Officer

June  
2012

- Diversity goals embedded in Organizational Strategic Plan

July  
2014

- Language Service repots into D&I Office

June  
2015

- Andres Gonzalez joins Froedtert Health

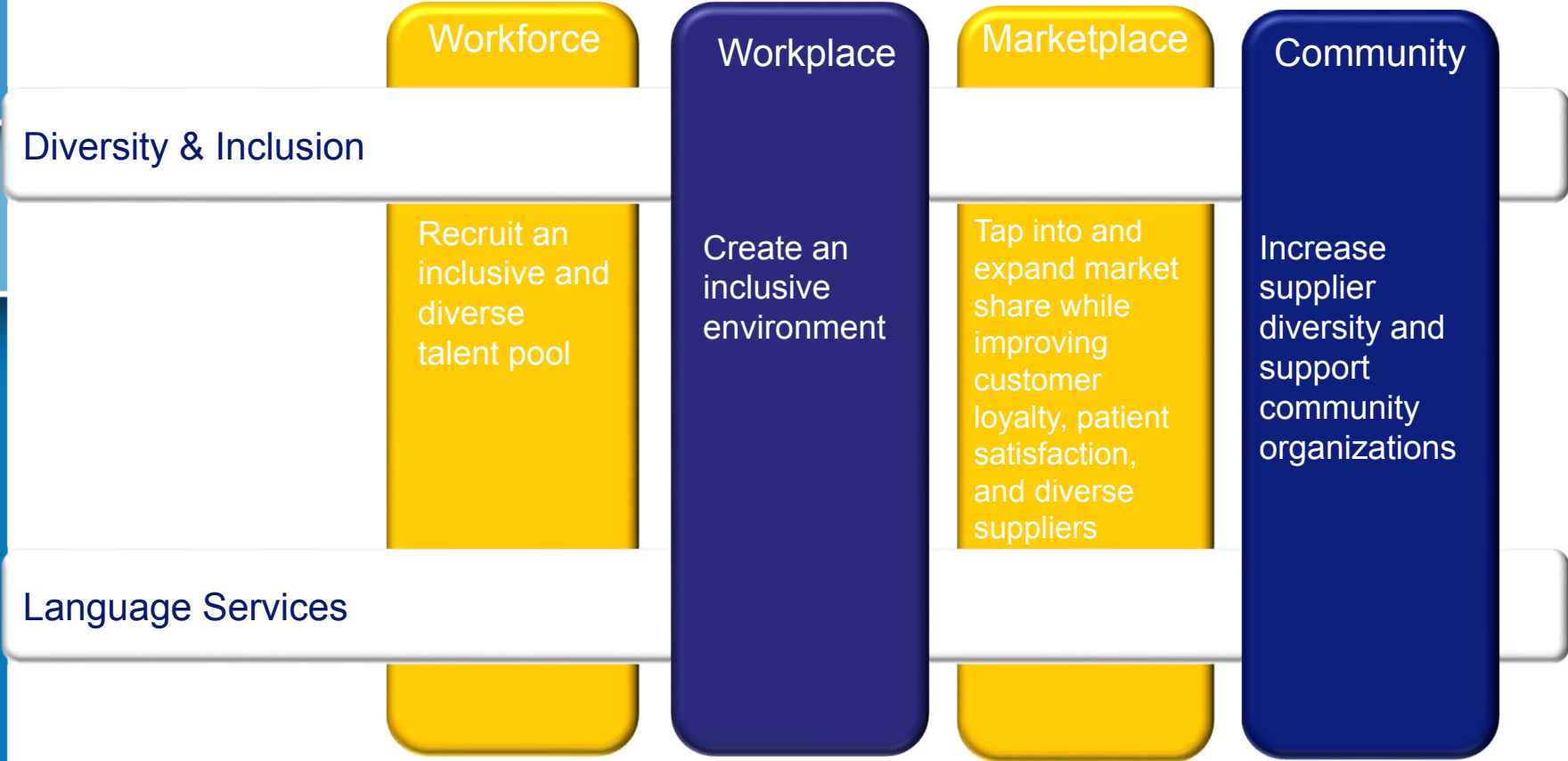


# Fiscal Year 2016 Goals and Targets

**Vision:** Froedtert & the Medical College of Wisconsin will be the region's premier health system by demonstrating superior value through an academic-community partnership and aligning health care delivery across the region.

	Patient-Centered Care and Clinical Effectiveness	Population Health	Three Million Lives	Workplace of Choice	Financial Strength
<b>Why is this Important?</b>	These goals are an objective way of measuring the quality of care we provide. Keeping a laser focus on our patients and continuously improving our performance helps us demonstrate superior value.	Developing an infrastructure that supports patients' improved health and prevents them from needing more care down the road is the right thing to do. This also impacts the way health care organizations are reimbursed for their services.	Scale and geographic reach are essential to our ability to deliver a population health model through our academic-community partnership across a full spectrum of services.	We want to provide an exceptional environment for patients to receive care, for providers to practice and for staff to work. This will help us attract and retain the best performers as we strive to achieve our vision.	A strong bond rating, or "creditworthiness" of an organization, along with the strength of its operating margin, will help us keep down the cost of care, attract potential business partners and fund our growth plans.
<b>Long-Term Goal</b>	Achieve top 10 ranking in the University HealthSystem Consortium annual Quality and Accountability study and national top decile performance in quality and service.	Demonstrate improvement in the engagement and health status of the diverse communities we serve while reducing the per-capita cost of care for populations under our management.	Touch the lives of more than three million individuals through our patient care services, partnerships, managed care and community engagement efforts.	Achieve top decile provider and staff engagement.	Maintain bond rating in the top decile of health systems nationwide to ensure a strong financial position in a time of changing and declining reimbursement.
<b>Fiscal Year 2016 Goals and Targets</b>	<ul style="list-style-type: none"> <li>• Increase the percentage of patients responding to the HCAHPS survey who rate our hospitals a "9" or "10" to 79 percent.</li> <li>• Increase the percentage of patients responding to the CG-CAHPS survey that rate their provider a "9" or "10" to 89 percent.</li> <li>• Decrease the new patient appointment lag time to 14 days.</li> <li>• Improve the effectiveness of our inpatient care:               <ul style="list-style-type: none"> <li>– Reduce mortality rates</li> <li>– Improve patient safety</li> <li>– Reduce infection rates</li> <li>– Reduce readmissions</li> <li>– Reduce the length of stay of medical and surgical oncology patients</li> <li>– Improve the quality indicators for stroke patients</li> </ul> </li> <li>• Improve the effectiveness of our ambulatory care:               <ul style="list-style-type: none"> <li>– Improve our management of patients' chronic conditions (diabetes, hypertension, ischemic vascular disease)</li> <li>– Improve our preventive screening and immunization rates, well child visits and prevent lower back pain</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Decrease our overall 30-day all cause readmission rate.</li> <li>• Decrease the per-member-per-month cost trend for members of the Froedtert Health medical plan.</li> <li>• Increase our measure of clinical integration as compared to other members of Integrated Health Network.</li> </ul>	<ul style="list-style-type: none"> <li>• Expand the number of lives we touch by 218,000. This total can include our number of unique patients, our partners' patients, the lives we manage through contracts and the lives we touch through community screenings, education or the federally qualified health centers we support.</li> </ul>	<ul style="list-style-type: none"> <li>• Improve staff engagement.</li> <li>• Improve our performance on indicators of how we value diversity among our staff.</li> <li>• Improve provider engagement.</li> <li>• Improve Medical College Physicians recruiting and turnover.</li> </ul>	<ul style="list-style-type: none"> <li>• Achieve the budgeted Froedtert Health operating margin.</li> <li>• Achieve the budgeted Medical College of Wisconsin margin.</li> <li>• Decrease our cost per case adjusted to account for the severity of our patients.</li> </ul>

# Diversity & Inclusion Strategic Focus



# 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



INSTITUTE FOR DIVERSITY  
in Health Management

An affiliate of the American Hospital Association

**HRET**

HEALTH RESEARCH &  
EDUCATIONAL TRUST  
In Partnership with AHA



American Hospital  
Association

Froedtert & MEDICAL  
COLLEGE of  
WISCONSIN

# #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 (NBMBA)
- 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 (NAAAHR)
- 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 Grafton  
Aurora Medical Center in Washington County  
Aurora Medical Center - Manitowoc County  
Aurora Medical Center of Oshkosh  
Aurora Medical Center Summit  
Aurora Memorial Hospital of Burlington  
Aurora Psychiatric Hospital  
Aurora Sheboygan Memorial Medical Center  
Aurora Sinai Medical Center  
Aurora St. Luke's Medical Center  
Aurora West Allis Medical Center

### **Allina Health**

River Falls Area Hospital

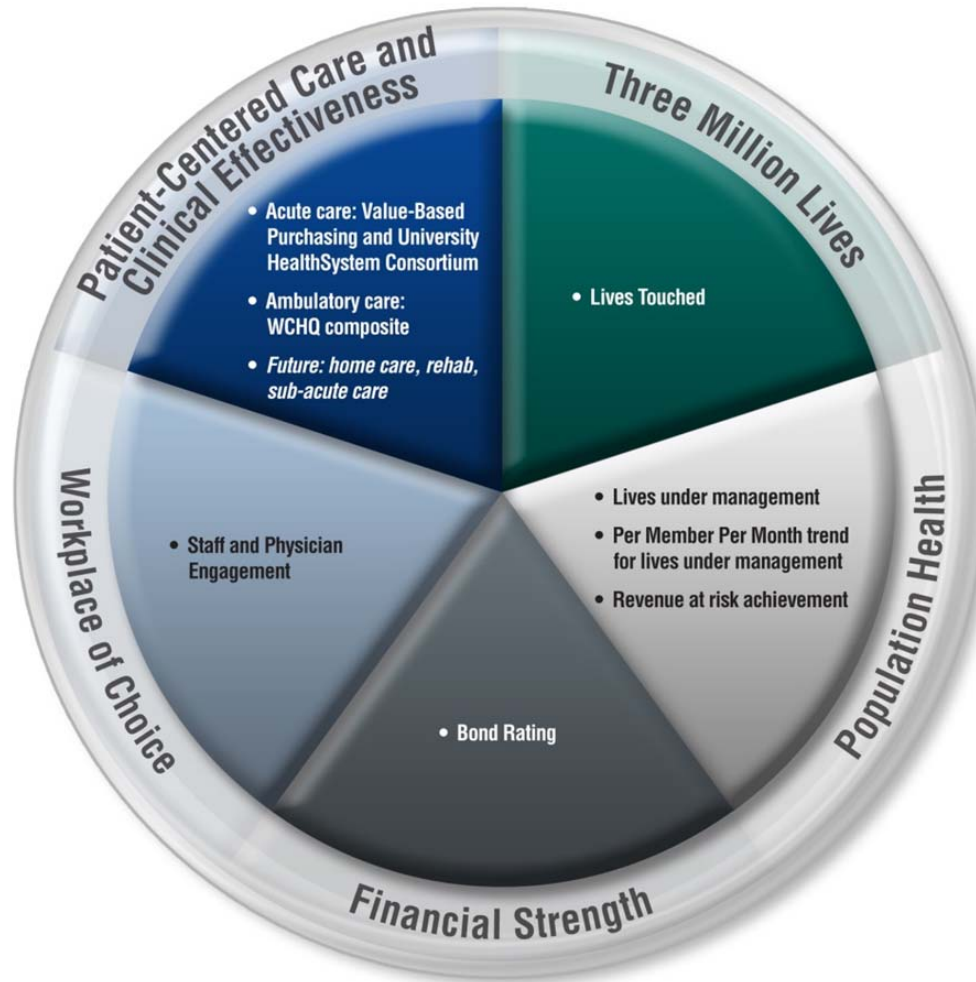
### **Hospital Sisters Health System**

HSBS St. Clare Memorial Hospital  
HSBS St. Joseph's Hospital  
Sacred Heart Hospital  
St. Mary's Hospital Medical Center  
St. Nicholas Hospital  
St. Vincent Hospital

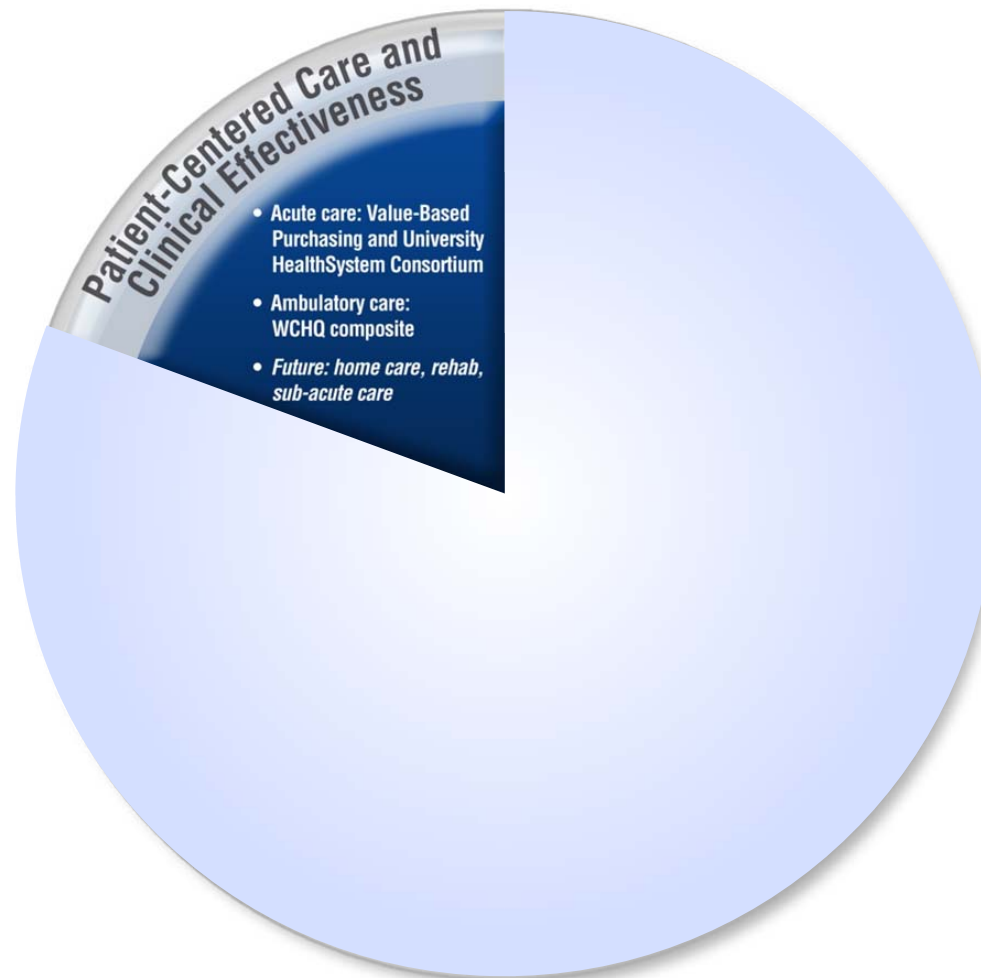
### **Froedtert Health**

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

# Strategic Goals



# Strategic Goals





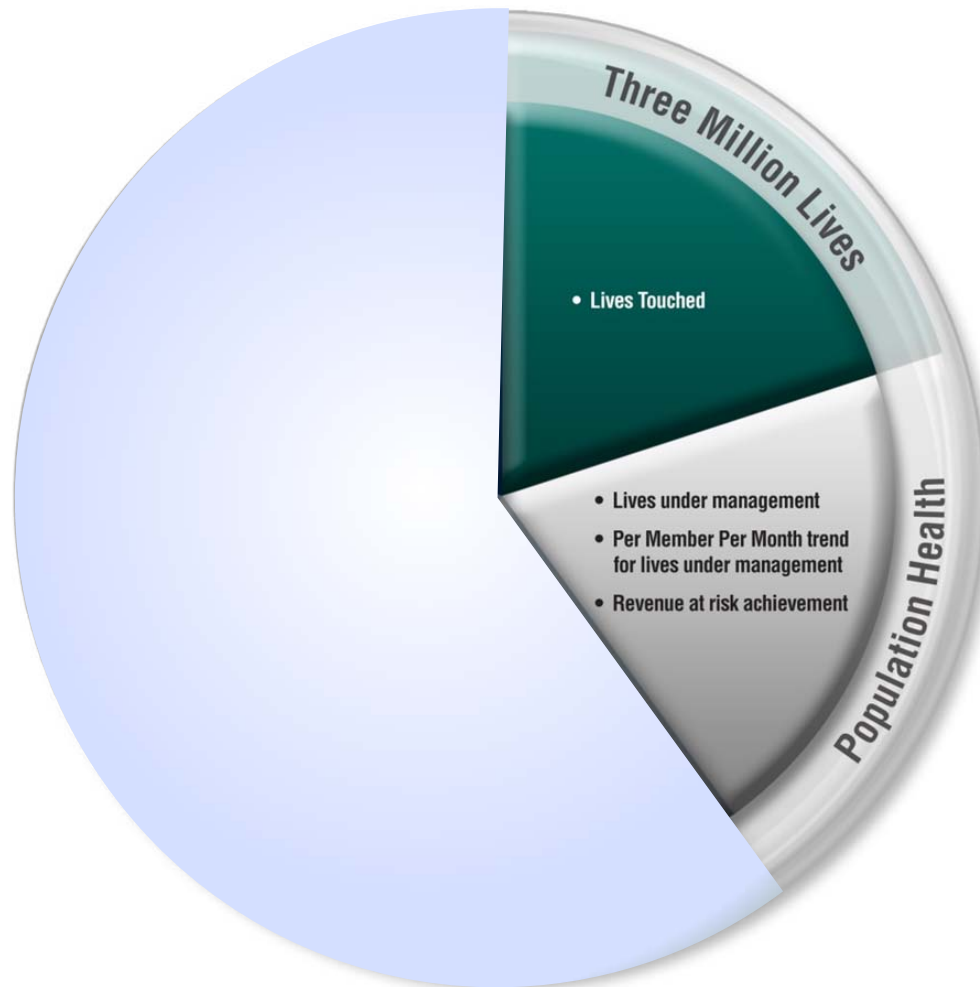
# Language Services

# 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



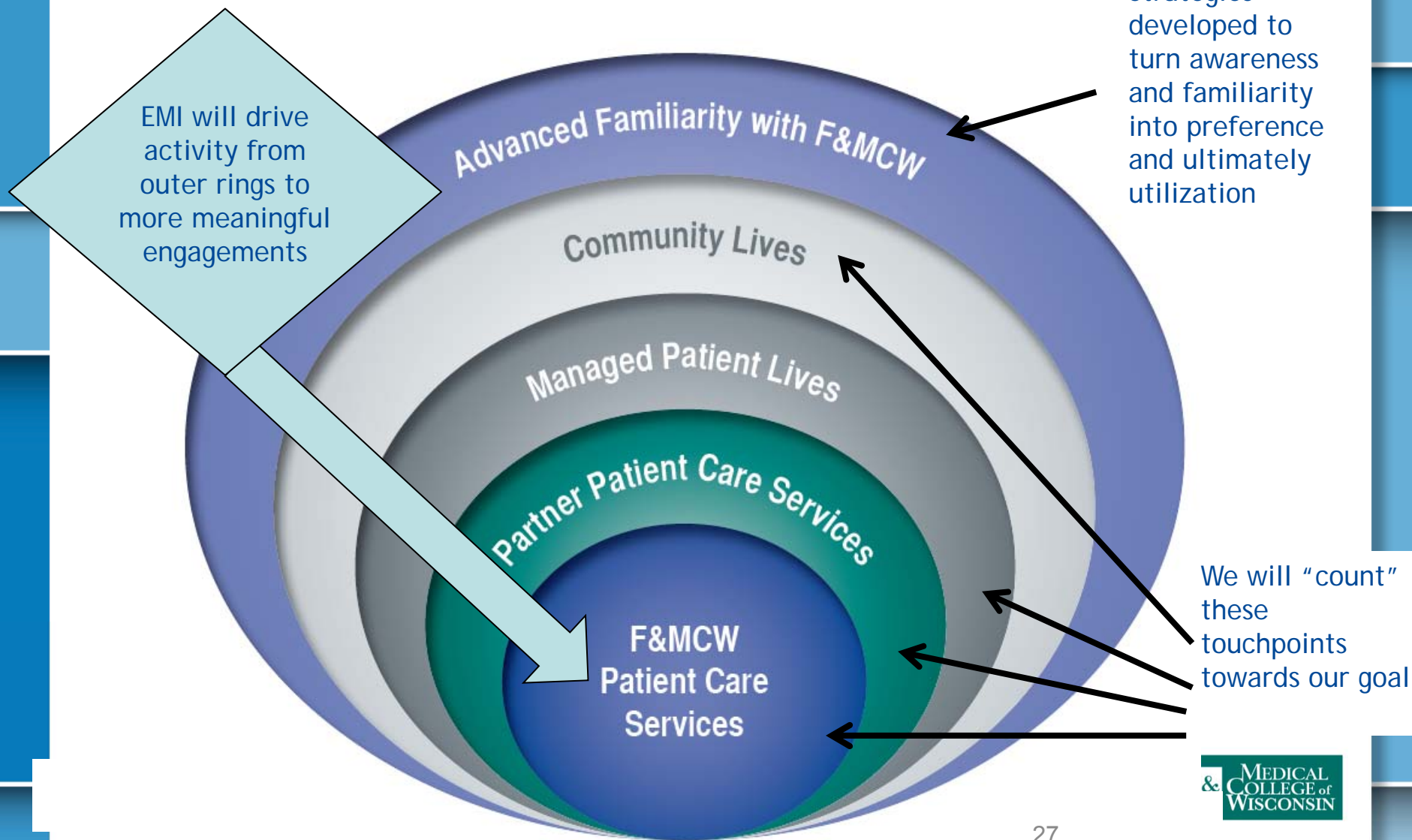
# Strategic Goals



# Emerging Markets Strategy Launch

- Launched with a work group in 2011.
- Strategy based on research.
- Emerging Markets Initiative (EMI) Goal: Build awareness of F&MCW 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&MCW's commitment to EMI communities.
  - Increase numbers of unique patients from EMI populations.
  - Strengthen competitive position among EMI populations.

# Three Million Lives



# Emerging Markets

## Expanded Scope

- Build awareness of F&MCW 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 roll out
- 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

 HUMAN RIGHTS CAMPAIGN




## Healthcare Equality Index 2016

Promoting Equitable and Inclusive Care for Lesbian, Gay, Bisexual and Transgender Patients and Their Families

**2,061** of the nation's healthcare facilities rated on their commitment to LGBT equality and inclusion

# HEI 2016 Leaders in LGBT Healthcare Equality

## WISCONSIN

Leader	Facility Name	City	Network (If Applicable)	1a	1b	2a	2b	3a	3b	4
	<b>Community Memorial Hospital</b>	<b>Menomonee Falls</b>	<b>Froedtert Health</b>	●	●	●	●	●	●	●
	Columbia St. Mary's Ozaukee Hospital	Mequon	Ascension Health	●	●	●	●	●	●	●
	<b>AIDS Resource Center of Wisconsin (2 locations)</b>	<b>Milwaukee</b>		●	●	●	●	●	●	●
	Aurora Sinai Medical Center	Milwaukee	Aurora Health Care	●	●	●	●	●	●	●
	Aurora St. Luke's Medical Center	Milwaukee	Aurora Health Care	●	●	●	●	●	●	●
	Children's Hospital of Wisconsin	Milwaukee		●	●	●	●	●	●	●
	Columbia St. Mary's Hospital Milwaukee	Milwaukee		●	●	●	●	●	●	●
	Columbia St. Mary's Milwaukee	Milwaukee	Ascension Health	●	●	●	●	●	●	●
	<b>Froedtert Memorial Lutheran Hospital</b>	<b>Milwaukee</b>	<b>Froedtert Health</b>	●	●	●	●	●	●	●
	<b>VA Clement J. Zablocki Medical Center</b>	<b>Milwaukee</b>	<b>Department of Veterans Affairs</b>	●	●	●	●	●	●	●
	Wheaton Franciscan Healthcare - St. Francis	Milwaukee	Wheaton Franciscan Healthcare	●	●	●	●	●	●	●
	Wheaton Franciscan Healthcare - St. Joseph's	Milwaukee	Wheaton Franciscan Healthcare	●	●	●	●	●	●	●
	<b>Westfields Hospital</b>	<b>New Richmond</b>		●	●	●	●	●	●	●
	Aurora Medical Center of Oshkosh	Oshkosh	Aurora Health Care	●	●	●	●	●	●	●
	Wheaton Franciscan Healthcare - All Saints	Racine	Wheaton Franciscan Healthcare	●	●	●	●	●	●	●
	Aurora Sheboygan Memorial Medical Center	Sheboygan	Aurora Health Care	●	●	●	●	●	●	●
	Aurora Medical Center	Summit	Aurora Health Care	●	●	●	●	●	●	●
	Essentia - St. Mary's Hospital - Superior	Superior	Essentia Health	●	●	●	●	●	●	●
	<b>VA Tomah Medical Center</b>	<b>Tomah</b>	<b>Department of Veterans Affairs</b>	●	●	●	●	●	●	●
	Aurora Medical Center - Manitowoc County	Two Rivers	Aurora Health Care	●	●	●	●	●	●	●
	Waukesha Memorial Hospital	Waukesha		●	●	●	●	●	●	●
	Aspirus Wausau Hospital	Wausau		●	●	●	●	●	●	●
	Aurora Psychiatric Hospital	Wauwatosa	Aurora Health Care	●	●	●	●	●	●	●
	Aurora West Allis Medical Center	West Allis	Aurora Health Care	●	●	●	●	●	●	●
	<b>St. Joseph's Hospital</b>	<b>West Bend</b>	<b>Froedtert Health</b>	●	●	●	●	●	●	●





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## Health Care for the LGBT Community

Froedtert & the Medical College of Wisconsin health network strives to meet the needs of the lesbian, gay, bisexual and transgender (LGBT) community.

The Human Rights Campaign recognized Froedtert Hospital and Community Memorial Hospital as Equality Leaders for protecting our LGBT patients and employees from discrimination, ensuring equal visitation for LGBT people and providing staff training in LGBT patient-centered care. Every facility in our health network is working toward this goal.

We provide accessible and culturally competent health care to anyone who steps through our doors.

**Dignity and respect  
help us deliver  
What Is Possible to  
the people we care for.**



### Health Services for Women

You'll receive compassionate [OB/GYN care](#) through every stage of your life with personalized attention to any special concerns you have.



### Primary Care for Your Whole Family

Our [primary care locations](#) provide clinical environments that welcome your LGBT family as well as families of other sexual and gender minorities.



### Reproductive Medicine

You can rely on our [fertility experts](#) to turn the possibility of a child into the reality of birth.

[SEE ALL SERVICES](#)

# froedtert.com/lgbt

## Find a Physician Who Is Right for You

Froedtert & the Medical College of Wisconsin physicians take the time to listen to your concerns, understand your needs and determine your course of care — blending compassionate care with academic medicine. Start your search by looking at any of the profiles for the physicians listed below or browse our [complete listing of physicians](#).



[Mary Burke, MD](#)  
Obstetrician/Gynecologist



[Michael J. Lasser, MD](#)  
Obstetrician/Gynecologist



[Michael Cada, MD](#)  
Internal Medicine Physician/Pediatrician



[Jennifer Mackinnon, MD](#)  
Internal Medicine Physician



[Jacquelyn Dinusson, MD](#)  
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Internal Medicine Physician/Pediatrician

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# Q & A

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Scout Page

Froedtert & the Medical College/Departments/  
Diversity and Inclusion

